



# Strategic Planning: Where we are going

November 2023

- Strategic Plan Scope
- Stratex Framework Overview
- Sterling Council-Baldrige Foundation
- The Work Already in Place
  - Citizen and Employee Survey
  - Strategic Plan Initiatives-The Placemat
  - SWOT
- Next Steps
  - Organizational Assessment
  - Long-Term Plan Development
  - Prepare for Launch
  - Plan Launch
- Questions and Open Discussion

# Agenda

November 2023

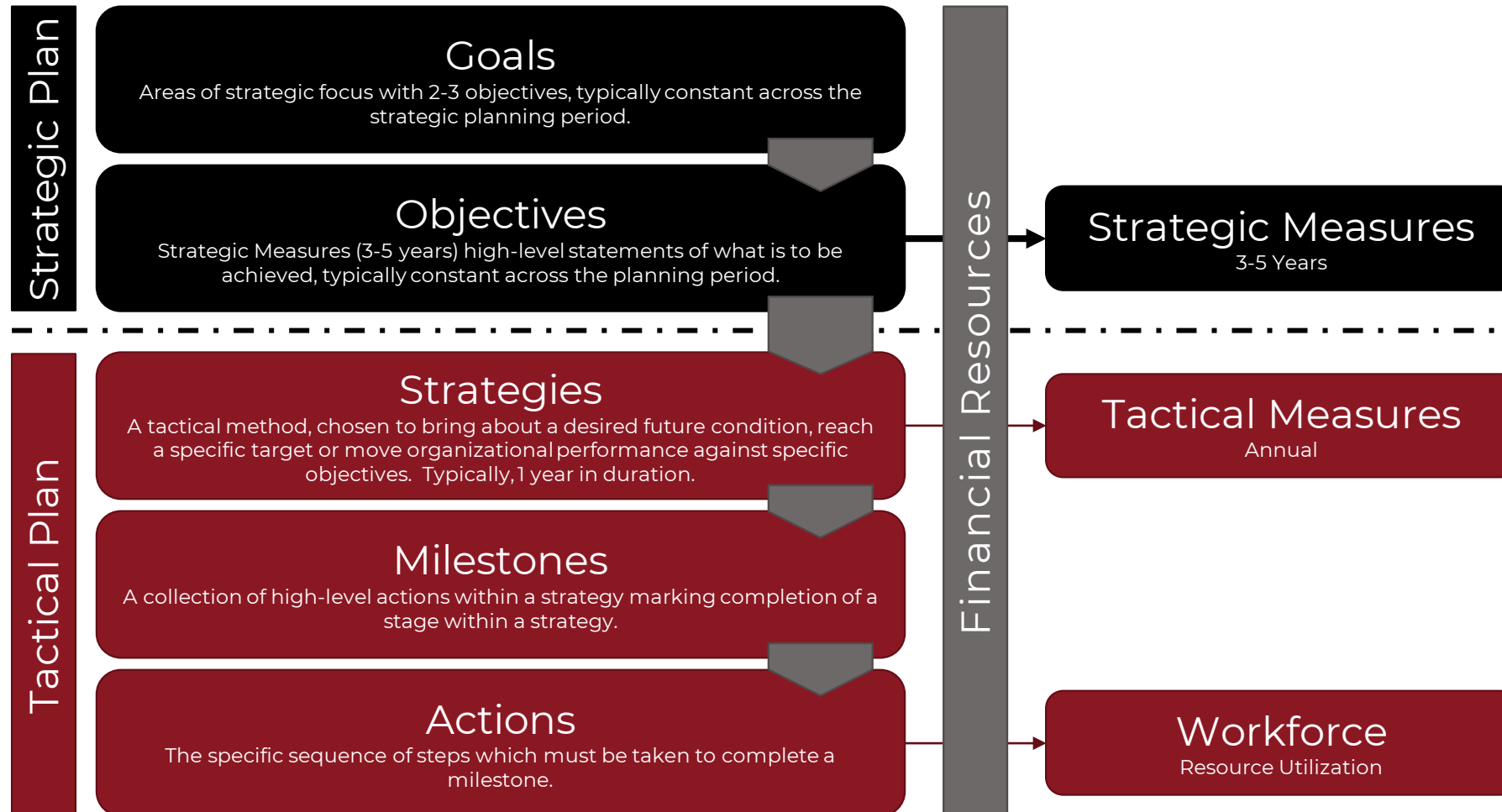


# Strategic Plan Scope

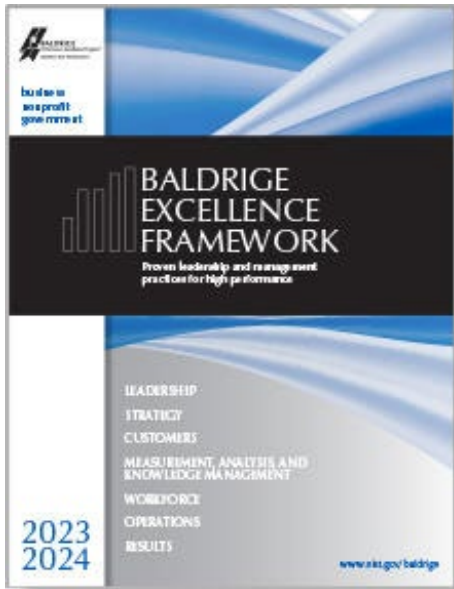
## Starting with the Beginning

- The Sterling Council/Baldrige Framework
- The Stratex Strategic Planning Framework
- Intersection of the Framework with Longboat Key's current framework
- Setting a Foundation-The roles of problem analysis and solution development in strategic planning
- Plan Development and Execution

# Strategic Planning Framework



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# Strategic Excellence Through Baldrige & Sterling

A Roadmap for Organizational Excellence



- Baldrige/Florida Sterling criteria are comprehensive models for organizational excellence—covering all aspects of performance, including leadership, strategy, customer focus, measurement, workforce, and operations.
- Criteria for Performance Excellence guide effective strategic planning aligned with mission and vision, driving holistic improvement, sustainable success, and excellence in public service. The criteria for Florida Sterling mirrors that of Baldrige National.

# Baldrige Awards to City Governments

Excellence in Action: National Baldrige Award Recipients

• City of Germantown, TN

• Fort Collins, CO

• City of Irving, TX

• Coral Springs, FL



