

STRATEGIC PLANNING PROCESS



2024



**FINAL *DRAFT* COMMUNITY REPORT
PREPARED FOR
THE CITY OF DUNEDIN
SEPTEMBER 2024**

WITH STRATEGIC PARTNERS

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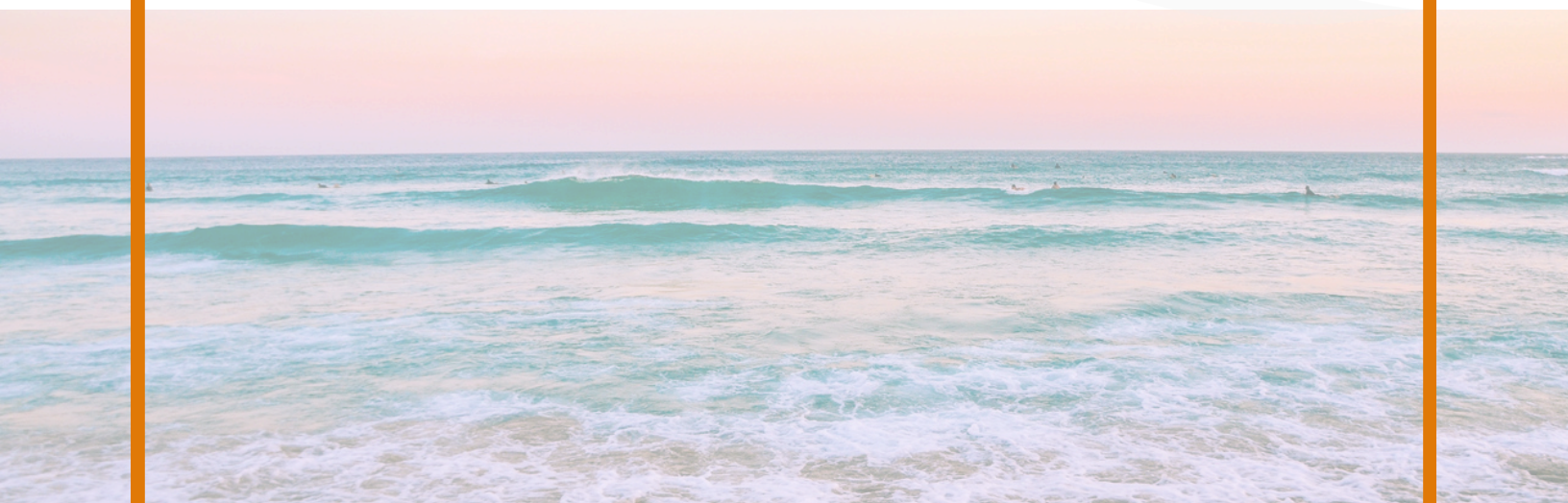
CollaborativeLABS
at St. Petersburg College

Expert facilitators in strategic collaboration

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INTRODUCTION

The USF Florida Institute of Government was contracted to design a strategic planning methodology for the City of Dunedin.

This project kicked off with City leadership in the summer of 2023. Throughout this approximate nine month process, City residents, City Leadership, and City Employees were engaged in various ways in order to provide input about the desired strategic direction of the City of Dunedin.

The overarching purpose of this project was to provide the City of Dunedin with decision-making guidance by using stakeholder input and analysis in order to establish strategic goals, objectives, a mission, and a vision for the City to use as a planning tool for future growth.

This Report to the Community is a high-level overview of what took place throughout this process, who was involved, and the overall outcomes. The appendices of this report are the *Real-Time Records* of discussions at the focus groups and forums.

CITY LEADERSHIP



COMMISSIONER
JEFF GOW

VICE MAYOR
MAUREEN
FREANEY

MAYOR JULIE
WARD BUJALSKO

COMMISSIONER ROBERT WALKER
COMMISSIONER JOHN TORNGA

EXECUTIVE SUMMARY

Throughout this year long process, city residents, city Leadership, and city employees were engaged in various ways in order to provide input about the desired strategic direction of the City of Dunedin. The overarching purpose of this project was to provide the City of Dunedin with strategic direction by using stakeholder input and analysis in order to establish strategic goals, objectives, a vision, and a mission for the city to use as a planning tool for future growth. Specifically, incorporating the city's 6 Epic Goals into the process; Informing and aligning the city's annual budget with goals and priorities including the capital improvement plan; and aiding the city in identifying its image, and what sets it apart from other coastal communities.

This Executive Summary provides an overview of the project methodology and the top findings.

Methodology

In order for the strategic partners to engage and capture feedback from all stakeholders, this process was designed to allow for many opportunities and methods of feedback that would drive the content of each of the subsequent phases. For example, the major themes from stakeholder interviews were used to frame the conversation at Community Forum I, and citizen and business opinion survey results were analyzed then used to drive content at Community Forum I and II. The participatory methodology started with the foundation of identifying the vision, mission and core values and strategic themes prior to developing the goals, objectives, and action plans.

