Agenda
updated 5/22/2026

May 26, 2026
School Board of Manatee County
Workshop - 10:00 AM
Walter Miller School Support Center
Board Room

Times Indicated are Approximate

1. CALL TO ORDER

2. AGENDA AMENDMENTS

1. Approval of the Agenda Amendments - added after publishing

3. 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.

4. WORKSHOP

1. Citizen Financial Audit Committee Update.
2. Foster Care Summit Presentation
3. Artificial Intelligence (AI) and Technology Based Instructional Programs Update
4. New Strategic Plan Presentation and Discussion - updated 5/22/2026

5. ADJOURNMENT

AGENDA ITEM NO. 2.1

School Board of Manatee County
May 26, 2026 - Workshop
Action Item

Title
Approval of the Agenda Amendments - *added after publishing*

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

Agenda amended Friday May 22, 2026, to ***add*** attachment **to** Workshop Item *New Strategic Plan Presentation and Discussion.*

This item aligns with the District's Strategic Plan Goal(s) which state(s):

Ready To Grow | Goal 7
Promote our schools and District as remaining highly competitive and uniquely designed to produce top-notch graduates, great neighbors, and responsible citizens

Recommendation
.

Financial Impact
.

Contact
Submitting Department: School Board

AGENDA ITEM NO. 4.1

School Board of Manatee County
May 26, 2026 - Workshop

Title
Citizen Financial Audit Committee Update.

Executive Summary
Mr. James Daniel, Chair of the Citizen Financial Audit Committee will provide an update to the Board regarding recent and upcoming reports and audits.

Contact
Submitted by: School Board

AGENDA ITEM NO. 4.2

School Board of Manatee County
May 26, 2026 - Workshop

Title
Foster Care Summit Presentation

Executive Summary
On April 4, 2026, through a partnership among the Manatee Education Foundation, United Way, and the School District of Manatee County, a collaborative Foster Care Stakeholder Summit was held. The summit brought together the school district, child welfare agencies, foster parents, and community partners to strengthen supports for foster students within the School District of Manatee County.

Co-Presenters are:

Latrina Singleton, Federal Programs and Grants Director
Jeramiah Bowman, Director of Education Programs at the Manatee Education Foundation
Susan Goodhue, Foster Care Liaison, Federal Programs and Grants

Contact
Submitted by: Latrina Singleton
Director of Federal Programs and Grants

Attachments:
Foster Youth Summit Presentation

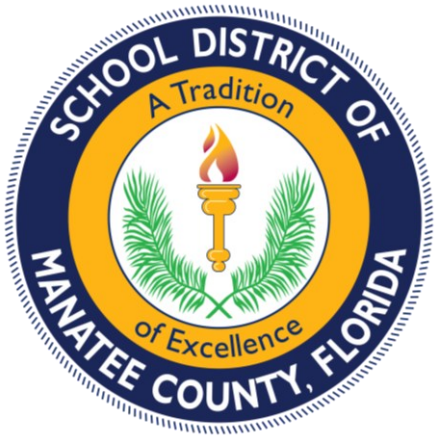
FOSTERING EXCELLENCE

Foster Youth Stakeholder Summit

4.6.2026

Strength in Partnerships

FOSTER YOUTH INITIATIVE





MANATEE
Education Foundation



AND YOU!

Supporting Transition: Foster Care in Manatee County

- **Three-Year Program**
- **Goal 1:** Provide dedicated Foster Care Liaison to support Foster Youth in the School District of Manatee County
- **Goal 2:** Engage all foster care stakeholders in collaborative planning and training



Susan Goodhue

Foster Care Liaison

School District of Manatee County

LEGISLATION THAT DRIVES WHAT WE DO

In December 2015, Congress passed “Every Student Succeeds Act” (ESSA) which reauthorized the Elementary and Secondary Education Act of 1965. New requirements highlight the need to provide educational stability for children in foster care with emphasis on collaboration between the state agencies (SEAs) the local education agencies (LEAs), and the child welfare agencies (CWA) to ensure that students in foster care have the opportunity to achieve at the same level as their peers.

FOSTER CARE LIAISON

Federal Requirements

- Ensure every school has a point of contact to notify when a child enters foster care and/or enrolls at a new District school.
- Serve as the primary contact person for Department of Children and Families and Case Management (Lutheran Services/ Safe Children Coalition)
- Attend Every Student Succeeds Act (ESSA) and Multidisciplinary Team (MDT) staffings
- Coordinate transportation requests

FOSTER CARE LIAISON

Federal Requirements

- Facilitate sharing data with Child Welfare Agencies consistent with the Family Educational Rights and Privacy Act of 1974. (FERPA)

"Florida has a very broad Public Records Law. Virtually all written communications to or from School District Personnel are public records available to the public and media upon request. E-mail sent or received on the School District system will be considered public and will only be withheld from disclosure if deemed confidential pursuant to State Law."

FOSTER CARE LIAISON

State Priorities

- School Stability
- Best Interest Determination (collaboration between Child Welfare, Foster Care Liaisons, and caregivers to determine school changes

FOSTER CARE LIAISON

State Priorities

- Immediate Enrollment
  - The only document required for "immediate enrollment" of students experiencing foster care is the CUSTODY LETTER.
  - Immediate enrollment begins when the school receives the enrollment letter from the Foster Care Liaison.
  - Exceptions to immediate enrollment apply to ESE Students and those with extensive discipline/behavior history, and/or DJJ history.