- Since 1994, has received the highest possible credit rating from Standard & Poor's and Moody's.
- Unemployment rate has improved from 6% in 2014 to 2.6% in 2018.
- Net promotor score of 71 in customer engagement in 2018 (over 70 is considered world-class).
- Community rating for satisfaction with employee ethical behavior is approaching 100% in 2018.

- Ranks in the top 10% nationally for the: best place to live, best place to work, quality of culture and recreation, availability of job opportunities, air quality, and visual attractiveness. It ranks in the top 1% in quality of drinking water and emergency preparedness.
- Credit rating is "AAA" by Moody's Investors Service, allowing less interest payment on its debt issuances.
- Community energy use has decreased 12% annually, while the population has grown by 7% during the same period.

- AAA rating from both Standard and Poor's and Moody's.
- Employee survey results show that 95% say the city government is a good place to work.
- The percentage of residents rating many key services as good or excellent has increased by double digits—including police, code enforcement, libraries, and recreational.
- Police utilize community policing, a problem-solving team, Twitter-based community crime watch groups, and increased use of volunteers. Overall violent crime decreased 35.5 percent from 2006 to 2011.

- AAA credit rating from all three of the nation's largest bond rating agencies—Moody's Investor Services, Standard and Poor's, and Fitch.
- The strategic planning process has been cited by the American Productivity and Quality Center, as a "best practice."
- Residents who are satisfied with city services is >90%.
- More than 90% of employees have been satisfied with their jobs and are willing to recommend the city as a place to work.