Communications Outreach

In collaboration with the strategic partners, the City of Dunedin worked to establish a web page and social media presence to ensure residents, stakeholders and all interested parties had easy access to not only the strategic planning process but also the information gathered from each of the key deliverables, <https://dunedin-fl.civilspace.io/en/projects/strategic-planning>. Reports known as a *Real-Time Record* were created and posted immediately following the community forums, focus groups, and leadership workshops.



Project Kick Off

An initial meeting was held on September 12, 2023 with the City Manager and Departmental Leadership to introduce project key deliverables, clarify roles and responsibilities, set expectations, strategize about internal and external communications, and identify criteria needed for key stakeholders.

Stakeholder Interviews

Approximately 20 key stakeholder interviews were conducted via Microsoft Teams virtual application and telephone calls. These stakeholders included elected officials, key business leaders in the community, and active residents. The average time to complete each interview was around 38 minutes. Eight questions were asked of each stakeholder focused on the strengths, liabilities, opportunities and threats of the city. There was consensus among the respondents that the **sense of community, quaintness of downtown, state parks, people and inclusiveness** were all attributes of Dunedin. While **traffic, growth and development, and affordable housing** continue to challenge the city. Stakeholders honed in on the need for **better communication and education** to and from the city along with the more **multi-modal transit** options and more opportunities for **diverse populations** to live and work in the city.

2022 Community Feedback Survey Results Review

The survey was conducted over a 4 - 6 weeks period during FY 2022 with a sample size of 1715. Feedback from residents of the community was gathered pertaining to a number of issues, including (1) the quality of life in Dunedin, (2) satisfaction of parks, public works and public safety, (3) what changes were needed to improve Dunedin as a place to live, (4) opportunities for allocating resources and (5) communication strategies to name a few. Residents of the community identified **planning for the future, traffic, public works, environmental/sustainability and affordable housing** as key areas for the greatest opportunity and resource allocation.

Community Forum I

On November 1, 2023 Community Forum 1 was held with approximately 35 people in attendance. The strategic partners introduced the strategic planning process to the community including the anticipated timeline with key deliverables. A “state” of Dunedin was provided with a list of emerging topics arising from the kick-off, stakeholder interviews and review of existing documents. These topics included:

- **Shared Vision**
- **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.
- **Traffic and Parking**
- **Affordable/Attainable Housing**

Employee Forum

The employee focus group was held on November 13, 2023, with a cross section of employees throughout the organization. The strategic partners debriefed the data collected to date and facilitated group activities for a SWOT analysis to develop and preliminarily prioritize potential outcomes that the commission should consider in the strategic planning process. Employees also had an opportunity to weigh in on the core values and guiding principles for the City of Dunedin. Employees identified **communications, staffing and technology** as the main areas for growth and change.

Community Forum II

On January 16, 2024, Community Forum II was held with approximately 50 people in attendance. The strategic partners provided a recap of Community Forum 1, prioritized themes for Leadership to consider as they develop new vision and mission statements, and defined the desired outcomes in the 6 Emerging Focus Areas: **City Services and Amenities, Environmental Sustainability, Communications and Technology, Multi-modal Transit, Good Governance, and Infrastructure, Planning and Growth.**

Leadership Forum I

Leadership Forum I was held on February 13, 2024, with the Mayor and Commissioners to review all data collected to date, provide input on the **vision, mission, core values and guiding principles**. The elected leadership also reviewed, discussed and confirmed the strategic focus areas/themes as well as reviewing and brainstorming key Issues. Leaders were asked to determine if the list was accurate, if anything was missing, are issues strategic versus operational, and if the issues are resolved what would be the desired outcome.

