



This meeting will NOT be live-streamed via the Town's website

Town of Longboat Key Town Commission

**Seaplace - Clubhouse
2045 Gulf of Mexico Drive
Longboat Key, FL 34228
www.longboatkey.org**

Ken Schneier, Mayor; Mike Haycock, Vice Mayor;
Gary Coffin, District 1; Penny Gold, District 2;
Debra Williams, District 4; Sarah Karon, District 5;
B.J. Bishop, At-Large

AGENDA SPECIAL WORKSHOP STRATEGIC PLANNING April 15, 2024 - 10:00 AM

Retreat Location - Seaplace Condominium Clubhouse, 2045 Gulf of Mexico Drive, Longboat Key

1. Call to Order and Pledge of Public Conduct

- We may disagree, but we will be respectful of one another.
- We will direct all comments to issues.
- We will avoid personal attacks.
- Audience members wishing to speak must be recognized by the Chair.
- Speaking without being recognized will be considered as "Out of Order."

2. Public to be Heard

Opportunity for Public to Address Town Commission

At each meeting, the Town Commission sets aside time for the public to address issues not on the agenda.

3. Strategic Planning

- A. Town Manager's Introduction
- B. Strategic Planning Progress
- C. FY25 Budget Prep
- D. Draft FY25-FY26 Workplan
- E. Discussion on Priorities and Next Steps

4. Adjournment

No verbatim record by a certified court reporter is made of these proceedings. Accordingly, any person who may seek to appeal any decision involving the matters noticed herein will be responsible for making a verbatim record of the testimony and evidence at these proceedings upon which any appeal is to be based (see Section 286.0105, Fla. Stat.).

In accordance with the Americans with Disabilities Act and Section 286.26, F.S., persons needing a special accommodation to participate in this proceeding should contact the Town Clerk's office at 941-316-1999 seventy-two (72) hours in advance of this proceeding. If you are hearing impaired, please call 941-316-8719.

April 15, 2024
Special Workshop
Agenda Items 1 – 2

1. Call to Order and Pledge of Public Conduct
2. Public to be Heard

No Material Provided for These Items

M E M O R A N D U M

To: Town Commission
From: Howard Tipton, Town Manager
Report date: April 9, 2024
Meeting date: April 15, 2024
Subject: Strategic Planning Retreat Agenda

Recommended Action

Provide direction to Manager.

Background

The upcoming strategic planning retreat is planned for April 15th at Sea Place Condominium Clubhouse beginning at 10:00 a.m. and will conclude at approximately 3:00 p.m.

The day will cover a quick look back at the past year and a review of citizen feedback that ties into our strategic planning framework. Our strategic planning consultant who you met in the fall, will review the Town's strategic advantages, challenges, and opportunities and a sleepless nights exercise where we'll talk about the things that keep you up at night. We'll also discuss major projects; long-term issues; and a very brief discussion about how we pay for it all.

Within this framework, as we talk about approaching the challenges before us, we'll need to decide how we want to tackle the growing traffic issues. Understanding that there are no simple solutions and that likely any future success will include a number of larger (Cortez Bridge replacement, water taxis) and smaller initiatives (on demand transit, changing work hours) that can chip away at the traffic problem, how would the Commission like to begin to tackle the number one item on every citizen survey? What other items/issues that aren't already on the project list do you want to add?

All of this discussion takes place understanding that resources, particularly human resources, are limited and close to capacity. Where we can make additional investments and/or where we can take things off of our plate will factor greatly in any plans to push the vision forward.

We appreciate your leadership and commitment to this community and look forward to the discussions to follow. Attached you will find the PowerPoint which will be used during the meeting. You will find a draft copy of the FY24 Workplan with initiatives identified that either are complete or should be completed by September 30, 2024. We have also included a draft FY25 Workplan for your review, Long-term Issues, as well as an update on our Environmental Initiatives to help you prepare for the meeting.

Attachments

- A. PowerPoint Presentation
- B. DRAFT FY24 and DRAFT FY25 Workplans
- C. DRAFT Long-term Issues
- D. Environmental Initiatives Update



Premier Community, Exceptional Service



**Town Commission
Strategic Planning
Retreat
April 15, 2024**



TOWN OF LONGBOAT KEY

Good Morning!



#1

Agenda for the day....
and Town Manager Intro



Agenda

1. Overview of the day and Introductions

2. Celebrating the Past Year

3. Strategic Planning

- Vision/Mission/Community Expectations/Values
- Planning Process
- Summary of Public Input

4. Strategic Planning Progress

- Strategic Planning Scope, Framework, Plan on a Page, SACO's, Dashboard
- Sleepless Nights Exercise

5. FY25 Budget Prep

6. Draft FY25-FY26 Workplan

7. Next Steps/Wrap Up





TOWN OF LONGBOAT KEY

#2



CELEBRATING 2023-2024

Amazing Accomplishments within the Town of Longboat Key

#3

Strategic Planning



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.

Community Expectations

1. The governance of the town shall encourage public involvement, and maintain a high-quality, stable workforce that provides excellent public services, including safety and disaster management, within a framework of sound fiscal planning.
2. The town shall support well-designed and well-maintained neighborhoods, communities, and commercial areas through the regulation and enforcement of landscaping and property maintenance codes for the beautification of the island and protection of property values.
3. The town will identify and support healthcare providers, adult education resources, and aging in place facilities, which increase the ability of residents to locally access necessary services.
4. The town will strengthen the ability of businesses to thrive year-round on Longboat Key by encouraging commercial revitalization, development, and maintenance through clear regulations and incentives that support long-term planning for vibrant integrated commercial centers.
5. The town will develop a Gulf of Mexico Drive corridor plan to ensure compatible development while creating attractive public spaces and sense of community.
6. The town will maintain Longboat Key as a premier vacation destination and enhance year-round tourism through continued revitalization, development, and maintenance of tourism-oriented businesses and amenities such as; lodging, cultural attractions, restaurants, golf courses, tennis facilities and beaches.
7. The town will maintain and improve the quality and variety of island-based recreational and educational opportunities, including high-quality community center, and will support and promote off-island recreational, cultural and urban attractions.
8. The town will pursue long-term transit system solutions that provide reasonable travel options within the town and off-island for residents, visitors, businesses and the local workforce, while maintaining and improving traffic circulation.
9. The town will protect the environment, wildlife, bird sanctuaries, sea turtles and the islands' other invaluable natural resources through Best Management Practices (BMP) and coordinated regional solutions for water quality, green building, irrigation, energy conservation, waste management, storm water and shoreline protection.
10. The town will continually identify and pursue appropriate state-of-the-art technological infrastructures that provide competitive advantages over other island resorts.
11. The town recognizes the need to provide suitable amenities for visitors and residents of all ages.

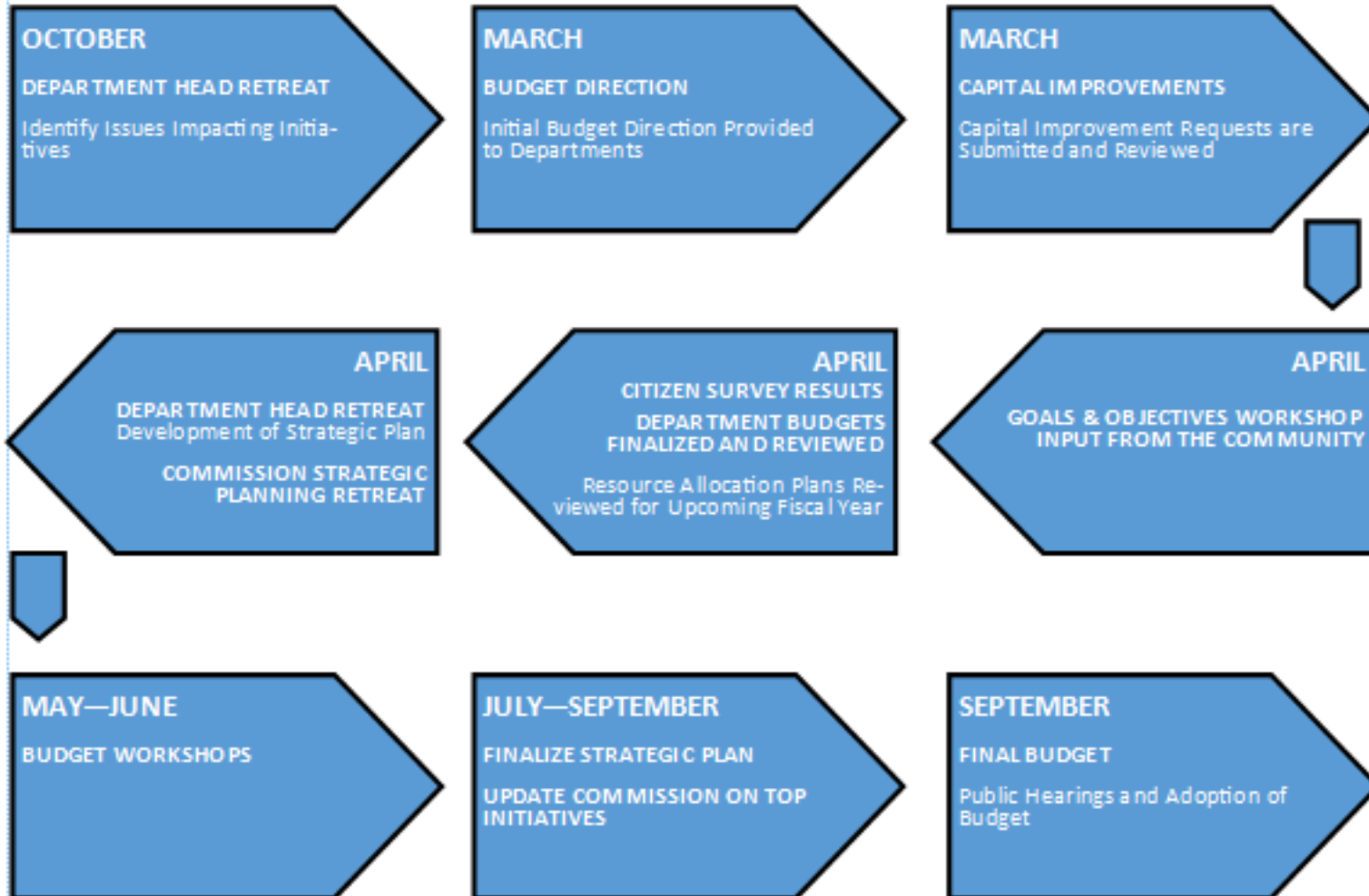


Values – B.E.A.C.H

- **Belong** (Part of Something Bigger Than Yourself – A Team)
- **Empathetic** (Understanding the Needs of Others is Key to Service Excellence)
- **Accountable** (Responsible for Our Actions in Word & Deed)
- **Collaborative** (We are Better Together)
- **Honest** (Never Lose the Public's or Each Other's Trust)



STRATEGIC PLAN PROCESS





- **Annual Citizen Survey**
- **Goals and Objectives Annual Feedback From Organizations**



TOWN OF LONGBOAT KEY

Survey - Town Priorities

• The issues that respondents see as most important to address in the coming years include:

- Beach management/shoreline protection
- Sea-level Rise
- Canal Dredging
- Street flooding

• The three most commonly cited issues facing the town” included:

- Traffic Congestion
- Property Insurance Costs
- Beach Erosion

2024 Citizen Survey | Fast Facts The Town of Longboat Key



98% of residents are happy with the **Quality of Life on Longboat Key** -- among the most positive in the region and throughout the state of Florida!



Years the Town has conducted an annual survey

5



Satisfaction with Town Services

- 98 % Fire Rescue Services
- 98 % Parks and Recreation
- 90 % Police
- 87 % Solid Waste



Number of surveys completed

1,392



Top Priorities for the Town

- # 1 Traffic Congestion & Safety
- # 2 Beach Management/Shoreline Protection
- # 3 Infrastructure Upkeep
- # 4 Fiscal Sustainability



Survey Response Rate

16%

ISSUES-BASED RESPONSE



Hurricane Preparedness

- 48% of respondents feel very prepared for a major hurricane
- 77% of residents have signed up for Alert Longboat Key to receive emergency notifications
- 86% of respondents would evacuate with a Category 3 or higher hurricane

For full survey report, please visit:
www.longboatkey.org/residents/citizen-survey





2024 G&O Input



- Street drainage / Street flooding
- Reengineering road surfaces and drainage infrastructure
- Accelerate Sleepy Lagoon street and drainage projects
- Advance concept of public library, adult education center and multipurpose space at Town Center. Evaluate Parking
- Work with Manatee County on N. Island Community Center
- Identify and support healthcare providers, adult education resources and aging in place facilities
- Encourage seawall construction / Mangrove Maintenance
- Complete Undergrounding
- Beach re-nourishment / long-term solutions to Ohana
- Green initiatives – charging stations, solar power, phase out gas powered garden equipment. Updates – Environmental Matrix
- Water Quality projects (living seawalls, VOGS, Education) / Turtle protection
- Code enforcement, nighttime beach patrols, Flip Switch campaign...
- Mitigate red tide
- Traffic Transportation and safety
- Broadway roundabout / Complete streets
- GMD and General Harris intersection
- Fully participate in Longboat Pass bridge replacement
- Explore other forms of transport
- Coquina parking egress
- Maintain control of Jewfish Key
- Deal with Traffic Issues
- Structural Integrity of LBK's Residential Buildings
- Deal with sea level rise / climate change
- One-County Initiative
- Open-air venue – Bayfront Park
- Canal / Waterway Management

