

Town of Longboat Key (LBK)



Internal Stakeholder Feedback Report October 2023

Prepared by:



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I. Report Definitions

The report is divided into the following sections:

- I. Report Definitions
Descriptions of the report to better understand the report creation and format.
- II. Organizational Summary and Key Themes
An overview of the feedback gathered, analysis, and key theme strengths and opportunities for improvement.
- III. Detailed Report by Stakeholder Group
Specific questions and responses from stakeholders.

A. Question Development

The questions for the surveys were created to ensure consistency across the stakeholder groups. Question types were qualitative and quantitative to gather the full understanding and apply context to the information gathered. The approach and question sets were adjusted by stakeholder group. Question development was done in collaboration with and upon final approval of Town of Longboat Key (LBK) leadership.

B. Information Gathering

The information gathered will be used to develop the strategic plan. The information within this report represents key elements of organizational performance, satisfaction, and partnership requirements for collaboration with the stakeholder groups.

When the feedback was gathered, Stratex Solutions provided a promise of confidentiality; therefore, names and other identifying information are removed. There are some cases when the respondents used a person's name in their feedback; therefore, "[Name omitted]" is used in the document to maintain the anonymous nature of the person described.

The comments and concepts in this report were captured using survey comments. Where possible, exact quotes were used to preserve the stakeholder's intended message. Some corrections to reduce distractions such as grammar and spelling have been applied while maintaining the integrity of the message. Even with these corrections, the comments will retain a conversational tone and may not flow in the same manner as the proper written word. In some cases, full sentences were not used by the communicator, which is not unusual in feedback collection. Some quotes presented in the detailed feedback are also used in the Organizational Summary as supporting examples for the identification of key feedback categories and themes. The information gathering process included gathering quantitative, qualitative, and demographic data through surveys.

1. Surveys

The surveys were distributed through email and survey links to the entire population available for the stakeholder group. The surveys were open for a minimum of two weeks to provide maximum opportunity for participation. Multiple reminders were sent to complete the survey to ensure the best participation rate possible.

2. Data

a) *Qualitative*

The stakeholders openly provided information about strengths and opportunities for improvement. The quantity and quality of the information presented is indicative of stakeholders who are engaged in Town of Longboat Key's success and believe in the organization's mission. Regardless of the level of performance in any organization, opportunities for improvement provide important information about how to move to the next highest level of performance. This feedback contains the golden nuggets of value from the information gathering process. The balance of feedback between the very positive comments and very negative comments is frequently where most common organizational opportunities reside.

b) *Quantitative*

Quantitative data was collected through surveys distributed through email and survey links. The participation rate of some surveys would not support statistical validity representing the entire stakeholder group. In these cases, additional data will be collected during the strategic planning process to validate the conclusions to be reached. This should be considered when reviewing quantitative information.

c) *Demographics*

Demographics help with the evaluation of the participants' duration of experience in working with Town of Longboat Key. Stakeholders with less tenure may have less experience. Those with more tenure have a broader base of experience.

C. Analysis

The data gathered was analyzed and compiled into this report. The report outlines key themes across the organization and detailed feedback for each of the stakeholder groups.

In this report you will see quantitative data referencing the average of several figures as well as the most frequently selected responses. One phase of the quantitative analysis is calculating the survey data as percentages within each stakeholder group. This is the data you see presented visually in the charts and what may be used to find the average response to a question, such as the Average Net Promoter Score.

The footnotes beneath many of the charts contain information about the most frequently selected responses. To obtain these numbers, each response is counted individually,

regardless of their stakeholder group. Because of this, in rare cases, the most frequently selected response is not the same as the response with the largest aggregate percentage. The purpose of these two methods of calculation is to provide multiple perspectives of stakeholder feedback as well as several levels of quantitative analysis.

You may also note that the percentages of Positive, Neutral, and Negative responses occasionally add up to 99% or 101%, which is the result of rounding to the nearest integer.

Town of Longboat Key selected stakeholder groups with recommendations from Stratex Solutions. The feedback provided will be included in the strategic planning efforts alongside analysis of organizational performance. The information in the report provides a current view of organizational performance so improvement efforts can be evaluated.

Town of Longboat Key sought feedback from stakeholders to identify the most important priorities for stakeholders and the organization. The number of respondents for surveys may not be consistent across all questions. For surveys, respondents may choose to not answer a question. The number of respondents per question will not always equal the total number of respondents who participated in the data collection process.

Town of Longboat Key Respondents Table

Stakeholder Group Name	Surveys Started # of Respondents	Surveys Completed # of Respondents
Employees	92	88
Total	92	88

End of I. Report Definitions

II. Organizational Summary and Key Themes

A. Strengths

1. Leadership

Leadership stands out as a distinct strength within the Town of Longboat Key. The feedback from the report consistently highlights the positive impact of the Town's leadership, both at the managerial and departmental levels.

A recurring sentiment is the commendation of the new Town Manager who is perceived as efficient, values driven, and focused on doing what's right for the community. This leadership style has not only instilled confidence but has also fostered a culture where every department is committed to mutual support, ensuring that the Town's goals and objectives are not just met but exceeded.

Furthermore, the leadership's consistency in handling issues combined with their flexibility in decision making has been pivotal in promoting a sense of trust and empowerment among employees. This approach has allowed for adaptability, ensuring that tasks are accomplished efficiently while also providing necessary guidance when needed.

The feedback also underscores the leadership's commitment to progress and improvement. The proactive stance of the Town Manager and the director team in seeking progress and betterment for the Town is evident and well received by employees.

The leadership within the Town of Longboat Key is an area of strength, driving forward the Town's mission with clarity, commitment, and a genuine regard for both its residents and its workforce. Their approach has cultivated a collaborative environment where employees feel valued, supported, and motivated to contribute to the Town's success.

Qualitative

- Good Town Manager and director team. I believe the team really wants to see progress in the Town.
- The Town's Commission is comprised of individuals who came from larger corporations and firms. They are more involved than most and with a good manager keep a good pulse on the budget and quality of life of its residents, visitors, and employees.
- I feel leadership is looking out for what is best for everyone.
- Leadership is focused and always clear with accomplishing the Town's goals and objectives.

Quantitative

- 82% of employees report having a clear understanding of the most important priorities for the Town of Longboat Key.
- 80% of employees report having a clear understanding of Town of Longboat Key's mission, vision, goals, and objectives.
- 75% of employees report agreement with the statement "Town of Longboat Key's leadership is appropriately concerned with accomplishing the Town's goals and objectives."

2. Workplace Environment

Workplace environment shines as a prominent strength within the Town of Longboat Key. The feedback from the report consistently underscores the positive and inclusive atmosphere that the Town has cultivated for its employees.

Employees, both new and seasoned, express a profound sense of belonging and value. The sentiment that the Town is "like a family" resonates deeply, indicating a close-knit community where individuals feel connected and supported. This sense of camaraderie is further emphasized by comments highlighting the joy and satisfaction derived from working at the Town, with some even ranking it as one of the top places to work in the country.

The feedback also points to the Town's commitment to recognizing and valuing the unique contributions of each employee. Whether it's the acknowledgment of a newer employee's input or the appreciation of the longstanding commitment of seasoned staff, there's a clear emphasis on inclusivity and recognition.

Moreover, the sense of community extends beyond the workplace, with employees feeling integrated into the broader Longboat Key community, participating in local activities, and enjoying the unique lifestyle the area offers.

In summary, the Town of Longboat Key has successfully fostered a workplace environment where employees feel valued, connected, and proud to be a part of the organization. This strength not only contributes to employee satisfaction but also translates into the quality of service and commitment they provide to the residents of Longboat Key.

Qualitative

- Its natural environment for workplace location, its facilities, and its staff, the positive spirit of employees as a whole. Good governance.
- Nimble; fiscally responsible; great tax base; friendly, knowledgeable, and respectful community; great expertise within the community and within the Town; supportive and civil Commission; practical and common sense focused cost-effective solutions. Good, strong team.
- The family atmosphere.
- Friendliness of Town employees toward each other and the community. Everyone truly wants to make the community a better place.

Quantitative

- 76% of employees report they would proudly recommend the Town of Longboat Key as a good place to work to a friend or relative.
- 76% of employees feel the Town of Longboat Key is a great place to work.
- 72% of employees believe the Town of Longboat Key values their unique background and experiences.
- 75% of employees report “People of all cultures and backgrounds are valued at Town of Longboat Key”.

3. Citizen Focus

Citizen focus emerges as a defining strength for the Town of Longboat Key. Feedback from the report consistently underscores the Town's unwavering dedication and commitment to its residents, reflecting a deep-rooted culture of community service.

Employees highlight the Town's proactive approach in addressing the needs of its citizens, from providing top-notch customer service to being responsive to the unique requirements of the community. This commitment is further exemplified by the Town's emphasis on community relations, ensuring that every interaction fosters a sense of trust and mutual respect.

Moreover, the sentiment that the Town "puts the citizens first" resonates deeply within the feedback, indicating a prioritization of community welfare and satisfaction. This focus is not just limited to service delivery but extends to building meaningful relationships with residents, visitors, and stakeholders.

The feedback also points to the Town's broader commitment to the community with comments highlighting its dedication to enhancing the quality of life for its residents. Whether it's through strategic initiatives, community engagement, or simply being attuned to the pulse of the community, the Town's citizen-centric approach is evident.

The Town of Longboat Key's strength in Citizen Focus is a testament to its dedication to serving its community with excellence, integrity, and genuine care. This commitment not only enhances the quality of life for its residents but also fosters a sense of pride and belonging among its employees, further solidifying the Town's reputation as a community-focused organization.

Qualitative

- The Town has employees who do in fact provide top notch service to the Town, both internally and externally.
- The Town puts the citizens first.
- Community focused. Service oriented.
- I have no doubt that the Town is focused on what is best for its residents.
- Our customer service to our citizens is top notch.

Quantitative

- 85% of employees report that the Town of Longboat Key has a good reputation with the public.
- 76% of employees believe the Town of Longboat Key's leadership is appropriately concerned with accomplishing the Town's goals and objectives.
- 84% of employees report that the Town of Longboat Key is focused on what is best for the Town and its residents.

B. Opportunities for Improvements (OFI)

1. Communication

Communication stands out as an area requiring attention and enhancement within the Town of Longboat Key. Employees consistently emphasize the value of effective communication, particularly between various departments. While the Town has made strides in certain areas, there remains a need for more streamlined, transparent, and consistent communication mechanisms. Feedback suggests occasional silos or barriers that hinder the free flow of information, leading to potential misunderstandings or misalignments in executing the Town's objectives.

Furthermore, the survey comments in the report indicates a desire for clarity in roles, expectations, and outcomes. This clarity is not just about the conveyance of information but also about ensuring that every employee understands their role and how it fits into the larger mission of the Town. The nuances in the feedback suggest that while there's appreciation for the efforts made in communication, there's a desire for more direct, open, and real interactions, especially when it comes to changes, outcomes, or strategic directions.

To optimize the potential of its workforce and ensure alignment with its mission, the Town of Longboat Key must prioritize addressing these communication challenges. Implementing robust communication strategies, fostering open dialogues, and ensuring that every employee feels heard and informed will be pivotal. By doing so, the Town can cultivate a more cohesive, transparent, and efficient work environment, ultimately driving forward its commitment to serving its community effectively.

Qualitative

- Listening and understanding issues that are happening in your department. To feel comfortable to express those needs or issues.
- To honestly discuss issues and make a plan for improvement. Then follow up with the progress or regression of the plan.
- Communication between staff and departments, especially when a process has changed and not been communicated to other staff/departments that may utilize that process.
- Most departments tend to work in silos. Directors seem to only focus on what's happening in their "world" and not paying attention to other departments.

Quantitative

- 64% of employees feel the organization supports an environment of open communication.
- 67% of employees report that the Town of Longboat Key communicates effectively with its employees.

2. Workforce Accountability

Workforce accountability is an opportunity for improvement within the Town of Longboat Key. The feedback from the report illuminates areas of improvement in this domain. While many employees consistently uphold the Town's values and deliver on their commitments, there's a palpable need for strengthening the mechanisms that ensure consistent accountability across all levels.

A recurring sentiment suggests the necessity for transparent and consistent evaluations, ensuring that performance and behavior are addressed uniformly. This consistency is pivotal not just for individual assessments but also for fostering a sense of fairness and trust within the organization. The role of Human Resources emerges as an opportunity with feedback indicating a potential gap in its alignment with the broader workforce. Addressing this will be crucial in ensuring that HR serves as a supportive bridge, fostering trust and open communication between management and employees.

Furthermore, while the Town boasts a workforce that's capable and dedicated, there are indications that barriers or decisions might be hindering their full potential. Promoting a culture where collective success is celebrated and individual contributions are recognized will be essential. This approach, coupled with a focus on team cohesion and reducing individualistic behaviors, will ensure that the Town's objectives are met collaboratively.

In addressing these challenges related to workforce accountability, the Town of Longboat Key stands to benefit from a more aligned, motivated, and cohesive workforce. Such an environment will not only enhance operational efficiency but also instill a sense of pride and purpose among employees, driving the Town's mission forward with renewed vigor.

Qualitative

- It would be beneficial to move away from "that's how we always did it" and adopt current fiscal management and accountability methods.
- Hold employees accountable for their actions/lack of work, etc.
- People are not disciplined / let go when they should be - no accountability. HR supports the employer not the employee.
- No follow through on concerns and problem solving. Developing staff members' growth, performance, and outcome goals. Delegating.

Quantitative

- 77% of employees report that their coworkers are committed to doing quality work.
- 69% of employees report that their opinions seem to count.

3. Compensation and Benefits

Compensation and benefits emerge as an area for enhancement within the Town of Longboat Key. The feedback from the report underscores the significance of ensuring that the compensation structure is both competitive and reflective of the responsibilities and accountabilities of the roles. While there's acknowledgment of recent efforts, such as pay increases which have positively impacted employee sentiment, there remains room for further refinement.

Employees have voiced concerns about the disparity in pay rates, especially when newer employees receive benefits and compensation traditionally reserved for more senior roles. This highlights the importance of a transparent and equitable compensation structure that recognizes tenure, responsibility, and performance. The geographical context of Longboat Key, being an affluent barrier island, further accentuates the need for competitive compensation, especially when compared to surrounding areas.

Moreover, the comparison to the private sector emerges as a recurring theme. Employees perceive that the benefits offered by the Town no longer equal those in the private sector, which can pose challenges in attracting and retaining top talent. Specifically, there's a call for a more robust retirement program, similar to what other municipalities offer.

Additionally, the feedback suggests that while the new Town Manager's efforts are acknowledged and appreciated, there's a historical context of perceived stagnation in compensation. This history underscores the importance of not just addressing current concerns but also ensuring that the Town remains proactive in its approach to compensation and benefits in the future.

To foster a motivated, satisfied, and committed workforce, the Town of Longboat Key should prioritize a comprehensive review and enhancement of its compensation and benefits structure. Such efforts will not only address immediate concerns but also position the Town as an employer of choice, attracting and retaining the best talent to serve its community.

Qualitative

- I don't feel my experience and education really makes a difference or is taken into consideration, particularly when it comes to salary.
- This question is above my pay grade, but an annual Cost of Living Adjustment would be ideal as we all have to travel to LBK, and our residential areas are expensive, and costs are rising.
- Align wages and benefits.

- If you would have asked me a few months ago, I would have said a three. I've increased my rating based off the recent pay increases that have helped employees tremendously and were WAY past due. I think there is still room for improvement in providing employees with an actual sound and reliable retirement program similar to what other municipalities offer.

Quantitative

- 59% of employees report being satisfied that total compensation reflects the effort they put into their work.
- 76% of employees plan to be working for the Town of Longboat Key a year from now.

4. Training, Education, and Professional Development

Training, education, and professional development are identified as opportunities for improvement within the Town of Longboat Key. The feedback from the report underscores the significance of ensuring that employees have access to consistent, high-quality training tailored to their roles and the evolving needs of the Town.

A recurring theme from the feedback is the need for more structured and comprehensive training, especially in specialized areas like emergency services. The importance of having well-informed trainers is evident with concerns raised about new employees being trained by departing or less satisfied staff members. Such scenarios can lead to knowledge gaps and the potential perpetuation of outdated or inefficient practices.

Furthermore, the feedback suggests a desire for more organized in-house training. While there are instances where the training has been commendable, especially when external experts are involved, these opportunities seem to be infrequent. Employees have expressed the need to take the initiative themselves, indicating that proactive training opportunities from the Town might be lacking.

Another significant insight is the perception of limited career growth and development opportunities, especially given the size of the Town. While the intimate nature of a smaller town can offer many advantages, it's crucial to ensure that employees see a clear path for professional advancement and skill enhancement.

To foster a skilled, confident, and forward-looking workforce, the Town of Longboat Key must prioritize a comprehensive review and enhancement of its training, education, and professional development initiatives. By investing in these areas, the Town can ensure that its employees are well equipped to meet current challenges and future opportunities, driving the Town's mission forward with competence and enthusiasm.

Qualitative

- Unlike the other organizations I have worked for in the past, I have not witnessed a career pathing program within the Town.
- I have received little to no training for my job but have figured almost all of it out on my own.
- Coming from the private sector, I feel more public sector training would have eased the transition.
- We have no formal training program with goals or milestones reached.
- Our training is outdated and repetitive each and every year. They are painful.

Quantitative

- 70% of employees report they are satisfied with the training received to perform their job.
- 59% of employees report that the Town of Longboat Key offers good opportunities for professional growth and development.
- 61% of employees report that the Town of Longboat Key provides effective on-the-job training and skill development.

5. Workforce Capacity

Workforce capacity emerges as an opportunity for improvement within the Town of Longboat Key. The feedback from the report underscores the significance of ensuring that the Town has the necessary human resources and technological tools to effectively serve its community and achieve its objectives.

A recurring sentiment from the feedback is the historical challenge of not having adequate resources, both in terms of personnel and technology, to accomplish the Town's goals. While there's acknowledgment of recent efforts by the new Town management to address these concerns, there remains a clear call for further action.

The need for strategic recruitment and shaping expectations is evident with comments highlighting specific areas like Police, Fire, and Public Works that could benefit from increased staffing. This is further emphasized by the suggestion to reorganize departments and add full-time positions where needed. Such measures would not only enhance service delivery but also ensure that the Town meets recommended staffing levels.

