

Town of Lady Lake

Strategic

Plan

2025-2027

Crafting a vision for a more perfect community.



A Message from the Town Manager

It is my great pleasure to present the Fiscal Year (FY) 25/27 Strategic Plan for the Town of Lady Lake. This comprehensive plan was crafted with valuable input from our department managers, staff, residents, and business owners. I would like to acknowledge the hard work and dedication of our department managers and staff throughout this process. Their collaborative spirit and commitment to teamwork have been instrumental in shaping this plan.

The development of the FY 25/27 Strategic Plan began with a focus on our core values. Building on these values, we formulated a Mission Statement and, subsequently, a Vision Statement. Based on our discussions and input, the managers have identified seven key goals to enhance our services and improve the quality of life within our town:

- Branding, Placemaking & Wayfinding
- Community Engagement
- Infrastructure
- Innovation & Technology
- Financial Health
- Public Safety
- Recruitment & Retention

These goals will be presented to the Town Commission for further input and approval. The plan aligns with the Town's Budget, and the responsibility for achieving each goal will lie with the Town Manager and department managers. We will monitor our progress through our weekly reports, which will be published on our website.

I would like to extend a special thanks to Brett Meade, who facilitated our process and provided invaluable support. Thank you for your continued dedication and commitment to making Lady Lake a better place for all.

Sincerely,

William Lawrence
Town Manager



Town Commission



The Town Commission serves as the legislative and policy-making board of the Town. They set the policies and rules under which the Town is administered by the Town Manager. This is the Council-Manager form of government.

The Mayor-Commissioner's role includes presiding at Town Commission meetings, serving as the ceremonial head of the government, serving as the official head of the Town for civil processes, and executing legal documents. The Mayor-Commissioner is a liaison on behalf of and at the behest of the Town Commission.

Ward 1

Mayor Pro Tem Treva Roberts

Ward 2

Commissioner John Gourlie

Ward 3

Mayor Ed Freeman

Ward 4

Commissioner Ed Regan

Ward 5

Commissioner Mike Sage



Strategic Plan Team



Town of Lady Lake Strategic Plan Leadership Team

Town Manager

Bill Lawrence

Lady Lake Mayor

Ed Freeman

Facilitator

Brett Meade

Directors

Clerk

Nancy Wilson

Communications Director

Elisha Pappacoda

Finance Director

Pam Winegardner

Growth Management Director

Thad Carroll

Human Resources Director

Tamika DeLee

Information Technology

Director

John Pearl

Library Director

Aly Herman

Parks & Recreation Director

Mike Burske

Police Chief

Steven W. Hunt

Public Works Director

C.T. Eagle



Core Values

Authenticity: We commit to being genuine, honest and transparent in all we do with the knowledge that trust naturally follows, becoming the foundation of strong relationships.

Wisdom: We carefully manage the responsibilities entrusted to us through creative resilience, thoughtful planning, and prioritization.

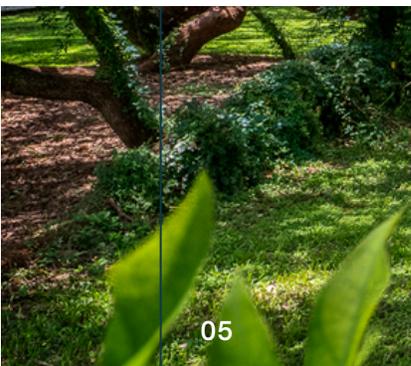
Stewardship: We make sound decisions that promote the well-being of our community based on knowledge, experience, foresight and humility.