## Public Sector Organizations Recognized by Florida Sterling

- 2022 Alachua County Tax Collector
- 2020 Pinellas County Tax Collector
- 2019 Florida Department of Health in Collier County
- 2018 Florida Department of Health in Broward County
- 2017 Florida Department of Health in Bay County
- 2016 Environmental Protection Commission of Hillsborough County
- 2015 Florida Department of Health in St. Johns County  
Hillsborough County Supervisor of Elections  
City of Tallahassee, Underground Utilities  
Tax Collector for Polk County
- 2014 Walton County Tax Collector
- 2013 Miami-Dade County Parks, Recreation and Open Spaces Department  
Pinellas County Tax Collector's Office
- 2012 Miami-Dade County Health Department
- 2011 Manatee County Tax Collector
- 2009 Miami-Dade County Park and Recreation Department  
St. Johns County Health Department
- 2008 Hillsborough County Tax Collector  
Marion County Sheriff's Office  
Orange County Clerk of Courts
- 2007 Division of Blind Services, Florida Department of Education
- 2006 Miami-Dade County Health Department
- 2003 City of Coral Springs  
Clerk of the Circuit Court, Palm Beach County
- 2002 Miami-Dade County Health Department
- 2001 City of Jacksonville
- 1998 Florida Department of Revenue  
Florida Department of Labor – Division of Unemployment Compensation
- 1997 City of Coral Springs

# Florida Sterling Success Stories

Excellence in Action: Florida Sterling Public Sector Recognitions








The Florida Sterling Council was formed in 1992, as a not-for-profit, public/private partnership supported by the Office of the Governor (and public and private businesses). Long recognized as one of the nation's most elite state award programs, their extensive team of performance excellence professionals includes more than 150 examiners and a 40-member Board of Directors. Florida Sterling Council maintains exceptionally high standards and saves organizations, as well as the state, millions of dollars annually.

# Mapping of LBK Current Framework to Stratex Framework

**Goals**  
Areas of strategic focus with 2-3 objectives, typically constant across the strategic planning period.

**Objectives**  
Strategic Measures (3-5 years) high-level statements of what is to be achieved, typically constant across the planning period.

**Strategies**  
A tactical method, chosen to bring about a desired future condition, reach a specific target or move organizational performance against specific objectives. Typically, 1 year in duration.

