Agenda
Revised February 28, 2023

March 3, 2023
School Board of Manatee County
Workshop - 9:00 AM
Walter Miller School Support Center
Board Room

Times Indicated are Approximate

I. CALL TO ORDER

II. AGENDA AMENDMENTS

1. Agenda Amendments - added after publishing

III. PUBLIC COMMENTS

Public comment is not an open forum to discuss matters unrelated to education, to support or oppose candidates for public office, or to engage in commercial speech attempting to sell a service or product to the School Board or public. Also, public comment is not a forum to attack individual school system employees or Board Members. Any such complaints should be submitted in writing to the Superintendent for appropriate handling. Finally, this is not a forum for addressing issues involving individual students. Because of privacy concerns, such issues should be submitted in writing to the Superintendent for appropriate handling. Each speaker is allowed three minutes to address the Board. Speakers must stand at the podium and not approach the dais.

This is a business meeting of the School Board and the public expects that we conduct it in an orderly, efficient, effective and dignified manner. We request that speakers keep this in mind when making your comments. We also request that the audience keep that in mind and not demonstrate approval or disapproval of what a speaker has said by clapping or booing. The Board appreciates the public's input and will listen attentively, consider each comment, and usually will not respond, enter into debate, or answer questions during comments on agenda items or during the public comments section.

PUBLIC INPUT INSTRUCTIONS:
1. Before you begin speaking, please provide any handouts to the Agency Clerk.
2. Please identify yourself only by your full name for the record.
3. You have no more than three minutes to speak. Please stop speaking when the bell rings.
4. Florida Law requires all citizens to conduct themselves in an orderly fashion at public meetings.
5. **WARNING:** Any individual who interferes with the expeditious or orderly process of a School Board meeting, will be subject to removal from the meeting pursuant to Section 1001.372(3) Florida Statutes at the discretion of the Chair. Orderly fashion is deemed as, at a minimum (1) no profanity (2) no vulgar language (3) no discourteous, disrespectful, or disparaging conduct.

IV. WORKSHOP

1. Board Discussion with Florida School Boards Association (FSBA) Regarding Superintendent Search - revised February 28, 2023
2. Update on Impact Fee Study
3. Strategic Plan Update

V. ADJOURNMENT

AGENDA ITEM NO. II.1

School Board of Manatee County
March 3, 2023 - Workshop

Title
Agenda Amendments - *added after publishing*

Executive Summary
The Chair finds good cause to amend the agenda to include:

Agenda amended on Tuesday, February 28, 2023, to **update** Executive Summary and **add** attachments to Workshop item, *Board Discussion with Florida School Boards Association (FSBA) Regarding Superintendent Search.*

Contact
Submitting Department: School Board
Initiated By: Chair Choate

AGENDA ITEM NO. IV.1

School Board of Manatee County
March 3, 2023 - Workshop

Title
Board Discussion with Florida School Boards Association (FSBA) Regarding Superintendent Search - *revised February 28, 2023*

Executive Summary
Dr. Bill Vogel and Mr. John Reichert, of the Florida School Boards Association (FSBA), will hold discussion with the Board and address the following:

1. Discuss results of survey/community and staff forums
2. Determine the minimum/preferred qualifications and the qualities
3. Determine salary range and length of initial contract offer
4. Determine advertisement venues
5. Review application process and contents of application packet

The attached *Advertising Options Chart* will be utilized for the discussion of advertisement venues.

~~Additional accompanying meeting materials were not available at the time of publication of the agenda and may be supplemented if such materials become available in accordance with F.S. Section 120.525~~.

Contact
Submitting Department: School Board

Attachments:
2023 Advertisement Options Chart
Discussion Draft Qualifications - added February 28, 2023
Discussion Draft Qualities - added February 28, 2023
Survey Results Final - added February 28, 2023

ADVERTISEMENT VENUES

American Association of School Administrators	30 days - $599 **60 days - $799**
Association of Latino Administrators and Superintendents	**6 weeks - $250**
Education Week – “Top School Jobs”	**60 days - $895**
Florida Association of School Administrators	30 days - $300 **60 days - $600**
National Alliance of Black School Educators	30 days - $250 **60 days - $500**
AASA State Associations of School Superintendents	Free
Broad Center	Free
Florida School Boards Association (main web page)	Free
National Affiliation of Superintendent Searches	Free
Council of Great City Schools	Free

Announcement and Brochure to:

- Every State School Boards Association - Executive Director
- All Florida School Board Members, Florida School Superintendents, Florida Education Legislative Liaisons and Florida Education Negotiators

QUALIFICATIONS

Required Qualifications

Master's Degree from an accredited institution
Ten (10) years successful administrative / leadership experience

Preferred Qualifications

Doctorate Degree from an accredited institution
Experience in a school district with 10,000 or more students
Experience as a teacher, school based or district level administrator

Salary Range

$195,000- $270,000

DISCUSSION DRAFT

Qualities

Based on feedback, the School District of Manatee County is in search of an educational leader who demonstrates the following leadership qualities, skills and abilities to serve as the next School Superintendent.

1. Collaborates with law enforcement to insure safe and orderly schools and school district buildings/campuses.
2. Demonstrates success in continuing to improve overall student performance and narrowing achievement gaps, especially in reading.
3. Ensures that ESE, including Gifted, 504 students and ELL student needs are met.
4. Increases access to and accountability of Pre-K programs.
5. Demonstrates the ability to build and maintain an open, honest, trusting, and respectful relationship with the School Board, district and school based leaders, teachers, staff, community, parents, and students.
6. Collaborates with the School Board to lead from, review, and update the Strategic Plan with accountability measures and a direct connection to the budget.
7. Leads with a vision for the future, yet honors traditions and past successes.
8. Models impeccable standards of integrity and ethics. Listens and is humble, yet decisive.
9. Demonstrates experience building consensus with the Board and community to successfully resolve controversial issues.
10. Is approachable, visible, available, and willing to visit schools and classrooms, and attend student activities.
11. Experienced communicator utilizing a variety of communication methods including the latest technology.
12. Partners with local businesses to ensure Career/Technical programs and Manatee Technical College are meeting the employment needs of area businesses.
13. Demonstrates knowledge of the Florida Education Finance Program (FEFP) and other school district business operations such as food service, maintenance, transportation and facilities.

DISCUSSION DRAFT

14. Builds and maintains significant partnerships at the local, state, and national level; works with legislators, cities, county and business leaders to plan for growth and population shifts, and enhance educational opportunities that align with economic development.

15. Is appreciative of employee dedication and commitment as evidenced by recognition of employee, faculty and student efforts and accomplishments.

16. Analyzes data and identifies what faculties/departments need to be successful and provides resources, tools, training and follow-up needed to accomplish goals.

17. Delegates, while holding self and others accountable through a fair evaluation process.

DISCUSSION DRAFT

Report for School Board of Manatee County Superintendent Search Community Survey

Response Counts

Completion Rate:	**66%**		
	Complete		1,078
	Partial		555

Totals: 1,633

1. Choose the five (5) items that you feel are the most important for your district in the area of Personal Leadership Qualities:

Value	Percent	Responses
Reacts positively in highly stressful situations.	34.2%	543
Possesses the ability and willingness to make tough decisions that may not always be popular.	41.7%	662
Values and leads from agreed upon goals.	22.2%	353
Ability to build high-performing teams.	29.0%	460
Builds trust and respect, and serves as a role model for staff, students and the community.	77.2%	1,226
Leads with honesty and charisma.	42.3%	671
Leads with a vision yet honors current successful programs.	42.9%	681
Is courageous and honest, and engages others in seeking solutions to challenges.	62.2%	987
Creative and a successful innovator.	13.1%	208
Inspires and builds trust and models high standards of integrity and ethics.	68.0%	1,080
Thinks with innovation, creativity, and courage to engage others in seeking solutions to district challenges.	47.9%	761

2. Choose the five (5) items that you feel are the most important for your district in the area of Instructional Excellence and Leadership:

Value	Percent	Responses
Is familiar with and/or has successful experience with education reform requirements including state standards and Florida's school and district evaluation systems.	27.0%	367
Successful experience in curriculum adoption and implementation that meets or exceeds state standards.	21.3%	290
Has experience in a school or district where student achievement has been increasing and can describe the role leaders must play in that process.	44.9%	611
Experience developing career and technical programs to meet the needs of local and regional employers.	37.8%	515
Ability to plan and implement continuous improvement and organizational improvement in all academic areas.	38.6%	525
Evidence and experience in moving district/school to higher achievement levels prior to mandates of state or federal agencies.	29.2%	398
Understands the importance of early childhood programs.	37.8%	515
Has a record of improving student performance, especially in identifying, narrowing or closing the gaps in student achievement.	48.9%	665
Promotes the success of every student by facilitating the development, articulation, implementation and stewardship of a vision of learning that is shared by all stakeholders.	45.6%	620
Knowledge of current educational issues, trends, and research and effectively led a district through the rapidly changing state and federal landscape.	50.4%	686

Value	Percent	Responses
Analyzes and uses data for decision-making to review or improve actions, plans, processes, and systems.	38.5%	524
Commitment to all children and willing to visit classrooms and participate in student activities.	57.2%	779

3. Choose the five (5) items that you feel are the most important for your district in the area of Business, Finance, and Operations:

Value	Percent	Responses
Interprets and articulates complex educational and financial data to the Board, staff and community.	47.7%	622
Responsible for all aspects of student and staff safety and security.	52.6%	686
Has efficiently managed the operation of a school district or department of similar size and/or budget.	55.6%	726
Has successful experience in planning, managing and evaluating annual budget.	60.1%	784
Experience in zero-based budgeting to meet district goals.	9.8%	128
Can review a budget and note irregularities and areas of potential future concern.	56.1%	732
Analyzes and uses data for decision-making to review or improve actions, plans, processes, and systems.	53.3%	695
Demonstrates fiscal responsibility and a strong business and financial background.	45.6%	595
Leads and monitors staff in a large organization.	30.1%	393
Uses sound fiscal practices to maximize the resources of the district.	61.3%	800

4. Choose the five (5) items that you feel are the most important for your district in the area of Board, Staff, and Community Relations:

Value	Percent	Responses
Has experience motivating staff and students, improving morale and generating enthusiasm.	75.2%	944
Can successfully engage the public, the media and support groups.	37.3%	468
Has excellent speaking skills with large and small groups.	22.5%	282
Views the School Board as a partner in meeting the goals of the district and strives to develop a positive and strong working relationship that is centered on two-way communication.	49.2%	618
Collaborates with faculty and community members, responds to diverse community interests and needs, and mobilizes community resources.	67.9%	853
Willing to work with governmental, educational and business leaders to enhance educational opportunities and economic development.	48.0%	603
Demonstrates good listening skills and gathers information to make thoughtful, timely decisions.	71.8%	902
Is responsive to board concerns and treats all board members equally.	27.6%	347
Experience in leading and supporting tax initiatives.	20.1%	253
Familiarity with the School District of Manatee County and community.	41.4%	520
Experience collaborating with strong philanthropical partners.	13.9%	175

5. Choose the five (5) items that you feel are the most important for your district in the area of Performance Accountability:

Value	Percent	Responses
Successfully delegates authority and responsibility while holding staff accountable.	52.3%	627
Has a willingness to innovate and encourage others to innovate, while remaining accountable to the school board.	51.1%	612
Implemented program for staff evaluation and corrective action/improvement plans.	20.0%	240
Maintains high expectations for all employees and students.	52.2%	625
Ability to identify what makes an effective school and create systems and processes to ensure that schools have the supports necessary to achieve.	72.9%	873
Sets goals for self and others; holds self and others accountable through formal and informal evaluations.	48.9%	586
Uses climate assessment results to identify needed areas for improvement and develops plans to address needs.	41.4%	496
Able to assess student performance levels and effectiveness of teachers and programs.	38.6%	462
Ensures school learning plans are progressing, monitored, adjusted, and result in positive trends in meeting student performance standards.	50.3%	603
Experience leading a district-wide professional development program aligned with a strategic plan and instructional goals.	36.7%	440

6. What do you consider to be the two or three most significant strengths of the district?

Strength 1

ResponseID	Response
1	Schools and Office Buildings are in good shape overall -
2	Innovative Programs
3	Dedicated Employees
6	Diversity
7	Community
8	none
9	Technology
11	Public Support
14	Community involvement
20	All Staff
21	The teachers
22	none
23	Honesty
24	Teachers
25	Veteran Teachers
26	teacher dedication
27	Building on foundation of success
28	Has support of community
29	Employing Doug Wagner
30	Cohesiveness
35	facilities

ResponseID	Response
38	Student Growth
41	Partnerships
43	Hard working teachers
47	Tax Initiative
48	Staff
52	Community of Manatee County
54	Highly qualified teachers
55	Strong leadership within the schools
56	Facilities; we have nice buildings that are mostly well maintained with the exception of some where students destroy property and we are continuing to add facilities with new and remodeled schools.
59	The dedicated staff
60	Welcoming
63	Increase in student achievement on standardized tests.
65	Career & Technical Programs
67	Vision for Improvement
68	Creating data
69	none
71	learning initiatives
72	Professional Development
73	Community partnerships
74	Respect and Diversity of Employees
75	excellent teachers
77	elementary teachers
78	Improved fiscal accountability

ResponseID	Response
80	Communication
85	none
86	Diversity
88	diversity
89	honest
91	Community
92	All staff
93	Students
95	Attempts to foster supportive relationships with parents
96	strong community support
98	CTE Programs
99	Employees
100	Communication
103	Innovative
104	Budget Department
105	School-Level Leadership
109	Diversity
110	Hardworking people
111	teachers have passion
112	Millage Support
113	Teachers/school staff care about students
115	We Stand Together
116	Community outreach
117	Quality of employees

ResponseID	Response
119	Professionalism
121	work ethic
124	Formative data
125	Staff's dedication to students
131	Competance
132	N/A
133	nothing
134	Teachers
135	Educating students to be good stewards of the community.
136	High student achievement
138	Communication
140	Partnership with community for reaching goals and supporting students/families
141	Community Support
142	Upward student progress
144	improving overall student performance
146	Teaching Staff
148	A supportive community
149	Strong school leadership
150	competitve
151	support staff wllingness to go above and beyond
154	Diversity
155	Health and Safety
158	Willing to listen to parent advice and interact with parents

ResponseID	Response
160	The district is very much aware of the growing Hispanic population and provides resources for them.
161	Listens to the public
162	The students
163	Student performance
165	high quality teachers
166	Diversity of students
167	Intelligence
169	Passion
170	Non discriminatory
171	The use of focus app - keeping parents informed
175	Career and technical education programs
177	Parents opinions are important/ parent involvement
178	High quality education
180	Integrity
182	Passing the mileage
184	Parents
185	Great faculty/staff
186	Traditional Teaching
188	excellent writing curriculum
189	Courageous, ability to go against establishment
190	Attendence
191	Parents
192	Doesn't fold to any woke nonsense

ResponseID	Response
193	High quality school leadership
196	Teachers
197	Not allowing CRT or radical gender ideology into our district
198	Excellent career technical Ed, competitive winning CTSO state and national reputation
199	Developing students to succeed at the next level
200	Parent/Community Involvement
204	Great teachers that stay
205	Sense of heritage within the community
207	choices
208	Teachers
210	Community based awards/programs
211	Respecting parents views
213	parental support
214	Teaching respect for others
215	Safety
216	Communication
218	Leads the country in protecting children from harmful CRT
219	community support for school staff
225	Lots of clubs/organizations to join at LRHS
226	Growth
230	Intergrity
231	School Safety/Security
232	Teachers and School Based Support Staff

ResponseID	Response
234	Growth adding to tax base
235	elementary programs
238	Providing programs and opportunities for students and families
242	Honesty
243	Innovative
245	Diversity
246	Safety
247	Recognizing that school is about learning, not social agendas.
248	Diversity
249	Parental involvement
250	Many wonderful teachers who care about their students
252	Leadership ability
253	Accountability
256	The teachers
259	Focus on student achievement for all students.
261	Critical thinker
262	Integrity
263	Community support of our schools.
264	Competitive pay
265	Teacher altruism and inclusivity
267	teaching staff
269	size
271	Data Driven
272	Good teachers

ResponseID	Response
276	Reputation
277	Staff
278	Culture
279	Integrity
280	actively involved
281	Collaboration
282	Communication
283	Teachers
286	teachers
288	NONE
290	Community and parent involvement
291	Parent engagement
295	using mil funds
296	Climate
297	Has dedicated professionals working with our students
298	Students
301	Leadership selection at the individual school level
303	Competent and caring teachers
304	Making decisions that benefit the students despite state mandates
306	AP course offerings
308	District Staff
309	Availability of program offerings
310	Opportunity
311	Security for our students & faculty

ResponseID	Response
313	challenges kids who want to be challenged
315	teachers
316	great teachers who have to adapt to ever changing state law
317	Diversity
318	Lots of clubs to choose from at high school level
319	Strong student expectations
320	Conservative values
321	Strong school leadership
322	Fiscal
328	continuing education for teachers/staff
331	Teachers
332	Way more money than they deserve
334	Diverse hires
335	Diversity
336	Good teachers
337	Great school board members (mostly)
338	Transparency
339	Committed to excellence
341	Growth
344	Good schools
346	Fiscal — We have the means to make impact
348	Great teachers
349	Diversity
350	Strong family community

ResponseID	Response
351	Teachers
353	location
355	Inclusivity
356	Families
357	Cohesive
359	Teachers
360	Accountability
362	Uses data to support and drive strategic plans
364	Positive teachers
365	Vocational Programs
367	Educational Staff
368	Teachers who care for their students
369	Getting rid of saunders
370	Safety & security in our schools
371	parent choice
374	Staff who truly care
375	Community Support
376	Small businesses
377	Integrity
378	Working with contractors
380	Emphasis on reading and supporting school media specialist and centers
381	SOARin4 and other literacy programs
384	Openness
385	Communication

ResponseID	Response
386	Honesty
387	appetite for change
388	The diversity of its student body, teacher's & staff
389	Commitment to students and families
390	Transparency
391	Quality education
393	Covering up ethics violations and making taxpayers pay legal fees.
397	Diversity in the student body
399	Not woke
400	School board
405	Student Performance
413	Avoids decisions made primarily based on politics
415	focus on student improvement
416	Teachers
418	Being the largest employer
419	facilities
420	Fiscal management
421	Honesty
422	Communication
423	Teacher Dedication
424	Partnership collaboration
425	Strong community
428	Resources
429	Honesty

ResponseID	Response
433	Encourages Diversity
434	Staff
436	Healthy economic base
439	Staff
441	Community
442	Community involvement
444	Dedicated employees
445	Community Support
447	Our school-based staff members
448	Represent Manatee Residents
454	diversity
457	Diverse
461	Hardworking staff
462	Parent support
463	Current Staff
464	Parent's Awareness
465	student achievement
466	Integrity
467	Community Support
469	supportive public
470	Size
472	Improved overall scores
475	keeping CRT out
477	Diversity

ResponseID	Response
479	Athletics
482	Students
483	Diversity
484	Diversity
485	Building level leadership
487	Fiscally Sound
488	Our Employees
489	Appreciate Employee
490	Diversity
492	school leaders
494	can talk to all staff
497	Curriculm
501	Diversity
502	Integrity
503	Innovation and Technology Programs
504	Respected in the community
505	Honest
506	Always looking for new and more effective curriculum
508	Strong leadership
512	Knowledgeable staff
514	flexibility
515	Communication to parents
516	Our people
519	School Improvements

ResponseID	Response
520	n/a
523	team
525	Competence
526	teachers
527	Teacher dedication to students
528	strong employees, teachers, paras, and all support
529	Teachers
530	none
531	Using funds to update facilities
533	Cohesion among school/department staff such as the ESOL, Title I, and School Social Workers, as well as the culture at McNeal and Samoset - we need more of that spirit among staff
536	Staff dedication
537	Student diversity
538	Teachers
539	History
540	Diversity
541	Invested Employees who care about our community.
544	Hiring Principals and APs who have students' best interest in mind
545	TECH Ed programs
546	Loyalty
547	dedicated teachers
548	Great teachers
550	bipartisan
551	Innovation

ResponseID	Response
552	Passionate Teachers
554	School Grade
558	competitive salary/benefits
561	Technology-hardware
562	SDMC Employees
563	Sense of Community
565	Passionate and effective teachers
567	Fiscal stability and accountability
569	variety of AP/DE courses
570	To be honest, lately I've struggled to see many...
572	Current staff member capable of leading as Superintendent
573	Integrity
576	strong leadership team
577	Community feeling
579	The teachers passion for teaching the students
580	Well thought out strategic plan
581	Good Curriculum Leaders
582	Financial Transparency
588	None
589	Diversity
590	Charter schools
592	Integrity
594	Diverse student population
597	Teachers in the classroom

ResponseID	Response
598	Gathering student data
599	Communication with parents
601	Student performance
603	No criminal record
604	None
606	Communication
607	Fairness and equality
608	Diversity
611	Tradition
613	Communication has improved
615	Structure
616	Diversity
617	The teachers. My children have had some of the best teachers
619	Plenty of district positions to support the schools
622	Not acting like Sarasota
623	Diversity within the district
630	School choice
632	Staff
633	The few counselors who show interest in the individual child
634	Diversity
638	Responsibility
645	The Diversity of students and families.
647	Diversity of student population
651	None

ResponseID	Response
653	Focus on STEAM learning
656	Literally, nothing at all.
659	Serving a diverse community
662	Innovator
663	None
664	Development
666	Teachers
667	Continuity
668	Need a business person not an educator
670	Attempting to raise pay
672	Know there is room food improvement.
673	The teaching staff
674	Communication
675	Knowledge of our county & needs
676	Innovation
677	the teachers
678	Wide variety of course and extracurricular offerings, and graduation endorsements.
680	student centered
688	A current school board that respects parents
690	Current strategic plan
694	Teachers
695	Trustworthy
697	Great teachers

ResponseID	Response
699	Supportive Staff (Teachers and ESE)
700	Highly trained educators working with students
701	Generally positive culture but varies by school
702	Students represent innumerable backgrounds
703	safety
704	Honesty
705	Our daughter's elementary school seems nurturing and focused on the kids.
706	Community involvement
708	Excellent community support and care of schools!
710	Great teachers
712	Excellent and hard working educators
713	Culture of collaboration
714	Honesty
715	Calm under pressure
717	Student Achievement
718	Collaboration with other community partners
725	Positivity
726	# of residents
727	AVID
729	Tracers and staff
732	Special needs programs with excellent teachers
733	MANY 2-PARENT HOMES.
734	financial execution
736	None

ResponseID	Response
737	Independent thinker
739	Honesty
745	Students
747	Amazing, dedicated teachers despite ever increasing demands, ever-shrinking resources.
748	Engaged community, residents committed to public education as demonstrated through voting and tax support.
754	Teachers
758	Diversity among students
760	Safety & Security
767	A superintendent that won't direct subordinates to do unethical things like changing students' status from dropout to homeschool in order to look a little better
768	Honesty
770	Institutional Knowledge
774	Faculty
778	Teachers dedicated to their students and committed to growing their skillsets
782	The Employees
785	Planning for the future
787	Willingness for Staff Diversity
791	support personnel
793	Student Achievement
795	improving student achievement
796	Teachers
797	Our student and their families

ResponseID	Response
801	Student Focused
802	Excellent and devoted teachers
804	Effective Communication
805	Community Diversity
806	People
809	Trustworthy
814	staff
815	Honesty
816	Improvement
817	Follow state law
818	The use of data when making decisions about students
821	dedicated teachers
823	School grades continuing to rise
825	Involvement in the Community
826	Access to data
827	Employees
829	Leadership
831	Supporting our diverse population
832	Fiscal Responsibility
837	Financial Position
839	School level staff.
841	Caring Employees
842	High expectations for students
845	The teachers

ResponseID	Response
846	Adult, Career, and Technical Education Programs
849	Perseverance
850	High Standards for education
851	low pay
852	Diversity
853	Communication
856	Honesty & integrity
858	Goals
861	None
862	The Staff / Educators
865	Maintaining staff
868	Community
870	Innovation
874	seeing that the most important are our students and so doing what is best for them and not the county or the board
875	alignment with goals
877	Staff
879	Community
882	The people
885	Leadership for children by practicing what they preach
887	Great teachers
888	response to student needs
894	Ability to work with students, teachers, faculty, parents and businesses to create a safe fun learning environment
898	Financial Viability

ResponseID	Response
899	Accountability for all
902	Community events
903	communication portals with parents are easy
904	Conservative
906	TRUST
907	teachers
908	Culture Collaboration
914	Dedication of the teaching staff
917	Teachers
919	Good listener and solution finder
921	school based programs
922	Morale
927	Dedication to student achievement
928	communication
931	Community
934	Culture is very diverse
935	building moral and sense of community among district and school-based personnel
936	technology
937	experience
938	CTE
940	Arts programs
941	Political Savvy
942	Community Relationships

ResponseID	Response
943	community support
944	Qualified employees
945	Committment
946	Growth
951	organized
952	Employees
958	Leadership
959	Honestly
961	Diversity in our schools
963	Diversity
966	facilities
968	Creative thought
970	Teachers
971	communication
972	Honesty
974	Transparency
979	tax initiative to support pay
981	community
983	Dedicated teachers
984	Growth
987	size
988	community
996	Few School Closures
998	opportunity

ResponseID	Response
999	Education Goals
1001	Continued improvement of student achievement
1003	Not sure
1004	Diversity
1008	Honesty
1009	Teachers
1010	Academic success
1011	N/A
1012	None
1015	Size
1018	teachers
1020	strong teachers
1021	teachers
1022	Care for students
1024	quality principals
1025	Community support
1027	Hard working
1029	Commitment
1031	growing economy
1032	schools able to function properly when there is dysfunction elsewhere in the district
1034	Diversity
1035	innovation
1037	Teachers

ResponseID	Response
1039	Teachers
1041	Variety of school based programs
1042	Teachers ability to survive ignorant innovations
1045	AVID Oriented
1046	Improving Expectations
1050	School grade improvement
1051	Our ACT Department
1052	leadership
1053	Diversity
1054	staff / admin/ teachers
1057	Teachers
1058	community
1059	community support
1060	Arts programs
1061	Collaboration
1064	community involvement
1065	Accountability
1067	Focus on high level education for students
1070	Strong, dedicated professionals in the schools and at the district level.
1073	unique programs
1074	Successful Programs
1076	Accountability
1081	Employees
1083	inclusive

ResponseID	Response
1084	caring for all our children
1085	Teachers care and work very hard with children who need additional help
1086	employees/staff
1092	Servicing large populations of diverse needs.
1093	collaboration
1094	communication
1095	Previous school leadership role-Principal or higher
1096	construction
1099	Leadership
1100	Variety of programs
1102	supportive tax base
1103	Leadership
1106	Soar in 4 program
1107	Academics
1110	None
1112	graduation stats
1113	Communication
1114	Highly Effective Teachers
1115	Strategic Plan
1117	n/a
1118	Student Achievement
1120	community support with tax
1122	Trying to meet space requirements for students
1123	Compassion

ResponseID	Response
1125	Vision that is inclusive and diverse
1126	Teachers
1128	Diversity
1129	Not even sure at this point
1130	forward moving
1131	Employee longevity
1134	teachers
1135	community
1136	community support
1138	Teachers who love their students
1139	Diversity
1140	The ability to make teachers want to flee the profession.
1143	Diversity
1144	Data driven
1147	Intergrity
1148	Personable
1150	curriculum
1152	Home Town/Family
1157	diverse
1158	Not following trends to be politically correct. Instead focusing on core educational goals.
1160	Requiring up to date classes
1164	Budgeting
1165	People like their schools

ResponseID	Response
1169	The students
1171	Giving teacher lead money
1172	Student diversity
1175	NA
1176	Making us look bad to the rest of the world at the District Level
1177	Leadership
1179	Staff Diversity
1180	Educational background of the candidate
1181	MTC opportunities
1184	High Standards in Leadership
1186	trustworthy
1188	communication
1190	cheap pay
1192	community partnerships
1195	Honest/transparent
1197	staff and student safety
1202	Honesty
1205	Financial stability
1208	diversity
1210	diversity
1211	community partners
1212	fairness in the ethnicity community
1213	Better public image than in the past
1214	Good teachers

ResponseID	Response
1221	community relations
1222	Committment
1223	Having a Dual Language Program
1224	Honesty
1227	magnate programs
1229	quality of teachers
1230	Doug Wagner
1231	Safety and Security
1240	Hard working teachers and staff
1241	Diversity
1243	People within the district
1245	Strong Community
1246	competitive school choice
1248	longevity
1249	diversity
1252	Safety and security of students and staff.
1255	student achievement
1258	Not caring about teachers
1262	diverse
1263	diversity
1265	Diversity
1268	Professional development opportunities
1270	Great curriculum
1272	Academics are "ok"

ResponseID	Response
1273	Strong proficiency in math and reading
1275	many innovative programs
1276	Staff loves what they do
1277	Diversity
1281	Teacher autonomy
1282	Honesty
1284	Focus on STEM and arts through the millage funding
1297	Parents rights
1299	ability to let teachers use their judgement when making decisions
1301	student safety
1304	Our philanthropic & supportive community
1305	Diversity
1306	Educated
1307	Curriculum offered
1308	Diversity
1309	teachers that are extremely dedicated to our children
1310	innovation
1311	Transparency
1312	Community Support
1314	Well resourced
1316	Academic options/programs
1318	Improving scores
1320	real estate
1321	Communication is good: app's, robo calls, etc

ResponseID	Response
1323	Working with the community
1334	education
1335	Not our superintendant now
1337	Small class sizes in elementary
1339	Employee benefits
1342	Confidence
1347	student motivation
1349	Honesty
1350	Financial stability
1352	Partnership with technical colleges
1354	Community
1357	Programs
1359	School choice
1363	School ratings
1365	Parent involvement in schools
1374	Strong sense of community
1376	None
1377	Communication with parents/families
1379	Transparent
1381	Safety
1385	Non biased
1386	The staff/employees (Parrish)
1390	high caliber teaching staff
1392	Strong

ResponseID	Response
1395	Don't be effected by DeSantis fascism.
1398	Money
1399	Listens to the needs and wants of the community
1403	Providing additional programs
1410	Mil tax
1412	We no longer have activists on the school board
1414	Opportunity
1416	Discipline
1418	Focus on student before government
1419	Experience
1423	Ensuring book and curriculum are appropriate for children
1424	School Choice
1425	the people
1429	fiscal responsibility
1435	Technology
1436	Safety/Security Measures
1437	Diversity
1438	Respect all staff and students
1442	Education
1444	Community
1449	safety-security
1451	Ability to adapt to a growing population
1460	Building new facilities
1463	Staff

ResponseID	Response
1466	Strong community building
1467	Not woke
1468	Educators
1469	Engaged teachers
1478	Honesty
1480	Variety of school choice options
1486	Teaching Staff
1491	Community
1492	Caring teachers
1496	Dedicated staff at schools
1497	Teachers
1502	Strong leadership
1503	Partnerships with community businesses
1504	College Prep programs
1507	its weakness in education to a high standard for students who want to learn
1510	Community involvement
1512	Our teachers work hard to help students
1514	Spending accountability with public participation
1515	Increased Student Achievement
1520	The teachers
1522	Academics
1524	Veteran Teachers
1525	The principals and teachers and staff
1526	Honesty

ResponseID	Response
1528	Teachers
1529	Integrity
1531	Teachers
1533	Each school is unique and I love that!
1537	Community
1538	honesty
1540	The ability to adapt and change
1541	Committed educators
1542	Experience leading a team of diverse opinions and backgrounds
1545	Innovation
1546	Great Teachers
1547	variety of programming to support college readiness and career pathways
1549	Does not bow down to school board
1550	passionate educators
1551	Teaching Staff
1552	accountability
1553	Some schools perform very well.
1555	Interactive with all schools
1559	Integrity
1562	Family oriented
1564	Family atmosphere
1570	kindness of staff and students
1572	Teachers committed to serving the students
1574	Early learning programs

ResponseID	Response
1576	high quality teachers
1577	Parents involved in kids education
1581	Parent diversity
1583	Dual enrollment opportunities
1589	goals for high achieving students
1594	Investment
1595	Innovative programming
1596	Children learning
1597	Engages the community and its stakeholders in problem solving and resolution.
1598	the ability to keep improving
1599	Community Involvement
1601	Strong History
1602	dedicated teachers
1605	Good leaders
1608	Diversity of students
1609	community engagement
1614	Familiar with the community
1615	the teachers
1617	Current administration is a joke
1618	Growing tax base
1619	Positive Goals
1624	Uses data to drive decisions
1626	Continuous improvement

ResponseID	Response
1627	Experience
1629	Sees the whole picture
1630	Understanding diversity among the student body an respecting differences
1631	Diversity
1632	Professional KNOWLEDGE
1633	Providing a high quality education for all students

Strength 2

ResponseID	Response
1	Fiscally sound
2	Career and Technical programs
3	Collaboration
6	Staff
7	Diversity
8	none
9	Community Partnerships
11	Competent Support Staff
20	Students
22	none
23	Integrity
24	Students
25	Career/Technical Education Programs (CTSOs)
26	student diversity
27	Manatee County is growing but maintains small town feel

ResponseID	Response
28	Strong school board
29	Sadly, N/A
30	Overall Public Relations
38	Great schools and amazing programs
41	Community
43	Starting pay for new teachers
47	Taking care of teachers
48	Community
52	High expectations
54	Community support
55	Learning goals increasing within the schools
56	Instructional Support; from a teachers perspective, we have a nice support system in place and if we have questions there are individuals at the district level who we can reach out to and they respond in a timely manner.
59	The true care and concern for every student
60	Academics
65	College & Career Advising
68	Trying to become more uniform
73	Size-not too big of a district
74	Commitment of staff to focus on student growth
75	strong community
77	classroom volunteers
78	Increased achievement
80	Staff
85	none

ResponseID	Response
86	Public support
88	experienced staff
89	trustworthy
91	Common Goals
92	Teaching
93	Families
95	School safety
96	up and coming district instructional leadership
98	Academics
99	Ability to withstand changes and challenges
100	Keeping staff trained
103	CTE
104	Safety and Security
105	Our Students
109	Transparency
110	They care about kids
111	none
112	Affluence
113	School administration is supportive
115	Amazing Teachers
116	Meeting the needs of a diverse population
117	Engages community support
119	Achieving goals
121	diversity

ResponseID	Response
124	Teacher-student-family relationship
131	Integrity
132	N/A
134	Community
135	Flexibility to change with processes that are dictated by the federal governement.
136	Maintains community support
140	Communicating successes and areas for improvement
141	Professional Employees
142	Morale
144	school administrators and teachers
146	Innovation and receiving grants
148	Amazing teachers
149	Current student achievement
150	leader
151	Community involvement
154	Teachers are dedicated
155	Care for staff
158	Getting parents involved in the school and classroom
160	They are excellent in being involved in the communities.
162	The people who work there
163	Communication
165	qualified school leaders
166	Supportive of the Arts

ResponseID	Response
167	Integrity
169	Humilty
177	Good principals and staff
178	Learning the basics not indoctrination of students
180	Compliance to state laws
182	Doug Wagner
184	Teachers
186	Ethics
188	Often asks for community input
189	Strong common sense value
190	More teachers
191	Tax base
192	Fights for teachers to get paid far more than they make today
193	Effectively communicates with parents
197	Improving performance
198	Dedicated core of educational leaders, staff
199	Community involvement
200	Adapting to new curriculum and guidelines
204	Community support
205	Teachers & staff who care despite a difficult climate
208	Finance
210	Successful innovative programs (steam, woz, etc)
211	Paying teachers better wages
215	Teaching

ResponseID	Response
216	Transparency
218	Listens to children and families by hearing what parents feel are important for their own children
219	academic progression
225	Teachers are for the most part good; and those who want to teach a woke curriculum seem to be reprimanded appropriately
226	Not sure
230	Seeing beyond data to community needs
231	Career driven classes
232	Career and Technical Programs
234	Great teachers
235	High school advanced programs (IB, AICE, DE, AP)
238	Communication
242	Team work type environment
243	Good communication
245	Campus Options
246	Integrity
248	Inclusion
250	Diversity in the classrooms
252	Creative thinking
253	Oath to Constitution
256	The principals
259	Innovative programs that support student engagement and achievement.
261	Not swayed by politics
262	Honesty

ResponseID	Response
263	Overall dedicated, hard-working employees at the school level.
264	Promote from within
265	Diversity of classes
267	support staff
269	diversity
271	Quick Response to COVID
272	Honors and AP programs
276	TEACHERS
277	Students
278	Climate
279	Programs
280	present
281	Transparent
282	Adhering to Florida governor's education plan
283	Innovative programs
286	closing the gap
288	NONE
290	Ethical values
291	School choice options
296	Colaboration
298	Teachers
301	Constant improvement in student performance
303	Community support as evidenced by Referendum and other financial commitments

ResponseID	Response
304	Supporting and respecting teachers for the professionals they are
306	Vocational programs
308	Community
309	Good teachers
310	Vision
311	High Standards in dress & behavior
313	variety of programs/classes
315	support staff
317	School admin leadership
319	Community
320	Repudiating "WOKEISM"
321	Excellent community engagement
322	Facilities
328	Support/resources for teachers/staff
331	Teachers
332	Great teachers that need more money
334	Innovative programs
335	Teacher commitment
336	Services for special needs students
338	Communication
339	Concerned about achievement
341	Innovation
344	Good teachers
346	Teachers — We have some good ones, keep them

ResponseID	Response
348	Activities involving parents
349	Faith in district
350	Good resources for building integrity and culture to facilitate educational growth among young people
351	Physical facilities / buildings
353	economy
355	Safety
357	Balanced
359	Students
360	Clear vision for success
362	Great listening skills-gathers information & data before decision making
364	Parents support
365	Tech Programs
367	Commitment to Student Success
368	Innovative programs
369	Good infrastructure
370	Diverse & equal opportunity for access to a good education
371	extracurricular activities
374	Innovative Technology Plan
375	Facilities
376	Parental involvement
377	Leadership
378	Keeping records of students
380	Diversity in staff

ResponseID	Response
381	A community partnership school model
384	Honesty
385	Strong values
386	Responsible
387	appetite for excellence
389	Innovative
390	Fiscal Responsibility
391	Superior teachers
393	Failure to respond public records requests in a timely manner.
397	Many nonprofits willing to collaborate with the school district
399	Gifted program
400	clean and kept up buildings
405	Employee Morale
413	Understands education and current research related to education
415	Gains in all areas of student performance
416	Staff supporting teachers
418	Offering competitive teacher salary
419	professional development
420	Community involvement
421	Transparency
422	Community involvement
423	Teacher Professional Development
424	Willing to innovate
425	great schools

ResponseID	Response
428	Opportunities
429	Integrity
433	Respect freedom by opposing racist approaches to education
436	Educated, successful citizenry
439	Our Community
441	Parents
442	Dedicated school leadership
445	Growth with area
448	Ethical
454	respect for ALL
457	Technology rich
462	Students
463	innovative programs
464	Strong community
465	recognition of achievements
466	Transparent and treats people with respect
467	Finances
469	supportive business community
470	Affluence
472	Improved financial standing
475	responding to parents
477	Growth
479	Dual enrollment
482	Sesicated Staff

ResponseID	Response
483	Support
485	Data driven decision
487	Academic
488	Our Employees
489	Communication
490	Innovation
492	caring student services dept
494	can hear staff problems
497	Grades
501	Individual School Achievement
502	Responsible
503	Career and Technical Education Programs
504	Adapting to new things
505	Sincere
506	Provides appropriate PD resources
508	Excellent academic programs
512	Programs for leadership/professional development
514	judgement
515	Safety of students
516	The academic improvement course we are currently on
519	New Buildings
520	n/a
523	dedicated to quality education
525	Communication

ResponseID	Response
526	teachers
527	Student involvement opportunities
528	strong superintendent
529	Teachers
530	none
533	Wonderful community that is willing to support schools individually
536	Staff flexibility
537	Dedicated teachers
538	Career & Tech
539	Staff
540	# of schools
541	Community Involvement
545	STEM programs
546	trust
547	dedicated teachers
548	Great community
550	unbiased
551	TSA
552	Leadership over Management
554	Employment
558	safety protocols
562	SDMC Employees
563	Academic Success
565	Openness at district level to meet and listen to parents

ResponseID	Response
567	Breadth of curriculum at every level
569	variety of clubs
573	Transparency
576	continuous improvement of student test scores
577	Training
579	I'm not really sure
580	Innovative with community partners
581	Dedicated Administrators
589	Equality
590	Classic curriculum
592	Innovation
594	Large student body
597	Small class sizes
598	Challenging curriculum
599	Safety
601	Staff dedication
603	Does not take a bonus larger than what is given to teachers.
606	Accessibility
607	Communication with parents
608	Curriculum
611	Opportunities for all learners
615	Integrity
616	Fairness
617	School Administration.

