



CITY OF LARGO

STRATEGIC PLAN




2017



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changes explored

MISSION, VISION & VALUES

In order to make the goals of the strategic plan a reality, the City's Mission, Vision and Values have been reevaluated. The Mission Statement remains largely unchanged, as it resonates with both the employees and the community. The Vision Statement, however, has changed drastically to depict a future that both the community and staff can identify with. The values have been significantly reduced from 11 to 4, and describe the type of employees the City needs in order to move forward as an organization and a community.

MISSION

**Provide Superior Services that
Inspire Community Pride**

VISION

To Be the Community of Choice in Tampa Bay

VALUES

INTEGRITY

Serving the public with honesty, transparency and according to ethical standards; respecting the worth of others, and doing what is right.

COLLABORATION

Communication, engagement and teamwork that is inclusive of our internal and external partners.

PASSION

Approaching the job with devotion, enthusiasm and curiosity; caring about results and enjoying our work.

CREATIVITY

Innovative thinking that solves problems and improves service delivery.



EXECUTIVE SUMMARY

In the last decade, the City has been served by two formal Strategic Plans. The first Strategic Plan was adopted by the City Commission in 2004 and served as a visionary document after a comprehensive assessment of the community's physical conditions. As a result, it focused on issues of development and redevelopment, neighborhoods, and parks and recreation planning. In 2011, the Strategic Plan was updated to reflect implementation results from the 2004 plan, new community feedback, and new City Commission priorities. The results of these two efforts are ingrained in the City's development and capital infrastructure planning. In 2015, the City Commission and City staff undertook development of the Future Focus Strategic Action Plan, which served as a bridge between the 2011 strategic plan and a desire for more short-term, action-oriented policies of a new City Commission. At the start of FY 2017, the City undertook a new effort to develop a strategic plan that could serve the City for 2017 and beyond.

After an in-depth analysis of six years of community engagement feedback, and an internal feedback campaign, the content of the 2017 Strategic Plan was developed. This strategic plan is an evolution of the Future Focus document created in 2015 and seeks to encompass both community and organizational aspirations. The plan sets goals to maintain those aspects of the community that residents, businesses, and employees are most proud of and strives to achieve the new goals articulated by residents and City leaders. The plan is a blueprint – a guide for City operations – that focuses on clear, collective goals. As an organization, it helps prioritize resources and inform management decisions to target these outcomes. As a community, it provides a shared vision for Largo and a basis to identify, evaluate, and communicate progress on results.

The 2017 Strategic Plan offers a shared vision through the Focus Areas and Initiatives listed below. The associated goals with each initiative are outlined in detail in the main part of the document.



PLAN INTRODUCTION

HISTORY

In the last decade, the City has been served by two formal Strategic Plans. The results of these two efforts are ingrained in the City's development and capital infrastructure planning. In 2015, the City Commission and City staff undertook development of the Future Focus Strategic Action Plan, which served as a bridge between the prior strategic plans and incorporated the direction of a new City Commission. At the start of FY 2017, the City undertook a new effort to develop a strategic plan that could serve the City for 2017 and beyond.

COMMUNITY ENGAGEMENT

The City has conducted ongoing community engagement since the publication of the 2011 Strategic Plan. Over the past six years, community values surveys and Harwood style Community Conversation meetings gathered input from residents on their satisfaction with and direction for the City. This feedback was distilled into common themes and aspirations which formed the basis for the goals in the updated strategic

plan. A second outreach component involved internal stakeholder feedback from all levels of the organization. This strategic plan seeks to articulate goals that reflect the community's desires, and involve every function in the City to achieve them.

The City conducted Community Conversations in recent years using the Harwood method of community engagement. These in-depth, small group conversations add greater context to answers provided in surveys and brief engagements. Consistent themes emerged from stakeholder feedback that led to the development of the focus areas, initiatives, and goals, as well as an updated mission, vision, and values. Some things remain unchanged – the community's desire for safe, affordable, and physically and socially connected neighborhoods; pride and satisfaction with the City's library, parks, recreational and cultural amenities; and an aspiration for a more active, dynamic downtown to complement the surrounding amenities.

PLAN INTRODUCTION cont.