Furthermore, the feedback points to the importance of human capital management. Building competence, fostering connections within departments, and townwide coaching and mentoring are essential for maximizing the potential of the workforce. Additionally, there's a call for reviewing operational hours and exploring hybrid work opportunities, indicating a desire for more flexible and modern work arrangements.

To ensure the Town of Longboat Key effectively serves its community and achieves its mission, it's imperative to prioritize and invest in workforce capacity. By addressing the identified challenges and leveraging the strengths of its employees, the Town can create an environment where both its workforce and community thrive.

Qualitative

- The Town is making progress but historically has not provided the resources to accomplish goals. Technology and personnel are desperately needed to complete the Town's priorities. Since new Town management, it appears this is being addressed.
- The staffing of our services remains an issue.
- Hiring processes could be improved.
- I believe the Town should increase staffing for Police, Fire, and Public Works. This is a great community that deserves the best services and additional staffing would ensure that by meeting recommended staffing levels.
- Meeting recommended staffing for our departments. That comes at a cost, but if the residents are informed that we do not meet the minimum recommended levels, they would know where their money is being appropriated.

Quantitative

Workforce capacity is an opportunity that was organically identified by the employees through their comments to the following questions:

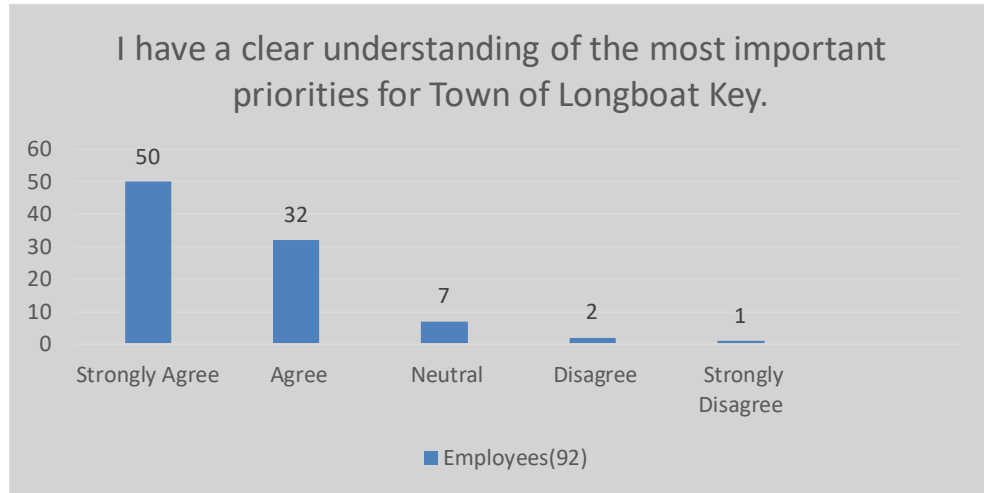
- What are Town of Longboat Key's most significant opportunities for improvement?
- Overall, Town of Longboat Key's staff has the types of skills, knowledge, and experience necessary to fulfill its mission.
- How do you measure the success of Town of Longboat Key?
- I am satisfied with the training I have received to perform my job.
- As Town of Longboat Key is considering strategic initiatives for the next planning period, what would you recommend as potential focus areas based on your experience?

End of II. Organizational Summary and Key Themes

III. Detailed Report by Stakeholder Group

A. Employees

1. I have a clear understanding of the most important priorities for Town of Longboat Key.



In 2023, 89% of respondents selected a positive response, 8% selected neutral, and 3% selected a negative response. The most frequently selected response in 2023 was Strongly Agree with 50 out of 92 total responses.

Strengths

a) *Communication*

- We all have the list of workplace expectations from the current strategic plan.
- B.E.A.C.H.
- The Town's priorities are clearly communicated by the Town Manager and department heads.
- In my position, I have a clear understanding of the Town's priorities.
- There is good communication about priorities.
- Not sure on the big picture and future projects that the Town has, but there are clear goals and objectives laid out for the PD. The previous Town Manager would meet once a month with all departments and discuss the upcoming projects.
- It has always been apparent that the community members are our #1 priority. We are a concierge government that works for our residents.
- I feel that the Town does a good job expressing the priorities. It's in the effort to accomplish them that we are falling short.
- Customer service is priority. Understanding that is important, especially for temp employees.
- Supervisors have done an excellent job overall in communicating the most important priorities to employees.
- I believe I do. I think that B.E.A.C.H. helped to simplify it.

Opportunities for Improvement

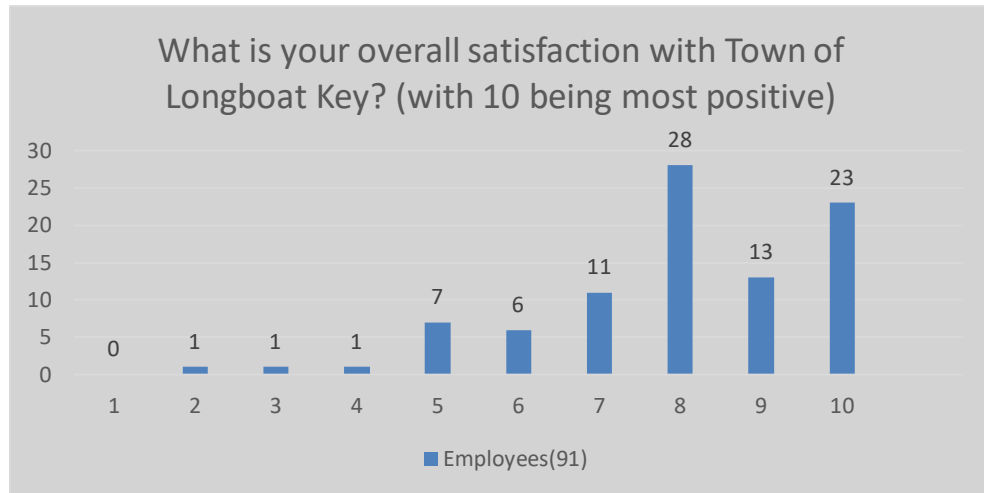
b) Culture

- We have heard to always do the right thing; however, the Town doesn't always do the same.

c) Other Comments

- I believe most important are the citizens of the community and others who rely greatly on this municipality to provide the services that keep them safe and give them stability.

2. What is your overall satisfaction with Town of Longboat Key? (with 10 being most positive)



In 2023, overall satisfaction was reported as 8.00 out of a possible 10. The most frequently selected response in 2023, on a scale of 1-10 with 10 representing most satisfied, was 8 with 28 out of 91 total responses.

Strengths

a) Compensation

- I am happy with the pay and my working environment.

b) Leadership

- The new Town Manager has provided much needed leadership for the Town and its employees. Our raises are based off the current rating system which is very subjective rather than objective.
- Great support from my bosses.

c) Other Comments

- As a new employee, the Town of Longboat Key has been extremely welcoming, professional, and helpful. I look forward to spending many years to come working for this Town.

d) Workplace Environment

- The Town Manager is making positive changes, and I feel that he is working toward a good balance between taking care of Town residents as well as Town employees.
- Working for the Town is fantastic. I love the department I work for; it is a positive and motivated workplace.
- I live here and I work here and find LBK a great environment for both.
- The Town of Longboat Key is by far the most professional, efficient, and customer service-oriented jurisdiction I have ever had the pleasure of working for in over 35 years. It is truly a family type of environment with the customer always being the top priority. It is a pleasure to come to work every day.
- The work environment is awesome. My employer makes me feel valuable. Good work conditions.
- Longboat Key is one of the best employers I've ever worked for, and I have always been treated with respect and dignity.
- Positive attitudes, friendly, and very timely correspondence.
- I appreciate the acceptance of a work/life balance.
- The leadership understands the importance of the employee and is placing them first.
- I feel I have a very good working relationship with my department. My leadership has been more than fair.
- Qualities of the workplace facilities, equipment provided relative to the work required for the position. Colleagues here are all exceptional, and a great team spirit.
- Very low stress level; team spirit; caring for employees' well-being.
- Love working with my fellow workers and the citizens of the Town.
- The culture of the Town is improving.
- The flexibility to make decisions, and the kindness of the employees in all departments.
- Benefits, pay, and the new Town Manager.
- The Town has always been fair and honest with me as an employee.
- Great teamwork. Appreciation for staff. Interesting things to work on.
- Willingness to help, open communication, and the respect and attention it gives to its constituents and employees.

Opportunities for Improvement

e) Communication

- Communication all across the board seems to be lacking.

f) Compensation

- If you would have asked me a few months ago, I would have said a three. I've increased my rating based off the recent pay increases that have helped employees tremendously and were WAY past due. I do think there is certainly still room for improvement in providing employees with an actual sound and reliable retirement program similar to what other municipalities offer... FRS. Having a 401K as a government employee is ridiculous. Additionally, I do think we can find more competitive insurance options. For example, my spouse has United Health Care with a Global policy and pays zero out of pocket. When I was added, it only cost an extra \$35 per month. My spouse's vision and dental are also provided for free by the employer.

- I think the Town should compare to the private sector. No longer do benefits exceed the private sector to make the inequity in pay worth it. It is a major challenge trying to acquire professional type positions when the private sector offers a significant increase.

g) Leadership

- For the most part I enjoy my work. However, some days can be difficult with little support from the management team of my department.

h) Service Delivery

- There are several areas where the level of service is suffering, mostly due to management in those areas not understanding the meaning of exceptional service. Parks and Facilities come to mind.

i) Staffing

- Hiring processes could be improved.

j) Technology

- The use of outdated technology causes delays in completing tasks and assignments.

k) Workforce Accountability

- People are not disciplined / let go when they should be - no accountability; HR supports the employer not the employee.
- At times it appears not everyone is interested in making sure everyone is moving forward. Some look out for themselves first, which in the long run causes issues for the team as a whole.
- Past administrations have overlooked the need for more general funding for technical tools, employment, and upkeep for the Town's public facilities, parks, recreation center, and tennis center. Micromanagement from directors that have not effectively surveyed how certain facets of the workplace interact. In other words, decisions are made at a higher level without input from the actual folks having to implement policy/technology.
- No follow through on concerns and problem solving. Developing staff members' growth, performance, and outcome goals. Delegating.
- Many years of being told one thing and experiencing something completely different. Previous Commissions and Town Managers, along with some directors, not standing up for the employees.

l) Workforce Capacity

- The Town is making progress but historically has not provided the resources to accomplish goals. Technology and personnel are desperately needed to complete the Town's priorities. Since new Town management, it appears this is being addressed.

m) Workplace Environment

- The Town could have a better understanding of what the needs and/or issues are in the departments.
- Staff and department accountability.

General Comments

n) Other Comments

- I am very impressed with how the Town treats their employees, but I think there are some things that they can improve on. Especially during the hurricane season.
- Inability to alleviate traffic during the season.
- I've had zero hiccups or problems since I started working here, so therefore, I have no complaints.
- Prefer a four-day work week.
- Distance, flexibility. Traffic is a major issue in the winter months.
- Overall, I am very satisfied with the Town. From my perspective (someone who has worked for other government entities), the Town is genuinely concerned for its employees and the community as a whole. This is apparent with the cost of medical insurance we receive (better than most) as well as the Town's ability to listen to its constituents. However, we do have a problem with recruitment for an obvious reason.... location. Employees are severely disadvantaged when it comes to travel time to the island as well as fuel costs.
- At times, it requires third party involvement for the Town to do what is best for the employee. However, since the new Town Manager started, I feel these instances will be few and far between.
- I work with many departments and am able to set schedules as needed.
- The recent increase in construction activity has created "growing pains" which is evident when looking at recent response times of services provided.
- Health benefit options. Safety in community, minimal crime. Health care assurance with Fire Department within community. Employee structure of multiple directors. The sense of an open-door policy. Concern for competitive wages.

3. What are Town of Longboat Key's greatest strengths?

Strengths

a) Benefits

- Offering continuing education opportunities.

b) Citizen Engagement

- The support of our citizens and Town Commission. They go above and beyond to make their community the awesome place that it is.
- Community interaction.
- The Town's greatest strength is the residents who live here. I believe they would be open to (if asked) increasing salaries to keep a great workforce and to attract others to work in the Town.
- The residents keeping us accountable. :-)

c) Citizen Focus

- Dedication to its residents.
- Community relations.
- Service to the people.
- Commitment to the community.

- The Town has employees who do in fact provide top notch service to the Town, both internally and externally. It is great to have a Town Manager that stands behind the employees and a Town Commission who supports the Town Manager's efforts in looking after the employees.
- Proactive leadership. Steward for the community.
- Open communication; the respect and attention it gives to its constituents and employees.
- The Town puts the citizens first.
- Customer service to the residents and visitors.
- Community focused. Service oriented.
- Being responsive to the needs of residents.
- Customer service.

d) Communication

- Open communication.

e) Compensation

- Competitive salaries, good place to work, and good benefits.

f) Leadership

- The Town's Commission is comprised of individuals who came from larger corporations and firms. They are more involved than most and with a good manager keep a good pulse on the budget and quality of life of its residents, visitors, and employees. I believe the greatest strength of this small government is its teamwork. Every department is committed to helping each other to make sure the goals and objectives of the Town are exceeded. Now with our new Town Manager, the employees have a leader who values its members as much as its residents.
- New Town Manager.
- Leadership.
- Good Town Manager and director team. I believe the team really wants to see progress in the Town.
- Leadership; I believe the new Town Manager is efficient and wants to do what is right for the community.
- Town leadership.

g) Teamwork

- The team aspect with my coworkers.

h) Workforce

- The employees and most recently the Town Manager.
- Its employees.
- Dedicated employees.
- The people and the skills that they have to accomplish the tasks we need to perform every day.
- The employees who work so hard to ensure the residents and visitors experience paradise.
- Its people for sure. Very great interdepartmental cooperation.
- Strong team of experienced people.

i) *Workplace Environment*

- They have goals and a mission to achieve them.
- The investment of the residents in keeping LBK a beautiful place to live. The new Town Manager focus not just on the citizens but also the employees and equipment needed to do our jobs, very impressed with the progress of the PD in the last year.
- Its natural environment for workplace location, its facilities, and its staff, the positive spirit of employees as a whole. Good governance.
- Its employees.
- The Town continues to look for ways to improve and be better as a whole.
- A small group of employees takes care of many responsibilities. Leadership is consistent when handling all issues.
- Nimble; fiscally responsible; great tax base; friendly, knowledgeable, and respectful community; great expertise within the community and within the Town; supportive and civil Commission; practical and common sense focused cost-effective solutions. Good, strong team.
- Our flexibility to accomplish the tasks assigned. The variety of assignments. Our leadership allowing the flexibility to make decisions resulting in mission accomplishment and providing guidance throughout the process (when needed).
- Location; great community.
- Accountability, flexibility, service minded, and responsive.
- Their dedication to the residents of Longboat Key. What has really improved greatly this year is employee appreciation.
- Paradise. Strong leadership. Supportive Commission. Excellent customer service. Unique residential base.
- The family atmosphere.
- Allowing remote work, supporting work/life balance, and supporting training.
- Customer service and employee relations. Our insurance is good, and the rates are reasonable.
- Friendliness of Town employees towards each other and the community. Everyone truly wants to make the community a better place.
- The dedication and hard work of its employees.
- Small and very little red tape. Great work environment, at least in my current position.
- High performing culture. Appreciation for the work of staff.
- Small operation allows flexibility. Knowledgeable staff. Fiscally sound.
- I believe that the Town of Longboat Key really values their employees. I feel like they work hard to make sure that everyone is valued and appreciated for their work and dedication to the Town and its residents.
- The new Town Manager actually cares about employees, and it appears that the Commission does also.
- I think the Town is heading in a positive direction under new management, with the support of the Town Commission.
- Its size and accessibility.
- Being a premier community.
- Location.
- Location and size are not overwhelming.
- Budgeting, decision making, and sound judgment.

- The Town of Longboat Key overall works as one team and is very family oriented.
- Governmental funds management. Maintaining a physically safe place to work. Offering an opportunity for better health plans. Responding to the needs of citizens and visitors of LBK.
- Police Department and Fire Department in keeping the Town safe.
- Its beauty and hometown vibe. Longboat Key has so far been able to avoid the problems that have plagued many high-income tourist communities.
- Customer service, excellent benefits, and excellent employee financial incentives for Building Department staff.
- The people, reputation, and services.
- Small town.
- Location, employees, and our customer service.
- Fiscal stability, public safety, and quality of life.
- Their greatest strength is how committed they are to their employees and their residents.

General Comments

j) Other Comments

- Community spirit; mutual respect; resiliency.
- The funds they have to work with; the small staff size.
- Location.
- If Town management recognizes a deficiency and agrees that it needs to be addressed, the Town has the resources to address the matter.

4. What are Town of Longboat Key's most significant opportunities for improvement?

Opportunities for Improvement

a) Benefits

- I missed out on two wellness days due to errors with the program that Blue Cross Blue Shield uses to keep track of activities completed. Not a fault of the Town in any way, but maybe if we can find a way to correspond better with BC/BS, or maybe if they took precedence in our concerns, that would be nice. I emailed and called BC/BS numerous times and did not get any response or resolution.
- Pay attention to the departments that actually produce with minimum staffing instead of allowing other departments to expand with additional FTEs when it's obvious that the workload for current employees is not overwhelming which can be seen in their daily interactions throughout the buildings. Those with family and/or spouse insurance coverage get a higher benefit than those that have individual coverage. There should be a way to equalize the benefits to all. The general employees are just as important as the Police and Fire, who are unionized and receive better benefits. Public Works' staff should be acknowledged more as first responders as no one can get back on to the island after a storm event without their dedication to getting the roads cleared, lift stations working, etc.
- FRS or similar type pension.
- Improvements to employee benefits such as insurance and retirement options, reasonable and permanent flex/remote schedules during the season, fuel stipends during the season, and better recruitment.