ResponseID	Response
619	Good teachers
622	Community
623	School choice
633	The few and far between teachers who take actual interest in their students
638	Communication
645	The teachers, paraprofessionals, and staff.
647	Dedicated teachers
651	None
653	Focus on "Life Skills"/Social Emotional Learning
659	High quality of teachers
662	Not afraid to do unpopular but necessary things things
663	None
666	Growth
667	CTE
668	Integrity to do what is right, not a sheep
670	Other?
672	Know teachers are unhappy.
673	Ability to monitor student growth and weaknesses
674	Organization of events
675	Ability to speak with knowledge
676	Collaboration
677	the frontline workers
678	It's expanding and upgrading/building new facilities.
680	data driven

ResponseID	Response
688	A school board that listens and engages
690	Focus on ESOL programs/education for ALL students
694	Support Staff
695	Deication
699	Safety and Security
700	District is financially sound overcoming prior fiscal malpractice
702	Faculty and staff are, in general, kind
704	Integrity
705	Her elementary school seems decently resourced, but could always be better.
706	Small town values
708	School Based Leadership with student data driving goals.
710	Good buildings
712	The students work so hard
713	Concern for safety of all students and staff
714	Integrity
715	Effectively communicates to diverse audiences
717	Qualified staff retention
718	Positive reinforcement for students and staff
725	Knowledge
729	Parental support
732	Communication to parents
733	CITIZENS SUPPORT VALUES AND MORAL EDUCATION.
734	strategic plan

ResponseID	Response
736	N/A
737	Innovative
739	Accountability
745	Faculty
747	Weakness: District staff out of touch with rapidly changing realities at school and classroom levels. Few have spent significant time in a school or classroom in the last decade..
748	Residential growth allowing for growth of the school district.
754	School-based support staff
758	passion for learning
760	Technology Access
767	A superintendent who won't direct school psychologists to put a rush on labeling 61 2nd semester seniors as ESE in order to boost graduation rates
768	Integrity
770	Close-knit family atmosphere
774	Parents
778	School site support staff who wear multiple hats and committed to the successful operation of their school sites.
782	Community Support
787	friendly employees
791	ability to work with the community
793	High Expectations
795	equitable technology among schools is improving
796	Administration
797	?
801	Fiscally Sound

ResponseID	Response
802	A community that is willing to pay for education
804	Organizational Development
805	Individual Staff Expertise
806	Community
809	Honest
814	adaptability
815	Integrity
816	Education
817	Respect parents
818	The diversity of staff and students
825	Concrete strategies for meeting diverse needs
826	Strong school leaders
829	Hight Expectations
831	Collaboration between departments
832	CTE Programming
837	Academic Growth
839	Small enough to be manageable.
842	Collaboration with community
845	The students
846	Career, Technical and Student Organizations
850	High Standards of Integrity
851	below par staff support
852	Academic Programs
853	Willingness to Listen

ResponseID	Response
856	Engage with diverse populations
858	Experience
861	None
862	The Staff / Educators
865	Overall school rating
868	Communicate
870	Diversity
874	creating more funds for higher salaries for teachers so that our students can have more and better teachers, higher salaries for bus drivers as that seems to be an issue
875	knowing how to listen and act assertively
877	Mill
879	Honors
882	innovative partnerships
885	Involved in manatee county has Florida Values
887	Sound judgment by the board
888	data
894	Ability to lead by example
898	Ethically Sound
899	keeping parents informed so that social media is not the informer
902	Academic achievement
903	partnerships with community agencies
906	COMMUNICATION
907	community wealth
908	Shared Responsibility with family and Staff

ResponseID	Response
914	Teachers willing to use their own money for classroom supplies and improvements
917	Administration
919	Has knowledge regarding the educational/student's and teacher's needs
921	Mileage money to support the arts etc.
922	Honesty
927	Desire to work with community partners
928	involvement
931	Diversity in the schools
934	Great set of programs throughout each school
935	builds strong departments and district leadership and demonstrates trust
936	size
937	honesty
938	Arts
940	school-level staff
941	FTE Growth
942	Caring Teachers & Staff who are invested in student success
943	hard working employees
945	Dedication
946	Ability to handle change
951	transparent
952	Students
958	Communication
959	Ability to work with every department

ResponseID	Response
963	Community Resources
966	staff stamina
968	Targeted effort
970	Support Staff
971	education interest new program developments for kids
972	Integrity
974	Honesty
979	leadership during COVID
981	diversity
983	Willing to work for peanuts
984	Potential
987	neighborhood schools
988	involvement
996	School Safety & Security
998	fiscal soundness
999	Implementing policy and procedures
1004	Community
1008	Integrity
1009	Students
1010	High achievement in academics
1011	N/A
1012	No one
1015	Closeness
1018	teachers

ResponseID	Response
1020	strong community
1021	small town feel
1022	Strong communities within schools
1024	Resource support
1025	School leaders
1027	Dedication
1029	resilience
1031	good choice programs
1032	school staff empowered to do the things that best meets the needs of the students
1034	Equality
1035	performance
1039	School choice
1041	School choice process
1042	Growth
1045	Love of Early Childhood Programs
1046	Student Growth
1050	Leadership
1051	Our smaller size as compared to counties around us.
1052	Facilities
1053	Growth mindset
1054	superintendent
1057	Title 1 Funds
1058	diversity

ResponseID	Response
1059	Leadership structure
1060	Tech and STEM programs
1061	Community
1064	security
1067	Accountable for safety of our students
1070	True sense of community at school sites across the district.
1074	State Ranking
1076	Commitment to education
1081	One Mill
1084	Reading
1085	Variety of courses and active clubs and sports
1086	programs
1092	Communicating intended goals
1093	communication
1095	Extensive educational background-instructional needs
1096	ranking improved
1099	Communication
1100	School of Choice
1102	diversity
1103	Motivation
1107	Student safety
1110	None
1114	Data Driven
1115	Finances improving

ResponseID	Response
1117	n/a
1118	Professionalism
1122	raising the quality of educators
1123	Acceptance
1125	Collaborative with staff
1126	Teachers
1128	Communication
1130	academics for general education students
1134	support staff
1139	Staff
1140	The ability to shaft loyal veteran teachers
1143	Tenured teachers
1144	Autonomy
1147	Communication Skills
1148	Insightful
1152	Traditions
1157	multi-genrational
1158	Meeting some of the community needs such as access food pantries and school supplies/uniforms.
1164	Responsiveness
1165	strong in STEAM
1169	The staff
1172	Dedicated teachers
1175	NA

ResponseID	Response
1176	Keeping secrets and doing what the governor wants
1177	Awareness
1180	Experience
1181	diversity with students
1184	High Standards to secure schools, employees, and students
1186	innovative
1188	professional development
1190	unability to protect staff
1192	mileage
1195	Humble/approachable
1202	Integrity
1205	Innovation
1208	acceleration opportunities
1211	diverse staff
1212	engage at schools with staff and students
1213	High paid teachers and staff
1222	Flexibility
1224	Integrity
1227	millage
1229	PTO activities and support
1230	Hopes is not on the board
1231	Operational Accountability
1241	Sense of Community
1243	Community support

ResponseID	Response
1245	Caring Teachers
1248	heart
1249	committed teachers
1252	Working knowledge of the SDMC.
1255	fiscal responsibility
1258	Not listening to concerns
1265	Community
1268	Facilities
1270	Great leadership
1272	Nothing - very disappointed in school system here
1273	College readiness
1275	Clear data about performance
1276	Transparency with community and parents
1277	Diversity
1281	Uniformity
1282	Organized
1297	Communication
1299	support community relations
1301	positive learning environment
1304	Our INCREDIBLE teachers & school admin
1305	Location
1306	Honest and trustworthy
1307	Assignment diversity
1308	Facilities

ResponseID	Response
1309	Open lines of communication
1310	choice
1311	Honesty
1312	Support for arts and music as well as core subjects
1314	Many administrators, teachers, and parents are committed to student success
1316	Teachers
1320	Specialized programs (ib, aice, steam)
1321	Providing interventions for students that need it timey
1323	Making sure the school have what it needs
1334	ethics
1335	strong parent involvement
1337	District school choice
1339	None
1342	Experience
1347	financial soundness
1349	financial responsibility
1350	Innovation
1354	Teachers
1357	Teachers
1359	Innovative programs
1363	Phone Blasts/ District messaging
1365	Good teachers
1377	District-wide implementation of schoology

ResponseID	Response
1379	Communication
1381	Diversity
1385	Honest
1386	Facilities/school grounds are well kept in Parrish
1390	adequate resources
1392	Carring
1395	Don't base our kids' education on FOX "News" propaganda.
1398	Principals
1399	A diverse classroom
1410	Increasing student performance
1412	We have a huge budget, but it needs to be used wisely
1416	Determination
1418	Great teacher motivation
1419	Support to the community
1423	Electives and programs
1424	Improvement in overall school grades
1429	Academic Progression
1435	Security
1436	Robust Opportunities for Staff Professional Development
1437	Improvement processes
1438	Demonstrate ability
1442	Community
1444	Students
1449	indivudual aaproach to students

ResponseID	Response
1451	Management of diverse populations
1460	College credit programs
1466	Monitoring student achievement
1467	Not woke
1468	School Staff
1469	Parent support/involvement
1478	Teacher salaries
1480	Intervention approaches for deficits in learning
1486	Community involvement
1491	Dedication
1496	Effective parents notification system
1497	Parent involvement
1502	Improved school board
1503	Technical education programs
1504	Early Learning Programs
1507	the thought that Manatee county is the best educational system
1512	Children generally love school
1514	Effective Communication with open meetings and parent participation
1515	Stable Finances
1520	The students
1522	Extracurricular opportunities
1524	Experienced Administrators
1525	Availability of ap classes and dual enrollment
1526	Integrity

ResponseID	Response
1528	Support Staff
1529	Selfless Service
1531	Support Staff
1533	Making sure the children get outside each day
1538	integrity
1540	Measures to put the children's safety first
1541	Supportive community
1542	Heavily involved in the community, including listening to students and parents who are affected by decisions made by the school board
1545	Responsiveness
1546	Education Values
1547	many teachers and staff are homegrown and want the district to be the best in the state
1549	Knowledge of the Bradenton "boys" club
1550	student safety
1551	Opportunities for students
1552	listening to communities needs
1555	Does not act partisan in work role
1559	Team builder
1562	Small community feel
1564	Support for diversity
1570	visibility of school board members
1572	Custodians committed to serving the students and all at the school site.
1574	Variety of programs
1576	Diverse student body

ResponseID	Response
1577	Respect the good values of our country
1581	Student diversity
1583	Scholarships
1589	good early childhood education programs
1594	IB/AP programs
1595	Managing change and crisis
1596	Safety
1597	Keeps the community informed of critical issues.
1598	the ability to recognize the needs of our students
1599	Human resources
1601	Desire to be better
1602	reputation of schools
1605	Good teachers
1608	Making strong performance gains
1609	dedicated staff and teachers
1614	No increase for administrative staff at the district level when other areas are suffering and need staff like bus drivers so buses are not late constantly.
1615	our dedicated staff
1617	We need to do better
1618	Growing tax base
1619	Diversity
1624	Ensures curriculum meets the needs of all students
1626	Transparency
1627	Teachers

ResponseID	Response
1629	Safety of our schools
1630	Parental involvement
1631	Solid funding
1632	Communicate well in Diverse Situation
1633	Safety and Security

Strength 3

ResponseID	Response
1	Academic Improvements over recent years
2	Community Support of schools
3	Diversity
8	none
9	STEM education
11	Adequate Funding
20	Residents
23	Apolitical
25	Working relationship with union
29	Sadly, N/A
30	Ethical Leadership
38	Data driven
43	Trying to get the budget back on track
48	Referendum
54	School/s performance
55	Diverse programs for student participation

ResponseID	Response
65	Soar in 4
73	Neighborhood based schools
77	technology
80	Response time
85	none
86	most schools are not too big
89	well spoken
92	Working to solve any issues that may come up
93	Staff
96	over-coming significant financial, management and instructional disfunction over the last 5 years
98	Communication
103	Teachers and staff
104	Technology
109	Honesty
110	They weather storms
111	none
112	Teachers/Staff
119	Caring for students
121	resilience
124	Professional, certificated instructional staff
131	Honesty
132	N/A
134	Innovation

ResponseID	Response
135	Strong extra curricular programs while not sacrificing academic success
136	Respects staff
141	Improved Student Achievement
142	Finance/Budget reserve
146	MTC
148	Nice facilities
149	Teaching staff/ high standards
150	talented students
154	Millage support
158	Someone who wants to push and remove the strict testing for teachers such as the general knowledge
160	Provide excellent resources for all teachers, even new teachers.
162	Community partnerships
165	community support
167	In-touch
169	Accountability
178	Leading by example with honesty and integrity
180	Fiscal responsibility
182	Doug Wagner's vision to bring Guy Harvey, Steve Wozniak and Garner Holt to our schools
184	Staff
186	Responsibility
189	true educator instead of indoctrinater
190	More homework
191	Growth of area

ResponseID	Response
192	A true leader who tells it like it is
197	Safety
198	Strong community engagement
199	Leading the area/state in academic prowess
204	Smaller schools
205	Class sizes
218	Acknowleges the dangers of hyper-sexualized media, books and curriculum
219	school based staff
225	Nice that the district took notice and changed the poor management of DMJ middle school
226	Nat sure
230	Accountability
231	Parent portal and parental involvement
235	MTC
242	Put kids needs ahead of testing data
245	Communication
246	Honesty
248	Cooperation
252	Communication
253	Public Service
256	The paraprofessional staff
259	Strong community partnership.
261	Creative
262	Fairness/equality

ResponseID	Response
264	Community partners
265	Teacher compassion
272	Technical programs
276	TEACHERS
277	Focus on Success
280	holds staff accountable
281	Goal oriented
283	Community
296	Diversity
298	Families
301	Focus on learning fundamentals and fact-based curriculum
303	Variety of high quality programs leading to higher education and/or future community employment
308	Communication
309	Preparation for life after high school
310	Diversity
311	No mandatory masks/vaccines for our kids!
313	unsure
317	Teaching staff
320	Increasing security measures in all schools
322	Growth
331	Teachers
335	Saunders
336	Availability of AP and IB courses

ResponseID	Response
338	Consistency
341	Patience
344	Reputation
349	Union support
350	Strong multi-generational resources
351	Principals
355	Integrity
359	Support staff
362	Uses teacher focus groups for input and problem solving
364	Standards we understand
365	Communication
367	Testing Processess
369	Classroom technology
370	Represents & protects American values in a constitutional republic
376	Growth
377	Communication
378	Trying to engage students
380	New schools in growth areas
381	Technical career partners
384	Strength to make tough
385	Good listener
386	Integrity
389	Collaborative
390	Honesty

ResponseID	Response
393	Hiding issues from the parents m, and covering up the issues. I understood the question and these are the matters at which the schools are best.
399	Community support for schools
405	Competitive Pay
413	Works in the best interests of students always
418	Fast growing county
419	materials
420	Dedicated staff
421	Integrity
422	Integrity and Ethics
423	Teacher Teamwork
424	Openness to listen
428	Communication
429	Organizational Skills
433	Respect professionals and act in a democratic manner
436	STEM
439	Past history of caring about children
441	local resources
454	strong curriculum
457	Growing
462	Current staff
463	financial stability
465	succession planning
466	Understanding to the concerns of others

ResponseID	Response
485	Financial stability
487	Compliant with Laws
488	Our Employees
492	willingness of teachers to do whatever it takes
497	Security
501	Faculty and Staff
502	Good moral standards
503	Communications
505	Truthful
508	Fiscally responsible
512	Starting to push into schools to support district initiatives
514	empathy
516	The support from the community
520	n/a
525	Knowledge
526	teachers
527	School-based leadership support
528	students first - always
529	THE TEACHERS!!!!!
530	none
536	Ability to work under stress
541	Partnering with Businesses to support innovation
545	N/A
546	communication

ResponseID	Response
552	Near the beach
563	Positive Role Models
565	Doing best to keep up with rapidly growing population
567	Strong parent/community involvement
569	support of TSA, paying for students to travel and compete
573	Authenticity
576	fiscal responsibility
577	Support
580	Community Partnership Schools
581	We are making notable gains as a district
589	Innovation
590	Sports programs
603	Does not prioritize any race over another.
607	Integrity
611	Socio-economic diversity
615	Accountability
616	Accountability
622	Traditions
633	None
638	Communication skills
645	The experience and viewpoints of new residents.
659	STEM programs

ResponseID	Response
662	Things about societal issues that impact the school environment. (Social media should be outlawed for minors. Period. School enforcment, age-appropriate student education, and community education to assist is sorely needed)
666	Grants
667	Innovative programs
668	Look outside of past educators and teachers
672	Know students and parents are the issue.
675	Honesty
678	Good relationship between Teacher's association and district staff.
690	Strong leadership
694	Principals/Assistant Principals
695	Creativity
699	Communication
704	Leadership
705	Facilities are currently acceptable, but hope plans are in place to keep them up to date.
706	Teacher salary
708	Budget is sound.
710	Adequate equipment
712	Supportive involved parents
713	High quality education for all
714	Accountability to student learning
715	Ability to listen and take critiques or advice
717	Sufficient Funding
718	Innovative change

ResponseID	Response
725	Accountibility
733	CITIZENS MOSTLY PATRIOTIC
734	innovative programs
737	Critical thinker
739	Conservative
745	Communications
747	Weakness: top-heavy structure - resources and district staff.
760	School based leadership
768	Strategy
782	Communication
787	loyalty to each other
795	teachers are committed and care about the students
796	Families
797	?
804	Listens well and broadly
805	Early Learning
809	Dependable
814	community
815	Willingness to push back professionally when needed, even if it is against the board.
817	Educate- not indoctrinate
826	Strong curriculum team
829	Organization
832	Maintenance of Facilities

ResponseID	Response
837	Staff
842	Staff held accountable for instructional practices
850	High Standards for the employees
856	Respect other opinions & ideas.
861	None
862	The Staff / Educators
865	Cafeteria food
870	Security
874	again doing what is best for the student like bringing back reading books in middle school
879	VPK
882	Focus on instruction
885	Encourages ally types of learning and teaching
888	community outreach
894	To create a budget that gets lore pay to teachers AND more supplies to the schools
898	Assessment Consistency
899	Seperating trouble makers from children who want to learn.
906	RELIABLE
907	support staff
908	Developmental plans for students
917	Custodial staff
919	Is honest and respectful
922	Work Ethics
927	Dedication to employee retention

ResponseID	Response
931	Loyalty
934	Unique schools in the district
935	supports creative visionary leaders and their plans to accelerate students achievement without micromanagement
938	Teachers
941	Increased Ranking
942	Willingness to innovate in order to meet the needs of students and families
951	methodical
959	Lesson to people certain
963	Dedicated Staff
968	marketing
971	motivation
972	Responsibility
974	Integrity
979	communication
981	Partners in education
988	diversity
996	Large Budget
1004	Location
1008	Sensitivity
1010	
1012	Listens to the teachers
1015	Variations in each school
1018	teachers

ResponseID	Response
1020	strong schools
1021	diversity
1022	Success in pushing through the tough pandemic years
1025	Safe spaces for diverse population
1027	Willingness
1034	Location
1035	leadership
1041	Progress on increasing pay for all employees
1042	Loyalty
1050	Accountability
1052	Technology
1053	Dedication
1054	school board
1057	Lunch Program
1059	teachers
1060	Safety and Security
1061	Opportunities
1067	Diversity of programs offered
1074	Facilities
1076	Professionalism
1086	educational goals
1093	leadership
1095	Neutral politics -high ethics,
1096	none

ResponseID	Response
1102	potential
1103	accountability
1107	Positive environment
1115	Safety
1117	n/a
1118	Organization
1123	Diversity
1125	Ethical
1126	Teachers
1128	Size
1140	Consistency in poor top-heavy management.
1143	Improving
1147	Make difficult decisions
1148	Present
1152	Diversity
1157	size
1165	Financially Stable
1169	Our community support
1175	NA
1177	Kindness
1180	Respect of staff
1181	achievements with dual language learners
1184	Maintain or improve the district's reputation
1186	honest

ResponseID	Response
1190	treat para's poorly
1195	Innovative
1202	Empathy
1205	Diversity
1208	community partnerships
1212	all staff are important no matter what title they hold
1213	Excellent facilities
1222	Teachers are strong
1224	Transparency
1229	promoting student success
1230	Golden ""
1231	Instructional Technology
1241	Level of Care
1245	Ave 941
1248	community
1249	positive forward movement
1252	Instructional technology.
1255	safety
1258	Having unrealistic expectations
1265	Perseverance
1268	Teachers
1270	Safe schools
1272	Nothing- super disappointed in clubs/activities especially in middle school
1273	Building a community

ResponseID	Response
1275	Kids!
1277	Diverse
1281	Discipline
1282	Professional
1299	kid first mentallity
1304	Schools like Myakka Elementary - setting the standard and leading the way with the Agriculture Pilot program - marrying heritage/tradition with progressive initiatives!
1305	Personel
1306	Inclusive to all students
1309	Great school facilities
1310	growth
1311	Family
1320	Sports
1323	Education
1335	strong teachers
1337	Nice facilities
1339	None
1342	Willingness to do what's right
1349	creates inclusive environment for ALL students
1350	Enthusiasm for public education
1357	Safety
1377	Extracurricular offerings that are social, academic, and, athletic
1381	Community
1385	High standards

ResponseID	Response
1386	Activities offered to students
1390	breadth of curriculum offered
1392	Hard working
1395	Be a scholar, not a MAGA politiican
1398	Facilities
1399	High academic standards
1412	We have great new schools and new technology
1416	Patience
1418	Vision on student path 10 years forward
1419	Equality
1423	Good intentions
1436	Use of Para Support
1438	Goals and success
1466	Boosts morale with routine advancements and salary increases based on high performance
1467	Strong community
1468	Arts programs
1469	Student success
1478	Teacher given paid time to get ready for the school year. No meetings. Respect teachers
1480	Technology
1502	Successful graduation rate
1504	Experienced staff
1507	Grading schools
1514	Partnership with parents

ResponseID	Response
1520	The parents
1526	Family importance
1529	Loyalty to Manatee County Schools
1538	innovativeness
1540	The involvement of parents
1541	Financial resources
1542	Open minded, conscious of biases, inclusive
1545	Accountability
1546	Supportive Family
1547	millage support
1549	Has the experience that is needed
1552	not be influenced by outside pressures
1555	Does not make cuts without understanding needs
1559	Delegates
1562	We'll kept buildings
1570	consistent pay raises for all staff
1572	Electric service is consistent.
1577	Families together
1583	Safe environment for students
1594	VPK
1595	Growth management
1596	Happy Teachers!
1598	the ability to serve a large and diverse population
1601	Possibilities of partnerships

ResponseID	Response
1605	Support of community
1608	Committed faculty
1609	wish to ensure improvements
1614	Responds to parents
1617	Stop bussing in problems from outside LWR!
1618	Growing tax base
1619	Growth
1624	Values the t
1626	Financially stable
1627	Administrative staff
1629	Academics
1631	Value student learning
1632	Moral and Ethical
1633	Fiscal Responsibility

7. What do you consider to be the two or three most significant challenges or issues facing the district?

Challenge 1

ResponseID	Response
1	Cronyism / Favoritism in the workplace - not hiring the best, but rather politically motivated hiring and promotions
2	Staffing shortages
3	Hiring & Retaining Good Employees
6	Student disengagement
7	Lack of teacher support
8	Distrust, especially with funds
9	Funding
11	Communication
12	Career Education for ALL students
14	Micromanaged at district level
17	retaining/hiring teachers/staff
19	Faculty, staff morale
20	State Interference
21	The amount of student testing required
22	keeping good staff
23	Gov. Ron DeSantis
24	Lack of support for teachers due to poor leadership at the district, school and School Board levels
25	Supporting politics before employees
26	lack of trust
27	Staff morale and work climate

ResponseID	Response
28	Current superintendent's policies
29	Honesty
30	Climate
32	Lack of quality PD for educators
33	Transportation
35	Micromanagement
38	Discipline = HUGE ISSUE
40	accountability
41	Equity
43	Communication
46	staffing shortage and the burnout or incompetence of those who are staffed
47	Parental Rights
48	Moral
49	demographics
51	Fair Treatment of Therapists Within District (OTs, PTs, SLPs)
52	Decisions are made without consulting teachers
54	Salary
55	District office and employees dropping EVERYTHING on the schools without providing support
56	Accountability; at the school level it seems that student accountability is gone, students get away with far too much making teachers jobs more difficult than is needed and ultimately taking away from other students.
59	Student mental health without support for the staff. Teachers are taking valuable time away from many to deal with 1 student. It's unfair to the kids in the class as well as the staff that are getting kicked, punched, and spit on.
60	Constant Change

ResponseID	Response
63	Preparation for standardized testing is non existent. Preparation needs to be implemented across classrooms for SAT and ACT.
65	Competitive salaries for SAMP
67	Campus Safety and Security
68	Sharing information
69	Not having enough staff
71	employee retention
72	Too much testing
73	Politics
74	anti-union sentiment instead of collaboration
75	good old boy network
76	Budget
77	veteran teacher salaries
78	Inequity of accessibility to career/technical resources for all students
80	Lack of support for staff
83	Set Student Expectations and Consequences
86	attack on education and teachers
87	current salaries
88	keeping staff from leaving
89	politics
91	Growth
92	The pay
93	Communication
95	COMMUNICATION at every level

ResponseID	Response
96	Filling major high level leadership vacancies
98	Morale
99	Lack of resources
100	Lack of staff
103	Leader Responsibility
104	Climate and Culture
105	Not listening to the community
106	teacher pay
109	Accepting diverse students.
110	Need more school psychologists
111	District contacts do not have answers to specific questions being asked.
112	Political Appointees
113	Lack of support for/on the school level
115	Wokeness
116	Funding for ESE Programs so that we don't have K-5 classes
117	Ineffective Administrators in critical positions = danger (less learning, reducing moral)
119	Pay
121	growth
124	Corruption
125	Staff retention
131	Staffing
132	Positive Climate
133	honesty

ResponseID	Response
134	Salary
135	Staff feeling unappreciated or valued
138	Leadership
140	Improving grade-level reading
141	Fiscal restraints by state
142	Finance if Millage fails
143	leadership
144	teacher shortages
145	Teacher retention
146	Community who has lost sight of a sense of community- education for all- not just for my child
148	Too much money going to top admin positions and not in positions directly interacting with students
149	Lack of qualified teaching applicants
150	future leadership
151	loss of employees with years of experience and knowledge of district
154	ESE structures allow for voilence in classroom and disruptive learning
155	Lack of Staff
156	Community Involvement
158	Too strict with testing for teachers. Needs to remove general knowledge test
160	Inconsistent in district policies
161	Under staffing
162	Poverty
163	Teacher morale

ResponseID	Response
164	Politics
165	Care for the public good and not bow to a few
166	Oppressive politics
167	Short-sighted mandates
168	Politically compromised school board and chair
169	Rapid growth of population
171	communication during threats is lacking
175	Banning books and curriculum materials
176	Monetary
177	Need a new high school in Lakewood ranch ASAP
178	Wokeness
180	Fighting declining morality in society
182	Holding principals and teachers accountable
184	Overcrowding
185	DeSantis banning books
186	Classroom student diversity
188	HONEST superintendent
189	are children sufficiete ntly challenged?
190	More staff in the cafeteria
191	Woke agenda
192	Busing kids from the hood to wealthy neighborhoods and destroying that school. Braden River Middle is an example. It was a great school until the boneheads decided to bus in kids from the hood.
193	Overcrowding
196	Florida state legislature

ResponseID	Response
197	Overcrowding
198	Student engagement and raising test scores
199	State mandates/politics motivating board decisions
200	Politics motivate school board decisions
203	Academic
204	Distrust of the community of board and superintendent due to ethics violations and lack of transparency
205	Trust in upper administrators
206	High schools don't have lockers.
207	overpopulation
208	Trust
209	Defying DeSantis and fascist views
210	Communication from leadership
211	Paying older teachers.
213	non-English speakers
214	Teachers need to be paid more
215	Safety
216	Weak music program
217	Pay
218	Communication with parents about academic opportunities
219	Population growth
221	Cindy Spray and Richard Tatem playing poltics with my kids
225	Overcrowding and allowing out of district kids into our schools especially at DMJ and LRHS
226	Influx of people from other states

ResponseID	Response
230	Transportation
231	Transportation and busing
232	Employee Pay
234	Current Superintendent played politics and created distrust from parents
235	Teacher shortages
236	The governor imposing restrictions on diverse education
237	Safety
238	Policies that silence and harm already marginalized communities
239	Retaining staff
241	Needing greater elective classes
242	Over crowded schools
243	Food choices
245	Enrollment growth
246	Communication
247	Not listening to "the noise"
248	"Anti-wokeness"
249	Pressure to conform and adopt bad curriculum
250	Terrible district benchmark testing, particularly being mandatory for kindergartners who have little to no technology skills
251	Lack of budget for safety/security measures
252	Student safety
253	Incoming foreign nationals due to immigration

ResponseID	Response
254	Lack of support and resources provided to teachers in order for them to maintain a healthy and successful teaching environment. Primarily due to the inefficient distribution of funding in less detrimental areas or areas that have recently been improved. If educators are expected to obtain classroom materials, out of pocket, necessary for a successful teaching environment then they need to be provided with incomes that will equally support such. Either provide additional funding to support those needs, or pay your educators more. Stop funding areas that have already been improved and are now just unnecessary and costly "improvements" to things such as extracurricular athletic infrastructures, that have already surpassed more than exceptional improvements due to prior funding, and yet still continuously receive such. While athletics and extracurriculars are most certainly important and massive to the development of those applicable students, ongoing improvements to their aesthetics are n
256	State legislation
258	Mills elementary and other's needs to stop assigning 1 black kid per class all alone, almost like they sprinkle them around, they should be together, for years my son has been the only black kid in his call when there's others in the same grade.
259	In experienced board that lacks understanding of educational system.
261	Moms for liberty
262	Safety implications and making schools safer with things like bullet proof doors and glass, metal detectors, security on every campus, cameras and panic buttons for each room that go directly to the Police department.
263	Lack of applicants for open instructional and support positions.
264	Growth in county
265	Teacher pay, livable and commiserate compensation
267	state mandates
268	special education
269	quality staff
271	Non support to teachers and instructional personnel
272	Charter schools take away from neighborhood schools
273	student attendance & accountability

ResponseID	Response
276	overcrowding
277	Honesty of Leadership
278	Behavior
279	Involvement with teachers and classrooms.
280	budget management
281	Student gaps
282	Safety
283	Lack of community involvement
284	Enforcement of rules for students.
286	transparency from district on dicisions
287	standardized testing
288	over population
290	Social and cultural pressures
291	Over population
295	zoning
296	Budget
297	Disconnect between "downtown" and our schools
298	Honesty
299	Guns
300	Maintaining ability to protect all children and diversity of teaching methods in a far reaching political climate.
301	Achievement gaps between schools
303	Retention of high quality workforce
304	The book ban

ResponseID	Response
306	Over-testing students and sacrificing instructional time
308	Family Input
309	Size - schools are too big
310	Facism
311	Maintain faith in God
313	high population
314	Too many changes
315	favoritism
316	book bans
317	District leadership development
318	Terrible that middle school gets out later than elementary. Their times need to be switched. You don't offer enough clubs/activities in middle school, yet these kids are rushed to their extracurriculars because they get out so late. Elementary school should start later then middle. In middle school they need to prepare to get up at 6am to go to high school
319	Teacher retention
320	"WOKEISM" and the liberal agenda to corrupt children's minds with themes such as homosexuality, LGBT, all white people are racists and the like
321	Lack of diversity in staff (students should have teachers whose backgrounds reflect the community)
322	Growth
328	lacking budget
331	Lack of meaningful communication both ways
332	Find a truly qualified educator from out of state
333	wasting money/resources
334	lack of trust and transparency
335	funding disparity school-to-school

ResponseID	Response
336	Underfunded
337	Lack of teachers
338	1-Mill Referendum Renewal
339	Teacher retention
341	Unbalanced punishments for disciplinary actions
343	Hiring teachers
344	Divided and politically driven board
346	Must consider diversity of students and communities
347	Exceptional student education deficiencies
348	Communication between teachers and parents
349	Current governor
350	From the 8th grade down we are distracted by efforts to teach kids things most adults can't figure out
351	Low student performance
353	decline in literacy
354	Not enough excellent teachers for high level courses
355	Inclusivity
356	need more conservative values
357	Security/Safety
359	Administration
360	Discipline
362	building a short/long term plan starting in pre K to access, identify, and build plan for students with low reading & math scores
364	Board who worries about government issues to much
365	Divisive School Board

ResponseID	Response
367	Superintendent that aligns with the community's political beliefs
368	Achievement gap between rich/poor
369	Corruption, good ol boy mentality
370	immigration & unsecure borders exhausting our FL education system
371	Budget loss - does not understand Fl budgeting
374	Staff Morale
375	Siloed Leadership/Top Down Management /People afraid to make decisions
376	Overgrowth
377	Too much Testing
378	Student truancy
380	Ethics and accountability
381	Provide more affordable community preschool/daycare
384	Overcrowding
385	Growth
386	Exceptional Student Education and District Employee Morale
387	an involved Board of Directors
388	Fl dept of education & governor
389	Student literacy rates
390	Financial Responsibility
391	Lack of transparency from district administration
392	Book bans and banners
393	Too much capital funding and not enough operational funding.
395	morale
397	Board members not clearly committed to the success of ALL the students

ResponseID	Response
399	Evil books
400	Reading levels
405	Tax Renewal
406	increase staff
407	Increase in students
410	Leadership
413	Decisions based on politics not best educational practices
414	Finance
415	teacher retention
416	Supporting teachers
418	Shortage of educated and qualified employees
419	SCHOOLS ARE TOO BIG
420	Lack of transparency
421	Back room deals
422	Safety and security
423	FDOE censorship of curriculum
424	School mental health
425	Toxic Board
428	Trust and climate
429	Lincoln Memorial Academy Illegal Seizure by the District
432	safety
433	Increased racist demands from the state government
434	Wages
436	Weak leadership

ResponseID	Response
439	Unrestrained population groth growth
441	Palma Sola Elementary
442	Ridiculiusness of closing class based libraries
444	Culture change
445	Past financial mismanagement
447	Very low morale at school sites
448	CRT propagande
450	Us versus them mentality from downtown to schools...need a student first mentality.
453	Fiscal responsibility
454	outside interference
455	Listening to the community and acting according to their suggestions.
456	money wasted
457	Diversity
460	Teachers that don't care and complain all the time
461	Political environment
462	Creating stable and consistent Leadership
463	teacher shortages
464	Getting "Woke" teachers out of the classroom
465	parental rights
466	Hostile District work environment and lack of trust and honesty
467	Curriculum
469	attempt to overturn Sunshine Act
470	Large aging population

ResponseID	Response
472	Working with the county on infrastructure as new schools come online.
475	Scott Hopes
477	Politics
478	Retaining and hiring teachers
479	lack of class choices
482	Leadership
483	Staffing Issues
484	lack of community support
485	Trust for upper leadership and Board
487	Change in leadership
488	Over Spending
489	Corrupted the way hiring Employee
490	Finding/Retaining high quality employees
492	distrust
494	pay is not fare for the work load
497	Students Success
499	Not enough support in the ESE department
501	Employee Benefit Costs
502	Teacher moral
503	Pay Equity
504	Education change
505	Parental Rights
506	Budget. We still dont have enouch computers, where is all the tax money going??