THE PRESENT

The Harwood Institute provides insight from their research into community life and defines the evolution of communities. Based on the feedback received in recent years of Community Conversations, Largo's stage of community life could best be characterized by Harwood's Waiting Place stage.

In the Waiting Place, residents have deep affection for their city, and want to see it move forward. However, the community has a tendency to look to the past, and there is a hesitancy to take risks and challenge the status quo. There is belief that the city has resources available – in Largo's case, its central location within the county, and its library, parks, recreational and cultural amenities – but find it difficult to motivate a critical mass of residents and neighbors to participate in community life. When talking about change, residents may say “we can't do that here.” There are some efforts to engage people, and a core group of optimistic citizens exists that could help the city progress into a new stage of community life.

Largo's “downtown” district, stretching from the Pinellas Trail in the west to Largo Central Park in the east, is in the “catalytic” stage. Here there is a small group of engaged residents and businesses willing to take risks and embrace change. This group needs support to realize its ultimate goals. The aspirations regarding the downtown are captured in this Strategic Plan.



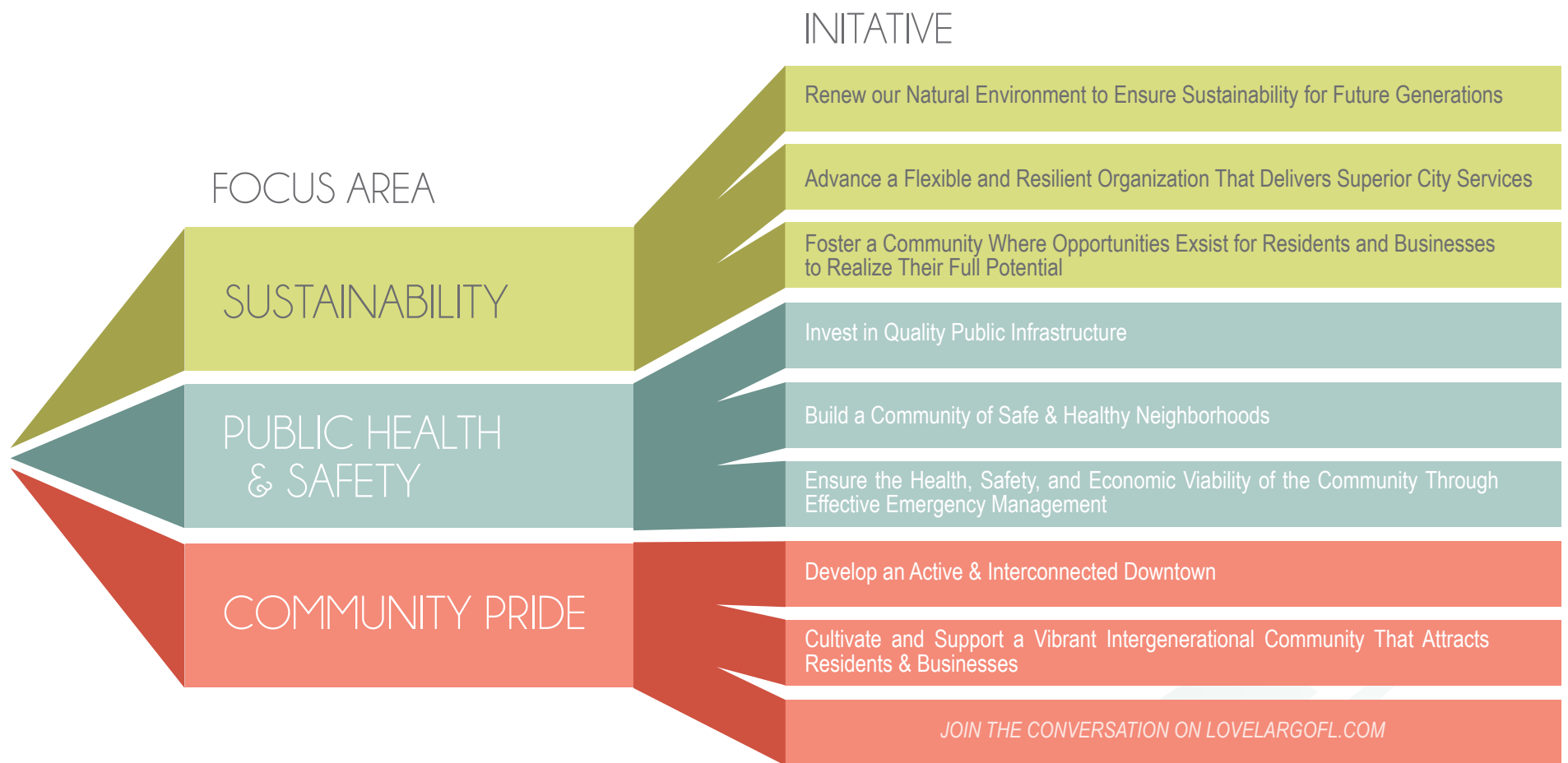
PLAN INTRODUCTION cont.

