

MANATEE MOMENTUM



School District of Manatee County
Strategic Plan 2026 - 2029





Portrait of a Graduate

The Portrait of a Graduate represents our commitment—beginning in early childhood and sustained through graduation and beyond—to develop every student's academic, social, and life skills through the intentional partnership of our schools, families, and community.



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 through personal and civic responsibility, patriotism, and good character. SDMC graduates are productive citizens who contribute to their communities, 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.



Purpose Statement

The School District of Manatee County, grounded in the Portrait of a Graduate, develops every student for life, learning, and leadership, and prepares them to succeed and contribute to their community.

Commitments

We are committed to:

- Our Core Values of: Professionalism, Respect, Responsibility, Accountability, Integrity, and Service (PRRAIS)
- Academic excellence
- Quality schools strengthening our community
- Transparent communication at all levels
- Responsible stewardship of every public dollar
- Supporting every student and every employee, every day in safe and secure environments

Priority Areas

1

Student Learning & Support

The School District of Manatee County is committed to educating and supporting the whole student.

2

Employee Retention & Wellness

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

3

Community & Family Engagement

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

4

Financial Stewardship & Long-term Sustainability

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

From the Superintendent

As Superintendent, I am proud to introduce Manatee Momentum—the strategic plan that builds on our strengths while guiding us forward with clarity, purpose, and urgency. Together, we are committed to developing every student for life, learning, and leadership, beginning in the earliest years and continuing through graduation as the foundation for what comes next.

This work reflects not only what happens in our classrooms but the collective commitment of our dedicated staff, families, and community partners, working together on behalf of every student. Manatee Momentum represents our shared focus on the whole child and the belief that, together, we will ensure every student is prepared to succeed and contribute meaningfully to their community and beyond.



Laurie Breslin

Dr. Laurie Breslin, Superintendent

School Board



DISTRICT 1
Heather Felton



DISTRICT 2
Cindy Spray
(Chair)



DISTRICT 3
Charlie Kennedy



DISTRICT 4
Chad Choate III



DISTRICT 5
Richard Tatem
(Vice Chair)





PRIORITY AREA 1

Student Learning & Support

Owner: Deputy Superintendent of Instruction

The School District of Manatee County is committed to educating and supporting the whole student.

We will deliver high-quality, rigorous 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 ensuring students are ready for post-secondary, career and life-long learning, aligned to the competencies in our Portrait of a Graduate.

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

GOAL 1.1 Present, Engaged, and Ready to Learn

Provide comprehensive academic, behavioral, and resiliency supports that equip every student to be present, engaged and prepared to learn each day.

- **Benchmark 1.1.1 – Present & Engaged Learners**

Reduce the rate of chronic absenteeism (students missing 10% or more of instructional days) and Out of School Suspensions (OSS) by actively implementing Multi-Tiered System of Supports (MTSS) and Positive Behavioral Interventions and Supports (PBIS) with fidelity.

- **Benchmark 1.1.2 – Assessment Capable Students**

Increase the percentage of classrooms implementing highly effective instruction, including clear learning intentions, success criteria, and meaningful feedback, to create supportive learning environments that cultivate student ownership of learning.

GOAL 1.2 Accelerate Student Learning & Achievement

Ensure every student has access to consistent, high-quality instruction, standards-aligned grade-level learning, timely interventions, and targeted supports that accelerate learning, close achievement gaps, and maximize student growth.

- **Benchmark 1.2.1 – Focus on Student Learning**

Elevate the School District of Manatee County's statewide ranking through measurable gains in student proficiency, learning gains, acceleration outcomes, and graduation rates, resulting in annual improvement in the district's overall performance relative to other Florida school districts.

- **Benchmark 1.2.2 – Our Teachers Make the Difference**

Increase the percentage of schools earning an A or B and improve district accountability performance by equipping teachers with the tools, training, and support needed to deliver consistent, high-quality instruction that accelerates student learning and improves outcomes for every student.