FOSTER CARE LIAISON

State Priorities

- Transportation – procedures to provide, arrange, and fund transportation to school promptly.
- Record Transfer Schools must immediately contact the previous school to obtain relevant information (Exceptional Education, Discipline, Grades)
- Documentation of the “best interest” documentation is required to support any school change.
- Data Reporting Florida monitors academic outcomes for youth in foster care as a specific subgroup.

WHERE WE ARE TODAY

- Currently 271 students in Foster Care (fluid)
- Finalizing school point of contact list
- Coordinate with departments (Exceptional Education, Student Services, Office of Student Assignment, Enrollment Management) to develop best practices
- Continue building relationships between SDMC and Community Partners
- Developing Flowchart for enrollment procedures

Foster Care Enrollment Procedures

Process Overview

1. Initial Contact

Liaison Receives Info

2. Determine Student Status

Returning or New Student

3. Identify Zoned School

- Find Zoned School



4. ESE Review (If Applicable)



LRE & ESE Review

5. MDT/BID Meeting



- Finalize Placement

6. Enrollment Authorization



- Send Enrollment Letter

7. Registrar & Caregiver Steps



- Re-Enrollment Process

8. Document Review



- Review Records

9. Confirmation



- Receive Confirmation

Reminder: *Update FOCUS if placement changes within 24 hours!*

SDMC PRIORITIES

1. Establish Susan Goodhue, Foster Care Liaison, as main point of contact for all SDMC foster youth.
2. Establish efficient system of communication to distribute available resources to foster youth and their families.
3. Establish SDMC presence at foster youth community events and programs
4. Develop foster youth resource bank
5. Establish best point of contact list for community programs and organizations
6. Continue ongoing foster youth collaborative community sessions

FOSTER YOUTH RESOURCE BANK

A collection of resources from community partners and organizations for the Foster Care Liaison to utilize when a student in foster care needs a specific resource to be successful.

RESOURCES. SUPPORT. OPPORTUNITIES.



BASIC NEEDS
Housing, Food, Clothing

MENTAL HEALTH
Counseling, Therapy, Support

EDUCATION SUPPORT
Tutoring, School Supplies, College & Career Help

TRANSPORTATION
Rides, Passes, Travel Assistance

MENTORSHIP
Positive Adults, Life Skills, Guidance

COMMUNITY SERVICES
Legal Aid, Health Care, Financial Support & More

EMPOWERING FOSTER YOUTH. BUILDING BRIGHTER FUTURES.

Because every student deserves the right resources at the right time.

Here to help.
Here to connect.
Here for our students.

Thank you for joining us!

AGENDA ITEM NO. 4.3

School Board of Manatee County
May 26, 2026 - Workshop

Title
Artificial Intelligence (AI) and Technology Based Instructional Programs Update

Executive Summary
Mr. Derek Jensen, Deputy Superintendent of Instruction, and Mr. Scott Hansen, Chief Technology Officer, will present an update on AI and the use of Technology based instructional programs to the Board.

Contact
Submitting Department: Information Technology
Initiated By: Scott Hansen

Attachments:
2026-05-26 AI and District Supported Learning

Artificial Intelligence (AI)
&
District-Supported
Online Learning Platforms Update

School Board Workshop

May 26,2026

Policies

- Student Code of Conduct
- Student Progression Plan
- Policy 7540.03 Student Technology Acceptable Use and Safety
- Policy 7540.04 Staff Technology Acceptable Use and Safety
- Policy 7540.08 Artificial Intelligence (AI)

