

MANATEE COUNTY STRATEGIC PLAN

Progress & Next Steps – Tuesday, June 16, 2026



STRATEGIC PLAN TIMELINE

Dec 2025 – Mar 2026:
Strategic Plan Launch



June 2026:
Community Survey Project Kickoff



Dec 2026:
Community Survey
Results Delivered



Apr 2026 – Jun 2026:
Execution & Performance Tracking



Jul 2026 – Dec 2026:
Implementation



Jan 2027:
BOCC Worksession –
Strategic Plan Update



COMMUNITY SURVEY

- Countywide community survey kickoff this week
- Goal: Gather resident feedback and sentiment
- Results validate strategic plan
- Survey findings inform future decision-making



SUMMARY OF GOALS

GOAL 1

Land Management & Development Policy

Make our rules and our work more up to date and push our top legislative goals so we're ready for the future.

GOAL 2

Transportation & Infrastructure

Improve our transportation and infrastructure, reduce flooding, and build more multimodal trails so people can get around safely and easily.

GOAL 3

Government Efficiency, Transparency & Fiscal Stewardship

Make our government work better by using technology to be more efficient, save money and stay open with the public.

GOAL 4

Public Safety & Environmental Protection

Protect our community by strengthening public safety and taking care of our environment in smart, responsible ways.

GOAL 5

Economic & Tourism Development

Grow our economy by bringing in key industries, supporting tourism, creating jobs and working better with our regional partners.

GOAL 6

Veterans & Public Services

Improve life for veterans and our community by making essential services easier to access, building strong partnerships and supporting programs that put people first.



DEPARTMENT ACTIONS & PROJECTS 2026

Convention & Visitors Bureau

- Increase Convention Center capacity and accessibility by adding sufficient parking to support full attendance and minimize off-site overflow.
- Create a public-private partnership to advance tourism and increase sports visitation through private investment, shared resources, reduced public costs and enhanced amenities at no cost to residents.
- Develop a flexible East County venue to host community and business events, reduce Convention Center scheduling conflicts and expand capacity for large-scale events.

Community & Veterans Services

- Evaluate Funded Partners to ensure public accountability.
- Increase transparency in allocation through community outreach.
- Utilize data-driven resources to increase County-funded partner effectiveness.
- Build a unified approach across departments to deliver public services more clearly and efficiently.
- Formalize the process for translating data from the Community Needs and Resource Gap Dashboard (CNRGD) into immediate action.
- Member-centric needs coordination.
- Enhance community dialogue and education around housing stability and affordability by hosting a major public summit.
- Direct resources toward high-impact initiatives that improve children's safety.
- Optimize the alignment of allocations and resources to critical community needs.
- Establish a robust, bidirectional system for community engagement and feedback concerning resource allocation and departmental performance.

Development Services

- Evaluate the Comp Plan and LDC to encourage redevelopment and infill opportunities within the Urban Service Area.
- Evaluate the Comp Plan and LDC to promote the preservation of agricultural lands, strengthen policies to protect and preserve agricultural lands.
- Formalize and expand community benefit projects through incentives for expedited review and responsive processing.
- Update building and review Fee Schedules.
- Post-Storm Permitting Plan (completed with SB-180, FS 252.381 and FS 553.7922).
- Software implementation/upgrades.
- Community Rating System (CRS).

Financial Management

- Contracts listing module within OnBase.
- Implementation of ClearGov as a Transparency Portal and CIP Project Tracker.
- Implementation of Oracle CIP Workflow.

- Completion of FY27 Budget Process.
- Utilities CIP Bond Issuance.
- Evaluate Fleet and Fuel Rates Structures.
- Review and update debt policy.
- Fiscal Division Restructure (Operational Efficiency).
- Develop On-Demand Trainings for Procurement Methods.