ResponseID	Response
508	Finding a Superintendent to replace Ms. Saunders
511	all middle schools need all 3 music programs offered
512	Not enough support- stretched thin throughout departments
514	salary
515	ESE Support
516	The current political climate - particularly at the state level
517	Retaining good employees
518	political climate
519	Wasteful Millage Spending
520	budget/teacher salary
521	transparency
522	Budget
523	New board members
525	Funding
526	Unwilling to compensate teachers who willingly take on extra work/clubs/teams equally. In some instances, like CTE, it is just expected.
527	Over-reliance on "programs" = MCSD hasn't met a program they didn't purchase
528	allows keeping students our focus
529	District personnel and all the various positions that are redundant.
530	Salary
531	Communication
533	Lack of honesty and transparency from the top down - I do not feel that the Board and Superintendent do things with full disclosure to the public, teachers, staff and when small pieces of information get discovered, it hinders the relationships between stakeholders

ResponseID	Response
535	low staff pay
536	salaries
537	The Governor
538	School Board
539	The School Board
540	# of students in each school
541	ESE services for students is limited, more employees are needed to properly meet the needs of ESE students and their IEPS
544	Changing too many things with no training or prep time
545	Cell phone/earbud misuse
546	Loyalty
547	closing the learning gaps for low SES students
548	Not enough teachers
549	Re-districting
550	standing up for party lines rather than collaborating together
551	Holding staff accountable for security and safety
552	ESE Department
554	Budget
557	3rd grade reading scores
558	staff shortages
559	student accountability
561	Poor Programs for remediation and credit recovery
562	Budget
563	Communication

ResponseID	Response
565	HB 1
567	Underfunding at every level
569	TOO MUCH TESTING
570	keeping up with growth
572	Moral of staff
573	Political Mandates
576	not closing the achievement gap for minority students
577	Behind the times
580	academic gap for students in Title I schools/Grade Level Reading
581	Leading with fear
582	Underpaid Staff for the requirements and results that are needed and wanted to make our district proud.
588	Overcrowding schools
589	DeSantis
590	Mediocre public schools
592	Trust
594	Lack of diversity among teachers
597	Communicating and implementing new education laws
598	Over crowding
599	Equal distribution of funds
601	Stop WOKE Act
602	Poor district curriculum choices
603	Lack of parenting skills/support at home.
604	Staffing

ResponseID	Response
605	Increased student enrollment
606	Accessibility
607	Need a leader who will hold staff accountable for actions
608	Inconsistent
611	Technology
613	Employee retention
614	Budget
615	Security
617	Teacher retention
619	Class sizes are too high
622	Not letting Manatee become Sarasota
623	School safety
625	Diversity
626	Staff shortages
627	staff shortages
630	Bussing
632	Community involvement
633	Poor funding
634	Teacher & Staff Happiness/Positive Motivation
638	Early learning in childhood is important
639	Conservative outlooks
645	Ron DeSantis and his inflammatory culture battles.
647	Politicization of school curriculum
648	Need more technical classes for high school

ResponseID	Response
651	Academic readiness
653	Ensuring all students have access to technology
654	Racism
658	Pay
659	Navigating current state government's over-reaching political intrusion upon the autonomy of local districts
662	Social media especially in the higher grade and for girls.
663	Safety
664	Lack of employees
666	Growth
667	Conservative board leaders
668	Career preparation
670	Too many top down mandates
671	Violence/drugs in schools
672	Diverse population
673	State government
674	Too much homework, especially for young children
675	Honesty
676	Population growth
677	too top heavy
678	Teacher pay is not competitive with Sarasota county.
680	don't hire from within
683	guidance with steps for students and parents at all levels to acheive success
684	Transportation

ResponseID	Response
687	Not enough staff
688	A poorly managed budget
689	Very poor ma management of special education standards
690	Political divisiveness controlling education system
692	School security procedures
694	Third grade curriculum is too challenging.
695	Too much student testing
697	Teacher pay needs to be increased
698	Employee Retention
699	Partisan school board with political agenda
700	Unfounded state mandates
701	Attracting and retaining staff who actually want to be there
702	Curriculum integration
703	morale
704	Staff moral
705	Extreme political influences from state and school board levels. This includes training programs meant to whitewash history taught in classrooms.
706	Rapid growth
708	Top Down Leadership for too many years without true input from BOOTS ON THE GROUND at the schools where the heart of all of what a school district should be about.
710	Constant admin and staff changes that rob schools of the ability to build strong teams and develop their craft
712	Restrictions from state
713	School board members and lack of respect for one another

ResponseID	Response
714	Behavior rubric used in the district
715	School schooling/bomb threats and safety
717	Curriculum development (college and trade)
718	Staffing
720	Closed classroom libraries/limiting book access to students
723	Not providing enough support/resources to follow through on initiatives
724	Lack of focus on school climate
725	Budgets/ Money
726	Ron DeSantis
727	Opportunity Gap
729	DeSantis's mandates
731	Poor money management
732	Staff and bus driver shortages
733	PREVIOUS WOKE SCHOOL BOARD MEMBERS
734	economically struggling families
736	Listening to teachers voices when they express which curriculum is best for kids
737	Toxic conservative political culture
739	Liberal agenda
742	Low Salaries
744	Growing community and not meeting the demand soon enough for new schools
745	Student development
747	Unfunded mandates from district as well as state take priority over demonstrated needs

ResponseID	Response
748	Charter schools and private schools drawing students away from public schools.
753	Security
754	Very low morale among school-based employees
758	lack of diverse teachers and staff
759	Making mandatory programs that cost money that do not work, but not asking the schools to come up with their own plan.
760	Teacher Retention
761	Treating the students less like prisoners in a jail while keeping them safe from violence.
768	Nepotism at SSC
770	Lack of understanding Fund Accounting
774	Innovation
775	Pay Scale to keep employees
776	Meeting support staffing concerns
778	We are the largest employer in Manatee County, but our payrates do not allow for all employees to be able to afford to live in this area, as they have not kept up with inflation--especially rent.
781	Lack of fiscal responsibility
782	Transparency
783	School Safety
785	Budget
786	Honesty in Leaders
787	teaching to the indiv. child
790	Realistic pay for all support employees and managers
791	Money for the students

ResponseID	Response
792	Keeping up Morale
793	nepotism
795	growth
796	Public perception
797	The board
800	lack of consistent and unbiased leadership
801	continuity of leadership
802	Underfunded ESE services
804	New State Standards
805	Appropriate Staffing Ratios
806	Staff Happiness
808	Lower pay than surrounding districts (especially for teachers with Masters Degrees)
809	Government involvement
814	hiring staff
815	Fiscal Responsibility
816	Competitive pay for non teaching staff
817	Population increase
818	Developing trust after dishonest practices
821	staff morale
823	staffing
825	Teacher/Staff Shortage due to incomes and cost of living increases
826	Human Resources
827	Morale

ResponseID	Response
828	Books shouldn't be banned
829	Parents Involving
831	Ethical decision making
832	Growth
833	using bad data to drive decisions
836	salary increases for veteran teachers
837	School Discipline
839	Busing too many students.
841	Economic Inequality
842	Meeting the needs of students with accommodations
845	Florida legislature and their restrictions
846	Health Insurance
849	Safety
850	Lack of standard for education
851	ese program
852	Staffing and retention
853	Politics and Personal Board agendas
856	Lack of diversity
861	Drug use in schools
862	The Governor
863	Testing
865	Fights in schools/ safety
868	Procedure needed for lockdowns and threats
869	Lack of communication

ResponseID	Response
872	Staff shortages
874	providing bigger and more schools with all these housing developments
875	extracurricular activities
876	Ron DeSantis
877	Too many expectation of staff
879	"Parental Rights" Bill
881	New state regulations & restrictions on curriculum
882	gaps in achievement between haves and have nots
885	Overcrowding due to the area booming
886	Enough schools for growth of county
887	Overcrowding in LWR - not enough schools to keep up with development
888	the amount of testing our students face
894	Not enough teachers or supplies in schools
896	Teachers are not top notch
897	Security in schools
898	Purposeful Budgeting
899	Over Crowding
902	ESE students not getting the help they need
903	financial sustainability to retain and recruit all levels of staff when the educational landscape is becoming less enticing
904	Wokism
907	politics
908	Underfunded Schools
910	Teacher Retention

ResponseID	Response
912	lack of involvement in schools/classrooms
914	Not working with the county government to monitor building permits in order to know where and when we need schools built
917	Teachers
918	Teacher Pay
919	There are a lot of requirements in order to be a teacher
921	teacher/para pay
922	Lack of Work ethics
923	pay for lower level positions
924	Finding Qualified Teachers
927	Rapid growth
928	student performance
931	Diversity in Administration
934	Recruitment and retention of teachers
935	unskilled teachers
936	standardized testing
937	shows transparency
938	Pay for Teachers
940	staff shortages
941	Staff Morale
942	Budget
943	Distracting political influences
944	Too much population growth to keep up
945	Communication

ResponseID	Response
946	Communication
949	Curriculum standards that are NOT developmentally appropriate and are, therefore, resulting in enormous frustration and making students feel incompetent when they are not
951	budget
952	Employee Morale
955	Censorship
956	Lack of Discipline and Consequences for students when displaying inappropriate behavior
958	Finances
961	Students are over tested
963	Political atmosphere
964	disconnected- each school runs differently
965	Budget
966	disconnect between staff and leadership
968	Integrity in leadership
969	Communication about expectations.
970	Loss of teachers to other districts due to salary
971	motivation and boosting morale of district employees
972	Teaching Staff That Honesty Is Paramount In Life - specifically with your employee/employer relationship
974	Low Moral
978	communication
979	pay for teachers
981	Student Behavior
983	Class size

ResponseID	Response
984	Cost of living
986	Transparency
987	political influence
988	budgets
989	An ultra conservative right-wing school board
990	Too much testing
996	Financial Waste
998	Health insurance
999	Attendance
1001	Hiring the Supt.
1002	Stuck in old ways
1003	No consistency
1004	Respect
1006	positive involvement with community
1007	Communication
1008	State Mandates
1009	Attendance
1010	Honesty
1011	Teacher Pay
1012	No one
1015	Low salaries for veteran teachers
1018	top heavy administration
1020	low teacher pay equals lower teacher retention and new hires
1022	Teacher pay (risk losing the mil)

ResponseID	Response
1024	low appreciation
1025	Teacher pay
1026	lack of support for Title 1 schools
1027	Financially
1028	safety
1029	Moral
1030	rapid growth
1031	politics
1032	retaining highly qualified staff members treated like criminals by state government
1034	Poverty
1035	school board
1037	Communication
1039	students lack of motivation
1041	Depth of leadership in a variety of departments
1042	Ignorance
1045	Not enough money for teachers.
1046	Not enough staff
1050	Community Growth
1051	Low pay scale
1052	Recruiting Good Teachers
1053	POLITICS
1054	saftey
1057	Shortage of qualified teachers

ResponseID	Response
1058	dysfunctional leadership
1059	Financial management
1060	Staffing shortages
1061	Lack of specific direction
1064	accountability
1065	Keeping Staff
1067	Overcrowding due to county growth, especially east
1069	Keeping good staff and paying them better wages!
1070	Lack of communication among different levels (School Board/employees/district level/administration).
1072	pay for hourly employees
1073	communication
1074	Teacher Recruitment
1076	Educational effectiveness
1081	State Mandates
1083	employee salary and retention
1084	Early child care
1085	Financial since the state continually takes money from public schools
1086	growth
1088	Not enough schools for student population
1092	Diversifying the strategies used to achieve success, not everyone needs the same thing
1093	diversity
1095	Grade level reading proficiency
1096	pay

ResponseID	Response
1098	employee retention
1099	Teacher/ Staff pay Increases
1100	overcrowding at schools
1102	convoluted data system
1103	teacher shortages
1106	Cindy Spray
1107	Increasing population
1108	Teacher pay
1110	politically led
1112	lack of teacher pay
1113	Student performance
1114	Relevant PD
1115	Bus Driver Shortage
1116	morale
1117	letting lunatics make the rules
1118	Willingness to let employees lead
1120	Finding qualified staffing
1123	Lack of Inclusion
1125	Staffing
1126	Leadership
1127	Large transient population
1128	Timing of communication & changes
1129	STUDENT BEHAVIOR
1130	Growth

ResponseID	Response
1131	Growth
1134	should redistrict
1135	budget
1136	dishonest leaders
1138	Low moral. Teachers do not feel appreciated or valued. This is not just a monetary, teachers do not feel valued as professionals. We are micromanaged by administration and not trusted to do what we feel our students need.
1139	Training/Mentoring for new or specialized staff
1140	Lack of respect for staff
1143	School Board Members bringing their own agendas (Spray and Tatum)
1144	Over testing
1147	Fratenization
1148	communication
1149	Staff Morale
1150	honesty
1151	academic success (post-COVID))
1152	Payroll issues
1157	lack of community engagement
1158	District is often reactive and not strategic responding. To make informed decision data is collected and analyzed over a lengthy period of time, not one year or a semester.
1160	Unnecessary Qualifications to be met without payment for qualification (ESOL, Reading Endorsement, etc.)
1161	Community who do not understand actual student needs
1165	hiring and retaining staff
1166	Hire of Employees

ResponseID	Response
1169	Financial burdens of legislative initatives
1171	Student to teacher ratio
1172	Animosity between citizens and school board
1175	No communication with the employees
1176	How to fix the image of the District while truly having integrety
1177	Testing
1179	Education gaps
1180	Polticalization
1181	challenging all students to meet full potential
1182	diversity
1183	Political interests that are not grounded in the real needs of students
1184	Not sure
1186	accountability
1188	curriculum support
1189	Salary
1190	pay for para and teacher
1192	equity
1193	Employee Retention
1194	Accountability
1195	Budget Transparency
1197	ESE Education
1198	Lack of accountability
1202	Morale
1203	student performance

ResponseID	Response
1205	New curriculum
1208	growth
1210	low academic expectations
1211	overcrowding
1212	Black and brown students are treated equal
1213	Culture war being waged by a tiny number of non-parents
1214	Poor discipline policies
1216	Morale
1218	A Superintendt shouldn't earn an annual salary more than what the President of the United States makes. County vs an entire country. Those are funds that could be poured back into our schools to help our kids and teacher's!!! Ĥ
1219	Budgeting/Money
1221	holding the county office, specialists accountable. Behavior specialists, ESE specialists. They are not helping on the ground level, teachers do all paperwork with NO help from county specialists
1222	Politicians
1223	Teacher Evaluation System needs to be less cumbersome and more streamlined
1224	Inclusion
1227	competetive pay for all employees not just teachers
1229	Lack of willingness to assess children with signficant needs to IEPS
1230	Rapid population growth
1231	Change in Leadership
1233	Increase in unnecessary testing
1235	Bringing politics into education
1239	Not enough ESL support on Title 1 campuses

ResponseID	Response
1240	Politics
1241	Culture Wars
1243	Funding
1245	Teacher pay
1246	corruption
1248	resources
1249	low schools with large teacher turnover
1252	Safety and Security of students and staff.
1253	Staff
1255	safety
1258	Asking staff to do unethical things
1260	pay raises
1262	salaries are low
1263	New state laws
1264	student performance in reading
1265	Family Engagement
1268	Pay scale is too low to attract and retain excellence
1270	Loss of focus
1271	Influx of students
1272	School choice is a bad idea and should be abolished; it only further deteriorates the sense of community here
1273	The federal governments agenda
1275	Lack of processes in place for everything leads to mismanaged funds & frustrated administrations
1276	I keep hearing bad stories about Buffalo Creek Muddle School.

ResponseID	Response
1277	Diversity
1281	Diversity
1282	Short staff
1284	Potentially losing the additional funding from the millage, resulting in huge pay cuts. Those funds should not go towards salaries. Salaries should be increased and not tied to a voted upon issue.
1285	the encroachment of Nazis from State and Local government officials
1286	Ron Desantis' book ban
1297	Large class sizes
1298	The surge of incoming students and shortage of teachers
1299	teacher burn out
1300	Budget
1301	staffing shortages
1304	Overcrowding/lack of infrastructure
1305	Low teacher pay
1306	Laco of early childhood education
1307	Teacher ethics
1308	Special education/educators ignoring IEPs
1309	Busing
1310	diversity and equity not valued highly enough
1311	Increase classroom sizes
1312	Rapid growth of student population and subsequent necessary facility and staff expansions
1314	Budget mismanagement
1316	Inequity at schools (not enough done to ensure quality at all schools)

ResponseID	Response
1318	Need for better teachers
1320	Nepotism/favoritism
1321	Personnel-transportation and teachers (hiring and keeping good employees)
1322	Widening gap between "good" schools and "poor" schools
1323	Low staff
1329	Laws
1334	outside influence
1335	Our current superintendant
1336	Qualified teachers
1337	Need to accept sexuality choices
1338	Schools don't want parents involved anymore
1339	Different schools on do schedules
1342	Safety
1344	Diversity & Inclusion
1345	teacher retention
1347	i don't know
1349	Safety of schools, staff and students
1350	Transparency and trust
1352	Over crowding
1354	Transportation
1357	Building needs
1363	School population sizes
1370	LGBTQ agenda-this should not be in curriculum without parental consent
1373	Woke agendas

ResponseID	Response
1374	Limited non-tradition school options for high school students.
1376	Listening to teachers
1377	Equity in materials, technology, resources from school to school
1379	Professionalism
1380	Removal of books from classrooms
1381	More advanced programs
1382	Equity
1383	Lack of staff
1385	State mandates
1386	Lack of bus drivers and busses for students
1388	People don't trust the district
1390	overcrowding
1392	Non Spanish help as much
1395	DeSantis style Fascism
1398	Overcrowding
1399	Pressure to change our countries history
1402	work with the communities
1403	School capacity
1407	Specific education geared to each individual student
1410	Ron DeSantis
1412	Large budget leaves lots of room for mismanagement, lots of waste
1413	Book bans/politics infecting schools
1414	Student security
1416	Courage

ResponseID	Response
1418	Independent of politics, religion or issues that not belongs to schools.
1419	Politics
1423	Teachers that are overworked and underpaid. All the extra takes away from time they could be planning to teach
1424	Bus transportation
1425	district support
1429	Unfunded Mandates
1431	Teacher salaries should be raised
1432	Governor Desantis's political theater
1435	Salaries
1436	Unchecked racial biases among faculty and staff-- much more training is needed around this area
1437	Transportation for choiced children and families
1438	Make the good decision for community
1442	Over crowded classrooms
1444	Government interference in curriculum
1449	disconnect with paretnts
1451	Growth
1457	Community trust
1460	Over crowding
1462	Lack of highly qualified teachers
1463	Student motivation
1466	Listening to all school board employees
1467	Challenging wokeness
1468	Excessive Testing

ResponseID	Response
1469	Growth/need more high schools
1474	Growth
1478	Pay increases
1480	Staff retention
1483	Discipline
1486	Budget
1488	Budget
1490	DeSantis
1491	Teacher retention
1492	Too many choice students
1496	Current gifted program(s) is a joke
1497	Over use of standardized tests
1499	Increasing population
1500	Fighting at Mona Jain . Need more se, staffing and consequences. It's out of control ! It's time to take cotr
1502	Finances
1503	Lack of bus drivers and other support staff
1504	Political environment
1505	Lack of leadership from downtown to the schools
1506	Fascist, divisive politics
1507	motivating students
1509	lack of diversity
1510	Growth
1512	Utilizing finances responsibly (teachers should be paid more)

ResponseID	Response
1513	Schools overcrowded not enough teachers and bus drivers
1514	Increase in learning disabilities as a result of the pandemic
1515	Teacher Recruitment
1518	Resources for the staff to be successful
1519	Increased population
1520	The great need for more localized schools east of I-75
1522	No middle school in Parrish
1524	Poor Teacher Pay
1525	The school board divisiveness and "legislating" political issues into the school operations
1526	Testing
1528	Over crowding of schools
1531	Over crowding of schools
1533	Need to lead on technical and local business training as most businesses move away from requiring a college degree in exchange for skills
1538	no accountability
1539	Teach American Exceptionalism
1541	State government interference/DeSantis
1542	Lack of inclusiveness in education.
1543	Wokeness
1545	Transparency
1546	Educational Assistance for special needs
1547	not open to innovative solutions; schools maintain status quo
1549	Manatee county club.
1550	student transition

ResponseID	Response
1551	LOW TEACHER MORALE
1552	budget/spending
1553	Some schools are performing poorly.
1555	Pay
1558	SEL
1559	Corruption in the superintendents office
1560	Lack of parent accountability
1562	Safety
1564	Lack of communication
1567	Money
1568	Ever changing standardized testing
1569	Too many administrators
1570	top heavy organization..too many admins/district ppl
1572	The School Board does not serve the students.
1573	DeSantis craziness
1576	retention of high quality teachers
1577	Need to build more schools
1578	keeping traditional values
1579	Florida State Governor wanting to control History & Diversity Curriculum
1581	Curricular integration
1583	Communication of school staff and parents
1588	Poor curriculum at the state level
1589	lack of dicipline for students in the classroom and in the school

ResponseID	Response
1590	Expelling divisional equity and Critical Race styles of ideology and implementing ideologies concerning equality of opportunity
1591	Early learning, Delays in placement
1594	Interference from Governor DeSantis
1595	School Board
1596	Reading scores
1597	The need to engage minority communities in designing educational programs specific to the needs of their children.
1598	maintaining existing buildings
1599	Navigating the legislative landscape
1601	Not enough of a dollar in the classroom directly
1602	political interference
1605	Diverse population
1608	State politics
1609	political manipulation
1610	Growth
1612	Ensuring a diverse education
1614	Paying competitive salaries
1615	low student performace
1617	Inability to deal with problems right in front of our faces!
1618	"Parental rights" movement
1619	Immense Growth
1621	Testing for elementary kids on computers
1624	The political climate
1626	Statutory requirements

ResponseID	Response
1627	Retainage
1628	Honoring diverse communities
1629	Budget
1630	Book banning has to stop
1631	Racism
1632	Governmental Support and Interference
1633	Safety and Security

Challenge 2

ResponseID	Response
1	Professionalism of teaching staff and district staff - too many people not really working in this district.
2	Pay for clerical and secretaries
3	Rising Operational Expenses
6	Financial constraints
7	Budget
8	Disconnected decision making
9	Managing Population Growth
11	Remote Work Availability
12	Growth of Manatee County
14	Not listening to the teachers
17	lack of funds
19	Unwillingness to fight unethical mandates from the state
20	Retaining Staff
22	supporting the support staff

ResponseID	Response
23	Betsy DeVos
24	Lack of funding; poor pay for teachers
25	Inconsistent school administrators
26	lack of communication
27	Staff, in generally, are feeling a sense of lacking support
28	Mistaking the intension of the House Bill and taking away admin control of their school
29	Retention
30	Staff Engagement
32	Ineffective use/lack of leadership at the district level
33	Keeping employees
35	failure to follow established processes
38	Money
40	each area of employee are treated differently
41	Trust
43	Raises for teachers who stya in the district
46	poor communication and direction from administration, lack of training
47	Ron Desantis
48	Lower pay
49	workforce flexibility
51	Ensuring ESE Students (ASD, IND, SLD, OHI, LI, SI) receive appropriate eligibilities, placements, and services.
52	Teachers are micromanaged. Let us make decisions, especially if we can prove we are teaching effectively.
54	Not enough athletic programs

ResponseID	Response
55	A top down bullying mentality leaves the school very unsupported
56	Structure; some schools appear to have more structures in place in regard to district policies and procedures whereas other schools it seems to be principal/admin discretion and if some things were set by the district it would alleviate frustrations and concerns at all levels because those policies and procedures would be district established, implemented, and followed.
59	Parents who challenge teachers and principals and then the district doesn't stand behind the staff because of threats of lawsuits
60	Mental Health
63	Teacher/staff retention.
65	Too much state testing in high school
67	keep pace with development
68	Listening to teachers
69	pay
71	adequate pay for hourly support staff
72	Lack of teacher autonomy
73	Get back to the basics of teaching
74	weak response to conservatively restrictive legislation
75	influx of students
76	Innovation
77	communication
78	Inequity of highly effective/highly motivated instructors in the most fragile schools
80	Lack of resources used
83	Low Moral
86	equity among schools
87	keeping employees

ResponseID	Response
88	low salaries -- refer to Challenge 1
89	personal agendas
91	Private and Charter schools
92	Staff is hard to come by
93	Too much on teachers plates
95	Short staffed
96	implementing new standards with fidelity
98	Testing
99	Pay (especially without millage)
100	All Holidays and entire Holiday break should be paid
103	Trust
104	ESE department and student behavior
105	Potentially closing Palma Sola
106	teacher pay
109	Being honest about current events.
110	Need more resources dedicated to special ed
111	Fully vetted employees are not being compensated and pay scale adjusted accordingly. New hires are provided higher wages on year one.
112	Divisive School Board
113	Lack of support staff
115	Money Handling
116	Equity in equipment for Title I schools
117	Morale of employees working for administration that don't communicate well, and have position likely, at least in part, to diversity goals
119	Resources

ResponseID	Response
121	mental health
124	Emphasis on remediation instead of acceleration
125	Support for students with needs
131	Budgeting
132	Honesty and Integrity of Administration
133	spending
134	Behavior
135	lack of funding for the educational support that is really needed in the classroom
138	Budget
140	Integrating diversity and inclusion programs that benefit ALL students instead of yielding to political pressures to exclude this valuable work
141	Restrictive policies by state
142	Student progress
143	integrity
144	competitve pay with other districts
145	Staffing, including buses
146	Alienation of people in our community drowned out by the screamers
148	Lack of communication with community and employees
149	Shifting enrollments at schools
150	teacher shortage
151	workload of employees, too many tasks to be productive and efficient at any of them, this includes administrators and all employees below
154	Transportation hinders learning and motivation of students
155	Bus situation

ResponseID	Response
156	keeping up with growth
158	The amount of parent involvement is minimal inside classroom.
160	The district needs to support the teachers more when it comes to giving consequences to students for inappropriate behaviors.
161	Behaviors in the classroom
162	Trauma
163	Politics
165	Addressing the misinformation and disinformation about public ed to support schools
166	Short staffed schools
167	Misguided Board
168	Inability to stand up to morally and ethically bankrupt state leadership and directives
169	Shortage of qualified and competent teachers
171	anti-drug campaigns are not existent
175	Poor long range planning
176	Book bans
177	Growth
178	Bowing to political agendas
180	Holding students responsible for actions
182	Stretching administrators to thin. Need to fill vacancies
184	Drugs
185	Threatening teachers with prosecution
186	Diversity in teachers at schools
188	Working to make students successful

ResponseID	Response
189	are teachers indoctrinating children
190	More teachers
191	Low standards
192	Rethinking education. How do kids learn. We aren't concerned with test results, we need learning
193	Inconsistency in student experience at higher grade levels
196	Governor Desantis
197	Attracting and retaining talent
198	More cohesive school board who have better background knowledge of how school districts operate
199	Teachers deserving higher pay
200	Equity
204	Teacher pay not being incorporated into the budget and instead relying on millage votes
205	Lack of trust & confidence in the superintendent
207	teacher turnover
208	Stuck in the past
209	Making sure students are truly educated
210	Consistency in policy and procedures
211	School supplies.
214	Teachers that aren't doing there Job should get fired
215	Staffing
216	Poor college assistance to students and families
217	Not enough building from the bottom up
218	Knowledge of how to integrate private, homeschooled and virtual schooled students effectively

ResponseID	Response
219	Attaining and retaining staff
221	Some school board members not supporting the additional Millage
225	Bus transportation is horrendous. For the cost of living here, my child shouldn't have to wait an hour after school for his bus to arrive
226	Liberal Teachers Union
230	Unhappy staff and faculty
231	Re-districting and too many out of town students
232	Morale
234	Attack on home rule and the board's authority
235	Middle Schools
237	Retaining staff
238	Policies that show a lack of faith in teachers
239	Fair wages
241	Lacking in trades/technical programs
242	Teacher pay
243	Teacher pay
245	Class size
246	Leadership
247	Sticking to teaching reading, writing, arithmetic, history...
248	Fear of differences
249	Growth and amount of new students
250	Retaining and recruiting quality teachers due to lower than average pay
251	lack of individualized attention to children struggling
252	Classroom size/ school over growth

ResponseID	Response
253	Offshore agenda to implement CRT and ESG
254	The absolute absurd restrictions and requirements teachers/schools are being forced to comply with relating to the new (over the top) reading material restrictions, extreme book vetting, and political agendas being forced upon not only our communities educators but our children. And while understood these demands are coming from a state mandate level, the lack of even attempting to contend this matters is appalling. Our children are not political pawns, regardless of each individual's political stances. They are there to be educated while also finding/developing their own sense of internal growth and development. Additionally, your teachers are not NEARLY paid enough to be held accountable for these matters either. Stand up for them too.
256	The board
258	Make the classroom diverse.
259	Retirement age of senior leadership and historical knowledge.
261	Desantis
262	A severe need for honesty and transparency for the community on what is going on in the schools as far as safety, staff actions and classroom moms and the unfriendlyness/ostracizing going on. How principals are covering up for behaviors of their staff.
263	Communication from district level departments to the schools.
264	Teacher shortage
265	Teacher retention
267	vouchers
268	employee relations
269	poverty
271	Non support to schools/students in crisis
272	Facing horrible state laws that restrict teachers ability to teach issues like race and gender
273	block schedules
276	political agenda

ResponseID	Response
277	Communication of Leadership with staff
278	Covid slide
279	Communication
280	staffing shortages
281	Not all public schools equal opportunity
282	Still using common core books in elementary school
283	Population
284	Listening to the concerns of individual schools.
287	reliable transportation
288	underpaid teachers
291	Classroom size
295	communication
296	Parental input
297	"downtown" should sub in classrooms 3-4 times a year
298	Integrity/ back channeling/ sunshine
299	Drugs
301	Behavior issues/disruption
303	Keeping up with growth and development
304	The conspiracy theorist supporters on the school board
306	Failure to improve literacy rates
308	Politics
309	Size - schools are too big
310	Racism

ResponseID	Response
311	Build pride & respect for our country & all those who died protecting our freedoms
313	too much growth
314	Diffentiating for math/reading/Acaletics.. TOO MUCH
315	lack of integrity
316	period tracking of female athletes
317	Teacher retention
318	Horrendous bus transportation. Unreliable and pick up times are ridiculous. Making a middle school child wait an hour before the bus shows up and they aren't home til dinner time is insane. SWITCH elementary and middle school hours!!!! How you run it now makes zero sense.
319	Teacher salary
320	Increasing security measures at schools
321	Lack of diversity in the curriculum--work and achievements by communities of color should be better represented.
322	Working with partners
328	too many instructional programs taking away form traditional teaching (Acaletics, iReady, etc...)
331	Too much reliance on "data" vs needs of students
332	Eliminate the developer controls by hiring out of state
333	emphasis on programs teaching students instead of teachers
334	Lack of support for growing leaders
335	Transportation Dept
336	Interference with classroom lesson plans
337	Transparency in spending
338	Future of Palma Sola Elementary
339	Teacher shortage

ResponseID	Response
341	Lack of communication from teachers
343	Pay rate of staff
344	Massive population growth and schools over capacity
346	The political polarization will make decisions difficult
347	Quality teachers
348	Children falling throught the cracks
349	Outside influences and demands not inline with district goals
350	Exposing the young people to truth
351	no programming for emotional development
353	unhealthy life stye
354	Transportation
355	Safety
356	need more discipline in the schools
357	Higher standards
359	School board
360	Too much testing
362	Implement plan with individual student indicators where district puts $'s for out-of-the-box innovation to educate those students; NOT TO JUST PASS THEM TO NEXT GRADE.
364	No one listens to the educators
365	Inexperienced School Board Members
367	Hiring shortages
368	Equal resources for East and west schools
369	Demonizing teachers
370	lack of 2 parent households

ResponseID	Response
371	ESE department
374	Student Achievement
375	Lack of Functioning Systems
376	Staff shortages including bus drivers
377	Behavior Issues
378	Bullying issues in manatee schools
380	Lack of support by administration for media centers in individual schools where media specialist is transferred to classroom to fill position
381	Provide more community model wrap around services to Title I schools
384	Diversity
385	Safety
386	Lincoln Memorial Academy Shutdown and Lawsuit
387	Adminstrative Leadership
388	Havent seen any questions concerning ese!
389	Lack of health education
390	Student Reading Levels
391	Not being proactive with upcoming laws
392	Curriculum Bans and banners
393	Third grade reading levels
395	consistency
397	Lack of staff that is culturally and linguistically competent to serve ALL the students
399	Critical race theory
400	Board/Supportatendent/ saff communication
405	Adequate Funding

ResponseID	Response
406	increase salary
407	Lack of staffing
410	Financial responsibility
413	Finances
414	Communication
415	morale and climate of the district
416	Giving children access
418	Low salaries for regular rank employees compared to surrounding districts
419	PCHS -safety
420	Achievement gap
421	Not transparent
422	Innovation
423	Teacher shortage
424	Innovate ESOL programs
428	Respect and stakeholder voices being heard
429	Exceptional Student Education , ESOL, Mental Health
432	communication
433	The extreme politización of school board
434	Finding staff
436	Poor accountability
439	Lack of long term memory amongst leaders
441	School Board building
442	Scrutenizing of school libraries
444	Gender issues

ResponseID	Response
445	Some schools need refurbished/replaced
447	ESE students not being identified and serviced
448	Transgender propaganda
450	Too many chiefs
453	Accountability
454	narrow minded
455	Staying within their budget.
456	accountablity
457	Lack of qualified teachers, having to hire warm bodies
460	Teachers that are too woke
461	Adequate pay for staff
462	Fiscal tesponsibility
463	professional development
464	Cleaning out the corruption
465	return to basics
466	Lincoln Memorial Academy (LMA) illegal seizure and closing
467	DEI and CRT
469	frequent political attacks on public schools, shifting of $$ to private schools
470	Many new residents
472	Keep employee pay competive so we are not a traing ground for other counties.
475	Scott Hopes
477	Achievement gap
478	Excessive benchmarks/assessments losing what's important

ResponseID	Response
479	capacity
482	Bias environments
483	Pay
484	money management
485	District decision made in hast
487	Political climate
488	Upper Mngmt Not Listening
489	Finance
490	Transportation
492	ethics and integrity real or perceived
494	lack of communication
497	Teachers Success Rates
499	Teachers are given new material without the proper training
501	Too Many County Admin
502	changes from government
503	Growth in East County and Overcrowded Schools
505	Politics
506	SDMC doesn't seem cohesive, or appear that we know what we're doing.
508	Political climate
512	Far removed decisions- being out of the classroom or school building so long that the choices made are not easy to apply (exp: Selecting technology that we probably secured a deal on but which no longer allows us to project written material so teacher is severly limited)
514	morale
515	Curriculum

ResponseID	Response
516	The mental health needs of our students and families
517	Old fashioned work model
518	totalitarian management
519	Lack of Trust at the Top
520	student performance
521	Ethics
522	Spending
525	Hiring and Retention
526	Lack of fiscal responsibility. I can purchase items cheaper at a store than through the school vendors. We have not established buying power but instead pad pockets.
527	Over-assessment of students = loss of instruction and joy in classrooms
528	equality among schools
529	District personnel and all the various positions that are redundant.
530	Book Banning
531	Retaining qualified teachers
533	The community is unaware of the requirements from the statutes, state board rules and the district policies and procedures. This lack on understanding of all the guidance that has to followed and the red tape that causes delays makes parents distrustful of the district/school and the ability to support students appropriately.
535	staffing shortages
536	unequality of finances
537	Bans on books
538	Legislative demands
539	Bad middle management
540	Not enough teachers

ResponseID	Response
541	Finances - Payroll
544	Leaders not having a grip on what it is like to be in the classroom and implement the unrealistic expectations
545	reading
546	Trust
548	Not enough support for Title 1
549	Transportation
550	politically polarized parent population
551	school Discipline
552	Providing Mental Health to students who beat up staff daily
554	Community
557	The FAFSA completion rate
558	behavior and academic support for ESE learners
559	career programs for students not going to college
561	Teacher shortage and very low morale
562	Employee retention
563	Honesty
565	Rapidly growing population
567	Understaffing at every level
569	District benchmarks take away valuable instructional time
570	increasing pay at all levels
573	Increasing Enrollment
576	playing ostrich to meeting needs of culturally diverse population
577	Getting Business investors to create programs with high schools

ResponseID	Response
580	mental health of children not being addressed effectively
581	Equity among schools
582	Too many different new programs that are not vetted by parents/staff
588	Woke politics in people like Dr Shannon!
589	Anti-Woke Ignorance
590	Poor discipline
592	Honesty
594	Lack of professionalism
597	School safety
598	Staffing-in qualified positions
599	Transportation needs for students
601	Teacher shortages
602	Overcrowding at local schools
603	Teachers that share too much of their personal opinions.
604	Character development in students
605	Teachers with political ideology in the classroom
606	Communication
607	Need a leader who's involved with parents and follows up with the em after grievances are filed
608	Overcrowding
611	Low Salaries
613	District overcrowding-Need to get ahead of growth
615	Being 'woke'
617	Communication

ResponseID	Response
619	Budgets don't always focus on what is really needed for the students
622	Accommodating growth
623	Teacher shortage
625	Honesty
626	State policies
627	miscommunication
630	Technology
632	Parent involvement
633	Treating children like a collective instead of individuals
638	Security in all the schools
639	Allowing government to interfere with education
645	Ron DeSantis and his legislation.
647	Student and teacher well-being post pandemic
648	Class size
651	Parental choice
653	Issues with transportation
654	Banning of books
658	Employee retention
659	Closing achievement gaps
662	Making sure students are given personalized education and not taught to that average.
663	Education standards
664	Lack of communication (getting better)
666	Professional Development

ResponseID	Response
667	Morale
668	Drop the hammer on bullying
670	District is disconnected from classrooms
671	Rapid growth
672	Lack of communication with parents
673	Students academic performance
674	State mandates are interfering with education, especially history.
675	Knowledge
676	Funding
677	low morale
678	Keeping up with the population growth and growing diversity.
680	teacher pay
683	need to educate families on they can help their students best prepare for their future.
684	Testing
687	The disrespect from the teachers
688	High admin costs
689	No high standards for all teachers to be trained in different learning styles
690	Confusion/concern over state mandates
692	Overpopulation of students / capacity
694	Funding
695	Ridiculous curriculum
697	Student violence and need for more cops at middle and high school
698	Staffing

ResponseID	Response
699	Infrastructure
700	Lack of support for discipline at all levels across the district
701	Stand up to terrible policies coming out of Tallahassee and the Dept of Education
702	Curricular innovation
703	salaries
704	Funding
705	Attacks on vulnerable communities via exclusion of books and educational programs. Parents can always request alternate reading materials, and should not be allowed to take choices away from others.
706	Construction
708	Growth of district without infrastructure. Too many portables!
710	Making teachers accountable for grades instead of children so the children stop trying and don't care.
712	Politics creeping into school board
713	All kids pass regardless of skills and ability
714	Teachers salary and health insurance
715	Navigating curriculum challenges and changes from the State
717	Selection of new superintendent
718	Change Resilience
720	culture wars
723	Lack of ESE support in high schools
724	Invests and rolls out programs that have not been piloted or tested
725	Positivity
726	Lack of motivated teachers/instructors
727	Unequal opportunities

ResponseID	Response
729	Influence of right wing groups
731	Too much change/new requirements placed on teachers
732	Integrity and ethics of leadership
733	PREVIOUS WOKE INDOCTRINATION TO SOME EXTENT
734	development sprawl
736	Allowing students the opportunity for critical and expressive thinking with hands on curriculum
737	Religion in schools
739	No accountability for students, can make everything up
742	Low retention
744	District's lack of communication to parents regarding the Florida book bans
745	Funding
747	Over emphasis on narrowly measured achievement - fool's goal "all children should be performing above average"
748	High performing teachers and administrators not equally placed throughout the district.
753	Reacting to threats in school
754	Safety in schools
758	to many demands and not allowed to teach
760	Consistent Communication
761	Working to get grades up and have students graduate with better act scores
768	Toxic Management
770	Under appreciation
774	Funding
775	Proper staffing numbers so employee are not working 4 jobs

ResponseID	Response
776	School Growth
778	Retaining quality employees due to low pay.
781	Lack of teacher support
782	Future plans
783	Parent Complaints
785	Maintenance of schools
786	Knowledge of County
787	communication
790	Building new schools with the ability for the school to grow without needing portables for classrooms
791	staffing
792	Poor Communication
793	lack of diversity in leadership roles
795	some aging facilities
796	Staffing Shortages
797	Trust
800	school board at odds and many out for themselves nd their own interests
801	flexibility
802	Large class sizes
804	Fiscal Responsibility
805	Behavior supports based on research and effectively implemented at every school
806	Wasteful Spending
808	Less appreciation and support of ESE teachers (evaluated based on student performance for students already identified as working below grade level)

ResponseID	Response
809	Teacher
814	training staff
815	Intellectual Freedom
816	Morale
817	Add fulltime gifted school
818	Innovation and flexibility with staff
821	acountablilty
825	Growing population and continuing to meet the needs
826	IT does not support instruction
827	Reading Results
828	Include all types of people
829	Student behavior
831	Supporting the needs of students with disabilities
832	Diverse work force
833	not enough input from school faculties
836	Qualified teachers
837	Continued Academic Growth in CORE Subject Areas
839	Not enough effort to reward and encouragement for support staff.
841	Book Banning and other restrictions on what students have the right to learn
842	Limited transportation staffing, resulting in busses running late to school
845	The governor and his edicts
846	Censorship
849	Mental health
850	Lack of standard for integrity

ResponseID	Response
851	violence in autism class
852	Maintaining high expectations for student achievement
853	Lack of Knowledge - 3 of 5 are new
856	Communicating effectively with all stakeholders
861	Student behavior issues
862	Vocal Minority Community Members
863	Lack of teachers/substitutes, overload
865	Drug use/ vaping
868	Transportation
869	Lack of planning
874	better qualified teachers and more so higher salaries
876	Loss of respect towards teachers
877	Poor pay
879	Limits on learning real world issues
882	inconsistent implementation of core programs
885	Fights in the schools
886	Diversity
887	Media coverage over book ban laws - Manatee Cty did not need to react the way it did
888	lack of accountability for principals when new teachers need support
894	Ability to have high ranking schools in all district
896	Safety
897	Retaining Excellent and Qualified Teachers
898	Proven Learning Gains

ResponseID	Response
899	Accountability to all
902	Teachers not being supported by parents
903	district lacks leaders who lead from a comprehenisve, proactive mindset - the work is siloed and reactionary, which means we are all going in different directions, not working as a district but as individual departments, schools, and classrooms
904	Waste on climate programs
907	money
908	Mismanagement of Monies
910	Pay
912	disorganization
914	Penalizing the top performing schools for their ingenuity and not looking to them to see what they are doing correctly and sharing it with lower performing schools!
917	Admin
918	Not enough School Counselors in the schools
919	There is not so much support for new teachers
921	admin movements NEED to happen
922	Positive Morale
923	too much emphasis on testing
924	Paying Teachers More
927	Maintaining student diversity at school sites
928	teacher shortage
931	Minority Presence on Campus
934	Ensuring teachers have supports to help students
935	significant learning losses and literacy deficiencies

ResponseID	Response
936	lack of instructional supports
937	listens to both sides
938	Old Fashioned ways of learning
940	student mental health
941	Cumbersome PeopleSoft System
942	Community/Student Trauma caused by Poverty & Pandemic
943	Lack of systems to manage all aspects of the district
944	Staff turnover
945	Trust in our leaders
946	Population
949	Too much standardized testing for too long periods that are NOT developmentally appropriate (e.g., expecting 6 year olds to sit and write for one hour to complete an ELA assessment is beyond absurd)
951	staffing
952	Low Wages for Support Staff
955	Nasty School Board
956	Teacher Pay and Retention
958	Diversity
961	Rely too heavily on test data
963	Lack of accountability
964	teacher pay consistent with neighboring counties
965	Moral
966	unrealistic expectations by leadership
968	Support of staff
969	Too much new all at once.