Authenticity



Wisdom



Stewardship

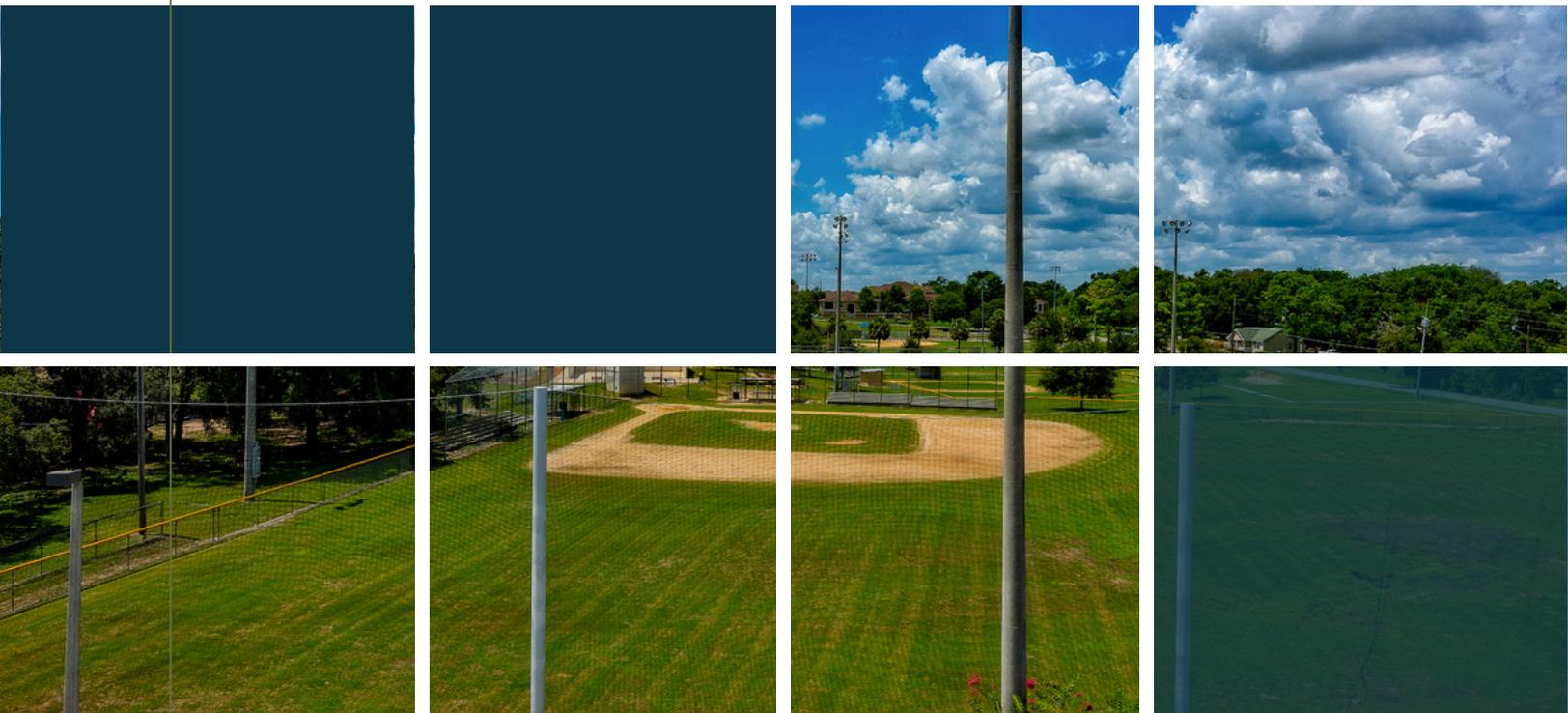


Mission

Shaping a vibrant and thriving community we are proud to call home.

Vision

To foster a community of communities where everyone has access to employment, housing, and recreational opportunities while enjoying a high quality of life.



Branding, Wayfinding, and Placemaking

Develop a Strong Brand Identity for the Town of Lady Lake

- Develop and present a Request for Proposal (RFP) for branding to the Commission for approval.
- Budget for branding, including research and design.
- Educate stakeholders on the importance of branding and seek their input.
- Plan and implement an internal and external rollout, including brand standards.
- Align internal and external messaging, encouraging employees to be brand ambassadors.

Engage in Placemaking to Build Community

- Coordinate with the Parks & Recreation Department to secure a grant (or identify funding) for a streetscape project for Old Dixie Highway/Snooky Park (Phase 1) and/or Lady Lake Boulevard (Phase 2) corridors.
- Continue discussions with local developers to create private/public partnership opportunities for cost-sharing civic projects, such as a town center.
- Identify locations to install signage, incorporating branding to direct the public to civic buildings and public parks.