- Benefits, pay, and getting staff to understand how their role plays a part in the big picture. Also, there is quite a bit of negativity that really needs to be addressed.

b) Career Advancement

- Promotion opportunities.
- As an employee, the one negative I find is there is really no growth potential, opportunities to advance.

c) Communication

- Listening and understanding issues that are happening in your department. To feel comfortable to express those needs or issues.
- Continue to share and communicate with staff. Invest in technology solutions.
- Communication within each of the departments.
- Working among the opportunity for communication within the Town's staff.
- Better communication among departments, more specifically the Fire and Police Departments.
- Communication between departments.
- To honestly discuss issues and make a plan for improvement. Then follow up with the progress or regression of the plan.
- Communication between staff and departments, especially when a process has changed and not been communicated to other staff/departments that may utilize that process.
- Communication.

d) Compensation

- Stay competitive when it comes to salaries.
- Higher rate of pay for long-term employees.
- Further addressing pay disparities. Good step forward but still some work to do. Identifying areas where additional staffing is needed. Capital projects ahead to "hurricane proof" Town infrastructure on a barrier island.
- Need to attract more employees with better pay packages.
- Pay was a major issue but that has and continues to be worked on.

e) Culture

- Develop a culture that is engaged and truthfully lives the values of the organization. Drive toward innovation and better use of technology.

f) Data and Information

- To make the Town's information easily and readily accessible so that it caters to the set demographic of its constituents.
- Better use of strategic planning and data collection.

g) Teamwork

- More interaction between departments. Most employees in one department don't even know the employees in another department. Making the least "important employee" feel relevant.
- Working better as a team within departments.

- Better internal support between departments and Public Works. No privacy. Everyone knows everybody else's business.
- The Town employs talented people and needs to support and empower its employees to make changes.
- Continue to strive to be better working as a team. Good communication within each department is important to work well as a team.
- Breaking the "it's always been done this way" mantra removing old ways of doing things and looking toward new enhanced means.
- Relationships between departments need to improve, especially with PD isolating themselves. We are a team and should work together. We are all in the same boat (Longboat), and we are only as strong as our weakest link.
- Mutual respect, communication, self-improvement, and teamwork.

h) Training and Development

- Allowing employees to continue to learn through training.

i) Workforce

- Staffing levels in certain positions. Recruitment. Shaping expectations.
- Qualified staff; training for employees.
- I believe the Town should increase staffing for Police, Fire, and Public Works. This is a great community that deserves the best services and additional staffing would ensure that by meeting recommended staffing levels.
- Human capital management. Building competence and connection within departments and townwide. Coaching and mentoring team members to achieve their goals and the goals of LBK. Review hours of operation and explore more hybrid work opportunities.
- Ability to hire adequate staff to fill the needs of its customers.

j) Workforce Accountability

- Hold employees accountable for their actions / lack of work, etc.
- The Town has a couple of bad apples, and it is disheartening to see certain individuals who continue to treat others poorly, disrespect other employees, pass their workload onto others yet pat themselves on the back saying how they are the one doing all the work, and simply not team players continue to stay in the positions they are in.
- Employee negativity which causes distractions that lead to diminished employee morale.
- Stressing sincerity. Departments working together to fulfill a common goal. Not sure what the directors talk about at their retreat, but a lot of focus should be on "What can my department do to help yours?" I think that in the past it's been more like "That's not MY department's job!"
- It would be beneficial to move away from "that's how we always did it" and adopt current fiscal management and accountability methods.

General Comments

k) Other Comments

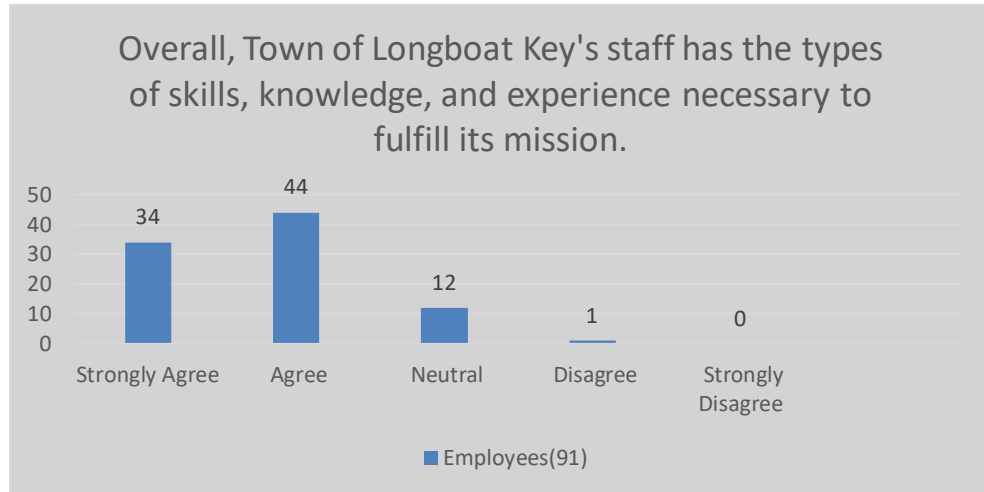
- Management with the foresight to keep moving the strategic plan and initiatives forward. Commissioners' support by funding initiatives important to improving the community, facilities, etc.

- Solutions to off-island traffic congestion for the community, including how this can improve tourism economics and local part-time and full-time resident quality of life to access airport, off-island attractions (arts and dining), medical, and other necessities as well as improving employee and service worker commute experience within the Town. This includes how current and future transportation solutions can help.
- To properly evaluate the cost of great PR for the FD. We were recently informed that the Commission agreed to begin charging residents a fee for non-emergency lift assists. I can speak for the majority of FD line personnel in saying this charge may damage our relationship with residents.
- Once the undergrounding project is complete, to then move to the GMD corridor change which will improve traffic flow for motorists, bicyclists, and pedestrians. I also believe with the Town's reliance on technology and it increasing constantly, to increase the IT personnel to be able to not only keep up but be ahead; they have been doing a great job with what they have by [Names omitted]; they should be commended.
- Hire fewer consultants.
- Traffic.
- 1) HR should be discreet, unbiased, and confidential [in their] position.
2) Collaborating with surrounding jurisdictions to mitigate traffic congestion especially during the season. Traffic has kept good potential candidates from applying for jobs, some businesses refuse to drive here during the season, and residents miss appointments on and off the island. During the season, the average employee adds two hours a day to their workday.
- Obtaining newer and more user-friendly operating systems to make the tasks at hand easier to manage and work through. Allowing more incentives for employees to keep morale high and retention rates high as well. New employees coming to Longboat are used to these types of incentives from previous agencies and would like to see them implemented here as an option as well. Some of those incentives would be police outer vest carriers and 1/4-inch full facial hair beards. Outer vest carriers have been proven to be a healthier option opposed to the standard duty belt, which would cause fewer medical bills long term due to back and hip issues from wearing the duty belt long term. Small incentives such as these make a huge difference for young proactive police officers in deciding where they want to spend years working in this career field.
- Stand behind moral and ethical decisions toward its employees. Stop always looking for ways to punish/penalize the employees.
- Growth.
- There are some technological/software advances I wish we could use. Our timekeeping system is old; we don't have a way (besides email and phone) to communicate with our team when working remotely, and we don't use video conferencing/meetings. Also, I wish there was a leadership track and a clear career ladder of sorts through HR.
- The Town can improve using social media to promote its different departments.
- Social media is a bit lacking.
- Community service.
- One main improvement I would appreciate seeing is having a dedicated fire training facility. There is no good interior place to "get messy" where we don't need to worry about ruining floors or breaking walls with our equipment. We are often required to drive to off-key locations to acquire this type of environment at neighboring fire departments' training facilities, but when doing so, we can only train one station at a time instead of practicing

working together and are typically out of service for the duration due to being too far away to respond to Longboat 911 calls.

- Planning for storms should happen way before storm season. Managing home construction projects.
- Bike path improvements would be nice.
- A new customized and complete electronic permitting and plan review system.

5. Overall, Town of Longboat Key's staff has the types of skills, knowledge, and experience necessary to fulfill its mission.



In 2023, 86% of respondents selected a positive response, 13% selected neutral, and 1% selected a negative response. The most frequently selected response in 2023 was Agree with 44 out of 91 total responses.

Strengths

a) Communication

- Again, it is about communication between all of the departments.

b) Workforce

- The Town over the last few years has hired employees with diverse backgrounds and experience, and in my opinion, they have been successful in fulfilling the Town's mission.

c) Workforce Capability

- Long-term staff has the knowledge that comes from experience. Short-term staff should be able to benefit from experienced staff.
- The Town has a strong presence of people who are well trained and qualified for the positions they hold. Most of the Town employees strive to go above and beyond what their position requires of them.
- I agree. The skills and knowledge are there. Every day brings more experience.
- Many employees come to the Town with a wealth of knowledge.

- The employees of Longboat Key are very knowledgeable in their jobs, and you feel confident in the information or work that they all do. If someone doesn't know something, they find out what is needed.

Opportunities for Improvement

d) Leadership

- Town leadership hasn't always sided with our employees, even when it's a clear and easy thing to do. Too long of an oppressive leadership looking for ways to cut corners at the expense of keeping/promoting employees.

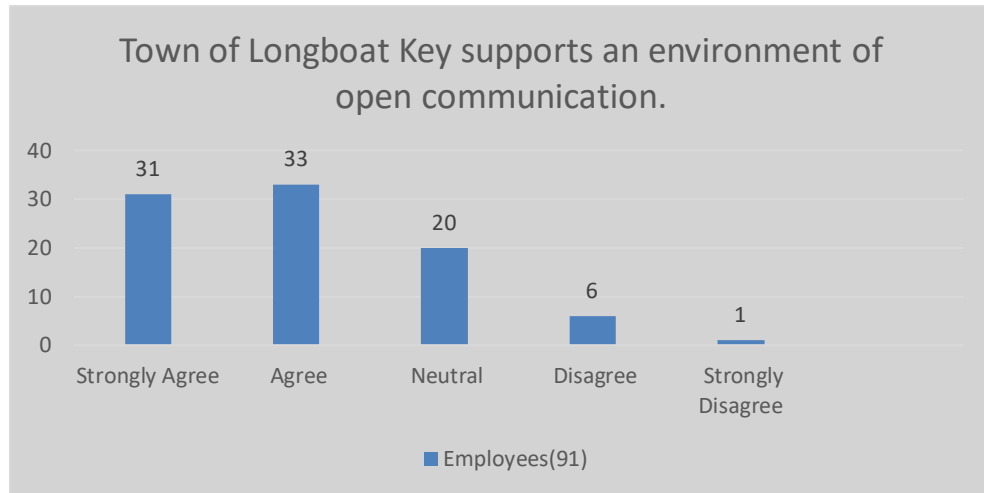
e) Workforce Capability

- Employees are allowed to continue past probation even though at the "end of probation" mark they are unable to do their jobs.
- Most of the Town staff is exceptional in their understanding of what true exceptional service is. Over the past few years, management has not allowed them to flourish as in the past.

f) Workforce Capacity

- I agree but the staffing of our services remains an issue.

6. Town of Longboat Key supports an environment of open communication.



In 2023, 70% of respondents selected a positive response, 22% selected neutral, and 8% selected a negative response. The most frequently selected response in 2023 was Agree with 33 out of 91 total responses.

Strengths

a) Communication

- This has improved greatly with the new Town Manager.
- [Name omitted] fosters an atmosphere of open and honest communication between him and his fellow employees.
- Definitely improving.

- I can discuss anything with anyone comfortably.
- The Town Manager has an open-door policy as should all directors.
- The amount of open communication has increased as of late and is very welcome.
- Always had an open-door policy with its employees.
- I would say everyone communicates; it is not always clear if the communication is going in the correct direction.

Opportunities for Improvement

b) Communication

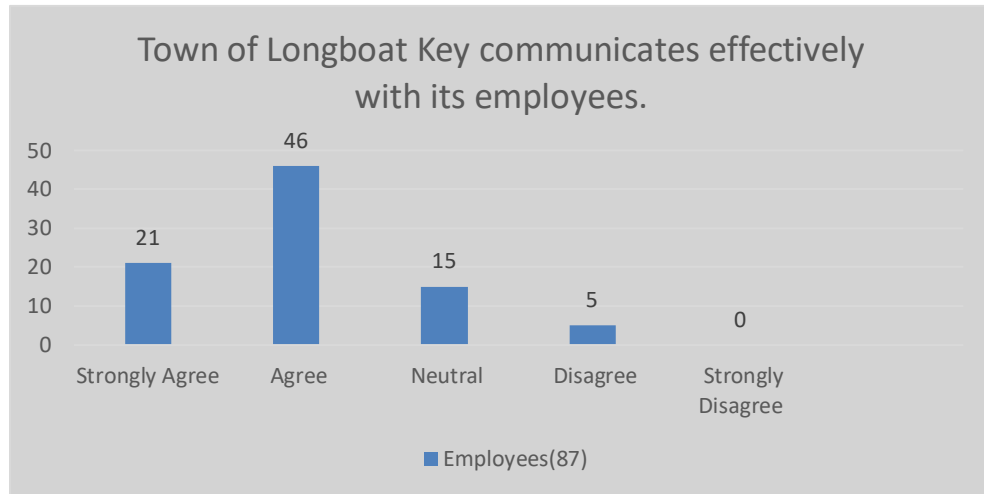
- Most departments tend to work in silos. Directors seem to only focus on what's happening in their "world" and not paying attention to other departments.
- I think the Town has supported an environment of open communication when the message reflected what they wanted to hear. I think this may be changing, as an example, this survey.
- At times it feels as though if a new idea is discussed about how to handle a situation, it is frowned upon because "the way we've always done it" is the only acceptable way to do it.
- Manager needs to be open to communicate, open dialog with employees, and listen and support their ideas. The will to improve and grow our operation.
- I believe the Town encourages open communication, but it does not always filter down through the departments.
- There have been times in my department when open communication has resulted in retaliation.
- There is a lot of chatter about anything and everything, "oh did you see so and so wore shorts today", etc. We really need less "did you see" and more let's adjust the policy to allow shorts or other items.
- If issues are brought to HR, HR goes to the directors, and the employees having issues aren't consulted. That makes employees feel like they don't actually have an HR department.
- This is a hard one. Although this survey states it's anonymous, is anything truly anonymous? I completely agree with this statement within the department I work in within the Town; we have an environment of open communication which I feel allows us to be the great team we are. I would be hesitant to walk into another department as this feeling is not at that location.
- Have in the past not felt totally secure in speaking with upper management / HR.
- The Town of Longboat Key says it supports an environment of open communication, but when this has been exercised, the group who tried to communicate was completely ignored (previous Town Manager).

General Comments

c) Communication

- It does now. Not so much before under the former Town Manager.
- I believe with the new Town Manager this will be the case.
- I think this is happening now but not always in the past.
- I think more so now with the new Town Manager than in the past.
- I think they can, but I haven't really seen much of it.

7. Town of Longboat Key communicates effectively with its employees.



In 2023, 77% of respondents selected a positive response, 17% selected neutral, and 6% selected a negative response. The most frequently selected response in 2023 was Agree with 46 out of 87 total responses.

Strengths

a) Communication

- This has gotten better in the recent past.
- Most recently.
- Always get information that pertains to me.
- In the past there was a great lack of communication from management; however, the new Town Manager is making an attempt to sit with each department and communicate with the employees, which is appreciated.
- I believe it is much better now than before.
- The Town of Longboat Key has always communicated clearly and effectively with its employees.
- We are informed with necessary information.
- Getting better every day.

b) Leadership

- The current Town Manager is much more in touch with staff and definitely cares more about the people who deliver services to Town residents/visitors.

Opportunities for Improvement

c) Communication

- I think that some older time staff do not always communicate effectively.
- Communication can always improve. The Fire Department provides a monthly update that seems to help with communication within their department. Having something like this for all of Town operations may be worthwhile.
- I would like to see more face-to-face communication and less by email.

- I mostly agree but feel it would be better communication if concerns could also be heard by the Town Manager.
- It is getting better but still needs work.
- They do, but they don't, especially when it comes to changes that are being made.
- We have good initial communication. It is the follow-up or follow-through that we seem to be lacking.
- Some departments communicate very well. Others have a very poor level of communication.
- Employees are generally aware of townwide notifications. Within departments, communication needs improvement.

General Comments

d) Communication

- I am putting neutral instead of disagree. The Town as a whole (meaning the Town Manager) does communicate with the employees. Directors are where the breakdown seems to happen; they are failing to communicate down the line.
- No complaints, but there's always room for improvement.

e) Other Comments

- Communication is extremely important but there must be follow-through.
- Again, this has improved greatly with the new Town Manager.
- Since the inception of phishing and other types of email scams, I don't open many emails not directly related to my specific department. For example, this survey has been out for a few weeks, but I didn't open it in fear it was either a test email from IT or an actual scam. I didn't open it until my supervisor emailed a reminder.

8. What ideas do you have for improving communication?

General Comments

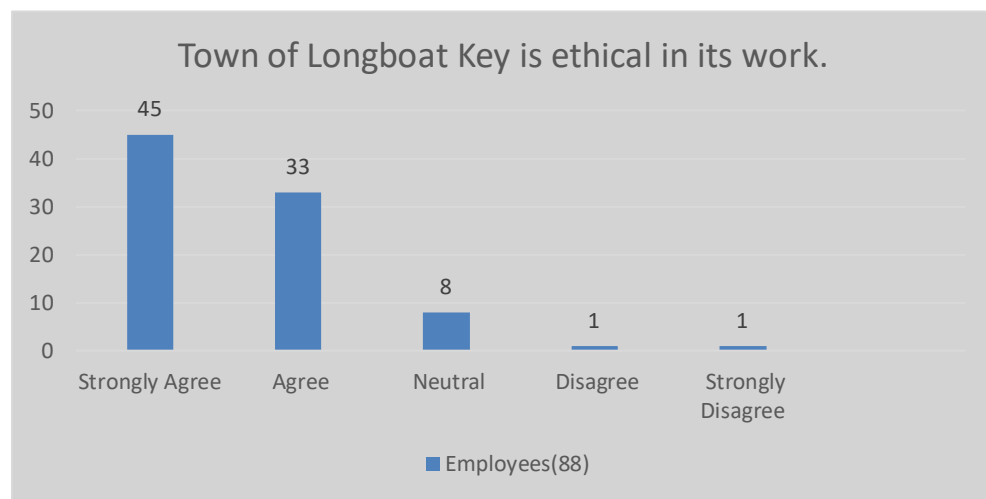
a) Communication

- More frequent updates to staff on items of potential interest.
- Let the Commission know when an employee or department receives "kudos" for services provided.
- I believe that the new management will improve communication and eliminate favoritism among Town employees.
- I believe in transparency. We shouldn't paint a picture that everything is great all the time. I also feel we should offer solutions, if possible, when presenting problems or issues.
- More training.
- Directors need communication training. We also need to look at "new" ways to communicate for the younger generations. Maybe putting together a communications team with all generations of employees would help us understand the best way to get the message across.
- I think that all staff should be on the same page and have an open line of communication. Sometimes you are told one thing and then find out it is another.
- Monthly Town overview....10- to 15-minute monthly update.
- The Town needs to accept input from the subject experts and determine if the suggestion is realistic, attainable, and meets or exceeds the present standard.