ResponseID	Response
970	Paying a "living" wage to support staff
971	developing new programs to help kids excel
972	Showing all staff that everyone matters, and teaching leaders that praise for accomplishments is not only a rewarding experience to the staff member, but a sign of an excellent leader.
974	Lack of Integrity
978	trust
979	need for middle and high schools with focus on hospitality, medical field, trade(mechanics, plumbing, construction). This should start in middle school
981	Parental involvement
983	Pay scale
984	reactive to parents and problems
986	School board members
987	government over reach
988	morale
989	Censorship and removing diversity, equity and inclusion from our schools
990	The changing culture
996	Staff Accountability
998	referendum
999	Shortage of staff
1002	Closed minded to change
1003	Poor $ allocation/para/teacher pay
1004	Funding
1006	treating all staff equal
1008	Testing protocol

ResponseID	Response
1009	Grade Average
1010	Integrity
1011	DOE Laws against teachers, books, etc
1012	Listens
1015	No competitive salaries for neighboring districts
1018	inequality of jobs across schools
1020	low test scores
1022	Parents not trusting schools/teachers
1024	lack of school leadership input
1025	Student readiness
1026	lack of support for ELL and ESE students
1027	Good leadership
1028	government governing our classrooms
1029	Consistency
1030	supports for students with exceptional needs
1031	silos
1032	closing the learning gap related to COVID and the aftermath
1034	Fascism
1035	salary
1037	Ethics
1039	too many acomodations
1041	Lack of curriculum and instructional support at the District level
1042	low morale
1045	Accountability

ResponseID	Response
1046	Low Pay
1050	Hourly wages
1051	Lack of site based leadership input from stakeholders, ie. the assigning of the last 3 Principals at Manatee High without any say from the faculty, staff, or parents.
1052	Salary scale for non-instructional
1053	Failure to address student absences
1054	cirruculum
1057	Teacher salary is too low
1058	too political - keep politics out of education
1059	Retaining staff
1060	Navigating a politically extreme environment (both sides)
1061	Student attendance and discipline is poor.
1064	honesty
1067	Security and communication during threats
1069	Lack of child care for parents and staff. Need district Daycare.
1070	Decision making that does not include those most affected.
1072	no raises covering cost of living in 6 years
1073	student discipline that interferes with learning
1074	Teacher Retention
1076	Teacher retention
1081	Employee Pay
1083	competition Charters etc.
1084	Reading
1085	Retaining teachers under DeSantis

ResponseID	Response
1086	staffing
1088	Too top heavy hiring priorities -- not enough support staff or instructional staff allocated for over-burdened schools
1092	Valuing teacher and staff needs and complaints over those of the parents who are not actually in the classroom.
1093	turnovers
1095	Staffing and moral
1096	employment
1098	pay
1099	Testing Assessments
1100	not building schools fast enough especially at Lakewood Ranch
1102	frequent leadership turn over
1103	pay
1106	Population growth
1107	Pressure from federal government
1108	Pay for higher degrees (masters, doctorate, etc.)
1110	Governor overreach
1112	the need for more permanent classrooms within the district
1113	Student behavior
1114	Support for schools that are higher achieving- Equity as low achieving schools get more support
1115	Competitive Pay
1116	finances
1117	too top heavy
1118	Exponential technological increases we face in 2023

ResponseID	Response
1120	Communication
1123	Behavior Supports
1125	Handling of at risk students
1126	Leadership
1127	Gaps in education
1128	Constant Changes
1129	Motivation of staff
1130	ESE Department
1131	Excessive Testing
1134	busing
1135	employment
1136	low teacher pay
1138	Lack of support. When teachers ask for help with certain things, we are not supported or given the needed help.
1139	Communication across departments
1140	Lack of appropriate staff
1143	Lack of counselors/therapists
1144	Administrators are placed at schools, they don't apply for specific schools. This has larger implications on school culture & morale
1147	Inexperienced personnel
1148	Communication
1149	Public's perception of educators
1150	transparency
1151	Student behaviors
1152	Absent students and no accountability

ResponseID	Response
1157	lack of empathy amongst students
1158	Inequality - Students in title 1 schools do not have the same playgrounds, media centers and quality of resources as other schools.
1160	Not Organized
1161	State legislature working against students
1165	Higher pay for lower levels of employees
1166	Adequate salary
1169	Retaining staff
1171	Holding students accountable for their learning and allowing them to pass to the next grade without the ability to retain them
1172	School board catering to special interests
1175	Very little communication!
1176	Placing students before the Board and Superintendent's personal needs and motivation
1177	Data
1179	Schools that don't prepare students for life after school
1180	Relationship with the board
1181	providing best skill set for each student to want to complete school
1182	spending
1183	Mental health of students including fears of violence in schools
1184	High qualify teachers
1186	administration
1188	student support
1189	Capacitation
1190	spec. education

ResponseID	Response
1192	succession planning
1193	Communication
1194	Lack of timeliness
1195	Low wages
1197	supporting paras
1198	Sights set on reputation/statistics instead of integrity
1202	Favortism
1203	safety
1205	Lack of instructional staff
1208	hiring-finding qualified staff
1210	english language proficiency
1211	competetive pay
1212	public meetings more time to speak
1213	Distrust of the board in promising a search that never happened last time
1214	No support for level1 students
1216	Trust
1218	Be willing to stand up to the governor who is playing politics with education of our children and discourages our teachers from staying in the state of Florida..
1219	Staffing Shortages
1221	ESE department is weak and has been for a long time. Get rid of Joe Roberts and start holding the people under him accountable.
1222	Attacks on schools
1223	Need more support for Dual Language Programs
1224	Funding

ResponseID	Response
1227	recruiting and retaining quality employees
1229	Making accommodations without formal IEP in place
1230	High employee turnover
1231	Safety and Security
1233	Teacher burnout
1235	Not science based
1239	No attempt districtwide to close the achievement gap of low-wealth populations
1240	Not setting clear priorities
1241	Faculty and Staff Recruitment and Retention
1243	Growth
1245	Immigrants/language barriers
1246	accountability
1248	salaries
1249	constant administration turnover in low schools
1252	Continuity of District's Strategic Plan.
1253	Class Sizes
1255	lack of parental support
1258	Not caring about staff
1260	allowing children to move schools
1262	need more opportunities for promotion
1263	Political pressure
1264	staff to student ratio safety and instructional
1265	Behavior

ResponseID	Response
1268	Staff shortages (see challenge 1)
1270	No drive from teachers
1271	Bullying
1272	Academics subpar; not enough clubs/activities/the arts (ie theater, chorus, etc) offered at middle school level
1273	Resisting critical race theory
1275	Achievement gap in west Bradenton vs East!
1276	Transparency, honesty, integrity from superintendent to community
1277	Diverse
1281	Technology
1282	Keeping staff
1285	Book banning
1286	All schools not having free breakfast/lunches
1298	COVID forcing children to learn from home.
1299	students mental growth and needs
1300	Lack of mental health resources
1304	Large class sizes, asking too much of teachers and admin
1305	Employee turn over
1306	Monetary issues for struggling families
1307	Student and staff security on site
1308	Outdated teaching practices in AP curriculum
1309	Staffing shortage
1310	the term "woke" is being used to dismiss issues of real concern to the community, causing significant pain to many when their concerns are dismissed

ResponseID	Response
1311	Schools focusing on issues related to academics only
1312	Inconsistent facility standards and program availabilities
1314	Infrastructure planning
1316	Poor support and services for children with IEPs
1318	Lack of rigorous curriculum
1320	Lack of embracing diversity/inequity
1321	Safety concerns-fighting in school, Bomb threats or other safety threats
1323	Flexibility
1329	Governor
1334	current times
1335	To much testing
1336	Lack of staff, buss drivers, maintenance, food workers
1337	Superintendent salary
1338	Schools are not communicating what their child is learning or how they are doing
1339	Students who fight or insight violence are treated differently depending on who their parents are
1342	Career development
1344	Quality staff
1345	teacher salary
1347	i don't know
1349	maintain staffing at bus depot
1350	Focus needs to be on entire county - not just out east
1352	Traffic/ability to transport students timely
1354	Curriculum

ResponseID	Response
1357	Maintenance
1363	Transportation
1370	"teaching to the test"
1374	Bullying is ridiculously out of hand.
1376	Trusting teachers
1377	Lack of uniformity in curriculum/instruction within same school/grade level.
1379	Innovation--less or no "worksheets"
1380	Inability for teachers/staff to discuss every type of family the students in their classroom have (ie Mom and dad, two moms, two dads, single parent, etc — ALL should be recognized and talked about)
1381	Help getting students into college classes early
1382	Inclusion
1383	Increasing population
1385	Political "wars" focusing on the "wrong thing"
1386	Staff shortage in school
1390	bad discipline, fights
1395	Separating bad politics and crazy conspiracies out of public education
1398	Safety-related threats
1399	Suppression of non Christian students and faculty
1402	identify the challenges that our schools are facing in order to be more approachable to parents
1403	Teacher engagement
1407	Fiscal responsibility
1412	11+% of students are esl. How much are we spending on illegal immigrants?
1413	Lack of resources/staff

ResponseID	Response
1414	Student accountability with bullying
1416	Believe
1418	Keep up with technology
1419	Changing the Norm
1423	Way too much testing
1424	Inaccurate absentee accounting
1425	consistency in processes
1429	Private School Scholarships
1431	Better budgeting
1435	Shortage
1436	Lack of trauma-informed procedures
1437	Build on current successes
1438	Ability to help the students
1442	Bus transport
1449	schools needs renos
1451	Behavioral issues
1460	Bus driver shortage
1462	High turn over rate in some schools
1466	Lacking more mental health services
1467	Marxist teachers
1468	Unrealistic expectations with the staff support given
1469	Imbalanced zones/not attending closest school
1474	Current overcrowding in schools
1478	Building schools in Parrish

ResponseID	Response
1480	Staff morale
1483	Teacher turnover
1486	Arts programs
1488	Support staff shortages; I.e. Bus drivers
1490	Book banning
1491	Teacher pay
1492	Not enough room for zoned students
1496	Need more capacity for high/middle school in NE
1497	Teacher morale
1499	Limited tax infrastructure
1502	Transparency
1504	Outside interests in community
1505	inconsistency among schools
1506	Inexperienced leaders
1507	More schools with less students and focused on what the students goals are. Students are much more aware of todays surroundings
1509	avoiding political pressure
1510	Real estate developer influence on school board, county commission and other area leaders.
1512	Shortage of teachers or substitutes
1513	District. Administrators shirk responsibility and no one's accountable for their actions or inaction
1514	population growth
1515	Teacher Retainment
1518	Enough educators in the building

ResponseID	Response
1519	Staffing
1520	Overcrowding in schools east of I-75
1522	Failure to separate religious ideology from the classrooms
1524	Too Many Support Personnel on the payroll
1525	Ridiculous ideas of prohibiting books
1528	Replacing old schools with new ones
1531	Up grading old schools to new schools
1533	Please stop educating for the standard tests and start teaching the children through hands on experiences
1538	no innovativeness
1539	Greater emphasis on civics for all grades
1541	Improving performance in poorer areas
1542	Community involvement is minimal.
1543	Pressure to change for a SMALL minority
1545	Inspiration
1546	Bus transportation
1547	strengths of teachers and district staff are underutilized
1549	This is about STUDENTS not POLITICS
1550	lack of quality staff
1551	LOW STUDENT MORALE
1552	teacher turnaround
1553	The transportation department is a mess.
1555	Retention
1558	programs not age appropriate (Child Safety Matters)

ResponseID	Response
1559	Returning the schools to a safe learning inviroment
1562	Kids smoking/drugs in bathrooms
1564	Leaders should have started at the bottom and understand how things work in the real world
1567	Staffing
1568	Population growth-too many students, not enough good teachers
1569	Wasting of tax payer money
1570	current superintendent is unethical
1572	Extremely wasteful spending on administrators, particularly at the district level.
1576	supporting diverse population. Ensuring students of color are in leadership roles and on student government positions to reflect the population of the county
1577	More people moving to the area.
1578	making school fun again
1579	Florida State Governor making political appointments to State Universities & Schools
1581	Stronger arts
1583	Honesty/transparency between school and parents
1588	Antiquated and ineffective measuring tools
1589	underpaid teachers with seniority over new teachers
1590	A significant number teachers are apathetic to their students
1591	Not enough therapists
1594	Literacy in disadvantaged areas
1595	Increasing student demographics
1596	School Board

ResponseID	Response
1597	Improve recruitment to attract and hire more minority classroom teachers.
1598	not having devices for every student
1599	Standardized testing
1601	Lost Trust
1602	hyper partisan parental fighting
1605	Changing instructional landscape
1608	Achievement gap
1609	low student achievement
1610	Funding to retain stringcedyxatirs
1612	Hiring qualified instructors
1614	Infrastructure of schools
1615	overly conservative school board
1617	Not listening to parents
1618	Persecution of teachers (cover the books, threats)
1619	State Mandates
1621	Testing kids to much in elementary school
1624	Use of school vouchers for private schools thus eliminating public school
1626	Reading achievement
1627	Independence from influence
1628	Ban on certain books
1629	Safety
1630	Stop tying the hands of teachers
1631	Banning of Books
1632	Diverse Communities issues

ResponseID	Response
1633	School Discipline

Challenge 3

ResponseID	Response
1	Morale is and has historically been an issue, but I'm pretty convinced that teachers are never happy no matter what.
2	Maintaining focus in crazy times
3	Effective Communication
7	Not enough technical program support
8	Those serving in classrooms are under paid
9	Staffing Shortages
11	Affordable Housing
17	implementation of too many new programs
19	Inability to correctly interpret educational law
20	Compensation
22	competitive wages for support staff
23	Manny Diaz Jr.
24	Constant changing of administrators leading to constant inconsistency at schools because no leader is left in place long enough to lay out and implement their goals for the schools
25	Busses not getting our students, all students, to school before the school day starts every day.
27	ALL students matter and are part of a school's student body
29	Respect
32	Not responsive or knowing of what students need to be successful
33	Back stabbing

ResponseID	Response
35	Low morale of staff
38	Teacher shortage
40	salary employee are always over looked
41	Mental Wellness
43	Punitive toward staff and teachers
46	political strife trickling from state and national DOE, misappropriation of funds, corruption
47	Politics
48	Recruiting high quality staff
49	recruitment
51	Ensuring that both parents and school staff treat each other with respect and dignity.
52	Teacher raises- new teachers are getting the same salary as people who have been here for more than 6 or 7 years
54	Staff support
55	Data/testing is used for manipulation verses actual teaching/student needs
56	Operations; when you look at vacancies, especially in certain areas (ie. transportation) there are possible solutions that are not being explored. Some students are late to school daily, not leaving campuses until after 5:30 because of late buses, etc. If a teacher is willing to drive a bus, give them a stipend and let's get our students to school and home on time. Teacher vacancies are still high state-wide, if a teacher is willing to teach an extra class, let them and provide them with the necessary pay so that class sizes remain level, facilities are appropriately utilized, students have opportunities, etc.
59	Not being able to dismiss hardship/choice kids in 4/5 grade levels due to attendance or discipline. Parents know that we can't do anything, so schools have to put up with the behavior for years.
60	Finances
65	Low attendance
67	Rising Costs of everything

ResponseID	Response
69	poor leadership
71	teacher absenteeism
72	Acaletics
75	poor fiscal management
76	Accountability
77	honestly
80	Low socioeconomics
86	decades of useless school boards and ineffective leaders
87	flexibility of work environment
88	no parent accountability
89	ethics
91	Board of Directors
92	Communication
93	each department not communicating
96	Replacing under-qualified or noncompliant school and district management.
98	Trust
100	Lack of great attitudes
103	Morale
104	Not piloting programs or initiatives and staff retention due to workload
105	Forgetting that Bayshore High School exists
106	teacher pay
109	Being transparent with stakeholders in the community.
110	Need more paras
111	Support from district personnel and administration

ResponseID	Response
112	Not enough support for teachers -- too much put on their shoulders
113	Board/downtown doesn't seem to care about teachers/staff/school climate
116	Keeping/attracting good teachers through competitive pay.
117	Managing state dictates on teacher pay while retaining experienced teachers
121	students in trauma
124	Paltry lack of educational experience of board members
125	Comparative pay
131	Balance student allocation
132	Inequity across the district but especially among district administration
133	hiring
134	Employees
135	the politics that affect topics like re-districting and building community clinics instead of putting those dollars in our schools
140	Outside challenges that impact student success- mental health, poverty, food insecurity, etc.
141	Agenda of state government against public schools
142	School Security
143	competency
144	poor morale in all staffing areas
145	Creating safe schools
146	Piling more and more on teachers- everyone being an educator- parents micro managing everything in the classroom
148	Lack of transparency with parents and other stakeholders
149	Poverty, language needs of students
150	over development in area

ResponseID	Response
151	Administrators paid large salaries and large increases while the support staff doing the work is not properly compensated
154	Vacancies
156	budgeting for needed improvements on existing schools - not just building new schools
158	Bags need to be checked before anyone walks into the school
160	The district needs to be tougher with consequences for students AND employees.
161	More pay for title 1 teachers
162	Lack of qualified teacherS
165	Continue to build community support
166	Low pay for teachers and maintenance staff
167	The Loud Minority
168	Vocal minority of community members hostile to concept of education
169	Lack of emergency management protocols and training
171	Dishonesty during school lockdowns
177	8th grade test scores
178	Putting kids education first above all else
180	Parental accountability
182	Low morale
184	Staffing
185	Not focusing on actual Great curriculum
186	Safety protocols and keeping parents informed
188	stop being political and bad mouthing DOE office/leaders
189	are teachers teaching grade appropriate content

ResponseID	Response
191	Overcrowding
192	Paying teachers more and firing the useless ones without the union bellyaching
193	Violence on the buses
197	Radical leftist activism
198	Ability to recruit and retain leadership talent
199	Rising cost of living
204	Too much growth too fast in east county due to aggressive developers.
205	Compensating & retaining staff
207	budget
210	Equal resources for all grade levels, not just testing grade levels.
211	Not enough staffing at schools.
216	Lack of critical thinking
217	Population growth
218	Maintaining stance on keeping harmful progressive curricula out of the classroom
219	Social emotional /ongoing covid delays
225	Too many kids competing for a few spots on athletic teams. Perhaps adding a modified sport's athletic department like they have up north (8th and 9th graders only competing on modified teams)
226	Anyone who identifies as a Democrat still.
230	Goals data rather than student driven
231	Staffing shortages
232	Position Vacancies
234	Managing growth effectively
235	Future Budget

ResponseID	Response
237	performance level of students
238	Too much stress and expectations of teachers
239	Room for growth
242	School safety
245	Facility limits
246	Discipline
247	Staying out of politics
248	Anti-intellectualism
250	Overcapacity issues at many Manatee County schools
251	lack of support to stressed/struggling teachers
252	Challenging but fair course work
253	Racism stoked by NGOs and implemented by SB's
256	Staffing /Salaries
258	Stop racism
259	No formalized succession planning and development of staff.
261	Teacher shortage
262	The need for discipline to be implemented and for Staff to stop covering up for each other In disciplinary situations just because some is 'regarded' amongst their peers. There a huge issues with if families don't fit into their groove that they're alienating and finding ways to slowly push those families out. They're playing favorites to one family and retaliating against another especially if the one family is a classroom mom and or has family who's employed at the school.
265	Regressive state "laws", attacking qualified educated teachers
268	communication
272	Teacher retention and support
273	too much testing

ResponseID	Response
276	book banning
277	Trust between Leadership and staff
280	support for the most needy schools
281	Graduation rates
282	Overcrowding
284	Following through with policies.
287	before/after care in more schools
288	weak discipline matrix
295	tenured salaries
296	ESOL education
297	Low pay for our staff
298	Putting students first
299	Bullying
301	DEI/Gender Nonsense
303	Building community trust
304	The push for developmentally inappropriate curriculum
306	Micromanaging classroom teachers
309	Communication
310	State Government
311	Build pride, respect, & support for Family
313	unsure
314	Trainings on too many new things ALL at once
316	illogical laws from the state
317	Lack of vision

ResponseID	Response
318	Overcrowding especially at DMJ! My child says it feels like a prison mostly due to the issues caused majority by the kids that don't reside in LWR. For what we pay school shouldn't feel like a prison. Honor roll and well behaved kids shouldn't be penalized because others don't know how to act. Huge problem at DMJ when my child is afraid to use the bathroom because the trouble maker kids hang out in there
319	Keeping pace with North Eastern state's education
320	instituting more discipline in the schools to promote a better educational milieu
322	Hiring staff
331	Too much concern about views of small but vocal groups
333	low teacher moral/retaining good teachers
334	Lack of pay
335	State level overreach
336	Lack of arts
338	Student Achievement
339	Teacher pay
341	Lack of support for 504 plan outside of elementary
347	Allowing teachers to teach not Ed tech
348	Safety measures outlining school grounds
349	Funding
350	What legacy are we leaving for future generations
351	Lack of extracurricular options
353	low expectations
354	Need accountability for teachers.
355	Political bias
357	Promote more vocational outlets

ResponseID	Response
359	Respect for students
360	Not treating teachers as professionals to make educational decisions on a daily basis
362	Stop the high school counselors from telling students 'they won't graduate, so they should drop-out of school and get a GED.'
364	Budget that doesn't allow for teachers to be paid a decent wage
365	Motivating frontline Educators
367	The need for a school board and superintendent that is able to challenge and not give into the unreasonable pressures
368	Trust&morale among all stakeholders
369	Low pay for support staff
370	woke agenda
371	Innovative curriculum
377	Math & Science grades
378	Not enough trained social service workers
380	Classroom reading collections and media center materials being threatened by governor and interference with diversity of collection.
381	Pushback on extremist anti public education agitators
384	Budwgt
385	Excellent teachers
386	District Office Quality, Qualifications, Integrity, Honest, Accountability
387	Put controls on unions not representing students
389	Social emotional challenges faced by staff, faculty, students, and families.
390	Better handle on bullying issues
392	Ultra religious constituents

ResponseID	Response
393	Maintaing truly high ethical standards and making certain that ALL staff knows those standards. This will result in treating the entire community with respect rather than as ignorant slobs.
395	communication
399	Critical gender theory
400	studens base skills
405	Recruitment and Retention
413	Need to further engage with community
414	No Follow through
415	Jobs being unfilled
418	Loss of institutional knowledge
419	protocols and procedures for emergencies
420	Lack of support for neediest schools
421	Running a shade district - behind the scenes
422	Population growth
423	BOE politics
424	Bureaucracy
428	Asking staff for input on changes
429	Better Highly Qualified Administrators
433	Demonstrating impartiality and balancing the extreme gender and economic disparity of the educational system
434	Transportation
436	Burdensome bureaucracy
439	developing a stable acceptable, effective curriculum that doesn't infringe upon long held beliefs and values
441	Palma Sola Elementary

ResponseID	Response
442	Seeming desire of state to remove any slightly contraversial programs , i.e. AP African American Studies
444	Curriculum
447	Lack of effective consequences for student behavior that disrupts learning
448	Leftisit ideology
450	No idea of structure or who does what...over staffed in areas, under in others
453	Rising above the average
454	governorship
455	Focusing on important subjects (eg math, reading, ect) vs extra curricular activities.
457	Innovation
460	Overcrowding
461	Disruptive students
462	Political climate impacting school boards
463	leadership development
464	Wasteful spending
466	Exceptional Student Education, Student Services, ESOL
467	Good teachers
469	disparity of reading skills by neighborhoods
472	Keep our children away from any extreme agenda
475	Scott Hopes
479	better education
483	Teacher Retention
484	teacher shortages
485	Teacher Pay

ResponseID	Response
487	Continuity
488	Employee Pay and shortage
489	
490	The aftermath of COVID
492	shortage of human resources
497	Pay Scale
499	Constant changes are problematic for teachers to be confident.
501	Inconsistent Hiring Practices
502	monumental growth
503	Shortage of Mental Health Professionals for Students
505	Teacher Shortage
506	Communications seem superficial and done out of necesity, instead of communicating to understand/listen.
512	Professional development available, but focused on staff using their own time to complete
514	growth
515	Morale
516	The continual shortage of critical staff to address student needs
518	no longer growing future leaders from our deans, student support specialists, and assistant principals
519	Poor Quality Contractors
520	too wrapped up in politics
522	Infrastructure
525	Communication
526	Accountability is put on teachers not students.

ResponseID	Response
527	Too many district personnel giving orders without communicating with each other
528	recognizing ALL staff, not just teachers
529	THE DISTRICT!!
530	Communication
531	Outdated or malfunctioning technology
533	There are too many "district policies" or "this is how SDMC does it" that complicates laws and board rules, places unnecessary restrictions and hinders the supports from being delivered to students in a timely manner.
535	process and plan for professional development
536	favoritism
537	LGBTQ legislation
538	Funding
540	not enough bus drivers
541	Technology is improving but how and where we communicate with leadership could improve and therefore communication will improve
544	Moving subpar employees around instead of taking action to make them improve or let them go
545	writing
546	Communication
548	Communication
552	Mental Health without appropriate means for supporting students (an 8 hour class is NOT the answer!)
557	Politics!
558	support for Pre K and K school readiness
559	security
561	Low Student morale and engagement

ResponseID	Response
562	Employee morale
563	Transparency
565	Affordable housing so staff and teachers can afford to live and work here
567	Excessive partisanship at the board level
569	Many many books have not returned to classrooms
570	not bowing to narrow-minded public groups
573	Literacy
576	current school board not functioning well as a team
577	Safety - Updated schools and procedures so students feel safe.
580	Falling graduation rates/disengaged youth
581	We need a Superintendent from the outside or the good ole' boys club will continue
582	Lack of resources for all
588	Not enough trade programs
589	Long Term Superintendent
590	Inadequate transportation
594	Lack of knowledge/education regarding best practices
597	Confidence in leadership
598	Growth
601	Underpaid teachers
603	We build schools too small for the need.
605	Wokeness
606	Budget
607	Need a leader who is more involved with safety matters and making schools safer

ResponseID	Response
611	Busing
613	Lack of support to schools and employees
619	Veteran teacher salary
622	Bus Drivers
625	Integrity
626	Student Assessments
630	Building maintenance
633	Disinterest in families and situations- no compassion
638	Positively even in the stressful time
639	Children being educated in a bubble
645	The fast-paced growth of the area.
647	Support for underserved communities
648	Student and parent accountability
653	Public confidence in district leadership
654	So-called "education reform"
658	Monetary mismanagement
659	Attract/retain enough high quality teachers & staff to keep up with growth
662	Strong investment in STEM and critical thinking. Teaching students to ask questions.
666	Movement (being stagnant)
667	Censorship
668	Core values of our country not teachers
670	Not enough in place to retain teachers
671	Transportation

ResponseID	Response
672	Lack of support from parents
674	Not enough focus on civics
675	Trustworthy
677	incompetent board
678	FortifyFL being more of a distraction/threat to learning than a help.
683	Proactive preparation and timelines for parents and students to stay on tract.
684	Legislative Nonsense
687	Lack of knowledge
688	Woke policies that "feel" good but actually hurt most
689	School administrators and ESE district employees who lack training and empathy
694	School Board Drama
695	Lazy teachers
697	Middle and high school need more options of elective coursess
698	Misallocation and/or lack of resources
699	Staffing shortages
701	Equity and inclusion
702	Less testing, more arts activities
703	waste on curriculum materials
704	Growth
705	Teacher pay, Florida remains among the lowest paying states for educators.
706	Changes in parental values
710	A new "initiative" based on buzzwords and expensive resources (new programs (IB), new software, inappropriate eval system or whatever the new program is that teachers need to now try this year.

ResponseID	Response
712	Giving schools equal- funds/school improvements
713	Lack of stability among leadership
714	Student engagement
715	Supporting struggling schools in our poorer communities
717	Competitive funding
720	Too much state testing/mandatory district testing- STAR, FSA, FAST, etc
723	Climate of disrespect and retribution
724	Minimal prevention programs
726	Diverse Incomes of Manatee County
729	Lack of funds
731	Unrealistic requirements placed on teachers
733	SINGLE PARENT FAMILIES AND ESL CHILDREN
734	politicized school board
736	Giving students ownership over their own learning
737	Negative depiction of teachers
739	Teachers are not teaching uniform standards
742	Low morale
744	How the district has handled the book banning
745	Teacher pay
747	Children defact expelled, exiled to dropout factory Horizons or forced to homeschool, all to improve school grades. ACLU will eventually correct the problem as they did in Escambia County. Due process matters. ALL students matter. If Horizons must exist, make it a model of recovery, healing, and support. Shameful dumping ground. .
748	Keeping teachers local and not losing them to neighboring districts like Sarasota or Hillsborough.

ResponseID	Response
754	Inadequate supports for struggling students
760	Time for programs to be completely implemented with fidelity before discarding
761	Retaining good staff and hiring staff that respects the students that deserve it.
768	Lack of transparency at SSC
770	Not respected
776	Keeping highly qualified teachers due to pay concerns
778	We are abysmally lacking in successful ESE practices.
781	Lack of classroom understanding
782	Underdevelopment not enough resources to accommodate the rate of growth in the county.
783	Legislative Initiatives
785	Bringing up school scores
787	communication
790	Relying on department supervisors and managers to be at the table when future decisions are being made.
792	Changes
793	Higher Pay NEEDED!
795	non-instructional salaries
796	Salary constraints
797	Curriculum and Instruction
801	health care plan
802	Students with repeat disciplinary issues receiving no or little consequence
804	Data Collection
805	Responsive leadership at all levels

ResponseID	Response
808	Behavior matrix issues and being trauma informed
814	early childhood education
815	Constant Changes in Leadership at Schools
816	Respect
817	Increase state score
818	The hiring practices which are often engaged in fraternization or nepotism or
821	too many supervisors
826	Lack of trust in upper leadership
827	Employee Pay
828	Don't put religion into the academics. Not all people are religious.
829	Classroom sizes
831	Promotions/career advancement based on nepotism and not skills set
836	Enough bus drivers
837	2024 Millage Campaign
841	Poor literacy levels
842	Limited ESOL staffing, resulting in challenges provided students identified as ELL with appropriate accommodations
845	The good ole boy network
849	Politics
850	Lack of standard for employees
852	Diversity
861	Lack of good teachers
862	Bulldozer Parents
863	Ignoring school issues and communication

ResponseID	Response
865	Overcrowding
869	Financial planning
874	less teaching to standardized tests and more creative learning
876	Reduced budgets
877	Lack of trust in teachers
879	Security
882	some decisions more political than educational.
885	Onboard in new students because of the influx
886	Experience
887	Too much political influence from the state
888	finances
894	Classroom and school supplies
896	Staff shortages
897	Managing the budget to give more to security, teacher retention, and classroom needs and less wasteful spending
898	Cohesive Collaboration between Sup and Board
899	School Safety
902	Staff being underpaid
903	there are lack of systems that create a comprehensive district plan from planning, implmentation, accountability and review of anything that isn't academics
904	Experimenting on my kids
907	top heavy structure
908	Lack of educational and bussing staff
910	Legislation

ResponseID	Response
912	management
914	Choosing the correct curriculum instead of wasting money on the good ole boy syndrome that is prevalent in our county
917	Custodial staff
918	Under staffed for ESE students...more paras and teachers needed in ASd, IND, VE classrooms.
919	They make teachers accountable for certain things yet for others they do not trust them
921	need better remediation programs/progress monitoring for ELA/Math
922	Lack of honesty
923	district not standing up for their low-level employees
924	Teacher Responsibility is getting greater
927	Rising costs for employees and supplies
931	Inclusion
934	Ensuring we are advanced with the times with our technology and resources
935	low moral
936	transportation issues
938	Students who are not engaged in curriculums
941	Union Negotiating Power of the District
942	Aging facilities
943	Healing the system after a tyrannical time
944	Finances
945	Morale

ResponseID	Response
949	Too much repetitive paperwork demands that are outdated (e.g., printing and signing multiple documents instead of using electronic signatures; this wastes paper, ink, and valuable TIME for no reason!) and too much redundancy among different requirements/systems -- all time wasters (instead of servicing children, I am a glorified clerk)
955	Conservative Mindset
961	Being reactionary as opposed to proactive
963	Lack of Support for teachers
964	constant curriculum changes
966	insufficient resources (manpower)
968	Communication
969	Not enough continuity between district employees and actual school employees.
971	meeting each schools needs to help build up and encourage our kids
972	Having a School Board that is NEVER allowed more than ONE term in the position. The Board Member must be free to make the RIGHT decision and not the politically expedient one. No board member should ever make decisions based on "Will this help me get re-elected???".
978	value of its employees
979	truancy
981	Teacher shortage
983	Support services
986	Unorganized
988	growth
989	Underfunded schools
996	Uneven Pay Scale
999	Not enough respect and pay for support staff who is big part of students wellbeing , safety and Education goal implementing. (Teacher Aid, Full time classroom Sub.)

ResponseID	Response
1003	No incentive to keep good teachers
1004	MIcromanagement
1006	to political
1008	Staff morale
1009	Drop out rate
1010	Acountability
1011	Hiring Shortage
1012	To the teachers
1015	Little communication between the district and the schools.
1018	pay for experienced teachers
1020	horrible district benefits for employees
1022	Board not openly communicating/seeking input from staff
1024	disconnect between schools and district
1025	Staffing shortages
1026	using the same blanket resources for every school, when they don't meet the unique needs at the schools
1027	Honesty
1028	high stakes testing fatigue
1029	Burn-Out
1030	lack of time, funding and opportunities for professional development
1031	discipline challenges
1034	Prejudices
1035	alternative education
1037	Accountability

ResponseID	Response
1039	not enough ESOL teachers
1041	One size fits all instructional strategies
1042	hostile work environments
1045	Not knowing the needs of the schools
1046	Student Behaviors not properly addressed
1051	Lack of consistency in site based leadership, see above.
1052	Moral
1053	Vacancies throughout the district
1054	pay
1057	Testing-too much
1058	lack of honesty with current Superintendent
1059	Curriculum changes
1060	Unfunded mandates
1067	Support of high performing students and teachers to ensure challenged at highest
1070	Top down decision making not based on research or evidence but rather on public opinion.
1072	insurance prices are too high
1073	all schools aren't equally diverse
1074	Staff Recruitment and Retention
1076	Student achievement
1086	funding
1088	Inability to listen to teachers who present problems AND SOLUTIONS -- instead chooses to make their own plans that complicate issues further
1093	student behaviors

ResponseID	Response
1095	Unfunded mandates
1096	officers
1098	honesty
1099	Teacher/ Staff salaries
1100	Teacher shortage
1102	lack of shared decision-making
1103	mil increase
1106	"Who you know" mentality in leadership, not based on experience or qualifications
1107	Inflation
1108	No pay for out of school responsibilities
1110	no consequence for current Superintendent state discipline, rather awarded
1112	lack of career readiness classes
1113	Student attendance
1116	employment
1117	NO SUPPORT OF TEACHERS
1118	Too data-concerned- we need to care for students beyond the numbers they bring us (financial, test scores, etc)
1123	Economically disadvantaged schools
1125	Financial security
1126	Leadership
1128	Utilizing feedback from teachers
1129	Support from the district
1130	Lack of adult support
1135	mental health

ResponseID	Response
1136	insurance disaster
1138	Lack of parent involvement. We have tried very hard at our school to get parents involved in their students' education but it does not seem to be a priority for most of them.
1140	To many Coaches and district staff without student contact.
1143	Testing
1147	Lack of appropriate resources
1148	COMMUNICATION
1151	Unrealistic demands on teachers (time, constant demands for new certifications....)
1152	State Testing/Graduation numbers
1157	parent involvement
1158	Recruiting and retaining qualified and dedicated teachers is major challenge. I have been on teams with teachers who didn't care, didn't teach and no consequences. And too often, it has been half the team didn't give a rip, and the loss of learning in those students is evident.
1160	Let parents run the show and make the decisions
1161	Charter/ Opt out programs working against the public schools
1165	Retaining the additional mill
1169	maintaining morale
1172	Lack of support for staff
1175	No involvement or communication with the employees
1177	Testing
1179	Willingness to take a stand on tough decision, based on historical data.
1180	Relations with teachers (especially in absence of union if legislative action is taken)
1181	having and utilizing funds most effectively

ResponseID	Response
1182	experience
1183	Teacher wellbeing and motivation
1184	Not sure
1189	Salary
1190	population growth
1192	climate
1195	ESE Matrix allocations, where are the resources?!
1198	Soft discipline
1203	pay
1205	Paraprofessional's low salary
1208	morale
1210	parental involvement
1212	listen to comments and make a plan on correcting the issues
1213	The Florida Legislature's disdain for public schools
1216	Clear Communication
1218	Be willing to fight for what is right and not politically based.
1221	Administration has no idea ea about ESE paperwork which is a major money income for the schools. How can you become an administrator if you have no experience with ESE laws and paperwork.
1222	a vision for the future
1224	Transparency
1227	overall culture
1229	Lack of understanding of the impact of trauma on children from hard places
1230	Stigma from a bad past/press
1231	Continuation of Districts Vision

ResponseID	Response
1233	Trying to implement too much at once in schools
1235	Uncaring of diversity and safety
1241	Student and Family Investment
1245	moral/family crisis
1246	REAL transparency
1248	pd
1249	funding for extra tutoring in lower schools
1252	Enhancing student performance and instructional skills.
1255	too much standardized testing
1258	Putting self above others
1260	budget
1262	community collaboration is needed
1263	understaffed schools
1264	Meet the needs of al children
1265	Support for Teachers
1268	Overcrowding of schools
1270	Not enough help
1271	Over crowding
1272	District does a terrible job acclimating new students as well as enforcing from an early age the idea of welcoming newcomers to the district. There are so many fights mostly because of the tension of newcomers and natives. Need assemblies focusing on uniting newcomers and existing students and starting this from a young age
1273	Not sexualizing our children
1275	Overcrowding
1276	Compassion for what they do

ResponseID	Response
1277	Diverse
1281	Cultural relevance
1285	the increased privatization of our public schools
1286	Authoritarian bans and laws hindering teachers from being able to teach
1298	Pressure from outside forces to teach woke culture
1299	short staffed
1300	Old ways of thinking
1304	Not giving parents more insight into budgets and how our taxes are utilized - lack of communication from the board
1305	Diverse instructional staff
1306	Increase in Transportation issues
1307	Real time and life student education
1308	Collaborative education/felt need for content
1309	Wages
1310	schools having to expand too quickly due to unsustainable growth in Manatee County
1311	Letting politics dictate academics
1314	Crisis management (needs significant improvement)
1316	Not enough children reading at proficient or higher level for grade
1318	Lack of college preparation
1320	Outdated hiring practices
1321	Bullying
1323	Pay
1329	Politics

ResponseID	Response
1336	Spending money on useless republican talking points. Going through the library when we have much bigger problems!
1337	New book legislation is ridiculous
1338	You need in person conferences back!!! Covid is over now teachers feel they never have to conference with the parents. They try to send home binders with meaningless papers and have the kids do their own conference. Which is a complete waste of time.
1339	Student discipline. ALL students should be disciplined the same; regardless of race, gender, or who their parents are
1344	Empathy
1345	teacher autonomy
1349	financial responsibility
1350	Communication
1357	Bus issues
1374	Homeschool resources are quite limited. Facilities, school amenities and educational resources are nonexistent.
1376	Keeping teachers
1377	ESE/iep implementation functions like checklist vs authentic accommodation for success
1379	Higher standards for behavior
1381	More positive extracurricular activities
1382	Accountability
1385	Focusing on negatives rather than inclusion and academics
1386	Growth of area, how will the district keep up?
1390	unhealthy cafeteria food
1398	Toxic work environment
1399	Book banning

ResponseID	Response
1403	Dress code
1412	Not holding developers accountable to help build schools ahead of the next influx. Our schools out East are bursting at the seams. Locals should get first priority at their local school, number of choice students need to be limited not to exceed capacity at school without mobile rooms.
1414	Teachers teaching
1416	Forgiveness
1418	Plan development 10 years forward
1419	Budget
1423	Safety and threats
1424	Admin staff attitudes
1425	communication
1431	More programs for kids with learning disabilities
1436	GRUMPY PEOPLE WHO WORK AT THE SCHOOL
1438	Maintain the standard for good education
1449	schools bathrooms are gross
1451	Recruiting talented staff
1462	Lack of consistency in Admin of schools. (Admin changes too often)
1466	Lack of effective communication from the top down.
1467	Stem education
1468	Introducing new systems or curriculums without substantial training for teachers
1469	Retaining good staff
1474	Teacher shortages
1478	Redistrict schools
1480	Balanced departments with heavy administrative roles

ResponseID	Response
1483	Parent involvement
1492	No zero tolerance policy
1496	Some terrible teachers are being moved around, not let go
1502	Teacher retention
1504	Teacher retention
1505	not everyone is on the same page
1506	Lack of proper staffing
1507	The ability to accept all student thoughts instead of restrictions on certain thoughts
1509	maintaining focus on education for students
1512	Support to teachers when their plates are full and getting fuller.
1513	Too much money spent on bad web based curriculum instead of more teachers
1514	Obtaining good qualified personnel
1515	Lack of quality PD
1519	Need better pay for teachers
1520	Remove school choice
1525	Our kids mental health and anxiety
1533	Extend programs for the gifted and those in need of additional "catch-up" personalized learning
1538	lack of support
1539	Get back to the basics, the 3 "Rs" and STEM
1541	Keeping children safe
1542	Banning of educational books that promote equality and equity. Disregard for gender and racial equality.
1543	Lack of Critical/Logical thinking for fear of losing funds from the government

ResponseID	Response
1545	Apathy
1547	teacher and staff voices are not heard by "downtown"
1550	under paid paras and bus drivers
1551	POOR PAY and if mil goes even worse pay and too many vacancies
1552	standard level of edu too low - raising the bar
1555	Politics
1559	Addressing the need of disadvantaged students
1564	Leaders need to know more that what they read in a book or studied in class they need experience
1567	Politics
1568	Lack of funding
1569	Poor teacher salary
1570	current political climate on both sides of the divide using education as pawns in a bigger game
1572	Wasted spending on replacing existing classrooms
1576	removal of books resulting in lower literacy levels and reduction in reading gains
1577	More roads to build as well
1578	engaging those who may be ready to quit
1579	School Population size - Elementary through high Schools - crowded classrooms
1588	Poor use of school counselors to create systemic change
1589	lack of teacher support at all levels
1590	Teacher to student ratios. School facilities must be added due to population expansion
1591	Not enough evaluators

ResponseID	Response
1594	Disproportionate funding across elementary schools
1595	State mandates
1596	Children learning!
1598	having to rely on portables as classroomses
1601	misinformation
1602	baseless but costly litigation
1605	Finances
1608	Bureaucratic
1609	innovation
1612	Maintaining needed technology
1614	Growth
1615	partisan manipulations on top
1617	Current administration doesn't seem to care
1618	Explosive population growth w/o infrastructure development to match
1619	Gang-related Issues
1624	Disregarding teachers' skills and dumbing down requirements for teachers
1626	School Board fairly new
1628	Teachers afraid to teach
1631	Intimidation of Teachers
1632	Providing Curricullum that Prepares Students for future Success
1633	Achievement gaps

8. Please check all the stakeholder groups that you represent from the list below.

Value	Percent	Responses
Parent or guardian	66.3%	755
Community member	65.9%	750
Manatee County School Board employee (current or former)	50.1%	570
Business leader	10.8%	123
Student	4.3%	49
Other	13.8%	157

9. Please provide any additional information you would like to share.

ResponseID	Response
478	I would like a superintendent willing to look at making changes for the better to encourage a love for learning.
479	Having moved from a highly rated school suburb of Philadelphia, we were quite disappointed with the education provided by Lakewood Ranch HIgh School. Much improvement is needed.
487	Climate is very important in motivating staff and others.
488	NOT Rick Mills or Scott Hopes!!!!!
490	I think we should at least interview Asplen from Sarasota County. He was well-liked by staff and parents.
492	The search committee should speak with Manatee County educational leaders who were here prior to Dr. Greene to see what they think is missing now that was in place when morale was much higher.
499	We need a superintendent that wants to build the moral of our schools. We need a superintendent that is held to the same standard that teachers and staff are held to.
501	Good luck in your search.
503	Keep the politics OUT of the Board Room.
506	Tired of seeing politicians as superintendent, instead of actual LEADERS. How refreshing it would be to have someone with positive leadership experience who isn't being investigated for a scandal!