GOAL 1.3 Pathways to College, Career, and Life Success

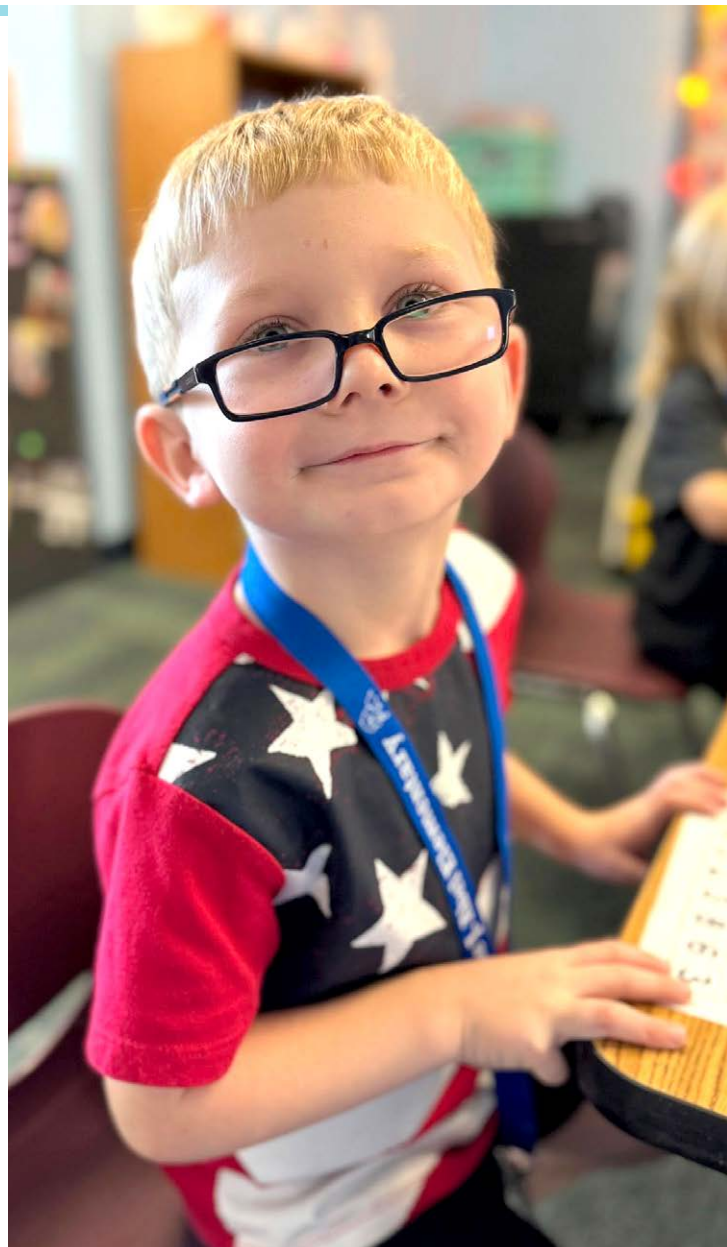
Prepare every student for a successful future by expanding access to rigorous learning from elementary through high school, including career and technical education, work-based experiential learning, and postsecondary opportunities that create clear pathways to graduation, college, and careers, as well as engaged citizenship.

- **Benchmark 1.3.1 – Clear Pathways for College, Career, and Life**

Expand access to rigorous coursework, dual enrollment, career and technical education, industry certifications, and work-based experiential learning opportunities, ensuring students graduate prepared for college, careers, and civic life.

- **Benchmark 1.3.2 – Graduation Starts in Pre-K**

Increase the percentage of students participating in and successfully completing advanced academic opportunities, including early literacy programming, gifted programming, and accelerated coursework, ensuring every student has access to appropriately challenging learning from elementary through high school.



PRIORITY AREA 2

Employee Retention & Wellness

Owners: Associate Superintendent of Administration & Strategic Engagement and Deputy Superintendent of Instruction

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

As the largest employer in Manatee County, we understand that investing in our workforce has a meaningful impact not only on our schools, but on the broader community.

We will invest in onboarding, mentoring, role-specific professional learning and rewards that keep talented educators and staff in Manatee County. By fostering a positive and respectful work environment, we strengthen retention and naturally attract high-quality applicants to our district. We will prioritize time for high impact work that matters most and support the wellness of our workforce in practical ways.

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



GOAL 2.1 Invest in Our People

Implement and promote initiatives, wellness offerings, and a culture of feedback that invests in our employees.

- **Benchmark 2.1.1 – Employee Investment Assessment and Baseline**
Complete a comprehensive assessment of employee compensation, benefits, recognition programs, wellness initiatives, workload considerations, employee incentives, and opportunities for ongoing feedback, and establish baseline measures for employee satisfaction, retention, and engagement as documented in a district workforce report.
- **Benchmark 2.1.2 – Employee Investment and Wellness offerings**
Implement and promote employee investment initiatives, including opportunities related to employee recognition, ongoing feedback, wellness, benefits awareness, and workforce support, resulting in increased employee engagement and participation in these offerings.
- **Benchmark 2.1.3 – Employee Experience and Retention Impact**
Increase the percentage of employees reporting they feel valued, supported, and engaged and demonstrate improvement in employee retention rates, as measured through district workforce data and employee surveys.



GOAL 2.2 Grow People Well — From Day One

Provide pathways to advance professionally with learning, mentoring, and career growth opportunities.