- The Town being more involved in knowing what goes on in your department. That would help in making the correct decisions when issues arise.
- Social media needs major improvement. Improving communication within departments.
- Continue with engagement and be consistent.
- More structure as to what is expected of employees and open communication one on one for a better understanding.
- Make sure general information to all employees is accurate and clear before sending it out. Technology soft rollouts and pilot testing. For high stakes conversations, emphasize most-preferred to least-preferred communication styles. For example, face to face, video platform, phone, and a distant third or fourth is email. One, two, and three can be followed by an email to document conversation, as needed.
- Open-door policy. Sometimes it feels like certain employees are granted more leniency than others.
- Continue to provide information to all employees through newsletters and general methods. Continue to have executive leadership communicate key information directly to the general staff.
- Open dialog; team meetings.
- I hear that there are already several in motion.
- Transparency and timely and accurate relaying of messaging.
- Fewer meetings.
- More meetings with management teams of the departments. One on ones once a year.
- A weekly email to all staff just giving an update on various things going on in each department.
- They need to listen to everyone and be open to communication.
- The Town Manager is making significant efforts to communicate effectively with employees.
- Again, the new Town Manager is scheduling time with each department to sit with and discuss current events/processes and listen to staff and answer their questions. Previous management did not do this and seemed uninterested in the staff's concerns.
- Sometimes it is as simple as time. In our department, because of the number of tasks to accomplish, we work on operational matters first.
- It starts from the top. Directors need to communicate with their staff. However, management needs training as I see many don't understand what it means to lead and be an effective leader.
- Again, no complaints, but I also think those who work in the field could benefit by having better technology while out in the field.
- None; everyone is helpful, knowledgeable, professional, and friendly.
- I really like our newsletter, but aesthetically it needs a bit of a refresh.
- Social media for Town business.
- Discourage side meetings. Include every member of the department and/or location; don't assume if one has the information all do. Communicate early and often. Not once and close to the deadline. Utilize different forms of communication. Everyone does [not] expect to receive all important information from social media. Once communication is given, ask if the receiver is clear on the request and has the resources to comply. Listen to any questions or concerns.
- More in-person communication instead of emails.
- I believe communication is most effective when management surveys (actually physically present) and asks questions to better understand problems that need to be addressed.

- Social media outreach.
- Follow through with your directives.
- Employee get-togethers/lunches have been good at establishing relationships which foster communication, so more of those would be appreciated.
- Perhaps a Town employee get-together.
- Listening to all department heads, not just certain ones, i.e., Streets Department.
- Prove that Town leadership values the employees and is not just looking at the bottom line. Investing in our employees provides huge benefits toward overall morale and boosting it. We all do thank this Commission and Town Manager for finally realizing the pay discrepancies.

9. Town of Longboat Key is ethical in its work.



In 2023, 89% of respondents selected a positive response, 9% selected neutral, and 2% selected a negative response. The most frequently selected response in 2023 was Strongly Agree with 45 out of 88 total responses.

Strengths

a) Ethics

- I believe the Town of Longboat Key is and always has been ethical in its work.
- The Town maintains a level of transparency in its processes and communication that builds on this.
- I have seen the Town be taken to task for mistakes and stepped up and taken ownership for those incidents.
- With this question, I am answering for my department. Finance practices a high level of commitment to an ethical workplace.

Opportunities for Improvement

b) Ethics

- I couldn't give this answer a strongly agree. I believe for the most part it is true. There are occasionally minor infractions.

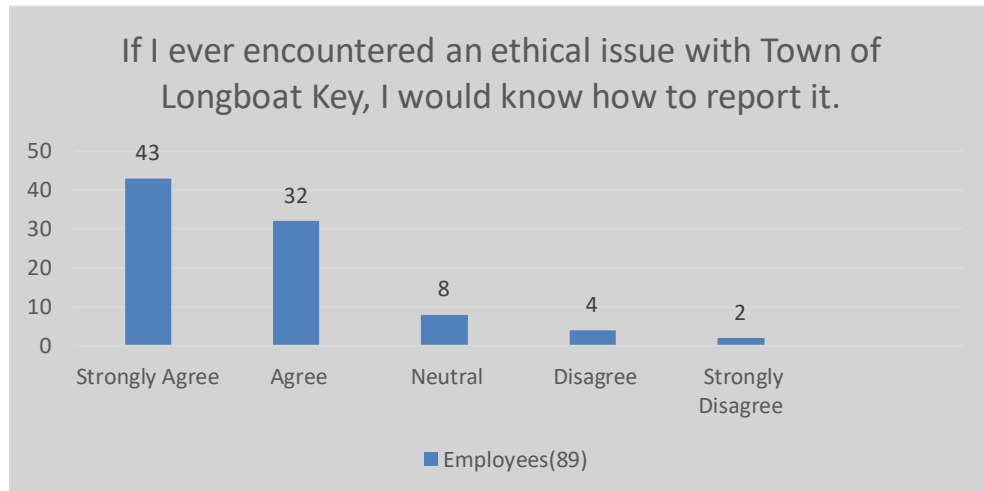
- When problems occur and are brought to higher management, no course of action or solutions are being taken. Patching doesn't fix the problem.
- Opportunities where we can save money people opt to pay someone else to do it. Wasteful.
- Many employees have had to sue the Town over workers' comp issues and prove the employee was correct. Why doesn't the Town start with supporting the employee?

General Comments

c) Ethics

- The Town has multiple training courses.
- Most of the employees I believe have good ethics.
- I have never witnessed any unethical practices since I started working for the Town of Longboat Key.

10. If I ever encountered an ethical issue with Town of Longboat Key, I would know how to report it.



In 2023, 84% of respondents selected a positive response, 9% selected neutral, and 7% selected a negative response. The most frequently selected response in 2023 was Strongly Agree with 43 out of 89 total responses.

Strengths

a) Ethics

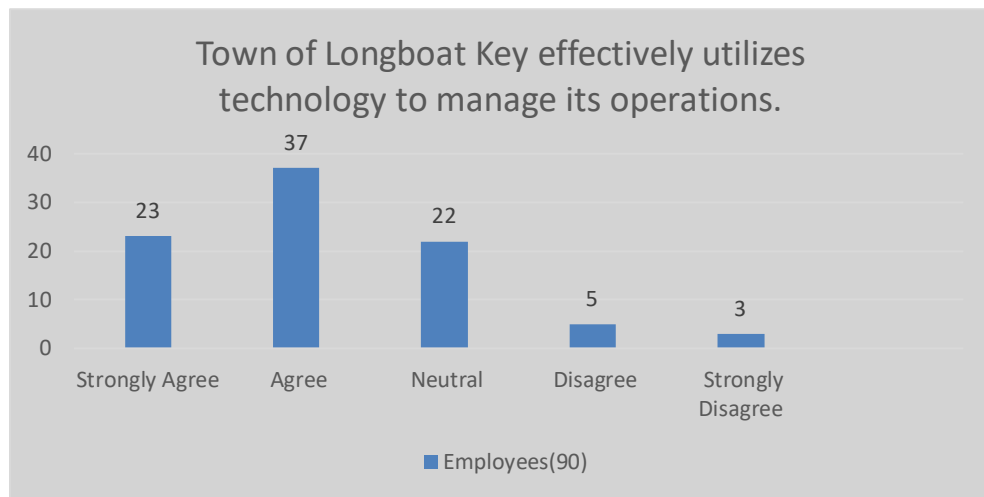
- I can report to anyone I feel comfortable with on the issue.
- Absolutely.
- Yes, thanks to good training!
- Supervisors have always been helpful and always ensured that we follow policies regarding any reporting of any incidents.

Opportunities for Improvement

b) Ethics

- I don't believe that any of the ethics training has provided who to report violations to. If it's your supervisor or director or HR, is it appropriate to go directly to the Town Manager? There are instances where an employee has been told NOT to go to HR with any issues.
- I don't know what the protocol would be, but I would probably start with discussing it with my department head.
- Not too sure who would be the first person I would go to reference this issue.
- We certainly know where to report it; however, the rumor wheel makes people feel uncomfortable going to Town Hall / HR.
- Feeling like there is no HR Department makes an employee feel like there is no one to report an issue to.
- Not really sure.

11. Town of Longboat Key effectively utilizes technology to manage its operations.



In 2023, 67% of respondents selected a positive response, 24% selected neutral, and 9% selected a negative response. The most frequently selected response in 2023 was Agree with 37 out of 90 total responses.

Strengths

a) Technology

- Improving constantly; looking for new ways to leverage technology.
- We are making improvements as time and budget allow.
- Town keeps up with new technology.
- I can't speak highly enough of our IT Department. They are always responsive to any request, and their team is helpful and always respectful. I like that their team is growing and able to assist in the manner they do.
- The IT Department is taking huge strides in the right direction to utilize technology to protect Town resources.

- IT is always looking for ways to improve security.

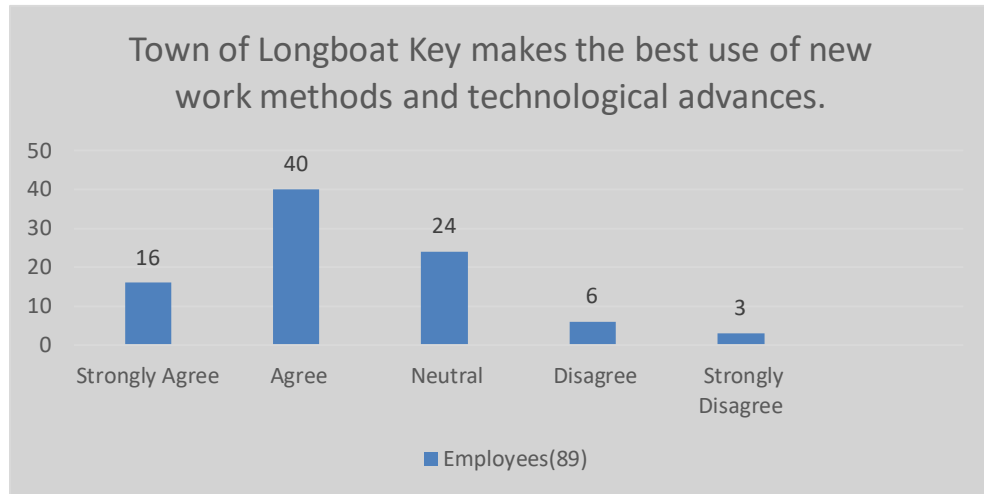
Opportunities for Improvement

b) Technology

- There are some systems that are cumbersome and do not do what is needed.
- There is room for improvement, but managing with such a small staff is challenging.
- Managing technology effectively is not the same as simply purchasing it. I have concerns regarding the current approach to projects as I believe individual departments should have a greater role in the decision-making process when it comes to IT purchases and projects. Ultimately, it is the departmental staff who bear the brunt of the budgetary impact rather than IT.
- I feel we can improve in this area, but it needs to be led by the department. IT would not always know what is needed for a specific department and having that discussion early with IT is important.
- Improvements can be made to the technology used in my department, and we plan to research possible improvements.
- Need to spend more time and resources on records management systems.
- It seems as though the Town is more and more in migration of its system solutions. As an example, the timecard solution seems to be a step backwards in certain functionality to myself as an end user but understand there were issues with the previous provider. Systems should always serve the users and not vice versa (users should not be captured or incapacitated by system limitations for basic functionality). The Laserfiche performance management system is good except at the end where employees have to sit at a supervisor's computer to sign and input private information. A little bit odd and awkward.
- We utilize many technologies, but they represent a fragmented instead of comprehensive approach.
- I believe the IT Department is understaffed for the tasks they are assigned. I had made the suggestion before of having a PD officer crossed trained to be able to set up the basic programs for officers or to fix issues if needed, and that was interpreted as a full-time position. This would free up the workload for IT personnel.
- The new security measures are cumbersome. Getting fake phish emails everyday makes email confusing.
- We need improvement in technology and making sure all of our programs communicate.
- Station computers at the FD are extremely slow and rescue air-cards provide mobile reception 50% of the time.
- Newer and more efficient operating systems are a must that needs to be implemented.
- Technology definitely has room for improvement.
- The challenge here is staff unwilling to change and incorporate new technology.
- We do well in some areas and other areas need improvement.
- It could be better.
- I noted this previously, but I think there are better technologies we could be using.
- Poor internet service.
- Technology is used; I think we are behind in some of the new technologies that are available.
- The computers in the tennis centers were a nightmare to deal with for months and nothing was done. Somehow no one could figure it out. We currently have one working handset. That is unacceptable. So, technology is not being effectively managed.

- New technology is available but not being used. Payroll, scheduling, and appointments are done by pencil and paper.
- They do, but it lacks helping when the technology isn't always working.
- There is always room for improvement. Power DMS should be used townwide to improve overall communication with proper workflows, signoffs, etc.

12. Town of Longboat Key makes the best use of new work methods and technological advances.



In 2023, 63% of respondents selected a positive response, 27% selected neutral, and 10% selected a negative response. The most frequently selected response in 2023 was Agree with 40 out of 89 total responses.

Strengths

a) Technology

- Under [Name omitted]'s leadership and with the addition of staff, we are heading in the right direction. I would hope that a year from now I would be saying strongly agree.
- I believe with the new IT employees and the new manager we will excel in this area in which we have been lacking for so long.
- [Names omitted] have always been open to suggestions and leaders in the IT field.

Opportunities for Improvement

b) Technology

- The enterprise system chosen (BS&A) to replace the former proprietary system did not and still does not provide a full system support. There are too many other programs that had to be purchased to handle the needs of other departments. The current system seems to only benefit the Finance Department, but I hear frequently that it does not satisfy the reporting needs.
- I feel IT is doing what they can, but we can always improve internally.
- IT does a great job. It just seems like money is always the issue when it comes to purchasing new software. We get what we pay for, which is one of the reasons we are where we are today. Need to invest smarter when it comes to technology.

- I think over the years the Town has improved with new work methods and technology, but we do always seem to be a little behind instead of on top. I feel as some of this has to do with cost with some applications and is not available in certain departments' budgets.
- We are slow to move forward with some of these. Sometimes with good reason as our assets need to have a useful life of many years, sometimes decades. At other times, we have something new come out and we are not quick to adopt it even when the process or items are superior.
- I believe efforts are made but not the best methods. Taking the time to develop a team to determine the best advances for everyone in Town, not just certain units or departments. I know this is in review now but making sure all Town employee programs work together. Currently there are so many standalone technologies.
- Manager and staff are not comfortable with new methods or new technologies; no interest in exploring and advancing.

13. I receive the information I need to do my job to the best of my ability.



In 2023, 88% of respondents selected a positive response, 11% selected neutral, and 1% selected a negative response. The most frequently selected response in 2023 was Agree with 46 out of 89 total responses.

Strengths

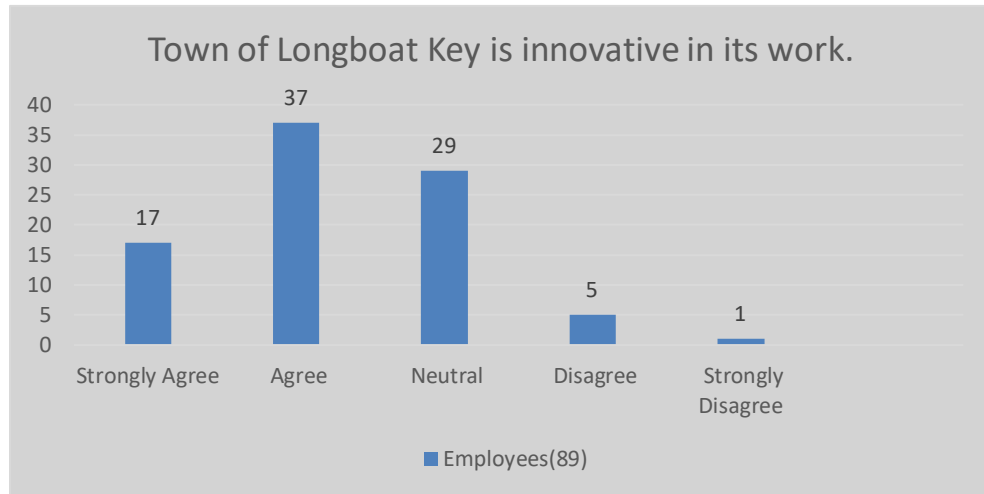
a) Communication

- My leadership is very good at communicating.
- [Name omitted] keeps me up to date on the happenings and what his level of expiations are.
- Great communication.
- Usually through my chain of command.
- Employees in other departments are always very friendly when I call with a question or an issue. They are always ready to help.

b) Training and Education

- Very good training programs for what I do.

14. Town of Longboat Key is innovative in its work.



In 2023, 61% of respondents selected a positive response, 33% selected neutral, and 7% selected a negative response. The most frequently selected response in 2023 was Agree with 37 out of 89 total responses.

Strengths

a) Innovation

- I think we are getting there. Under the leadership of our new Town Manager, I can see things looking up after the past two Town Managers that basically tore down everything that was built from the inception of the Town.
- Town overall tends to be good at supporting practical, common sense, and cost-effective solutions as part of innovation.