Security Awareness - AI Training

Annual Security Awareness Compliance Training: All Staff Users

AI Specific Training: All Users

2024-2026

- Confessions of a ChatGPT Novice
- AI and Sensitive Info Don't Mix

2026-2027

- AI Chatbots and Sharing Sensitive Information

AI District Ecosystems

Google for Education - Gemini and NotebookLM

- Staff Access – Yes
- Student Access – No

Microsoft Education - Copilot

- Staff Access – Yes
- Student Access - No

Innovating on a Secure Foundation

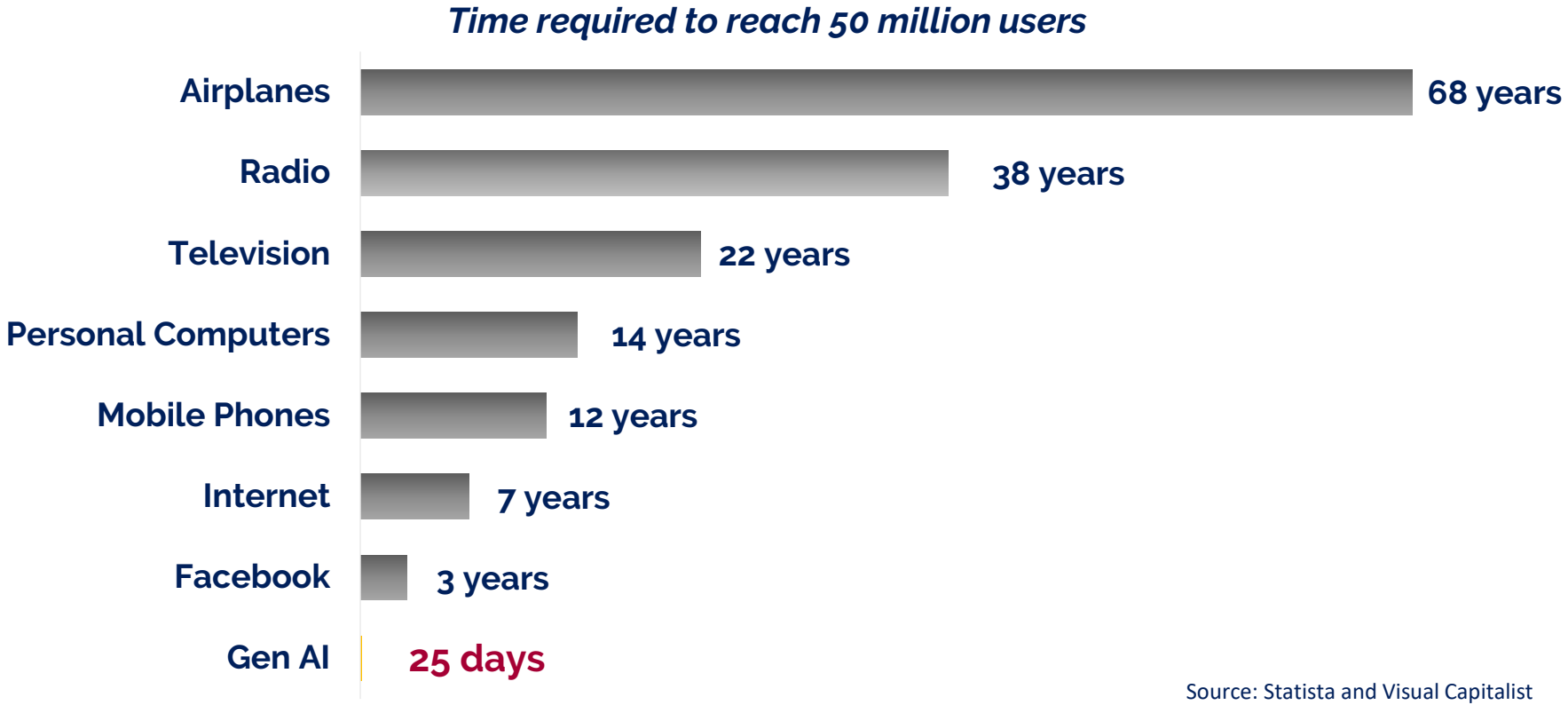
Google for Education Platform

- Google does not use customer data for advertising.
- Customer data is NEVER used to train external AI or LLMs.
- Data is not shared with other users or organizations.
- We own and control our data, not google.

District Policy: 7540.03 and 7540.08

- Clear definitions of AI plagiarism and ethical use.
- Requires prior teacher consent for permitted student AI use.
- Maintains strict CIPA compliance and limits expectations of privacy.

The Unprecedented Speed of Global Adoption



Source: Statista and Visual Capitalist

Empowering Staff Through Smart Technology

Phase 1:
February 2026

District Leadership Roll-Out.

Comprehensive training to align leadership on capabilities, privacy, and strategic vision.

Phase 2:
Spring/Summer 2026

Core NotebookLM Projects.

Deployment of targeted tools, including the "Universal Policy & Procedure Assistant" (state laws, employee handbook, board policies and procedures).



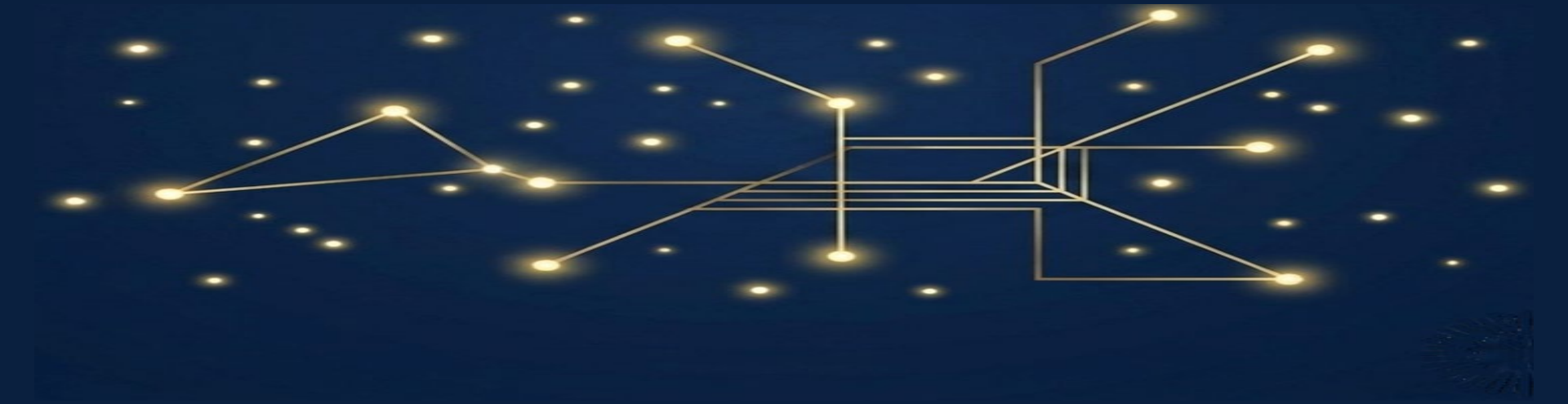
Phase 3:
Summer 2026 & Beyond

SPARK Initiative Launch.

Develop or refine AI policies, build capacity around responsible use, and design and test instructional practices aligned to priorities and standards.

Architecting The Future of K-12 AI

The SPARK Initiative: A Strategic Blueprint for SDMC



Aligned to the Florida K-12 AI Education Task Force

SPARK
SUPPORTING PRACTICAL AI FOR REAL CLASSROOMS

UF

impact FLORIDA
CSEveryone Center
for Computer Science Educat

30

A Selective Cohort Shaping Florida's K-12 AI Future

Highly Exclusive:
Only 6 school districts in Florida will be selected for this cohort.