#4

Strategic Planning Progress

#5

FY25 Budget Prep



TOWN OF LONGBOAT KEY

FY25 Budget Schedule

May 20

First Budget Workshop

- Capital and Preliminary Discussion

June 1

Town Receives Preliminary Taxable Values from Property Appraisers

June 17

Second Budget Workshop

- General Fund and All Other Funds

June 28

Set Maximum Millage Rate

July 1

Finance Receives Certified Taxable Values From Property Appraisers

September 9

Adopt Annual Non Ad-Valorem Assessment Resolutions at September Regular Meeting

September 9

First Public Hearing for FY24 Budget

September 23

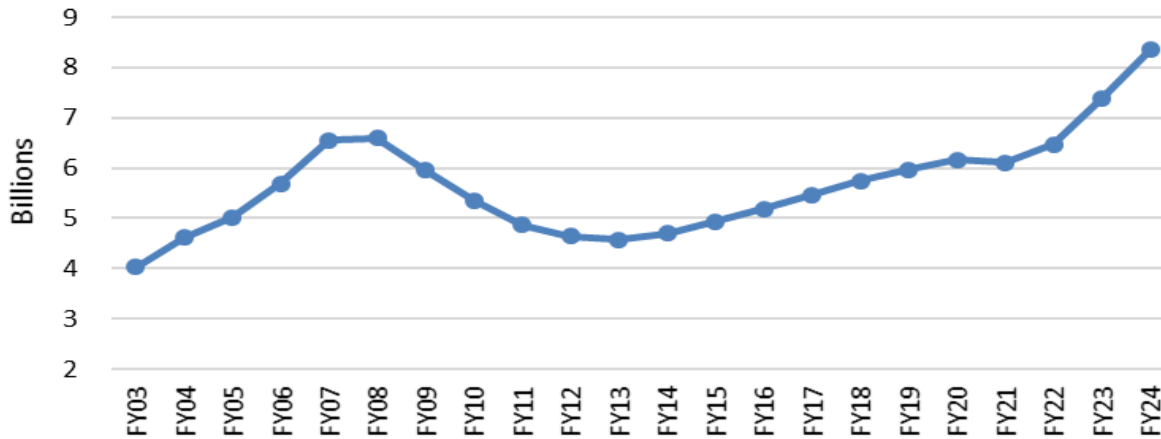
Second Public Hearing for FY24 Budget

October 1, 2024 begins FY25 Fiscal Year



Budget Positives

Longboat Key - Taxable Property Values
(in billions)



- Economy still strong
- Property values still rising
- FY23 Change in Fund Balance up \$2.9M
- Interest Rates remain elevated
- Actively pursuing grants
- St. Regis (FY26)
- Fund Balance reserves using FY24 Budget (\$56,426 cost per day) = 315 days
- Audited Total Fund Balance \$17.8M
- \$4.6 M used for FY24 Budget
- \$2.2M Excess Reserves + \$750K capital

General Fund Reserves			Days	% of Expend.
\$	3,386,000.00	Minimum Unassigned per Policy	60	19%
\$	3,386,000.00	Extreme Events/Natural Disasters	60	19%
\$	3,386,000.00	Economic Stabilization Reserve	60	19%
\$	750,000.00	Future Capital	13	4%
\$	4,571,489.00	Funding of Budget FY24	81	26%
\$	61,427.00	Encumbrances/Nonspendable	1	0%
\$	15,540,916.00	Subtotal	275	87%
\$	2,235,823.55	Excess Unassigned	40	13%
\$	17,776,739.55	Total Fund Balance	315	100%



Budget Challenges

- New Canal Funding Assessments
- Beach Nourishment requires future debt issuance
- Cost increase of Subaqueous – Larger debt issuance
- Inflation in General
 - Maintaining Infrastructure
 - Surtax IV (2025-2039) Project List Set, *but Underfunded*
 - Competitive Wages and Benefits / IAFF
 - FRS
- Insurance rates
- New Positions



TOWN OF LONGBOAT KEY

On the Horizon...



Many Projects and Initiatives



Undergrounding

Budget

Jewfish Key Contraction Study

Existing Infrastructure

**Infrastructure Hardening
(Resiliency)**

Beach Management

Traffic Congestion

Street Name Signs

Citizen Survey

Recruitment & Retention

Smart City Solutions

Update Codes

Energy Audit

**Canal Maintenance
Dredging**

Broadway Roundabout

Subaqueous Wastewater Line

Police Re-Accreditation

**Town Center Phase 3
Library For LBK**

PD&E for GMD Complete Streets

Whitney Plaza Community Center

Sea Level Rise

Rec Center

Keep Community Safe

Program Outdoor Venue



TOWN OF LONGBOAT KEY

Major Projects in Pipeline

- Undergrounding
- Subaqueous Wastewater Line Project
- Sea Level Rise/Drainage Assessments
- Town Center Complete Phase 2/Initiate Phase 3
- Canal Dredging – adopt methodology and advance dredging plans
- GMD Corridor Study- complete study and implementation plan
- Remaining Beach Projects
- Town Hall facility hardening
- Remaining CCS Water Line Replacement
- Accelerate design for low-lying area infrastructure
- Broadway Roundabout





Long-Term Issues

- **Beach Management**
- **Sea Level Rise**
- **Subaqueous Force Main**
- **GMD Complete Streets**
- **Canal Maintenance Dredging**
- **Town Center Phase 3/ Public Library**
- **Barrier Island Traffic Study**
- **Smart City Opportunities**
- **Rec Center at Bayfront Park**
- **Commercial & Tourism Balance**
- **Evaluation of Electric Vehicle Charging Infrastructure & Mobility alternatives**
- **Environmental Matrix**
- **Employee Retention and Benefits**
- **Evaluation of Future Space Needs**
- **Internal Capacity and Outsourcing**



Long-Term Issues

Issue	2024	2025	2026	2027 - 2032
Market and Economic Conditions	Assess economic conditions. Evaluate and adjust CIP and Operating Budget for future years. Assess real estate market conditions and tourist and resort related activity every 2-3 years			
Beach Management	Hot Spot Nourishment- as needed. consider inclusion of structural solution to Gulfside Rd area. Gulfside Road hot spot nourishment. Begin preliminary design of Gulfside Road structural solution	Update Beach Management Plan to account for City of Sarasota and Manatee County inlet management studies, respectively.		Update and adopt Comprehensive Beach Management Plan ahead of next nourishment cycle. Design, permit and Implement next nourishment cycle. Implement Gulfside Road structural solution, as appropriate.
Sea Level Rise	Update Comprehensive Adaptation Plan using new state projection requirements. Progress Norton Street design to completion.	Pending funding, reconstruct Norton Street. Begin engineering design all other areas of Sleepy Lagoon, Buttonwood and the Village.	Continue engineering design all other areas of Sleepy Lagoon, Buttonwood and the Village. Pursue construction funding and begin incremental construction.	<u>Initiate potential revisions to stormwater LOS (Resilience Plan Action Item #7). Improve Community Rating System Grade (Resilience Plan Action Item #20).</u> Continue construction of roadway resiliency/flood mitigation improvements.

Please see full document in your folder



TOWN OF LONGBOAT KEY

Funding Initiatives

Water/Waste Water Infrastructure

- **\$43 Million + (TBD) in Critical Capital Needs Identified through Fiscal Year 2030**
 - Subaqueous Force Main Project FY22 to FY25 - **\$21.9 Million +**
 - (Contracted with two companies to determine a credible budget range)
 - Asbestos Cement Pipe Replacement (Design/Construction) FY 22 to FY26 for Country Club Shores - **\$9.5 Million**
 - Continue Rehabilitation of Sewer Lines
 - Continue Lift Station Rehabilitations
 - Water Distribution Rehabilitations
 - Vehicles and Equipment
- Assumed Financing of \$27.1 Million (63%), With the Remainder Funded Through Cash Reserves and User Rate Revenue Collections
- Third Year Review of the Five Year Rate Increase being updated now



TOWN OF LONGBOAT KEY

Funding Initiatives

Water/Waste Water Infrastructure

- **Subaqueous Force Main (FY24-FY26)** **\$21.9 M +**
- **Funding Sources**
 - General Fund transfer of one-half of ARPA funds **\$1.8 M**
 - State appropriation for relining portion of mainline segment (leak) **\$2.0 M**
 - 2023 Omnibus Community Grant Program sponsored by Congressman Buchanan **\$3.0 M**
 - \$6.8 M**
- **Funding needed** **\$14.9 M +**
 - Continue to seek Grants and Appropriations
 - Utility Rate increases passed in 2021
 - Utilize Utility Fund Reserves and Short-term financing, then Issue Long term bonds when feasible **TBD**



TOWN OF LONGBOAT KEY

Funding Initiatives

Water/Waste Water Infrastructure

- **Asbestos Pipe Replacement Country Club Shores (FY23-FY26)**
 - Current Phase 1 and 2 (Design & Construction) \$6.0 M
 - Phase 3 and 4 (FY25-FY26) \$3.5 M
 - Total** **\$9.5 M**
- **Funding Sources**
 - State appropriation \$1.5 M
- **Funding needed** **\$8.0 M**
 - Continue to seek Grants and Appropriations
 - Utility Rate increases passed in 2021
 - Utilize Utility Fund Reserves and Short-term financing, then Issue Long term bonds when feasible **TBD**



Funding Initiatives Resiliency / Sea Level Rise

• Buttonwood Phase 1 through 6		Cost \$5.0 M
• Hurricane Ian HMGP Grant application submitted	\$3,635,594	
• Hurricane Idalia HMGP Preparing application	<u>\$1,000,000</u>	
	\$4,635,594	
• Sleepy Lagoon Phase 1 through 4		Cost \$8.5 M
• Hurricane Ian HMGP Grant application submitted	\$1,465,573	
• Hurricane Idalia HMGP Preparing Application	<u>\$791,173</u>	
	\$2,256 746	
• Village – A 4 Phase strategy under development		Cost TBD
• Hurricane Ian HMGP Grant application submitted	\$2,800,000	
• Hurricane Idalia HMGP Preparing Application	<u>\$500,000</u>	
	\$3,300,000	



Funding Initiatives Resiliency/Sea Level Rise

Opportunities to Accelerate Projects

Existing Funds:

- General Fund transfer of ARPA Funds earmarked as matching funds for Grants \$1.80 M
- Federal Appropriation for Norton Street Project .35 M

Other Funding:

- Resilient SRQ requested March 11, 2024 1.40 M
- HMGP Hurricane Ian Submitted (prior slide) 7.90 M
- HMGP Hurricane Idalia Preparing (prior slide) 2.30 M
- Reallocate Reserves appropriated last year:
 - FPL Funds earmarked for Multi-path lighting in Streets Fund 2.60 M
 - Funds earmarked for GMD Street Lights in Streets Fund 1.50 M

Total Potential Funding Sources 17.85 M

Additional People Resources

Additional Discussion Items



TOWN OF LONGBOAT KEY

#6

FY25 – FY26 Workplan



TOWN OF LONGBOAT KEY

FY25 - FY26 STRATEGIC PLAN INITIATIVES

Premiere Community, Exceptional Service

DRAFT

GOALS

INITIATIVES

GOALS

INITIATIVES



COMMUNITY CHARACTER

Protect the premiere quality and character of LBK through proactive planning and enforcement of the Town codes.

- Advance concept of a Coordinate with Sarasota County to design and construct a public library, adult education center, and a multipurpose space on the south parcel at Town Center. Evaluate Parking. (FY26)
- Work with Manatee County and Manatee County School Board on a North Island Community Center (FY24)
- Ensure MPO and FDOT funding for PD&E for opportunities with FDOT and others to implement elements of the Town's Gulf of Mexico Complete Streets Corridor Plan (FY25)
- ▲ Continue with adoption of Evaluation and Appraisal Report recommended amendments to Town Comprehensive Plan (FY24)
- Initiate Complete 3D Modeling of all structures within the town and market as built certification program (FY25)
- ▲ Proceed with a contract to replace all lit street name signs with new street name signs using undergrounding project savings. (FY24)
- Initiate phased implementation of Comprehensive Plan identified Land Development Code changes and initiatives (FY25)
- Work with Manatee County to establish a water ferry landing site concurrent with improvements/ replacement of the Town dock (FY25-FY26)

● Denotes Top Commission Priority



FISCAL SUSTAINABILITY

Maintain a healthy financial environment by balancing needs and project initiatives with affordability.

- Finalize funding methodology and begin assessments of canal maintenance program, including advancement of a sea grass mitigation area (FY25)
- With Grants Coordinator, continue to seek grants, State and Federal appropriations to offset costs for a 1300 sq ft addition to PD, subaqueous wastewater line and flood mitigation/ resiliency improvements as part of the Comprehensive Sea Level Rise Adaptation Plan (FY25)
- Increase funding for Town roadway resurfacing
- ▲ Negotiate I&EF Contract in FY24 and implement in FY25.
- Seek GFOA Budget for FY25 and ACFR Financial Excellence Awards (FY24)
- Seek additional financial partnership opportunities with both Manatee and Sarasota County (ongoing)
- ▲ Evaluate fleet change for cost savings and efficiency. (FY23)
- Meet or exceed Fund Balance Policy Guidelines (FY25)
- Be fiscally responsible and data driven in tax rate and budget recommendations (ongoing)
- Long term financing of major utility projects (FY25/FY26)



ENVIRONMENTAL / RESILIENCY

Adopt strategies, reduce exposure and mitigate impacts to our natural resources. Reduce risk and retain or improve physical and environmental assets.