Leadership Forum II

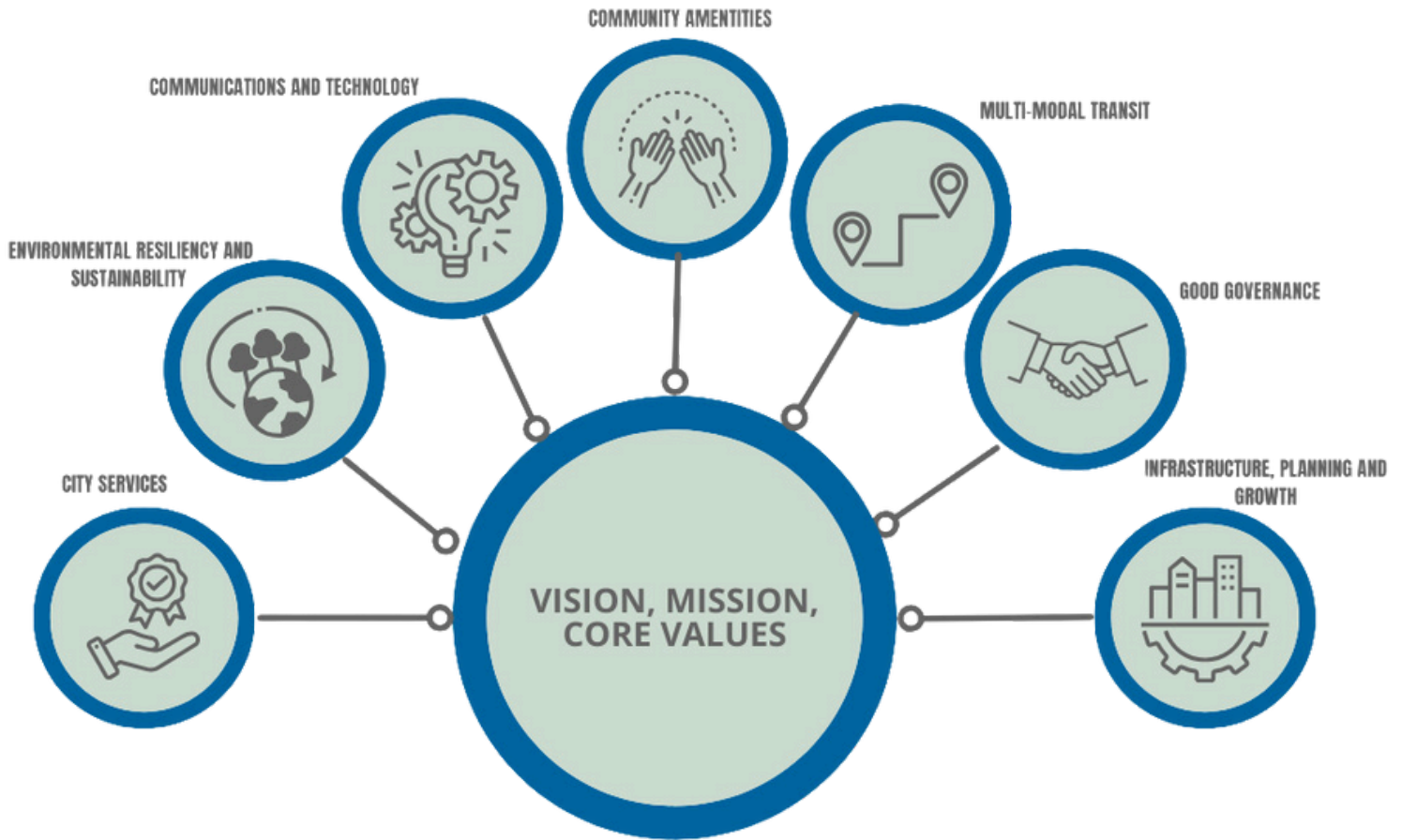
Leadership Forum II was held on March 25, 2024 with the Mayor and Commission to review the recommended vision, mission, core values, guiding principles and strategic themes. The Mayor and Commission continued their discussion from Leadership Forum I on the key composite issues with desired outcomes as well as prioritization of those goals. The end result of Leadership Forum II was a total of **33 goals and six priority goals**.

Conclusions

The Mayor and Commissioners preliminarily agreed on the **draft mission and vision statements, seven (7) strategic themes, 32 goals and 86 objectives**.

This Strategic Planning Community Report represents leadership's vision and goals for the City of Dunedin. The City Commission's ideas and prioritized goals represent a working guide for both the City Commission and Management staff to operationalize each goal through development of action steps and timetables for completion.

Over the next three to six months, the goals and objectives should also be incorporated into and pursued through the budget process and through staff and community actions. This report is designed to capture the topics and processes of your discussions and should be used to assist the City in developing action tasks, an implementation plan and progress update reports through 2030.



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

In an effort to continue moving forward, these additional next steps in collaboration with SPC Collaborative Labs are crucial to the completion and implementation of the strategic plan:

- Commission final adoption of the recommended goals and objectives
- Staff completion of action plans/tasks for each of the objectives, outlining in detail actions that will be taken to achieve the objectives
- Staff development of a “dashboard” checklist, allowing the tracking of progress toward completion of each of the action plans
- Quarterly reports and annual commission retreat to review and evaluate dashboard, priorities, and successes

Action Tasks	Budget & Resource Alignment	Implementation Plan	Progress Updates
Research and Planning What is your Anticipated timeline? What resources are needed? Who will be responsible for oversight?	Funding Strategies Does your budget accurately reflect the needs and priorities of the goals and objectives?	Monitoring and Accountability How will you monitor your progress? When will you report to the Community status updates?	Communication and Evaluation Will you use a community Dashboard? Will quarterly reports be provided to the Commission?

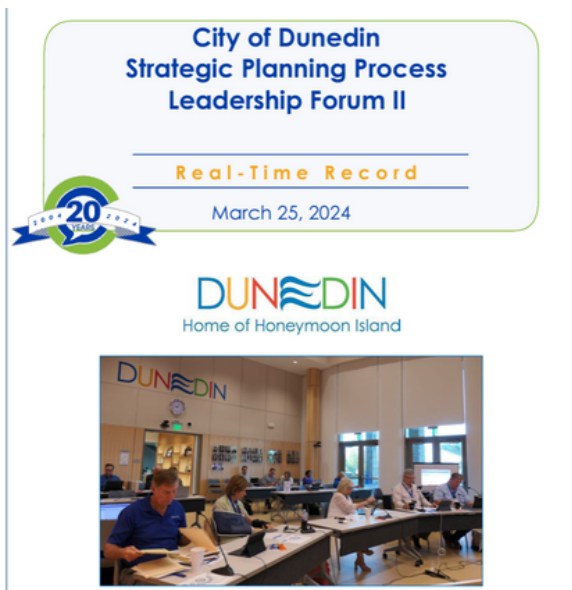


COMMUNICATIONS OUTREACH

A critical component of communicating the strategic planning process with the public included development of a project page on the city's website and easily found under the "City Project" tab. The strategic planning page serves as a public information page on the project, including purpose of project, project cost, timeline, and hosts all documents related to the project. This page link and project information has been shared on social media, in the newsletter, spotlighted in blog posts, included in the Strategic planning kick off video to the public and staff, as well as communicated in outgoing emails to city boards and committee and other email communication.