Ecosystem Alignment:
The cohort will be evenly split to ensure platform-specific relevance.
3 districts utilizing Microsoft 365 and 3 districts utilizing Google Workspace.

Statewide Influence:
SDMC will gain early access to and influence over-model policies, resources, and case studies developed through SPARK.

Design a Unified AI Ecosystem



A Strategic Partnership

Impact FL & UF Investment (Provided at No Cost)	District Commitment
Structured technical assistance and national expert coaching.	Establish a 6-8 member cross functional team.
Platform-specific support (Microsoft 365 or Google Workspace).	Active engagement in monthly 90-minute virtual coaching (starting June).
Covered travel costs (lodging, meals, mileage) for 6-8 team members for all in- person convenings.	Attendance at Kickoff (May 21) and three mandatory in-person convenings.
Site visits and implementation support for local pilots.	Actively design and test district pilots.
Early influence over statewide model policies and resources.	

SPARK Timeline

Ongoing Virtual Coaching



Phase 1: Launch & Readiness
(Summer/Fall 2026)

AI readiness assessment; Kickoff session (May 21); First in-person convening to establish shared language.

Phase 2: Implementation & Learning
(Fall 2026)

District teams design, launch policy, and instructional pilots.

Phase 3: Refinement & Sharing
(Winter/Spring 2027)

Continued pilot and second in-person collaborative convening.

Phase 4: Conclusion

(Late Summer 2027)

Final in-person convening Documentation of effective Practices, and finalizing long-term district strategy.

District-Supported Online Learning Platforms

May 26, 2026

2025-26 Elementary District-Supported Online Learning

Platform	Subject	Description	Grades	Recommended Usage
Lexia Core5	Reading	Lexia Core5 is an adaptive, computer-based reading supplemental and intervention program to supplement core reading instruction and remediate skill gaps in phonological awareness, phonics, high frequency words, vocabulary, and comprehension of literature and informational text. The platform includes teacher-led lessons for intervention instruction.	K-5	20-80 Minutes per week (based on student need and pathway)
IXL	Math	IXL is a comprehensive, adaptive online math program. Students use the program to supplement core math instruction and to review and practice concepts as needed for math intervention.	K-5	2 Lessons per week (20-60 minutes on average)
Penda Learning	Science	Penda Learning is a gamified, standards-aligned science program for students featuring interactive, three-dimensional, and phenomena-based activities. It is used to supplement daily science instruction with lessons and formative assessments.	3-5	Complete Achieving Lesson and Mini-Assessment per week (up to 30 minutes)

2025-26 Secondary District-Supported Online Learning

Platform	Subject/ Course	Description	Grades	Recommended Usage
Lexia PowerUp	Reading Intervention	Lexia PowerUp Literacy is an adaptive, computer-based reading intervention program. Students enrolled in secondary reading classes use the program to meet foundational and on-grade level reading needs in phonological awareness, phonics, high frequency words, vocabulary, and comprehension of literature and informational text.	6-12	75-135 Minutes per week (based on student need and pathway)
IXL	Foundational Math	IXL is a comprehensive, adaptive online math program. Students enrolled in middle school Foundational Mathematics use the program to meet foundational and on-grade math needs, supporting success in their core mathematics courses.	6-8	2 Lessons per week (20-60 minutes on average)
ALEKS	8th Grade Algebra & Algebra 1A	Assessment and Learning in Knowledge Spaces (ALEKS) is designed to assess and provide individualized mathematics support for each learner. It is used to supplement daily instruction and meet students' unique math skills needs.	8-12	50 minutes per week
Penda Learning	Science	Penda Learning is a gamified, standards-aligned science program for students featuring interactive, three-dimensional, and phenomena-based activities. It is used to supplement daily science instruction with lessons and formative assessments.	6-10	50 minutes per week

2025-26 ESOL/ESE District-Supported Online Learning

Platform	Subject/ Course	Description	Grades	Recommended Usage
TeachTown	Self-Contained ESE	TeachTown licenses include enCORE, Transition to Adult, Basics, and Social Skills. enCORE is an evidence-based adapted core curriculum resource providing students with moderate to severe disabilities access to the general education curriculum.	K-12	Individualized by Student
Lexia English	ESOL	Lexia English Language Development, for grades K-6, is a blended learning, adaptive program that supports students' English language development through academic conversations. Lexia English is designed to ELLs acquire higher language proficiency levels of English. *(Discontinued for the 2026-27 school year)*	K-5	2 lessons per week (20-60 minutes on average)
Summit K12	English Language Development	Summit K12's Connect to Literacy is a web-based English Language Development (ELD) platform engineered to track and support multilingual learners across the four primary language domains: listening, speaking, reading, and writing.	6-12	60 minutes per week
Amira	Dual Language	Amira is an online program that acts as a tutor for students in Spanish. It listens to students and gives them help when they get stuck on a word. The program also keeps track of their progress, making it easy for parents and teachers to see how much their reading skills are growing.	K-5	40-60 minutes per week

District-Supported Online Learning

Other district-purchased digital tools available to students and teachers include:

- Schoology (Learning Management System)
- K-12 Platforms aligned to adopted instructional materials
- Progress Learning (ELA 6-12 formative assessments)
- Turnitin (ELA including AP/IB/AICE/DE)
- Khan Academy (Math)
- Digital Reader (K-1 Library of Decodable Books)

Artificial Intelligence (AI)
&
District-Supported
Online Learning Platforms Update

School Board Workshop

May 26,2026

AGENDA ITEM NO. 4.4

School Board of Manatee County
May 26, 2026 - Workshop

Title
New Strategic Plan Presentation and Discussion - updated 5/22/2026

Executive Summary
Mr. Kevin Chapman, Executive Director of Administration, will provide an update to the Board on the Strategic Plan development.