TOWN OF LONGBOAT KEY FY24 - FY25 STRATEGIC PLAN INITIATIVES Premiere Community, Exceptional Service						
	 COMMUNITY CHARACTER	 FISCAL SUSTAINABILITY	 ENVIRONMENTAL / RESILIENCY	 INFRASTRUCTURE	 SERVICES	
GOAL	Protect the premiere quality and character of LBK through proactive planning and enforcement of the Town codes.	Maintain a healthy financial environment by balancing needs and project initiatives with affordability.	Adopt strategies, reduce exposure and mitigate impacts to our natural resources. Reduce risk and retain or improve physical and environmental assets.	Provide functional, sustainable and aesthetically pleasing infrastructure through quality maintenance and enhancement of physical and technological infrastructure and services in a fiscally prudent manner.	Balance services to both available resources and public expectation while embracing a culture of outstanding service to an engaged community.	GOALS
INITIATIVES	<ul style="list-style-type: none"> <li>Advance concept of a public library, adult education center, and a multipurpose space on the south parcel at Town Center. Evaluate Parking. (FY24)</li> <li>Pursue funding opportunities with FDOT and others to implement elements of the Town's Gulf of Mexico Complete Streets Corridor Plan (FY25)</li> <li>Continue with adoption of Evaluation and Appraisal Report recommended amendments to Town Comprehensive Plan (FY24)</li> <li>Initiate 3D Modeling of all structures within the town and market as built certification program (FY24)</li> <li>Proceed with a contract to replace all lit street name signs with new street name signs using undergrounding project savings (FY 24)</li> </ul>	<ul style="list-style-type: none"> <li>With Grants Coordinator, continue to seek grants, State and Federal appropriations to offset costs for a subaqueous wastewater line and flood mitigation/resiliency improvements as part of the Comprehensive Sea Level Rise Adaptation Plan (FY24)</li> <li>Final closeout of underground project (FY24)</li> <li>Negotiate IAFF Contract in FY24 and implement in FY25.</li> <li>Seek GFOA Budget and ACFR Financial Excellence Awards(FY24)</li> <li>Seek additional financial partnership opportunities with both Manatee and Sarasota County (ongoing)</li> <li>Evaluate fleet changes for cost savings and efficiencies (FY23)</li> <li>Meet or exceed Fund Balance Policy Guidelines (FY24)</li> </ul>	<ul style="list-style-type: none"> <li>Using Town matching funds, implement the Comprehensive Sea Level Rise Adaptation Plan and neighborhood flood mitigation efforts (FY25)</li> <li>Continue advancement of the subaqueous waste water forcemain project (FY25)</li> <li>Respond to and comply with FDEP Consent Order requirements (FY24)</li> <li>Enhance resiliency of Town Hall through Town Hall Hazard Mitigation Grant Program (Roof &amp; Window Hardening + Permanent Generator) (FY24)</li> <li>Pursue partnership with the Sarasota Bay Estuary Program for an environmental project on the island (FY24)</li> <li>Identify existing vehicles in fleet for hybrid replacement (short-term). Continue to evaluate possible EV replacement including chargers (long-term) (FY24)</li> <li>Perform an energy audit of Town facilities (FY24)</li> <li>Evaluate Fertilizer Management Ordinance for potential updates (FY 24).</li> <li>Provide review and recommendations on Parks and Open Space Land Acquisition funding formula following adoption of Comp Plan amendments to Recreation &amp; Open Space Element (FY24).</li> <li>Seek ways to facilitate charging stations at condos and businesses (FY24)</li> <li>Incorporate Environmental Action Plan (Maxtrix) tasks (FY24)</li> </ul>	<ul style="list-style-type: none"> <li>Pursue FDOT action to improve conditions of multi-use trail along GMD (FY24)</li> <li>Connect Town facilities with new fiber infrastructure (FY24)</li> <li>Complete Broadway roundabout re-design (FY24). Secure additional funding for construction (FY25)</li> <li>Advocate for post-construction monitoring of the US41 Gulfstream round-about (and other roundabouts FY24)</li> <li>Manage construction closeout of Underground Project, including completion of Town facility fiber network (FY24)</li> <li>Proceed with a contract for additional roadway lighting (FY24)</li> <li>Begin construction of Country Club Shores AC pipe replacement (FY24)</li> <li>Initiate construction project for Country Club Shores turn lane (FY24)</li> <li>Recommend priorities associated with Barrier Island Traffic Study (BITS) implementation and off island traffic congestion reduction (Ongoing)</li> <li>Implement a pilot of Smart City solutions (IOT) that add value to the Town and enhance self-service to the community (FY24)</li> <li>Construct New Pass Groin Tightening (FY24)</li> </ul>	<ul style="list-style-type: none"> <li>Work with Manatee County and Manatee County School Board on a North Island Community Center (FY24)</li> <li>Working with County Partners to implement a unified public transit system on the island (FY24)</li> <li>Program and manage outdoor venue for 2024 season and develop usage procedures (FY24)</li> <li>Leverage new undergrounding infrastructure for enhanced smart city services (FY23)</li> <li>2024 Annual Citizen Survey (FY24)</li> <li>Annual recognition of Advisory Boards and Volunteers—1/26/24 (FY24)</li> <li>Code Enforcement Accreditation (FY24)</li> <li>Implement Sarasota County CAD System for Fire and Police (ongoing, as County finalizes) (FY25)</li> <li>Police Accreditation (FY24)</li> <li>Implementation of new online-oriented Building Permitting/Code Enforcement software program (FY25)</li> <li>Submit application for the Florida Governor's Sterling Award (FY25)</li> </ul>	INITIATIVES
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	<p>● Denotes Top Commission Priority</p>					
	<p>Revised: November 2023</p>					



# The Role of Problem Analysis and Solution Development in Strategic Planning

It is common to jump immediately to solutions. The framework focuses on solid problem development to ensure the most impactful problems are the focus.