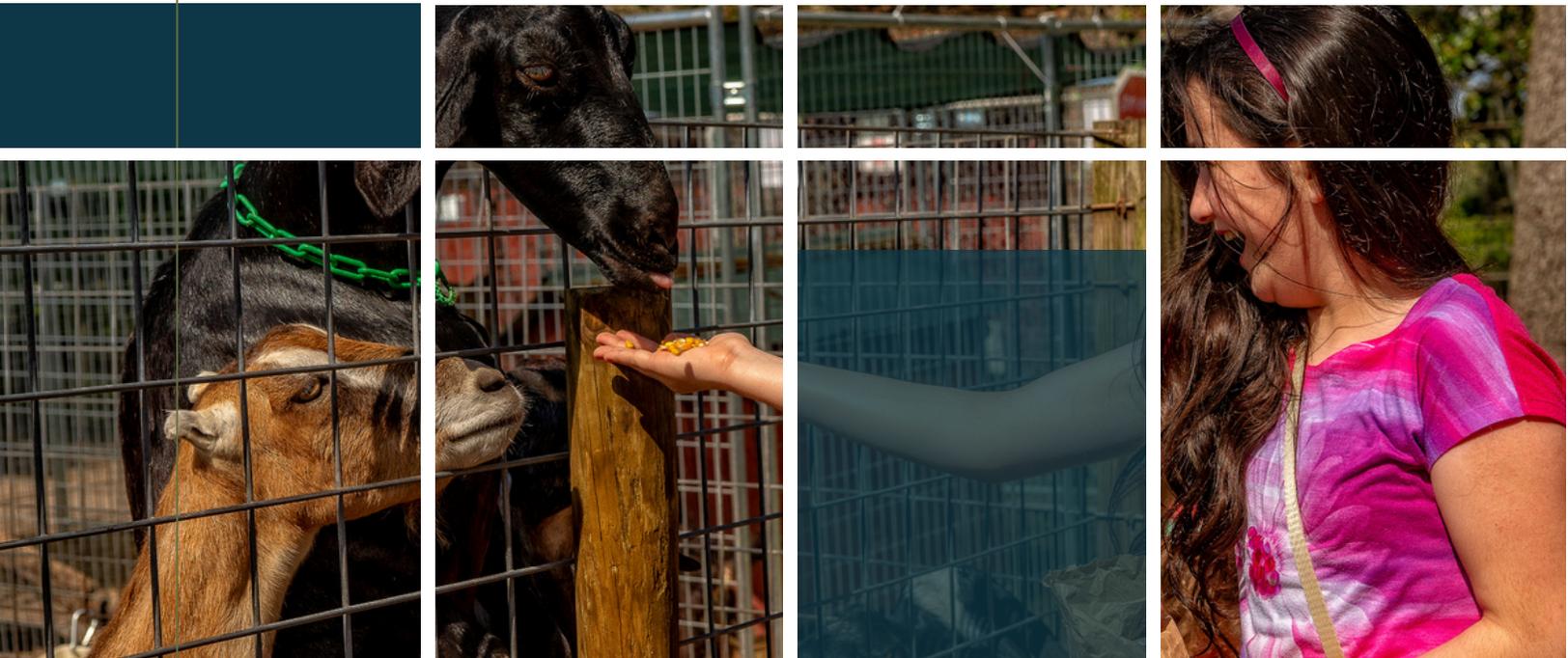
Community Engagement

Increase Community Outreach and Engagement

- Create a campaign to help sign up community members for Civic Ready mass notification emergency alerts.
- Launch Commission and Planning & Zoning livestream through the town website.
- Increase Police Department outreach to help build reputation, and recruit and retain personnel.
- Research and develop a job description for a civilian public information officer (PIO) under the Communications Department, working closely with the Police Department.
- Hire and train a qualified PIO in police protocols, Federal Emergency Management Agency (FEMA) crisis communications, and social media best practices.
- Create Police Department-specific social media account(s), managed by the PIO.

Growth Management Outreach

- Work with the Communications Department to develop a quarterly publication that informs residents about increases in commercial square footage, the number of homes receiving certificates of occupancy, and new local businesses.



Infrastructure

Complete Library Renovation

- Complete the Library expansion project, which aims to enhance the library's offerings by enlarging the youth library area from 4,560 square feet to 7,697 square feet, a 69% increase. It includes an expanded lobby, an additional public elevator, and a landing area for the new second floor Children's Library, adding more than 3,000 square feet to the public spaces. The project includes expanding the Information Technology Office and building the Growth Management annex.