ResponseID	Response
515	I feel like our county struggles to truly value teachers. More and more are being asked of teachers and less recognition of what goes on in classrooms. Teachers/Paras need to have a pay increase to keep them here in this county and state. We need to be more competitive with pay and benefits. The veteran teachers are tired and wore out. They hold value that isn't being tapped. ESE students are floundering as there is little support for these students to be successful beyond elementary school. There needs to be more training for teachers who take on challenging students. Most teachers feel they should be in "that classroom" and not in general education. This mentality is due to lack of knowledge and understanding of what it takes to support these students. Our curriculum is not helping students learn and is not teacher friendly. Benchmark is not the end all for reading. Envision is not a spiraling curriculum that is student friendly. We need to go back to teachers input of what curriculum is best for their grade level and students, not what the county feels is appropriate. Teachers know best--it is what we went to school to do. Put the teachers in charge of what goes on in their classrooms. This district needs a leader who is honest, upfront, and transparent in all aspects. The superintendent needs to be immersed in what is going on in the classrooms. We need to be proactive in our district's growth in northeast Manatee county. We are busting at the seams, but with limited support. We need to be better at working with the county on projected growth. I am confident this district will find a leader who will continue to excel this county in academics.
516	We need a leader who has experience successfully guiding a PK-12 organization. Our next Superintendent must not only be knowledgeable about the array of best practices that impact student growth and achievement, he or she must also be a transformational leader who can guide our staff to reach their maximum potential. My greatest fear is that our Board will be seeking a political appointee who lacks the requisite knowledge, experience, and heart to lead this amazing organization. Our community is watching.
519	I would love to have a Superintendent that listens to us. That understands teacher and staff struggles when they occur. Is someone I feel is trustworthy and not doing shady business deals. And who is approachable in social settings.
520	Morale is quite low district-wide.
521	I hope that there will be a nation wide search for the next superintendent. And all qualified candidates will be looked at. Not just promoting from within because it is easier.
522	!st, Have a nice safe place to take students to. 2nd. Plenty of people to take them there on time . 3rd. Bridge all communication barriers .
523	Dr Hopes would not be a good fit.

ResponseID	Response
536	I would love to see a superintendent that would lead by example to the principals by showing up and working IN the schools. Teaching/co-teaching. Putting some skin in the game where the students are.
538	The new superintendent should be strong, intelligent, and not beholden to forces within the district. Many times I think a local person should be considered, but in the current situation I would recommend otherwise.
539	Saunders has been the BEST Superintendent we had had in a long time. Most of the current middle-management is incompetent and should not be allowed to interview. The only current person who should (if wanted) to interview is Doug Wagner. We NEED to avoid Rick Mills or Rick Mills type of people who will sell a smoke and mirrors plan and yet destroy our district. We need someone wo respects the working staff (teachers, paras, and support staff) and what we have to put up with despite the middle managers and the state.
541	We are the largest employer of Manatee county and our employees matter. Acknowledging our employees and being transparent and continuing to partner with the community will be significant for our future Superintendent.
544	Someone in charge needs to have had experience in a classroom. The expectations put on teachers are outrageous, overwhelming and inappropriate. There are an unfathomable number of things that "aren't broken" that keep getting fixed. New processes, new programs, new systems. Nothing is practiced, tested, tried or supported before being rolled out. Then when a problem arises, or staff doesn't know what to do, they are faced with a deluge of "I don't know" answers from everyone up the chain. If you're going to start something new, have it in place and ready to assist BEFORE making us use it blind (MTSS, report cards, RtI, computer based testing, new Writing test format, new observation tool, compliance courses, CHAMPS...) Finally, Pre-K students should not be overtaking an elementary school building, particularly those with high need. It is completely inappropriate for them to be in a setting where they are consistently screaming, crying, eloping, self-harming, spitting, soiling themselves, when school-age students are supposed to be focused and concentrating on their daily work. PreK is a 'separate' entity and not regulated by us, however they are using all of our resources (SSS, Guardian, clinic, Administration) regularly; the amount of support they require hinders the ability of those people to tend to K-5 students in need.
545	The constant testing that occurs in our district removes students from the classroom which causes them to lose out on instruction and fall even farther behind. Students that fail the state tests should be placed in remedial classes so for example math plus a math lab. Continually testing students without true remediation is a recipe for failure. The canned reading programs do not work!

ResponseID	Response
546	I believe that this school district has come a very long way. I do believe that job descriptions for samp employees need to be reviewed.
550	If someone is going to lead our education endeavors in this county then please do not choose someone who has not been education. It will continue to make this county looked down upon on a state and national scale.
551	Looking for a leader who will hold people accountable. Too top heavy with administrators - hire more personnel at the "lower" end.
552	Superintendent Saunders had very high expectations. This should continue to be maintained. Yes, she was strong and at times relentless; however, our egos, bruised by this or not, should not impede our providing our students with the best education. With Supt. Saunders we knew where we stood and if you worked hard and had collaborative conversations you knew what needed to be done. I don't need a best friend. I want someone who will truly put the students developmental best interest at the forefront of all decision making. NO POLITICIANS, please. BIG, HUGE mistake.
561	A new superintendent will need to be able to increase morale and engagement of students and staff.
562	Please do not consider Rick Mills or Scott Hopes for the Superintendent Position.
565	I would like to see more connection across schools, opportunities to listen to and meet eachother.
567	Thank you for the opportunity to provide input in this important process.
570	Been an employee for a long time and this current board is one of the worst I have experienced. Folks need to treat their position on the board as a position of public service and not a pulpit to espouse their personal and/or political views. Re-districting to return to neighborhood schools needs to be a high priority (transportation is a nightmare).
576	Having been retired for over twenty years and doing consulting work with other districts during that time, I see Manatee's school board is reactive rather than proactive. There is a loss of focus on ALL students although lip service is paid. When replacing the current Superintendent, please be sure to capture her strengths and be sure a new hire has those as well as finding someone who has strengths where she has weaknesses.

ResponseID	Response
577	I would like a superintendent that can create a level of transparency with the community, staff, and students, a vision that is shared. I would like to see more programs for ALL students. I came from a district where kids graduated with their pharmacy tech license, pilot license, where they partnership with Amazon and other businesses to bring in marketing concepts and stock market rooms and set ups. To get kids excited about learning by producing more hands and real life opportunities and experiences. I want to have a Superintendent that is an innovator and bring Manatee County into the 21st century. I would love to sit down and talk about these ideas with anyone. The school districts in which I came from in Texas were amazing and were the number one districts to work for and to go to school. I worked on the planning committees for the district and was a public school Advocate for Texas Schools. Manatee has so much potential and is waiting to explode in abundant of exceptional programs, we just need a person that can see the future.
579	I think it's really important for our superintendent to respect the teachers and address the lack of morale throughout the district because of teacher pay. I also think it's really important for our superintendent to make the ESE students in our district a priority rather than a secondary option by providing ESE teachers and students with researched based tools and supplies for learning.
589	The direction of education in the State of Florida is appalling, divisive, and hateful. Showing compassion towards ALL students should be the cornerstone of every community, regardless of the views of those who prefer political grandstanding over truth-based education. It is imperative that the next superintendent is willing to stand up for ALL students, regardless of who they are. The community stands stronger together and a strong superintendent will stand up against initiatives designed to belittle or dismiss the needs of those who are different.
590	Manatee tax rates are high compared to Sarasota county yet schools are much worse.
598	Parents, students and staff need access to their superintendent. Their face and name should be known among all participants in the district. Choose candidate that is willing to walk their school halls and attend events with parents present in order to establish working relationships with ALL!
601	I am 100% against Scott Hopes being hired. He was not successful as county administrator, he showed no qualities of leadership that I would expect from a superintendent.

ResponseID	Response
602	The current body of curriculum from which our district chooses for our students is terrible. All emphasize diversity, equity and inclusion and are designed to indoctrinate our children. The district needs to set forth new directives and curriculum that emphasizes READING, WRITING and ARITHMETIC! Drop the crippling common core mandate that we are tethering our teachers to and get back to the BASICS. I'm pulling my children out of the Manatee Public School District for many reasons, and this is one of them. You and the next superintendent can do MUCH better than this.
604	I do not want education to be mixed with politics. Do not bring the gender question into play, kids are there to be educated in the core subjects and not brainwashed with political propaganda.
605	Higher a republican
607	The new superintendent needs to be involved with investigation of claims of unprofessionalism of principals, teachers and volunteers. Instead of turning a blind eye and pawning grievances off onto their staff. They should not only follow up with parents who have filed grievance, but be closely involved. Especially when it comes to school staff siding with one family, and ostracizing, retaliation and discrimination from the staff to the other family. There shouldn't be special circumstances for certain families because they have family members who teach at the same school they're at or volunteering at.
615	I would like to see the next Superintendent turn school back into a learning environment. Leaving out peer pressure to be 'woke' and participating in cancel culture and other misleading agendas.
619	We need a superintendent that will listen to the teachers. We keep losing good teachers and until we work on doing things that will keep them, it will continue to happen.
623	I have 4 children that have been educated in all realms of the education system in Manatee County. We have experienced public, charter, flex and private. I feel a strong leader needs to be found to lead Manatee County. The leadership has been sorely lacking. This is the main reason we made the transition to private school.
630	Busing and technology are huge setbacks of our district. We need a superintendent that can see a bigger picture and is not from Florida. I would love to see us pull from a north school district that is exceeding expectations
633	My child and I were treated poorly by the school system after working hard to hold a place in a charter school which disappointed us. I now homeschool and my son has blossomed and I equate this directly to the system.
638	Always is very important to check the security for all students(kids).

ResponseID	Response
645	I understand the necessity of the school district to follow the legislation passed by the Florida government. A strong candidate for Superintendent, however, will see the culture-war legislation for what it is and not buy into it or promote it. Instead, they will know what is truthfully being included in curriculum and value the diversity of the students of Florida.
647	While the state legislature can set mandates, it is important for individual school districts to support and protect vulnerable populations of students including LGBTQ, students of color and students of limited financial means. Charter schools and vouchers serve to pull necessary resources from public schools and should be discouraged.
651	Teachers needs to dress and act more appropriate, parental concerns need to be addressed and not ignored. Bullying is out of hand and needs to be addressed instead of ignored.
654	We need a superintendent that is going to stand up to Desantis and his book-banning fascism. We need to focus less on banning of books and "education reform" and more on simply educating our children. What Desantis is doing is racist, bigoted and is disgraceful. Children deserve real and actual instruction of our history, not the white-washed version of it.
658	While our focus is education, our instructional side (Principals and Teachers) had a direct line of communication with the Superintendent when it came to matters of which they should have no part in, like mechanical systems or building maintenance just to name a few. Our work is then turned upside down, a lot of the time ignoring us as experts in our field of work, our Superintendent is giving in, to sometimes unreasonable demands of Principals and Teachers. No competitive pay for trades workers or support staff compared to our neighboring counties. The next Superintendent will have their work cut out them, correcting the culture that has been created on the instructional side by our current brass. If you truly wanted this district to flourish, you'd find a way to have former principal Tami VanOverbeke sitting in the superintendent seat.
659	I hope the new superintendent will be a balanced, thoughtful leader who will resist putting a political agenda above their responsibility to serve all students and make our community a better place. They should be a humble leader, a good cooperator, and be honest, with a high degree of personal integrity.
662	I cannot stress enough the need to focus on STEM, managing outside forces that impact the school environment, and personalized learning. I understand these are not easy topics but nothing worth pursuing is easy.
663	We need someone that will stand for the teachers and the kids. Who holds QUALITY mental health for teachers and students as a top ideal. Who will advocate for the students and teachers. Help raise the standards for students

ResponseID	Response
668	Although not popular among the teachers union, back to the basics of education and accountability to one's that can't follow rules. All kids don't go to college, prepare the kids to be responsible adults who contribute to society.
670	The new superintendent (and other district staff) need to spend time LISTENING to principals, teachers, etc. and develop innovative solutions to concerns/ issues.
672	There is a lot of time spent on how children will not get left behind but it is all for non if you can no get parents to engage. Parents have been completely cut out of schools, you are missing out on that free resource. We understand not all parents want to or can help, but that doesn't mean the schools should cut all lifelines. The schools thinking they can do it all without parent help is short sighted and failing. I think a real push needs to be made to connect parents with schools so everyone can work together. When parents are not involved, they simply do not care.
673	There is a great need for mental and social help for students in our schools. Also, teachers are overworked, have more challenging students, are constantly evaluated, under paid, and under appreciated.
674	Excessive homework is disruptive to our home life and family time. There is no reason a Kindergartner should have homework every night of the week and extra art projects at home that could be done in the classroom. Home time should be at families discretion, not teachers. Limiting the books our children can read based on culture wars and politics is wrong. I think most teachers would agree, but now they're all afraid of getting fired or even going to prison due to these new rules. We are going to lose teachers over this and our children will suffer. Shame on anyone who pushes these policies forward. I hope people will wake up to these issues soon...
677	As a life long Manatee county resident, a parent, a graduate, and an educator, I would like to see a Superintendent who starts with the front line workers. I would like to see someone present in the schools daily. We need someone who listens to teachers. Sadly, we have moved away from prioritizing the students and schools. It has become about money and development. We need to get our priorities straight.
680	Doug Wagner would be the best choice in my opinion for superintendent. He knows the community and worked his way to the top.

ResponseID	Response
683	Our school is supposed to be the experts in education. I was disappointed with the lack of guidance i received for my oldest son in preparing him for his future. Info on when he should start testing for college, practice tests, options for the next steps,a plan for success-- Not all parents are well versed in this area and it can be overwhelming especially when the school counselors are busy and there is no one willing to help. My son was not the best student and i feel he was forgotten about because he wasn't AP. The schools need to reach out to parents and show them how they can help their children and what the parents role is in the steps leading up to graduation. Educate the community and get parents involved--reach out and give direction. When you are a parent that doesnt understand how the school system works there is no help. And the school office staff doesn't care. They all think that as a parent you should already know -- truth is, most parents don't unless they come from a educational background.
684	Please address transportation issues. Need communication with County Commissioners as housing always approved but schools overcrowded. Address issues with "choice" Too many tests for our kids. Fight against nonsense culture wars coming from the Governor. Do not ban books. Teachers are not felons. Keep gun free school zones. Do not arm teachers. Ever. Every school should have metal detectors at entrances. More school counselors.
688	We need a strong, ethical superintendent that is held accountable. No more putting friends in positions they don't belong in and allowing our superintendent to break laws and hurt students without consequences. We need someone who will look at the budget and cut ALL of the waste even if that isn't the popular choice and means cutting admin jobs.
689	The ESE classrooms are extremely overcrowded and not enough support is given to the teachers in those classrooms. Non-existing training to the teachers, administrators, and student body as a whole to allow the transition of ESE students to mail stream classrooms.
690	We need a leader who can bring us together to focus on all of our students and teachers, and not create more division. We need to try our best to keep politics and culture wars out of the schools.
694	As a PTO parent I get to see what happens on the "inside" a lot more than in previous years. I am continuously impressed and appreciative of the hurdles that our teachers, support staff and administration jump through every day to provide a quality education for our children. I sincerely hope that our next Superintendent is willing to listen to the teachers and parents/guardians and remedy our broken curriculum. The stress that these young children carry in their third grade retention year is too much for an adult to burden. Please rectify this intense, challenging and confusing curriculum and allow children to feel proud of their achievements again.

ResponseID	Response
695	The school system is struggling and as a parent and a Manatee County resident who was born and raised here, the problem lies with the district and school board. All my children do is take tests all year long. I don't know that they are even taught anything except to take a test. The testing is out of control and absolutely ridiculous! Second, the curriculum being taught is absurd. It is way too complicated and the math is a joke. The curriculum that was taught in the 1980's and 1990's is what we need to go back to! And lastly, some of the teachers in our schools are just down right lazy. They have no passion in what they do and make the children basically teach themselves. I rather my children stay home then be taught by a lazy, uncompassionate teacher. School grades are dropping and the district and school board acts like they have no idea why. I could give you a list of reasons and I'm sure all the other parents could to!!
697	Middle and high schools need more resource officers daily on site! Lakewood Ranch High school needs more counselors to assist with class selection, community hours, and help preparing for college!
699	Scott Hopes should not even be close to being a candidate. He doesn't have any K-12 hands-on experience (2 years as teacher in 80s doesn't cut it) and is a divisive figure in the community. Make sure this is nationwide search as promised
701	The next superintendent needs to have a clear and uncomplicated vision for district success. Children aren't prepared for life by doing worksheets all day. The district needs to support each child's growth by including diverse experiences and perspectives to help children learn how to thrive in today's world.
702	Todd Richardson does a solid job running a large elementary
703	We need to bring back the arts programs to the middle schools. Current leadership has diminished the music programs in our middle schools.
704	The previous regime was far too secretive and dishonest. Staff needs to be aware of anticipated changes in order to properly prepare. Teachers and staff must feel valued which was not the case with the exiting superintendent.
705	I think the superintendent should have a strong desire to do what's best for the children and have a desire to provide options over restrictions. In this current climate, I believe this will require a strong candidate to stand up to the school board and the governor, someone who is prepared to work with the community, and someone prepared to defend their position from inevitable attacks on their performance.

ResponseID	Response
710	Busing children outside of their neighborhoods increases busing problems (expense, constant late buses, long bus rides, late bus rides) that put bussed students at a disadvantage academically (because they are chronically late) and puts their families at a disadvantage to support them because they cannot afford to travel across town to the school to attend meetings or pick them up from events. Classrooms are often too large, so that a school with a difficult population will sometimes have very large classes of misbehaving students who are leaning nothing, instead of smaller classes where they can get more attention. ESE students are put en masse into regular classroom, making the regular classrooms a hotbed for disruptive behavior and low learning levels. No support is provided for these maintstreamed students. One teacher cannot provide help to regular and ESE students by themselves effectively. Same with ELL students: when these aides are provided: they get no planning to collaborate with the teachers to work on a plan to make the curriculum more accessible to them. ESE self-contained classrooms are inadequately staffed leading to dangerous situations where students are out of control. Teachers are given an impossible task to be all things and prove it that they are suceeding at it. Most teachers give up, knowing they can never meet half of the objectives piled on them. District officers should focus on providing basics: printed textbooks: class copies and student take-home books, and a stable curriculum. Stable populations in neighborhood schools with adequate supports. Teachers need someone looking out for them: paid mentors to help them get started. Not just another teacher who is also crazy busy. They should not have to tear down their classrooms each year and build them back up again. They should not come into a teaching job without a starter kit: teacher desk and chair, filing cabinet, bookshelf, students desks, and a starter set of office supplies. What other employer just sends someone into an empty room and hopes they can fend for themselves somehow?
713	Superintendent is a critical and difficult job. Whomever is hired should be given the resources, respect, and support to succeed. We must have best practices for education and management with those expectations carried through at every level. We need a leader who is a visionary, demands transparency, and ensures that every student receives the highest quality education at every grade level.
714	I love Manatee County schools. We need to attract highly qualified teachers by enhancing pay and health insurance. Our students deserve that. I have had children graduate and still have children in are schools. The climate of the schools are different. The environment on campuses is not positive for students to be their best. Our middle and High schools have a very institutional feel. They look for students doing wrong rather than praise them for doing well. We need to remember why we chose to be an educator.

ResponseID	Response
715	I would like to see a national or state-wide search for a candidate. The candidate need not be familiar with our county or school board, but should have a strong educational background (PhD preferred) and come from a leadership position in another school district. This shouldn't need to be mentioned, but Scott Hopes is NOT qualified and should not be considered.
717	It is important that the next superintendent and school board work together for the benefit of providing the best possible curriculum to meet the needs of the students who want to attend college as well as the students who see the benefit of a trade profession. Teachers must receive training to meet the requirements of our state's legislature as it pertains to curriculum.
718	I'd like to see someone who is familiar with the financial situation of the school district. Who is able to plan ahead for financial decisions and doesn't waste grants or other funding due to a "use it or lose it" mindset.
723	We need a superintendent who will not be disrespectful to those beneath them. One that listens to the people on the front lines before making decisions. A leader, a collaborator, a unifier, not a tyrant/dictator. We need a superintendent with ethics who won't try to manipulate systems to produce inflated/untrue results.
726	The state govt is impeding our children's learning. They are marginalizing kids and their safety.
731	NOT SCOTT HOPES. Please look outside the district.
733	The new Superintendent should be (1) strongly patriotic and (2) fully supportive of, and not just willing to comply because he/she has no choice, the 2022 and 2023 and future Florida new legislation promoting parental rights and curriculum transparency, and prohibiting woke indoctrination in the schools.
734	Supt Saunders has performed admirably for the past 5 years. She is a master of managing the community, the employees, the business leaders, and the school board. She has returned the focus to educational excellence, and innovation. The change the community has experienced from 2012 - 2022 is profound!
736	No Scott Hopes. We do not want him to do to the school district what he had done to the county. Please remove Mitchell Teitelbaum, as his behavior is not an appropriate representation of our district. Please seek someone outside of our dysfunctional county.
739	Follow Governor DeSantis and his initiatives. Stop playing "everybody gets a trophy" mindset. Mediocre grades should not be acceptable and they should be pushed to get the A . The new superintendent should be a leader and not afraid to step on toes. We need to take the educational system back in order.

ResponseID	Response
745	Should be bilingual or latino, to represent the large latino community. Should know technology and lead by example.
747	The last superintendents fixation on becoming an "A" rated district has caused permanent harm to hundreds of students, most of color, most already suffering the consequences of childhood trauma, irreparable harm. The District should acknowledge the error of shoving them out of school and instead make it a priority to identify and provide support as already required by Federal law, eg Child Find. Abandon Horizons. Provide a path and encourage district-forced homeschooled students to come back into the mainstream. Abandon the goal I f being an "A" District - it harms children.
748	The Superintendent must work for all residents of the county, not just new development. Established communities and schools need focus as well as newer ones. The next Superindent must have proven educational leadership and experience.
761	Pick someone who knows and abides by the Constitution of the United States and would never take the rights of the students or the parents away again like the last one did.
768	1) Not one of the questions nor choices had anything to do with technology or the people that support technology. 2) The SSC has built a pyramid of toxic management and they've surrounded themselves with "yes men". 3) Promotions are touted as 'in-house' but unless you either check the postings daily or you are predetermined to get the position you will never know about it. Department positions are not openly advertised in departments.
776	Either the district moves in front of the population growth, or we lose teachers, staff, and support staff due to overcrowding and low pay.
785	Maintenance of schools is terrible. It reflects the priorities of the board. It's like living in a home that's falling apart.
786	Try to find a person within the present school system rather than an outsider. The last two we have had (including present superintendent) were not good choices.
787	It would be helpful if district officials talked to one another so the right hand knows what the left hand is doing. Also, steamlining red tape. However, I love the way district and school staff love the children!
792	To assure that decisions that affect the district will be inclusive of everyone. That they have an open door policy.

ResponseID	Response
793	The nepotism NEEDS to stop and the proper credentials along with experiences should be followed as best practices. The lack of diversity in actual leadership positions/pay is mind blowing in 2023, and simply can not be the standard protocol moving forward within this county.
795	Thank you for asking for our input!
813	Please do not hire Dr. Scott Hopes. I work for Manatee County and have direct experience working in an organization led by him. As a leader, he self-interested and does not create an atmosphere of collaboration, honesty, and integrity. I watched employee morale within the County take a nosedive when he took over and I saw fear and unease increase dramatically. He has only been gone a short time, and the atmosphere of the County has improved already.
815	Our board and our district has demonstrated a propensity for respecting the wishes of stakeholders that speak the loudest or have the greatest willingness to "cause trouble", as opposed to those with the greatest stake in the system. As a parent and teacher, I have sadly found my voice silenced because I am afraid of retribution for both myself and my child.
817	We need to look at the state law and follow it. There are schools in MCSD that are NOT doing that. They are going under the radar. We are here to teach, not to be political or indoctrinate students. There is a private push back from those that do not agree and they are pushing their personal political agendas in schools and the classroom. There is not a safe place to share that information in schools and it does not appear that it is consistantly being followed from the top down. We need a fulltime gifted school like Pinellas and Sarasota. We lose many high achieiving students to charter schools because we do not offer enough high achieving programs. We need a superindentent that is not using us as a stepping stone for their next higher feat. Over the years I have witnessed many superindents that are here for a short stepping stone. Finding out their long-term goal is important.
818	The hiring of unqualifed people who are friends of someone has led to incompetence, mistrust and poor morale. Take a look at the ESE department and some of those who are incompetent principals. Concerns about the fraudulent graduation practices. Allow novel ways to fill jobs such as job sharing and so forth. There are many knowledgeble employees in the district that should be used to develop learning gains however our Superintendent always need to be the smartest person in the room and hires obsequious people rather than those who can facilitate excellence.
829	I would like to say Thank you to our Principal and the Assistant Principals for their guidance, and leadership. Because of them our School has moved to a new level and their hard work had made an impact on all of us - teachers, and students.

ResponseID	Response
836	I would like to see a female or male chosen who is African American or Hispanic. The population of students need to see that they are represented. While we have had two female Superintendents, we have only had one Superintendent of color.
839	More consequences for negative behavior by students, that also include parents being held responsible for their child's behavior.
841	School support staff are paid far too little. They are paid less than minimum wage. This is disgraceful.
842	Mr. Paul (Doug) Wagner, current deputy superintendent of operations, is an involved, honest, hardworking candidate. He demonstrates high levels of integrity. He has over 30 years dedicated to education and has demonstrated his commitment to science, technology, technical education, and TSA, to name a few. Mr. Wagner is an active member of the community and maintains high expectations for all students. For these reasons, I believe he would be an excellent candidate for the superintendent consideration.
845	A superintendent should have a background as a classroom teacher so that he/she understands the challenges of the most important profession within the school district.
850	We need a Leader who can lead from a position of servant hood and to understand we have problems and have strong convictions and preparedness to have solutions for our problems!
851	The pay needs to increase for para especially in the ese area for the abuse they take from students and nothing done at district level and letting parents walk all over the district. I would like to see the district take better care staff that are in the schools
852	Lot of parents are concerned the superintendent will be forced to be a puppet for illegal or immoral state actions. That must stop now
853	Wondering if the results of the survey will be available to the community...Thanks for the survey.
858	N/a
861	Middle/High school teacher need to care more about there job. Engage with students more. Try and retain teacher in middle/high school. Too much turnover.

ResponseID	Response
862	I want to see someone who won't pander to the political agendas of a very partisan government and school board. I want someone who actually understands that effective change takes time and rescources and often can't be measures in just one year. I want someone who won't bow to pressure from a very vocal minority who want to take away educational rescources based upon narrow moral views.
863	There needs to be set communication standards and safety knowledge when students are concerned. Also, more play for kids, less work.... Too much student burn out early
874	bring back reading books as I learned from my 7th grader's English teacher that the board decided to not allow reading books. That is insanity as reading is what creates higher grades. My son has not read one book this year or did a project on a book he would be required to read. Standards will go down due to this crazy regulation put into place.
875	I still have little information on school functionning. I preferer not to give my opinion at this time.
876	Morale is low, fear and dictatorship controls the district staff and trust is lost between the district leaders and community.
881	Want someone who is willing to stand up to State regulations mandating restrictions of certain curriculums, that ultimately hurt diversity of voices & views in schools. Someone who supports diversity & is willing to fight for it even if unpopular.

ResponseID	Response
885	Recently, I moved from CT to the free state of Florida. My children's well being was the main reason to leave a state I have lived and had deep roots in for the last 44 years. Besides missing my family, pizza and the Louis Lunch burgers, the schools have been a challenge. I live in Lakewood Ranch, which is growing at a rapid pace. I was excited to be part of the Lakewood Ranch Prep Charter School(LWR Prep) that was opened in Aug 2022. The community needed this school as Mona Jain and BD Gullett are extremely full. LWR Prep is being managed by Cheryl Cendan. (Who has negatively been in the news) I use the word managed because it lacks leadership. The school balances a very thin line of where they focus their education. For example, my 6th grader read a book - when questions were asked in class, it was centered around how the girl of color felt in the book. (There are many examples of this type of teaching especially in English where they spend 3 hours) Another concern is the way the teachers and principal would bully kids. Examples: A 9th grade boy had surgery on his toe. He had a Dr note to wear an open shoe like a flip flop, slide or croc. Covering it could cause bacteria to grow. The principal Dr Cheryl Cendan would not let the child learn without wearing a boot. Despite Dr orders. A teacher in 6th grade Ms Martini, she yelled at a girl in class stating she had no friends. She should leave because no one likes her in this school. My daughter answered a question in class when called on, Mrs Salas said Blah Blah Blah and waved her hands in her face. Then she proceeded to tell my daughter to put her finger on her nose and say I am here. She then corrected her and said no Rory put your finger on the top of your nose and point with every word - I am here. I did put in a formal complaint. This was investigated and I was told by Dr Cheryl Cendan and Sara (the rep from Charter schools USA) this is a method they use. I can provide many more examples if need be, these are just a few. Needless to say, for my children's well being I now have them in Mona Jain and BD Gullet. My biggest concern is how packed these schools are and will continue to be as the community continues to grow. The school of choice is wonderful however Mona Jain is overcrowded and it still allowing kids from outside the community in. Understandable with the fast growth of Florida there is bottlenecking in our schools. I hope it gets fixed. As a parent I wish LWR prep was successful. The turnover both with staff and children is concerning and draining on the community. Mona Jain and BD Gullett are good schools and align more with my family's value and they have great leadership. Our growing community needs these schools to be successful. My hope is that LWR prep will become successful with the right leadership as the community needs it. My other ask is that the Lakewood Ranch Schools to be on hold with school choice. As the rapid growth is making it hard to manage the amount of students coming in. I invested a lot in this move, I want it to be successful. I am grateful I can write this email, knowing you are always looking to make things better.
894	The schools need stronger proactive leadership. The teachers need to feel supported from the highest level. Teachers' pay mist increase and supplies for their classrooms must increase

ResponseID	Response
899	Need a better discipline plan. Need monitors in bathrooms and hallways. One sheriff at the school is not enough. Too much is happening in the bathrooms.
903	I have been in this district for over 20 years, as a staff member and a parent, and I have never been more concerned about the state of our education system in this district. Our teachers are not getting professional development unless it is on the newest program or standard. They need support in instructional practices, using data as a means to drive instruction and not just to identify the most struggling students, how to collaborate with peers to create learning opportunities that go beyond what they find in the teacher's manual, and how to create classroom environments that meet the everchanging needs of all learners.
904	I spent my elementary years in a local Catholic school. Graduated in '72 from Manatee High. I was at least a year and half ahead of my classmates then. I've raised five kids in this school system. Watching them being experimented on, with programs from other states. Then, to find out what failures the programs were. Two of my kids (now in their late 30s) still can't spell with a hoot. Now I watch my grandchildren in common core debacle. I am flustered at what has been done to my offsprings.
907	A superintendent with the ability to effectively minimize the current government political interference and overreach. A superintendent focused on getting the money and resources to areas currently lacking basic necessities, such as bussing, classroom materials,student nutrition and general school maintenance and infrastructure.
912	I would like to see a superintendent that is willing to be involved in the schools actively, not just from afar. Their presence on the campuses (not just elementary schools) is essential. There hasn't been much change in philosophies or ideas in recent years, and new ideas are important for our growth. The growth and change happening in our community needs to be reflected at the school board level. The new superintendent should be someone with experience out of the district and state, and will hopefully be fresh rather than someone already involved with the district for many years.
914	Hire someone who knows the basics for all of the programs available, including CTSO and not insinuate that a person is a liar because they correct them!
918	Every school should be staffed for at least 2 school counselors, 1 full time test coordiantor, 1 full time ESE cooridinator. Class sizes for ESE classrooms (like ASD, IND, VE, EBD) should be capped at no more than 10 students and be staffed with at least 3 or more full time adults. It has become a safety concern when these classrooms are over 10 students with just 2 adults. Resources need to be put into actual schools and less "downtown" postions. Too many nonsense jobs and the actual schools need the support and are under staffed due to ridiculous allocations that are given.

ResponseID	Response
919	I love being a teacher, I did my bachelors degree in another country and it has been a challenge in order to teach here in FL. There are many requirements in order to obtain the teaching certificate/license but there is not much time, teaching, planning, getting the classroom ready takes a lot of time, and I am also a single mom, I cannot do what many other teachers do, which is take work home, I either take work home or take care of my 3 year old after school. There is not a program for single moms where I can take my daughter while I'm at school teaching, or a discount, and it's very expensive. Although the income might be higher than other places, it's still not enough. I am dedicated and I take my job very serious, but I consider that things would be better and not so exhausting if we had a little bit more help, time and consideration. Thank you for your time and for letting me expose my situation.
922	We need a leader with a backbone, not afraid of the Governor or the Board Members. Don't make decision based on the color of your skin or your party affiliation. Most of all, HONEST and FAIR.
924	Superintendent that is willing to move a principal from a school.
927	Our new superintendant needs to have an appreciation of the large size and diversity of Florida school districts. It's a very different format than in many parts of the country.
931	We need a Leader who will provide support and change to all schools in this district.
938	We need someone who will give and show support to teachers.
940	I would love to see a superintendent who supports our growing Arts programs in Manatee County. The Arts millage has already done so much good for our students, I would like to have someone who sees that value and supports the continuation of it.
942	The stress level in education is high across the country right now, partially from the pandemic, and partially because the educational system is an expedient tool for politicans on all sides to create a frenzy and galvanize their base. We need someone who recognizes the broader implications of this problem and will advocate for educators, so that we can do our jobs and focus on educating students.
943	The new superintendent will have to manage their accessibility to the public. The current super has allowed unfettered access which is simply unmanageable in an organization of this size.
945	I have been working in this district for 27 years. We are in desperate need of a leader we can trust, who communicates with us on a regular basis, who is willing to meet with all groups and hear/problem-solve their concerns. Morale, communication, and trust are the lowest I have ever seen.

ResponseID	Response
951	Manatee county doing a great job currerntly
952	Partnerships preferred rather than "Gotcha" mentality if an undocumented procedure isn't followed.
955	I am concerned with the direction of education in the State of FL. The current government is too conservative and reactionary and not thinking of the real problems in our schools. The problems are not reading materials, the problems are student who do not have creative thinking skills. Students have been tested to death, and there needs to be a new direction. Banning books is not the direction we need to take.
956	We need to increase teacher pay immediately and significantly. Students poor behavior in schools is emboldened by the county matrix that is much to lenient with discipline practices and behavior consequences. This needs to be addressed immediately for the upcoming school year.
961	I feel that the increase in testing this year has been insane. I understand the need for data, however we now have a state test 3 times a year. To put students through Reading, Math, Science, Writing Benchmarks several other times a year takes away so much instructional time. I hope that our next Super will be able to take a step back and use the FAST Diagnostics the way they were designed and use that data to inform decisions without added testing.
972	Please, whatever you do, do it for the right reasons. Do it because you know it's a great decision for our district.
978	Please have someone that values ESE teachers and their students. The everyone fits in one box idea does not work and there are amazing ESE teachers out there that are working hard to get their students where they need to be.
979	none
984	I feel beat down by parents and a guilty until proven innocent approach by the admin.