MOVING FORWARD

A strategic plan is an essential component of any organization. This strategic plan is an evolution of the Future Focus document created in 2015 and seeks to encompass both community aspirations and our community “stage”. The plan sets goals to maintain those aspects of the community that residents, businesses, and employees are most proud of and strives to achieve the new goals articulated by residents and City leaders. The plan is a blueprint – a guide for the City operations – that focuses on clear, collective goals. As an organization, it helps prioritize resources and facilitate management decisions that target these desired outcomes. As a community, it provides a shared vision for Largo and a basis to identify, evaluate, and communicate progress on results.



PLAN OVERVIEW



focus on SUSTAINABILITY



INITIATIVE #1

Renew our Natural Environment to Ensure Sustainability for Future Generations

- GOAL 1:** Preserve and enhance the City's urban forest and green spaces.
- GOAL 2:** Utilize water management practices that rehabilitate the health of our waterways.
- GOAL 3:** Support the advancement of transportation options that reduce emissions and resource consumption.
- GOAL 4:** Provide City facilities that promote the health of patrons and reduce resource consumption.
- GOAL 5:** Divert waste from landfills.
- GOAL 6:** Promote a culture of sustainability and conservation within City operations.



INITIATIVE #2

Advance a Flexible and Resilient Organization That Delivers Superior City Services

- GOAL 1:** Exercise strategic financial decision-making that preserves long-term financial health.
- GOAL 2:** Recruit and retain an innovative workforce that is motivated to exceed customer service expectations.
- GOAL 3:** Provide modern, evolving technology that supports collaboration, automation and a seamless user experience.

INITIATIVE #3

Foster a Community Where Opportunities Exist for Residents and Businesses to Realize Their Full Potential

- GOAL 1:** Facilitate access to resources to help residents meet their fundamental needs.
- GOAL 2:** Encourage private investment that allows for upward economic opportunities.

focus on PUBLIC HEALTH & SAFETY

INITIATIVE #1

Invest in Quality Public Infrastructure

GOAL 1: Utilize comprehensive asset management strategies to optimize lifecycles of City infrastructure.

GOAL 2: Ensure safe conditions through proactive maintenance and investment in City infrastructure.

INITIATIVE #2

Build a Community of Safe & Healthy Neighborhoods

GOAL 1: Facilitate healthy lifestyles by providing recreation spaces (parks, trails, greenways) and programming.

GOAL 2: Address community public safety issues using proactive tools and methods.

GOAL 3: Provide responsive, high-quality public safety services that meet the community's needs.

GOAL 4: Develop a multimodal street, trail, and sidewalk network that provides interconnected transportation options to residents.

INITIATIVE #3

Ensure the Health, Safety, and Economic Viability of the Community Through Effective Emergency Management

GOAL 1: Implement emergency mitigation strategies that reduce the impact of hazards and disasters on the community.

GOAL 2: Ensure City services are provided during and after an emergency event.

focus on COMMUNITY PRIDE

INITIATIVE #1

Develop an Active & Interconnected Downtown

GOAL 1: Support the growth and retention of small businesses offering services that complement nearby community amenities.

GOAL 2: Encourage activities in the downtown area that create a sense of place and offer a destination for residents and visitors.

GOAL 3: Create connections between downtown Largo and employment, education, and recreational hubs that promote the area as one district.



INITIATIVE #2

Cultivate and Support a Vibrant Intergenerational Community That Attracts Residents & Businesses

GOAL 1: Provide exceptional and affordable community amenities and city services that enrich quality of life.

GOAL 2: Promote social connections through civic engagement that strengthen neighborhoods and community fabric.