Opportunities for Improvement

b) Innovation

- We don't do much cutting edge.
- Perhaps at Town Hall, but it is not the case at the FD. We tend to follow what Sarasota County FD did in the past. For example, they moved from Toughbook laptops to iPads for their medical reports. We moved from paper reports to Toughbooks.
- We are slow to embrace new technologies or materials. I have been here almost eight years, and we still do not have a working GIS system.
- Many work methods are completed the same as they were in the past. I see some migration away from this practice but not there yet.
- If it were innovative, we would have efficient equipment.

c) Training and Development

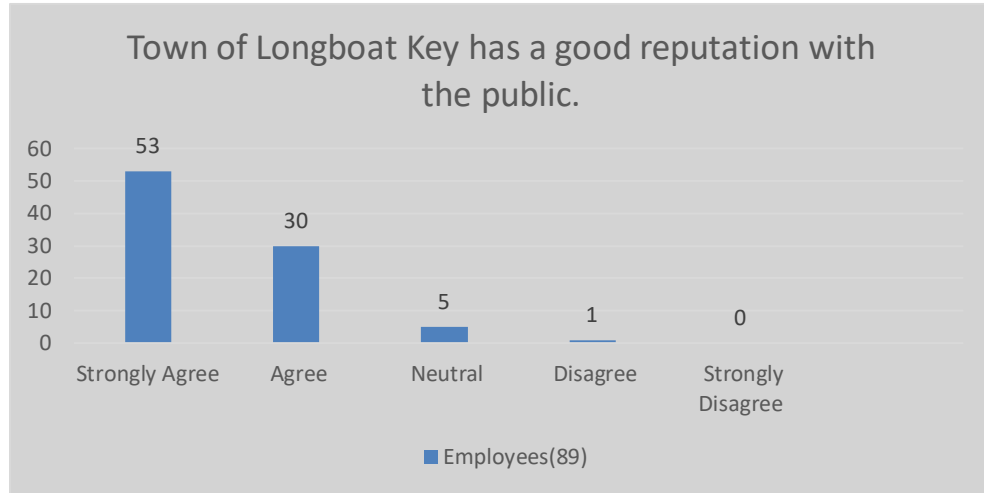
- Opportunity for this type of training would be nice.

General Comments

d) Innovation

- There are things that can't be changed because of statutory restrictions, so innovation is not really an option. The IT Department does try to stay on top of new processes and/or programs that assist with compliance requirements.

15. Town of Longboat Key has a good reputation with the public.



In 2023, 93% of respondents selected a positive response, 6% selected neutral, and 1% selected a negative response. The most frequently selected response in 2023 was Strongly Agree with 53 out of 89 total responses.

Strengths

a) Public Perception

- I think the public knows and practices the freedom of communication with the Town. Based on recent Town surveys, it seems LBK has a good reputation.
- Longboat Key's reputation is stellar with the public.

b) Workforce

- I believe the staff strives to go above and beyond to serve the public and believe the public recognizes this although they may only speak out when something doesn't go their way.
- Employees go over and above for the public.
- Kudos to PZB Department. In the past, our PZB Department always had a not so good reputation, but the latest director has made tremendous changes.

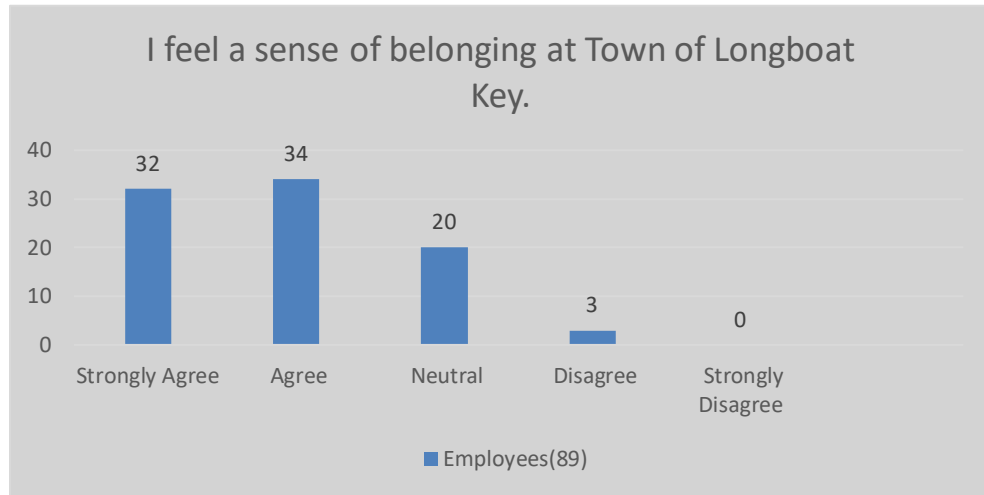
General Comments

c) Public Perception

- As of now yes, but many at the FD feel our reputation will be tarnished by charging residents for non-emergency calls such as lift assists.
- Although we do have a great reputation with the public, I feel it could be better. I feel it would help to get more information out to the public so they can actually see what each

department is doing. Show them we are working hard for the beautiful place they live and work. Let's share and show what types of things our employees are doing within departments (code enforcement during turtle season out on the beach, public works doing daily duties out in the field, and police officers out and about simply chatting it up with the public - maybe something even like Coffee with a Cop, etc.). Tip Talk is great; however, photos also can say many words.

16. I feel a sense of belonging at Town of Longboat Key.



In 2023, 74% of respondents selected a positive response, 22% selected neutral, and 3% selected a negative response. The most frequently selected response in 2023 was Agree with 34 out of 89 total responses.

Strengths

a) Workplace Environment

- [Name omitted] fosters a sense of community within the organization.
- This is the most enjoyable place I have ever worked, and I enjoy coming to work every day.
- Love it here; we are like a family.
- Working for Longboat Key was one of the best decisions I've ever made.
- I live here and play tennis here and work here. There is a sense of community here.
- I do.

Opportunities for Improvement

b) Diversity, Equity, and Inclusion

- In the Town, I am a minority; what I see decreases my sense of belonging. What I see is gaps in diversity and inclusion. I do feel my work knowledge and management skills are representative of being a part of the team.

c) Workplace Environment

- Town, yes; my department, no.
- I 100% feel a sense of belonging within the department I work. I cannot say that if I was to walk into certain other departments within the Town as I unfortunately stay clear of certain

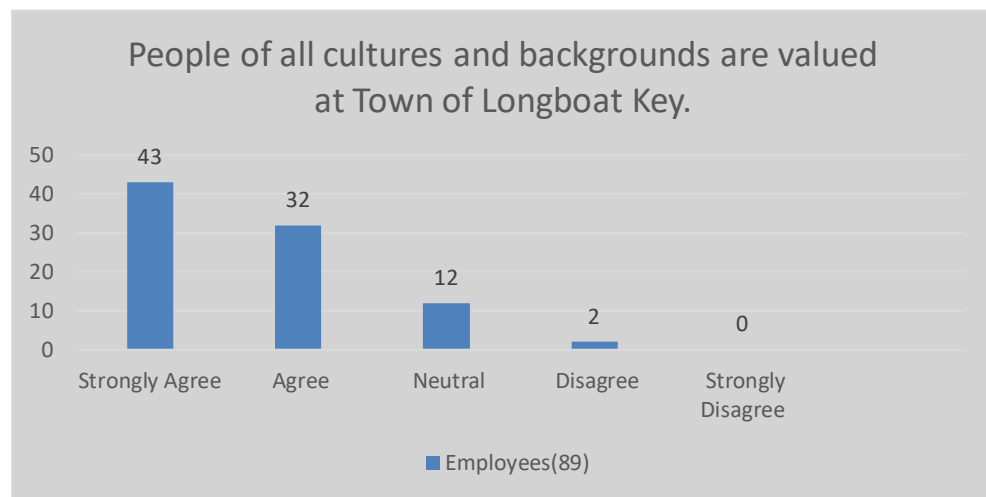
employees who I have heard and witnessed be nice to others in front of their face, yet as they turn around, that employee is stabbing them in the back as they walk away. I choose not to be present around certain people and attempt to stay clear of them when having to be present for certain functions within the Town. I remain professional yet very cautious.

General Comments

d) Workplace Environment

- I have a good feeling that this score will continue to improve. I would like to see more employee events. Maybe some outside the Town work hours with the families invited.
- The department not as much but has gotten much better in the last year.
- It is work.

17. People of all cultures and backgrounds are valued at Town of Longboat Key.



In 2023, 84% of respondents selected a positive response, 13% selected neutral, and 2% selected a negative response. The most frequently selected response in 2023 was Strongly Agree with 43 out of 89 total responses.

Strengths

a) Diversity, Equity, and Inclusion

- This has been my experience.
- The Town values all employees.
- I think we have a good sense of diversity. It helps us to have varying ideas and opinions.
- Our diversity does shine through.
- The Town has always been inclusive and welcoming with people of different cultures and backgrounds.
- They are.

Opportunities for Improvement

b) Diversity, Equity, and Inclusion

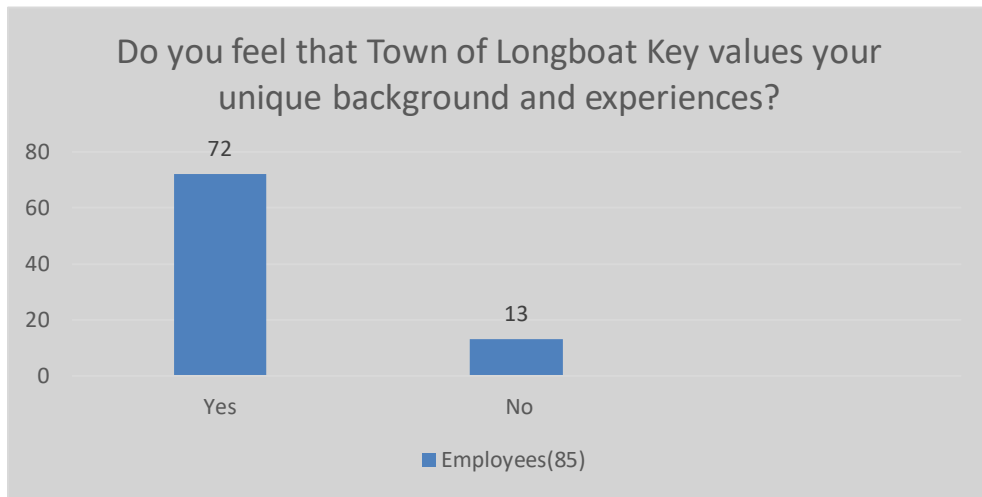
- I don't feel like anyone is treated differently because of their culture or background to my knowledge.
- I literally have no people of color in my entire department.

General Comments

c) Diversity, Equity, and Inclusion

- Cultures and backgrounds need to be identified and celebrated.

18. Do you feel that Town of Longboat Key values your unique background and experiences?



Strengths

a) Workplace Environment

- Being a newer employee, I feel my input is valued and listened to by my coworkers.

Opportunities for Improvement

b) Compensation

- I don't feel my experience and education really makes a difference or is taken into consideration, particularly when it comes to salary.

c) Workplace Environment

- I've always felt valued and appreciated since day one.
- The Town may but not my director. Words are nice when they are genuine. Actions speak much louder.
- Yes, but not in all situations.
- I believe that long-term employees were overlooked during the tenure of the previous two Town Managers. Background and experience used to count for something, but during that time period more often than not, outside individuals were hired instead of considering those

that may not have a degree but knew more about the Town and had more pride in the Town than the newcomers. I am hoping that this is going to change, and some longer-term employees have a better opportunity to advance.

**19. How would you rate Town of Longboat Key for diversity and inclusion?
(with 10 being most positive)**



In 2023, the overall rating for diversity and inclusion was reported as 8.15 out of a possible 10. The most frequently selected response in 2023, on a scale of 1-10 with 10 representing most diverse and inclusive, was 10 with 31 out of 89 total responses.

Strengths

a) Diversity, Equity, and Inclusion

- From the outside looking in, it appears that all staff respect each other and others' beliefs.
- I feel like part of the team.
- I believe once you are hired by the Town that all employees are accepted, at least they are by me, and that is also the Town's philosophy.

Opportunities for Improvement

b) Diversity, Equity, and Inclusion

- Still working on diversity but getting better. It is a tough time with the job market being the way that it is.
- I think the Town is diverse; I can't give feedback because that knowledge is not well known. I am aware of diverse employees in my department but not in others. I do not believe cultures and backgrounds are celebrated enough.

20. How do you measure the success of Town of Longboat Key?

General Comments

a) Success Measures

- Meeting the public and Commission's expectations. Serving in a responsive and proactive manner.
- Annual employee raises and benefits.
- The number of goals reached / projects successfully completed. Staying within established budgets. High scores on the citizen survey.
- Through the citizens' positive actions and words toward us.
- To be successful, we all need to be on the same page with the Town values. If something is broken, fix it immediately before having to be told. The citizens and visitors should be able to sit back and enjoy their beautiful island without finding things in disarray. Zero citizen complaints should be the goal.
- Success could be measured by how profitable we are and that the residents are happy with their island living. But just as important is the employees' happiness, which equals hard work and dedication to the Town of Longboat Key.
- I think the culture is improving.
- By the way the Town is viewed by the public.
- People, service, and community.
- 1. By the employees, many are positive and enjoy coming to work.
2. By the teamwork.
3. By what the public says of the services.
- Employee retention. Accolades from the public.
- Feedback from the residents and its employees through surveys and word of mouth.
- Retaining employees.
- By the comments from the public.
- Citizen survey, citizen feedback, and employee turnover.
- Feedback from residents and customers. Completion of Town projects and assignments in an effective and timely manner.
- Successful delivery on projects, communications, and successful implementation of Commission strategic planning.
- Public and Commission support and satisfaction.
- Comments from the public/residents.
- Very well. Town Commission feedback through budget processes and comments, resident feedback and satisfaction through customer interactions, 1:1s and annual citizens' surveys, employee commentary, teamwork, and work effort. Accomplishments of mission, vision, goals, and objectives of the Town aligned with Town values. Delivering operational and project excellence.
- Through the general attitude of the public we serve.
- Through customer feedback.
- By the positive responses from the residents and visitors.
- We strive to keep the Town a premier community.
- Citizen (customer) satisfaction.
- Meeting the needs of the citizens and visitors with exceptional service.
- By evaluating how we deliver on our mission statement in an effective manner.

- Citizen satisfaction and reaching the goals outlined by my director and direct supervisor.
- The Town always gets positive feedback.
- It's a great work environment.
- By its workforce and residents. Is the workforce happy? Are the residents happy? If both take pride in the town, it will reflect.
- The citizens we serve; their responses to our annual surveys.
- The success is the staff who delivers exceptional service to the community.
- By employee success.
- By seeing results on a daily basis.
- By leadership and staff and employees.
- Economics, quality of life, environment, and social indicators.
- Always looking to improve and become better as a whole.
- By satisfaction of the employees and the public we serve.
- I measure the success of the Town of Longboat Key by the quality of services we are able to provide on a daily basis both internally and externally.
- A happy place to work while delivering the highest level of service.
 1. Employee satisfaction.
 2. Resident satisfaction.
 3. Employees being provided the tools to effectively do their job.
 4. Minimizing bureaucracy to effectively perform.
- Employee retention and community relations.
- I think that the happiness of the employees and of the residents of Longboat Key is how the success of the Town should be measured.
- Through its leadership and feedback from the community. Recognition from surveys, ratings, and awards.
- By the smiles I'm greeted with on a daily basis.
- The outcome of our goals, retention of employees, and satisfaction of our customers.
- Exemplary customer service!
- Growth and change. Progression.
- Positive responses from the customers both internal and external.
- The ability to leave a better work environment than the one you entered into. If the Town has a better succession plan for future employees, I will measure it as successful.
- The satisfaction level of the residents who live in the Town of Longboat Key.
- Based on its employees.
- Success is defined by what you leave behind. Finances, social capital, infrastructure, shared prosperity, and involvement in the regional network.
- Customer satisfaction; employee retention.
- The satisfaction and happiness of its employees and constituents.
- Very successful.
- By meeting/exceeding the expectations of the public.
- Encouraging inclusivity and limiting very large home construction.
- Good but could be excellent.
- Keeping residents happy and content.
- Community satisfaction ratings.
- The Town will succeed, regardless of what I have to say, as a whole.
- How happy the employees are who work for the Town.

21. If you had the ultimate decision-making authority for one day, what would you change?

Opportunities for Improvement

a) Collaboration

- Enforce the work ethic as it relates to teambuilding. There are department heads, managers, and supervisors that need to understand we are a team, although small, we are a team that needs everyone's support. No one is more important than the other and that goes for departments as well.

b) Communication

- Improve the flow of information so that it caters to the set demographic of its constituents.

c) Compensation

- Do whatever it takes to improve morale among the employees. I think we are always one step behind everyone else, even more so with pay. I know we recently received a raise but everywhere else still is making more than us.
- This question is above my pay grade, but an annual Cost of Living Adjustment would be ideal as we all have to travel to LBK, and our residential areas are expensive, and costs are rising.

d) Leadership

- Fire employees that bring negativity into the work environment.

e) Workforce Capacity

- I would reorganize my department and add another full-time person.

f) Workplace Environment

- Improvement of the trust among the organization.

General Comments

g) Benefits

- A personal holiday day off.

h) Communication

- More in-person communication and less dependance on technology.
- I would change communication, especially between supervisors and staff members.

i) Compensation

- Align wages and benefits.
- Increase wages and salaries to keep ahead of inflation and retain employees.
- Change to FRS or a pension.

j) Other Comments

- Eliminate bureaucracy.
- The evaluation process.
- No one should have ultimate authority. What makes Longboat Key great is the ability to communicate and problem solve as a team.

