

Overview of Lakeland's Strategic Operating Plan (SOP) Progress

A stylized silhouette of a mountain range in a darker shade of teal, located in the bottom right corner of the slide.

The Evolution Lakeland's Strategic Planning Process

- ◆ City Manager Change in 2000
 - CPM classes at leadership level
- ◆ City Manager Change in 2003
 - New Strategic Planning Process
- ◆ Florida Benchmarking Consortium Membership 2004
 - Meetings with Internal Category Managers
- ◆ Improvements to change process include:
 - Strategic Operating Plan in FY2005
 - Review, Revise, Improve SOP each year
 - Sterling Navigator in FY2005

SOP - Changing Times

- ◆ New Database for SOP in FY2006
 - Quarterly Progress Reporting
- ◆ Strategic Operating Advisory Team (SOAT)
 - Key Intended Outcomes connected to Strategic Goals
 - Strategies & Actions changes
 - Inclusion of all Departments connecting to KIO's by Strategies
 - Key Success Indicators (KSI) to Outcomes for FY2007
- ◆ Organizational Communications Advisory Team (OCAT)
 - Actions to Navigator Results proposed
 - Organizational Core Values Developed

SOP - Core Values

➤ **Leadership:**

We will lead by example, learn from the past, provide direction for the present, and plan for the future

➤ **Commitment to Excellence:**

We will achieve measurable success and continuous improvement through investment of resources, accountability, and high expectations for quality

➤ **Diversity:**

We will utilize our differences to encourage participation, opportunity, equality, respect, and responsiveness to our community

➤ **Integrity:**

We will conduct ourselves in an honest and ethical manner to earn the trust of employees and citizens

➤ **Social Responsibility:**

We will enhance the quality of life for all citizens through partnerships and programs that embrace cultural diversity, safety and community involvement

➤ **Empowered Workforce:**

We will cultivate a work environment which offers employees the authority to act through supportive leadership, mutual respect, trust, personal responsibility, and open communication

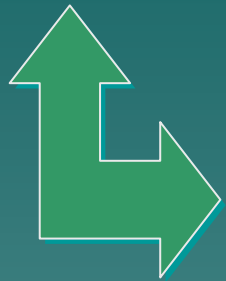
SOP - Changing Times

- ◆ Senior Leadership Workshops
 - Involve Department & Assistant Department Leadership in Strategic Planning Process moving forward FY2008
- ◆ Process Improvement Focus
 - Rapid Process Improvement (RPI) Task Force
 - Training on RPI Methodology in June
 - Submittal of Processes by Departments
 - RPI Events commenced in July

Rapid Process Improvement Events

- ◆ July – The Lakeland Center: Shipping & Receiving Process
- ◆ August – Risk Management: Annual Benefits Enrollment
- ◆ September – H.R.: Mapping of the Disciplinary Process
- ◆ September – Parks & Rec.: Special Events Process
- ◆ October – I.T.: Employee Termination Security Access Removal Process
- ◆ December – Risk Management (Purchasing): Inventory Issues at Storage Yard
- ◆ Scheduled for January: – Finance: Accounts Payable Process