Government Relations

- Advocate for Florida session priorities.
- Advocate for Federal priorities.
- Monitor targeted campaigns in Florida.
- Communicate regular legislative updates.
- Identify and seek funding opportunities for funding new or enhanced County projects.
- Administer externally funded grants for compliance.
- Write grant policies, procedures and processes.
- Implement a system of record for grant reporting and monitoring.
- Integrate QAlert system software with WEBEOC for emergency activation.
- Successfully operate ESF-18, pre, during and post storm.
- Manage the CDBG-DR process.
- American Rescue Plan management.
- Plan first annual Manatee County Day.
- Develop business connections.
- Continue local government outreach.
- Creation of Veterans Resource Hub & Memorial Park (Valor Commons).
- Resolve customer issues with a one-call resolution.

Human Resources

- Strengthen compliance and policy framework.
- Modernize HR technology systems.

Information Technology Services

- Establish a centralized, transparent and data-driven approach to managing and optimizing IT fiscal spending.
- Deploy Artificial Intelligence (AI) technologies to enhance service delivery, operational efficiency and data-driven decision-making.
- Deploy a secure, scalable and centralized Internet of Things (IoT) infrastructure.
- Establish a centralized, authoritative and consistent view of critical data through Master Data Management program.

Natural Resources

- Implement flood resiliency strategies.
- Align habitat restoration with infrastructure projects.
- Update Natural Resources fee schedules.
- Develop conservation-based revenue initiatives.
- Strengthen air quality monitoring and reporting.

- Modernize GIS Tools for Land and Asset Management.
- Manage Environmental Grants Portfolio.
- Execute long-range marine access and beach management plans.
- Support strategic land conservation and acquisitions.
- Manage and maintain 30,000+ acres of conservation lands.
- Expand watershed health-monitoring programs.
- Expand County-wide environmental education and digital learning.
- Restore coastal ecosystems with shellfish programs.
- Regulate phosphate mining and reclamation.
- Grow IFAS and Extension education programs.
- Expand multi-lingual public outreach.
- Conduct annual Fertilizer Ordinance outreach.
- Enhance prescribed fire community outreach.
- Expand youth and school-based field trip programs.
- Improve public access to environmental data.

Property Management

- Develop a comprehensive master plan to guide reclaimed water and biosolids management strategies.
- Environmental stewardship and compliance.
- Survey and mapping services.
- Right-of-Way and roadway maintenance.
- Public Safety and flood resilience.
- Stormwater infrastructure maintenance.
- Pond and canal grounds maintenance.
- Stormwater asset management.
- Park infrastructure renewal.
- Building and energy management.
- Deploy emerging field capabilities (drones and sensors).
- Technology and data integration.
- Storm preparation and response operations.
- Aquatic and vegetation management.
- Property acquisition and easement management.
- Park development and special projects.
- ADA compliance and accessibility.
- Athletic field lighting and infrastructure upgrades.
- Turf and landscape quality improvement.
- Community beautification and identity.

Public Safety

- Strengthen facilities, equipment and capital readiness.
- Improve funding strategy and accountability.
- Optimize health and human services delivery.

- Standardize process excellence and SOPs.
- Upgrade mission-critical technology platforms.
- Expand volunteer, intern and pipeline programs.
- Grow smart city/public safety infrastructure.
- Build redundancy and disaster resilience.
- Advance EMS clinical capabilities and integration.
- Optimize EOC operations and activation doctrine.
- Expand data, analytics and AI for safety and efficiency.
- Professionalize code compliance and neighborhood focus.
- Stand up Code Enforcement, EMS, Beach Patrol academies and standardized training.
- Enhance interagency and community partnerships.
- Elevate community education and outreach.