Contact
Submitting Department: Administration
Initiated By: Kevin Chapman

Attachments:
Strategic Plan Board Workshop May 26
Strategic Planning School Board Session 2 - added 5/22/2026

Strategic Planning

Vision, Mission, Values Drafts

Proposed Mission

The School District of Manatee County educates and inspires every student — equipping them with the knowledge, skills, resilience, and civic responsibility to lead productive, fulfilling lives.

Current Mission

The School District of Manatee County will educate and develop all students today for their success tomorrow.

Proposed Vision

The School District of Manatee County is centered around our Portrait of a Graduate — the knowledge, skills, and attributes every student should possess and carry throughout their life.

Current Vision

The School District of Manatee County will be an exemplary student-focused school system that develops lifelong learners to be globally competitive.

Proposed Core Values

We are Committed to:

- Academic excellence and whole-child support.
- Professionalism, responsibility, and respect.
- Quality schools strengthening our community.
- Transparent communication at all levels.
- Responsible stewardship of every public dollar.
- Supporting every student and every employee, every day.

Current Core Values

The district operates under five primary "We Believe" statements:

- *Academic excellence through innovation and teamwork.*
- *Professionalism, responsibility, and respect.*
- *Transparent communications at all levels.*
- *Quality schools strengthening our community.*
- *Commitment and dedication to every student.*

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Priority Areas for the Strategic Plan 2026-2029

(Draft Goals for each Priority Area will be provided on Friday, March 22 and will be reviewed at the Board Workshop on May 26)

Priority Area 1: Student Learning & Support

The School District of Manatee County prioritizes educating the whole student. We will deliver high-quality, consistent instruction in every classroom and pair it with the behavioral, mental health, and attendance supports students need to stay engaged. We will foster early literacy and early learning as the foundation of everything that follows, and we will build clear, meaningful pathways to graduation career opportunities. Comprehensive student support leads to stronger engagement, student achievement, and long-term success.

Priority Area 3: Financial Stewardship & Long-Term Sustainability

The School District of Manatee County prioritizes responsible stewardship of every public dollar it receives. We will plan, allocate, and track resources against measurable student, operational and financial results and communicate those results with transparency. We will pursue community partnerships, provide school enrollment opportunities and make prudent investments in staff and students—so the district remains solvent, competitive, and positioned to lead. We will protect long-term stability while strategically investing in people and programs that strengthen our value to families. Strong stewardship ensures fiscal responsibility, operational excellence, and continued trust, positioning the district to deliver long-term value to students, families, and the community.

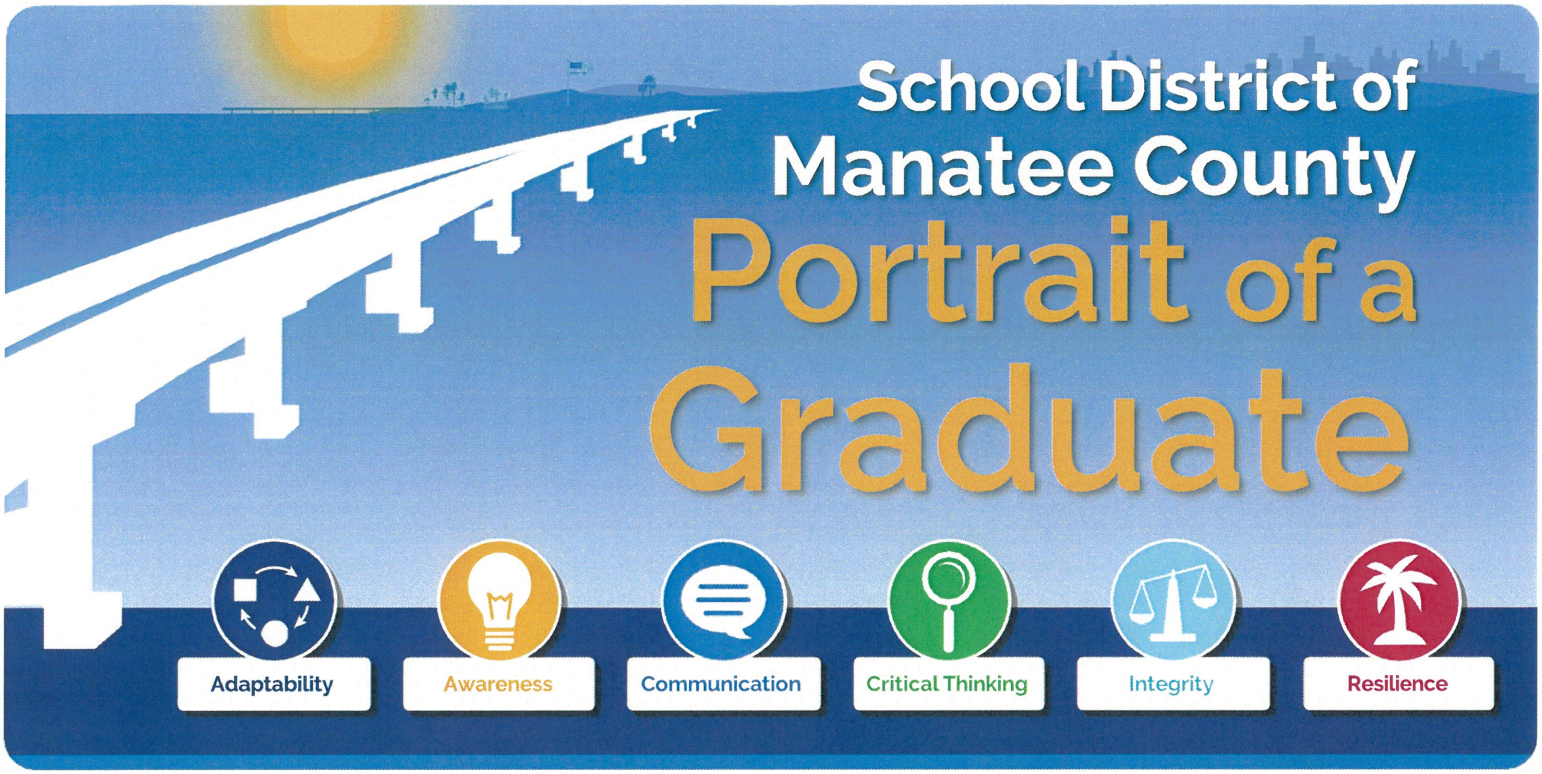
Priority Area 2: Employee Retention & Wellness

