


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.

COL - Changing Times

- ◆ 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

COL - Changing Times

- ◆ New database for SOP in FY2006
 - Quarterly progress reporting in FY2006
- ◆ Strategic Operating Advisory Team (SOAT)
 - Key Intended Outcomes connected to Strategic Goals
 - Strategies and 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)
 - Organizational Values revised/proposed
 - Actions to Navigator Results proposed

COL - 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

COL - 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.

City of Lakeland (Strategic Alignment)

Vision Statement

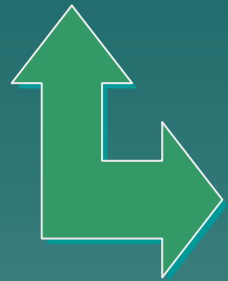
- Strategic Goals

- ◆Key Intended Outcomes

- Strategies

- ◆Actions

COL Strategic Goals



Outcomes - end results expected from goal-setting



Strategies - plan of action for meeting outcomes



towards strategy

Actions - specific targets representing measurable progress towards a goal or

Key Success Indicators

5 Strategic Goal Areas

Key Intended Outcomes

Key Success Indicators

Process Steps:

- Strategic Operating Advisory Team (SOAT)
 - Sub-committee
 - SOAT
 - Sub-committee
 - Department Directors
 - City Manager
 - City Commission

Plan Do Study Act - Cycle



Rapid Process Improvement Events

To date, there have been 5 RPI events completed and 1 mapping:

July – The Lakeland Center – Shipping & Receiving Process

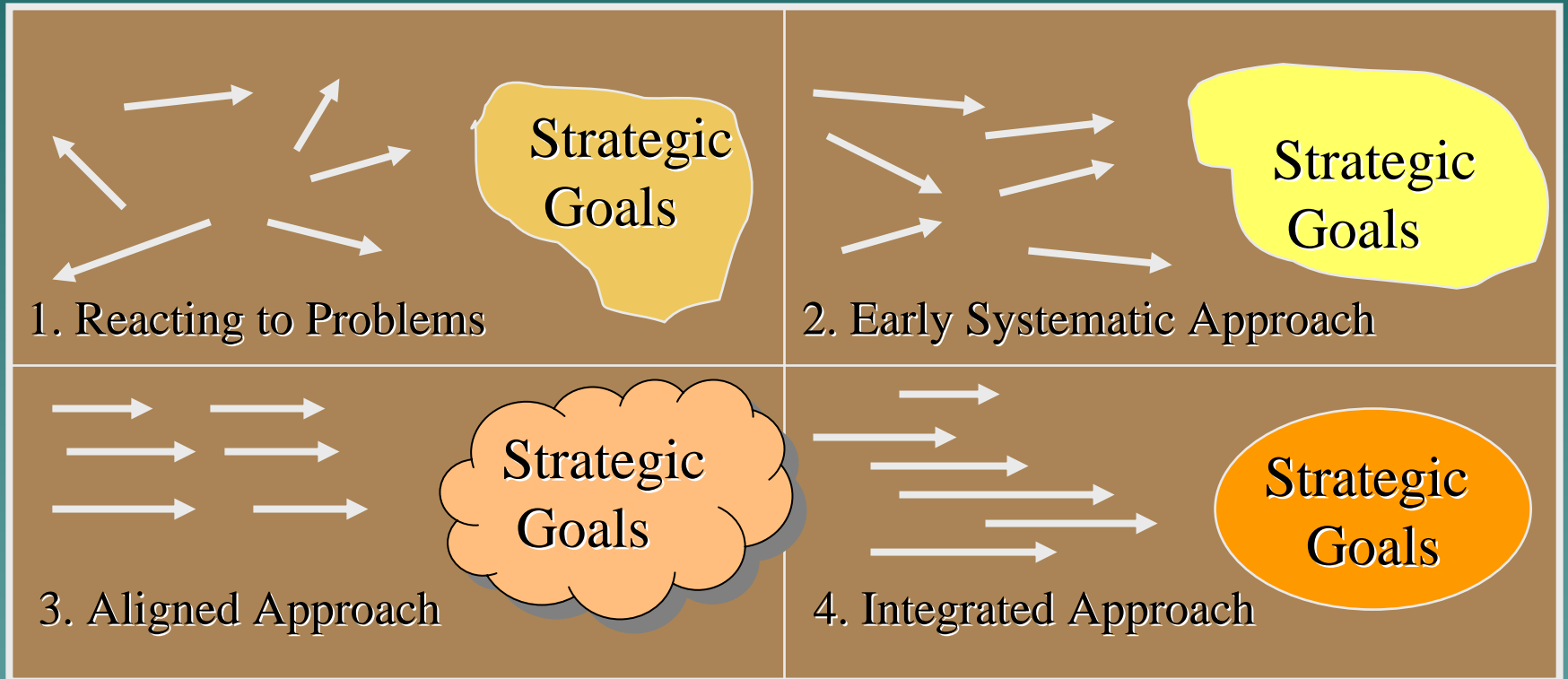
August – Risk Management – Annual Benefits Enrollment

September – H.R. – Mapping of the Disciplinary Process

September – Parks & Rec. – Special Events Process

October – I.T. – Employee Termination

A-D-L-I – Steps to Maturity



FY2009 SOP

cityweb/sop/actions.aspx

- [CityWide Actions Report](#)
- [Complete Overview](#)
- [Actions/Goals by Dept](#)
- [Department Item Counts](#)

Vision

Lakeland - a vibrant, culturally inclusive world-class community

Mission

A community working together to provide an exceptional quality of life

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

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

(proposed)

Governance Goal

- ◆ Programs/Activities:
 - Internal Services
 - ◆ Facilities Maintenance
 - ◆ Fleet Maintenance
 - ◆ Purchasing and Stores
 - ◆ Information Tech.
 - ◆ Administrative Services
- ◆ Legislative Activities
 - City Commission
 - City Clerk
 - Intergovernmental Relations
- ◆ Administrative Services for all other Programs

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
- ◆ Next Steps:
 - Connect Core Services to Goals/Outcomes
 - Prioritize Core Services *based on Goal Valuations*
 - *Prepare* Budget based on Prioritization of Core Services

| 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 | 0 |

Questions?

The image features a solid teal background. In the bottom right corner, there is a dark teal silhouette of a mountain range with jagged peaks. The word "Questions?" is centered in the upper half of the image in a white, sans-serif font.