Public Works

- Complete the drainage and safety improvements on 9th AVE NW from 99th ST NW to 75th ST NW.
- Complete watershed studies and master plans for all drainage basins inside the Future Development Area Boundary.
- Complete Phase 2 of EMS traffic signal priority project from the Generational Impact Funds.
- Construct the additional 2 lanes of Ft. Hamer RD from UMRR to US 301.
- Complete the replacement for remaining large diameter prestressed concrete cylinder pipe (potable water).
- Widen, extend or design targeted road upgrades.
- Construct intersection improvements and signalize targeted intersections.
- Complete waterline relocations across the intercoastal on Cortez RD and Manatee AVE.
- Complete the Rural RD paving program.
- Construct the new and relocate the primary Public Works Fleet facility from 26th AVE E to the Lena RD property.
- Complete the establishment of a central Public Works facility at the Lena RD property adjacent to the Fleet Services site.
- Construct targeted trails to grow trail network.
- Provide the necessary support to renew the infrastructure sales tax.
- Document the process for adding new projects to the CIP.
- Publish the process documenting how a project is added to the CIP.
- Implement pavement management software.
- Conduct ROW permitting software pilot.
- Complete installation of neighborhood and thoroughfare lighting funded by the \$3M of Generational Impact Funds.

- Initiate operation of the larger third water ferry service from downtown to AMI.

Sports & Leisure Services

- Preserve recreation infrastructure.
- Serve as public safety and logistics hubs.
- Promote health and wellness among residents.
- Ensure safe and compliant event operations.
- Deliver world-class tournament and event experience.
- Ensure contract compliance and public value.
- Maintain safe, high-quality athletic facilities.
- Increase accessibility and ADA compliance.
- Maintain community access to fitness and recreation facilities.
- Expand access to outdoor wellness and amenities.
- Build community engagement.
- Increase awareness of programs and services.
- Maintain access to knowledge resources.
- Support literacy, learning and civic engagement.
- Provide high-quality public rental services.
- Expand racquet sports offerings countywide.
- Promote athletic engagement and active lifestyles.
- Support families and youth enrichment during school breaks.
- Reach recreation-deficit areas.

Utilities

- Update master plan to guide reclaimed water and biosolids management strategies.
- Evaluate and secure future landfill site options with the potential of entering into an MOU.
- Create additional service areas to improve efficiency in new development areas.
- Start rehabilitation work on identified lift stations to improve reliability.
- Evaluate and document new water source options for future needs.
- Develop an advanced wastewater treatment (AWT) strategy to meet future regulatory and capacity needs.
- Expand distribution and collection service areas.
- Intake structure modernization.
- Floodproofing and elevation of critical equipment (e.g. MCCs, blowers, pumps, SCADA cabinets).
- Assess existing and potential inter-connections for mutual water system support.
- Begin construction to replace pipe failure from 2023 and reopen the sidewalk on the bridge.

- Conduct annual Inspections to identify timing of needed improvements.
- Initiate design phases for key capital improvement projects.
- Finalize and approve design packages for major treatment facility upgrades.
- Finalize construction and interior upgrades for facility enhancement.
- Construct a backup water main to improve service reliability for Blake Hospital.
- Assess and implement FPL generator program at facilities to enhance power reliability.
- Complete backlog of as-built record drawings created from new development growth for accurate asset documentation.
- Establish key performance indicators to monitor Solid Waste program performance, including LDs.
- Create and execute a yearly plan to improve public and stakeholder communication for all things Utilities.
- Negotiate and finalize updated utility service agreements with island municipalities.
- Review and update the CMOM plan to continue to improve collection system reliability.
- Create a phased plan for systemwide asset management implementation.
- Submit performance data to benchmark utility operations against industry standards.
- Research and pursue applicable grants to support infrastructure and sustainability projects.
- Ensure compliance with updated Lead and Copper Rule requirements across the system.
- Develop standard operating procedures to strengthen emergency preparedness.
- Reservoir shoreline and watershed protection.
- Achieve targeted completion milestone to advance water efficiency initiatives.
- Maintain participation and performance standards in the Partnership for Safe Water program.
- PFAS, Microconstituents and Emerging Contaminants.
- Investigate drone technology for Harmful Algal Bloom (HAB) prevention and treatment identification.
- Update Cross-Control Manual, and implement cross-connection control and water-conservation measures.
- Collaborate with regional partners to develop sustainable biosolids solutions.
- Begin renewable natural gas (RNG) project construction to enhance energy recovery.