ResponseID	Response
987	I think it is important to remember the reason the school district is here...the students! The school district and the board should not rely on political influence of anyone to make decisions on curriculum or what's best for students. We are all life long learners and learning begins when children are young. If we limit their learning we start their educational journey behind those who they will eventually be competing against for entrance to college and ultimately careers. We need a leader who can stand up for our students and not crumble under political influence of any kind or party! Education in Florida is under attack and we must remember that our children are looking to us for guidance and support not fighting and censorship. Our next leader needs to lead with integrity, strength and grace. A person who can work hard and still be kind and remember the reason education is in place...for the future.
988	As a teacher, we NEED help and support. Smaller classes and a commitment to improved salaries are the minimum requirements as our plates continue to be added to and expectations continue to grow. The district is very top-heavy and some of those people need to be available on the front lines.
989	I would 100% NOT want Scott Hopes to be considered for the job. We need a superintendent who will bring integrity and high quality standards to the district.
996	Hiring, Motivating and Supporting, (Support) Staff & Teachers, thru Caring, Knowledgeable and Motivated Supervisors, who are actually seen and respected. Poor middle management ruins all basic needs and goals of employees, when they feel unappreciated, unsupported and undervalued. All staff knows the importance of caring and providing great service to their students & parents, but this continuous demand must be nurtured and recognized by leadership and shown by improved recognition and compensation. If we want the best, we must pay the best.
999	More respect and pay for Teachers aid and full time classroom sub. I have seen very dedicated and Educated Teachers Aid that are not respect by Teachers, Social workers and other professionals.
1004	Less testing of the students. Past students are lawyers, doctors, accountants, as well as plumbers, business owners, engineers and did not have to have constant assessment, why do we think it is necessary now to ensure success?
1008	I would like to see a Supertintendent who is not on the board of directors of educational programs. Also, someone who is sensitive to the needs of our diverse students as well as the struggles of the teachers/staff.

ResponseID	Response
1010	We need a Superintendent who is experienced and knowledgeable of both the OPERATIONS and EDUCATIONAL parts of the business. Someone who will put more effort and time into listening and helping with the Operations Departments such as HR, Custodial, Maintenance & Operations etc. which are in desperate need of more employees.
1011	This district needs to stand behind it's teachers with pay raises, trust and opportunity. The lack of professionalism that comes from the district is absurd. The political agenda the board members have is detrimental to many of our at-risk students. We need board members and a superintendent that can stay neutral politically and simply do what is best for ALL students of Manatee County, NOT what is being forced down from the FL DOE. It is an absolute disgrace to see what has become of this district over the past years, hence the significant teacher shortage here.
1012	The learning outcomes could be drastically improved if teachers had more of a say in what programs/curriculum work best for students, and if we weren't so micromanaged.
1020	Something more needs to be done to attract and retain good teachers. They are leaving and not even applying due to the abysmal pay and benefits.
1022	I think it is incredibly important to find a superintendent that has a strong background in multiple areas of expertise including working in schools and also understanding the business side of running a district. I would also love to see the selection of a superintendent who *regularly* goes into all schools to discuss issues with teachers like a town-hall type event where we can openly communicate concerns or successes.
1027	I would like to see a true leader who cares for our students. Who comes in to improve and make changes to what is not working now.
1032	Prioritize hiring an individual who will do what's best for students and staff in our schools as opposed to someone who parrots the dogma and ideology of a state government sorely inexperienced in what actually happens in our schools
1034	We need a leader, who understands the specific issues in Manatee County. Teachers are undervalued and underpaid. There are 100 openings that cannot be filled. College students are not entering the teaching field because of these publicized problems of the vilification of teachers and librarians.
1035	none
1037	We need someone who is not from the District and has a clean record so the community can trust the person. You

ResponseID	Response
1041	I don't believe the future superintendent needs to be a local person, but their why for becoming a superintendent should resonate with the community feeling of a fast growing district. The superintendent should be a leader with a vision, ability to work with a variety of groups, and be an active participant in creating a strong community.
1042	The new superintendent needs to have the guts to make administrative changes in schools where there is a history of bullying, lack of communication and/pr leadership.
1051	There is one person that stands out as the best candidate for this job, Doug Wagner. He has proven himself as a leader, has a vested interest in this community, and has the ability to bring people together to improve this District. Hiring someone from out of District or worse, out of state, is a message to all current employees that hard work, dedication to the District, and involvement in the community mean nothing to this School Board and will only contribute to the low moral and mistrust of leadership we are experiencing across the District.
1052	I think that it's important to have a Superintendent will care about our school district and become a stakeholder, not just an employee!
1053	I would like to see a Superintendent that can leave politics out of decisions. That doesn't jump from one program to another every year. Also a Superintendent who will support instructional staff. Too many students are falling behind because they are missing too much school.
1057	Teachers are stressed and not receiving support of admin. The process for approving books is keeping books out of the hands of low income students.
1058	This District needs leadership that breaks down walls and LISTENS to the professionals that are still employed here. The Superintendent needs to be someone with close knit ties to the community - actually have been residing here and is not from "outside". We need an individual who is honest and trustworthy. Someone who treats all individuals with value and respect and who does not manage with the style of leadership we have had with Mills, Green and Saunders.
1059	I think the most important quality in a superintendent is to identify other people's best attributes and put them in a place to be successful while helping the district meet our goals
1060	As a firm believer in the value of arts education in fostering a whole-child education, it is paramount that proper funding and support for arts education continue in the district via the tax referendum.

ResponseID	Response
1067	While our schools offer a diverse range of programs, our county seems to have pockets of focus at select schools. The choice program was designed so students would have a choice to go to schools with programs that matched their interests or excelled in certain areas, but due to overcrowding this is very limited.Strategic planning for growth is essential.
1072	Competitive raises for teachers and hourly employees needs to be addressed immediately!! Millage money needs to be distributed evenly, not 51% for teachers, 41% for media center remodeling, and 8% for hourly staff!! Insurance costs are extremely high!!!
1074	We need a leader that has a Career and Technical Education Background. That is the trend of the future.
1076	I have worked for the District on three separate occasions, for a total of 14 yrs. There was a time when department heads of the Special Programs Department held staff meetings that were encouraging, built morale and cohesiveness, and made everyone feel important in a positive way. I wish it will be so again. Staff need to be encouraged and feel appreciated. Also, the District should be able to fire low performance, apathic, uncommitted, bad mouthing individuals who are working only for the pay and not for the students.
1084	Not all our students can or want to attend a 2 yrs or a 4 yrs after high school. We need to bring back the vocational education back into the high schools and allow the students to pick which track they would like to follow.
1085	Retired educator from NY and at the age of 80 still fighting for our children
1086	The District needs someone in a leadership role that has diverse background to handle and oversee/supervise all areas of importance. Educational experience and financial background are required and a must have under these trying times.
1093	I believe that due to the economy, pay should be looked at closely for all employees.
1096	n/a
1098	Listen and be proactive when employees have concerns.
1102	Employees would appreciate having a superintendent that is accessible and approachable, open to discussion and collaborative planning.
1107	Motivating students to achieve their maximum academic success in a positive, safe environment is the ultimate goal.

ResponseID	Response
1110	It makes no difference who is chosen if the expectation is that they "bow" to a politically motivated, versus community supported, School Board. Leadership is being taken away from the community and becoming state led.
1111	It is important for the superintendent to understand the importance of supporting all umbrellas under the ESE department and to understand how large ESE is in this district but the least supported.
1112	In today's job market, It would be a great idea to increase job ready classes throughout the distric, Not everyone is wealthy like Lakewood or Parrish... Students need choices in future career oppurtunities.
1113	This district needs radical and unpopular changes in order to successfully serve our students and improve student scores and graduation rates. We need to stop focusing on hiding behavioral issues and actually deal with them. Keeping students in the classroom who don't want/need to be in a classroom only hurts the community as a whole. We need to identify/create a different program for these students. Maybe tech programs where they graduate with some type of certificate. Our students who do not belong in a traditional classroom are being underserved and the students who do are being neglected because of the behavioral issues we deal with from the students who do not belong. PUT STUDENTS WHERE THEY RIGHFULLY BELONG. Not where we believe they belong.
1116	good luck
1117	Do not let political views be allowed to make the decision to hire a new superintendent. I realize that right wing nutjobs are on our school board, but they DO NOT represent everyone in this county.
1121	The beginning questions asking to "Choose the five (5) items that you feel are the most important for your district in the area of...." seemed unimportant. All "items" that were listed were qualities that our new superintendent should have. To have to choose 5 seems silly. Will the new superintendent only embody the most selected responses? What was the purpose of those questions? All of the answers seemed important.
1122	raises should be across the board how can we be a team if we are co mpensated on diferent levels
1125	Our district still languishes when it comes to diversity and equity.
1128	We need someone who is going to unite the teachers and boost moral. We need to help the educators. My daughter, a new teacher is leaving the profession. We need these teachers

ResponseID	Response
1129	This district is on overload. It seems as though testing has become more important than student social skills and staff mental health. Something needs to change.
1135	I sincerely hope that we find someone who is honest and has integrity and wants to see the school district thrive, and somehow help teachers feel like they want to teach again
1138	We need to stop with the politics and worry more about educating our students. We need to trim the fat at the top so that we can provide more support at the ground level. We need to stop all the extra testing. We should only be doing testing that is required by the state. NO MORE!!!! We need to put more emphasis on primary education. We do not currently start worrying about student performance until 3 grade or after which in my opinion is too late. We need to start working harder at the Pre-K and kindergarten levels. Lower that class sizes in K-2, provide additional support, listen to teachers when they say something is wrong with a student instead of saying "they just need more time".
1140	I can not even begin to convey the lack of proper anything in this district...
1147	When seeking a Superintendent, I would like to see a diverse group of persons interviewing the candidate. It seems that if we only have persons who are from this community, embedded in the school district and have the inability to fairly (be unbiased) in the interview process because of their ties to the community (to include politically) then we will not have a Superintendent who can make those fair, tough decisions.
1148	Doug Wagner is a gem and has tremendous personal and delegating skills. He would be a great choice !!
1151	Teachers have been pushed to a breaking point between dealing with student behaviors and with the students realizing that consequences are minimal. Also, high expectation/demands on teacher time and resources keep teachers from having a normal balance betweek work and personal/family life during the school year. Teacher morale is at an all-time low. Many feel that this district does not care about them or their families. This is evident in the changes in insurance in the last year and a half. Many are struggling to get medical bills paid for and prescriptions (which had been successful in maintaining proper health and functioning) are being denied.

ResponseID	Response
1158	As an educator, I find it abhorrent that teachers work their 7 and change hours a day and never give it anything more. Kids go, they go. Kids arrive, they arrive. The school board should recalculate an 8-hour day over a 12-month period and then divide that up among the 10 months. Use that information to determine the hours and increase the pay to reflect it. By doing this there would be more opportunities for PD and better planning for lessons. Quite a few teachers already do this, but it should be a part of the job -- not an option. Also, I would rather have larger (ugh) class sizes than deadbeat teachers. Pay more and up the expectations. Lets get leading.
1160	The expectation the district holds is extremely high. It is not possible to do what is expected and the pay is not close to enough. Having to have all these endorsements without extra pay or compensation doesn't make any sense.
1165	Worried about loss of more staff in case of recession or drop in economy.
1175	We would love to have a strong and well rounded Superintendent that reaches out to the community, not just by emails & phone calls. Make visits to the different job sites, communities! One that knows how to build relationships with their employees and the community. Communication is key, and if there is no or little communication among us, how can we build a strong Business. God help us! SDMC
1179	A Superindentent needs to be a positive role model who listens to all stake holders, but pays special attention to staff on existing programs that work and find ways to broaden their scope while also saying go to programs that offer limited success. They need to consider the greater good and challenge authority when it is in the best interest of the students. They need to advocate for innovation, technology, collaborative learning for students while provided contemporary training that is relevant to enhancing educational strategies to boost morale of the staff and students. They should demonstrate positivity and energy in advocating for Manatee County Schools.
1182	We need more people with classroom experience in the higher positions. Superintendent and board members should visit classrooms and understand what students and staff are dealing with on a daily basis.
1184	I believe that a person who is looking for a Superintendent position must be visionary and always look for academic excellence, She/he periodically evaluates the school curricula and employees' performance. Superintendents must be approachable and highly visible to employees. Furthermore, a superintendent must be capable to avert emergencies or crisis regarding to any situation, this include "health". Finally, a superintendent must be super organized and attentive.

ResponseID	Response
1190	the abuse the teacher and Paraprofessional take from students, difficulty of working with workman comp the district needs to back up the school admin and have students go to school of record Special education needs to be looked at in depth to get parents to understand reality of what is and their child behaviors need to be adressed if meaning going to another school for staff and student safety
1193	It is hard to see the strengths of the district at this moment because the many challenges it is currently facing. The next Superintendent should be very familiar with Manatee County, preferably a resident of 10 years.
1194	Please be sure to take this survey feedback into account before making the final decision for the new Superintendent of the Manatee County School District. Thank You.
1198	The district needs a superintendent that is for integrity and not reputation. Leadership has been more concerned with image and how the numbers look rather than the actual success of students. Students are not being held accountable for their actions or academic performance. Discipline is soft and inconsistent from school to school.
1203	Please hire someone who doesn't pander to the crazies.
1208	This has been a difficult year with unfilled positions and current staff having to fill the gaps.
1212	Work with community activist with change and gaining trust and equality for all and with schools that are in low income areas
1213	Community isn't expecting much - we're pretty sure we're gonna get a DeSantis supported political actor as Supt: maybe the board will surprise us and do a thorough search and betting process. Not a predetermined dog and pony show which yields a self promoting hack who hates public schools. (Cough cough scott hopes)
1221	County office "specialists" do not help the teachers or staff working in the schools. ESE Administrators lack Admin skills to hold their employees responsible. Hire someone in Admin that has knowledge of ESE. Their is no transparency between superintendent and staff. How about a strong Human Resources department that can explain the complicated paycheck.

ResponseID	Response
1229	I would like the school district staff to be more trauma-informed and understand that children with a trauma history have experiences that may become a challenge in the classroom. Willingness to offer evaluations for IEPs more readily would help more children to have the accommodations necessary to suceed. While a child may be achieving academic goals, their social-emotional learning also needs to be considered as well as what special things can be put in place to help a child with PTSD, for example to be successful while understanding the child's potential triggers and helping to minimize them.
1230	Nepotism, cronyism empire building etc will have to be addressed before we can improve. This district has a checkered culture. Replacing people is easy. Changing a culture is nearly impossible
1235	i am extremely concerned by our school board and would love someone with common sense and whose agenda is not political but rather focused on improving educational opportunities for all.
1241	It is my hope that our next leader is one who can see the diversity in our community for the asset and positive attribute that it is, talking about and celebrating it. I hope that they speak about school and all of the people that make education happen in a way that ignites students, encouraging them to invest their time and effort in their studies. I hope that they see all faculty and staff of SDMC as valuable, and they make the effort to make us all feel valued. Thank you for taking the time to listen to us.
1252	My experience from reporting directly to three separate and indirectly to one SDMC school superintendent that hiring from within the SDMC is best.
1258	We were recently told that we were to make students eligible for ESE only to give them a waiver so they can graduate. We can not do this legally and it is unethical. When concerns were brought up about this the response was well the superintendent wants it done so we need to make it happen. I refuse. This is just par for the course with our superintendent. Sad and grimy!
1260	we need pay raises in certain areas of work. Office staff is overworked and paid far less than these positions outside the school system. We need a leader your not afraid to talk to and we need certain level of people making important decisions to be held accountable for some bad decisions they make. We need more help in the ESE classrooms so budget needs to open for more positions in those rooms. We need to have some of our power back when dealing with parents right now they say BOO and we fold and do what they want. There is no more consequences for students or parents. We need to be paid overtime when we are made to stay with late pickups or working late. The district as a whole needs ALOT of improvement

ResponseID	Response
1263	I would love to see education focus on learning critical thinking skills, experiences, and discussions instead of the current focus only on standardized testing. Teachers need more support, more aides, smaller class sizes.
1264	Public school education is vital to the sustainability of building productive contributors needed to continue to move forward.
1268	Staff shortages are crippling our schools. Many students go through the whole year without a teacher or with multiple subs. Many many positions go empty. Paraprofessional pay is less than fast food chains are paying. This HAS to be fixed. We have to have staff in place to run our schools. It has to be the number one priority. I have 2 master's degrees and 20 years' experience and make $1200 a year more than a brand new teacher. We need steps and lanes in our pay scale.
1271	Addressing influx of students and mixing of SES communities.
1272	District has too much "red tape"; super disappointing experience for my middle school and high school children. Kids are not nice here and while parents have a role to play so does your staff. Not enough assemblies, clubs, opportunities for newcomers to get acclimated.
1273	We moved here from Massachusetts to get away from the states education program. We hope manatee county continues to respect parents and the right to raise their own child and to be involved in all aspects of their education.
1275	The county struggles with having proper processes in place for everything- from Ordering supplies, cutting purchase orders, staffing to student evaluations & IEP meetings. Rules & Regulations are randomly created with no implementation strategies. We struggle with spending, we struggle with the achievement gap and we struggle with the amount of money being spent with no results or accountability. We need a true leader, someone who happily goes into our schools and sees what our children & students are facing. We have so many broken processes.
1276	I absolutely love Barbara Harvey Elementary. I like what Principal stands for, and the teachers are amazing.

ResponseID	Response
1277	Let's be honest and fair. We are sick and tired of the European way. It is time for you all to become more diverse. We are tired of our children who was forced in integration by a group of European descendants, who are still teaching and ruling, and mostly principles who are the descendants, of the people who didn't even want to have anything to do with us. and now the majority of their dissenters are teachers with implicit bias, or the minority students. The whole teacher certification is a joke. as a parent as an so-called African American mother of three children still in this indoctrinated school system -I say to you -free your mind and the rest will follow. We send our children to you and they are beyond miserable and your indoctrination curriculum only btain washes them. We need teachers who are diverse and can relate to the community as well as the school board.
1281	We need an innovator who is up to date in the current state of education. I recommend Laurie Kitchie for this role.
1285	I am very concerned about the far right push into Nazism that is occuring in this state and community. As a multi generational resident of this county, its sad to see what we are doing with our public school system and would like to see wholesale change starting with better support for our teachers and students.
1289	The selected person needs to keep CRT, gender ideology, and other "woke" ideas out of school and focus only on education.
1298	I'd love to see a superintendent that understands that all children learn differently and have strengths and weaknesses. Education is not a one size fits all solution and fails to be effective for any children who struggle with the standard status quo approach. When I do homework with my children I am very concerned on the direction education is going. I find the work to be more complicated than it needs to be and extremely confusing to the child. The moment of frustrate a child, you lose them and create a negative response to education.
1305	Superintendent should be diverse and fluent in Spanish
1307	Teacher and student relations. Teachers need to flex with students and not solidly stand by rules and regulations concerning attendance, assignments, grade input for students on a timely manner
1316	Please find a more transparent superintendent. Numbers can be manipulated to make the school district look higher achieving than reality. I believe the district is going to struggle more with reading and math proficiency in the future than in recent past due to so many state curriculum and testing changes and fear the district won't be transparent enough and will be reactive when it's too late rather than proactive.
1318	My family is relatively new to the school district. I am impressed with the level of weekly communications with the families.

ResponseID	Response
1320	Educators who have had certifications suspended or revoked should not be eligible for a superintendent position.
1324	Superintendent must be willing to stand up against critical race theory in classroom instruction. Also will not tolerate gender identity and sexual orientation being discussed by teachers or staff at schools. Ensure parental access to all materials used in classrooms if requested.
1337	I would like this district to reflect the children living within... not the politicians or parents that want to control our children.
1338	You have made parents feel they have no say in their child's education. You have used the words "safety and security" to your advantage and pretty much kicked the parents out of the schools from things like volunteering, or even having lunch with them. You have to sign up a month in advance to eat lunch with your child and the spots are taken within 5 mins. The "fine arts" are a joke. My kids have never brought home an art project, they never do musicals anymore (once again they don't want parents in the school), even the PE class do the same boring games. Students don't enjoy electives anymore. Start looking at private schools or charter schools and see what they are doing. They are learning Spanish, playing violins (in elementary school), painting self portraits, but not manatee county schools. Also, you spend so much time focusing on low students and forget about the gifted students. There is no chance and no push for them. They are just used as tutors in the classroom to help the teacher!
1339	School students need strict discipline and principals need to adhere to school rules. My daughter tried to wear leggings to Mona Jain Middle and when I asked her to change or put on a longer T-shirt, she stated "Daddy nobody follows the dress code anymore". Of course my comment was "I don't care what other kids do; rules need to be followed, now go change please" Lately students at her school (many females) have been starting huge fights that almost evolved into civil disturbances. And the principal isn't sure if he/she can expel the student(s). WTF! If minor policies and procedures are enforced then major policies/procedures won't be broken because there will be consequences for their actions. The Superintendent needs to be above all else; someone who can set the example, lead from the front, walk the walk (insert any expression) and most of all a Disciplinarian!
1348	Manatee County has done very well.

ResponseID	Response
1350	We need someone that is going to put you students, teachers, parents and community first. While I understand the Board looks at the school system as a business, only several board members seem to be truly advocating for this particular group. We need someone to hold the entire Board accountable and to be reminded of their oath and ethical obligation to the community. We need someone that will be transparent and honest with the community. We need someone whose only goal is education and not a political or egotistical agenda. We need someone with experience, but with a fresh and unique perspective - not a career "politician". We need someone that is going to invest in our teachers - someone that will ensure they receive ample training, support, and opportunities for advancement. We do not want Scott Hopes.
1352	I would want a leader who is fair, open-minded and cannot be bullied. I also do not want someone who supports book banning.
1376	I would live for someone who care about the teachers and listens. So many programs right now and zero teacher input.
1379	I hope that politics will STAY OUT of what is in the best interest of the child and school community. I hope that the board will allow the Superintendent to do his/her job and allow the faculty and staff to be the expert in the classroom and on child development. I hope that mental health and wellness are included in student curriculum so that kids can practice and learn the necessary coping strategies and skills that they MUST have for independence and college success. College and life preparation are part of academics. I also hope that the new Superintendent will lead efforts on diversity, equity, and inclusion throughout my child's experience on every level. Lastly, I hope the Superintendent will make all efforts to maintain a safe environment as the first priority...learning will happen if this is continuously established. Thank you for this opportunity to share.
1380	The superintendent should be impartial to politics and not do the bidding of high-powered or wealthy community members
1385	Florida is under so much pressure right now and there's so much worry about a supposed agenda... the focus needs to be on academics, honesty, integrity all while ensuring all students and faculty feel safe and respected. We shouldn't fear diversity but rather embrace it and support our people of color, LGBT community, and so forth. No one should be afraid to attend school or speak of their families. We need to focus on the core things: academics and simply being a good person. Not get wrapped up in politics and one side versus the other. A good superintendent won't be biased. Separation of personal beliefs and church and state
1386	With the increase of new families moving to the County, how does the Superintendent plan to assist the schools? More teachers, support staff and bus drivers are needed.

ResponseID	Response
1390	As newer members of the community, with 2 children (Willis and Nolan), we were impressed with the caliber of the teaching staff. Schools seem well equipped and well-maintained. The wish list is a more coherent gifted program policy (as for example in Sarasota) and healthier and tastier cafeteria choices.
1395	DeSantis and his personal objectives are dangerous and vastly inappropriate for making decisions for our children's futures
1398	Kindness counts
1406	I DO NOT want a DeSantis/Republican puppet trying to marginalize groups of students, discouraging diverse viewpoints in education, or censoring books/information.
1412	We need to look for a candidate based on experience and honesty. There should be absolutely NO concern about their race, gender, and any other select category. This district should be a high performance area and pushing political agendas around race and gender has negatively impacted student performance. A focus on core subjects should be top priority.
1414	Superintendent need to be authentic. Superintendent needs to review all the books in the library. Superintendent need to not bend to progressive ideologies such as crt
1416	Thank you for reaching out to me about my information I would love to speak with you ?
1423	The intentions of the district are good. There is way too much testing happening and the teachers have way too much thrown at them. I taught for 20 years in NY. We had time to plan on our own for instruction. Teaching is not a career here that one can sustain their families on.
1435	Focus on equality, meeting the employees need, we are under the same umbrella and we represent each other! Team effort in all areas because without each other we don't have a district.....!
1436	As a school employee, the worst thing I see is unchecked racial biases playing out nearly daily. It concerns me that there is zero training for this. My ideal candidate would implement mandatory district-wide training on the harm racial biases inflict upon children and how to stay accountable. Just because critical race theory can't comprise the curriculum doesn't mean that faculty and staff can't (and shouldn't be) educated about racism and its many subtle forms!!!
1437	Please find someone who is apolitical. We just need someone who cares about the children, staff and Manatee County.

ResponseID	Response
1438	Bayshore elementary school is a very good school
1442	Please focus on the education of our students leading to successful future and not push political agendas on our children.
1449	Cafeteria food is not eadable, poor selections, not healthy. I get it, you can only do so much with the funds you have and doing A to z, thats it. From the personal experience, if someone really wants and wishes to make a change, resources will be found.
1451	Mr. Richardson at Gullett is amazing and so is his team of teachers. We are extremely concerned about what we are hearing about Mona Jain and the discipline problems that exist at this time.
1457	People don't trust the district. They need to build trust with the community and parents. We need someone who is honest and extremely clean. They can't have been in any scandals.
1462	Create programs to better train admin so they can better lead schools so schools can be successful. Hold all schools to the same expectations. Encourage creativity and discovery in the primary grades and careers based learning in the intermediate grades.
1474	High schoolers need to sleep. Why do high schoolers have to be begin their day the earliest when all data shows they need their sleep for development?
1478	It is not fair some schools have class sizes of 14 and others have 22 in the primary grades.
1483	Children need to know that their are consequences for their actions not only in school but at home and I believe Manatee county gives too many chances with that so therefore the children do not take punishment seriously. They will continue to push the boundaries if they do not know what the wall is
1486	This is a non-political position and should stay that way. I have no desire for my kids' schools to adopt a myopic view of the world from either angle.
1490	I'm scared to keep my children in this district. The conservative banning/restricting books is a problem. Hopefully a new superintendent will be a lot more moderate and will help this district stand it's ground against DeSantis before you lose more teachers.
1496	Please develop and offer meaningful gifted programs for our kids. Stop bussing kids from Bradenton to Parrish Community High School and let kids that live in Ellenton (Oakleaf Hammock subdivision, 2.1 mi away from this school) attend. They can ride their bike or walk there.

ResponseID	Response
1502	Replacing Mrs. Saunders will be a tough task. Doesn't seem like enough time to find a quality replacement. Should consider an interim promoted within and extend search time.
1504	Please do not select a former school board member for this important role for our community.
1505	We need a leader that treats every student equally which means improving the services provided to special needs kids. Reports that come from specialist need to be treated with respect. I am tired of being told one thing by neuropsychologist and the school psychologist says the services don't relate to school activities.
1506	Please do not hire a fascist! We need someone who is willing to work with EVERYONE, and is willing to incorporate modern educational values -- not back-peddling to erase how far society has come. Let's go FORWARD, not backwards! Let our children read books!
1507	please try to separate Politics from education or at least intellectualism. Although long forgotten, but, try to provide more technical skills, trade schools for students. Showing a trade in a positive light. Give the brightest students the ability to shine, proceed and be successful.
1510	I want to make sure that the new superintendent is fiscally responsible but also responsible to the county as a whole. There are amazing students, teachers, families and administrators. Some schools are flourishing while others are in need of assistance. I'm concerned about the influence of real estate developers on the school district leadership, the school board, county commissioners and other community leaders. We need a superintendent that puts students and education (at all levels) first and is willing to stand up to the powers that be in order to provide quality services to our county. Be willing to listen to students, parents, school administrators and do what's right. Also understand there isn't a one size fits all solution to education. What works at one school might not work at another. What works for one student might not work for another. We need to help the under performing schools and celebrate the high performing ones. Did I mention serve the students, teachers, administrators and families of this county, not the real estate developers?!?!
1513	The District needs an honest superintendent that's going to fulfill the responsibilities with honor and ownership. Stand up for students, parents, and teachers, and stand against non Profits and other outside organizations who want to push an agenda on our students. Get back to teaching good Western values and quality curriculum instead of the garbage that's in the textbooks and web based learning platforms now. Clean up the schools and hold people accountable.

ResponseID	Response
1515	Doug Wagner knows our district and the challenges we face. He has dedicated his career to the students of Manatee County. There is no one better to lead us.
1520	There is massive population growth in Lakewood Ranch. Please develop a clear roadmap for more localized elementary, middle and high school locations. Adding buildings to existing schools is not a forward thinking plan. Add new localized schools to address the growth. Work with SMR on a unified vision for this master plan community.
1524	Manatee County has approximately 8,000 more students than Sarasota Country. However, Manatee County Schools employs approximately 2,300 more employees. Do the math, there will never be money to give teachers a significant pay raise until we get a superintendent that will address this issue.
1525	Our next superintendent needs to be a strong leader willing to lead the schools and make decisions for our children above and beyond things that are being arm Twisted by politicians. This leader needs to be able to stand up for our children first
1530	they need to give to us better salaries
1531	I prefer you don't hire out of state or even out of this county. If someone is qualified in this district they should get the job. Stay away from people that live in California, New York, Illinois, Michigan.
1533	I would encourage you to open your minds outside of traditional prior experience and look to business or a strong active parent to also interview for the role. If they are surrounded by those with the skills and can lead an organize that is much more effective than prior superintendent experience. And if a prior superintendent they MUST show advancement in their district through COVID, that is not an excuse to shut schools down.
1541	We need someone with the courage to push back against the governors new bigoted policies: Don't say gay, banning books, erasing black history. Also, someone who understands that standardized testing should be used for identifying weaknesses in curriculum and does not encourage "teaching to the test".
1542	To prevent repeating history we need to teach that history! Making our children and staff refrain from real events and real life is the same as ignoring the issues those who are different have to face everyday.
1543	Stand firm in doing the RIGHT thing and don't bend under pressure. FOLLOW what the parents in your district want - that is your job.

ResponseID	Response
1545	The adversarial relationship between leadership to the classroom needs to switch to a partnership by listening to the students & their teachers. There exists an animosity toward results that yield school board metrics vs real student improvement and advancement of their learning skills.
1546	Please make sure tests and assistance is provided to students who have difficulty learning like most students. If tests need to be done allow the parents to ask for the tests to see if their child needs assistance.
1551	Having taught in this district for more than 20 years it is very disheartening the morale of all employees in this district and school sites everywhere. A big concern for many community members and families is the amount of people employed in this district that never work with children. STILL TOP heavy 20 years later. Always a concern and the amount of people who decide how teachers should teach and have unrealistic expectations for the communities they teach.
1552	The leader of our education system in Manatee County should have a direct interest in the the system, attended Manatee Co Schools or has been in the community with children in the public school system. This position should not be influenced by the business leaders in the area on where county funds should go. He/she needs to encourage and be willing to hear continuous input from the parents and teachers in the system.
1558	We don't need a "woke" superintendent. They need to focus on creating a learning environment for all our children based on fundamentals - reading, writing, math. Keep indoctrination out of schools.
1559	Deceptive practices by the current superintendent has placed school safety in jeopardy. An atmosphere of apathy is aperant in the teaching staff and school admin. That has been little or no training on how to deal with the repercusions of changes to school zones.
1560	Accountability on parents Better pay for teachers/staff
1561	I'd be happy to help analyze the data on a volunteer basis or provide your team access to analytical software. We're an Alchemer partner and have software: https://researchstory.com/ Jeffrey Henning, jhenning@researchscape.com, (941) 351-5099
1562	Parrish Community seems to be growing too quickly which puts a strain on staff and students. I'm sure this is happening in other schools as well.
1564	Employees fell that the right hand often doesn't know what the left hand is doing. Lack of communication

ResponseID	Response
1567	I think it is important for whomever is working with the schools and school board to be well rounded in what the teachers and students needs. I think this person needs to be able to listen and also take action. I think this person needs to stay neutral when listening to ideas and thoughts and make a decision based on information and not feelings or personal likes. I think we need to remember that the children of today will be the rulers of tomorrow. They need to be able to have solid teachers to teach them the skills to become loose leaders. However, to have good teachers and good ciriculums you need to have the finances.
1570	Too many admin/district level employees and not enough ppl at the bottom. Top execs don't seem to be in classrooms enough. Current superintendent is an embarrassment since she had done unethical behaviors and has lost her teacher certificate.
1572	The next Superintendent has got to serve the students and employees of the School Board and be ethical in all respects, and not simply a highly paid servant of the School Board willing to do anything the School Board instructs them to do, regardless of any negative consequences to the students, or employees of the District of doing so.
1574	Focus on building our kids to lead a good community in the future. Teach them the right things, offer them opportunities to grow, and always encourage more.
1576	I am not a teacher but I am concerned about the state of teacher burn out and the loss of high quality teachers. They need respect and higher pay and not pizza parties. The bus situation is not working- kids are late to school and the rides to and from are excessive. Higher pay needs to go to bus drivers and support staff in the schools. The pay now does not even support housing in Manatee County.
1577	We want a person who respect and preserve the values of this nation, and to make sure that the new generation has an excellent education to thrive in anything they want to accomplish.
1578	There are some great teachers and schools in are area. Focusing on the successes and promoting the strengths of our local students and teachers would be refreshing.

ResponseID	Response
1589	I was a teacher at a middle school for 10 years and loved my job; however, with the lack of dicipline for students that were falling behind on assignments, classwork, etc. you have taken away every tool teachers used to get the students working. Motivation with words does not work for every student, and having a school lacking dicipline at every level, including adminstration, is a set up for failure not only for the student but for the teacher. Our school system has lacked proper leadership for some time. Teachers need to be listened to, they are the ones in the trenches EVERY DAY. The are the first to see trends, areas of concern; however, no one listens. My son is in the school system; however, I pulled my daughter out to home school her as she was not getting the support she needed to be successful. And coming from a former teacher that is saying something. This district needs to wake up and change what has been done in the past to create a future that will allow students to flourish, and maintain good teachers. I would go back to teaching if things changed, but for now, I do not regret my decision to leave for another career with better pay and less headaches from those not listening to what everyone needs to succeed.
1594	Education should remain out of politics and the care and standards executed for our children should be the priority, and should be in the hands of educational experts not politicians.
1595	It is hoped that qualified internal candidates will be given fair consideration. It is also hoped that a superintendent that has shown interest and concern for students & their performance will be selected.
1596	Keep politics out of the classroom! Keep books on shelves! The Governor does not know everything about Education!
1597	None
1608	School safety and student wellness must be top priority
1609	- Concerned about political interference and the ability and willingness of board and district leaders to counter it. - Need to be judicious in seeking corrections to perceived wrongs and to follow educational best practices, not blanket, sweeping changes. - Need to set high standards for student achievement with the requisite support to help them achieve them. - Dedication to true public education, not measures crafted to weaken and undermine it.
1615	We need high standards which are still achievable by our students, We also need to foster community support and understanding for public education. And our Board needs to commit to public, not private education.
1617	Moina Jane is out of control and current administration is well aware and seemingly doesn't care. It is only a matter of time before a serious incident occurs.

ResponseID	Response
1618	Please find someone honest and competent, who won't cave to the crazies
1621	Hire someone who puts children first. A person that is apolitical and someone who identifies with this community and its values. Stay away from candidates from the large metropolitan areas.
1626	It will be very hard to replace Superintendent Saunders. Her impact on this district has been exceptional. We are; however, trusting your organization to do your best. We wish you well on this seemingly insurmountable task!
1630	It is said they want parents to have a say in their child's education. I agree, but parental concerns should be respected across the board. A small group should not dictate and/or impose their values while marginalizing others. We all live in the same community.
1631	We are in challenging times. Individual must be able to stand up & not allow regression to pre-Brown vs Board of Education.
1632	None

AGENDA ITEM NO. IV.2

School Board of Manatee County
March 3, 2023 - Workshop

Title
Update on Impact Fee Study

Executive Summary
Mr. Mike Pendley, Executive Planner, and a representative from TischlerBise will provide an update on the Impact Fee Study.

Accompanying meeting materials were not available at the time of publication of the agenda and may be supplemented if such materials become available in accordance with F.S. Section 120.525.

Contact
Submitting Department: Construction Services
Initiated By: William Horton

AGENDA ITEM NO. IV.3

School Board of Manatee County
March 3, 2023 - Workshop

Title
Strategic Plan Update

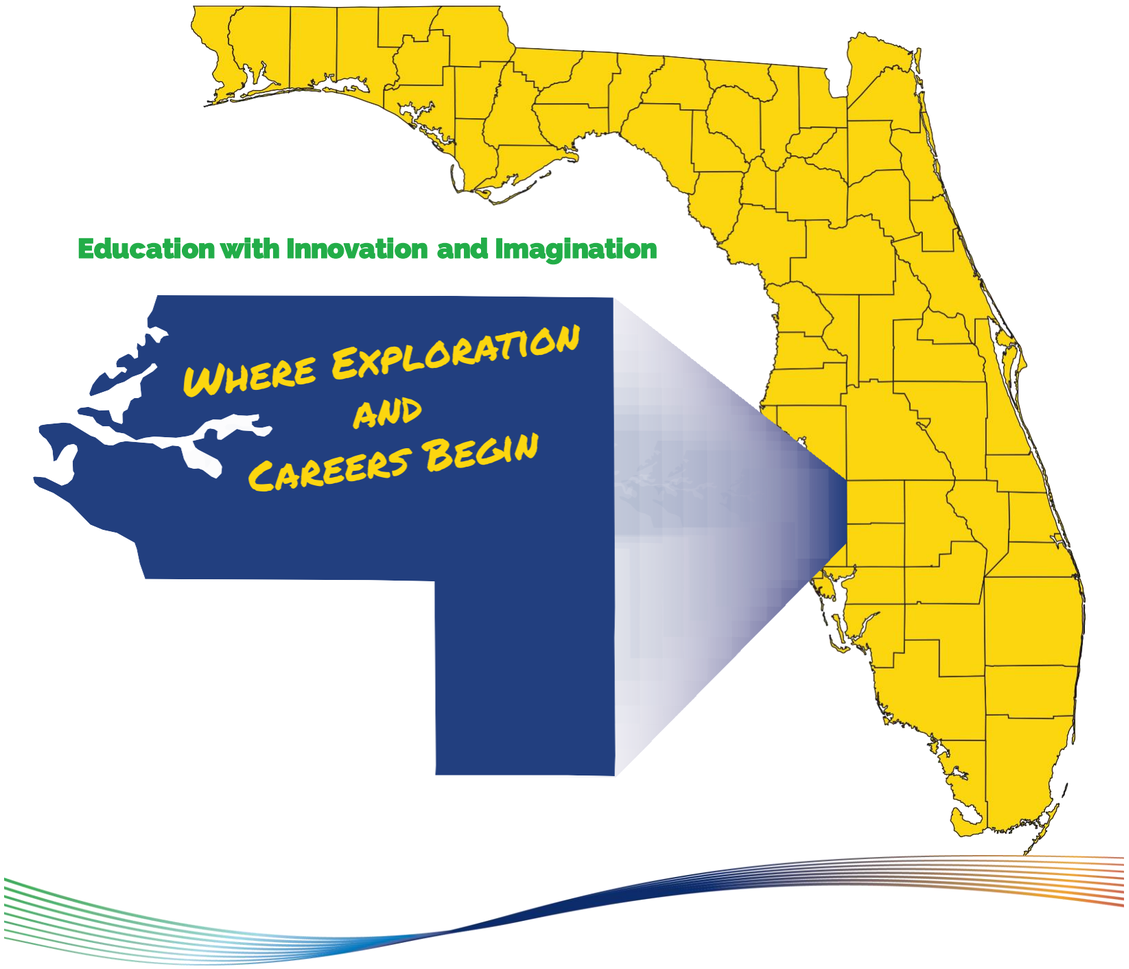
Executive Summary
During the February 24, 2023 Workshop, Mr. Kevin Chapman, Executive Director of Administration, and Dr. Laurie Breslin, Executive Director of Curriculum, updated the Board on Strategic Plan, *Ready 2026*. Due to the length of the Workshop, Chair Choate requested to continue the topic during the March 3, 2023 Workshop.