City of Dunedin's strategic planning website section
<https://dunedin-fl.civilspace.io/en/projects/strategic-planning>



Goals and Objectives

- Creation of a new strategic plan
- Incorporate citizen, organization, employee, City leadership and Commission participation and feedback
- Incorporate the City's 6 Epic Goals into the plan
- Identify specific, measurable, achievable, realistic, and timely goals and actions
- Develop the organization's mission, vision, and values
- Identify key priorities and strategies for a 3-5 year range
- Inform and align the City's annual budget with goals and priorities

Budget

- Total Budget = \$64,512.50
- Phase 1: Data Research, Gathering & Review = \$35,000.00
- Phase 2: Strategic Plan Design & Presentation = \$29,512.50

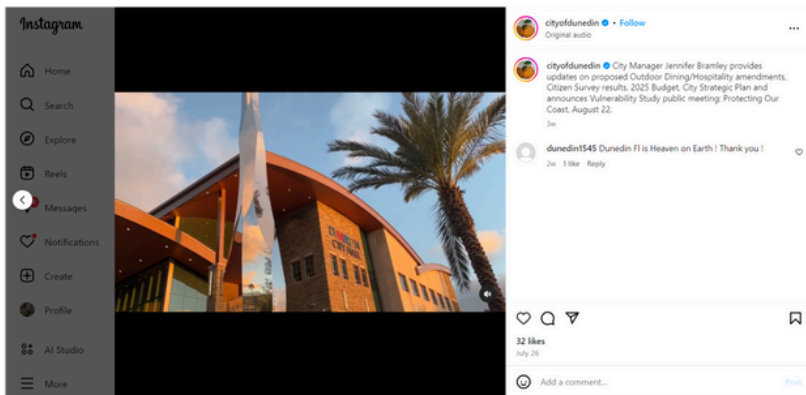
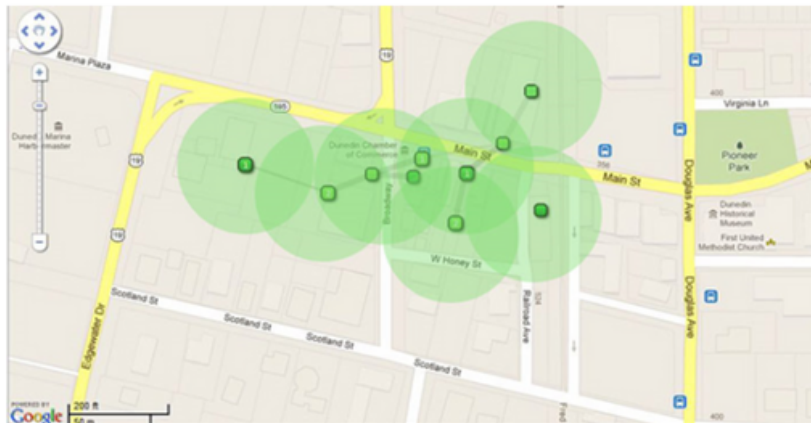
Strategic Planning Process

The City of Dunedin has engaged the USF Florida Institute of Government (FIGO) and St. Petersburg College Collaborative Labs to facilitate the one-year Strategic Planning process.





City of Dunedin's strategic planning communication on Instagram Facebook Nextdoor X YouTube Flickr



PROCESS STRUCTURE

The process structure not only included a participatory methodology but also included a phased approach. In this phased approach, Phase I focused on data research, gathering, and review while Phase 2 focused on the actual plan design.

Phase 1 Deliverables	<ul style="list-style-type: none"> • Project Kick Off & Review of Existing Documents – Environmental Scan • Individual Stakeholder Interviews • Communications Outreach • Employee Focus Group Forum I • Employee Focus Group Forum II • Community Focus Group Forum II • Presentation to Commission 	<p>September 12, 2023</p> <p>Completed</p> <p>August 2023 - ongoing</p> <p>November 1, 2023</p> <p>November 13, 2023</p> <p>January 16, 2024</p> <p>February 6, 2024</p>
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An initial Kick-Off meeting was held on September 12, 2023 with the City Manager and Departmental Leadership to introduce the project deliverables and timeline. This was an opportunity for staff leadership to clarify their role in the process, identify opportunities for engagement and assist with strategies for internal and external communications. During this planning meeting, there was also discussion regarding the criteria used for identifying key stakeholders. Staff leadership provided the strategic partners with relevant and existing reports that would be useful for incorporation into the strategic planning process.