The School District of Manatee County prioritizes the people who serve its students. Retention is the district's most powerful recruitment tool, and we will invest in the onboarding, mentoring, role-specific professional learning and rewards that keep talented educators and staff in Manatee County. Our staff are the cornerstone of strong schools and meaningful student success. We will continue to seek all opportunities that benefit employee wellness and health in a financially responsible manner.

Priority Area 4: Community & Parent Engagement

The School District of Manatee County prioritizes partnership with families, employees, and communities. We will build and maintain trust with employees and the community through consistent, two-way communication—using the right balance of personal connection and technology to meaningfully engage families and partners. Public education is a shared responsibility—strong partnerships require the district, families, and community to show up, listen, and work together for every student.

DRAFT



Adaptability is demonstrated through awareness, flexibility, and resourcefulness in the pursuit of a solution, product, or performance.

SDMC graduates consider, understand, and acknowledge diverse viewpoints and respond appropriately to feedback.

Awareness is demonstrated by personal, civic, and global citizenship through ethical and empathetic behaviors.

SDMC graduates are productive citizens who recognize the impact of their actions and respect the cultures, experiences, and opinions of others.

Communication is the process of sharing thoughts, feelings, ideas, needs, and information in a variety of contexts.

SDMC graduates listen, collaborate, and advocate effectively using oral, written, and non-verbal skills to elevate understanding of self and others.

Critical Thinking is demonstrated by evaluating information and resources to improve knowledge and understanding.

SDMC graduates use experience and evidence to inform thoughts and decisions.

Integrity is modeled through the attitudes, behaviors, and actions that develop trust and respect.

SDMC graduates have a strong work ethic, are honest and reliable, and treat others with dignity and kindness.

Resilience is the ability to manage challenges while maintaining a sense of personal responsibility to continued growth.

SDMC graduates pursue healthy mental and physical wellness that encompass personal strengths, goals, and relationships.

Strategic Planning
School Board Session 2

School District of Manatee County

May 26, 2026

AASA
THE SCHOOL SUPERINTENDENTS ASSOCIATION

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Our Work Today

Objectives

- Final direction for our Vision, Mission, and Values
- Board insights around Priority Areas and Goals

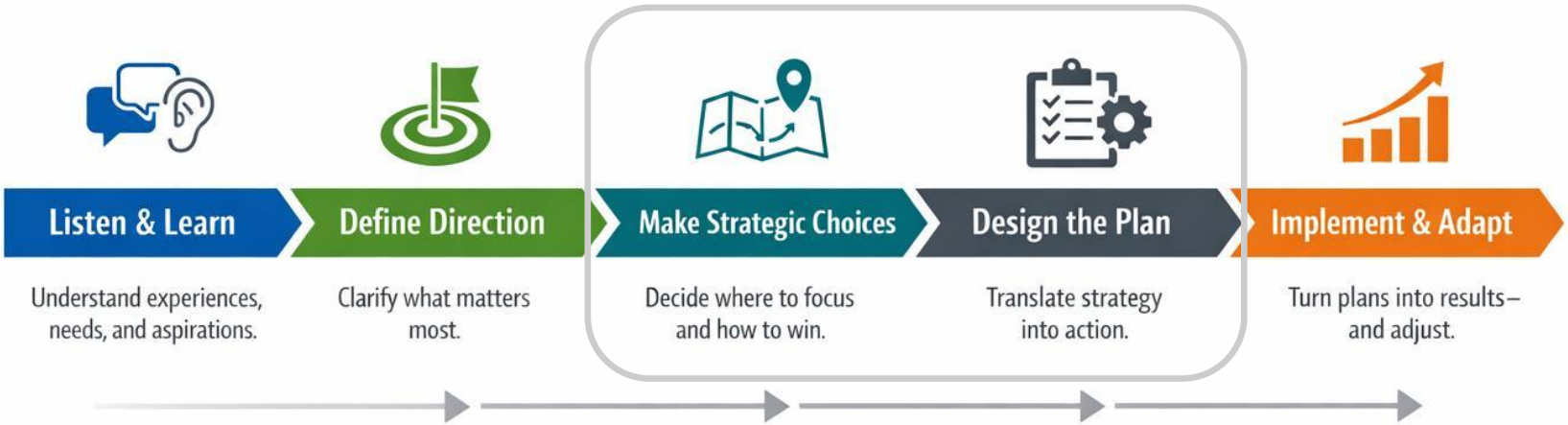
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THE SCHOOL SUPERINTENDENTS ASSOCIATION