- Using Town matching funds, implement the Comprehensive Sea Level Rise Adaptation Plan and neighborhood - Advance flood mitigation efforts - resiliency design(s) (FY25)
- Continue advancement - Complete final design and begin construction of the subaqueous wastewater forcemain project (FY25)
- Respond to and comply with FDEP Consent Order requirements (FY24)
- Enhance resiliency of Town Hall through Town Hall Hazard Mitigation Grant Program (Roof & Window Hardening + Permanent Generator) (FY25)
- Pursue partnership with the Sarasota Bay Estuary Program for an environmental project on the Island (FY24)
- Identify existing vehicles in fleet for hybrid replacement (short-term). Continue to evaluate possible EV replacement including chargers (long-term) (FY24)
- Perform an energy audit of Town facilities (FY25)
- Evaluate Fertilizer Management Ordinance for potential updates (FY25).
- ▲ Provide review and recommendations on Park and Open Space Land Acquisition funding formula following adoption of Comp Plan amendments to Recreation & Open Space Element (FY24).
- ▲ Seek ways to facilitate charging stations at condos and businesses (FY24)
- Incorporate Environmental Action Plan (Maxtrix) tasks (FY25)
- Progress design & permitting of structural solution to Gulfside Road Beach Front (FY25)
- Aerial Mapping of Mangroves (FY25)



INFRASTRUCTURE

Provide functional, sustainable and aesthetically pleasing infrastructure through quality maintenance and enhancement of physical and technological infrastructure and services in a fiscally prudent manner.

- Final closeout of underground project (FY24)
- Pursue FDOT action to improve conditions of multi-use trail along GMD (FY24)
- ▲ Connect Town facilities with new fiber infrastructure (FY24)
- Complete Broadway roundabout complete street re-design (FY24). Secure additional funding for construction (FY25)
- ▲ Manage construction closeout of Underground Project, including completion of Town facility fiber network (FY24)
- ▲ Proceed with a contract for additional roadway lighting (FY24)
- Begin Complete construction of Country Club Shores AC pipe replacement Phases 1 & 2. Begin construction Phases 3 & 4 (FY25)
- Initiate construction project for Country Club Shores turn lane (FY24)
- Recommend priorities associated with Barrier Island Traffic Study (BITS) implementation and off island traffic congestion reduction (Ongoing)
- Implement a pilot of Expand smart City solutions (IoT) that add value to the Town and enhance self-service to the community (FY25)
- ▲ Construct New Pass Grate Tightening (FY24)
- Design and replace Town entrance signs on N and S ends with digital (FY25)
- Implement backlit street name signs and additional GMD light poles (FY25)
- Advocate for post-construction monitoring of the US41 Gulfstream round-about (and other roundabouts) (FY25)



SERVICES

Balance services to both available resources and public expectation while embracing a culture of outstanding service to an engaged community.

- Working with County Partners to implement a unified public transit system on the island (FY24)
- ▲ Program and manage outdoor venue for 2025 season and develop usage procedures (FY25)
- ▲ Leverage new undergrounding infrastructure for enhanced smart city services (FY23)
- Implementation of new online-oriented Building Permitting/Code Enforcement software program (FY25)
- 2025 Revised Annual Citizen Survey (FY25)
- Annual recognition of Advisory Boards and Volunteers - (FY25)
- Code Enforcement Accreditation (FY25)
- Implement Sarasota County CAD System for Fire and Police (ongoing, as County finalizes) (FY25)
- Police RE-Accreditation (FY27)
- Submit application for the Florida Governor's Sterling Award (FY26)
- Finalize Communications Plan and budget (FY25)
- Finalize Fee Schedule for Town Center (FY25)
- Town Performance Indicators/ Public Facing Dashboard (FY25)
- Website Re-Design (FY25)
- Evaluation of futurespace needs (FY25)
- Implement a public facing GIS tool (FY25)

WORKFORCE EXCELLENCE



TOWN OF LONGBOAT KEY

FY25 - FY26 STRATEGIC PLAN INITIATIVES

Premiere Community, Exceptional Service

DRAFT

GOALS

GOALS

INITIATIVES

INITIATIVES



COMMUNITY CHARACTER

Protect the premiere quality and character of LBK through proactive planning and enforcement of the Town codes.

- Coordinate with Sarasota County to design and construct a public library on the south parcel at Town Center. Evaluate Parking. (FY26)
- Ensure MPO and FDOT funding for PD&E for Complete Streets Corridor Plan (FY26)
- Complete 3D Modeling of all structures within the town and market as built certification program (FY25)
- Initiate phased implementation of Comprehensive Plan identified Land Development Code changes and initiatives (FY25)
- Work with Manatee County to establish a water ferry landing site concurrent with improvements/ replacement of the Town dock (FY25-FY26)



FISCAL SUSTAINABILITY

Maintain a healthy financial environment by balancing needs and project initiatives with affordability.

- Finalize funding methodology and begin assessments of canal maintenance program, including advancement of sea grass mitigation area (FY25)
- With Grants Coordinator, continue to seek grants, State and Federal appropriations to offset costs for a 1300 sq ft addition to PD, subaqueous wastewater line and flood mitigation/resiliency improvements as part of the Comprehensive Sea Level Rise Adaptation Plan (FY25)
- Increase funding for Town roadway resurfacing
- Seek GFOA Budget for FY25 and ACFR Financial Excellence Awards (FY24)
- Seek additional financial partnership opportunities with both Manatee and Sarasota County (ongoing)
- Meet or exceed Fund Balance Policy Guidelines (FY25)
- Be fiscally responsible and data driven in tax rate and budget recommendations (ongoing)
- Long term financing of major utility projects (FY25/FY26)



ENVIRONMENTAL / RESILIENCY

Adopt strategies, reduce exposure and mitigate impacts to our natural resources. Reduce risk and retain or improve physical and environmental assets.

- Advance flood mitigation resiliency design(s) (FY25)
- Complete final design and begin construction of the subaqueous wastewater force main project (FY25)
- Progress design & permitting of structural solution to Gulfside Road Beach Front (FY25)
- Respond to and comply with FDP Consent Order requirements (FY24)
- Enhance resiliency of Town Hall through Town Hall Hazard Mitigation Grant Program (Roof & Window Hardening + Permanent Generator) (FY25)
- Pursue partnership with the Sarasota Bay Estuary Program for an environmental project on the island (FY24)
- Identify existing vehicles in fleet for hybrid replacement (short-term). Continue to evaluate possible EV replacement including chargers (long-term) (FY24)
- Perform an energy audit of Town facilities (FY25)
- Evaluate Fertilizer Management Ordinance for potential updates (FY25).
- Incorporate Environmental Action Plan (Maxtrix) tasks (FY25)
- Aerial Mapping of Mangroves (FY25)



INFRASTRUCTURE

Provide functional, sustainable and aesthetically pleasing infrastructure through quality maintenance and enhancement of physical and technological infrastructure and services in a fiscally prudent manner.

- Final closeout of underground project (FY24)
- Complete Broadway roundabout complete street re-design (FY24). Secure additional funding for construction (FY25)
- Complete construction of Country Club Shores AC pipe replacement Phases 1 & 2. Begin construction Phases 3 & 4 (FY25)
- Initiate construction project for Country Club Shores turn lane (FY24)
- Recommend priorities associated with Barrier Island Traffic Study (BITS) implementation and off island traffic congestion reduction (Ongoing)
- Expand smart City solutions (IoT) that add value to the Town and enhance self-service to the community (FY25)
- Design and replace Town entrance signs on N and S ends with digital (FY25)
- Implement backlit street name signs and additional GMD light poles (FY25)
- Advocate for post-construction monitoring of the US41 Gulfstream round-about (and other roundabouts) (FY25)



SERVICES

Balance services to both available resources and public expectation while embracing a culture of outstanding service to an engaged community.

- Implementation of new online-oriented Building Permitting/Code Enforcement software program (FY25)
- 2025 Revised Annual Citizen Survey (FY25)
- Annual recognition of Advisory Boards and Volunteers— (FY25)
- Code Enforcement Accreditation (FY25)
- Implement Sarasota County CAD System for Fire and Police (ongoing, as County finalizes) (FY25)
- Police RE-Accreditation (FY27)
- Submit application for the Florida Governor's Sterling Award (FY26)
- Finalize Communications Plan and budget (FY25)
- Finalize Fee Schedule for Town Center (FY25)
- Town Performance Indicators/ Public Facing Dashboard (FY25)
- Website Re-Design (FY25)
- Evaluation of futurespace needs (FY25)
- Implement a public facing GIS tool (FY25)

● Denotes Top Commission Priority

WORKFORCE EXCELLENCE





TOWN OF LONGBOAT KEY

Notes of Thanks

Unfortunately, my husband of 63 years died about two months ago. In the past year or two he had weakened and had a few falls. We needed help from 911, sometimes just to help him stand up. A few times he was taken to the emergency room.

I want you to know what gems we have here on Longboat when you need to call for help. I have only positive things to say about the competence and professionalism of men and women who came to our home. They were efficient, kind, patient and caring. The moment they came through our door, I felt comfort and relief.

We Longboat residents are lucky to employ people with these skills. And my congratulations to whoever is training them.

Sincerely,
Esther Garfinkel
1045 Gulf of Mexico Dr.
Beachplace



TOWN OF LONGBOAT KEY

Notes of Thanks

Hi Allen

I just wanted to tell you how appreciative I am for Neil and Jonathan's assistance with my permit application process. I'm a home owner on Longboat and building a Music/Storage room in my garage and not familiar with the application process. I came in with only copies of a my sketch and drawings from the previous home owners renovation and not knowing what else needed to be completed. They both reviewed the plan and took the time to explain the process and gave me advice about the soundproofing. Neil even helped me sketch the room onto to the drawings for ease of approval. They also reviewed which documents needed to be submitted and gave me copies to completed.

Also the speed in which the permit was completed should be commended. I had called Marie approx. three weeks after submitting for an update. It actually was completed within a week but the email from Marie ended up in my spam folder (my error). Also the young lady at the front desk (did not get her name) was very patient (I asked too many questions).

Thank you again

Andrew Ferraro
560 Cutter Lane
PH 732.598.8582

Good afternoon, Chief.

On Friday we called the non-emergency line as we had been having intermittent issues with the electricity going on and off at the Chamber office at Centre shops since late February, periodically effecting our hall lights, bathroom lights, internet and phone system. Two of your men were sent and did a very thorough inspection. They looked at all of the electrical panels and also checked for heat. For safety, they shut off the breaker to the power on the panel in question and told us to leave it off until an electrician could evaluate the situation. They also said they'd be communicating with Icorr to assist us in getting an electrician to the property.

Today the electrician came and had to change the wiring. As you can see from the attached photo, the situation could have potentially been more problematic. Please pass along to them that we are VERY grateful for the work they did on Friday when we called them. They both approached our concerns with a "prevention mindset", putting our minds at ease through their actions and decisions as we waited for the electrician.

We truly appreciate all of you and what you do to keep Longboat Key safe.

With highest regards,

Kim Verreault – President/CEO
Longboat Key Chamber of Commerce
941-383-2466
kverreault@lbkchamber.com
www.longboatkeychamber.com

Thanks!

Thank You For Your Vision And Leadership!

Next Up:

5/6 - 1pm Regular Meeting Including FY24 Mid-Year Review

5/20 - 9am 1st Budget Workshop (Capital)

5/20 - 1pm Regular Workshop



Strategic Planning: Our Progress

April 2024



- Strategic Plan Scope
- LBK-Strategic Planning Framework
- LBK-Plan on a Page
- Strategic Advantages, Challenges, and Opportunities
- Public Dashboard Measures
- Sleepless Nights Exercise
- Next Steps

Agenda

April 15 2024

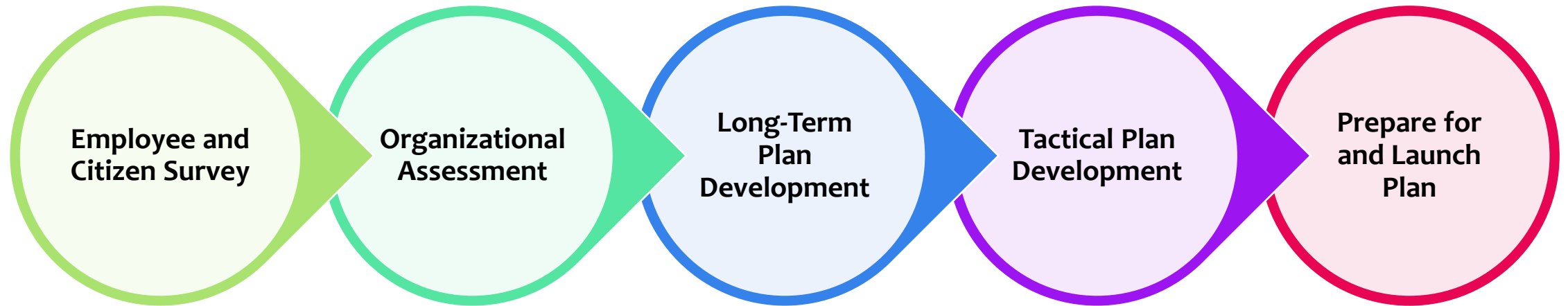


Strategic Plan Scope

In November We Discussed:

- 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 Plan Scope



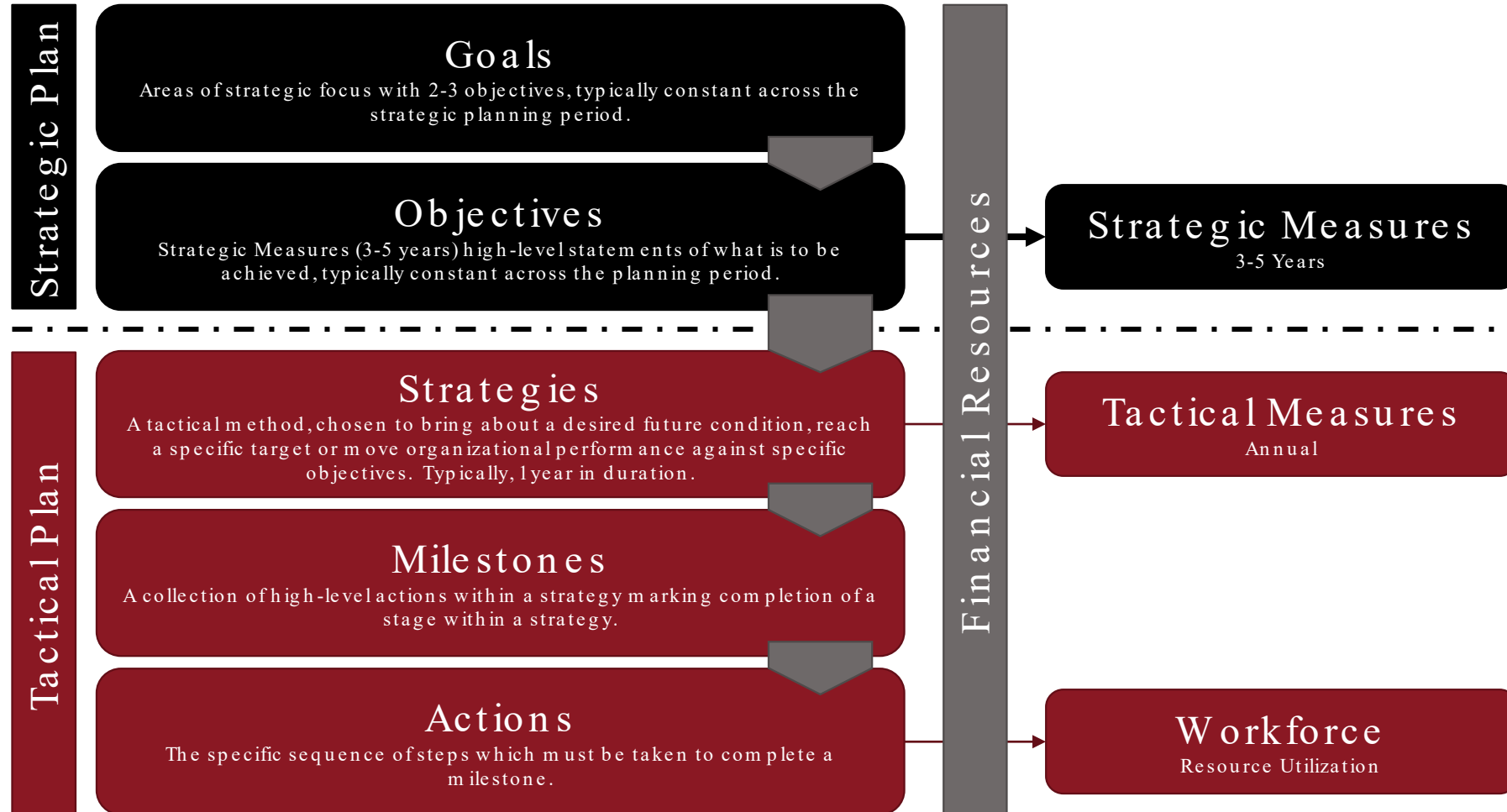
- Key inputs to strategic planning process.
- Employee Report delivered and is being reviewed.
- Citizen survey reviewed for key inputs into the strategic planning process.

- SWOT and Placemat information entered into Ascend.
- Key themes reviewed and entered for Citizen Survey.

- Review of Mission and Vision.
- Identification of Strategic Advantages, Challenges, and Opportunities.
- Development of Goals, Objectives, and Objective Measures.

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.

Town of Longboat Key Strategic Planning Framework









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Mapping of Longboat Key Plan to Strategic Planning Hierarchy

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 FY25 - FY26 STRATEGIC PLAN INITIATIVES Premiere Community, Exceptional Service						
		 COMMUNITY CHARACTER	 FISCAL SUSTAINABILITY	 ENVIRONMENTAL / RESILIENCY	 INFRASTRUCTURE	 SERVICES
GOALS	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"> Coordinate with Sarasota County to design and construct a public library on the south parcel at Town Center. Evaluate Parking. (FY26) Ensure MPO and FDOT funding for PD&E for Complete Streets Corridor Plan (FY26) Complete 3D Modeling of all structures within the town and market as built certification program (FY25) Initiate phased implementation of Comprehensive Plan Identified Land Development Code changes and initiatives (FY25) Work with Manatee County to establish a water ferry landing site concurrent with improvements/ replacement of the Town dock (FY25-FY26) 	<ul style="list-style-type: none"> Finalize funding methodology and begin assessments of canals maintenance program, including advancement of sea grass mitigation area (FY25) With Grants Coordinator, continue to seek grants, State and Federal appropriations to offset costs for a 1300 sq ft addition to PD, subaqueous wastewater line and flood mitigation/ resiliency improvements as part of the Comprehensive Sea Level Rise Adaptation Plan (FY25) Increase funding for Town roadway resurfacing Seek GFOA Budget for FY25 and ACFR Financial Excellence Awards (FY24) Seek additional financial partnership opportunities with both Manatee and Sarasota County (ongoing) Meet or exceed Fund Balance Policy Guidelines (FY25) Be fiscally responsible and data driven in tax rate and budget recommendations (ongoing) Long-term financing of major utility projects (FY25/FY26) 	<ul style="list-style-type: none"> Advance flood mitigation resiliency design(s) (FY25) Complete final design and begin construction of the subaqueous wastewater forcemain project (FY25) Progress design & permitting of structural solution to Gulfside Road Beach Front (FY25) Respond to and comply with FDEP Consent Order requirements (FY24) Enhance resiliency of Town Hall through Town Hall Hazard Mitigation Grant Program (Roof & Window Hardening + Permanent Generator) (FY25) Pursue partnership with the Sarasota Bay Estuary Program for an environmental project on the island (FY24) Identify existing vehicles in fleet for hybrid replacement (short-term). Continue to evaluate possible EV replacement including chargers (long-term) (FY24) Perform an energy audit of Town facilities (FY25) Evaluate Fertilizer Management Ordinance for potential updates (FY25). Incorporate Environmental Action Plan (Maxtrix) tasks (FY25) Aerial Mapping of Mangroves (FY25) 	<ul style="list-style-type: none"> Final closeout of underground project (FY24) (FY25) Complete Broadway roundabout complete street re-design (FY24). Secure additional funding for construction (FY25) Complete construction of Country Club Shores AC pipe replacement Phases 1 & 2. Begin construction Phases 3 & 4 (FY25) Initiate construction project for Country Club Shores turn lane (FY24) Recommend priorities associated with Barrier Island Traffic Study (BITS) implementation and off island traffic congestion reduction (Ongoing) Expand smart City solutions (IOT) that add value to the Town and enhance self-service to the community (FY25) Design and replace Town entrance signs on N and S ends with digital (FY25) Implement backlit street name signs and additional GMD light poles (FY25) Advocate for post-construction monitoring of the US41 Gulfstream round-about (and other roundabouts) (FY25) 	<ul style="list-style-type: none"> Implementation of new online-oriented Building Permitting/Code Enforcement software program (FY25) 2025 Revised Annual Citizen Survey (FY25) Annual recognition of Advisory Boards and Volunteers— (FY25) Code Enforcement Accreditation (FY25) Implement Sarasota County CAD System for Fire and Police (ongoing, as County finalizes) (FY25) Police RE-Accreditation (FY27) Submit application for the Florida Governor's Sterling Award (FY26) Finalize Communications Plan and budget (FY25) Finalize Fee Schedule for Town Center (FY25) Town Performance Indicators/ Public Facing Dashboard (FY25) Website Re-Design (FY25) Evaluation of future space needs (FY25) Implement a public facing GIS tool (FY25) 	INITIATIVES
* Denotes Top Commission Priority						
WORKFORCE EXCELLENCE						

Revised: April 4, 2024



Town of Longboat Key-Plan on a Page

Vision

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.

Town of Longboat Key 2024 Strategic Plan Summary

Mission

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

Executive Summary

For many years, the Town of Longboat Key has provided a steadfast focus on being a premier community with exceptional service. Evidence of this is illustrated in our recent Citizen Satisfaction Survey where for the past 3 years, we have consistently received a 90% rating for Quality of Life as either "Excellent or Good".

However, this year and into the future, we are recognizing our strategic planning efforts to enhance our already first-rate services as we strive for excellence and continual improvement with a more customer focused and data driven approach.

Our new, more detailed Strategic Plan is a blueprint to guide us toward our goals and objectives now and into the future. Key Customers and Stakeholder Groups were identified to ensure the new plan is aligned with the needs of Town services. The Town recognizes the importance of an inclusive approach to consider perspectives of all its residents and visitors. Feedback was used from customers, stakeholders, partners and employees as an input to the internal performance and future needs analysis. Opportunities for input included our Annual Citizen Satisfaction Survey, our Employee Survey, opportunity to input to the Annual Goals and Objectives Workshop and at any Town Commission meeting. From these inputs, the Town's Strategic Advantages, Challenges and Opportunities (SACO) were developed. These SACOs build on the Town's most important priorities.

The strategic planning process is divided into two phases. Phase one includes the long-term aspects focusing on a timeline with a 5-year time frame. Phase two, the tactical strategies for 2024-2025, were developed based on the most important priorities for the near term with the goal, where possible, of creating a foundation for future initiatives and success.

Consistent of the strategic plan begins with long-term objectives. Plans were developed, and measures associated with those plans were established to evaluate ongoing progress. These plans and measures were established based on our Five-Year Focus Areas including Community Character, Fiscal Sustainability, Environmental Stewardship, Infrastructure, Services and Staffing Excellence as well as the Core Values (Belong, Empathetic, Accountable, Collaborative and Honest).

Ultimately, the Town Commission's direction on policy goals will drive the objectives, strategies, initiatives and actions associated with this plan and will serve as a roadmap, helping the Town to align the necessary tools, financial, human and capital resources needed to achieve the goal.

Core Values

Belong (Part of Something Bigger Than Yourself - A Team)
Empathetic (Understanding the Needs of Others is Key to Service Excellence)
Accountable (Responsible for Our Actions in Word & Deed)
Collaborative (We are Better Together)
Honest (Never Lose the Public's and Each Others Trust)

Customers

Business Customers-Contractors, land development entities
 Business Customers- Design/Development professionals (e.g. architects, landscape architects, civil engineers, structural engineers, mechanical engineers, planners, surveyors),
 Business Customers-LBK Businesses
 Public Customers-EMS Patients
 Public Customers-Residents
 Public Customers-Tennis Center Members
 Public Customers-Visitors

Stakeholders

Stakeholders include individuals and organizations that have an interest in the Town's operations and success. Stakeholders are categorized into internal and external groups. Internal stakeholders include Town staff, Town Commission members, and Town Board members. External stakeholders include residents, visitors, businesses, and other organizations that interact with the Town. The Town recognizes the importance of an inclusive approach to consider perspectives of all its residents and visitors. Feedback was used from customers, stakeholders, partners and employees as an input to the internal performance and future needs analysis. Opportunities for input included our Annual Citizen Satisfaction Survey, our Employee Survey, opportunity to input to the Annual Goals and Objectives Workshop and at any Town Commission meeting. From these inputs, the Town's Strategic Advantages, Challenges and Opportunities (SACO) were developed. These SACOs build on the Town's most important priorities.

Strategic Advantages, Challenges & Opportunities (SACO)

Strategic Advantages

- Higher median income and median age is a strategic advantage because it eliminates concerns and issues associated with low-income/poverty as well as provides an opportunity to focus on issues for the age demographic.
- The market value of island land and property is a strategic advantage because it keeps the tax base high and allows the Town appropriate revenue streams for exceptional service.
- An engaged community with higher level of service expectations is a strategic advantage because they better understand issues, decision making, resource management and strengthens the understanding what Town services should be provided and in what manner.
- An aesthetically beautiful island beach and bay community and atmosphere is a strategic advantage because it makes the Town a desirable place to live and play.
- A strong focus on customer care is a strategic advantage because the Town is respected for the reliable services provided.
- A safe community is a strategic advantage because it prevents crime, accidents and injuries and provides a sense of security and happiness for residents and visitors.
- A cohesive and experienced Town Commission that works well with staff is a strategic advantage because together we can solve problems and make the best decisions for the community.

Strategic Opportunities

- Educating the public on resiliency and sustainability is a strategic opportunity because it brings awareness to and a reverence for nature and the natural environment and the need for behavior change.
- Partner relationships and strong support and service contracts are a strategic opportunity because we are stronger working together with others.
- Partnerships, grants and other external funding and project support are a strategic opportunity because it provides additional funding for key and impactful projects.
- Enhancing a culture of cross training, skill training and development is a strategic opportunity because it provides flexibility, higher efficiency and productivity, refinement of processes and motivates and engages employees.
- Collaboration with other organizations regarding Bay water quality is a strategic opportunity because it increases our capacity and funding to accomplish key projects as well as achieve workable consensus-based solutions to problems.
- Smart City technology is a strategic opportunity because it provides more effective data-driven decision-making advancements.
- AI service enhancements is a strategic opportunity because it reduces human error, automates repetitive tasks, handles big data, facilitates quick decision-making and improves processes and workflows.
- Evolving the strategic planning process and data driven service delivery is a strategic opportunity because helps us intentionally plan for future needs, desires and what's best for the community.