- **Benchmark 2.2.1 – Onboarding, Mentoring, and Professional Growth Framework**
Enhance districtwide onboarding, mentoring, professional learning, and career pathway frameworks for employees, including role-specific supports and professional growth opportunities, as documented in district workforce development materials.
- **Benchmark 2.2.2 – Implementation and Participation**
Increase employee participation in role-specific professional learning, mentoring, and career development opportunities.
- **Benchmark 2.2.3 – Growth, Readiness, and Retention Outcomes**
Increase the percentage of employees reporting they are prepared for success in their role, have access to meaningful professional growth opportunities, and understand pathways for advancement.

PRIORITY AREA 3

Family & Community Engagement

Owner: Associate Superintendent of Administration & Strategic Engagement

The School District of Manatee County prioritizes partnerships with parents, 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 parents, 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.

GOAL 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.

- **Benchmark 3.1.1 – Communication Review**

Conduct a comprehensive assessment of communication methods used across the School District (including digital platforms, messaging tools, and in-person communications), identifying redundancy, gaps, and alignment to communication expectations, as documented in a district communication analysis.

- **Benchmark 3.1.2 – Communication Standards and Streamlining**

Develop and refine districtwide communication and customer service standards, expectations, and supporting tools, informed by engagement with community groups and families, and finalize a district communication framework for implementation.

- **Benchmark 3.1.3 – Implementation and Impact**

Implement the district communication framework across schools and departments and increase participation of staff and families in annual surveys.





GOAL 3.2 Strong Family Engagement

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

- **Benchmark 3.2.1 – Baseline and Program Inventory**

Establish a baseline measure of family engagement and complete an inventory of engagement opportunities across the School District, as documented in a district report.

- **Benchmark 3.2.2 – Increased Family Participation**

Increase participation in family engagement opportunities over baseline levels as measured through participation data.

- **Benchmark 3.2.3 – Engagement Experience and Perception**

Increase the percentage of families reporting they feel informed, respected, and meaningfully engaged.

GOAL 3.3 Impactful Community and Business Partnerships

Build future partnership and sponsorship opportunities that will benefit students, staff, and partners to maximize support and student achievement.

- **Benchmark 3.3.1 – Partnership Framework and Sponsorship Structure**

Establish and implement School District guidelines for partnerships and sponsorships, including a standardized district sponsorship package.

- **Benchmark 3.3.2 – Partnership System Implementation**

Implement a districtwide partnership management system, also known as customer relationship management (CRM), and drive adoption across schools and departments.

- **Benchmark 3.3.3 – Full Adoption and Partner Engagement**

Ensure consistent use of the School District partnership system for tracking business and community partnerships and re-establish a recognition program for partners, with participation and partner feedback collected and reported annually.

PRIORITY AREA 4

Financial Stewardship & Long-Term Sustainability

Owners: Deputy Superintendent of Business Services and Deputy Superintendent of Operations

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 make prudent investments in staff, students, technology, and infrastructure, so the School District remains solvent, competitive, and positioned to lead. We will protect long-term stability while strategically investing in people, systems, 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.

GOAL 4.1 Prioritize and Allocate Resources Effectively

Align budget and financial decisions with measurable student outcomes, School District priorities, cost effectiveness, and compliance with all legal regulations.

- **Benchmark 4.1.1 – Balanced Budget**

Stabilize and maintain a consistent fund balance reserve at a minimum of 5% for the 'General Fund' fund balance, as reported in the adopted budget and annual financial statements for the support of student instruction and staff compensation.

- **Benchmark 4.1.2 – Energy and Utilities Management**

Develop and implement an internal infrastructure and site management optimization plan for financial responsibility.





GOAL 4.2 Lead with Accountability and Transparency

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

- **Benchmark 4.2.1 – Financial Transparency and Public Understanding**

Establish a baseline through surveys of families and community members to measure understanding of how the School District allocates resources and supports student outcomes and increase the rate of understanding.

- **Benchmark 4.2.2 – Maintain Compliance**

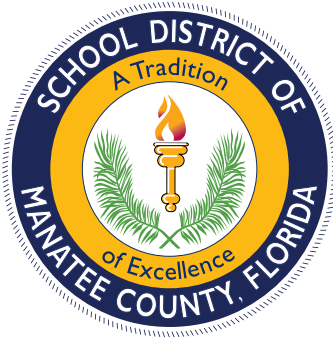
Maintain full compliance with local school board policies and all applicable federal, state, and local laws, regulations, and program requirements, as evidenced by external financial audits, monitoring reviews, and State and Federal reviews and examinations.

