

Strategic Planning Process (SPP)

Status Update & Next Steps

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July 9, 2024



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AGENDA

- Meaning and Definitions
- Phase 1 Deliverables
- Phase 2 Deliverables
- Recommended Vision, Mission, Core Values and Guiding Principles
- Recommended Strategic Themes, Goals and Objectives
- Wrap Up and Next Steps



Meanings and Definitions

THE ESSENCE OF STRATEGY IS CHOOSING
WHAT NOT TO DO.
- MICHAEL PORTER -

LIBQUOTES.COM

STRATEGIC PLAN FOUNDATION

ACTION PLANS

OBJECTIVES

GOAL STATEMENTS

STRATEGIC
THEMES

VISION,
MISSION,
CORE VALUES



Vision

An aspirational description of what we want to achieve in the future.

Mission

A statement that explains our purpose and reason for existence.

Strategic Theme

“A pillar of excellence”, an area where the city excels in order to achieve your vision.

Goals

Broad statement of a desired future condition.

Objectives

Specific outcomes, measurable whenever possible, that will produce progress towards the goal.

Action Plans

Identify the steps needed to achieve the objectives. The steps should be identified in sufficient detail to serve as a self-explanatory guide to how the objectives will be implemented.

PHASE 1 Deliverables

- | | |
|---|----------------------|
| 1.1 Project Kick Off ✓ | September 12, 2023 |
| 1.2 Review of Existing Documents – Environmental Scan ✓ | Completed |
| 1.3 Individual/Group Stakeholder Interviews ✓ | September 2023 |
| 1.4 Communications Outreach ✓ | August 2023--Ongoing |
| 1.5 Community Focus Group Forum I ✓ | November 1, 2023 |
| 1.6 Employee Focus Group Forum ✓ | November 13, 2023 |
| 1.7 Community Focus Group Forum II ✓ | January 16, 2024 |
| 1.8 Presentation to Commission ✓ | February 6, 2024 |

PHASE 2 Deliverables

2.1 Leadership Forum I	✓	February 13, 2024
2.2 Leadership Forum II	✓	March 25, 2024
2.3 Final Report		July 2024 – On-going
2.4 Final Presentation of Report to Commission		September 2024

Final Draft: Vision and Mission

Vision

To cultivate a vibrant, inclusive community that treasures its history, champions sustainability, and fosters a safe environment.

Mission

To improve the quality of life for all by listening to the voices of our citizens and providing quality services through responsible financial stewardship.

Final Draft: Core Values & Guiding Principles

Customer Focused Services

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, always, with the highest degree of **integrity, respect, and fairness**.

Accountability

We are **accountable** to the citizens of Dunedin. We will always be **open and transparent** in our operations, actions, and communications.

Stewardship

We serve as **trusted stewards** of the public's financial, environmental, social, and physical **resources**.

Innovation

We use **innovative thinking** to anticipate opportunities and trends, develop creative solutions and share leading best practices to transform our community.

Final Draft: Strategic Themes



Strategic Theme A: City Services

GOAL A.1 A consistent set of standards for responsive and accessible customer service

OBJECTIVE A.1.1 Define, develop, and implement customer service standards across all departments, services, partners and vendors (*Refer to Goal E.3*)

OBJECTIVE A.1.2 Establish a prioritization process for responsiveness

OBJECTIVE A.1.3 Develop an internal communication process to ensure timely requests to external field staff

GOAL A.2 Efficient and effective water, sewer, stormwater, and sanitation services (*Refer to Goal F.5*)

OBJECTIVE A.2.1 Consistently meet regulatory requirements for water and wastewater

OBJECTIVE A.2.2 Educate the public on the appropriate steps for addressing solid waste

OBJECTIVE A.2.3 Meet or exceeds standards for solid waste recycling contamination

GOAL A.3 Flawless permitting process

OBJECTIVE A.3.1 Utilize technology (software) for a more efficient permitting process

OBJECTIVE A.3.2 Establish process mapping for streamlined workflow process

OBJECTIVE A.3.3 Assess permitting service satisfaction through a Transactional Survey

GOAL A.4 Robust public safety services with an emphasis on community connectivity

OBJECTIVE A.4.1 Maintain an ISO rating of 2

OBJECTIVE A.4.2 Expand outreach regarding Pinellas County Sheriff's programs including but not limited to community policing

OBJECTIVE A.4.3 Maintain and improve response times for Fire and EMS

Strategic Theme B: Communications and Technology

GOAL B.1 A well-informed community

OBJECTIVE B.1.1 Maintain an ever-evolving dynamic website using relevant and up-to-date information

