

# Strategic Planning Process (SPP) Employee Forum

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NOVEMBER 13, 2023



# AGENDA

- Welcome and Introductions
- Project Plan and Timeline
- “State of Dunedin”
- Collaborative Breakouts
  - SWOT+C: Priority Areas
  - Guiding Principles and Core Values
- Wrap Up and Next Steps



# USF PROJECT & RESEARCH TEAM

Angela Crist, MPA – Project Director

John Daly, PhD – Associate Professor

Stephen Neely, PhD – Associate Professor

Brittany Tibbett – Communications Specialist



# COLLABORATIVE LABS' TEAM

Tina Fischer – Facilitator

Dina Vann – Documenter

PJ Petrick – Technologist



# “STATE OF DUNEDIN” as known to date



## Initial Observations

- Highest resident satisfaction ratings for its library, emergency services, and city parks and recreation
- availability of **traffic** and **affordable housing** have the lowest satisfaction scores
- Similar to the 2019 findings, from the perspective of residents, **planning for the future** is the top priority to which the City should be allocating its resources.
- More than two-thirds of residents(68.9%) think the City is growing too quickly (2019:61.2% --loss of **small-town atmosphere** and **traffic congestion**
- **Affordable housing** still top of mind
- From the perspective of the Dunedin business community, the overall **image of the city** remains the top factor in their decision to continue their business in the city

- EPIC! Goals
- Municipal Business Plan
- Capital Improvement Plan
- Comprehensive Plan, *Strive for 2035*
- Stormwater Master Plan
- Economic Development Master Plan
- Multimodal Transportation Master Plan
- DREAM Master Plan -- Dunedin's Resilient Environmental Action Master Plan
- CRA Plan
- Individual Departmental Action Plans
- Human Resource Modifications
- New Branding Campaign
- Advisory Committee Reports with initiatives

# PROJECT PLAN & TIMELINE

What are we doing and why?

What is your role in the process?

What are the key dates?

Where can we stay up-to-date with the process?



CITY OF DUNEDIN SPP (STRATEGIC PLANNING PROCESS)  
EMPLOYEE FOCUS GROUP FORUM  
NOVEMBER 13, 2023 @ 1:00 PM  
AGENDA

### Helpful Strategic Definitions:

- **Vision:** An aspirational description of what we want to achieve in the Future.
- **Goal:** A broad statement of a desired future condition.
- **Objective:** A specific, quantifiable, and realistic target measuring the accomplishment of a goal; What we would like to achieve.

### Anticipated Timeline

#### Phase One:

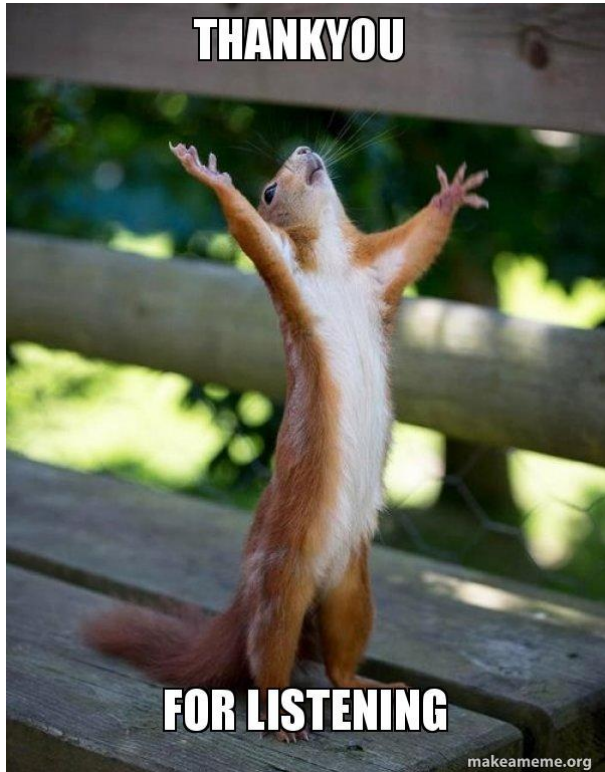
1.1	Project Kick Off	Aug 22 @ 2 pm
1.2	Review of Existing Documents – Environmental Scan	On-going
1.3	Individual/Group Stakeholder Interviews	Late September 2023
1.4	Communications Outreach	Aug 17 @ 9 am mtg
1.5	Community Focus Group Forum I (3 hours)	October 18 @ 5:30 pm
1.6	Employee Focus Group Forum (3 hours)	November 13
1.7	Community Focus Group Forum II (3 hours)	December 6 @ 5:30 pm
1.8	Presentation to Commission	January 16 or 23

#### Phase Two:

2.1	Leadership Forum I (4 hours)	February 2024
2.2	Leadership Forum II (3 hours)	March 2024
2.3	Final Report	Late April 2024
2.4	Final Presentation of Report to Commission meeting	May 2024



# SOME THINGS YOU WOULD PROBABLY DO ANYWAY...



- Expect and respect perspectives different from your own
- Speak to be understood, not to persuade
- Explain your assumptions
- Ask questions to understand
- Focus on issues, not individuals
- To be heard, be willing to listen
- Share the airtime!!!

# COLLABORATIVE PROCESS FOR TEAM BREAKOUTS



- Breakout into Teams
- Select a scribe
- Brainstorm
- Select a spokesperson
- You will have 20 minutes to write your answers on the flipchart

# GROUP ACTIVITY: Organizational Strengths

- What are we good at?
- What do we do best?
- What unique talents and resources do we have?
- What do other people say we do well?
- What is our greatest achievement?