Some high level **initial observations** included:

- Highest resident satisfaction ratings: library, emergency services, and city parks and recreation
- 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
- There are a great deal of city plans created within individual departments with limited connectivity to strategy

Existing Planning Documents

- 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



PHASE 1

Stakeholder Interviews

In the interim period between the project start and ahead of the first community focus group session, the strategic partners held one-on-one interviews with approximately 20 key stakeholders throughout the City. These stakeholders included elected officials, key business leaders in the community, and active residents. They were selected for their real and potential power, legitimacy, urgency they assign to the problem, and practicality.



“There has been improvement within community in regards to relations between community and city...”

“Do we know if the right people are in place to move us forward...?”

...transparency is a must!

In addition to the key stakeholder interviews, the strategic partners used data from the 2023 Business Opinion Report to ensure adequate representation of the local business community. Overall perceptions of the community among business owners appear to be very positive, but there are concerns over (1) the pace and quality of new developments and (2) the subsequent impacts on quality of life/ease of doing business, (3) particularly as it pertains to infrastructure and whether it’s keeping up with growth/development.

- Over 90% of business owners rate the city as either “excellent” or “good” in all dimensions except for “in terms of the quality of new business development” (82.5%);
- Under two-thirds (62%) are “satisfied” with parking availability;
- Under two-thirds (63%) are “satisfied” with city efforts to ease traffic congestion (all other efforts rated at three-quarters or higher);
- From 2020 to 2023, most items decreased as priorities for the city to address. But “easing traffic congestion” and “improving road conditions” both increased significantly. The former increased from 26% in 2020 to 36% in 2023.
- “Parking” and the “pace of development” were the two most commonly cited “areas of concern with city infrastructure” (63% and 30%, respectively).

The major themes from stakeholder interviews and Business Climate Survey were used to frame the conversation at Community Forum I.

Community Forum I

November 1, 2023

5:30pm

Approximately 35 residents participated in providing information and interacting and working within groups to begin defining community priorities, the vision, and mission of the City. This work identified and prioritized those things that residents most valued and treasured in the community, those things they would not change in the future, and issues that are impacting the City. The Vision and Mission workshop section included identifying those things that are celebrated and shared in Dunedin and highlighting key words to provide a framework to the Vision and Mission.

VISION EMERGING THEMES

- Safe and secure
- Inclusive and welcoming
- Safeguard history and heritage
- Multi-generational and transitional community
- Environmentally conscious



EMERGING FOCUS AREAS

- **City Services and Amenities** (water, sewer, parks and recreation, libraries, events, activities, etc.)
- **Environmental Sustainability**
- **Communications and Technology**
- **Multi-modal Transit** (traffic, parking, bikes, golf carts, etc.)
- **Good Governance** (internal operations, workforce)
- **Infrastructure, Planning and Growth** (attainable housing)



Employee Focus Group November 13, 2023 1:00 pm - 4:00 pm

Approximately 30 employees participated from all across the organization. The collaborative event focused on the employee group working in teams to identify organizational strengths, liabilities, opportunities and challenges. Groups then worked on key phrases and ideas to define "core values" within the organization. All City employees were also engaged through a brief feedback questionnaire, communicated through emails and staff in late November through mid-December.

Employee Feedback

➤ Employee Forum held on November 13, 2023

STRENGTHS

- Approachability
- Willingness to work together
- A high level of customer service
- Dedicated employees
- Communications with residents
- Unique vibe
- Downtown
- Events and activities
- Greenspace offering

LIABILITIES

- Employee retention
- Need more training
- Lack of internal communication
- Working in your silos
- Not doing a good job of prioritizing resources
- Pickleball vs tennis

OPPORTUNITIES

- Better communication internally and across all Departments
- Hiring new staff
- Using Technology to be more efficient
- Citizen academy for employees

THREATS + CHALLENGES

- Affordability
- Generational Workforce challenges
- Operational needs vs. resident and Commission expectations
- Supply chain demands
- Hiring and retaining qualified workers
- Not getting skills and trades needed for certain jobs
- Technology

Employee Survey

conducted 11/27/23-12/22/23

- All City Email with survey details/link sent on 11/28/23
- Survey information posted in Employee newsletter early December
- Email to department directors on 12/15 to encourage staff participation
- All City Email reminder email with survey details/link sent on 12/15
- Hard copies of survey provided to all – but specifically to capture field staff

Community Forum 2

January 16, 2024



The event at City Hall was similarly structured as the first Community Forum and was attended by approximately 50 residents, held from 5:30 pm - 8:30 pm. This second meeting provided a recap, prioritized Vision and Mission concepts, and delved into key emergency areas by defining community priorities.

The emerging vision themes were identified as: **safe and secure, inclusive and welcoming, safeguards history and heritage, multi-generational and transitional community, and environmentally conscious.** The emerging mission themes were identified as: **quality of life, connection between residents and the city, fiscally sound and responsible, and services and infrastructure.** Breakout teams each identified key priorities for each of the emerging themes for the vision and mission and developed and prioritized outcomes for the focus areas. This event was widely communicated and the public invited through all communication channels (social media, website, newsletter), via board and committees and direct emails.