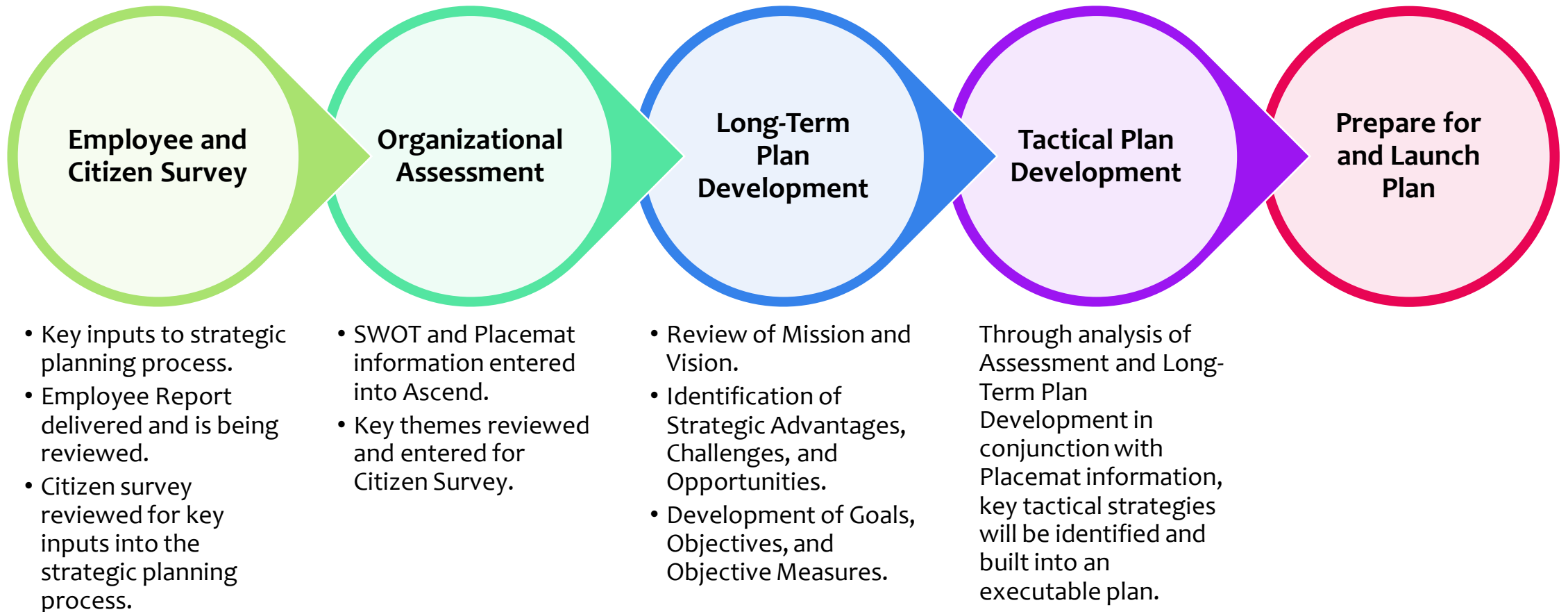
PROBLEM



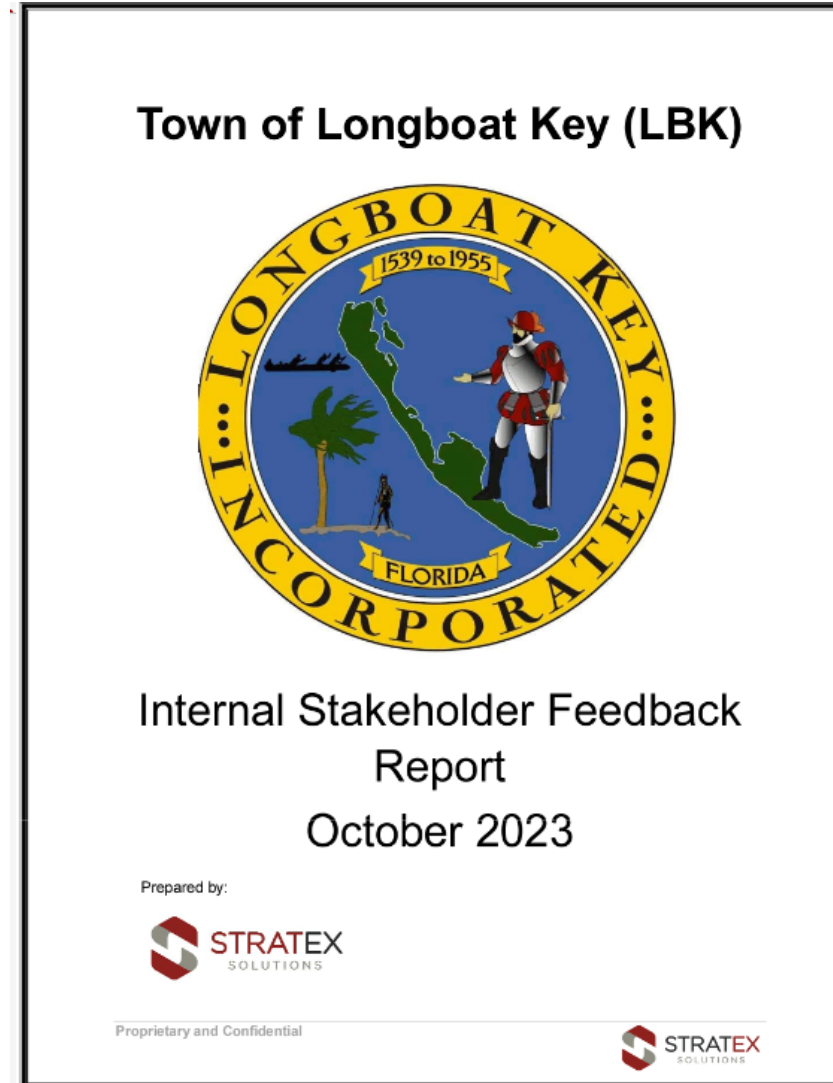