B.1.1.1 Develop a process for monitoring departmental pages, project pages and statistical data

OBJECTIVE B.1.2 Ensure City's is the #1 source of information for all city business matters

B.1.2.1 Assess and evaluate existing digital platforms for increased subscriptions & engagement

B.1.2.2 Provide education and outreach to residents on how to participate and how to receive news and information

GOAL B.2 Better two-way communication and interaction with the community

OBJECTIVE B.2.1 Determine best tools/platforms to increase

B.2.1.1 Assess metrics & data on communication methods preferred by residents' methods for resident engagement

OBJECTIVE B.2.2 Utilize Boards & Committees to serve as community liaisons

OBJECTIVE B.2.3 Nurture relationships with Businesses, Non-profits, Merchants, and Associations

OBJECTIVE B.2.4 Develop a Community Ambassadors Program to assist with messaging

Dunedin NEWS

Strategic Theme B: Communications and Technology

GOAL B.3 Internet accessibility across the City

OBJECTIVE B.3.1 Enhance Wi-Fi through the downtown providing connectivity in key public areas.

B.3.1.1 Create Roadmap to strategically identify locations for Wi-Fi

B.3.1.2 Assess infrastructure/ locations to provide Wi-Fi in public parks

OBJECTIVE B.3.2 Educate the community on where and how to access City Wi-Fi.

B.3.2.1 Develop a system with communications for Information sharing on city buildings

GOAL B.4 Cutting-edge technology for streamlined city operations

OBJECTIVE B.4.1 Conduct a city-wide IT audit of current technology uses, gaps and needs

B.4.1.1 Identify and address siloed legacy systems

B.4.1.2 Engage a business analyst to review departmental workflows & business process

OBJECTIVE B.4.2 Upon completion of Objective B.4.1., determine implementation plan based on the recommendations from the city-wide IT audit

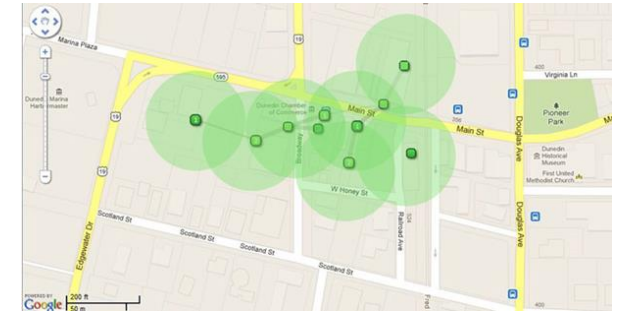
OBJECTIVE B.4.3 Automate internal processes

B.4.3.1 Assess internal processes for efficiency & to determine automation solutions

B.4.3.2 Provide employee training on software solutions and best practices

B.4.3.3 Implement field technology & Work Order product for real time updates (such as EAM-Enterprise Asset Management)

B.4.3.4 Implement and provide training on workflow approval within existing software



Strategic Theme C: Community Amenities

GOAL C.1 Multi-generational recreational programming

OBJECTIVE C.1.1 Continue offering and improving inclusive and accessible programming

OBJECTIVE C.1.2 Monitor best practices for discovering new trends



GOAL C.2 A clearly defined visual sense of place throughout the community

OBJECTIVE C.2.1 Continue to implement and improve standards established by the land development code and code of ordinances

OBJECTIVE C.2.2 Address main corridors and develop standards for gateways

C.2.2.1 Establish branding that clearly delineates Dunedin's boundaries and gateway features into city (including signage, design, brand)

OBJECTIVE C.2.3 Preserve and maintain existing locations of open green space (Refer to OBJECTIVE D.2.4)

GOAL C.3 A vibrant cultural experience

OBJECTIVE C.3.1 Support community programs that enhance the city's Scottish cultural heritage

C.3.1.1 Maintain a collaborative relationship with our sister city of Stirling, Scotland

OBJECTIVE C.3.2 Foster a robust relationship with the Toronto Blue Jays

OBJECTIVE C.3.3 Enhance public art through the Arts and Culture Committee and community organizations

OBJECTIVE C.3.4 Preserve Dunedin's History

Strategic Theme C: Community Amenities

GOAL C.4 A premier regional, national and international golf destination

OBJECTIVE C.4.1 Ensure that the Dunedin Golf Course is a nationally recognized Donald Ross course

C.4.1.1 Restore the golf course to Donald Ross design

OBJECTIVE C.4.2 Determine the steps needed for economic impact at regional, national, and international levels