- I would inform the Commissioners and the residents of what the recommended staffing levels should be for our departments and develop a plan to reach those levels. I would also determine what compensation would allow for more interest in the positions.
- A few department directors I feel are simply getting a paycheck.
- Change the negative employees who can't seem to forget about the past. Stop sabotaging the Town. Get on board or go.
- I would veto the idea of charging residents for lift assists.
- I would implement the option for 1/4-inch full facial hair and full molle outer vest carriers. Small incentives mean a lot to individuals in this career field.
- I would put a Police Chief in place who is here for the people of Longboat Key and those working in that department and not themselves. One who is a team player and truly cares about the department and people they work for and with. A person who is not intimidating or talks down to others.
- I would like to change the vision of the Police Department and for it to become more of a community policing/educating mentality.
- To either put in place a system that rewards those that are at a high level of performance and helps those that need to improve. If this is not possible, discontinue the performance evaluations.
- I am in a position to support my boss; therefore, any changes will be presented to them and supported by me.
- Get rid of At-Large Commissioner lol.
- I would meet with each department individually.
- I would stop the dropping of the millage rate. Operating costs are on the rise. We can ill afford to reduce the taxes and expect to continue to move the organization forward.
- Replace current PIO.
- I would get in a time machine to go back and change the recommendation/decision to transfer Dispatch to Sarasota County. :-)
- Ten-hour workdays, rotating (Monday through Thursday, Tuesday through Friday). Rotates staff as needed, open to the public longer.
- Hours of operation, especially in the season.
- More money but being in a great working environment is just as important.
- I would stop catering to the few and have everyone treated the same, under the same policies and procedures, e.g., Commissioners are treated just as an employee (i.e., have to follow the same processes and rules). Everyone who has any role with the Town should follow the same policies as all employees. We shouldn't have to cater to the few; we should do what's best for the Town and everyone.
- Our approach and mindset to the business vision.
- Laptops or tablets that are lightweight and work out in the field.
- Building permit intake, not just letting people drop off incomplete applications in the first place.
- Archaic ways of doing things.
- GREAT question!
- Placing cell phone towers in strategic locations for better cell phone service and connectivity.
- Hours of operations 9AM to 3PM. Flex hours including a four-day work week and hybrid schedules. Create a policy that disciplines unwanted repetitive behavior and rewards wanted expected behavior like consistent completion of duties and responsibilities. Have

international day every quarter celebrating cultures and backgrounds and new additions to Town. Add a townwide messaging system. Redesign some work areas to allow for outside views of this beautiful island. Create a coaching and mentoring program for upper and middle management. Revise onboarding process to promote inclusion and primary values of LBK. Townwide assessment of where better technology can be interjected. Make Juneteenth a holiday.

- Innovate, create, motivate, and generate/improve different types of income at the department. Delegate responsibilities.
- One day won't do it. I would spend time watching employee time. I don't believe everyone is performing equally.
- I would make it clear that any of the Town employees can request a meeting with the Town Manager without feeling there could be repercussions.
- The number of personnel required to make up a shift.
- I'd find a way to authorize and fund a training facility for the Fire Department that is on Longboat.
- Not one thing!
- Have a townwide beach clean-up. And ticket residents who don't follow turtle nest recommendations.
- I would increase the budget for the tennis center. It is a huge draw and should not have to rely on its members to pay for ice machines, benches, or anything else.
- Properly staff each department and ensure pay/benefits are better than any other government locally.

k) Service Delivery

- Clean house at the Police Department from the top down in management. Stress the importance of having a community friendly policing policy and go back to the practice of hiring seasoned officers that are not out for the thrill of the chase and can relate to our citizens better.

l) Technology

- Emphasize use of technology to improve service delivery.

m) Workforce Staffing

- Probably replace certain employees due to lack of productivity and availability.

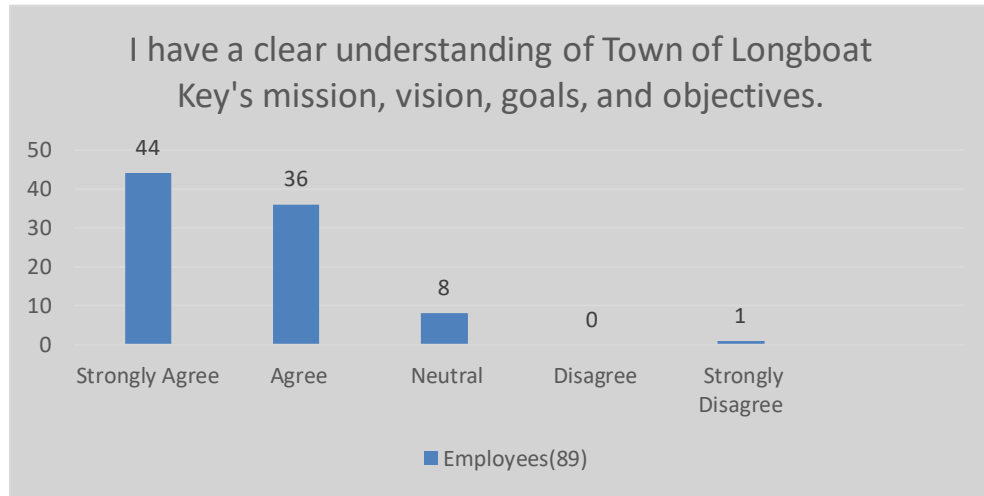
n) Workplace Environment

- More meetups with all departments.

o) Workplace Tools

- Position description and job duties/requirements for the Town Manager's assistant.

22. I have a clear understanding of Town of Longboat Key's mission, vision, goals, and objectives.



In 2023, 90% of respondents selected a positive response, 9% selected neutral, and 1% selected a negative response. The most frequently selected response in 2023 was Strongly Agree with 44 out of 89 total responses.

Strengths

a) Mission and Goals

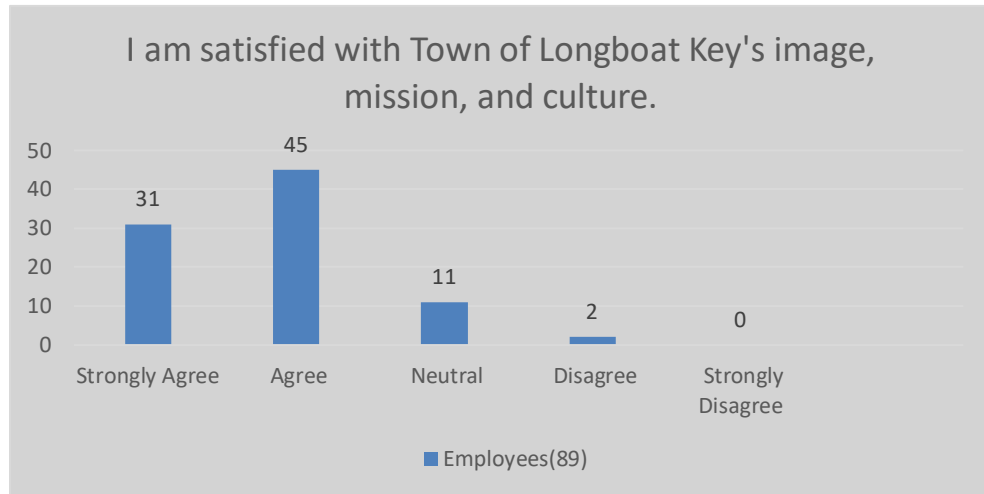
- We have great communication and explanations.
- The Town does an excellent job communicating its mission to all employees.

Opportunities for Improvement

b) Mission and Goals

- I believe that I do. I do wish that the mission and vision statements were a bit shorter.
- I see the "BEACH" acronym around, but beyond HR training, that was it!
- Our goals and objectives are status quo every year. No excitement, no mission, and no vision for the future.

23. I am satisfied with Town of Longboat Key's image, mission, and culture.



In 2023, 85% of respondents selected a positive response, 12% selected neutral, and 2% selected a negative response. The most frequently selected response in 2023 was Agree with 45 out of 89 total responses.

Strengths

a) Leadership

- I feel with the new manager we are all excited to be going in the right direction.

b) Mission and Goals

- It appears that it is going in the right direction.
- Town striving for the best.
- I couldn't see myself working for any other place.

Opportunities for Improvement

c) Mission and Goals

- Mission and vision statements are too long and more outward facing.
- Vision and mission STATEMENTS need work. Culture of the organization needs work.
- Image, yes. Mission, yes. Culture, not so much; we need to stop relying on how it has always been done and move forward.
- I agree with the image and mission. The culture has been slow to change and somewhat changes with each new Commission and Town Manager with the most recent change being the best I have experienced since being hired.

General Comments

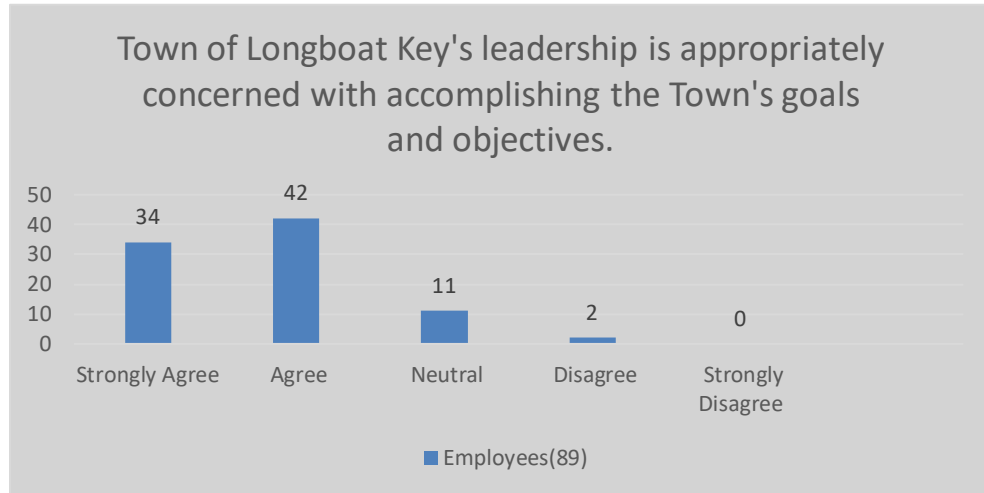
d) Mission and Goals

- May be strongly in another year. I'm not certain that all of the directors understand what this means.
- I am.

e) *Other Comments*

- The new BEACH approach I feel is very good. The comments I have heard about that approach are not very supportive.

24. Town of Longboat Key's leadership is appropriately concerned with accomplishing the Town's goals and objectives.



In 2023, 85% of respondents selected a positive response, 12% selected neutral, and 2% selected a negative response. The most frequently selected response in 2023 was Agree with 42 out of 89 total responses.

Strengths

a) *Leadership*

- I feel leadership is looking out for what is best for everyone.
- Leadership stands behind its employees.
- Leadership is focused and always clear with accomplishing the Town's goals and objectives.
- They are.

Opportunities for Improvement

b) *Collaboration*

- Needs improvement. Goals and objectives need teamwork to be consistently accomplished. I think leadership should establish a culture of teamwork which should lead to a more appropriate concern for goals and objectives.

c) *Leadership*

- Town goals and objectives, yes. Employees' goals and objectives, meh.
- Some of the directors are either out of touch, bullies, or absolutely do not possess ANY leadership skills.
- Getting better; still have work to do. [Name omitted] has shown he didn't care about us.

d) *Workplace Environment*

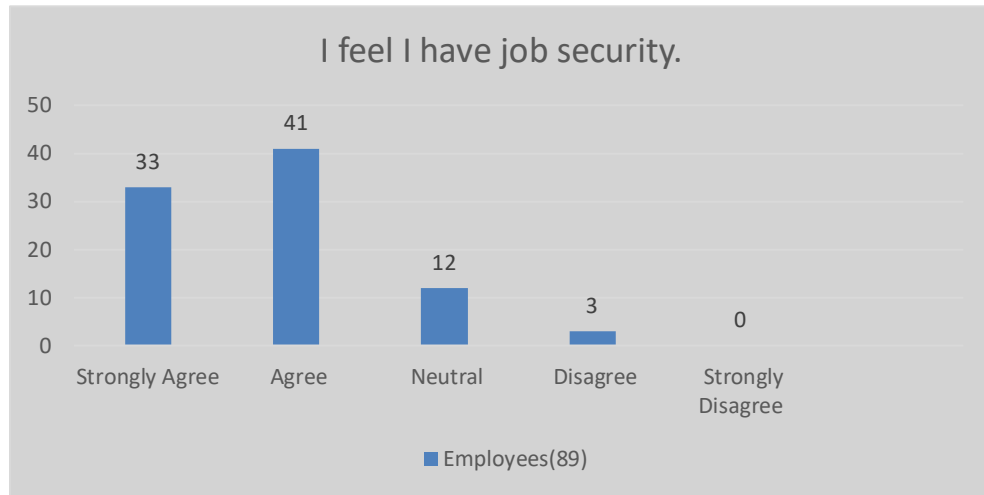
- Keeping everything in perspective, we need to ensure employees are cared for as much as we do for the citizens of LBK. Accomplishing goals should include the goals and objectives of employees.

General Comments

e) *Leadership*

- Uncertain about the new administration just yet. However, as far as my director - 100%.
- For the most part I agree with this statement. The Town truly has great leadership in place that is appropriately concerned with accomplishing the Town's goals and objectives, minus a couple bad apples.
- From what I have observed.

25. I feel I have job security.



In 2023, 83% of respondents selected a positive response, 13% selected neutral, and 3% selected a negative response. The most frequently selected response in 2023 was Agree with 41 out of 89 total responses.

Strengths

a) *Leadership*

- My leadership has made me feel very secure.

b) *Workplace Environment*

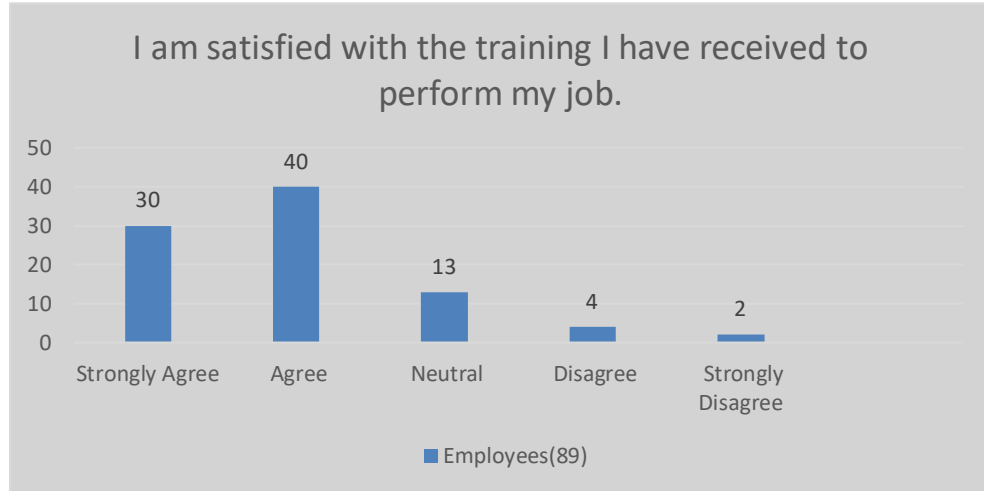
- Town values its employees.
- I feel very safe and secure working for the Town.
- Yes, because I am amazing, and the Town is a form of government with a highly skilled Finance and Town Management Department.

Opportunities for Improvement

c) Workplace Environment

- I can be fired at any time regardless of past service.

26. I am satisfied with the training I have received to perform my job.



In 2023, 79% of respondents selected a positive response, 15% selected neutral, and 7% selected a negative response. The most frequently selected response in 2023 was Agree with 40 out of 89 total responses.

Strengths

a) Training and Education

- Town encourages all types of training.
- My director is always encouraging all of our employees to continue to grow and take additional training courses they may be interested in. The Town also has the payback college incentive; however, it would be nice to see changes to this procedure, in which it allows someone to take a college course, then submit passing results for partial reimbursement after. Right now, an employee has to provide information almost a year in advance.
- Always being encouraged to look for the tools we need to perform at the highest level.
- The training I've received so far, as long as schedule and staffing availability allows, has been sufficient.

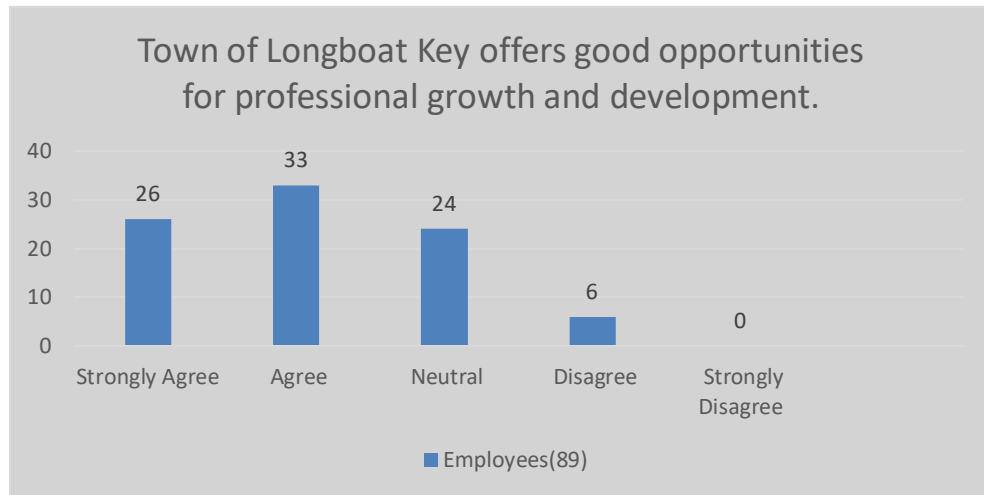
Opportunities for Improvement

b) Training and Education

- I have received little to no training for my job but have figured almost all of it out on my own.
- Coming from the private sector, I feel more public sector training would have eased the transition.
- The FD needs to implement more live medical training.
- Definitely need more training, especially in emergency services.

- In my current role, I was trained by an employee who was, let's say, less than satisfied with the Town. No one else in the department really knows a lot about what this person did or how. Same thing in the last position I had with the Town. I don't think it makes sense to have a new employee trained by the person who is leaving the role, especially if that person is disgruntled.
- Always room for improvement; in-house training needs to be more organized. When initiative is needed to obtain additional training, I take it. Self-initiation has been key to my training.
- Some of the training has been good, especially when we get an acquired structure or hire a subject matter expert. Those instances are fairly infrequent though. I had thought there would be more quality hands-on training once the training captain came onboard three days a week, but it does not feel like much has changed.
- All training has been done on my own. Multiple requests for training have always been ignored.
- Most of my training has come from previous employment.

27. Town of Longboat Key offers good opportunities for professional growth and development.



In 2023, 66% of respondents selected a positive response, 27% selected neutral, and 7% selected a negative response. The most frequently selected response in 2023 was Agree with 33 out of 89 total responses.

Strengths

a) Training and Development

- It seems to be improving over the past few years.
- Getting better. The new Town Manager is on the right track.