TOP CITY SERVICES AND AMENITIES

- **Maintaining and updating current infrastructure for water, sewer and storm drains**
- **Safeguard, maintain and develop existing parks and facilities for future generations**

TOP ENVIRONMENTAL SUSTAINABILITY

- Increase tree canopy; foster more native plantings; educate citizens on more natural landscaping; and mitigate need for irrigation
- Keep coastal and other waterways clean and safe by ensuring good storm infrastructure and trash management
- More environmentally friendly city vehicles and structures
- Establish Dunedin's identity as model of environmental sustainability



TOP COMMUNICATION & TECHNOLOGY

- Develop a formal communication plan for the city which includes signage, website, personnel interaction, social media
- Free Wi-Fi throughout the City
- Improved city website eg. intuitive self-serve
- Ensure that affected neighborhoods are involved in the decision making

TOP MULTI-MODALTRANSIT

- Increase golf cart accessibility to all parts of the city
- Create a car free corridor on Main Street through the downtown core
- Install vehicle speed bumps on both sides of trail at each intersection
- Improve bicycle east/west corridors and artistic parking across City to get residents out of cars more often and safely
- Get reduced speed limits on Pinellas Trail through downtown. Improve speed and etiquette signage along trail and through City
- Add parking garage on Douglas that includes bicycle and golf cart parking and lockers

TOP INFRASTRUCTURE, PLANNING AND GROWTH

- Zoning changes and incentives to encourage shared housing for non-familial persons[elder care, disabled, students]
- City sets a percentage of new construction design for affordable housing
- Infrastructure planning for climate change
- Consult with Urban Development company with previous experience working with smaller cities with increased population
- Realistic planning to manage population growth

TOP GOOD GOVERNANCE

- Establish internships for local students in high school or community college to learn a job that we may need to fill in the future
- Continue to aggressively pursue grant opportunities to support mission/visions





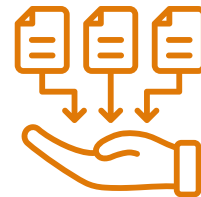
CONCLUSION OF PHASE 1

Commission Presentation

February 6, 2024

The presentation to Commission provided feedback on the project to date, the activities concluded, and the emerging themes.

The background and environmental scan, stakeholder interviews, employee focus group & employee questionnaire, and community focus group one and two conclude Phase I of the Strategic Planning project.



PHASE 2

Phase 2 Deliverables

- | | |
|--|----------------------|
| • Leadership Forum I | February 13, 2024 |
| • Leadership Forum II | March 25, 2024 |
| • Final Report | April 2024 - ongoing |
| • Final Presentation of Report to Commission meeting | September 2024 |



Leadership Forum I

February 13, 2024

Leadership Forum I focused on reviewing key themes and words identified in the mission, vision, values and strategic themes. Commissioners worked to refine and confirm strategic focus areas, themes, and prioritizing key issues.

Meanings and Definitions

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.



Strategic Themes

- City Services
- Communications and Technology
- Community Amenities
- Environmental Resiliency and Sustainability
- Good Governance
- Infrastructure, Planning and Growth
- Multi-modal Transit





We signed on to the Mayors for 100% Clean Energy and now we are taking our commitment to the next level. Our Commission and our Citizen Committee on Environmental Quality believes strongly in setting the example for our resident's future" - Dunedin Mayor Julie Ward Bujalski. (Southeast Sustainability Directors Network)

Vision

- Safe and secure:**
 - Sense of trust in their neighbors & the community
 - Public trust and confidence
- Inclusive and welcoming:**
 - Community spirit
 - Inclusive and welcoming
- Safeguards History & Heritage:**
 - Preserving
 - Core foundation
- Multi-generational and transitional community:**
 - Community for a lifetime
 - Generational community
- Environmentally conscious & resiliency:**
 - Premier city
 - Prioritizing & valuing
- Collaboration w/residents & business owners - Leadership accessibility:**
 - Connectivity

Mission

- Quality of life:**
 - Coastal city
 - Cultivated sense of place
 - Full range of different amenities & services
- Voices of Residents:**
 - Two-way partnership
 - Connectivity to the community and is accessible by the residents
 - Governance process
- Collaboration with residents & business owners-Leadership accessibility:**
 - Connectivity
- Fiscally sound and responsible:**
 - Good stewardship
 - Long term view
- Services and infrastructure:**
 - Quality basic services
 - Public and cultural services
 - Provision and maintenance of infrastructure

Leadership Forum II

March 25, 2024

The Mayor and Commission came to agreement on the details needed for the vision and mission approving the strategic partners and City Manager to develop the final wording for each statement. Discussions continued from Leadership Forum I on the key composite issues with desired outcomes as well as prioritization of those goals. The end result was a total of 33 goals and six priority goals.