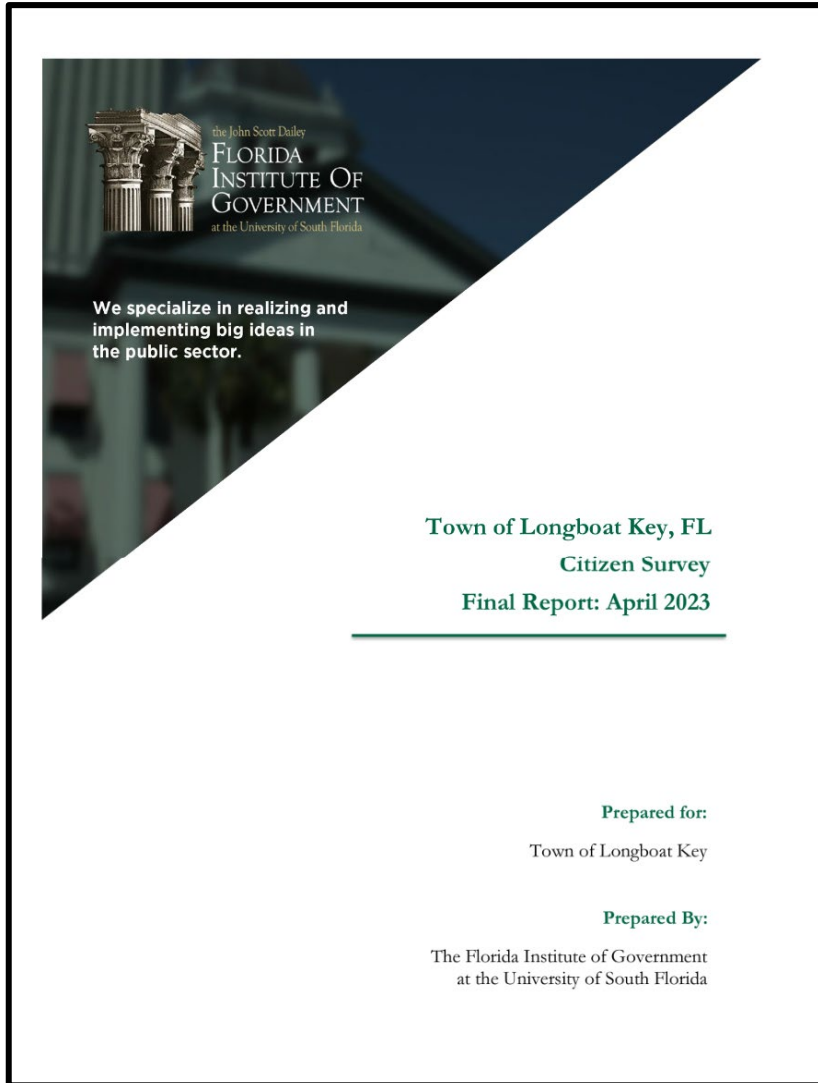
SOLUTION