OBJECTIVE C.4.3 Assess the collaboration opportunities for marketing partnerships

GOAL C.5 Functionally & aesthetically pleasing marina

OBJECTIVE C.5.1 Complete a structural analysis of the marina facilities and determine priorities

OBJECTIVE C.5.2 Finalize and implement the Marina Master Plan

C.5.2.1 Apply sustainability and resiliency design methods and best practices through the project



Strategic Theme D: Environmental Resiliency and Sustainability



GOAL D.1 Water Quality Protection

- OBJECTIVE D.1.1** Ensure compliance with the City of Dunedin's National Pollutant Discharge Elimination System (NPDES) stormwater permit for water quality protection.
- OBJECTIVE D.1.2** Train and educate city staff, community members, and key stakeholders on water quality protection and stormwater resources
- OBJECTIVE D.1.3** Invest, preserve, and maintain stormwater and wastewater infrastructure

GOAL D.2 A Florida Friendly Built Environment

- OBJECTIVE D.2.1** Address and reduce hotspot / heat islands throughout the city through landscaping
- OBJECTIVE D.2.2** Foster More Native Planting
 - D.2.2.1 In alignment with DREAM, assess City property, including parks and facilities, for native Florida friendly plant percentages*
- OBJECTIVE D.2.3** Reduce Irrigation demands
- OBJECTIVE D.2.4** Identify and plan for service area gaps/adding greenspace (*Refer to OBJECTIVE C.2.3*)

Strategic Theme D: Environmental Resiliency and Sustainability

GOAL D.3 Achieve Net Zero Energy compliance in City facilities to align to Ready for 100 Initiative

OBJECTIVE D.3.1 Conduct energy efficiency and solar feasibility assessments on municipal buildings

OBJECTIVE D.3.2 Based on the assessments, prioritize and fund projects to reduce energy consumption and install solar power to offset the energy demand

GOAL D.4 Impact Preparedness for Sea Level Rise

OBJECTIVE D.4.1 Update the City of Dunedin's Vulnerability Assessment and Adaptation Plan to comply with FDEP Resilient Florida Program

OBJECTIVE D.4.2 Implement adaptation strategies, allocate capital investment and seek alternative funding sources

D.4.2.1 Seek grant funding opportunities with state and federal agencies and non-profits or other organizations to implement projects

D.4.2.2 Identify projects for legislative appropriations request through State and Federal requests

OBJECTIVE D.4.3 Provide education, training, and community outreach on sea-level rise and adaption strategies

GOAL D.5 Environmentally-focused operations with sustainable infrastructure

OBJECTIVE D.5.1 Ensure parks and greenspace protect the waterfront, wildlife, and environment

OBJECTIVE D.5.2 Assess and expand Green Fleet (such as alternative vehicles and fuels)

OBJECTIVE D.5.3 Retrofit existing buildings for improved energy efficiency where feasible

OBJECTIVE D.5.4 Ensure city capital projects achieve sustainable efforts



Strategic Theme E: Good Governance

GOAL E.1 Responsive and Responsible Leadership

OBJECTIVE E.1.1 Conduct annual Ethics and Sunshine Law training for Elected Officials, Boards, Committees, and Staff

OBJECTIVE E.1.2 Create a culture of civic duty through various engagement and outreach activities

OBJECTIVE E.1.3 Expand the on-boarding program for newly elected officials

GOAL E.2 Long-Term Fiscal Sustainability

OBJECTIVE E.2.1 Maintain adequate reserves for all funds

OBJECTIVE E.2.2 Conduct economic forecasting on annual basis to assist with budget management

OBJECTIVE E.2.3 Diversify revenue sources

Goal E.3 Exceptional Customer Service

OBJECTIVE E.3.1 Implement consistent customer service standards throughout the organization

OBJECTIVE E.3.2 Determine gaps in employee customer service standards training and implement online training platform

OBJECTIVE E.3.3 Utilize Best Practices to improve standards through information and data sharing with other municipalities



Strategic Theme E: Good Governance

Goal E.4 A high-quality workforce that is engaged and empowered

OBJECTIVE E.4.1 Use the Performance Management System (NEOGOV) to encourage succession planning, employee promotion and retention

OBJECTIVE E.4.2 Provide opportunities for professional development and growth

OBJECTIVE E.4.3 Establish a process to improve on-boarding, cross departmental training and collaboration