Priority Goals

- Standards for consistent, responsive, and accessible customer service
- Robust public safety services with an emphasis on community connectivity. (i.e. preventative, community policing)
- Retain our charm, character, & small-town feel that balances growth
- Ensure our zoning and land use codes reflect the desires of the community
- Responsive and Responsible leadership
- Water quality protection

Core Values & Guiding Principles

- Customer-focused services:**
 - Providing responsive services
 - Enhance
 - Stakeholder
- Integrity:**
 - All decision making
 - All of the time
- Accountability:**
 - Responsive, thorough, and timely actions to community needs, striving to do it right the first time.
- Stewardship:**
 - All of those things that fall within your responsibilities
 - Highest level of accountability
- Innovation:**
 - Best practice
 - Adopts technology and process to gain efficiencies and promote productivity



Vision

TO IMPROVE THE QUALITY OF LIFE FOR ALL BY LISTENING TO THE VOICES OF OUR CITIZENS AND PROVIDING QUALITY SERVICES THROUGH RESPONSIBLE FINANCIAL STEWARDSHIP.

Mission

TO CULTIVATE A VIBRANT, INCLUSIVE COMMUNITY THAT TREASURES ITS HISTORY, CHAMPIONS SUSTAINABILITY, AND FOSTERS A SAFE ENVIRONMENT.



Our 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.

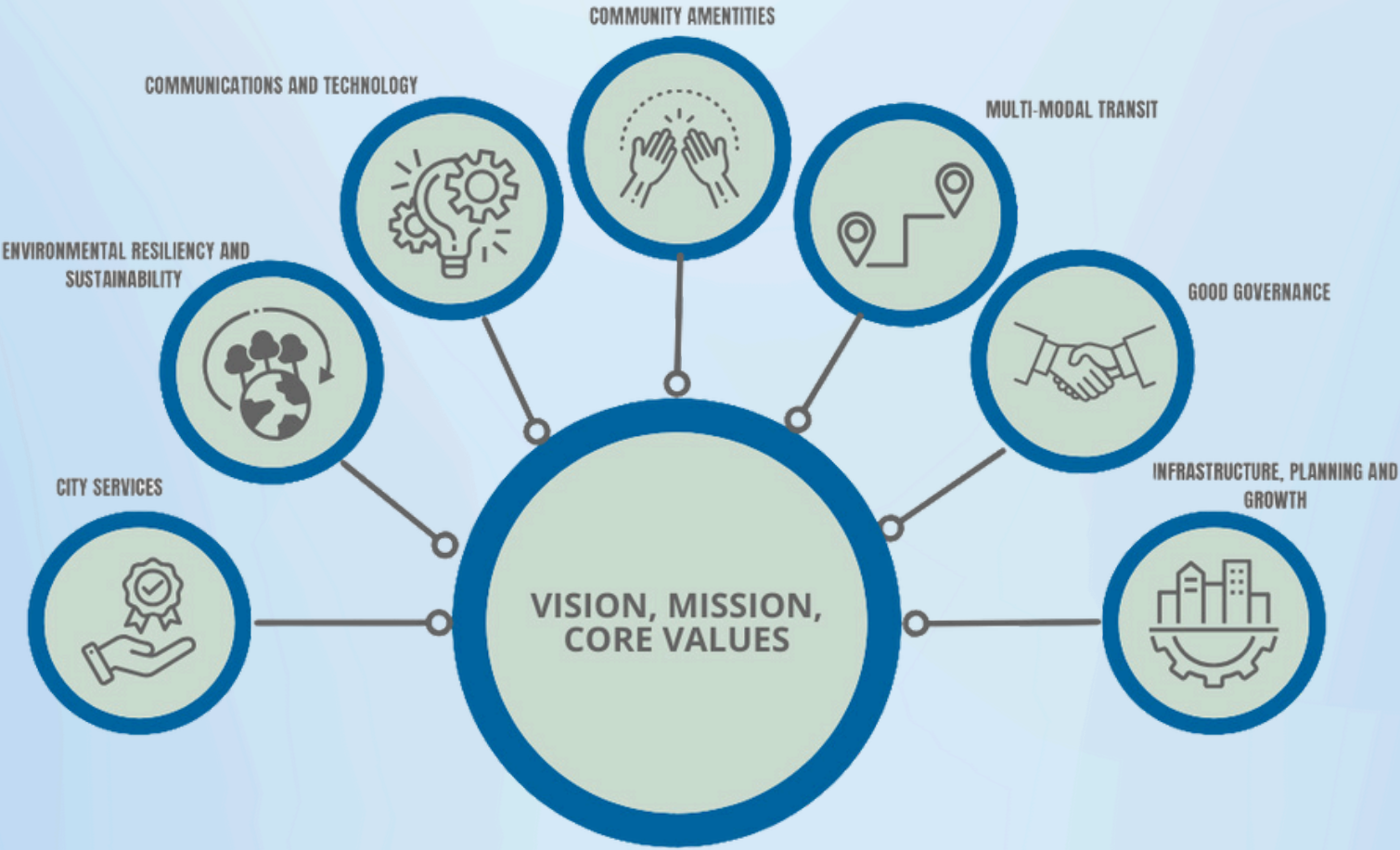
Stewardship

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.