# Strategic Plan Scope



# Strategic Plan Scope-Employee and Citizen Survey



# Strategic Plan Scope-Organizational Assessment



## Town of Longboat Key

### Strengths

- In person customer service
- Higher median income, median age
- Market value of island land and property
- Engaged community with higher level of service expectations
- Balanced approach to fiscal conservatism and needs-based funding.
- Aesthetically Beautiful Island beach and bay community and atmosphere
- Basic amenities, commercial and restaurants available
- Town Charter
- Strong reserve policy
- Committed /competent leadership and staff
- Effective Zoning, Building and Land Use principles in Town Code
- Effective Beach Management Plan
- Well maintained variety of parks and public spaces
- Fiscally conservative and balanced approach to Town governance
- Strong infrastructure maintenance and capital planning
- Preservation of natural, education and cultural assets
- Underground franchise electrical and broadband assets
- Strong focus on customer care
- Excellent working relationships and partnerships with other local, state and federal entities
- Employee wages and benefits (2023)
- Lean and nimble operations
- Safe Community
- Very strong real estate reinvestment/redevelopment
- St. Regis coming on line in 2024
- Short-term rental identification and violation enforcement
- Agreements with Manatee County and City of Sarasota for potable water

### Weaknesses

- Two (2) Counties (*can also be a strength*)
- Peak Seasonal Traffic Congestion
- Insufficient safety crossings on GMD
- Challenge filling vacant Town positions with qualified talent
- Single or limited staff in key positions --Bench Strength
- Limited Healthcare options
- Limited Restaurant Selection (*this is better now*)
- Single Transit/ Mobility-On-Demand system
- Single, fixed Florida Department of Transportation ("FDOT") roadway to enter/exit island.
- Four (4) bridges to access to and from mainland – 2 north and 2 south.
- Single wastewater line serving whole island under Sarasota Bay to mainland
- Gulf of Mexico (Gulf Coast Region) susceptible to red tide (affects quality of life, market values, property sales, etc.)
- Beach Nourishment Management is expensive
- Operational capacity limits for larger or high volume work events
- Defined pension system still desired by some local, regional applicants.-
- Affordable Housing
- Limited promotional / advancement employment opportunities for Town staff
- Lack of access to re-use water
- Inability to obtain homeowners insurance
- Significant number of low lying structures
- Difficult to redevelop aging multi-family properties

### Opportunities

- Educate Public on resiliency and sustainability
- Town Center Outdoor Venue/Pavilion and Library Community Gathering space
- North End Community Center
- Staff continuing education and certification
- Succession planning
- Partnerships, grants, and other external funding and project support
- Alternative transportation modes (Water taxi, etc)
- Town employee events and workforce engagement
- Community events.
- Ability to provide quality service and manage expectations.
- Stronger support/service contracts and partner relationships
- Enhance a culture of cross-training, skill training and development.
- Develop/sustain a culture of innovation and good judgement.
- Hiring quality, multi-skilled staff
- Develop and finalize Town Canal Navigation Maintenance Program
- Enhance fiscal planning and judgment
- Transparency and proactive fact-based communication
- More Restaurants / Services
- Collaboration with other organizations regarding Bay water quality
- Improve signage at island entrances
- Improve GMD as a complete street
- Smart City Technology
- Strengthen flooding / sea level rise regulations
- Leadership in sustainability and carbon reduction
- AI service enhancements
- Improve strategic planning process & data driven service delivery

### Threats

- Sea Level Rise, storm impacts and impacts to local economy
- Economy, inflation, and interest rates
- Rising operational costs
- Rising Insurance costs
- Nuisance and Impactful Flooding
- Peak Seasonal Traffic Congestion
- Gulf of Mexico (Gulf Coast Region) susceptible to red tide (affects quality of life, market values, property sales, etc.)
- Distance to Hospital and Medical services
- Cyber-security and IT systems
- Noise by powered vehicles and equipment
- Media manipulation and extreme advocacy groups
- Beach Erosion (currently managed)
- Florida subject to hurricanes, heat and weather/climate related phenomena
- Dependence on off-island sources of water
- Sewage treatment spills and waste disposal
- Threat of battery fires
- Private property insurance leaving the state
- Increased demand and cost of sand
- Future pandemics
- Lack of water / draught
- High impact of regional development

# Strategic Plan Scope-Long-Term Plan Development



## STRATEGIC PLAN

### VISION, MISSION, COMMUNITY EXPECTATIONS

#### Vision Statement

Longboat Key is a beautiful place to live, work, and visit, where the natural assets of a barrier island combine with cultural and recreational amenities, visionary planning, and proactive leadership to enhance your way of life.