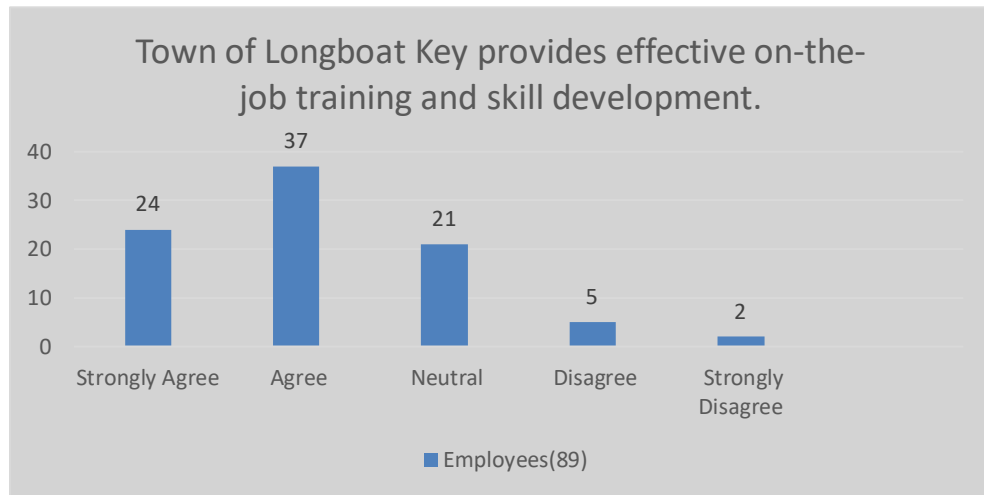
Opportunities for Improvement

b) Training and Development

- I would like to see more opportunities, but I do see other Town employees offered professional growth.

- There are not many opportunities for growth due to it being a small town.
- We are a small entity; growth and development opportunities aren't always possible.
- Unlike the other organizations I have worked for in the past, I have not witnessed a career pathing program within the Town.
- In offering budgets for training, etc., yes, but there isn't much room to advance professionally. We are too small.
- If you show interest, the Town supports your needs.
- There really are no career ladders to climb because the Town is so small.
- There are no growth opportunities/development unless you are in a particular role.
- Because of size this is not always possible. Also, it is not encouraged or incentivized to go beyond the minimum for the job requirements.
- The finance world has several outside opportunities for training; the only barrier sometimes is the budget. LBK is open to outside growth; I do feel that the cost of some opportunities has caused me to miss out. In-house professional growth needs organization and more options.
- We have some employees (typically the younger ones) who want to take lots of classes, but they are denied. We also have great opportunities for our employees to attend conferences (local and out of state), but they typically get denied.

28. Town of Longboat Key provides effective on-the-job training and skill development.



In 2023, 69% of respondents selected a positive response, 24% selected neutral, and 8% selected a negative response. The most frequently selected response in 2023 was Agree with 37 out of 89 total responses.

Strengths

a) Training and Development

- Town provides great training from the older knowledgeable employees.
- When the schedule allows, the training provided is effective.

Opportunities for Improvement

b) Training and Development

- No, our training is outdated and repetitive each and every year. They are painful.
- The training budget in our department for people to attend training is peanuts compared to what we need.
- We have no formal training program with goals or milestones reached.
- Due to turnover, my department is heavy with the on-the-job training approach. This is not ideal for everyone. Skill development suffers because of the time taken to accurately learn a multiple tasks-oriented job. Examples are learning advanced Excel skills or new accounting practices when your workload complies with regular daily duties.

c) Training and Education

- Some classes that are required seem to be a waste of time. Maybe they are needed to keep insurance rates low but to have to do them year after year doesn't seem beneficial. After two or three times, you pretty much know how to keep doorways and work areas clear of obstructions (as an example). I think hands-on classes like fire extinguisher use, office evacuations in an emergency, etc. would be more useful.
- Again, coming from the private sector, I feel more public sector training would have eased the transition.

29. I am satisfied that my total compensation reflects the effort I put into my work.



In 2023, 66% of respondents selected a positive response, 26% selected neutral, and 8% selected a negative response. The most frequently selected response in 2023 was Satisfied with 35 out of 89 total responses.

Strengths

a) Compensation

- A year ago, this answer would have been neutral. Having a new Town Manager that genuinely cares has made a difference in this respect and many others.

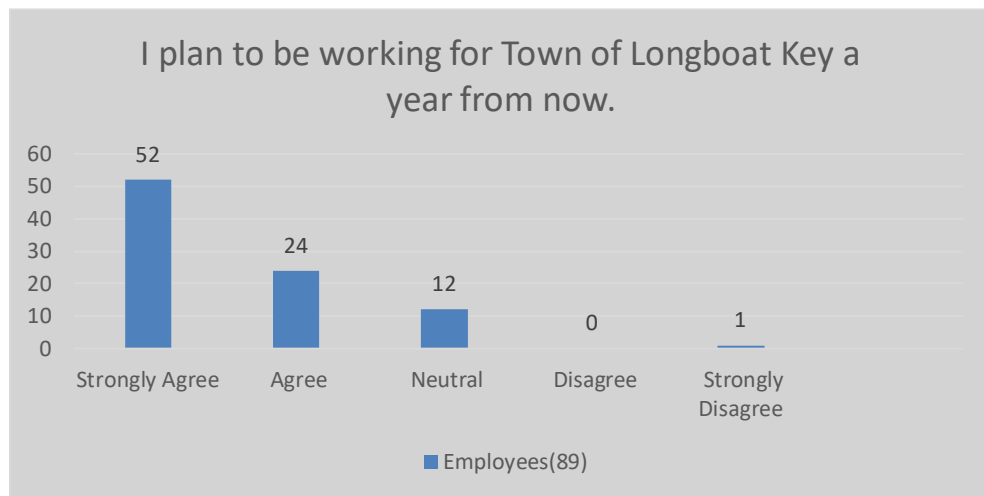
- Never asked for a raise; however, for the first time since my employment here, I feel this is an accurate statement and we all have the new manager to thank. He values his employees as much as the residents and visitors.
- Today I am satisfied; for the past number of years, the Town took a position of taking away or providing as little as possible. This was reflected in employee turnover. I hope the Town keeps its present thought process and keeps up or exceeds pay for employees.
- The recent pay increases have helped tremendously, and I thank our directors, Town Manager, and Commission for reevaluating and approving the changes.
- With the recent increases, yes.
- No complaints so far about wages and compensation.
- Thank you immensely for the pay increases this year; that got us back into the ballpark. Hopefully, we don't allow them to slip so far behind again.
- I am satisfied.

Opportunities for Improvement

b) Compensation

- Many new employees came in at higher pay rates and got benefits that were once reserved for the directors who have more responsibility and are held more accountable for their actions.
- I think the Town is in a very affluent barrier island with several traffic concerns. We should be compensated higher than surrounding areas.
- I feel others with less effort are compensated the same sometimes more.
- Unfortunately, with the rate of inflation, ever increasing cost of living, insurance rates, and the housing market, I do not feel like I am able to save any more money than I did when I first started working for the Town. I feel like I was better off financially in the past.

30. I plan to be working for Town of Longboat Key a year from now.



In 2023, 85% of respondents selected a positive response, 13% selected neutral, and 1% selected a negative response. The most frequently selected response in 2023 was Strongly Agree with 52 out of 89 total responses.

Strengths

a) Workforce Engagement

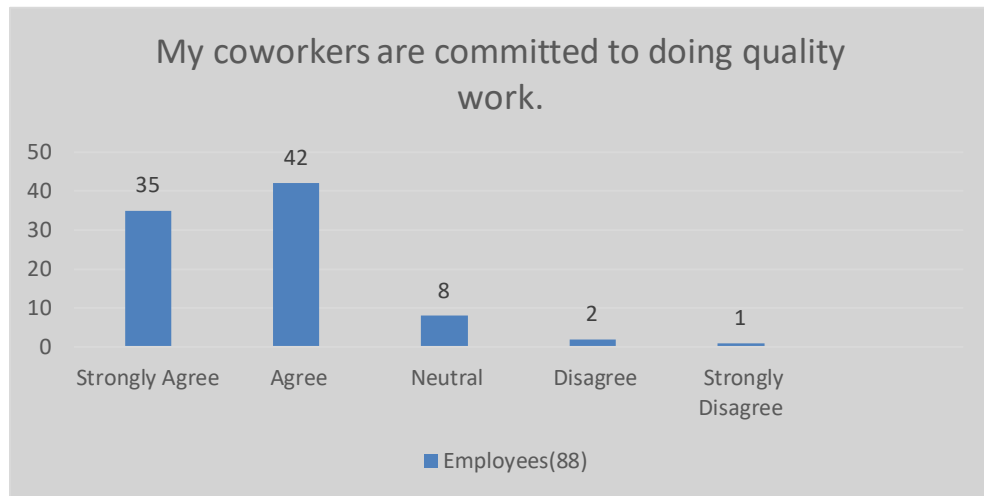
- My plan is to stay with the Town until retirement.
- I have no plans of leaving a year from now.
- Plan on retiring with the Town.
- I am happy to be working for the Town of Longboat Key and don't have any plans to leave. It would be a great pleasure for the couple bad apples to be dealt with; however, I understand that no matter where I choose to work this is something that will be an issue just about everywhere, so something I will simply have to deal with on a personal level.
- Many more years to come!
- I don't plan on leaving anytime soon.
- I hope to be.
- Love my job.

Opportunities for Improvement

b) Workforce Engagement

- However, I have looked elsewhere.

31. My coworkers are committed to doing quality work.



In 2023, 88% of respondents selected a positive response, 9% selected neutral, and 3% selected a negative response. The most frequently selected response in 2023 was Agree with 42 out of 88 total responses.

Strengths

a) Professionalism

- My coworkers are professionals.

b) Service Delivery

- My coworkers ensure our residents and visitors are provided the best service possible.
- Quality is encouraged and is a core value of work.

c) *Workforce Engagement*

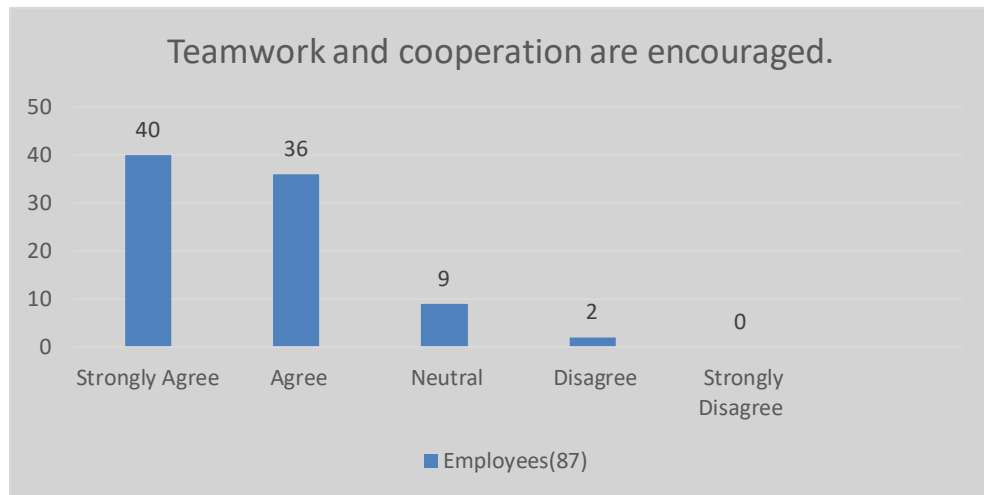
- Most of my coworkers are extremely committed.
- Everyone is committed to doing the best job they can do.
- I think most employees take pride in a job well done.

Opportunities for Improvement

d) *Service Delivery*

- Some are not committed to quality.
- I feel there are some who do just what they have to, take the easy way out versus doing something the right way. Spending money where they could have done the task themselves faster, cheaper, and better.

32. Teamwork and cooperation are encouraged.



In 2023, 87% of respondents selected a positive response, 10% selected neutral, and 2% selected a negative response. The most frequently selected response in 2023 was Strongly Agree with 40 out of 87 total responses.

Strengths

a) *Leadership*

- [Name omitted] encourages his team to work together and conducts activities to encourage teamwork.

b) *Teamwork*

- Now it is. Didn't feel that way with the prior Town Manager.
- I can honestly say I have never worked with a better team than the one I currently work with in my department. I give credit to my director as it starts with him and his leadership. I enjoy coming to work every day!
- The department works together as a team.
- Our manager always encourages working together.
- We could not be successful without teamwork.

Opportunities for Improvement

c) Leadership

- I am answering neutral because we like to pretend that we practice teamwork and cooperation, but in reality, we really don't. This goes back to the directors.

d) Teamwork

- Yes, but that depends upon one's definition of teamwork. There isn't as of yet a Town definition to rally around.
- We need teamwork; one person will not succeed without the help of others.
- But it doesn't always happen.
- Some are team players and others look out for themselves first, sometimes to the detriment of the team.
- The manager creates division between staff members.
- It is encouraged; whether it is done isn't always necessarily true.

General Comments

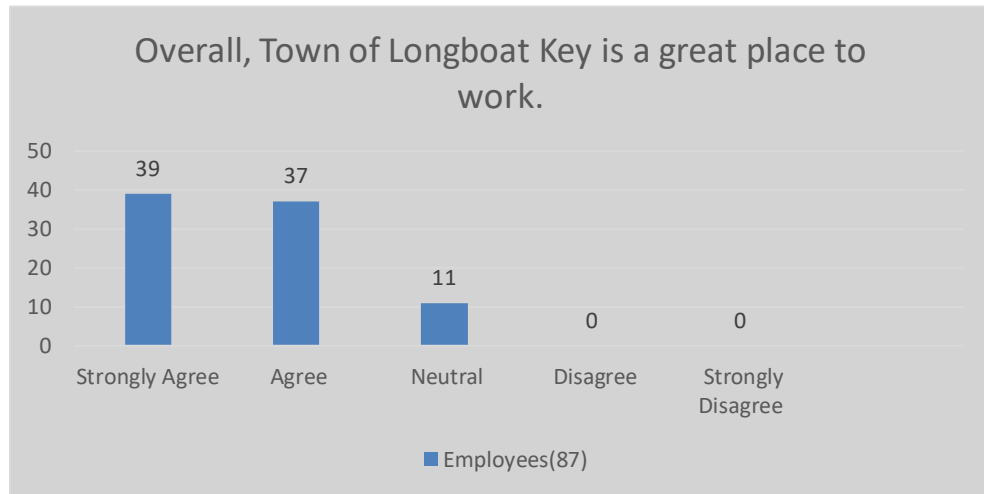
e) Other Comments

- In most cases. It is remarkable that out of 125-130 employees there are only three that need to consider outside opportunities.

f) Teamwork

- Teamwork and cooperation are important for positive department morale and stress management.

33. Overall, Town of Longboat Key is a great place to work.



In 2023, 87% of respondents selected a positive response, 13% selected neutral, and 0% selected a negative response. The most frequently selected response in 2023 was Strongly Agree with 39 out of 87 total responses.

Strengths

a) Workplace Environment

- Supportive of their employees.
- One of the top places to work in the country.
- Good place to work; it could be better to make it a great place to work.
- I agree.

Opportunities for Improvement

b) Leadership

- I would have answered strongly agree, but there is a lack of sincerity among many of the so-called leaders. I hope that in a year, I will be able to say strongly agree.

c) Workplace Environment

- A lot is expected of some of the smaller departments, yet they get overlooked when it comes to recognition for what they accomplish, and even for one of the larger departments (Public Works) who very rarely get included in the services they provide to the public. Where would everyone be if the water lines burst and the toilets didn't flush?
- Some coworkers' attitudes greatly affect others on the team. Just referring to our department.

General Comments

d) Workplace Environment

- The Town Manager and department heads really set the standard for all department employees, and this affects the rest of the Town as a whole. If an employee is always miserable and feels and talks negatively about the Town with other employees, this may be a sign of a management issue and terminating that employee may not be a permanent fix. Some employees vent outside of their department because they don't feel valued or cannot talk freely and be heard within their own department while other employees keep it all in and leave quietly. Any department that has any significant turnover of employees should be evaluated. An exit interview could reveal a lot of valuable information about the reason for departure.

34. I would proudly recommend Town of Longboat Key as a good place to work to a friend or relative.



In 2023, 87% of respondents selected a positive response, 10% selected neutral, and 2% selected a negative response. The most frequently selected responses in 2023 were Strongly Agree and Agree, each with 38 out of 87 total responses.

Strengths

a) Workforce Engagement

- I have recommended the Town to friends and family members in the past.
- I always do.
- Absolutely!
- I would if they felt it would be a good fit for them.
- I encouraged my son-in-law to work here.
- I have referred several friends and family to the Town.

b) Workplace Environment

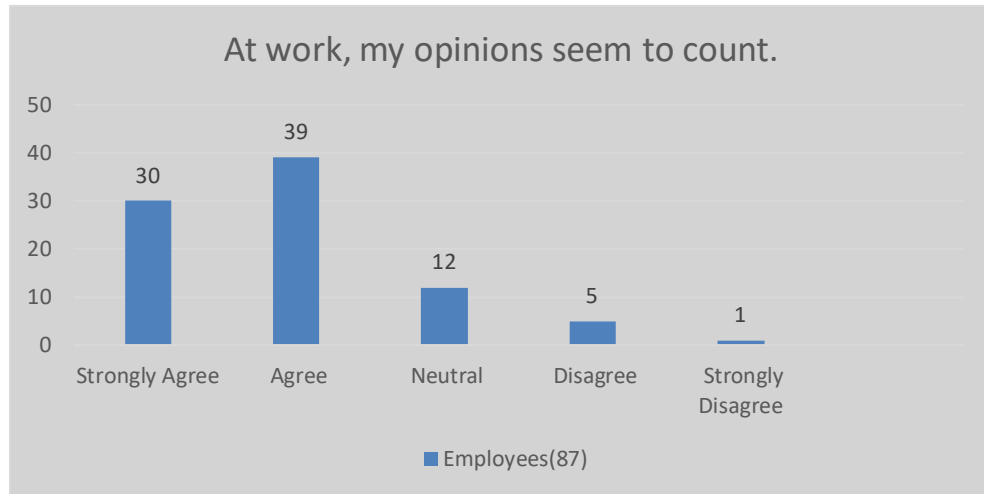
- I would and I have, but it really depends on the department. There was a time when I would not recommend the PWK Department or the Finance Department, and currently I would not recommend the Police Department to a friend or relative because of the huge turnover in the past couple of years.
- Definitely! I really think with some new young blood this will be a great place to work. Except for the traffic.

Opportunities for Improvement

c) Workplace Environment

- But would also warn about the seasonal traffic as that adds sometimes 10 hours of unpaid travel time.