Install Proper Field Lighting at Rolling Acres Sports Complex

- Educate park neighbors about reduced light spillage.
- Work with the Lady Lake Soccer Association to gather public input.

Create Conceptual Design for New Recreation Center

- Seek Town Commission and public input on the project.
- Identify funding sources and locations for the acquisition of land.

Begin U.S. Highway 27/441 Corridor Beautification

- Implement a two-year plan to restore the aesthetics of the U.S. Highway 27/441 corridor to its former state before the road widening project. The primary goal is to revitalize the corridor, clean up litter, and create a plan for new plantings and beautification features.



Infrastructure (continued)

Update Master Plan for Water, Wastewater, and Reuse Water Systems

- Implement a two-year plan to evaluate and identify current operational deficiencies within the utility systems. The primary goal is to work with the Town's Engineering Consultant to quantify and predict future needs based on the Town's impending growth and its utility customers.

Connect Town Facilities to Fiber Wide Area Network

- Complete connectivity for all town facilities and certain utility assets. The Town's growth requires better, faster, and more secure connectivity between its physical facilities and utility assets. This project, which began in 2016, aims to connect additional utility assets and construct redundant loops.



Innovation & Technology

- Digitize all records (while maintaining hard copies of all ordinances, resolutions, and minutes).
- Transition to a paperless agenda packet.
- Launch NextDoor.com and integrate it with the town website.
- Coordinate between Growth Management and Information Technology Department to implement a Geographic information systems (GIS) map service webpage to provide maps and query development information, zoning application properties, site plan activity, etc.

Financial Health

Discuss Strategic Economic Planning

- Work to attract new businesses to the community and begin long-term planning to ensure the local economy prospers by identifying key sectors for strategic growth.

Update Capital Asset File

- Inventory each department; scan informational documents; list all assets that are no longer in use and search for software to automate processes.

Upgrade Municipal Enterprise Software

- Implement newly selected enterprise resource planning (ERP) software. Monitor progress according to contract schedule; ensure all employees are invested in the project; track work completed.
- Replace the existing utility customer service (UCS) software. Draft and publish an RFP, assemble a selection committee, and complete selection and contract negotiations.
- Implement a comprehensive plan and various application modules (Accounts Payable, Accounts Receivable, Bank Reconciliation, Cash Receipts, Clearing House, Extended Budgeting, Fixed Assets, General Ledger, Human Resources, Inventory Control, Payroll, Purchase Orders).
- Transition business processes from the old system to the new one.

Create a New Department to Enhance and Fund Stormwater Services and Improvements

- Create a new stormwater department to address stormwater maintenance and management by establishing a dedicated funding mechanism, shifting costs from the town's General Fund and Utilities Department. This approach, common in other municipalities, ensures those who contribute most to the system pay their fair share.
- Present the Stormwater Fund Feasibility Study to the Town Commission for approval. Staff will then prepare the necessary ordinances to create the fund. By FY 2026, the department plans to hire or reassign staff, purchase equipment, and develop work schedules.



Public Safety

Improve the Quality of Police Supervision

- Add two additional lieutenants to serve as evening watch commanders.
- Provide high-level training opportunities for existing Police Department staff.
- Offer mentorship to existing staff and improve communication within the supervisory team.

Improve Officer Safety and Mental Wellness

- Enhance existing firearms programs by rolling out a new weapon system with the goal of significantly improving proficiency and best safety practices.
- Develop and implement a curriculum focused on improving defensive tactics training.
- Address officer mental health issues and implement a peer-to-peer counseling program.