#### Mission Statement

To vigorously maintain and preserve Longboat Key's status as a premier residential and visitor destination that supports the historic balance between residential, recreational, tourism, and commercial attributes, through a commitment to long-term and short-term planning excellence and measurable results.

## Values – B.E.A.C.H

- **B**elong (Part of Something Bigger Than Yourself – A Team)
- **E**mpathetic (Understanding the Needs of Others is Key to Service Excellence)
- **A**ccountable (Responsible for Our Actions in Word & Deed)
- **C**ollaborative (We are Better Together)
- **H**onest (Never Lose the Public's or Each Other's Trust)

#### Strategic Advantages:

- The sources of an organization's current and future competitive success relative to other providers of similar services.
- When an organization realizes sources of strategic advantages, it can amplify its own unique internal capabilities by capitalizing on capabilities.

#### Strategic Challenges:

- Those pressures that exert a decisive influence on an organization's future success.
- Challenges frequently are driven by an organization's future competitive position relative to other providers of similar services.
- Strategic challenges are generally externally driven.
- However, in responding to externally driven strategic challenges, an organization may face internal strategic challenges.

#### Strategic Opportunities:

- The opportunities from outside-the-box thinking, brainstorming, capitalizing on serendipity, research and innovation, nonlinear extrapolation of current conditions, and other approaches to imagining a different future.
- Choosing which strategic opportunities to pursue involves consideration of relative rewards and risk, financial and otherwise, and making intelligent decisions.

# Strategic Plan Scope-Tactical Plan Development



STRATEX ASCEND



Strategic Overview | Plan | Reference Data | Reports | 2024 | Help

Raina

2024 PLAN VIEW - GOAL: All Goals

Action Filters: All Actions | Dept: All Departments | Strategy Filters: All Departments

0 Outdated Status | 6 Need Owner | 0 Need Dates | 0 Past Due | 0 Not Started

- 1 Community Character [Org Level] [Filter] [Star] [Action]
- 2 Fiscal Sustainability [Org Level] [Filter] [Star] [Action]
- 3 Environmental-Resiliency [Org Level] [Filter] [Star] [Action]
- 4 Infrastructure [Org Level] [Filter] [Star] [Action]
- 5 Services [Org Level] [Filter] [Star] [Action]
- 6 Workforce Excellence [Org Level] [Filter] [Star] [Action]

Show Deactivated Items

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Item Level Key: Goal | Objective | Strategy | Milestone | Action

[Feedback] | 2024 - Town of Longboat Key

## TOWN OF LONGBOAT KEY

### FY24 - FY25 STRATEGIC PLAN INITIATIVES

Premiere Community, Exceptional Service

GOALS	COMMUNITY CHARACTER	FISCAL SUSTAINABILITY	ENVIRONMENTAL / RESILIENCY	INFRASTRUCTURE	SERVICES	GOALS
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\* Denotes Top Commission Priority Revised: November 2023



## Strategic Plan Scope-Prepare for and Launch Plan

During the Prepare for Plan Launch phase of our Essentials service offering, Stratex Solutions works with your team to ensure a successful transition from plan development to plan execution. We assist in preparing the strategies for implementation, adjusting them as necessary within the Ascend strategic planning software. We also develop a summary-level strategic plan that provides a clear roadmap for your organization.

By helping you prepare for the strategic plan launch and providing ongoing support, we ensure that your strategic plan is effectively communicated, embraced by stakeholders, and ready for implementation.

Let's Hear What's On Your Mind...







# Next Steps

1. Process Employee Report-Prioritization and development of improvement opportunities. Develop communication and feedback.
2. Organizational Assessment-SWOT and Placemat information entered into Ascend. Key themes reviewed and entered for Citizen Survey.
3. Long-Term Plan Development-Identification of Strategic Advantages, Challenges and Opportunities. Development of Goals, Objectives, and Objective Measures.
4. Tactical Plan Development-Through analysis of Assessment and Long-Term Plan Development in conjunction with Placemat information, key tactical strategies will be identified and built into an executable plan. Elements such as a communication plan, resource allocation, start and end dates, and governance will be addressed.
5. Prepare for and Launch Plan.



*thank you*