35. At work, my opinions seem to count.



In 2023, 79% of respondents selected a positive response, 14% selected neutral, and 7% selected a negative response. The most frequently selected response in 2023 was Agree with 39 out of 87 total responses.

Strengths

a) Leadership

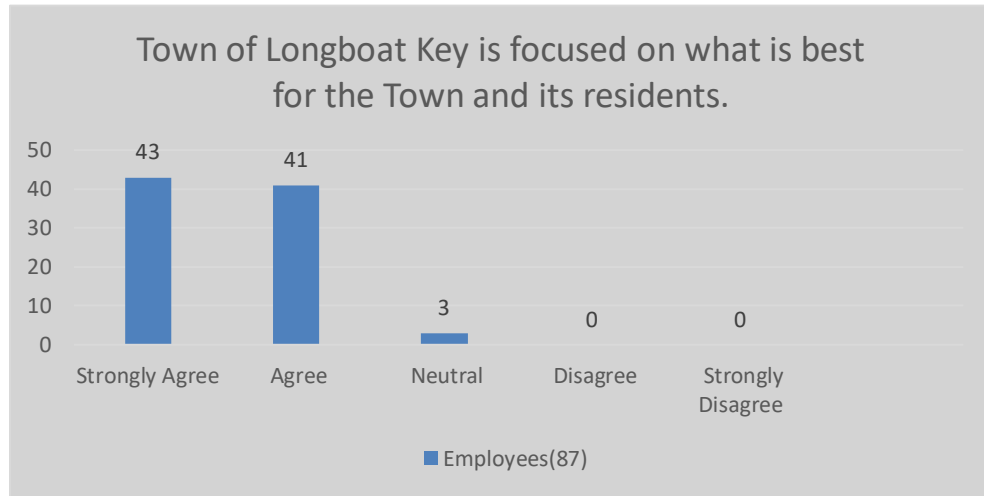
- [Name omitted] values constructive feedback even if the opinion differs from his own.

Opportunities for Improvement

b) Collaboration

- This depends on to whom I am giving my opinion. It's about 50/50.
- Yes, in my immediate workplace but not always throughout the Town.
- Within the department, yes; outside of that, not really.
- Involved in decision making.
- This is my first employee survey in many years.
- Although I'm not a very opinionated person, my input is always valued.
- With my manager, absolutely. Not seemingly holding much weight with higher management.

36. Town of Longboat Key is focused on what is best for the Town and its residents.



In 2023, 97% of respondents selected a positive response, 3% selected neutral, and 0% selected a negative response. The most frequently selected response in 2023 was Strongly Agree with 43 out of 87 total responses.

Strengths

a) Citizen Focus

- Absolutely!
- Our customer service to our citizens is top notch.
- I have no doubt that the Town is focused on what's best for its residents.
- They do.

b) Leadership

- We have open-minded leadership.

37. As Town of Longboat Key is considering strategic initiatives for the next planning period, what would you recommend as potential focus areas based on your experience?

General Comments

a) Communication

- Improving communication.
- Again, I would recommend communication.
- Employees.
- Communication between staff/departments.

b) Data and Information

- Updating our data!

c) Other Comments

- Implementing a One-Stop Permitting Center by appointment for the majority of the building permits.
- Progressive ways of doing things.
- Budget/funding is always a key component when considering future goals and initiatives.
- Demonstrating the value of change and attitude in the workplace.
- I like the way things are going, but as stated, everything is new to me.
- More need to update underground infrastructure.
- More time spent on sea level rise related issues.
- Enhancing what we already offer.
- Use standard strategic planning concepts such as SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats) and ERM (Enterprise Risk Management) as well as finding ways to simplify. Simplification and focus are much better than complex and scattered.
- I fully support the manager and staff's upcoming plans and objectives.
- Continue to plan for continued growth of the population.
- Engage citizens on the vision for what the library site will be used for in the future. The SC Library Project will be underway before we know it. Prioritize the Canal Dredging Project and Assessments.
- Smart city elements. Taking care of some existing buildings that are getting run down and old looking or outdated. Beautification of roads and commercial properties' landscaping.
- Our part to maintain and enhance the Town as a premier community.
- Gulfside Road segment to include a structural solution. This is the most vulnerable part of the island to storm surge. Work through all sea level rise projects that grants have been sought after. Continue to address the low-lying areas through design and construction as funding (grants) are realized.
- Finding ways to make transportation better. Trying to provide some alternatives such as public transportation that our people will use. Also, finding a way to communicate with those that sign up, the times when there are backups.
- To make the Town's information easily and readily accessible so that it caters to the set demographic of its constituents.
- Town workshops for residents. Each department could educate the residents and businesses by rotating once a month at Town Hall. Examples: IT, how to protect yourself from cyberattacks; Police, scams on the elderly; Fire, CPR and home safety; PW, pickleball, undergrounding, park facilities; Tennis, what the Town offers, etc.
- Limit growth.
- Growth, expansion, new programs, and new opportunities.
- Upgrade infrastructure.
- Funding for parks and recreation, tennis center, and pickleball.
- Community oriented service.

d) Teamwork

- Teamwork.

e) Technology

- Technology.
- Better internet connectivity for work computers.

- Technological advancement.

f) Training and Development

- Improved technology for the FD.
- Fire training structure.

g) Workforce

- Improving overall employee relations, satisfaction, morale, staffing, benefits, etc.
- Investing in employees.
- Meeting recommended staffing for our departments. That comes at a cost, but if the residents are informed that we do not meet the minimum recommended levels, they would know where their money is being appropriated.
- Transition for tenured employees that we currently have. Some have institutional knowledge that cannot be replicated. Currently, I have not seen the Town taking steps to bring people in to train or establish a written plan with items to accomplish in the transition. Example: GIS system that could be confirmed by those with the knowledge. It appears we would need to have duplicate personnel for periods of time to accomplish this.
- I believe that the focus on the happiness of the employees such as work/life balance is very important because everything trickles down. If the employees aren't happy where they work (I have personally experienced this), then the organization suffers along with the Town. I do think the employees of the Town are very happy working here and that in turn is why the residents are so happy living here.
- Start planning on a younger work force; a lot of the Town is ready to retire in the next 5-15 years. I'd guess 75% of the Town falls into this category; if we aren't planning or have people ready to step up, the Town will have a fast degrading... I'd encourage technology enhancements, training, etc. to keep the staff up to date as much as they are willing to learn.
- Increase the workforce.
- Employee recognition.
- Promoting that each employee is an ambassador of the Town to the community and within the Town staff community. Maybe there is an award each month/quarter or so where a staff member is rewarded as an example. Reward employees saving the Town money. Shuttle bus to work for employees with onboard Wi-Fi.
- Properly staffing the departments and improved technology.
- Communication, flexibility, and training.

38. Of all of the things we have discussed in this session/survey, what is most important to you?

General Comments

a) Communication

- Communication.
- Communication and fairness.
- Open communication between departments.
- It is important to have this forum to allow employees to provide their feedback and generate ideas.
- Effective communication and more incentives for higher morale and retention.
- Communication and honesty from management.

b) Other Comments

- Utilize all my skills to help my coworkers and the Town residents.
- Doing the survey.
- Keeping the Town a premier place to be.
- Longboat Key remains a special place for all the right reasons.
- Job security.
- What is most important to me relates to PR, specifically the idea that we need to charge residents for non-emergency calls. Perhaps target this charge for those that abuse the system only or after three assists a month. I believe there is a better solution than a standard \$150 charge.
- Exemplary public service.
- Growth.
- Training, efficient operations, public relations, and meeting/exceeding public expectations.
- Limiting growth.
- Funding for the tennis center.
- Open to discuss problems and offer solutions without the fear of repercussions.
- People, processes, and expectations.
- Maintaining and preserving our overall image by continuing to provide high quality customer service.

c) Teamwork

- Teamwork.
- Team coordination and working more closely with other departments.
- Teamwork.

d) Workforce

- Having a better retirement for the employees.
- That my opinion matters.
- Attitudes toward the employees of the Town and how they feel about their working conditions and potential for future improvement.
- Opportunities to advance. Salary.
- Take care of the bad apples.
- Pay/benefits. Inflation and the cost of everything continues to increase faster than our raises.
- Compensation and benefits.
- To achieve greater customer service to the community, you have to keep your employees happy, healthy, and wanting to serve the community they work for. I feel as long as you continue to do that, then we will continue to be successful.
- Support of administrative personnel and staff. Continuation of support for ManaSota League and hosting Board meetings in the kind and considerate way it has always been.
- Equitable pay and benefits.
- Listening to the concerns that employees may have.
- Valuing employee input and satisfaction.
- Liking my job.
- Employee retention.
- Employee engagement and commitment.

- Compensation/retirement.
- Leveraging employee engagement for stronger teamwork, taking advantage of technology, i.e., drone usage, GIS.
- The fact that my opinion matters to management.
- Being heard as an employee.
- Face-to-face recognition and understanding of issues of all employees from their directors / Town Manager. We are not that large that these directors cannot take the time to know the employees they are to represent.
- Increased salaries due to financial struggles from increased cost of living in Florida. I have never considered moving to another state before, but that may become a valid option if things don't change.
- How the Town values its employees.
- Ensuring employees are treated like the residents believe they are treated, not just a show.

e) *Workplace Environment*

- Employee/employer communications and a fair workplace.
- Happiness of the residents and the employees of LBK.
- Working in a supportive and welcoming environment.
- Ethics, teamwork, and sincerity.
- Having a leader/manager that provides employees with the tools and resources to get the job done and compensates them fairly.
- Culture.
- Work environment.
- Put simply, that we care for the Town and the Town cares for us.
- Trust. Without it, nothing great can happen.

39. Do you have any other feedback you would like included for Town of Longboat Key?

General Comments

a) *Communication*

- Keep up the positive work. Always look for improvement and listen to the concerns.
- Communication, communication, and communication.
- I love it here; however, at times, it is difficult and frustrating. Especially when there is no communication.

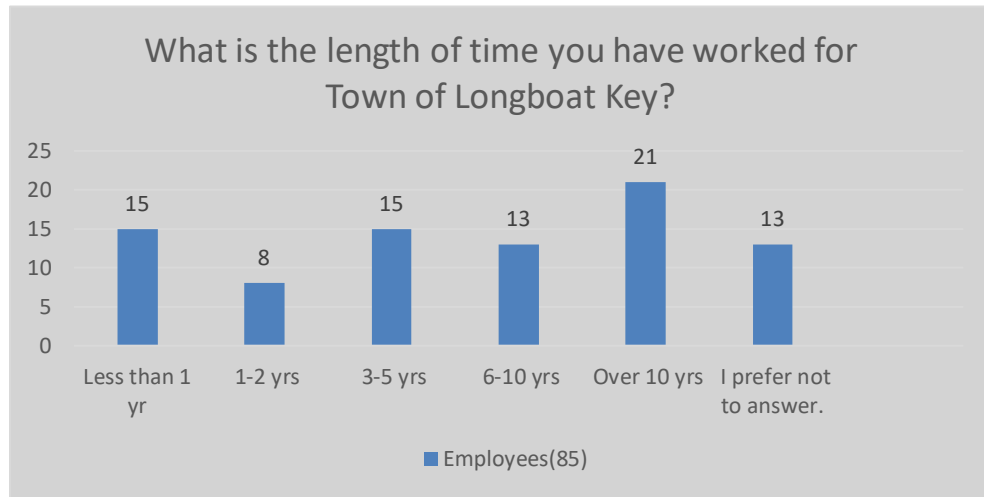
b) *Other Comments*

- Enjoy working at TLK and the friendliness of the staff and support offered on a daily basis by staff and management.
- Thus far I have been extremely impressed by the Town of Longboat Key and the Town staff. As mentioned, the Town has been very professional and helpful.
- Excited for the process and really hope to see some progress in the Town.
- It appears to me our new Town Manager wants to move in the correct direction. The direction he is moving, which to me is "take care of the employees / team members and they will take care of the Town", is a direction that I have not seen since I started working for the Town. To accomplish this will take a change in attitude in some of the people that work for

the Town. Consistency is the key, I believe, which we have not had and are currently working on.

- In the past, the Town made an effort to recruit part-time individuals or use a temp agency and volunteers to fill gaps and reduce costs of hiring full-time employees. In my opinion, this is a mistake for a number of reasons. It is usually only a temporary Band-Aid for a major bleed; it does not save money because most temps require a lot of handholding and guidance; the quality, experience, work ethic, or personality of those who need a temp agency to find a job are probably not the cream of the crop, and in my personal experience, temps are not too concerned about making a positive lasting impression; there is little personal accountability; and their mind set is short term.
- This is the best government agency I have ever worked for both in the public and private sector.
- Bus service would help traffic concerns.
- Thank you for providing this opportunity. Overall, I am a very happy employee; previous experiences have left a bad taste, and I look forward to this changing for current and future employees.
- The Town needs to hand over the social media responsibility to someone under the age of 30. This is not something that can be learned. Our tweets and Facebook posts are way too long, and the use of stock photos of the Virgin Islands during a hurricane was very confusing.
- Happy and honored to be part of this team!!
- I believe this current Town Manager has done more for the Town in a year than the past two in ten years.
- Holding all employees accountable for their work quality and commitment.
- Thank you for all the Town does!
- There was a period of time within the last 18 months when I considered ending my employment with the Town. This idea changed after the new Town Manager was hired because for the first time we have a Town Manager that isn't just here to maintain the status quo like the many I've seen over the years. He truly wants to make positive changes, and as an employee, I'm excited about the future of the Town.

40. What is the length of time you have worked for Town of Longboat Key?

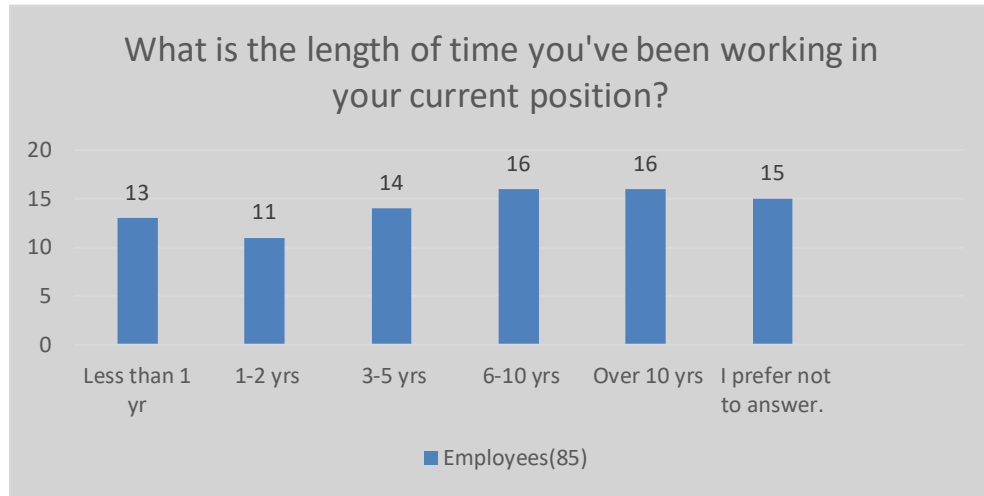


General Comments

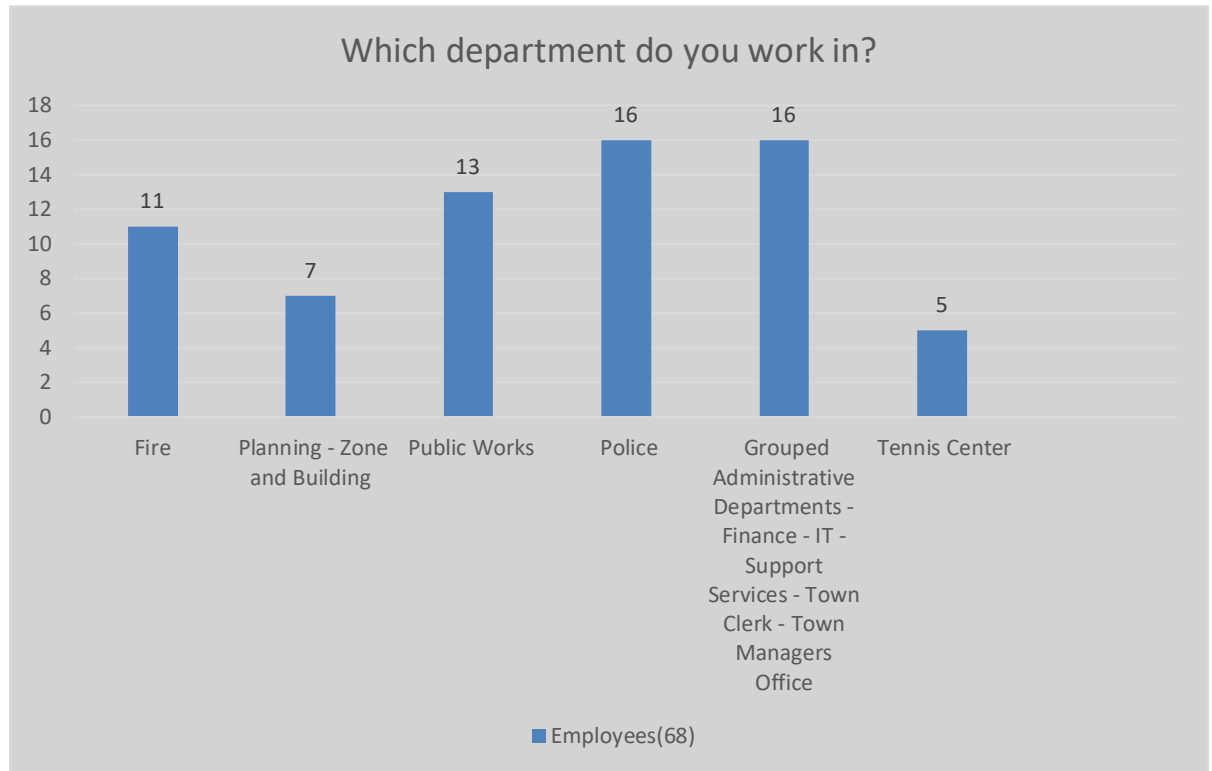
a) *Other Comments*

- I have enjoyed the time I have worked for the Town.
- Thank you for putting out the survey.

41. What is the length of time you've been working in your current position?



42. Which department do you work in?



End of III. Detailed Report by Stakeholder Group