Mr. Chapman and Mr. Doug Wagner, Deputy Superintendent of Operations, will continue the update to the Board regarding the Strategic Plan.

Contact
Submitting Department: Administration
Initiated By: Kevin Chapman

Attachments:
SDMC Strategic Plan 2022-2026 Tracker February 2023

READY 2026
Strategic Plan



Strategic Plan Six Month Review

August 2022- February 2023

Presented at School Board Workshop on February 24, 2023

Table of Contents

READY 2026

READY TO LEARN

Kindergarten Readiness / Grade-Level Proficiency

1. Refine the elementary instructional model to strengthen the focus on foundational literacy skills in meeting each student's needs
2. Utilize screening tools and evidence-based programs to support students with substantial reading needs, such as dyslexia
3. Increase ES enrollments in accelerated courses and identification of gifted and talented students
4. Develop effective professional development and high-quality instructional coaching for teachers to support rigorous literacy instruction across all grades
5. Continue to partner with community-based agencies to ensure expanded Pre-K learning opportunities and alignments
6. Expand the availability of relevant literacy training and reading materials for first-time parents and families

READY FOR LIFE

Acceleration and Innovative Learning / College, Career Readiness

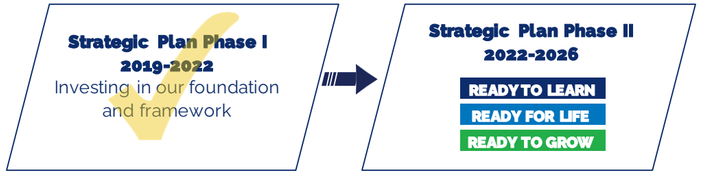
1. Improve easy access to quality family resources that support student learning
2. Ensure that all staff are trained to respond to students impacted by trauma and adverse childhood experiences, including highly effective student services and mental health supports
3. Provide unique and highly personalized support for English Language Learners
4. Create an instructional model centered around real-world skills, civic involvement, financial literacy, and arts integration
5. Expand visual and performing arts programs across all schools
6. Continue implementation of innovative technology advancements that improve classroom and school environments for exceptional learning
7. Implement additional research-based initiatives that support first generation college students by expanding literacy-building opportunities and critical thinking elements in secondary classrooms
8. Expand acceleration opportunities for all middle and high school students
9. Advance career-centered programs across the District to provide quality post-high school education and employment opportunities

Strategic Plan Progress
Strategic Plan Tracking for each goal, strategy and metric will be updated regularly at https://www.ManateeSchools.net/strategicplanning

READY TO GROW

Staff Hiring and Retention / District Financial Stability / Safety and Security

1. Develop a competitive employee salary schedule to keep and attract the best talent and continue to provide quality customer service to our staff and parents
2. Strengthen our new employee orientation and development program to foster, promote, and retain extraordinary educators and staff
3. Develop an innovative leadership development program and succession-planning model to attract and support quality school and District leaders
4. Maximize the energy efficiency and management of our facilities to remain sustainable and financially responsible
5. Continue our secure financial position, utilize referendum millage funds effectively, and modernize and enhance our current schools to meet our school community needs, including building vibrant, new schools
6. Maintain our robust security readiness and safety system across the District
7. Promote our schools and District as remaining highly competitive and uniquely designed to produce top-notch graduates, great neighbors, and responsible citizens



About This Plan

After successfully building a strong infrastructure and foundation over the last three years through the previous strategic plan, the School District of Manatee County now must focus on future growth and opportunities, so that by 2026 it is **READY** to be at the top of all school Districts in the State of Florida.

By specifically concentrating on early learning and literacy, our young students will be **READY TO LEARN** and better prepared to succeed in later grades as they articulate through school.

Then, as they reach middle and high school, our innovative and imaginative initiatives and acceleration programs will enable them to be **READY FOR LIFE** beyond graduation: in college, career, or a specialized vocation.

As the world rapidly changes around us, the school District must adapt to these extraordinary challenges by being **READY TO GROW** and face a very competitive and expanding employment market.

This new Strategic Plan will ensure that we are READY 2026

READY TO LEARN:
Kindergarten Readiness / Grade Level Proficiency

1. Refine the elementary instructional model to strengthen the focus on foundational literacy skills in meeting each student's needs

Department of Curriculum and Instructional Services

Strategy 1: Provide professional learning to teachers and paraprofessionals in classroom instructional strategies and resources designed to improve phonological awareness, reading comprehension and phonics skills, fluency, vocabulary

Metric 1: Demonstrate 100 percent fidelity of use of instructional high-quality resources strategies and resources as evidenced by classroom visits

Metric 2: Increase the percentage of students demonstrating growth per state progress monitoring assessments increased by at least two percentage points per school year

Metric 3: Decrease by 2 percent annually the number of students demonstrating a need for Tier2/Tier 3 support per Multi-Tiered Systems of Support (MTSS) interventions as evidenced in Focus through the MTSS platform

Metric 4: Monitor students who received support to ensure student and program success and viability

Metric 5: Increase professional learning for all teachers and paraprofessionals in literacy best practices including Exceptional Student Education (ESE) teachers and staff

Metric 6: Increase the percentage of ESE students showing grade-level proficiency as (Kindergarten - 10th grade) as evidenced by at least two percentage points per school year



Willis Elementary students plant an EarthBox during Farm-to-School Week

In the last six months:

Metric 1 & Metric 5 – Provided Professional Development focused on foundational literacy skills:

- Centered on new instructional materials, B.E.S.T. Standards, Curriculum Documents and pedagogy
- Focused literacy instruction, best practices including Science of Reading embedded in PD content
- Highlighted foundational literacy skills, decoding and encoding, data driven decision making, and a state-developed Literacy Walkthrough Tool for RAISE schools (administrators, coaches, teachers) by State Regional Literacy Directors
- Partnered with Learning Focused to 7 of the Big 10 schools through the High Impact Interventions and Targeted Support Grant (job-embedded support to K-3 teachers and literacy coaches)
- Partnered with United Way to support paraprofessionals working with cohorts of 1st grade students at 8 of the Big 10 schools in reading development, foundational skills, and reading interventions
- Conducted in-person Reading Endorsement (1 cohort of elementary teachers completed Competencies 1-3 and currently working on Competency 4; 1 cohort started Competency 1 and 2 in January)

Upcoming PD Opportunities:

- 3 Elementary District Specialists attending FDOE Literacy Practice Profiles Train-the-Trainer
- 3 Elementary Principals participating in FDOE/FCRR Literacy Leadership Professional Development series

Metric 2 - Measured growth of overall ELA growth from FAST PM1 to PM2. Results will be captured on PM3 to determine annual growth.

	PM1 to PM2 Scale Score Growth
ELA	56%
Math	72%

Metric 3, Metric 4 & Metric 6 – Will be measured with results of PM3 data for growth. To aid in supporting MTSS, PD has occurred:

- Self-paced training modules on Schoology for MTSS Facilitators for both Academics and Behavior to address team structure, problem solving, use of instruction and interventions, and data monitoring for Tier 1 and Tier 2
- Self-Paced training modules on Schoology targeted for new IST Chairs/Members and suggested for all members to address systems, structures, problem solving, use of interventions, data monitoring, and compliance procedures for Tier 3 and beyond
- Results for ESE students will be reviewed to measure annual growth.

2. Utilize screening tools and evidence-based programs to support students with substantial reading needs, such as dyslexia

Department of Curriculum and Instructional Services

Strategy 1: Successfully implement a screening tool to identify students in need of further evaluation and evidence-based interventions in District schools

Metric 1: Increase the number of interventions students with dyslexia-like characteristics are receiving after screening as a result of needs identified through the screening.

Metric 2: Increase the percentage of students closing achievement gaps per state progress monitoring assessment as evidenced by two percentage points per school year



Nolan Middle School students read in their Media Center

In the last six months:

Metric 1 -

- Administered EarlyBird screener to Prek-1st grade students at Bashaw, Blackburn, and Prine
- Screener shows students at-risk for dyslexia-like characteristics and predicts end of year word reading ability
- Provided training for teachers and paraprofessionals at the three schools in EarlyBird data analysis, instructional decision making based on data, and resources to support instruction for students exhibiting dyslexia-like characteristics
- Participating in a validity study on a dyslexia screener being considered by FDOE in partnership with FCRR and Learning Ally (started in January at Abel, Kinnan, Miller, and Palmetto Elem. with K and 1st grade students)

Metric 2 -

- Metric 2 - Measured growth of overall ELA growth from FAST PM1 to PM2. Results will be captured on PM3 to determine annual growth.

	ELA Proficiency		Math Proficiency	
	PM1	PM2	PM1	PM2
All K-2	39%	53%	53%	66%
Amer. Indian or Alaskan Native	17%	67%	50%	100%
Asian or Pacific Islander	57%	70%	72%	82%
Black, Non-Hispanic	28%	43%	42%	55%
Hispanic	28%	40%	45%	59%
Multiracial	43%	61%	55%	66%
White, Non-Hispanic	49%	65%	61%	74%
ELL	16%	24%	35%	50%
SWD	25%	36%	44%	56%

READY TO LEARN:
Kindergarten Readiness / Grade Level Proficiency

3. Increase Elementary School enrollments in accelerated courses and identification of gifted and talented students

Department of Curriculum and Instructional Services

Strategy 1: Design an elementary scheduling model to increase the number of students accessing advanced literacy and math content

Metric 1: Increase the percentage of students in grades 3-5 enrolled in accelerated course content

Metric 2: Increase the percentage of students enrolled in gifted and in accelerated courses who show proficiency /mastery on state standardized assessments

Strategy 2: Expand District testing for gifted to include additional measures, methods, and grade levels to increase the number of students screened and identified, especially in Federal Index Subgroups

Metric 1: Increase the number of additional screener(s) identified and update the evaluation procedures currently in place with increased opportunities for screening

Metric 2: Increase the number and percentage identified as gifted and number and percentage identified as talented

Strategy 3: Enhance District resources for accelerated and gifted students and their families, including enrichment activities, academic competitions, and at-home supports, especially in Federal Index Subgroups

Metric 1: Develop more District resource sites and create opportunities for more accessibility for all students and families

Metric 2: Increase the number and variety of District field trips and related enrichment activities

Metric 3: Increase the amount of student-parent workshops and resource fairs designed to help families navigate the transition to middle school, high school and post-secondary options

Strategic Plan Progress
Strategic Plan Tracking for each goal, strategy and metric will be updated regularly at https://www.ManateeSchools.net/strategicplanning

In the last six months:

Strategy 1 -
Accelerated Math

- 2022-2023- students enrolled in state math courses for 3A (all of third grade standards and first half of 4th grade standards) and 4A (second half of 4th grade standards and all of 5th grade standards)
- 2023-2024- adding accelerated math for 5th grade (6th grade middle school math standards and curriculum)

Accelerated ELA

- 2022-2023- implemented ELA Acceleration in 3rd, 4th, and 5th during the extra hour of reading instruction
- Curriculum includes complex texts, writing in response to reading, and research and inquiry projects

	Total Students	Enrolled in Accelerated ELA		Enrolled in Accelerated Math	
		#	%	#	%
Total	11946	3024	25%	2242	19%
3	4331	1014	23%	1144	26%
4	3751	968	26%	1098	29%
5	3864	1042	27%	0	0%

Strategy 2 -
Metric 1

- Students performing at or above benchmark on district or state assessments can automatically be screened for Gifted without a nomination form
- Schools have the choice of 3 screening tools to screen students for Gifted
- Developed and disseminated information to schools regarding Gifted characteristics to observe in mono/bilingual students

Metric 2

- Implement utilization of the 95% confidence interval when determining Gifted eligibility.

Strategy 3 -
Metric 1

- Through the district website, Gifted resources are available to parents of Gifted students and the public

Metric 2

- Curriculum team is currently working to get Gifted enrichment resources added to the district website. With the district website being updated, this is currently a work in progress. A flyer will be created to distribute, at the Gifted Parent Night event regarding those enrichment opportunities

Metric 3

- Hosting Gifted Parent night in April 2023 for purposes of highlighting Gifted in the district.
- Highlight community agencies/organizations that parents could access to enrich their Gifted child's interests.

4. Develop effective professional development and high-quality instructional coaching for teachers to support rigorous literacy instruction across all grades

Department of Curriculum and Instructional Services

Strategy 1: Enhance the District's new educator onboarding program to include pairing new teachers with veteran teachers and offering professional development that includes evidence-based literacy strategies

Metric 1: Increase the percentage of new teachers who report satisfactory feedback regarding first-year onboarding and professional development

Metric 2: Increase the percentage of new teachers hired who are retained after year one and year three

Metric 3: Increase the percentage of new teachers with progress toward obtaining a reading endorsement or reading certification

Strategy 2: Ensure that a District coaching academy is in place, includes professional learning around best practices in literacy, and supports coaches with earning the new state Coaching Endorsement

Metric 1: Increase the number and percentage of District schools supported by an on-site instructional coach

Metric 2: Increase the percentage of District classrooms with evidence of effective literacy instruction (per classroom visits)

Metric 3: Increase the number and percentage of coaches completing the state coaching endorsement program or another recognized coaching endorsement program



Rogers Garden-Bullock Elementary School Volunteer Appreciation Day

In the last six months:

Strategy 1 -

Metric 1

- Surveys are being completed by HR for new teachers

Metric 2

- Only one year retention rate of new teachers, as this will serve as the baseline for the new strategic plan. We will track the same teachers in three years
- 2020-2021- **243 new** teachers hired; 2021-2022- **182** of them retained, or 75% retention rate of new teachers after one year.

Metric 3

- Of the 243 new teachers hired- 33 of them have progress towards reading endorsement through completion of Competencies and 45 of them are Reading Endorsed. That would mean 14% towards reading endorsement and 19% endorsed.

Strategy 2 -

Metric 1

- Schools receive support from on-site instructional coached fulltime or receive weekly support from district specialists
- 21 Elementary Coaches across 19 schools
- 10 Secondary Coaches across 7 schools

Metric 2

- Classroom walk through tools developed with specific look fors for effective literacy instruction. Continual evidence will be gathered.
- Learning opportunities for teachers, paraprofessionals, administrators and have been well attended to study and implement effective literacy instruction in both elementary and secondary classrooms

Metric 3

- K-12 Coaches participate in monthly Coaching Academies that include half day of content, curriculum, and instruction PD and half day coaching PD
- 8 elementary coaches and district specialists have completed FCRR Coaching Endorsement; 7 additional elementary coaches and 1 district specialist in process of completing FCRR Coaching Endorsement
- 1 District Specialist in process of completing train-the-trainer for UF Lastinger Coaching Endorsement

READY TO LEARN:
Kindergarten Readiness / Grade Level Proficiency

5. Continue to partner with community-based agencies to ensure expanded Pre-Kindergarten learning opportunities and alignments

Department of Curriculum and Instructional Services

Strategy 1: Expand availability of year-round literacy support and reading materials, aligned with early learning curriculum and at Campaign for Grade-Level Reading community partner sites/ locations

Metric 1: Measure the increases through the community partner's end-of-year survey results

Strategy 2: Develop both face-to-face and virtual literacy programs, aligned with Pre-Kindergarten standards, for early learning parents with Campaign for Grade-Level Reading community partners

Metric 1: Develop and expand multilingual training with community partners

Metric 2: Increase the number of families taking part in virtual and in-person events

Strategy 3: Develop volunteer training for community-based volunteers that aligns opportunities

Metric 1: Develop with community-based agencies a best practice literacy-based in-person or virtual training and increase participation annually

Strategy 4: Integrate early learning concepts and hands-on activities across subjects to increase family engagement and exposure to literacy

Metric 1: Percentage of community-based partners that show an increase in serving unduplicated clients

Metric 2: Increase the percentage of families who report that Soar in 4 is engaging, relevant, and impactful



Dive Into Reading program

In the last six months:

Strategy 1 -

- 50% complete – we have implemented monthly Soar in 4 events at The Bishop Museum of Science and Nature and have piloted Soar in 4 Story Time at 5 library branches. Community partners have adopted literacy outreach initiatives such as give away libraries and have provided free family literacy events.
- Hosted a ready for kindergarten breakfast to allow time for PreK teachers to collaborate with Kindergarten teachers on standards and student instruction

Strategy 2 -

- 50% complete – Distributed First Teacher: A Parent's Guide to Growing and Learning in English and Spanish to families and community partners that attended Soar in 4 events and Soar in 4 Story Time groups. Provided Look, Talk, Play Smithsonian's Resource Guide in English and Spanish to CGLR partners for distribution to families. Provided Florida's Early Learning and Developmental Standards information with coordinating at home engagements for families and community partners in English and Spanish at all Soar in 4 events.

- 50% complete – Collaboratively provided on-line early learning family engagement opportunities with PBS Learning. Soar in 4 hosted a Back-to-School Event with MCR Health at The Bishop Museum of Science and Nature. 2,500 attendees had access to physicals, immunizations and school supplies.

Strategy 3 -

- 50% complete – CGLR volunteers serving the LWR Rotary Books for Kids programs, the Dive Into Reading program, Soar in 4 events, and/or Day 4 Hope participated in literacy training. Each program has expanded.

Strategy 4 -

- 50% complete – 40 Carrots and Soar in 4 Story Time, report an increase in serving unduplicated clients. CGLR partners share they have increased free family literacy events at their locations.

- 50% complete – Soar in 4 is collaborating with Results First to create an individualized plan for accurate data tracking and levels of family engagement.

6. Expand the availability of relevant literacy training and reading materials for first-time parents and families

Department of Curriculum and Instructional Services

Strategy 1: Work with community partners to ensure that first-time parents and families have access to books and related child development materials to support at-home learning before entering kindergarten

Metric 1: Increase the number and percentage of families with children ages 0 to 3 who have sufficient resources at home

Metric 2: Increase the number and percentage of families with children ages 0 to 3 attending District and community resource events

Metric 3: Increase the percentage of kindergarten students meeting state kindergarten readiness rates for literacy

Strategy 2: Develop both face-to-face and virtual literacy training for new parents and families specific to oral language development

Metric 1: Develop training that is easy to locate, parent-friendly, and multilingual

Metric 2: Increase the number and percentage of new parents and families taking part in literacy training and events

Metric 3: Increase the percentage of kindergarten students meeting state kindergarten readiness rates for literacy

Strategy 3: Design an information campaign for new families to support their understanding of what our public schools offer and what is expected of children entering kindergarten

Metric 1: Increase the number and percentage of eligible families who enroll their students in District kindergarten seats

Metric 2: Link District and state Read-at-Home plans on District and school websites for easy accessibility and communication with families at family nights and parent conference

Metric 3: Develop a recorded family-friendly webinar to introduce families to kindergarten Benchmarks for Excellent Student Thinking (BEST) standards



Blackburn Elementary School

In the last six months:

Strategy 1 -

- 50% complete – Soar in 4 Story Time is offered monthly at 5 library branches, Give Away Libraries have been provided to all Title I elementary schools, The First 1,000 participates monthly at Soar in 4 events.
- 50% complete – Provide monthly Soar in 4 and Soar in 4 Story Time events. Community partners provide free additional early learning literacy activities for families.
- On-Going - The Patterson Foundation is providing a Kindergartner Readiness Bag to all incoming kindergarten students. The Early Learning Task Force provided a transition to kindergarten breakfast for pre-kindergarten and kindergarten teachers. This event fostered articulation to kindergarten conversations. Participants created action plans to engage families and provide transition support.

Strategy 2 -

- On-going – Soar in 4 Story Time is provided monthly at county library locations. Facilitators provided parent education for early learning literacy and vocabulary skills, developmental milestone information and bi-lingual community and on-line resources such as VROOM.

Strategy 3 -

- On-going – Soar in 4 Story Time is provided monthly at county library locations. Facilitators provided parent education for early learning literacy and vocabulary skills, developmental milestone information and bi-lingual community and on-line resources such as VROOM.
- On-Going - The Patterson Foundation is providing a Kindergartner Readiness Bag to all incoming kindergarten students. The Early Learning Task Force provided a transition to kindergarten breakfast for pre-kindergarten and kindergarten teachers. This event fostered articulation to kindergarten conversations. Participants created action plans to engage families and provide transition support.

READY FOR LIFE:
Acceleration & Innovative Learning / College, Career Readiness

1. Improve easy access to quality family resources that support student learning

Department of Curriculum and Instructional Services

Strategy 1: Create parent-friendly curriculum documents containing grade-level expectations that outline what students are learning and must master as they transition across grades

Metric 1: Ensure that curriculum resources are available annually and easily accessible for students and families in multiple languages

Metric 2: Develop a search engine provided for students and families to locate materials efficiently to support learning, along with support for closing students learning gaps

Strategy 2: Host quarterly resource workshops by level (Elementary, Middle, High) to support families across the District

Metric 1: Increase the number of workshops scheduled and available as designed and inclusive of Exceptional Student Education (ESE), English Language Learner (ELL) families

Metric 2: Ensure annually that family-friendly training materials are available specific to increasing the use of FOCUS "parent portal" software

Metric 3: Increase the number and percentage of families with FOCUS "parent portal" accounts and percentage logging in weekly, monthly

Strategy 3: Develop a school-based family outreach model designed to inform parents about student progress and promote family involvement

Metric 1: Develop a District evidence-based family engagement model with feedback from relevant stakeholders

Metric 2: Train a school family engagement designee in the family outreach model for both in-person and virtual modes

Metric 3: Increase the number and frequency of parent surveys per year

Metric 4: Increase the number of parents engaged in Student Advisory Councils (SAC)/ Parent Teacher Organizations (PTO) per school year

Metric 5: Increase the number of and frequency of volunteer participation District-wide per school year

Strategy 4: Ensure that school counselors, social workers, and Graduation Enhancement Technicians (GETs) create family intervention plans for those students with excessive absences (more than 10 percent days absent)

Metric 1: Decrease the number and percentage of schools that have students with 10 percent or more days absent

Metric 2: Increase the number of students with family intervention plans

Strategy 5: Continue to host community events for families that provide access to needed resources

Metric 1: Increase the number of community resource events/fairs such as Soar In 4 and Community, Hispanic Fairs, etc.

Metric 2: Increase the number of families assisted by providing access to physical and mental health screenings

In the last six months:

Strategy 1 -
Metric 1
As documents are created, they are translated by the district translator for families to be able to access them.
Metric 2
All materials and resources have been listed on the updated curriculum and instruction webpage. This has been linked to each school website.

Strategy 2 -
Metric 1
Held 54 meetings/workshops for parents of English Language Learners which is in increase from 2021-22.
Metric 2
The ESOL Department has been assisting Spanish and Haitian Creole speaking parents to access FOCUS and create accounts.
Metric 3
Schools host annual open houses and/or back to school nights with Focus parent portal information readily available and data is reviewed to see if events are successful.

Strategy 3 -
Parent Family Engagement Specialist position created to support family outreach and support for ESE students.
Superintendent Search surveys have been used and Cabinet members have visited SAC/PTO meetings
Number of volunteers has increased this school year

Strategy 4 -
Increased involvement with our community partners to form a multiple agency task force which has increased services to families who have been chronically absent.
Increased our Truancy Court interventions in frequency of dates and with specific focus on grades 2-5

Strategy 5 -
Metric 1
Community Resource Fair scheduled for March 4th and Back to School Fair for late July 2023
Metric 2
Continue to market to families our MCR Health Clinics at Manatee EL and Southeast HS

Department of Technology

Strategy 1: Implement enterprise notification service offerings for teachers and school/District leadership to continually improve communications

Metric 1: Expand the use of enhanced text messaging features to all schools

Metric 2: Transition the manateeschools.net website to a robust, innovative, and intuitive design

Strategy 2: Expand parent engagement through MySDMC SSO (Single Service Sign-on)

Metric 1: Implement Choice for Voluntary Pre-Kindergarten (VPK) or Exceptional Student Education Pre-Kindergarten (EPK) by December 2022 through FOCUS Student Information System (Parent Portal)

Metric 2: Develop progress monitoring for VPK-EPK through FOCUS and Gradebook



Johnson K-8 Students

In the last six months:

Strategy 1-
Metric 1: 50% complete. Remaining service offerings targeted for implementation by Fall/Winter 2023.

Metric 2: 50% complete. District Site and Departments completed. 19 school sites targeted for completion by 2/24/23. All sites scheduled for completion by April 2023.

Strategy 2 –
Metric 1: Completed
Metric 2: Scheduled for completion by June 2023. Currently 75% complete.

2. Ensure that all staff are trained to respond to students impacted by trauma and adverse childhood experiences, including highly effective student services and mental health supports

Department of Curriculum and Instructional Services

Strategy 1: Develop and execute professional learning for teachers and staff specific to increasing student engagement and trauma-informed instruction (responding to trauma) as evident by Florida Statute

Metric 1: Develop and execute annually professional learning in classroom management, student engagement

Metric 2: Develop and execute professional learning in trauma-informed instruction (responding to trauma)

Metric 3: Develop a model classroom(s) at each school to showcase best practices in instruction

Metric 4: Increase the percentage of teachers and staff trained in classroom management (engagement), trauma-informed instruction, and youth mental health (state professional learning)

Strategy 2: Design District response teams to support the unique needs of each school and community in order to provide safe and positive school climates as evident by Florida Statute

Metric 1: Ensure Student Services and Exceptional Student Education (ESE) supports (school-based and District-based) are fully staffed to meet each school's needs

Metric 2: Formulate District response teams to include alignment of social workers, psychologists, behavior, and ESE supports by community feeder pattern

Metric 3: Biannually assess whether needs are being addressed in terms of student behavior and mental health, especially for students identified as MTSS Tier II and III

Metric 4: Continue and enhance the use of the Handle with Care program.



Samoset Elementary School Cafeteria Staff

In the last six months:

Strategy 1 -
Metric 1,3,4:
(21) schools reported all of their instructional staff having written, observable classroom behavior management plans that are aligned with CHAMPs at the beginning of the current school year. This was the first year of collecting data and it will serve as a baseline for each year of the plan.
All schools had at least one CHAMPs coach on their faculty who was trained over the summer. These coaches delivered training to their instructional staff in August across all schools on the same day.
Metric 2:
Since July 1, 2022, there have been 55 Youth Mental Health First Aid Trainings held and 1,547 employees have been trained.

Strategy 2 -
Metric 1:
The ESE Department works closely with the Superintendent each year to allocate resources to schools based on the numbers of student identified as SWD's.
Additionally, district staff are assigned to schools using a metric which includes the numbers of SWD's at each site, the total school size and the amount of support required at that site based on historical data (Tiered supports).
The district staff worked together to assign staff to schools based on a plan for Tiered supports. Big 10 schools have teams that offer support based on the input and collaboration with the school principal.
Metric 2:
A District MTSS B Team has been created to train all schools in behaviors and students in crisis
Metric 3:
We survey students in grades 4-12 biannually using a Student Competency survey measuring their perspective of their overall wellness. We review student behavior through monitoring office discipline referrals, threat assessments, and alternative placements in addition to school-based behavior intervention data.
Metric 4:
Handle with Care
2021-2022: 776
2022-2023: (July1-to current date): 346
SAFE
2021-2022: 241
2022-2023: (July1-to current date) 171

3. Provide unique and highly personalized support for English Language Learners

Department of Curriculum and Instructional Services

Strategy 1: Expand Dual Language (DL) Programs in our existing elementary schools and create a plan to move into secondary schools to help close the achievement gap between English Learners and non-English Learners

Metric 1: Increase the number of schools with dual language programs

Metric 2: Develop and execute a finalized plan to create a dual language program in middle schools

Metric 3: Assess annually the data of dual language programs to ensure increased student achievement

Strategy 2: Develop a newcomer program that assists recently arrived students with a 10–12 week program within the school day to help English Language Learners acclimate to school in the United States

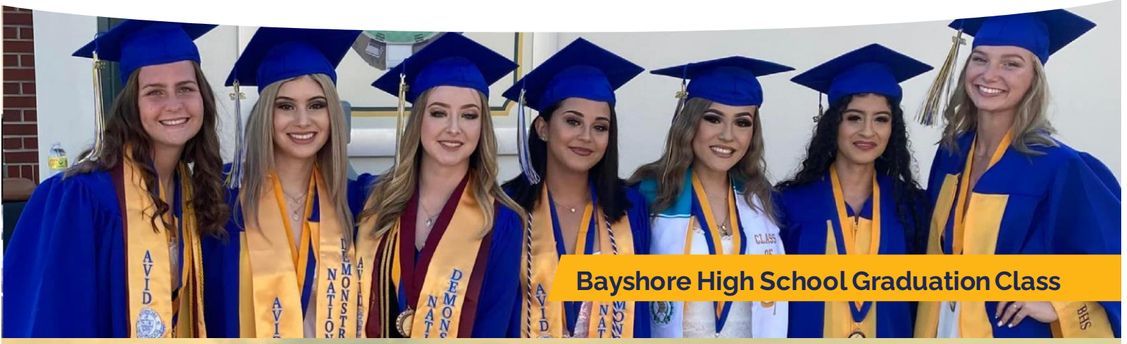
Metric 1: Assess the data annually to ensure increased student achievement

Strategy 3: Grow the English Language Development classes in secondary schools to assist English learners to be successful with academic content in middle and high school

Metric 1: Assess the data annually to ensure increased student achievement

Strategy 4: Continue to provide students with digital devices through the TECH4STUDENTS program – technology beyond the classroom initiative

Metric 1: Increase annually the number of digital devices through the TECH4STUDENTS program



Bayshore High School Graduation Class

In the last six months:

Strategy 1 -

Metric 1

- We currently have 5 schools with dual language programs.
- Will add a 6th location for the 23-24 school year.
- We will add a grade at each of the existing schools (Daughtrey K-4, Rogers K-3, Braden River EL K-2, Palmetto K-1, Myakka K-1 And Prine K).

Metric 2

- Plan is being developed (in draft form).

Metric 3

- Working with the assessment team to pull the data from PM 1 to PM 2

Strategy 2 -

Metric 1

- We are piloting newcomer materials with newest English Language Learners at Daughtrey, Samoset, Sugg and Bayshore HS.
- We will have data at the end of the school year, but teachers are very supportive and love the materials.

Strategy 3 -

Metric 1

- 12 secondary schools offer English Language Development courses.

Strategy 4 -

Metric 1

- The ESOL department has worked closely with IT to deliver devices to students through the TECH4Students program.
- We handed out 75 devices at an event for Haitian families and are working to distribute nearly 200 more to students.

READY 2026

4. Create an instructional model centered around real-world skills, civic involvement, financial literacy, and arts integration

Department of Curriculum and Instructional Services

Strategy 1: Integrate civics literacy and community involvement into core subjects to increase student access to civics content and the principles of citizenship for all students

Metric 1: Develop District curriculum maps/resources that reflect the integration of civics literacy across subject areas that support student learning across all Federal Index Subgroups

Metric 2: Increase the percent of students completing community service hours across grade levels as evidenced by Bright Futures qualifications met by Federal Index Subgroups

Metric 3: Increase the percentage of students passing state civics assessments at End-of-Course (EOC) and the percentage scoring satisfactorily on the Florida Civic Literacy Assessment (FCLE)

Metric 4: Integrate critical thinking and current events into extracurricular activities

Strategy 2: Integrate art concepts and hands-on projects and performances across subjects and grade levels to increase student engagement and exposure to the arts

Metric 1: Develop District curriculum maps/resources that reflect the integration of arts across subject areas and grade levels

Metric 2: Increase the percentage of classrooms showing evidence during classroom visits of presentations and hands-on projects

Metric 3: Increase the percentage of students who report on climate surveys that school is engaging, relevant, and interesting

Strategy 3: Develop an engaging high school financial literacy course and infuse financial literacy content into math courses across grade levels

Metric 1: Ensure annually math curriculum maps/resources reflect financial literacy concepts across all grades and student interests

Metric 2: Increase the percentage of high school students by subgroup completing a financial literacy course before graduation

Strategic Plan Progress
Strategic Plan Tracking for each goal, strategy and metric will be updated regularly at https://www.ManateeSchools.net/strategicplanning

In the last six months:

Strategy 1 -

Metric 1 & Metric 4

- (5) Professional development sessions specific to Civics Literacy completed (170 participants); Additional opportunities forthcoming
- Curriculum map revisions to include alignment of new Civics standards and resource in progress
- Florida Civics Seal of Excellence Course available to all teachers

Metric 2

- Updated Policy for Bright Futures approved this year to allow for work hours or volunteer hours as per state statute.
- Senior handbook produced, published.

	# Students	# w/ Documented Hours	# Meeting Community Service Requirement (100 hrs)	# Meeting Work Requirement (100 hrs)	# Meeting Either Requirement (100)	% w/ Documented Hours Meeting Requirement (100)
All 9-12th	**16964**	**2275**	**609**	**20**	**620**	**27%**
Amer. Indian or Alaskan Native	19	1	0	0	0	0%
Asian or Pacific Islander	420	114	38	0	38	33%
Black, Non-Hispanic	1958	105	28	1	28	27%
Hispanic	6038	510	99	3	102	20%
Multiracial	712	90	28	1	29	32%
White, Non-Hispanic	7817	1455	416	15	423	29%
ELL	1820	53	8	0	8	15%
SWD	2414	149	29	0	29	19%

Metric 3

- Civics Quarter 2 benchmark proficiency: 77% (21-22 EOC, 74%)
- FCLE: 5% increase in SDMC overall proficiency, 1% above State proficiency

Strategy 2 -

- Impact Theater, Jazz Links, and other partners support arts integration in content area instruction, resources, and professional development
- Woz Ed Science/STEM at all elementary schools, Palm View, Lee, and Sugg
- Guy Harvey at Anna Maria Island, expanding to King MS and Manatee HS
- Elementary ELA Acceleration (Research and Inquiry projects)

Strategy 3 -

- Awaiting clarification from state on financial literacy graduation requirement; Personal Financial Literacy and Math for Data and Financial Literacy courses are currently offered
- Social Studies adoption to start late Spring 2023

5. Expand visual and performing arts programs across all schools

Department of Curriculum and Instruction Services

Strategy 1: Build District inventory and create systems for refreshing/replacing equipment that ensures quality materials, instruments, and related arts resources are available equitably across all schools

Metric 1: Ensure District refresh/replace, and arts millage budget(s) are available and based on each school's enrollment, course enrollment, and unique needs

Metric 2: Verify District and school inventory systems are in place via a common tracking method for accountability and resource planning

Metric 3: Increase the percentage of students enrolled in visual and performing arts programs across all schools as measured by course offerings, student schedules

Strategy 2: Develop District level supports for all schools and teachers

Metric 1: Equip a visual and performing arts curriculum and instruction team to enhance curriculum maps, professional development, and instructional strategies to build diverse and robust programs.

Metric 2: Provide and increase professional development for all visual and performing arts teachers to bring relevance and sustainability to all art programs

Metric 3: Upgrade visual and performing arts classrooms and performance areas at all schools

Strategy 3: Increase visual and performing arts course offerings across all schools that are unique to each school's student needs and interests

Metric 1: Ensure a wide variety of visual and performing arts courses are offered for students at secondary schools to register for each year based on student interests

Metric 2: Increase the percentage of students enrolled in visual and performing arts programs across all schools each year

Strategy 4: Develop arts magnet programs in one District elementary, middle and high school

Metric 1: Build a sustainable magnet program to allow student growth from elementary to middle to high school

Metric 2: Conduct a needs assessment at designated magnet schools (Manatee Elementary, Lee Middle, Bayshore High) to determine future capital project improvements

Metric 3: Assess annually the student interest at each school to determine course offerings and visual and performing arts program expansion

In the last six months:

Strategies 1,2,3,4 -

- $206,975 distributed to schools for musical equipment refresh/replace for 22-23
  - This is an increase of 21% over the previous year
- Student and teacher recruiting plan includes flyers, posters, school performances, teachers to visit feeder programs, social media, and common registration forms
- Over $1.5million distributed to schools to support instructional materials and musical and art equipment purchases
- Over $108,000 provided for professional development
- Future analysis of student elective registration sheets to help identify schools that should receive additional allocations for arts program guided by the Arts Task Force
- Financial support provided to all three arts magnet programs to help support the creation, promotion, and bolstering of arts programs
- Development of "Bradenton Reads! A Community Unites Around Literacy through the Arts," a City of Bradenton and SDMC partnership that will use the Arts to develop literacy skills in the students of the three Community Redevelopment Agency (CRA) districts in the city of Bradenton. These three CRA districts are home to Ballard El, Manatee El, and Rogers Garden El.

6. Continue implementation of innovative technology advancements that improve classroom and school environments for exceptional learning

Department of Technology

Strategy 1: Enhance the productivity and educational experiences of all students and staff by implementing innovative and cost-efficient technology solutions

Metric 1: Digitize all active student and active employee records by 2023

Metric 2: Create innovative learning centers in all school media centers by 2025

Metric 3: Upgrade audio and video display technology in all cafeterias by 2025

Metric 4: Upgrade FIBER Infrastructure across all schools by 2025

Metric 5: Digitize all inactive student and inactive employee records by 2026

Strategy 2: Maintain a technology refresh plan that provides equitable, sustainable, and relevant technology resources to all students and staff

Metric 1: Maintain and support a District staff and student device refresh plan annually

Metric 2: Upgrade all school network infrastructure ERATE category 2 eligible equipment by 2026.

Metric 3: Refresh approximately 300 multifunction devices and 1,200 desktop printers in schools and support sites with solutions that feature sustainable costs and capacity needed to support instruction and operations

Metric 4: Upgrade audio/video technology in high school auditoriums and athletic fields by 2026

Metric 5: Upgrade Printing Services with cost-efficient production equipment that produces quality printed material for classroom use and parent communications by 2024.

Strategy 3: Provide a safe, secure, and seamless connectivity experience to all users supporting the educational goals of all schools

Metric 1: Implement and maintain 1:1 cloud-ready management wireless access points in all instructional classrooms and common areas

Metric 2: Evaluate on-premise enterprise applications and critical core systems (Enterprise Resource Program [ERP]) for cloud readiness annually

Metric 3: Evaluate and implement cabling infrastructure retrofit projects at select schools to increase bandwidth and improve the user experience by 2026.

In the last six months:

Strategy 1 –
Metric 1: 40 Schools completed. 10 schools scheduled for completion by April 2023.
Employee active records scheduled for completion by May 2023.
Metric 2: 34 media centers completed. 12 scheduled for completion by 2025.
Metric 3: 24 completed, 14 in progress, 8 in planning phase.
Metric 4: On schedule for completion by July 2025.
Metric 5: On schedule for completion by June 2026.

Strategy 2 –
Metric 1: On schedule.
Metric 2: On schedule.
Metric 3: 2/14/23 board meeting
Metric 4: Scheduled for completion by 2026.
Metric 5: Recommendation scheduled for future board meeting NLT July 2023.