Strategic Challenges

- Peak seasonal traffic congestion is a strategic challenge because it is inconvenient and can greatly hinder travel time for residents, visitors, workers and is mostly beyond the Town's control. The desired future state is less vehicular traffic.
- Workforce recruiting is a strategic challenge because LBK is having difficulties filling vacant Town positions with qualified talent. The desired future state is that the workforce is continuously filled with qualified employees.
- Workforce bench strength is a strategic challenge because key positions have single or limited staff. The desired future state is the ability to accomplish work regardless of employee vacations, illness or other absences.
- The susceptibility of the Gulf of Mexico (Gulf Coast Region) to red tide is a strategic challenge because it affects quality of life, market values, and property sales. The desired future state is sustaining mitigation strategies to manage the effects of red tide.
- Limited promotional and advancement employment opportunities for Town staff is a strategic challenge because of the size of our workforce and limited number of positions. The desired future state is to provide advancement opportunities and competitive salaries.
- Weather related phenomena and the resulting issues (Weather events, flooding, sea level rise, storm impacts and impacts to the local economy) is a strategic challenge because of damage and devastation to the natural and built environment. The desired future state is sustaining mitigation strategies to manage the effects of weather incidents.
- Beach erosion is an ongoing and managed strategic challenge because of wave energy, storm and weather impacts and sea level rise. Successful mitigation of this challenge would result in the implementation of sand nourishment projects, and infrastructure that slows the rate of erosion.
- The high impact of regional development is a strategic challenge because it exacerbates traffic congestion and places stress on natural and community resources. The desired future state is a regional perspective that focuses on smarter growth patterns.

Competencies

Current Core Competencies

- Citizens First Focused
- Excellence in Service
- Strategic Leadership

Needed Core Competencies

- Empowered Workforce
- Expanding Employee Capabilities
- Organizational Agility

Strategic Plan Scope-Long-Term Plan Development

Strategic Advantages



Strategic Advantages:

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Strategic Plan Scope-Long-Term Plan Development Strategic Opportunities



Strategic Opportunities:

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Strategic Plan Scope-Long-Term Plan Development

Strategic Challenges



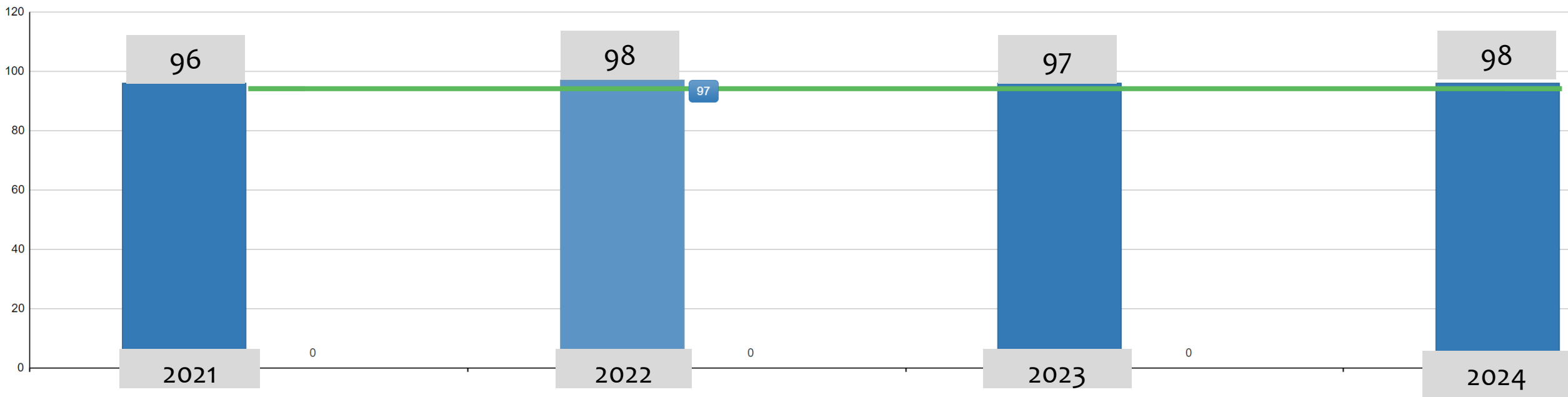
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Measures-Public Dashboard

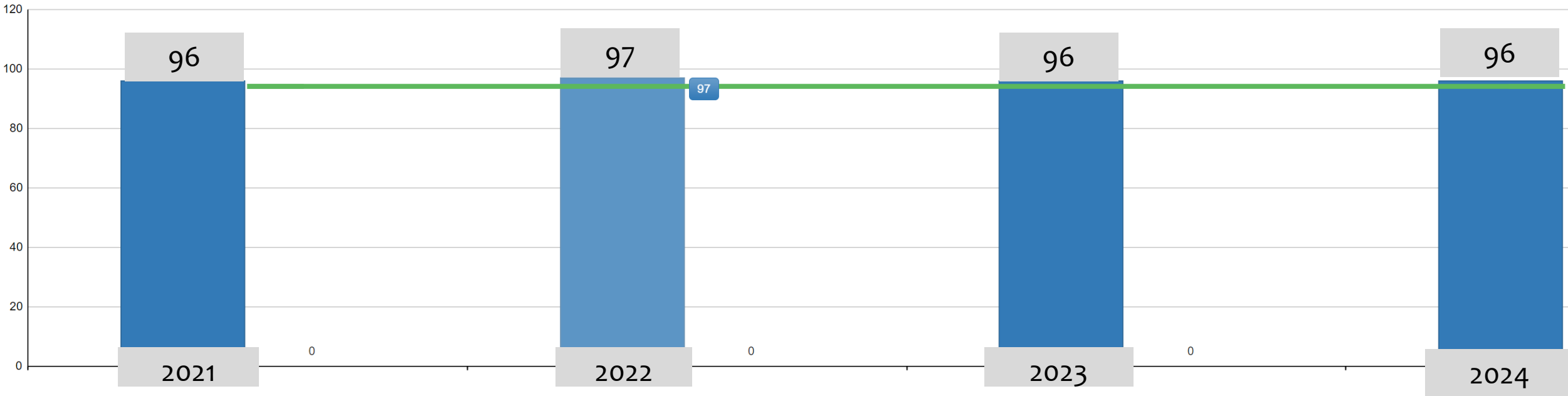
Overall Reputation of the Community





Measures-Public Dashboard

Residents Satisfied with Overall Aesthetics of the Community





Sleepless Nights Analysis

Instructions:

- Using the information used as prework as a foundation-identify the things that “keep you up at night” when considering the present and the future for the Town of Longboat Key
- We will do this popcorn style-you identify the items and we will capture as you work.





Next Steps

Issue	2024	2025	2026	2027 - 2032
Market and Economic Conditions	Assess economic conditions. Evaluate and adjust CIP and Operating Budget for future years. Assess real estate market conditions and tourist and resort related activity every 2-3 years			
Beach Management	Hot Spot Nourishment- as needed. consider inclusion of structural solution to Gulfside Rd area. Gulfside Road hot spot nourishment. Begin preliminary design of Gulfside Road structural solution	Update Beach Management Plan to account for City of Sataosta and Manatee County inlet management studies, respectively.		Update and adopt Comprehensive Beach Management Plan ahead of next nourishment cycle. Design, permit and implement next nourishment cycle. Implement Gulfside Road structural solution, as appropriate.
Sea Level Rise	Update Comprehensive Adaptaion Plan using new state projecton requirements. Progress Norton Street design to completion.	Pending funding, reconstruct Norton Street. Begin engineering design all other areas of Sleepy Lagoon, Buttonwood and the Village.	Continue engineering design all other areas of Sleepy Lagoon, Buttonwood and the Village. Pursue construcion funding and begin incremental construction.	<u>Initiate potential revisions to stormwater LOS (Resilience Plan Action Item #7). Improve Community Rating System Grade (Resilience Plan Action Item #20).</u> Continue construcion of roadway resiliency/flood miitgation improvements.
Subaqueous Force Main	Final Design & Permitting; additional Easement Acquisition, as needed. Continue to pursue grant opportunities.	Construction/CEI Issue debt		
GMD Complete Streets	Complete re-design of Broadway Roundabout and complete street improvement project. Construct Country Club shores Left-Turn Lane Project.	Pending additional outside funding, complete construction of Broadway Roundabout and complete street improvement project.	Using MPO and FDOT funds, initial Complete Street Project Development and Environment ("PD&E") study for full 10-miles of project	Continue projects in partnership with FDOT and MPO where possible. Ensure funding in MPO Long Range Transportation Plan ("LRTP") year is maintaing for years 2026 through 2030:
Canal Maintenance Dredging	Re-Survey canals and Re-baseline program thresholds with new firm. Revise approach and develop funding strategy for commission approval.	Funding permitting, construct sea grass mitigation area. Begin collecting assessments for all other components. Prioritize first year area, and begin design and update permits as needed. Hire or outsource assessment program manager, as needed.	1 st Year Assessments complete; finalize design/permitting and begin first year of three-year Geographic Area Navigational Dredge program.	2nd Year Assessments complete; design/permit then initiate dredge second year of three- year Geographic Area Navigational Dredge program. 3 rd Year Assessments complete; design/permit third year dredge and continue with maintenance dredging.
Town Center Phase 3	Sarasota County lead architect design effort with Town involvement. Community charettes to take place in winter. LBK Foundation continues donor efforts for enhancement elements	Design and permitting completion. Begin construction as applicable.		Complete construction approx. 9/20/26.
Barrier Island Traffic Study	Coordinate with FDOT on evaluation of U.S. 41 @ Gulfstream RA effectiveness. Depending on effectiveness, advocate for John Ringling Counter-Flow and/or other solutions. Continue to advocate for and pursue improvements to peak season congestion.	LBK continue to advocate for implementation of "BITS" strategies to reduce congestion and convey beach access information to users.		Continue to advocate for and pursue improvements to peak season congestion. Cortez Bridge construction -- 4-lanes plus transit shoulders..
Smart City Opportunities	The Town can plan a gradual implementation of additional components to its suite of Smart City solutions based on the needs of the Town and results of the pilot study.	Technology adjustments based on emerging technology, needs or conditions.		Technology adjustments based on emerging technology, needs or conditions.
Rec Center- Bayfront Park		Sarasota County finalize Town Center Phase 3 design and begin construction. Town determine best use for remaining, older library building. Activate Whitney Plaza Community Center. Then work with Town Manager and Town Commission on concepts for Bayfront Park Rec Center location.		
Evaluation of Commercial and Tourism balance		Start an analysis/study of issues including Commercial/Jobs/Tourism Housing Balance	Consider Comprehensive Plan/Town Code Updates/Revisions	
Evaluation of Electric Vehicle Charging Infrastructure & Mobility alternatives	Research grant programs specific to Public EV Charging Stations related to private installations on the island.	Continue the analysis/study of market, infrastructure and regulatory controls to ready the Town for potential opportunities/challenges in these areas. Develop recommendations for a future Commission workshop		Consider Comprehensive Plan/Town Code Updates/Revisions if needed.
Environmental Matrix	Begin implementation of program tactics as appropriate. Evaluate and adjust as needed.	Continue program tactics implementation. Evaluate and adjust as needed.	Continue program tactics implementation. Evaluate and adjust as needed.	
Employee Retention and Benefits	Launch Employee Engagement Survey, evaluate results, prioritize a plan to enhance workforce satisfaction. Budget appropriately for FY25 (training, compensation study, compensation adjustments, benefits, etc).	Conduct 2nd Employee Survey. Continue to implement plans. Budget appropriately.	Continue to implement plans. Budget appropriately.	
Evaluation of Future Space Needs		Work with departments on Planning level personnel/resources space-needs analysis.	Determine current capacity of available Town space. For shortfall, review expansion opportunities, both physical Town facilities, potential lease space, and hybrid/shared work spaces.	
Internal Capacity and Outsourcing	Evaluate internal staffing capacity. Seek opportunities to outsource as appropriate. Budget as appropriate.	Evaluate internal staffing capacity. Seek opportunities to outsource as appropriate. Budget as appropriate. Consider efficiency audits.		



TOWN OF LONGBOAT KEY

FY25 - FY26 STRATEGIC PLAN INITIATIVES

Premiere Community, Exceptional Service

GOALS

GOALS

INITIATIVES

INITIATIVES



COMMUNITY CHARACTER

Protect the premiere quality and character of LBK through proactive planning and enforcement of the Town codes.



FISCAL SUSTAINABILITY

Maintain a healthy financial environment by balancing needs and project initiatives with affordability.



ENVIRONMENTAL / RESILIENCY

Adopt strategies, reduce exposure and mitigate impacts to our natural resources. Reduce risk and retain or improve physical and environmental assets.



INFRASTRUCTURE

Provide functional, sustainable and aesthetically pleasing infrastructure through quality maintenance and enhancement of physical and technological infrastructure and services in a fiscally prudent manner.



SERVICES

Balance services to both available resources and public expectation while embracing a culture of outstanding service to an engaged community.