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- Negotiate and finalize updated utility service agreements with island municipalities.
- Review and update the CMOM plan to continue to improve collection system reliability.
- Create a phased plan for systemwide asset management implementation.
- Submit performance data to benchmark utility operations against industry standards.
- Research and pursue applicable grants to support infrastructure and sustainability projects.
- Ensure compliance with updated Lead and Copper Rule requirements across the system.
- Develop standard operating procedures to strengthen emergency preparedness.
- Reservoir shoreline and watershed protection.
- Achieve targeted completion milestone to advance water efficiency initiatives.
- Maintain participation and performance standards in the Partnership for Safe Water program.
- PFAS, Microconstituents and Emerging Contaminants.
- Investigate drone technology for Harmful Algal Bloom (HAB) prevention and treatment identification.
- Update Cross-Control Manual, and implement cross-connection control and water-conservation measures.
- Collaborate with regional partners to develop sustainable biosolids solutions.
- Begin renewable natural gas (RNG) project construction to enhance energy recovery.

GOAL 1

Land Management & Development Policy

Objectives

1.1 Comprehensive Plan & LDC Modernization

1.2 Development Review & Permitting Efficiency

1.3 Public Transparency & Information Access

1.4 Legislative Advocacy & Partnerships

1.5 Environmental Stewardship & Resource Management

1.6 Reclaimed Water & Biosolids Master Planning

4

Not Started

13

In Progress

1

Completed

18

Total #
Actions

Highlights:

- Post Storm Permitting Plan In Progress
- Master Plan For Biosolids Management Strategies
- Advocate For Florida Session Priorities



GOAL 2

Transportation & Infrastructure

Objectives

2.1 Infrastructure Resiliency & Capacity

2.2 Transportation & Mobility Improvements

2.3 Asset Management & Lifecycle Planning

2.4 Coordinated Infrastructure & Community Investments

2.5 Critical Facility Reliability & Redundancy

2.6 Infrastructure Records & Data Management

3

Not Started

35

In Progress

2

Completed

40

Total #
Actions

Highlights:

- Intercoastal Waterline Relocations, Cortez & Manatee
- Implementation Of FPL Generator Program At Facilities

GOAL 3

Government Efficiency, Transparency & Fiscal Stewardship

Objectives

3.1 Financial Planning & Fiscal Sustainability

3.2 Financial Transparency & Accountability

3.3 Process Modernization & Operational Efficiency

3.4 Performance Management & Data Analytics

3.5 Grants & External Funding Management

4

Not Started

34

In Progress

5

Completed

43

Total #
Actions

Highlights:

- Completion Of FY27 Budget Process
- Implement Pavement Management Software



GOAL 4

Public Safety & Environmental Protection

Objectives

- 4.1 Emergency Preparedness & Disaster Recovery
- 4.2 Natural Resource & Coastal Resilience
- 4.3 Environmental Protection & Education
- 4.4 Public Safety Excellence & Modernization
- 4.5 Data-Driven Safety & Compliance
- 4.6 Community Health, Wellness & Safety

2

Not Started

29

In Progress

2

Completed

33

Total #
Actions

Highlights:

- Expand Data, Analytics, & AI For Safety & Efficiency.
- Develop SOPs To Strengthen Emergency Preparedness
- Expand Watershed Health Monitoring Programs



GOAL 5

Economic & Tourism Development

Objectives

5.1 Tourism, Sports & Cultural Development

5.2 Public Partner Accountability & Performance

5.3 Strategic Growth & Infrastructure Alignment

5.4 Partner & Vendor Capacity Building

1

Not Started

13

In Progress

2

Completed

16

Total #
Actions

Highlights:

- Plan & Execute First Annual Manatee County Day.
- Launch Third Water Ferry Service



GOAL 6

Veterans & Public Services

Objectives

6.1 Veterans & Vulnerable Resident Support

6.2 Community Outreach & Engagement

6.3 Recreation, Library & Wellness Access

6.4 Housing Stability & Community Well-Being

6.5 Digital Access to Public Services

6.6 Data-Driven Community Services

2

Not Started

28

In Progress

2

Completed

32

Total #
Actions

Highlights:

- Host Housing Affordability Summit
- Enhance Child Safety Initiatives



PROGRESS SUMMARY - ALL GOALS

16

Not Started

152

In Progress

14

Completed

182

Total #
Actions



BOARD PRIORITIES 2026

These are the Manatee County Board of County Commissioners' priorities that emerged from the December 3, 2025, strategic-plan work session. They show where commissioners aligned on what matters most for the county's future and on the projects they believe can move forward in 2026. Together, these priorities set the direction for the work ahead.



Code Modernization and Simplification

- i. Implement form-based code
- ii. LDC updates
- iii. Move forward with Comp Plan and LDA changes that can be enacted with SB180
- iv. Improve mixed-use/affordable housing incentives
- v. Adjust density and height changes for key corridors



Regulatory Flexibility and Barriers Removal

- i. Elimination of minimum lot sizes and parking ratios
- ii. Revamp of non-affordable housing incentives



Permitting Reform for Capital Project Delivery

- i. Streamline permitting and eliminate bureaucratic inefficiencies
- ii. Use new technologies to improve processing of infrastructure-related applications



Industry Attraction and Agritourism

- i. Attract targeted agricultural/agritourism businesses
- ii. Youth 4H Agricultural Programming at Mixon



Workforce Development and Apprenticeships

- i. Economic development strategy and job creation
- ii. Create working coalitions with State officials
- iii. Create Apprenticeship Grant in partnership with workforce organizations



Animal Welfare Improvements

- i. Finalize animal welfare plans, staffing and volunteers post-move



Budget Reform and Millage Review

- i. Seek opportunities for real millage relief
- ii. Shift from cost-based to priorities-based budgeting
- iii. Improve internal efficiency of county government



Homelessness and Shelter Operations

- i. Homelessness/Fresh Start Manatee and supportive ordinances
- ii. Ensure shelters and supportive services are coordinated and effective

ADMIN PRIORITIES 2026

These are the Administration's priorities for carrying out the Board's vision. The Board sets policy and direction, and the County Administrator and staff execute that work by strengthening operations, improving processes and delivering services effectively. These priorities ensure that county runs efficiently, transparently and in a way that supports residents and advances the Board's goals.

- 1. Provide professional development to staff to stay current with ever-changing regulations
- 2. Expand employee engagement and retention initiatives
- 3. Advance wellness and total compensation strategy
- 4. Strengthen labor and employee-relations strategies
- 5. Implement a pay-compression mitigation plan
- 6. Enhance construction services and workforce development
- 7. Expand parks and beaches workforce
- 8. Execute comprehensive employee wellness & resilience
- 9. Build comprehensive workforce analytics program
- 10. Enhance recruitment and talent-acquisition strategy
- 11. Expand learning and development programs
- 12. Stand up Code Enforcement, EMS, Beach Patrol academies & implement standardized training
- 13. Implement targeted safety programs for all divisions
- 14. Build a stable and cohesive workforce in every division
- 15. Modernize staffing and deployment models

WHAT COMES NEXT

Dec 2025 – Mar 2026:
Strategic Plan Launch



June 2026:
Community Survey Project Kickoff



Dec 2026:
Community Survey
Results Delivered



Apr 2026 – Jun 2026:
Execution & Performance Tracking



Jul 2026 – Dec 2026:
Implementation &
Continuous Improvement



Jan 2027:
BOCC Worksession –
Strategic Plan Update