Updates

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Strategic Planning Journey: *From Vision to Impact*



AASA
THE SCHOOL SUPERINTENDENTS ASSOCIATION

April-May

- **Community Committee Meeting 2**: April 2(9:00-11:00)
- **Cabinet and Departmental Work**
- **Staff and Student surveys** to inform strategies and actions
- **Board Workshop 2:** May 26 (10:00-12:00)
- **Cabinet Work Session 3:** May 27 (2:45-4:00)
- **Community Committee Meeting 3**: May 28 (9:00-11:00)



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June/July

- **Board Meeting:** June 23 (review final SP)
- **Board Meeting:** July 21 (final SP vote)
- **Leadership Conference:** July 20-21



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THE SCHOOL SUPERINTENDENTS ASSOCIATION

August 2026 - 2030

Execute and adjust.

- Departmental Plans
- School Improvement Plans
- Quarterly reviews and updates to the Board
- Annual action adjustments



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THE SCHOOL SUPERINTENDENTS ASSOCIATION

Mission, Vision, and Values

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Mission

The School District of Manatee County educates and inspires every student — equipping them with the knowledge, skills, resilience, and civic responsibility to lead productive, fulfilling lives.

Vision

The School District of Manatee County is centered around our Portrait of a Graduate — the knowledge, skills, and attributes every student should possess and carry throughout their life.

Core Values

We are Committed to:

- Academic excellence and whole-child support.
- Professionalism, responsibility, and respect.
- Quality schools strengthening our community.
- Transparent communication at all levels.
- Responsible stewardship of every public dollar.
- Supporting every student and every employee, every day.

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Priorities and Goals

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Priority Area 1: Student Learning & Support

The School District of Manatee County prioritizes educating the whole student.

We will deliver high-quality, consistent instruction in every classroom and pair it with the behavioral, mental health, and attendance supports students need to stay engaged. We will foster early literacy and early learning as the foundation of everything that follows, and we will build clear, meaningful pathways to graduation career opportunities.

Comprehensive student support leads to stronger engagement, achievement, and long-term success.

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THE SCHOOL SUPERINTENDENTS ASSOCIATION

Impact Statements

Students and Families

- Students will experience classrooms that are focused, consistent, and developmentally responsive.
- Instruction will be provided with clear expectations and support to ensure student success.
- Families will be provided clear pathways for their students from early learning through graduation and career opportunities. Every student will be known, supported, and prepared for their future.

Staff

- Educators and support staff will be able to focus on teaching, coaching, and supporting students.
- Behavior, mental health, and attendance challenges will be addressed through shared school district systems and procedures.
- Clear instructional priorities will empower staff with time, tools, and support.

Community

- The community will see a school district that supports students who are academically prepared, career-ready, and equipped for adult lives in Manatee County and beyond.
- Stronger schools will strengthen neighborhoods, expand the local workforce, and reinforce public confidence in the value of public education.
- When students succeed, the entire community thrives.

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Goals

1.1 Present, Engaged and Ready to Learn

Amplify student supports to ensure that all students arrive at school ready to learn every day.

1.2 Accelerating Student Learning & Achievement

Enhance instructional effectiveness through consistent implementation of research-based teaching practices, data-driven decision-making, and targeted professional learning.

1.3 Clear Pathways for College, Career, and Life

Prepare every student for a successful future by expanding access to quality learning experiences and ensuring more students graduate ready for college, career, and community responsibility.

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Priority Area 2: Employee Retention & Wellness

The School District of Manatee County prioritizes the people who serve its students.

Retention is the district's most powerful recruitment tool, and we will invest in the onboarding, mentoring, role-specific professional learning and rewards that keep talented educators and staff in Manatee County. We will protect time for the work that matters most and support the wellness of our workforce in practical ways.

Our staff are the cornerstone of strong schools and meaningful student success.

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Impact Statements

Students and Families

- Students will learn from experienced, well-supported educators, who build the relationships and instructional continuity that drive achievement.
- Families will benefit from the stability that comes with a workforce of educators and support employees that know their children, their schools, and their community.
- A school district that retains its best people delivers a better experience to every family it serves.

Staff

- The school district will provide competitive wages and benefits for staff, invest in their growth, and protect their time for the work that matters most.
- Professional learning will be role-specific and practical; onboarding will set up new employees to succeed, and career ladder pathways will be clear and accessible.
- District initiatives will demonstrate to employees that their wellbeing and expertise are a priority and valued.

Community

- The community will benefit from a stable, high-quality workforce that strengthens schools, supports families, and contributes to the economic health of Manatee County.
- A school district that retains its best people builds long-term capacity and long-term trust.
- Strong schools start with strong teams, and strong teams are built over time.

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Goals

2.1 Invest in Our Employees

Explore and promote initiatives and incentives that invest in our employees.

2.2 Grow People Well — From Day One

Provide pathways to advance professionally with professional learning, wellness programs, innovative work schedules, mentoring, and career ladder opportunities.

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Priority Area 3: Parent and Community Engagement

The School District of Manatee County prioritizes partnership with families, employees, and communities.