- * ~~Advance concept of a~~ Coordinate with Sarasota County to design and construct a public library, adult education center, and a multipurpose space on the south parcel at Town Center. Evaluate Parking. (FY26)
 - * ~~Work with Manatee County and Manatee County School Board on a North Island Community Center~~ (FY24)
 - * ~~Ensure MPO and FDOT funding for PD&E for opportunities with FDOT and others to implement elements of the Town's Gulf of Mexico-Complete Streets Corridor Plan~~ (FY26)
 - Continue with adoption of Evaluation and Appraisal Report recommended amendments to Town Comprehensive Plan (FY24)
 - ~~Initiate-Complete~~ 3D Modeling of all structures within the town and market as built certification program (FY25)
 - Proceed with a contract to replace all lit street name signs with new street name signs using undergrounding project savings (FY24)
 - Initiate phased implementation of Comprehensive Plan identified Land Development Code changes and initiatives (FY25)
 - Work with Manatee County to establish a water ferry landing site concurrent with improvements/ replacement of the Town dock (FY25-FY26)
- * Denotes Top Commission Priority

- * Finalize funding methodology and begin assessments of canals maintenance program, including advancement of a sea grass mitigation area (FY25)
- * With Grants Coordinator, continue to seek grants, State and Federal appropriations to offset costs for a 1300 sq ft addition to PD, subaqueous wastewater line and flood mitigation/resiliency improvements as part of the Comprehensive Sea Level Rise Adaptation Plan (FY25)
- * Increase funding for Town roadway resurfacing
- Negotiate IAFF Contract in FY24 and implement in FY25.
- Seek GFOA Budget for FY25 and ACFR Financial Excellence Awards (FY24)
- Seek additional financial partnership opportunities with both Manatee and Sarasota County (ongoing)
- Evaluate fleet changes for cost savings and efficiencies (FY23)
- Meet or exceed Fund Balance Policy Guidelines (FY25)
- Be fiscally responsible and data driven in tax rate and budget recommendations (ongoing)
- Long-term financing of major utility projects (FY25/FY26)

- * Using Town matching funds, implement the Comprehensive Sea Level Rise Adaptation Plan and neighborhood-Advance flood mitigation efforts-resiliency design(s) (FY25)
- * Continue advancement-Complete final design and begin construction of the subaqueous wastewater forcemain project (FY25)
- Respond to and comply with FDEP Consent Order requirements (FY24)
- Enhance resiliency of Town Hall through Town Hall Hazard Mitigation Grant Program (Roof & Window Hardening + Permanent Generator) (FY25)
- Pursue partnership with the Sarasota Bay Estuary Program for an environmental project on the island (FY24)
- Identify existing vehicles in fleet for hybrid replacement (short-term). Continue to evaluate possible EV replacement including chargers (long-term) (FY24)
- Perform an energy audit of Town facilities (FY25)
- Evaluate Fertilizer Management Ordinance for potential updates (FY25).
- Provide review and recommendations on Parks and Open Space Land Acquisition funding formula following adoption of Comp Plan amendments to Recreation & Open Space Element (FY24).
- Seek ways to facilitate charging stations at condos and businesses (FY24)
- Incorporate Environmental Action Plan (Maxtrix) tasks (FY25)
- Progress design & permitting of structural solution to Gulfside Road Beach Front (FY25)
- Aerial Mapping of Mangroves (FY25)

- * Final closeout of underground project (FY24)
- * Pursue FDOT action to improve conditions of multi-use trail along GMD (FY24)
- Connect Town facilities with new fiber infrastructure (FY24)
- * Complete Broadway roundabout complete street re-design (FY24). Secure additional funding for construction (FY25)
- Manage construction closeout of Underground Project, including completion of Town facility fiber network (FY24)
- Proceed with a contract for additional roadway lighting (FY24)
- Begin-Complete construction of Country Club Shores AC pipe replacement Phases 1 & 2. Begin construction Phases 3 & 4 (FY25)
- Initiate construction project for Country Club Shores turn lane (FY24)
- Recommend priorities associated with Barrier Island Traffic Study (BITS) implementation and off island traffic congestion reduction (Ongoing)
- Implement a pilot of Expand smart City solutions (IoT) that add value to the Town and enhance self-service to the community (FY25)
- Construct New Pass Groin Tightening (FY24)
- Design and replace Town entrance signs on N and S ends with digital (FY25)
- Implement backlit street name signs and additional GMD light poles (FY25)
- Advocate for post-construction monitoring of the US41 Gulfstream round-about (and other roundabouts) (FY25)

- * Working with County Partners to implement a unified public transit system on the island (FY24)
- Program and manage outdoor venue for 2025 season and develop usage procedures (FY25)
- Leverage new undergrounding infrastructure for enhanced smart city services (FY23)
- * Implementation of new online-oriented Building Permitting/Code Enforcement software program (FY25)
- * 2025 Revised Annual Citizen Survey (FY25)
- Annual recognition of Advisory Boards and Volunteers— (FY25)
- Code Enforcement Accreditation (FY25)
- Implement Sarasota County CAD System for Fire and Police (ongoing, as County finalizes) (FY25)
- Police RE-Accreditation (FY27)
- Submit application for the Florida Governor's Sterling Award (FY26)
- Finalize Communications Plan and budget (FY25)
- Finalize Fee Schedule for Town Center (FY25)
- Town Performance Indicators/ Public Facing Dashboard (FY25)
- Website Re-Design (FY25)
- Evaluation of future space needs (FY25)
- Implement a public facing GIS tool (FY25)

WORKFORCE EXCELLENCE



TOWN OF LONGBOAT KEY

FY25 - FY26 STRATEGIC PLAN INITIATIVES

Premiere Community, Exceptional Service

GOALS

GOALS

INITIATIVES

INITIATIVES



COMMUNITY CHARACTER

Protect the premiere quality and character of LBK through proactive planning and enforcement of the Town codes.



FISCAL SUSTAINABILITY

Maintain a healthy financial environment by balancing needs and project initiatives with affordability.



ENVIRONMENTAL / RESILIENCY

Adopt strategies, reduce exposure and mitigate impacts to our natural resources. Reduce risk and retain or improve physical and environmental assets.



INFRASTRUCTURE

Provide functional, sustainable and aesthetically pleasing infrastructure through quality maintenance and enhancement of physical and technological infrastructure and services in a fiscally prudent manner.



SERVICES

Balance services to both available resources and public expectation while embracing a culture of outstanding service to an engaged community.

- * Coordinate with Sarasota County to design and construct a public library on the south parcel at Town Center. Evaluate Parking. (FY26)
- * Ensure MPO and FDOT funding for PD&E for Complete Streets Corridor Plan (FY26)
- Complete 3D Modeling of all structures within the town and market as built certification program (FY25)
- Initiate phased implementation of Comprehensive Plan identified Land Development Code changes and initiatives (FY25)
- Work with Manatee County to establish a water ferry landing site concurrent with improvements/ replacement of the Town dock (FY25-FY26)

- * Finalize funding methodology and begin assessments of canals maintenance program, including advancement of sea grass mitigation area (FY25)
- * With Grants Coordinator, continue to seek grants, State and Federal appropriations to offset costs for a 1300 sq ft addition to PD, subaqueous wastewater line and flood mitigation/resiliency improvements as part of the Comprehensive Sea Level Rise Adaptation Plan (FY25)
- * Increase funding for Town roadway resurfacing
- Seek GFOA Budget for FY25 and ACFR Financial Excellence Awards (FY24)
- Seek additional financial partnership opportunities with both Manatee and Sarasota County (ongoing)
- Meet or exceed Fund Balance Policy Guidelines (FY25)
- Be fiscally responsible and data driven in tax rate and budget recommendations (ongoing)
- Long-term financing of major utility projects (FY25/FY26)

- * Advance flood mitigation resiliency design(s) (FY25)
- * Complete final design and begin construction of the subaqueous wastewater forcemain project (FY25)
- * Progress design & permitting of structural solution to Gulfside Road Beach Front (FY25)
- Respond to and comply with FDEP Consent Order requirements (FY24)
- Enhance resiliency of Town Hall through Town Hall Hazard Mitigation Grant Program (Roof & Window Hardening + Permanent Generator) (FY25)
- Pursue partnership with the Sarasota Bay Estuary Program for an environmental project on the island (FY24)
- Identify existing vehicles in fleet for hybrid replacement (short-term). Continue to evaluate possible EV replacement including chargers (long-term) (FY24)
- Perform an energy audit of Town facilities (FY25)
- Evaluate Fertilizer Management Ordinance for potential updates (FY 25).
- Incorporate Environmental Action Plan (Maxtrix) tasks (FY25)
- Aerial Mapping of Mangroves (FY25)

- * Final closeout of underground project (FY24)
- * Complete Broadway roundabout complete street re-design (FY24). Secure additional funding for construction (FY25)
- Complete construction of Country Club Shores AC pipe replacement Phases 1 & 2. Begin construction Phases 3 & 4 (FY25)
- Initiate construction project for Country Club Shores turn lane (FY24)
- Recommend priorities associated with Barrier Island Traffic Study (BITS) implementation and off island traffic congestion reduction (Ongoing)
- Expand smart City solutions (IOT) that add value to the Town and enhance self-service to the community (FY25)
- Design and replace Town entrance signs on N and S ends with digital (FY25)
- Implement backlit street name signs and additional GMD light poles (FY25)
- Advocate for post-construction monitoring of the US41 Gulfstream round-about (and other roundabouts FY25)

- * Implementation of new online-oriented Building Permitting/Code Enforcement software program (FY25)
- * 2025 Revised Annual Citizen Survey (FY25)
- Annual recognition of Advisory Boards and Volunteers— (FY25)
- Code Enforcement Accreditation (FY25)
- Implement Sarasota County CAD System for Fire and Police (ongoing, as County finalizes) (FY25)
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- Submit application for the Florida Governor's Sterling Award (FY26)
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- Evaluation of future space needs (FY25)
- Implement a public facing GIS tool (FY25)

* Denotes Top Commission Priority

WORKFORCE EXCELLENCE

M E M O R A N D U M

TO: Howard Tipton, Town Manager

FROM: Carolyn Brown, Support Services Director
Isaac Brownman, Public Works Director
Allen Parsons, Planning, Zoning, & Building Director

REPORT DATE: April 8, 2024

MEETING DATE: April 15, 2024

SUBJECT: Environmental Initiatives Update

Recommended Action
None, informational only.

Background

At their fall 2023 Commission Retreat, the Town Commission reviewed an Environmental Action Plan (Matrix). The Matrix was created to identify and track important environmental initiatives that the Town is moving forward with. The Matrix was derived with assistance from Shafer Consulting, a Sarasota-based firm specializing in facilitating and communicating science and science-policy issues as well as water quality and environmental strategic plans. The matrix was the outcome of several meetings with internal staff, as well as one external stakeholder meeting. Jennifer and David Shafer presented the Matrix at the Commission's 2023 Fall Retreat (Attachment B). Since that time staff have continued to work on initiatives.

This is the fifth update to the Town's various environmental actions. This brief overview highlights some of the more recent actions taken, with categories including 'Recently Completed', 'Active, Planned or Ongoing Initiatives' that support the Town's environmental commitments, and an update to the 'Previously Completed Initiatives.' The various actions and initiatives have been categorized into the following broad groups:

- Shoreline Protection
- Water Quality
- Environmental/Energy Efficiency
- Infrastructure
- Educational Outreach

Recently Completed Initiatives

Shoreline Protection

- Completed the New Pass Structure Maintenance Project at the south end.
- Completed Greer Island Sand Spit dredge and placed all beach compatible material back onto the north end beaches further buttressing the shoreline.
- Conducted Post Storm Assessment visit with FEMA, FDEP, FDEM. Initiated Post Storm Surveys to quantify the impacts from Hurricane Idalia.
- Adopted updates to the Town's Conservation & Coastal Management Element of the Comprehensive Plan (September 2023)
- Adopted Ord. 2024-04, which approved a revision to the maximum allowable seawall height, as recommended in the Town's Sea Level Rise Study, going from 4.5' to 6' above sea level.
- Continued with all ongoing initiatives (see Active, Planned or Ongoing Initiatives section).

Water Quality

- Greer Island Sand Spit and Canal 1A Dredge improved the flushing tidal prism (flushing capacity) for the lagoon, which houses sea grasses and Manatee habitat.
- Worked with Manatee County to remove oversized amounts of seaweed and solid waste debris that accumulated on Longboat Key beaches after Hurricane Idalia.
- Sarasota Bay Estuary Program received U.S. EPA approval for the seawall panel and living shoreline partnership projects at Bayfront Park, pending final congressional funding approval.
- Continued with all ongoing initiatives (see Active, Planned or Ongoing Initiatives section).
- Completed 6,400-linear foot mainland wastewater force main lining project.

Environmental/Energy Efficiency

- Placed order for and received delivery of three hybrid vehicles as part of the Town's vehicle replacement plan.
- Continued with all ongoing initiatives (see Active, Planned or Ongoing Initiatives section).

Infrastructure

- Completed APTIM Comprehensive Adaptation Plan (Sea Level Rise Study) and began focusing on most vulnerable infrastructure areas as noted below.
- Flooding assessments in Buttonwood and Sleepy Lagoon neighborhoods have been completed. A Village re-assessment is in progress to validate previous findings and update to align with current strategies and tasks.
- Federal Hazard Mitigation grants and State Resiliency grants have been applied for in the 2023 cycle to design and implement flood mitigation strategies (primarily road raising) in the Sleepy Lagoon, Buttonwood and Village neighborhoods.

- Completed roadway resurfacing of roads in the Village and Jungle Queen areas to ensure resiliency of the roadway system.
- Town Center Phase 2 completion and Grand Opening, which includes Karon Family Pavilion, pervious walkway, large grassy areas and a master stormwater treatment and attenuation system for Phase 3 build-out.
- Town Budget approved for installation of K9 Turf at Bayfront Dog Park.
- Construction initiated for Country Club Shores Asbestos Cement Watermain replacement, project phases 1 and 2. This will replace a fragile potable water system that was constructed with materials no longer used with a more robust and resilient system.
- Completed major Lift Station rehabilitation for major Lift Stations A, B, and C along Gulf of Mexico Drive.
- Adopted the updated Sarasota County Floodplain Management Plan.
- Adopted Ord. 2024-03, which approved a revision to the Flood Control chapter (Sec. 154.202 & 154.301(D)) & the Zoning Code (Sec. 158.144, Definitions) that will allow property owners to elect to provide up to 2 additional feet of Freeboard (to the already required 1 ft. of Freeboard) above the FEMA flood elevations. The Commission directed that a follow-up ordinance be quickly developed to allow up to 4 ft. of optional Freeboard (above the required 1 ft. of Freeboard) in areas of the Town that are < 3.5 ft. above sea level. Ordinance is targeted to be approved before the 2024 Commission summer recess.
- Continued with all ongoing initiatives (see Active, Planned or Ongoing Initiatives section).