Vision, Mission Statement & Strategic Goals



Outcomes - End results expected from goal-setting

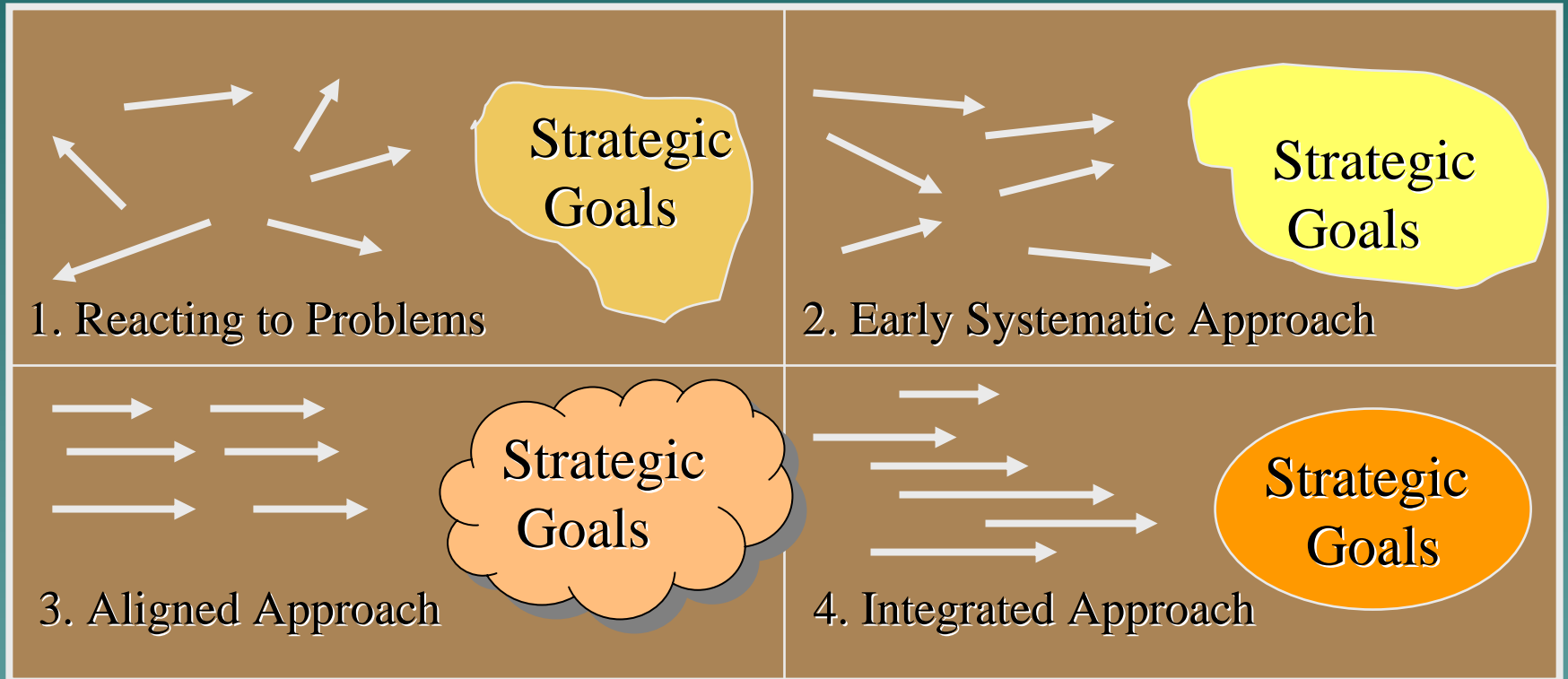


Strategies - Plan of action for meeting outcomes



Actions - specific targets representing measurable progress towards a goal or strategy

Steps to Maturity



Day Two Overview

- ◆ Recap-Insights from Day One
- ◆ Getting Our Priorities Straight
- ◆ Facilitated Review of what it will take to achieve our goals:
 - Growth Management
 - Quality of Life
 - Governance (Potential new Goal)
 - Economic Opportunity
 - Fiscal Management
 - Communication

Vision

Lakeland - a vibrant, culturally inclusive world-class community

Mission

A community working together to provide an exceptional quality of life

Growth Management Goal

Ensure planning and infrastructure results in quality development and safe, attractive neighborhoods

Outcome: Quality Development

Outcome: Safe, Attractive
Neighborhoods

Quality of Life Goal

*Provide quality public spaces;
deliver superior municipal services,
and support arts, education,
recreation and wellness*

**Outcome: Quality Public Spaces,
Arts, Wellness and
Recreation**

**Outcome: Superior Municipal
Services**

Outcome: Support Education

(proposed)

Governance Goal

Provide for responsive and responsible governmental service

Proposed Outcomes:

- ◆ Results oriented and value based leadership
- ◆ Transparent, accountable and efficient business processes
- ◆ Customer and market (benchmark) focus.
- ◆ Knowledge and analysis based decision-making
- ◆ Strategic and long-term planning
- ◆ Regulatory and policy compliance
- ◆ Safeguarding of Municipal Assets

(proposed) – Programs/Activities

Governance Goal

◆ Legislative Activities

- City Commission
- City Clerk
- Intergovernmental Relations

◆ Administrative Services for all other Programs

◆ Internal Services

- Fac. Maintenance
- Fleet Maintenance
- Purchasing/Stores
- Information Tech.
- Admin. Services
 - ◆ City Attorney
 - ◆ City Manager's Office
 - ◆ Finance
 - ◆ Human Resources
 - ◆ Internal Audit
 - ◆ Retirement Services
 - ◆ Risk Management

Economic Opportunity Goal

Create and encourage inclusive, lasting environments that grow, attract and retain a creative, talented, educated and technically qualified workforce

Outcome: Enriched Organization Workforce

Outcome: Enriched Community Workforce

Outcome: Sustainable Business Environment

Outcome: Generationally-Diverse Environment

Fiscal Management Goal

Develop and effectively manage financial resources

Outcome: Optimal Management of Existing Financial Resources

Outcome: Develop New Financial Resources

Communication Goal

Develop an informed and engaged community

Outcome: Informed and Engaged Employees

Outcome: Informed and Engaged Community

Day Two Overview

- ◆ City Commission Valuation of Strategic Goals

Identify and Define Goals

Achieved Through?

Planning Services	Development Review Services	Code Enforcement	Building Inspect & Permit. Services
Local Business Taxes	Affordable Housing Programs	Neighborhood Programs	Econ. Dev.
Downtown Community Redevelopment Area	Mid-Town Community Redevelopment Area	Dixieland Community Redev. Area	Econ. & Comm. Dev. Program
Transportation -Fac. Constr. -Fac. Maint.	LLRA: -Operations -Leasing Activities	Parking Services	Transp. Services Program

Identifying the "Outcomes"

"When the City of Lakeland _____
Then We Achieve Growth Management



Achieve Through?

Firefighting Services	Rescue Services	Patrol Services	Investigat. Services
Aviation Unit	Comm. Police Programs	Juvenile Police Programs	Dispatching Services
Street & Traffic Lighting	Comm. Safety Program		

Achieve Through?

Achieved Through?

Achieved Through?

Strategic Goal	Goal Statement	Points
Growth Management	Ensure planning and infrastructure results in quality development and safe, attractive neighborhoods.	0
Quality of Life	Provide quality public spaces; deliver superior municipal services, and support arts, education, recreation and wellness.	0
Economic Opportunity	Create and encourage inclusive, lasting environments that grow, attract and retain a creative, talented, educated and technically qualified workforce.	0
Fiscal Management	Develop and effectively manage financial resources.	0
Communication	Develop an informed and engaged community.	0
	Total	100

Questions?