We will build and maintain trust with employees and the community through consistent, two-way communication—using the right balance of personal connection and technology to meaningfully engage families and partners.

Public education is a shared responsibility—strong partnerships require the district, families, and community to show up, listen, and work together for every student.

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Impact Statements

Students and Families

- Families will be provided with clear, concise communication from the school district; every interaction they have will leave them feeling informed and respected.
- Tools will be easy to use and available in multiple languages.
- Stronger family engagement leads to stronger student readiness and success.

Staff

- Staff will benefit from consistent communication standards across schools and departments.
- A shared service posture — internal and external — will strengthen culture and make the day-to-day experience of working in the school district cohesive.
- Clarity, consistency, and a shared service mindset will support staff in their roles, strengthen our culture, and create a cohesive experience across every school and department.

Community

- The community will receive a partner in the school district, building trust through consistent presence and meaningful engagement.
- Engagement opportunities will be available to all members of the community.
- Stronger community partnership leads to stronger support for our schools and long-term success for students.

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Goals

3.1 Clear and Consistent Communication

Assess and streamline internal and external communications across all schools and the school district so clear and consistent messaging is achieved.

3.2 Strengthen Family Engagement

Focus on current and potential family engagement programs that increase parent involvement in our schools.

3.3 Enhance Community and Business Partnerships

Build future partnership and sponsorship opportunities that will benefit staff and students.

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Priority Area 4: Financial Stewardship & Long-Term Sustainability

The School District of Manatee County prioritizes responsible stewardship of every public dollar it receives.

We will plan, allocate, and track resources against measurable student, operational and financial results with compliance to legal regulations and communicate those results with transparency. We will pursue community partnerships, provide school enrollment opportunities and make prudent investments in staff and students—so the district remains solvent, competitive, and positioned to lead. We will protect long-term stability while strategically investing in people and programs that strengthen our value to families.

Strong stewardship ensures fiscal responsibility, operational excellence, and continued trust, positioning the district to deliver long-term value to students, families, and the community.

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Impact Statements

Students and Families

- Students and families will benefit from a school district that consistently reviews and manages resources leading to school choice and pathway opportunities.
- Families will have access to information about how public dollars translate into classroom instruction, safe campuses, and student opportunities.
- Responsible stewardship is what makes sustained student success possible.

Staff

- Staff will work in a school district with the financial stability needed to ensure competitive compensation, resources, and professional support.
- Transparent budgeting, financial reporting and efficient operations allow for clear priorities and a stable environment in which to do the work.
- Fiscal discipline protects the employees who deliver on the school district's promises.

Community

- The community will have access to see how their investment supports student success; tying every dollar to measurable results.
- Strategic partnerships with local government, business, and civic organizations will stretch public investment further and strengthen shared outcomes.
- Trust, earned through stewardship, becomes a lasting foundation for community support.

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Goals

4.1 Prioritize and Allocate Resources Effectively

Align budget allocations with district priorities and measurable student outcomes.

4.2 Lead with Accountability and Transparency

Provide clear and accessible financial results to our families and community.

4.3 Maximize Efficiency and Leverage Collaboration

Identify costs/savings measures and foster partnerships to maximize resources.

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Coming Next

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Example Priority Area and Goals

Priority Area

Safe Schools & Well-Maintained Facilities

A school district prioritizes the safety and physical condition of its campuses because every student, staff member, and family deserves to learn and work in an environment that is secure, functional, and well-maintained.

The district will systematically assess and address physical security, maintain and improve the condition of its facilities, and ensure every campus is prepared to respond to emergencies — so that the physical environment never becomes a barrier to learning.

Safe, well-maintained schools signal to families and the community that public investment in education is being stewarded responsibly.

Goals

Secure Every Campus

The district will ensure that all schools meet established physical security standards, providing students and staff with safe, controlled-access learning environments.

Maintain and Modernize Learning Environments

The district will systematically address deferred maintenance and invest in modernizing the physical spaces where students learn, so that facilities support rather than undermine instruction.

Strengthen Emergency Preparedness

The district will ensure that every campus has current, practiced emergency response protocols and that all staff know how to execute them.

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Example Benchmarks

Year 1 **2025–26**	**TARGET** 100% of campuses complete a security audit; all critical deficiencies have a funded remediation plan by June 2026.	**MEASURED BY** District Facilities & Safety Audit Report
Year 2 **2026–27**	**TARGET** 100% of campuses have fully operational single-point-of-entry access control and visitor management systems by June 2027.	**MEASURED BY** Facilities compliance checklist; vendor records
By 2030 **★ Direction**	**TARGET** All campuses meet or exceed the district's comprehensive security standard, validated by independent assessment. Specific targets set at Spring 2027 review.	**MEASURED BY** Set at Spring 2027 Midpoint Review

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Example KPIs

KPI 1	MEASURED BY	DATA SOURCE
Campus security compliance rate % of campuses meeting all physical security standards with no open critical deficiencies.	% passing annual security audit	District Facilities & Safety Audit Report Reported annually
KPI 2	**MEASURED BY**	**DATA SOURCE**
Facilities condition index Ratio of deferred maintenance cost to building replacement value — lower is better.	FCI composite score	Facilities Condition Assessment Report Reported annually
KPI 3	**MEASURED BY**	**DATA SOURCE**
Staff emergency preparedness rate % of staff rated proficient or above on emergency response protocols following annual drill cycle.	% proficient on post-drill assessment	District Safety Office records Reported annually

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Closing

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Gratitude

What is something for which you are grateful from our time together today?

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