Educational Outreach

- Dave Tomasko from the Sarasota Bay Estuary Program spoke at the 3.25.24 Town Commission meeting and provided an updated on the State of the Bay.
- Continued processing updates to the Comprehensive Plan, including the Conservation & Coastal Management Element as part of the 2022 Comprehensive Plan batch updates (Final Batch is in state review process).
- Completed discussions and implemented a single, unified mobility-on-demand transit system on the island in coordination with Sarasota County Breeze and Manatee County Area Transit (MCAT).
- Included two questions on environmental issues in the 2023 Annual Citizen Survey.
- Continued coordinating recycling stickers for recycling bins with Waste Management.
- Presentation to the Longboat Key Rotary Club on Town's Environmental Matrix and Initiatives.
- Presentations made to four major home and condo associations regarding Town flood mitigation and resiliency efforts.

Active, Planned, or Ongoing Initiatives

Shoreline Protection

- Continue working on short term interim storm surge protection (Beach Fill) project for the Gulfside Road Segment.
- Town's Coastal Engineer working to develop a long-term structural solution to reduce erosion rates for the Gulfside Road beach segment.
- Work with Sarasota Bay Estuary Program (SBEP) to conduct a living shoreline demonstration project and seawall panel project at Bayfront Park.
- Continue to work with Beach Volunteers for trash and plastics pick up (ongoing).
- Continued implementation of the Town's Beach Management Program (ongoing).
- Continue pursuing external funding and incorporating matching dollars into the 5-year Capital Improvement Plan for Comprehensive Adaptation Plan (Sea Level Rise) recommendations (ongoing).

Water Quality

- Sea Turtle and shorebird protection monitoring (ongoing).
- State FDEP and U.S. Army Corps federal permits have been received for the redundant Sub-Aqueous Force Main project so that the Town may proceed with final design. State land and private property easements can also be acquired, and then construction may commence.
- Continued monitoring of red tide conditions when present and support clean-up efforts in conjunction with Manatee County taking lead (ongoing).
- Continue the Town's annual efforts to support the National Pollutant Discharge Elimination System (NPDES) (ongoing).

Environmental/Energy Efficiency

- Public Works using battery-powered blowers when and where applicable based on weight, power and battery life characteristics.
- Begin working with an interested vendor to develop a cost-savings/energy-savings proposal for Town facilities.
- Perform sea grass mitigation for projects requiring mitigation (ongoing).
- Continue to budget for the Australian Pine removal program (ongoing - \$60K each year + \$10K for Town use).
- Town installing and activating LED street lighting along Gulf of Mexico Drive and within the neighborhoods as part of the Utilities Undergrounding Project.
- Purchase Order issued for the Town to install and activate new LED backlit street name signs along Gulf of Mexico Drive, replacing older, inefficient and obsolete lighting and poles.
- Town utility system rehabilitation (wet well, manhole, and pipe lining) to help minimize pump run times and electricity use. Also helps reduce infiltration and inflow (ongoing).

Infrastructure

- Continue to review and approve proven and practical green/sustainable construction in all future Town building construction, so that features maintain proper function and also provide a tangible benefit and return on investment aligned with Town values. (ongoing)
- Construction underway for the Country Club Shores Asbestos Cement Watermain replacement project. This will replace a fragile potable water system that was constructed with materials no longer used with a more robust and resilient system.
- Develop plans and continue to set aside funding for matching grants and to advance engineering design of Sea Level Rise recommendations for Town infrastructure in low-lying areas. (ongoing)
- Due to Pending Florida Sea Level Baseline Update, requested consultant to provide Scope of Work and Fee to update the existing Resiliency Plan.
- Continue to work with FDOT and the Sarasota-Manatee MPO for funding to implement the elements of the GMD Complete Streets Corridor Plan which will enhance multi-modal (pedestrian / bicycle) opportunities on the island. The MPO has identified initial PD&E elements of the Corridor Plan in the Long-Range Cost Feasible Plan to be funded in 2026 (in progress)
- Continued administration of Florida Building Code and Federal Emergency Management Agency requirements for the construction of resilient and flood zone elevated buildings and infrastructure.
- Continue administration of the Town Code, which includes a requirement for new construction to exceed FEMA Base Flood Elevations (BFE +3 ft.).
- Working with Manatee County on Potential Water Taxi service to the Island combined with enhancement/replacement of the Town Dock at Linley Street with composite materials.
- Awaiting results of 2023 Hazard Mitigation Grant application cycle for initial flood mitigation efforts in Sleepy Lagoon, Buttonwood and Village neighborhoods.
- Continue to advocate for FDOT Bridge Replacement Projects in accordance with Barrier Island Traffic Study (BITS) recommendation to reduce congestion / idling and improve traffic flow and multi-modality.

Educational Outreach

- Continue conducting water conservation education programs
- Continued education and enforcement of new Turtle Protection Ordinance. (ongoing)
- Continue annual outreach on fertilizer restrictions in advance of the Summer rainy season in utility bill, website, media and social media. (ongoing)
- Continue education on floodproofing and flood mitigation efforts for both public and private property.

Next Steps

- Evaluate Smart City technology that can enhance the Town's Environmental Initiatives efforts.
- Continue to move forward with the ongoing and planned activities including new initiatives in the Environmental Action Plan (Matrix).
- Discuss future issues that may require budgetary action with the Commission during the FY25 Budget process.
- Prepare periodic reports to the Commission on progress with initiatives.

Staff Recommendation

None, informational only.

Attachments

- A. Previously Completed Initiatives
- B. Environmental Action Plan (Matrix and Definitions)

ATTACHMENT A

Previously Completed Initiatives

Shoreline Protection

- Working with Town's Coastal Engineer to finalize Scope and Fee to develop a long-term solution for the Gulfside Road beach segment.
- Completed permitting for Greer Island Spit Management
- Finalized Phase 2 and 3 Sea Level Rise Study
- Provided a Phase 3 public update to the Town Commission
- Provided a public update on the Sleepy Lagoon and Buttonwood drainage/flooding assessments
- Completed Lyons Lane improvements
- Completed Phase 1 and finalizing Phase 2 Sea Level Rise Vulnerability Study
- Joined the Tampa Bay Regional Resiliency Coalition
- Participating in Manatee County's Post Disaster Redevelopment Plan update
- Completed the 2021 Beach Re-nourishment Project and North End Structural Stabilization Project. Also, significant dune plantings were added on the north end as part of this project.
- Coordinated with the LKB North Beach Volunteers for trash-pick up
- Updated the Town's Sea Turtle Protection Ordinance (Ord. 2021-01 adopted on July 2, 2021)
- Updated the Town's seawall ordinance to increase height requirements for future seawalls.
- Adopted a No-Smoking Ordinance (applicable at public beaches, public beach and bay accesses and public parks), September 2022.
- Completed rock groin structure tightening project at New Pass.

Water Quality

- Completed a short-term / emergency dredge at Greer Island. Provides temporary improvement to Canal 1A and channel to prevent stagnant lagoon waters as well as maintaining canal access.
- Awarded an additional \$800,000 State appropriation to assist with funding the planned relining project associated with the mainland portion of the subaqueous wastewater line.
- Implemented an updated Wastewater Operations Manual to formalize wastewater system maintenance and monitoring
- Installed system flow and pressure meter enhancements to assist the Town and Manatee County in monitoring wastewater system
- Received \$1.25M in State funding appropriation to assist with re-lining the mainland portion of the wastewater line
- Fertilizer Ordinance in place, which prohibits the use of fertilizer containing nitrogen and phosphorus during the Summer rainy season (June 1-September 30), and requires at least 50 percent slow-release fertilizer during the rest of the year

- Monitor red tide conditions when present and support clean-up efforts in conjunction with Manatee County taking lead
- Adopted a Motorboats Prohibited Ordinance on eastern side of Greer Island, June 2022.
- Continued progress on Town lift station wet well rehabilitation program. Lift Station A is completed, and Lift Stations B and C will be completed prior to peak season. These are on the northern end of the island along GMD.

Environmental/Energy Efficiency

- Budgeted in FY23 Budget for the purchase of 3 hybrid vehicles as part of the Town's vehicle replacement plan. Delivery anticipated Spring 2023.
- Budgeted for planned Energy Audit in FY23
- Battery-powered blower with re-chargeable batteries received.
- Ordered a battery-powered blower with re-chargeable batteries for Public Works to test effectiveness.
- Replacement of existing Gulf of Mexico Drive and Neighborhood Street Lights with energy efficient LED light bulbs as part of the Utilities Undergrounding Project
- Renewed contract through June 20, 2024 with Waste Management for curbside pick-up single stream recycling services
- Signed up and paid for a tennis ball recycling program for balls used at the Town's Tennis Center
- Maintained budget for Australian Pine removal program
- Implemented the new Sound Ordinance, incorporating language to encourage use of non-generator powered construction related equipment to minimize noise and other environmental impacts.
- Presented an electric vehicle charging station partnership opportunity with FPL to the Town Commission, June 2021.
- Presented research on gas-powered leaf blowers restrictions in other communities to the Town Commission, March and April 2021.
- New Fire Station No. 92 and majority of Fire Station No. 91 includes all LED lighting and energy efficient glass. In addition, new F.S. 92 also includes photo-voltaic ready conduits and breaker for potential future solar...

Infrastructure

- Completed major re-lining of Lift Station E wet well. Lift Station E carries the second highest wastewater flows from the island, second to Master Lift Station D. Preserves wet well integrity and reduces/eliminates Infiltration and Inflow (I&I) into the system.
- Installed Wa-Stop valves in the Village and Sleepy Lagoon areas to help mitigate bayside back flow into low lying neighborhoods
- The new Fire Station 92 plans and proposed finish floor level were reviewed by our Sea Level Rise consultant prior to construction to make sure it was properly raised to meet the anticipated future life of the building

- Substantially completed mainland force-main pipe-lining project (lined approx. 5,500 LF of existing 20" ductile iron force main with 18" HDPE).
- Bidding complete and contract being developed with Sea and Shoreline, LLC to construct the New Pass Rock Groin Structure tightening. Construction anticipated to start in November 2023.

Educational Outreach

- Added a Green (Environmental) Initiatives web page to the Town's website
- Provided education and enforcement of the recently updated Turtle Protection Ordinance
- Completed annual outreach on Fertilizer Ordinance requirements and commercial registration for fertilizer applicators
- Conducted a public update on the impacts of the new FEMA flood maps in FY22
- Participated in the Earth Day program in FY22 at Longboat Island Chapel
- Filmed a *Talk of the Town* segment on Sarasota County Transit System
- Provided citizen awareness in 2022 on the Town's recycling program via social media
- Scheduled a Sustainability Class in partnership with Sarasota County on EV Vehicles
- Produced a *Talk of the Town* segment on Vertical Oyster Gardens in partnership with Manatee County
- Filmed a *Talk of the Town* video focusing on the bay with an interview with Dave Tomasko, Sarasota Bay Estuary Program.
- Two Green Living Workshops conducted in Spring 2020
- Green Initiatives program was presented during Citizens Academy series
- Green Initiatives program was highlighted during IntroLBK series
- Utilized Town Manager Briefs to highlight initiatives
- Conducted an Electric Vehicles, Charging Stations and Solar Opportunities Workshop (2/22/23).
- Scheduled Sustainability Class Water Conservation and EV Charging Stations.
- Filmed Tip Talk video discussing the Greer Island project and the benefits of the beach program.
- Discussed Green Workshop(s) during Citizens Academy series.
- Highlighted Green Initiatives through Town Manager Briefs.
- Continued discussions with Manatee County Area Transit (MCAT) and Sarasota Breeze transit for a single level of public transit on the island. Manatee County staff recommending approval on agreement for Sarasota County to take over at December 2023 Board meeting.