OBJECTIVE E.4.4 Determine best methods to enhance recruitment

Goal E.5 A strong vibrant organizational culture

OBJECTIVE E.5.1 Conduct an annual employee climate culture survey

OBJECTIVE E.5.2 Implement changes needed to establish a live, work, balance for employees

OBJECTIVE E.5.3 Celebrate successes through a recognition and reward program

OBJECTIVE E.5.4 Improve organizational communications using data from Goal B.4



Strategic Theme F: Infrastructure, Planning, and Growth



GOAL F.1 Retain our charm, character, & small-town vibe

OBJECTIVE F.1.1 Implement CRA Master Plan and the City's Comprehensive Master Plan

OBJECTIVE F.1.2 Assure redevelopment and adaptive reuse strategies are compatible with surrounding development

OBJECTIVE F.1.3 Define how and what growth is needed to sustain our small-town charm

GOAL F.2 Zoning and land use codes reflective of community desires

OBJECTIVE F.2.1 Review and simplify the code of ordinances, where applicable

OBJECTIVE F.2.2 Establish resident feedback process for community input for any amendments of the land development code

Strategic Theme F: Infrastructure, Planning, and Growth

GOAL F.3 Preserve and maintain our parks

OBJECTIVE F.3.1 Ensure parks are accessible for all residents and visitor

OBJECTIVE F.3.2 Protect waterfront, wildlife, and environment (*Refer to Goal D.5*)

OBJECTIVE F.3.3 Allocate funding to maintain parks to be safe and functional for the environment and visitors (*Refer to Goal C.2 and Objective C.2.3*)

GOAL F.4 Attract and encourage affordable housing

OBJECTIVE F.4.1 Examine viability of affordable housing infrastructure and services

GOAL F.5 Essential infrastructure for a safe and functional community

OBJECTIVE F.5.1 Assess critical and basic infrastructure to prioritize repair and replacement (water, wastewater, stormwater, solid waste, streets/roads)

OBJECTIVE F.5.2 Allocate funding through budget, grant procurement, or appropriation to address repair and replacement infrastructure prioritization needs



Strategic Theme G: Multi-Modal Transit

GOAL G.1 Seamless connectivity of transportation methods

OBJECTIVE G.1.1 Assess current and future modes of transportation to determine accessibility options for all users

OBJECTIVE G.1.2 Update multimodal citywide programs, plans, and procedures to include Dunedin Bicycle Master Plan

OBJECTIVE G.1.3 Implement a Citywide Complete Streets policy

GOAL G.2 Inclusive multi-modal transportation

OBJECTIVE G.2.1 Conduct a feasibility study of a waterborne taxi service

OBJECTIVE G.2.2 Expand route times and days of shuttle service

OBJECTIVE G.2.3 Implement recommendations in the adopted Golf Cart Infrastructure Plan to create more pathways

OBJECTIVE G.2.4 Maximize and improve pedestrian walkways

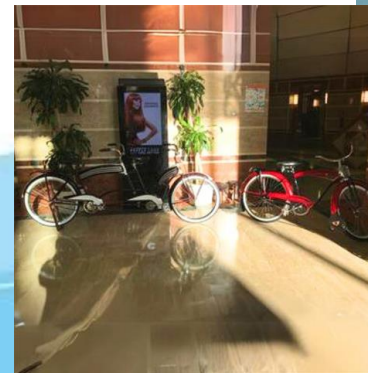
GOAL G.3 A Comprehensive Parking Plan

OBJECTIVE G.3.1 Assess current parking demands and unmet needs using existing parking study and identified gaps

OBJECTIVE G.3.2 Implement a parking plan to utilize underserved parking areas

GOAL G.4 A Community Multi-Modal Transportation Education Program

OBJECTIVE G.4.1 Enhance public outreach about available options



Wrap Up

7 Strategic Themes
32 Goals
86 Objectives

6 Priority Goals

GOAL A.1 A consistent set of standards for responsive and accessible customer service

GOAL A.4 Robust public safety services with an emphasis on community connectivity

GOAL D.1 Water Quality Protection

GOAL E.1 Responsive and Responsible Leadership

GOAL F.1 Retain our charm, character, & small-town vibe

GOAL F.2 Zoning and land use codes reflective of community desires

Next Steps

ACTION ITEMS:

- ✓ Complete action items for each objective
- ✓ Complete timeframe, responsible person and collaborative teams for each goal and objective
- ✓ Finalize Community and Data Report
- ✓ Final Presentation of Report to Commission
- ✓ Determine best process for the implementation phase

Thank You!



the John Scott Dailey
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City of
DUNEDIN
Florida