Strategy 3 –
Metric 1: Completed
Metric 2: Ongoing
Metric 3: MHS and LWRHS project scheduled start date – July 1, 2023

7. Implement additional research-based initiatives that support first-generation college students by expanding literacy-building opportunities and critical thinking elements in secondary classrooms

Department of Curriculum and Instructional Services

Strategy 1: Expand District implementation of Advancement Via Individual Determination (AVID) elective across all District middle and high schools in order to scaffold and support educators and students to encourage college and career readiness across all Federal Index Subgroups

Metric 1: Increase the offerings of the AVID elective to empower schools to create changes that are sustainable and measurable

Metric 2: Build tools to help educators implement and refine instructional practices at each school to meet student interest

Metric 3: Increase the number of AVID schools in elementary and secondary from 10 to 15 and increase the number of instructional staff trained in AVID strategies.

Strategy 2: Provide college readiness testing opportunities and highly effective learning opportunities to close the gap on students demonstrating college and career readiness

Metric 1: Utilize the PSAT in 8th grade to support student learning by analyzing data and building in support for all learners prior to entering high school

Metric 2: Increase the number of students scoring college ready per the ACT/SAT by subgroup

Metric 3: Build additional after-school and summer bridge programs designed to close gaps in learning for students based on PSAT/SAT and ACT data.

Strategy 3: Develop career-planning tools for students and families that support college-and-career pathways

Metric 1: Conduct a needs assessment and research review conducted to determine District needs and products available to meet these needs

Metric 2: Increase the number and percentage of parents and students logging into the new system

Metric 3: Increase the number and percentage of students enrolling in college or career pathways per review of high school schedules

Metric 4: Increase the number of students in each subgroup demonstrating proficiency in literacy skills by equipping teachers with professional development in reading instruction and support

In the last six months:

Strategy 1 -

Metric 1

- Addition of AVID at Palm View K-8; elective currently in grade 6; expanding elective to grade 7 and AVID elementary program to grade 5 in 2023-24
- Number of high school AVID elective courses increased from 20 to 24 (+20%)

Metric 2

- Self-paced professional learning courses via MyPGS/Schoology focused on AVID instructional strategies

Metric 3

- Teachers from Bayshore High School, Bayshore Elementary, Lee Middle School, Palm View K-8 attended AVID professional development summer 2022.

Strategy 2 -

Metric 1

- Approximately 3000 students took the PSAT 8 in November 2022
- Offered the PSAT for the first time to all 8th grade students
- College Board training for administration and counselors focused on data analysis, individualized practice/remediation, and AP Potential
- Title 1 Summer Bridge Programs planned for summer 2023

Strategy 3 -

- Per January 24, 2023, DOE memo: "Beginning in the fall of 2023, all districts will have access, at no cost, to a full suite of K-12 tools for career exploration and planning, as well as work-based learning coordination to support the delivery of on-the-job training, pre-apprenticeship, and internship opportunities."

Educators will be able to:

Manage and run reports on individuals and groups of students to ensure college and career readiness.

- Message students with reminders and guidance.
- Manage work-based learning opportunities.
- Integrate with your single-sign-on provider.
- Integrate with your student information system provider for easy account Management.

Invite parents and guardians to view their child's college and career progress.

READY FOR LIFE:

Acceleration & Innovative Learning / College, Career Readiness

8. Expand acceleration opportunities for all middle and high school students

Department of Curriculum and Instructional Services

Strategy 1: Increase literacy proficiency in secondary schools for all students

Metric 1: Increase the percentage of English Language Arts proficiency across all Federal Index Subgroups closing achievement gaps in under-performing student groups

Metric 2: Increase professional learning to administrators, teachers, and paraprofessionals specific to phonological awareness, phonics, fluency, vocabulary, and comprehension

Strategy 2: Increase enrollment across all subgroups in Dual Enrollment (DE), Advanced Placement (AP), AICE Cambridge (AICE), and International Baccalaureate(IB) to provide robust and challenging programs and diploma options for all learners

Metric 1: Increase the variety of accelerated coursework options for students to meet students' varying needs and interests.

Metric 2: Increase the percentage of students in all Federal Index Subgroups enrolled in accelerated coursework both on and off campus.

Metric 3: Increase the percentage of teachers trained and credentialed (example: Master's Degree) to teach DE, AP, AICE, or IB courses

Metric 4: Increase the percentage of students in middle schools and high schools taking at least one accelerated course by two percentage points each year

Strategy 3: Design and market District choice and magnet offerings available and unique to each middle school and high school

Metric 1: Increase the amount of high-quality, accelerated choice options available at each middle school and high school

Metric 2: Increase the number of visits to school websites and attendance at District choice fairs



Southeast High School Graduation

In the last six months:

Strategy 1 -

- 2 Secondary District Specialists completed Train the Trainer for State Reading Endorsement; Reading Endorsement Competency courses available to district instructional staff (1 secondary cohort started Competency 1 and 2 in January)
- 1 District Specialist in process of completing train-the-trainer for UF Lastinger Coaching Endorsement
- 2 District Specialists and 2 Secondary Reading coaches are attending FDOE Literacy Practice Profiles Train-the-Trainer
- Semester 1 professional development focused on literacy instruction, including: Understanding Foundational Literacy 6-12, Rhetoric & Fallacies Pedagogy, Secondary Vocabulary Development, Lexia: Data Driven Instruction, NoRedInk: Grammar & Convention Skills, SIPPS Symposium.

		ELA Proficiency (KG-10)		Math Proficiency (KG-8)	
		PM1	PM2	PM1	PM2
	Districtwide	36%	40%	33%	48%
Subgroup	Am. Indian or Alaskan Native	29%	36%	27%	33%
	Asian or Pacific Islander	58%	62%	54%	72%
	Black, Non-Hispanic	20%	24%	19%	31%
	Hispanic	24%	29%	24%	38%
	Multiracial	41%	47%	37%	52%
	White, Non-Hispanic	47%	52%	43%	59%
	ELL	12%	16%	17%	29%
	SWD	13%	17%	17%	25%

Strategy 2 & Strategy 3 -

- Addition of AICE courses at Bayshore HS, Southeast HS and Palmetto HS
- Addition of AICE diploma program (DP) at Bayshore HS for 23-24 school year
- Addition of IB MYP program at King MS for 2023-24 school year, starting with grade 6
- Subgroup enrollment increases in academic dual enrollment at SCF and USF, Advanced Placement courses, AICE courses, and IB courses
- 26 teachers attended AP Summer Institutes between June-August 2022; collaborative planning meetings are held quarterly
- 11 AICE English General Paper (EGP) teachers are participating in a training course to better understand their course content and expectations. EGP teachers across the district are participating in quarterly collaborative planning meetings to increase collective educator agency.
- Increased enrollment in AVID elective (7^{th} – 11^{th}); all students must be enrolled in at least one accelerated course

9. Advance career-centered programs across the District to provide quality post-high school education and employment opportunities

Department of Adult, Career, and Technical Education (CTE)

Career and Technical Education (K-12)

Goal 1: To provide quality career and technical education programs at all instructional levels that will prepare students for a diverse technical landscape that supports the local workforce needs of our community

Strategy 1: Increase the number of students earning Industry Certification (IC)

Metric 1: Increase the number of IC offered in each high school program

Metric 2: Increase the number of IC tests offered with the status of pass/fail

Metric 3: Increase the number of students passing ICs

Strategy 2: Increase the number Work-Based Learning Opportunities

Metric 1: Increase the offering of On-The-Job training (OJT) courses

Metric 2: Develop Summer internships and document the quantity of student participation

Metric 3: Survey teachers on the quantity of job shadowing experiences by program

Metric 4: Develop opportunities with pre-apprenticeship alignment for future development

Metric 5: Increase student participation in Career and Technical Student Organization Competitions

Strategy 3: Increase exposure to postsecondary options

Metric 1: Annually track the number of CTE students who visited Technical Colleges for tours or events

Metric 2: Annually track the number of CTE students who visited State Colleges for tours or events

Metric 3: Annually track the number of CTE students who visited Universities for tours or events

Metric 4: Annually increase the amount of postsecondary informational events at our secondary schools

In the last six months:

ACT. Goal 1: Strategy 1 -

•ACT staff is working with schools to identify the new or expanded IC offerings available from the state. (FLDOE is currently in the process of aligning IC to the state and local workforce needs, this process is likely to narrow the number and types of ICs available to the secondary programs)
•ACT staff has worked closely with school registrars, college & career advisors and administrators to ensure the accuracy of the reported data. This process includes cross-referencing teacher provided data with state reported information to ensure all certifications are captured.
•Data collection is currently in process for the 2022-2023 school year and will not be final until after June 1, 2023.
•ACT Staff continues to provide the necessary professional development for teachers to become proficient in their related industry certifications.
•We have offered professional development through MyPGS
•We have made peer mentoring available through our "Programs in Practice" initiative
•We continue to work with the FLDOE to increase the number and quality of industry certifications that are funded by the state.
•We provide quality test prep and curriculum products that enhance the student experience and help them have continued success on the industry certification.

Strategy 2 -

•Increased the number of students participating in OJT by more than 9%.
•ACT Staff is working with local business and industry associations to provide local summer internship and employment opportunities.
•Teacher survey will take place at the end of the school year.
•ACT staff has partnered with the Career Source Suncoast to apply for multiple pre-apprenticeship grants to offer a local Construction pre-apprenticeship program. Unfortunately, those efforts have not been successful.
•We are working with local business and industry to provide pre-apprenticeships where they lead to viable adult apprentices.
•In the 2022-2023 school year there has been an increase in the participation of students in the CTSO local/district events. However, state and national participation is ongoing and will not be completed until July 2023.
•We have hired a WBL teacher on assignment to work closely with the OJT teachers to have successful compliance visits.
•The WBL teacher has worked with new teachers to implement CTSOs where there haven't been any in the past.

Strategy 3 -

•ACT staff is working with the local colleges to ensure that students are exposed to the opportunities available. We are currently at the height of post-secondary visits.

READY FOR LIFE:
Acceleration & Innovative Learning / College, Career Readiness

Goal 2: To use secondary career and technical education programs to deliver quality instruction to enhance employability skills and provide exposure to local employment opportunities

Strategy 1: Increase the amount of business and community partnerships

Metric 1: Increase the number of high school program advisory committee meetings annually to ensure business and community input and participation

Metric 2: Increase the number of guest speaking opportunities from business and industry partners in each program annually to ensure exposure to business and community leaders

Metric 3: Increase the number of career-centered field trips offered at the elementary, middle, and high school levels annually to ensure exposure to business and community opportunities

Strategy 2: Increase the amount of Workplace Skills curriculum throughout the District

Metric 1: Increase the amount of industry-standard behaviors taught in each program collected annually

Metric 2: Increase the amount of industry-standard ethics taught in each program collected annually

Metric 3: Increase the amount of industry-standard expectations taught in each program collected annually

Metric 4: Increase the number of March to Success and/or Armed Services Vocational Aptitude Battery (ASVAB) tests administered annually

Manatee Technical College (MTC)

Goal 1: Expand workforce development education for high-skill, high-wage occupations to meet the local needs of our fast-growing economy

Goal Description [Educational Programs]: All Manatee Technical College programs will be competitively filled based on factors recognized as predictors of success for the specific program All MTC programs will have full enrollment based on the availability of space and equipment All programs will have a completion rate of 80 percent or higher. All programs will have a licensure pass rate of 90 percent or higher or a student industry-certification rate of 90 percent or higher. All programs will have a placement rate of 90 percent or higher.

Strategy 1: Use program evaluations completed by current students for program improvement to increase student retention

Metric 1: Increase enrollment in each program

Metric 2: Increase the completion rate annually of each program

Strategy 2: Use national program certifications for program improvement

Metric 1: Increase the number of industry certifications earned and/or licensure pass rate of each program annually

In the last six months:

Strategy 1 -
*ACT programs held advisory council meetings in the fall and are in the process of scheduling/holding their spring meetings.
*ACT staff has been working closely with organizations like SAMA to connect business and industry to the classroom. The SAMA workforce committee (including ACT staff) has developed a partnership to connect classrooms with guest speakers and industries that support their activities.
*Due to Hurricane Ian and Nicole, several industry tours had to be cancelled. Unfortunately, due to a busy testing schedule, they were not rescheduled. However, on March 2nd 100 of our high school students will attend the Construction Rodeo held at STC (MTC next year).

Strategy 2 -
*Teachers are encouraged to develop the "career ready" practices that are a part of ALL CTE course frameworks:
1. Act as a responsible and contributing citizen and employee.
2. Apply appropriate academic and technical skills.
3. Attend to personal health and financial well-being.
4. Communicate clearly, effectively and with reason.
5. Consider the environmental, social and economic impacts of decisions.
6. Demonstrate creativity and innovation.
7. Employ valid and reliable research strategies.
8. Utilize critical thinking to make sense of problems and persevere in solving them.
9. Model integrity, ethical leadership and effective management.
10. Plan education and career path aligned to personal goals.
11. Use technology to enhance productivity.
12. Work productively in teams while using cultural/global competence.
*These are all metrics that will be collected at the end of the year.

MTC
Goal 1:
Enrollment increased in 29 of our 52 programs from the 2021-2022 enrollment numbers. Overall enrollment increased by 119 students..
Have already increased completion rates in 19 programs as compared to the Fall 2021-2022 school year. We continue to have students' complete programs each month and will have final data available July 2023.
Have already increased Industry certifications earned in 19 programs as compared to the Fall 2021-2022. Licensure pass rate was ranged between 94% and 100% in our Health Science programs. We continue to have industry certifications earned each month and will have final data available June 2023.

Strategy 3: Strengthen the school's placement and follow-up program

Metric 1: Increase the placement rate of each program annually

Strategy 4: Conduct a comprehensive local needs assessment to ensure programs are adequate in size, scope, and quality and aligned with local labor market needs

Metric 1: Conduct an assessment every two years

Strategy 5: Increase hybrid and distance learning programs to meet the needs of our students and community

Metric 1: Increase the percentage and number of hybrid and distance learning programs offered each year

Goal 2: Keep pace with the growth of Manatee County by expanding educational opportunities for students and business and industry

Goal Description [Physical Resources]: Manatee Technical College will continually improve its state-of-the-art equipment and facilities

Goal Description [Human Resources]: In the year 2025, Manatee Technical College will be fully staffed to provide the services, programs, and leadership for the college

Strategy 1: Monitor regional demand list for local job needs

Metric 1: Compare regional demand list to programs offered/requested by business and industry

Strategy 2: Provide professional development to staff to meet industry needs.

Metric 1: Increase the variety of professional development to staff aligned with business and industry needs

Strategy 3: Build additional school facilities in Manatee County to increase the educational opportunities to both Career and Technical and Adult Education students.





In the last six months:

Strategies 3,4,5 -

Placement rates: Of our 52 programs in 2021-2022, 21 had 100% placement, 6 had 90% or higher, 11 had 80% or higher. We are continuing to monitor progress for the 2022-2023 school year and will have data available in June 2023.

The Comprehensive Local Needs Assessment is done every 2 year and will be completed in the 2023-2024 school year.

For the 2022-2023 school year one new hybrid class (Massage Therapy) and one new Distance Learning class (Medical Coder/Biller) were added.

Goal 2 -

In reviewing the regional demand list, and responding to local business and industry, we are finalizing a contract with a local Animal Shelter to start a Veterinary Assisting program. – In progress.

Professional Development opportunities for staff to date have included: FACTE, WEEDAC Data training, COE training, Counselor Off-site Industry training, ACE of Florida, Regional IET training, ACTE leadership training, NC3 Train the Trainer, Region 8 Collaborative training, A.I. Symposium, and Business/Industry Field Trips to Cheney Brothers, Lennar Homes, Teak Deck Systems, and Chris Craft,

READY TO GROW:

Staff Hiring and Retention / District Financial stability / Safety and Security

1. Develop a competitive employee salary schedule that will attract the best talent and continue to provide quality customer service to our staff and parents

Department of Operations

Strategy 1: Continue to analyze and adjust salary schedules to remain competitive relative to current workforce standards and benefits

Metric 1: Monitor surrounding districts and local similar employers to ensure our salary is competitive to the current market

Metric 2: Increase the offer/acceptance rate by site/position

Strategy 2: Provide focused and cost-effective recruitment, selection, and hiring sources

Metric 1: Improve the number of qualified candidates per hire ratio by implementing a screening process for a good fit

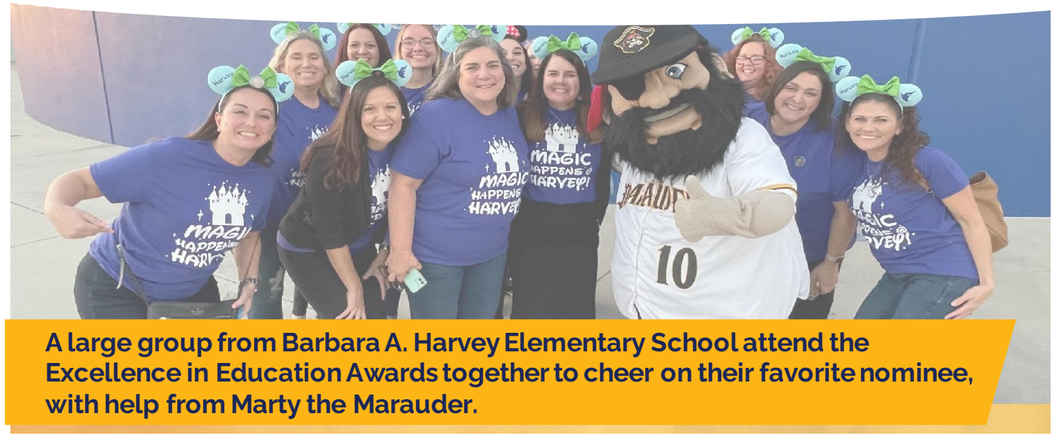
Metric 2: Develop an applicant tracking system to trace the source of hire and to identify cost-effective recruiting channels

Metric 3: Increase efficiency in the time to fill positions by division, department, and hiring manager

Strategy 3: Continue to provide quality customer service to our staff and parents

Metric 1: Increase the number of surveys deployed during a school year to staff and parents

Metric 2: Increase opportunities with community, higher education, and business partners to enhance and expand the incentives for current and future employees



A large group from Barbara A. Harvey Elementary School attend the Excellence in Education Awards together to cheer on their favorite nominee, with help from Marty the Marauder.

In the last six months:

Strategy 1 -
Metric 1:
Currently, market-based salary analysis is done for job description and position revisions when warranted. A comprehensive salary study was completed in 2021-2022 school year for all SAMP positions at pay grades D10 and above, Principals, Assistant Principals, Registered Nurses, and Licensed Nurses. Based on the findings, the salary schedules for Principals, Registered Nursed, and Licensed Nurses were adjusted to meet the market.
Non-Bargaining, Paraprofessional, and AFSCME employees start at $15.00 minimum hourly rate effective July 1, 2022, i.e SDMC implemented Amendment 2 four years ahead of the proposed time-line where 2026 was the target year for $15.00 minimum hourly rate in Florida.
Metric 2:
Recruiting Task Force has been using enhanced marketing techniques, communicating competitive salaries available, and hosting monthly job fairs

Strategy 2 -
Metric 1:
Prescreening questions added to first stage of application process to prescreen candidate qualifications for fit.

Metric 2:
Source of hire options added to registration process to track and inform effective recruiting channels.

Metric 3:
Improving the efficiency of job fairs by implementing one-stop hiring events to include interviews, drug testing, fingerprinting, and job-specific preliminary onboarding. Developing process for tracking the average time to fill by the stages of the hiring process to uncover where bottlenecks exist in the process.

Strategy 3 -
Metric 1:
Will evaluate data from Superintendent Search surveys that asked about strengths and challenges of school district
Metric 2:
Work on going to continue to add opportunities for current and future employees to increase retention

2. Strengthen our new employee orientation and development program to foster, promote, and retain qualified educators and staff

Department of Operations

Strategy 1: Retain and recruit talented staff to provide instructional, operational, and support services of the highest caliber

Metric 1: Determine the best methods to retain existing staff and recognize them for performance

Metric 2: Ensure that appropriate staff safety and accountability professional learning is completed per school year

Metric 3: Continually evaluate staff coverages to ensure the adequacy of allocations

Strategy 2: Deliver meaningful, relevant, and engaging new hire onboarding and professional learning

Metric 1: Decrease the amount of time and steps from candidate acceptance to their start date by streamlining the process

Metric 2: Provide onboarding and job-specific induction for professional learning and track evaluation of professional learning

Strategy 3: Enhance methods to seek input from teachers and staff

Metric 1: Increase the number of surveys deployed during a school year to staff and teachers

Metric 2: Develop a process to obtain the reasons why an employee leaves the District and analyze the results

Strategy 4: Utilize efficient and timely teacher certification processes and procedures

Metric 1: Increase the number of teacher certification appointments held per month.

Metric 2: Increase the number of teacher certifications processed per month.

Metric 3: Increase the number of temporary certifications issued per month.

Metric 4: Increase the number of certification renewals processed per month.

Metric 5: Increase the number of Add Endorsements processed, number of Subject Add applications processed, number of District certifications (MTC) issued, Number of Adjunct Certifications issued per quarter

Strategy 5: Build and maintain a new employee health and wellness center for employee healthcare needs

Metric 1: Assess the quality of care provided as measured by staff surveys annually

In the last six months:

Strategy 1 -
Metric 1:
Established a recruitment and retention task force representative of each employee group to identify authentic methods for recognizing staff performance to help increase retention. Conducted training of leadership in Transportation to enhance and develop communication skills allowing these leaders to communicate more effectively with other employees especially those they supervise.

Strategy 2 -
Metric 1:
Provide applicants a list of required documents at time of offer. Communicate with applicants regarding missing documents. Include hiring managers in emails so they can assist as well. Include hiring managers in communications with applicants so they are updated in hiring cycle and can assist with prompting applicants through the process.
Metric 2:
Conduct New Hire Orientation every 2 weeks at beginning of every pay period. Review Safety, Payroll, Benefits, District Policies and Practices. SDMC Information Technology and Certification staff on-site and available at Orientation.

Strategy 3 -
Metric 2:
An exit survey is sent to employees upon termination. Note that the exit survey only gives aggregate analysis from the beginning of time (2019-current), so we cannot specifically track and compare improvement year over year at this time. As of 2/13/2023, the overall results state that 65% responded favorably. Evaluating current processes for refinement by employee group and then will include process training for hiring managers to ensure leave reasons are captured for analysis.

Strategy 4 -
Metric 1:
Process established for automated scheduling of certification appointments to provide a wider range of opportunities to accommodate instructional staff. Appointments held during peak hiring months increased by 40%. Appointments held during off-peak months increased by nearly 50%. Additionally, Certification Specialists were assigned to schools and sites to provide more personalized customer service.
Metric 2:
A tracking form was developed to more accurately identify certification needs and timelines for instructional staff. Certifications processed related to new hires or changes in course assignment increased by 48% during the first quarter and 42% during the second quarter.
Metric 3:
Training was provided on the process for issue requests related to temporary certificates resulting in an upgraded approach for submissions and monitoring. This yielded a 79% increase in the # of temporary certificates issued from 1st to 2nd quarter.
Metric 4:
A paperless process was developed and implemented to increase the efficiency and ease of the renewal process. This yielded an 57% increase in the number of applications processed.
Metric 5:
Developed and implemented a paperless process to increase the efficiency and ease of add endorsements processed which yielded an 50% increase in the number of applications processed.

Strategy 5 -
Ongoing work continues with New Wakeland Employee Health Clinic with opening August 10, 2023

3. Develop an innovative leadership development program and succession-planning model to attract and support quality school and District leaders

Department of Operations

Strategy 1: Develop and retain a customer service focused and highly qualified operational team

Metric 1: Increase operational staff completion of industry certifications annually

Metric 2: Operational staff complete 100 percent of professional development portfolio professional learning aligned with core job responsibilities, leadership course, and succession planning

Metric 3: Provide teachers with a sustainable professional development plan for the use of interactive display panels across all schools

Metric 4: Provide an on-demand Information Technology Video Learning Library

Strategy 2: Develop high-quality PeopleSoft professional learning courses to improve efficiency

Metric 1: Maintain and enhance professional learning tools to include job aids, videos, and quick guides

Metric 2: Establish PeopleSoft learning paths for specific job functionalities and ensure staff is trained annually

Strategy 3: Enhance our New Leaders Program

Metric 1: Customize leadership pathways aligned to career ladders

Metric 2: Evaluate organizational system by department to identify core competencies and skills for succession plan professional learning

Metric 3: Increase the amount of job shadowing opportunities and professional learning

Strategic Plan Progress
Strategic Plan Tracking for each goal, strategy and metric will be updated regularly at https://www.ManateeSchools.net/strategicplanning

In the last six months:

Strategy 1 –
Metric 1:
Operational employee work calendars have been adjusted to increase utilization on in-service dates. They will continue to be analyzed to allow for as much group training for required industry and compliance training and certifications. By adjusting the calendar, we can minimize the loss of productivity and utilize in-service and pre-service days. Operations (i.e., Food Service and Transportation) utilizes the group training model and then provides sign-in sheets to mark completed staff.
Metric 2:
Employee-centered emails and notifications to operational staff, including their supervisor, with reminders and completion updates for the required training. The operational management staff is working on identifying leaders and increasing assigned tasks to give greater opportunities for secession planning.
Metric 3:
In late fall, we launched email notifications to employees with reminders and documentation for needed professional development. We are currently working on an HR dashboard, which may include additional information to aid supervisors in identifying employees' progress. We will begin front-loading staff into compliance courses to ensure enrollment in the correct course and to provide emails when due dates are approaching.
Metric 4:
In addition to district compliance and special needs training, we continued our LinkedIn learning efforts for on-demand training in a number of different areas.

Strategy 2 –
Metric 1:
812 Job Aids, 81 Videos, 154 process related documents
Metric 2:
2 learning paths complete. 2 currently in development.

Strategy 3 -
Metric 1: Identifying advancement opportunities within the organizational structure and leadership skills and capabilities required to be successful in the position along with learning opportunities that will broaden knowledge base.
(currently implementing IT Gears to Leadership, administrative cohorts for Aspiring Leaders and Principals).
Metric 2: Established a recruitment and retention task force representative of each employee group to work with department heads to identify leadership positions and evaluate core competencies for leadership roles.
Metric 3: Identifying current job shadowing opportunities and professional development offerings by leadership positions within departments (currently identifying for operations = Food Service and Nutrition, IT; instructional = teacher leaders, Assistant Principal, Principal).

READY 2026

4. Maximize the energy efficiency and management of our facilities to remain sustainable and financially responsible

Department of Operations

Strategy 1: Focus on critical factors leading to efficient use of financial resources that highlight the importance of public stewardship

Metric 1: Enhance procedures for oversight of contracts at all levels of capital expenditures

Strategy 2: Undertake strategies and actions to support effective energy planning

Metric 1: Reduce overall energy/utility consumption and expenditures to promote and protect the environment while enhancing operational efficiencies



The admin team from Palmetto High School, led by Principal Monica DeLesline, agrees to being slimed, after students raise $650 for United Way Suncoast in just three days.

In the last six months:

Strategy 1 -

Metric 1

- Developed and implemented Operational Procedures Manual for Construction Services focusing on tracking expenditures of General Conditions, Labor Burden Rate, and formalize review methodology for Pay Applications and Project Closeout.
- Developed concise format for Guarantee Maximum Price Submittals (GMP) to ensure adequate Bid Coverage, well Defined Project Scopes, and tracking of critical expenses.
- Developed comprehensive Educational Design Specifications for new K-8 Campus.

Strategy 2 -

Metric 1

- Design commenced for Multiple Capital Projects (Tara ES, Blackburn ES, Haile ES, Oneco ES) that include enhanced Building Envelopes (Roof & Wall Assemblies), Mechanical System Upgrades, and a focus on Sustainable Design Parameters.
- Continued program for upgrading Classroom Lighting utilizing efficient LED Fixtures.
- Replacing inefficient lighting with LED's at Stadiums, Gymnasiums, Parking Lots, Media Centers and Auditoriums.
- FPL completing design for installation of charging stations at Matzke Compound for new Electric Bus Fleet.
- Eight campuses under construction or design for additions & renovations with a focus on sustainability and resource usage.

READY TO GROW:

Staff Hiring and Retention / District Financial Stability / Safety and Security

5. Continue our secure financial position, utilize referendum millage funds effectively, and modernize and enhance our current schools to meet our school community needs, including building vibrant, new schools

Department of Operations

Strategy 1: Establish consistent operational procedures and practices focusing on the retention of asset value and program adequacy to support school innovation and student achievement

Metric 1: Analyze facility adequacy each school year

Metric 2: Ensure appropriate technologies are in place to enhance safety through all operations

Metric 3: Develop an appropriate school bus replacement cycle and implement a comprehensive white fleet lease program

Strategy 2: Enhance communications with School and District based stakeholders regarding the implementation and status of critical responsibilities.

Metric 1: Enhance the usage of Smart Sheets to allow for reliable project communication.

Metric 2: Continue development of reporting methodologies to enhance details provided to school, District, and community based stakeholders.

Metric 3: Develop opportunities to celebrate department successes.

Metric 4: Provide exceptional Food Service offerings to students.

Metric 5: Enhance on-time performance for Transportation Services and increase communications with parents.

Strategy 3: Every four years the School Board will renew the 1-Mil referendum to continue to recruit and retain staff and provide quality education to our students



Palmetto High School Tiger Battalion JROTC

In the last six months:

Strategy 1 -

- Metric 1 - Jacobs Facility Assessment Report updated to incorporate completed work tasks and revise estimates based on 2022-23 Construction Costs. Revaluation of priorities Districtwide based on data compiled in report.
- Metric 2 – Board briefed in Shade meetings about new security technologies and techniques.
- Metric 3 – White Fleet Lease program in effect with first order of vehicles placed in Fall 2022 with manufacturers. Four Electric Buses on order with delivery in late Spring of 2023 to be ready for 2023-24 School Year.

Strategy 2 -

- Metric 1 – Continued use of Smart Sheets to include tracking Security Related Work Orders generated by schools for reporting to Cabinet.
- Metric 2 - Development of Project Monthly Report generated by Construction Managers for inclusion in Project Dashboard on Smart Sheets.
- Metric 3 – Undertaken Project Ground Breakings and Ribbon Cuttings to celebrate with stakeholder groups a project's start and completion.
- Metric 4 – Food and Nutrition Services have been purchasing high quality products from recognized brands including; Tyson, Smuckers, General Mills, Kellogs, Jennie-O and land O'Lakes. Menus are developed by Registered Dietitians following all U.S. Department of Agriculture regulations. Menus include input from students & staff.
- Metric 5 – Working with outside consultant (AlphaRoute) to develop routing efficiencies and on-time strategies. Evaluating critical service procedures (hazardous walking conditions, first grade student bus dismissal) to streamline service delivery. Office renovation nearing completion to enhance communication between routers and dispatchers to provide accurate and timely responses to parents.

Strategy 3 -

Process for Renewal of 1-Mil referendum will begin early Fall 2023 so that ballot language can be approved by County Commissioners and sent to Supervisor of Elections by late Spring 2024.

READY 2026

6. Maintain our robust security readiness and safety system across the District

Department of Student Services

Strategy 1: Develop classroom management professional learning for all teachers and staff and ensure that behavior plans are evident across schools

Metric 1: Increase the number and percentage of teachers and staff trained in SPARK (CHAMPs) professional learning

Metric 2: Increase the number and percentage of classrooms with classroom management plans in place that are evident and observable

Metric 3: Decrease the number and percentage of students receiving referrals / Out of School Suspension (OSS) by quarter / compared to previous years

Strategy 2: Ensure that data management and student information systems are in place to log Multi-Tier Systems of Support (MTSS) plans in response to student misbehavior and interventions

Metric 1: Ensure a new MTSS data system is developed and teachers and staff receive professional learning
Metric 2: Decrease the number and percentage of students with an MTSS intervention plan for behavior
Metric 3: Decrease the number and percentage of students with repeated referrals and-or OSS (more than 1)

Strategy 3: Strengthen threat assessment teams and continue to verify the coordination betwee n school personnel and law enforcement

Metric 1: Conduct monthly threat assessment meetings with law enforcement

Metric 2: Create an interagency threat assessment team with law enforcement and mental health agencies

Metric 3: Continue to train all school-based threat assessment teams on the Comprehensive School Threat Assessment Guidelines Model

Department of Safety and Security

Strategy 1: Maintain Alyssa's Alert Centegix Crisis Alert System compliance

Metric 1: Ensure all employees wear a Centegix Crisis Alert System badge and are trained annually by October 1st.

Strategy 2: Continue annual Active Assailant Response Professional Learning across the District

Metric 1: Ensure all employees receive professional learning annually by October 1st.

Strategy 3: Enhance school locations with physical security enhancements

Metric 1: Conduct a Florida Safe Schools Assessment every year by October 1s

Strategy 4: Maintain a working relationship with Manatee County Emergency Ops Center (EOC)

Metric 1: Attend required meetings and participate in exercises

Strategy 5: Execute tabletop exercises at each school every year

Metric 1: Train staff in advanced tabletop exercises in active assailant and weather-related emergencies

In the last six months:

Department of Student Services

Strategy 1

- We saw a reduction in elementary referrals and OSS in the first semester, as compared to last year. This was the second straight year of reductions coming out of the pandemic. Middle and high schools were more of a mixed bag and stayed roughly the same. after experiencing increases across the board last year.
- 21 schools reported all of their instructional staff having written, observable classroom behavior management plans that are aligned with CHAMPs at the beginning of the current school year. This was the first year of collecting data and it will serve as a baseline for each year of the plan.
- All schools had at least one CHAMPs coach on their faculty who was trained over the summer. These coaches delivered training to their instructional staff in August across all schools on the same day.

Strategy 2

- Initial Focus MTSS training for all MTSS Facilitators provided by Focus
- Initial Focus MTSS Module training for Intensive Support Team Chairs/Members
- 8 weeks (21 sessions) of open training time on the rollout of Focus for MTSS Facilitators and IST Chairs
- Quarterly MTSS Facilitator meetings/trainings on support of MTSS at the school site
- Quarterly IST Chair meetings/trainings on systems and procedures of IST
- Focus Workgroup meetings to review strengths and opportunities for development with the new platform to include using reports for monitoring of fidelity
- Initial Focus demonstration/training for ESE Specialists, GETs, Behavioral Specialists, and School Social Workers

Strategy 3

- Created an interagency threat assessment leadership team representing district staff, as well as representatives from all local law enforcement agencies, and community mental health agencies.
- Group will continue to meet each month to review policy, procedures, and threats involving high risk students.

Department of Safety and Security

Strategy 1

All employees wear a Centegix Crisis Alert System badge and are trained annually by 10/1 **Completed**

Strategy 2

Ensure all employees receive active assailant professional learning annually by 10/1 **Completed**

Strategy 3

Conduct a Florida Safe Schools Assessment every year by October 1s **Completed**

Strategy 4

Attend required meetings and participate in exercises and continue to attend regular meetings with Manatee County EOC staff and work with them in real situations around county. **Ongoing**

Strategy 5

Train staff in advanced tabletop exercises in active assailant and weather-related emergencies. Continue to conduct active assailant tabletop exercises in every school with all schools anticipated to be completed by June 1, 2023. The remaining 14 Active Assailant Tabletops have been scheduled.

7. Promote our schools and District as remaining highly competitive and uniquely designed to produce top-notch graduates, great neighbors, and responsible citizens

Department of Communications and Family Engagement

Strategy 1: Continue to accentuate and publicize student, school, and employee successes through our District Good News web page, MSTV, social media, and additional platforms including live streaming services

Metric 1: Produce an average of 10 Good News stories and 2 MSTV Good News feature videos each month during the school year

Metric 2: MSTV and the high school TV production programs will work together to live-steam an average of 6 events per month during the school year month.

Strategy 2: Continue to promote our District as a state leader in introducing innovative and imaginative academic opportunities for our students

Metric 1: Develop a District-wide directory of innovative academic, arts, and extracurricular programs by school

Metric 2: Highlight innovative programs each month on our Good News page, social media, and MSTV videos

Metric 3: Feature an innovative program monthly during School Board recognitions

Strategy 3: Work with our schools to help them communicate and promote innovative programs, features and characteristics that make them uniquely special

Metric 1: Develop School Advocacy Teams (SATs) at each school to focus on identifying and communicating programs, features, and Good News stories that make them attractive to prospective students and parents

Metric 2: Utilize updates to the District's websites to promote the positive strengths of each school

Metric 3: Reinstate the School Choice Showcase as a way for schools to meet and speak directly to students and parents from across Manatee County about their individual schools and the advantages of public education

Strategy 4: Provide parents and employees increased access to the Superintendent and District Leaders

Metric 1: Have the Superintendent and members of the Senior Cabinet individually visit a School Advisory Council or Faculty meeting six times per school year each to make a presentation and answer questions

Metric 2: Hold quarterly Town Hall meetings in different parts of the county with the Superintendent and District Leaders present

In the last six months:

Strategy 1 -
Metric 1: Since August, we have averaged more than 14 Good News stories a month, for a total of 101 stories so far this school year, including 48 videos.

Metric 2: Live-streamed 18 events, including football, volleyball, boys' and girls' basketball, boys' and girls' soccer and the EEA Awards. These events have received more than 11,100 views on YouTube alone.

Strategy 2 -
Metric 1: Developing District-Wide Directory.

Metric 2: Accomplished and ongoing.

Metric 3: Developing into school-based presentations such as Animatronics at Nolan and Sugg, Parrish Community High Automotive program and Guy Harvey launch at Anna Maria Elementary.

Strategy 3 -
Metric 1: Developing.

Metric 2: Developing – new website unveiled February 2023

Metric 3: Accomplished and ongoing. District-wide School Choice Fair held at MTC on December 2, 2022.

Strategy 4 -
Metric 1: Developing. Five Cabinet representatives have attended a total of 10 SAC meetings.

Metric 2: Developing using four Superintendent Search Community Forums.

Strategy 5: Recognize and celebrate employees for reaching employment milestones, exemplary actions, and notable accomplishments

Metric 1: Work closely with Human Resources to devise positive, practical, and appropriate ways to honor employee milestones each month

Metric 2: Recognize examples of extraordinary employee successes at School Board meetings

Strategy 6: Continue to enhance and improve communications to all areas of Manatee County

Metric 1: Enhance working relationships with radio stations and other media outlets that connect with families and communities that can be difficult to reach

Metric 2: Continue to build strong relationships with all community members through activities like Resource Fairs, other programs, and events

Strategy 7: Continue to increase and strengthen community partnerships

Metric 1: Continue to strengthen existing community partnerships and increase the number of new partnerships with private businesses, non-profits, and faith-based agencies

Metric 2: Increase and promote volunteer opportunities for the community through community and district initiatives



Learning Facials Specialty at Manatee Technical College

In the last six months:

Strategy 5 -
Metric 1: Developing – working on honoring years of service at Board meetings

Metric 2: Ongoing. Employees recognized at Board meetings include Carol Ricks, Adrienne Vos, Megan Johnson, our ESOL and Federal Program departments.

Strategy 6 -
Metric 1: Relationships have been developed with media outlets like SOLMART Media (Spanish speaking radio stations) and Tempo News to get important information to students and families that may not be reached by traditional media. We continue to look for additional outlets in other areas of the county to carry messaging related to our schools.

Metric 2: A Community Resource Fair was held July 30th with more than 3,000 attendees received free physicals, haircuts, food, clothing and much more. While fall resource fairs were cancelled due to hurricanes, the next Community Resource Fair is scheduled for Saturday, March 4th, at Manatee Technical College from 10 a.m. to noon. In addition, a Haitian Creole Family Night was held at Bayshore Elementary in November with over 300 attendees, and a night for families of Ukranian students was held at Buffalo Creek Middle School in December to help them adjust to schools in the United States and to provide support.

Strategy 7 -
Metric 1: We already have 169 active Business Partners this school year. Last year we had 207 total active Business Partners for the entire school year. The previous school year (2020-2021), we had a total of 184 active Business Partners for the entire school year.

Metric 2: From August through February, we have approved more than 6,180 volunteer applications, and volunteers have devoted more than 34,120 hours of service in our schools so far this year.