FINAL 10.23.23

Town of Longboat Key Environmental Action Plan Goals > Objectives > Suggested Activities		Approach	Role / Potential Partners	Performance Measures	Potential Funding Sources	Benefits	Notes: Program Tactics and Implementation
Goal 1: Conserve and restore LBK's ecological biodiversity, function, services, and resilience.							
1.1 Conserve and restore native coastal habitats of LBK (CCM 1.2-1.4)							
A	Replace or modify seawalls and other hard shoreline structures on Town properties where feasible with natural shorelines or living seawalls that create habitat (CCM 1.4.2.4).	Action	Collaborate / SBEP, Sarasota and Manatee Counties, NGOs, FDEP, USACE	Pilot seawall modification project at Bayfront Park completed	SBEP (BIL)		<ul style="list-style-type: none"> • SBEP pilot study of concrete panels on the outside of vinyl seawalls to facilitate oyster attachment and growth.
B	Protect, restore, and maintain beaches and dunes to their design function as specified in the Beach Management Plan (CCM 1.3.1), including enhanced dune plantings and avoiding wrack raking.	Action	Conduct / NGOs, FDEP, HOAs	Dune health, beach width (annual beach report)	Beaches and dunes protection and restoration funding through Capital Improvement Project, Local Government Funding Requirement	<ul style="list-style-type: none"> • Protecting and restoring natural shorelines improves wildlife habitat, water quality, and resilience to storms and sea level rise. • Protecting beaches and dunes improves shoreline stability, habitat quality, and resilience to storms and sea level rise. 	<ul style="list-style-type: none"> • Create and implement an education campaign to HOAs about the importance of wrack and not raking healthy wrack communities.
C	Educate and encourage the public to replace or modify privately owned seawalls and other hard shoreline structures where feasible with natural shorelines or living seawalls that create habitat (CCM 1.4.2.3).	Education Policy	Support / NGOs, SBEP, FDEP, USACE			<ul style="list-style-type: none"> • Educating the public about best practices for maintaining native shoreline vegetation and water recreation can reduce impacts to coastal habitats, including mangroves and seagrass, and protect the fish and wildlife dependent on those habitats. 	<ul style="list-style-type: none"> • Inform private property owners and developers about benefits of natural shorelines or living seawalls that create habitat during development pre-application meetings.
D	Educate waterfront property owners about mangrove trimming regulations and best practices. Support enforcement and investigate delegation of mangrove protection from FDEP to Town of Longboat Key.	Education	Collaborate / SBEP, UF-IFAS Extension, Sea Grant, FDEP, HOAs, NGOS, WCIND	Mangrove protection education and outreach campaign conducted annually			
E	Educate boaters about shallow seagrass areas and best practices for avoiding impacts.	Education	Support / SBEP, FWC			<ul style="list-style-type: none"> • Removing dead fish and other aquatic life from local waters and coastal habitats during harmful algal blooms improves water quality and reduces nutrients available to perpetuate blooms. 	<ul style="list-style-type: none"> • Require boat rental companies to provide a flyer about protecting seagrasses to people renting boats. Partner with Cannons Marina to hand out flyers. • Educate with signage at boat launches.
F	Encourage salt tolerant native tree canopies and landscaping, including fast-growing micro forests for small plots (CCM 1.6.3).	Policy	Conduct / Sarasota and Manatee UF-IFAS Extension, SBEP, NGOs				<ul style="list-style-type: none"> • Demonstration site at Jackson Drive
G	Remove invasive exotic species from Town of Longboat Key properties, including Australian pines, Brazilian pepper (CCM 1.6.3.2); continue to incentivize Australian Pine removal on private property (CCM 1.6.3.3); prevent plantings of invasive exotic trees (Tree Ordinance).	Action Policy	Conduct / SBEP, Manatee and Sarasota Counties	# invasive trees removed	CIP incentive for removing Australian pines		<ul style="list-style-type: none"> • Create and implement an education campaign about invasive exotic species, including information about pulling recruits.
H	Assist partners in monitoring red tide conditions and in removal of dead marine life from coastal waters and habitats (CCM 1.1.3).	Action	Collaborate / Manatee and Sarasota Counties, NGOs				
I	Maintain native habitats on Sister Keys following an ecosystem management plan (CCM 1.6.1.2) and protect seagrass from boat traffic.	Action Policy	Collaborate / NGOs, FDEP				<ul style="list-style-type: none"> • Consider moving signs further out from island to mark edge of shallow grass flat. • Consider adding slow speed signs.

Town of Longboat Key Environmental Action Plan Goals > Objectives > Suggested Activities		Approach	Role / Potential Partners	Performance Measures	Potential Funding Sources	Benefits	Notes: Program Tactics and Implementation
1.2 Conserve and restore fish & wildlife of LBK (CCM 1.6)							
A	Educate, encourage, and install oyster restoration on Town and private properties.	Education Policy	Collaborate / SBEP, Manatee County, NGOs	Additional locations suitable for oyster restoration identified	SBEP Bay Partners Grants	<ul style="list-style-type: none"> Protecting shorebird nesting, courting, and feeding habitat protects threatened and endangered species. Maintaining healthy dunes is fundamental to maintaining a healthy, resilient beach ecosystem. Maintaining natural wrack communities supports beach ecosystems and helps stabilize dune vegetation through nutrients and seeds. 	<ul style="list-style-type: none"> Campaign to install Vertical Oyster Gardens on docks
B	Educate the public and monitor beaches during nesting season to protect sea turtles, including nesting areas, nest counts, nest marking, lighting, and obstacles.	Education Action	Collaborate / NGOs, FWC		CIP		
C	Educate the public and monitor beaches during breeding season to protect feeding and nesting areas for beach nesting shorebirds.	Education Action	Conduct / US Fish and Wildlife Service, Florida Fish and Wildlife Conservation Commission, NGOs	Sea turtle and shorebird protection education and outreach campaign conducted annually	CIP		
D	Educate the public on the risk of unintended secondary poisoning of raptors and domestic animals from use of rat poison.	Education	Support / NGOs including Save Our Seabirds				<ul style="list-style-type: none"> Campaign on use of Rat-X product as safer alternative for pest control.
E	Support investigating establishing a "Marine Protected Zone" on the flats around Sister Keys.	Action	Coordinate / SBEP				<ul style="list-style-type: none"> Investigate a pole & troll zone.

Town of Longboat Key Environmental Action Plan Goals > Objectives > Suggested Activities		Approach	Role / Potential Partners	Performance Measures	Potential Funding Sources	Benefits	Notes: Program Tactics and Implementation
Goal 2: Reduce human impacts on LBK's natural environment							
2.1 Reduce stormwater pollution							
A	Install green infrastructure (LID) on Town properties and right of ways (CCM 1.1.2.2).	Action	Collaborate / Sarasota's County, Manatee County, SWFWMD, SBEP, FDOT	Green infrastructure incorporated into new library project	Federal and State grants	Reducing stormwater pollution improves water quality necessary to support human uses and healthy coastal ecosystems.	<ul style="list-style-type: none"> For example, rain gardens, bioswales, pervious trails, walkways and drives. Reference the Sarasota County LID Manual and Water Quality Playbook
B	Assess, repair, and replace failing stormwater infrastructure.	Action	Conduct		CIP, grants		
C	Educate the public about nutrient pollution from fertilizer and pet waste in stormwater and its relationship to harmful algal blooms and ecosystem and public health, and about the requirements of the Town of Longboat Key fertilizer ordinances for individual and commercial applicators.	Education	Conduct / UF-IFAS, SBEP, Sarasota and Manatee Counties, FDEP	Nutrient pollution and fertilizer ordinance education campaign required for NPDES permit conducted annually			<ul style="list-style-type: none"> Translate the best education materials into Spanish.
D	Encourage and incentivize adoption of green infrastructure on private property (CCM 1.1.2.2).	Policy	Conduct / SBEP				
2.2 Reduce wastewater pollution							
A	Install a redundant underwater wastewater line under Sarasota Bay.	Action	Conduct	Redundant underwater wastewater line under Sarasota Bay completed	State and Federal appropriations, grants, utility rates	Reducing wastewater pollution improves water quality necessary to support human uses and healthy coastal ecosystems.	
B	Assess wastewater infrastructure and repair or replace damaged components, especially to reduce infiltration and inflow (WW 1.1.1 and 1.2.3).	Action	Conduct		Utility rates		
C	Educate the public about nutrient pollution from wastewater overflows and its relationship to harmful algal blooms and ecosystem and public health, and about what not to flush or pour down the drain.	Education	Conduct / SBEP, Sarasota County	"What Not To Flush" and FOG pollution education and outreach campaign conducted annually			
D	Support Sarasota Bay designation as a State "No Discharge Zone" for boaters.	Education	Support / TBEP, SBEP, CHNEP				
E	Prohibit the use of septic tanks, except for Jewfish Key (CCM 2.2.1 and CCM 1.1.1.4), where advanced septic systems will be encouraged.	Policy	Conduct				

Town of Longboat Key Environmental Action Plan Goals > Objectives > Suggested Activities		Approach	Role / Potential Partners	Performance Measures	Potential Funding Sources	Benefits	Notes: Program Tactics and Implementation
2.3 Improve energy use efficiencies and increase use of clean energy alternatives							
A	Monitor and pilot replacement of Town gasoline combustion landscape equipment with electric equipment where work performance can be maintained or improved.	Action	Conduct		CIP	<ul style="list-style-type: none"> Reducing energy use decreases local and regional air and water pollution from nitrogen oxides, carbon dioxide, and other pollutants and saves money. Replacing gasoline combustion tools with electric tools reduces local air, noise, and water pollution and provides health benefits to operators. 	
B	Continue to replace Town gasoline combustion vehicles with hybrid or electric vehicles where feasible.	Action	Conduct		CIP		
C	Educate and encourage efficiency upgrades and rooftop solar on privately owned buildings.	Education Policy	Support / UF-IFAS, NGOs				
D	Educate the public on the environmental health benefits of adopting electric vehicles and lawn equipment and encourage their adoption.	Education Policy	Collaborate / UF-IFAS, SBEP				
E	Conduct an energy audit and develop recommendations for Town of Longboat Key buildings.	Action	Conduct		CIP, grants		Finance improvements through cost savings
F	Use green building practices for all future facilities on Town properties.	Policy	Collaborate / Sarasota and Manatee Counties	Library with green infrastructure 100% complete			
G	Continue to replace legacy lighting for Town rights-of-way with energy-efficient wildlife-friendly LED fixtures. Explore solar-powered lighting.	Action	Conduct	Legacy lighting along electrical undergrounding corridors 100% replaced with wildlife-friendly LED fixtures			
H	Encourage and incentivize green building practices for new private construction.	Policy	Conduct				
I	Support establishing a single level of public transit on the island.	Education Policy	Coordinate / Sarasota and Manatee Counties				
J	Implement Gulf of Mexico Drive Complete Streets Corridor Plan to enhance pedestrian and bicycle opportunities with safe multi-use trails that are separated from automobile traffic (CCM 1.7.3).	Action	Conduct / Sarasota-Manatee MPO, FDOT	Project Development & Environment (PD&E) Study for GMD completed	CIP, grants		
K	Educate and encourage the private sector to install community electric vehicle charging infrastructure on private property and create incentives for use.	Education Policy	Support / NGOs				
L	Provide for Town meetings, as legally acceptable, to be attended remotely.	Action	Conduct				

Town of Longboat Key Environmental Action Plan Goals > Objectives > Suggested Activities		Approach	Role / Potential Partners	Performance Measures	Potential Funding Sources	Benefits	Notes: Program Tactics and Implementation
2.4 Reduce litter and landfill waste							
A	Educate the public about what can and cannot be recycled to increase community recycle rates and reduce contamination.	Education	Collaborate / UF-IFAS, Waste Management	Education campaign for what can and cannot be recycled conducted annually		Reducing litter improves water quality, fish and wildlife health, human health, community aesthetics, and property values.	Consider performance incentives and recognition.
B	Educate the public on better consumer packaging choices and avoiding single use plastics.	Education	Conduct				<ul style="list-style-type: none"> • Create "LBK Cares" re-usable canvas bags with key messaging to provide to visitors • Provide recognition/award to business with the best effort.
C	Educate the public about composting on residential properties. Support commercial composting.	Education	Support / NGOs and Restaurants				
D	Conduct volunteer cleanups of litter and marine debris.	Action	Collaborate / Manatee and Sarasota Counties, NGOs				
E	Educate the public about onsite chipping and shredding of vegetation.	Education	Support / NGOs				
F	Educate the public about the Town's No-Smoking Ordinance and enforce at public beaches, public beach and bay access points, and public parks.	Action	Conduct	# litter incident reports			

Town of Longboat Key Environmental Action Plan Goals > Objectives > Suggested Activities		Approach	Role / Potential Partners	Performance Measures	Potential Funding Sources	Benefits	Notes: Program Tactics and Implementation
Goal 3: Build capacity of LBK and partners to conserve and restore LBK ecosystems and to collaborate on environmental initiatives.							
3.1 Collaborate with local governments, SBEP, and NGOs on shared environmental goals and objectives.							
A	Identify and join collaborative grant opportunities with partner agencies.	Action	Collaborate	# collaborative grants submitted annually		Collaborating with other organizations reduces costs and increases actions to implement environmental goals and objectives.	
B	Support the SBEP in implementing the Comprehensive Conservation and Management Plan (CCM 1.4.1).	Action	Collaborate				
C	Identify and pursue education collaborations with partners. Identify and adapt educational materials created by local governments, SBEP, SEC, and NGOs.	Action	Collaborate / SBEP, UF-IFAS, Sarasota and Manatee Counties, NGOs	# collaborative educational campaigns conducted annually			
D	Integrate with collaborative environmental organizations like the Sarasota Bay Estuary Program and the Science and Environment Council.	Action	Collaborate				
E	Leverage community communication channels to educate visitors and the public.	Education	Collaborate				<ul style="list-style-type: none"> • Network communications through community groups such as message boards at condos; Condo Federation; Rotary Club; North End group. • Weekly environmental column in LBK Observer. • Annual mailing to every address in LBK. • Post information in rental units on green community goals, initiatives, and best practices. • Include one environmental tip every month in Town newsletter.
F	Build Town capacity to implement the Environmental Action Plan.	Action	Conduct				Resources could include consultants, contractual employees, grants, software, or other investments.

THINGS TO CONSIDER

Timeframe	A 5-year timeframe will be used to measure and evaluate progress
Performance Measure	Performance measures need to be selected that can be reasonably and accurately tracked and provide a relevant measure of progress towards goal.

Table 1. Framework for defining Town of Longboat Key role in activities in Environmental Action Plan

LBK Role	Level of Engagement
Support	Encourage actions by other partners through advocacy, facilitation, and policy alignment
Coordinate	Convene partnering entities, ensure open communication, and maximize efficiencies
Collaborate	Invest funding and staff time as a partner, but not as the lead agency
Conduct	Invest funding and staff time as the lead agency

Table 2. Criteria for prioritizing activities for inclusion in Environmental Action Plan

LBK Criteria for Priority Activities
IN ORDER OF HIGHEST PRIORITY
Multiple co-benefits, especially cost-benefits
Relevant to environmental goals
High priority for stakeholders and partners and aligned with policymakers' directives
Progress likely within 5 years
Technically feasible
Likely to be effective and measurable

Table 3. Activity action verbs definitions.

Activity	Definition
Encourage	The Town encourages this practice during planning and building review and/or by reference in plans or ordinances.
Educate	The Town conducts an education and outreach campaign to inform residents, visitors, and businesses.

End of Agenda Item

April 15, 2024
Special Workshop
Agenda Item 4 - Adjournment

No Material Provided for This Item