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 City 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

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

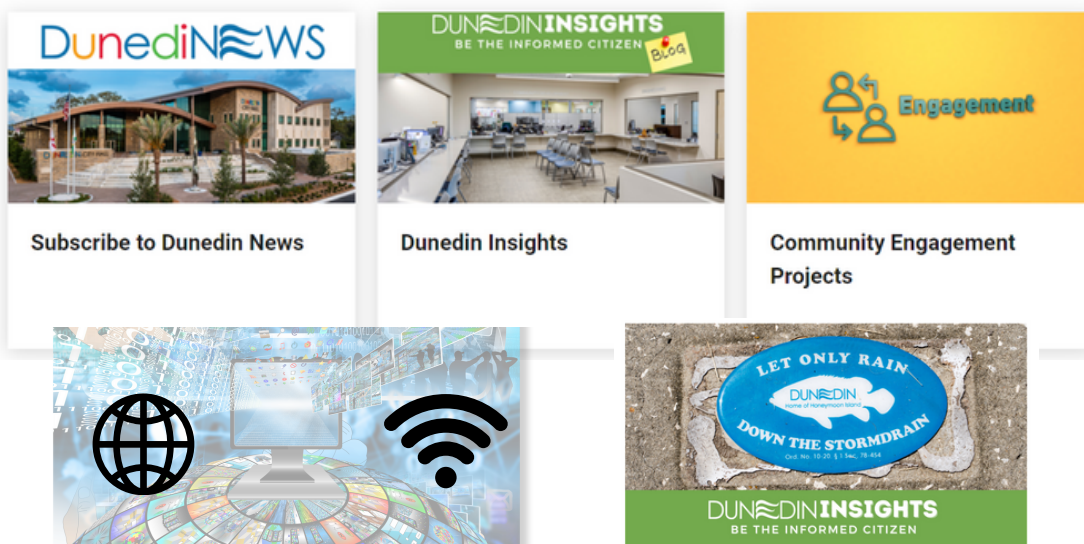
GOAL B.2 Better two-way communication and interaction with the community

OBJECTIVE B.2.1 Determine best tools/platforms to increase

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



GOAL B.3 Internet accessibility across the City

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

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

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

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

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

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

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



from Dunedin Scottish Arts Foundation website

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

OBJECTIVE D.2.3 Reduce irrigation demands

OBJECTIVE D.2.4 Identify and plan for service area gaps/adding greenspace (Refer to Obj C.2.3)



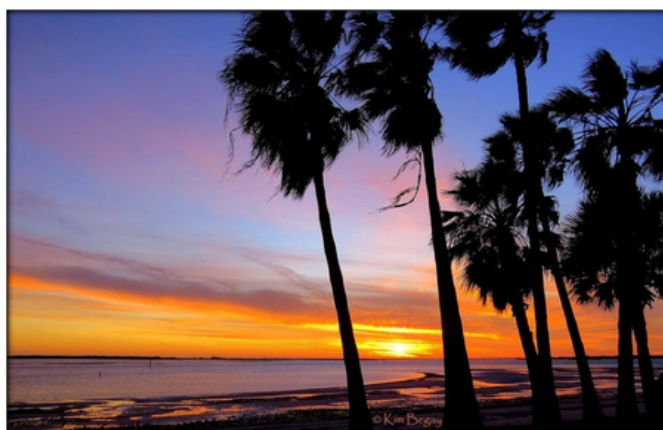
Strategic Theme D: Environmental Resiliency and Sustainability



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

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

GOAL D.5 Environmentally-focused operations with sustainable infrastructure

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

OBJECTIVE D.5.2 Assess and expand Green Fleet (alternative vehicles/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

OBJECTIVE D.5.5 Waste reduction and landfill diversion

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 Economic forecasting on annual basis to assist with budget management

OBJECTIVE E.2.3 Diversify revenue sources

OBJECTIVE E.2.4 Enhance the Purchasing Policy



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

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 success in both personal and professional (live, work, balance)

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



GOAL F.3 Preserve and maintain our parks

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

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 Assess feasibility study of a waterborne taxi service

OBJECTIVE G.2.2 Prioritize and Implement waterborne taxi service

OBJECTIVE G.2.3 Expand route times and days of shuttle/bus service

OBJECTIVE G.2.4 Implement recommendations in the adopted Golf Cart Infrastructure Plan to create more pathways

OBJECTIVE G.2.5 Implement recommendations in the Bicycle/Pedestrian Master Plan/updated Multi-Modal Transportation plan

OBJECTIVE G.2.6 Maximize and improve pedestrian walkways

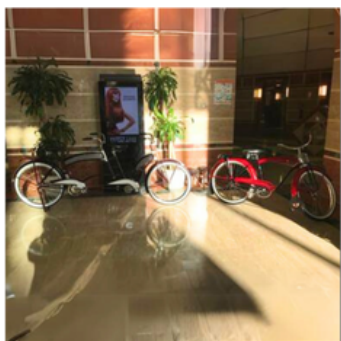
GOAL G.3 A Comprehensive Parking Plan

OBJECTIVE G.3.1 Assess current parking demands and unmet needs

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



Thank You!