- **Benchmark 4.2.3 – Maintain Transparency with Voter-Approved Taxes and Millages**

Maintain clear transparency on how funds from the voter-approved half-cent sales tax for capital needs and the 1.0 millage for operational needs are being used in alignment with ballot language and present this information publicly on the district's website.



To learn more about our strategic plan, including our impact statements, visit our website at manateeschools.net



Acknowledgements

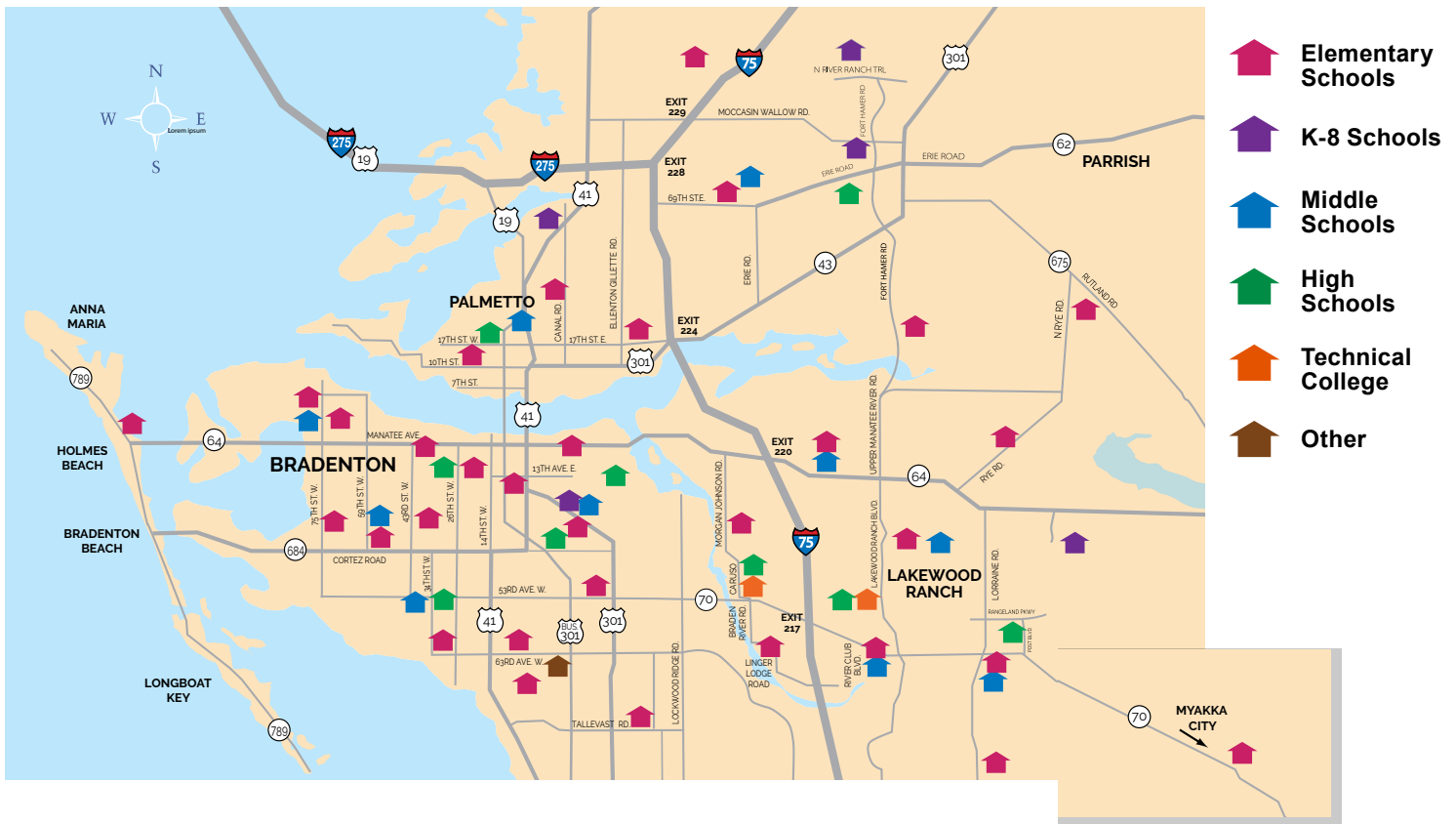
Thank you! We are grateful to the students, teachers, administrators, Board of Education members, families, and business and community leaders who collaborated with us to develop our Portrait of a Graduate and Strategic Plan.

To see a full list of those who helped us along the way, visit our website at manateeschools.net





MANATEE MOMENTUM



Largest Employer in Manatee County
Serving 41,000+ families | 56+ schools
(District operated schools)

School District of Manatee County

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