Initiate Discussion and Planning for a New Police Station

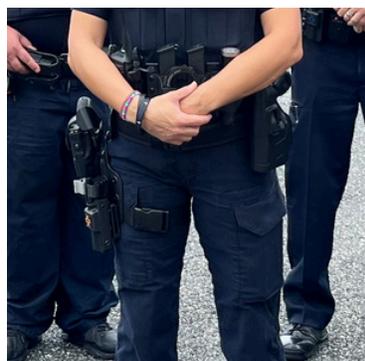
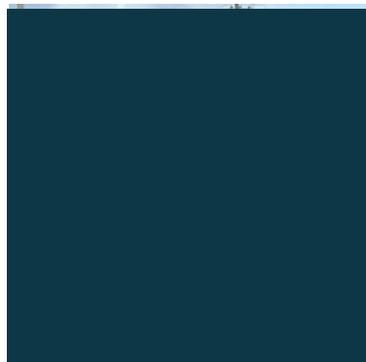
- Conduct a needs assessment to assess capacity, location, and suitability to meet current and future demands.
- Develop community support by engaging stakeholders.
- Develop a financial plan to locate and acquire land.
- Initiate operational steps in the process.

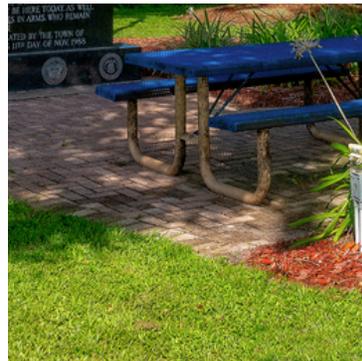
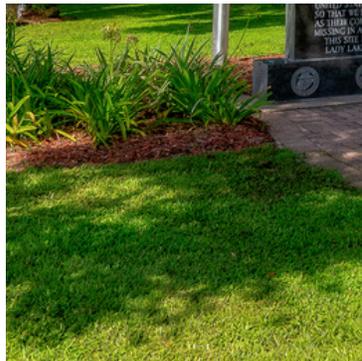
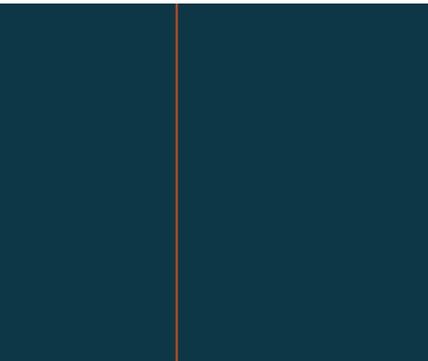
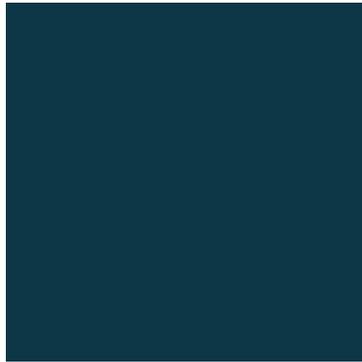
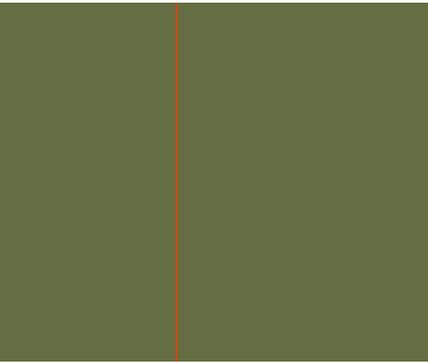
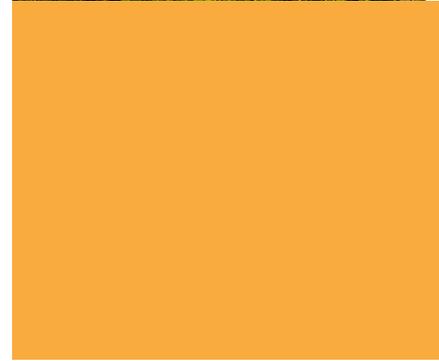


Recruitment and Retention

Employee Growth and Incentives

- Conduct salary studies to ensure competitive compensation to attract and retain talent.
- Expand nationwide searches to broaden the recruitment pool.
- Promote the town as an attractive place to work through sound public relations practices and outreach events.
- Organize Employee Appreciation Day to recognize and celebrate employee contributions.
- Offer professional development opportunities to enhance skills and career growth.
- Implement an employee incentive (discounts) program.





Thank You

Thank you for taking the time to review the Town of Lady Lake's Strategic Plan. Your support and engagement are crucial as we work together to build a brighter future for our community.

 352-751-1501

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 www.ladylakefl.gov