# GROUP ACTIVITY: Organizational Liabilities

- How can we improve?
- What knowledge, skills and/or resources are we lacking?
- What do other people say we don't do well?
- Have customers complained about how we provide our services?



# GROUP ACTIVITY: Organizational Opportunities

- Is there a need in the organization that no one is meeting?
- What could we do today that isn't being done?
- How is our field changing and how to take advantage?



# GROUP ACTIVITY:

## Organizational Threats + Challenges

- What obstacles do we face?
- Who or what may cause us problems in the future?
- Are there changes in the field that could threaten our success?



***"Open and transparent city government  
providing needed services to its residents..."***

## Emerging Topics:

- Shared Vision
- Traffic and Parking
- Affordable/Attainable Housing
- Embracing Change – residents and future growth
- Image/Reputation of City
- Greater Diversity
- Maintain existing city services such as water, sewer, parks and recreation, libraries, etc.

## **+ Challenges**

**Are there operational issues and challenges within in each theme?  
What are we missing?**

# DEVELOPING OUR CORE VALUES & GUIDING PRINCIPLES



## CORE VALUES

- Definition & Examples
- Brainstorm (10 min)

## GUIDING PRINCIPLES

- Definition & Examples
- Brainstorm (10 min)

# DRAFTING OUR CORE VALUES

**Core Value** –A value is a fundamental belief or trait of your organization.

*Let's see a few great examples!*



## ***Inclusion***

We believe that our work and our community are made stronger because of our differences and not in spite of them, and we realize our fullest potential when diverse perspectives pursue shared goals.

## ***Creativity***

We recognize that continuous improvement requires curiosity, original problem solving, and a willingness to change the way we've done things to deliver better service.

## ***Collaboration***

We understand that success is something we achieve together—not alone—and that working as teams across departments and with the community builds trust in our work and our organization.

## ***Accountability***

We feel a sense of personal responsibility for our shared work, striving for excellence in what we do and holding ourselves accountable for the results.

# MORE GREAT EXAMPLES OF CORE VALUES

**Core Value** –A value is a fundamental belief or trait of your organization.

- Customer-Focused Service**
  - We engage our customers, with a focus on listening to and supporting their needs, anticipating and delivering high quality services and ensuring their satisfaction.
- Integrity**
  - We conduct ourselves at all times in a manner that is ethical, legal and professional, with the highest degree of honesty, respect and fairness.
- Innovation**
  - We develop creative solutions and share leading practices that enhance the value of services provided for our customers.
- Accountability**
  - We promote openness and transparency in our operations ensuring that we are accountable for our actions at all times.
- Stewardship**
  - We serve as trusted stewards of the public's financial, environmental, social and physical resources seeking to responsibly utilize, conserve and sustain for current and future generations.



# DRAFTING OUR GUIDING PRINCIPLES

**Guiding Principles**– A standard for behavior and mindset in the workplace. An action-oriented expression of a core value.

*Let's see a few great examples!*

## Guiding Principles

*These principles serve as the foundation for how we lead our City government and deliver services to our community:*



- We strive to ensure that all residents have an excellent **Quality of Life**.
- We will always be **Open and Transparent** in our actions and communications.
- We safeguard public resources and are **Fiscally Responsible**.
- We use a **Data-driven Approach** to evaluate City services and improve our response to community needs.
- We protect the well-being of future generations by advancing **Environmental Sustainability**.
- We collaborate with **Community Partners** to address issues of mutual concern.
- We are a **Forward-thinking City** that anticipates opportunities and trends that will transform our community.

# MORE GREAT EXAMPLES OF GUIDING PRINCIPLES

**Guiding Principles**– A standard for behavior and mindset in the workplace. An action-oriented expression of a core value.



**CITY OF COLUMBIA**  
South Carolina

- Preservation:** As stewards of the city’s documentary heritage and built environment, we strive to balance the daily needs of our citizens and staff with the need to ensure the survival of our heritage.
- Trust:** We strive to preserve the public’s and city staff’s confidence through personal integrity and ethical performance. We promote an environment of mutual trust and cooperation, recognizing the unique contribution of each individual to the city’s mission.
- Professionalism:** We are a staff dedicated to maintaining the highest degree of professional competence while serving customers and colleagues with respect. Staff members are the city’s ambassadors, both at work and away. Staff members endorse their programs enthusiastically at every turn.
- Public Service:** Our top priority is to serve the citizens and staff of the City of Columbia. As stewards of public resources and records, our responsibility is to listen to, anticipate and exceed expectations.

# MORE GREAT EXAMPLES OF GUIDING PRINCIPLES

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**CITY OF COLUMBIA**  
South Carolina

•**Teamwork:** Together we make it happen. We appreciate and support fellow workers as we collaborate to accomplish goals and inspire excellence. We must maintain our journey of excellence by continuing to evaluate the effectiveness of our programs. As a governmental organization, we are expected to do more with less. Despite this constraint, we must continue to add value to our services by looking for ways to improve what we do as an area of the city.

•**Quality and Continuous Improvement:** We promote excellence by striving to get it right the first time. We will provide an environment that supports professional growth among our staff by maintaining a knowledgeable, well-educated and satisfied workforce. We encourage efficiency and effectiveness by pursuing ideas for new and innovative ways to serve our citizens and colleagues.

•**Loyalty:** Our primary professional allegiance is to the City of Columbia. We hold the city's mission and reputation above individual or divisional needs.

# GOVERNMENT TRENDS IN 2023

*By Deloitte*



<https://youtu.be/TDozOcNihFI?si=fOaQSWKkO1Ea3SwO>

# ANTICIPATED TIMELINE

## Phase One:

- |     |   |                      |
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# WRAP-UP AND NEXT STEPS



*“Everyone in favor raise your hand!”*