



STRATEGIC PLANNING

JENNIFER BRAMLEY
CITY MANAGER

AND

NICOLE DELFINO
ASSISTANT TO THE CITY MANAGER

JULY 26, 2022

What is a Strategic Plan:

- creates a shared vision
- a blueprint to achieving the mission and vision of the organization
- prioritizes resources, initiatives, goals, objectives, and projects.
- long-term, multi-year, roadmap with goals and objectives
- directs an organization successfully from where it is to where it wants to be.
- Proactively shapes the future rather than responding, reacting, or adapting to it.

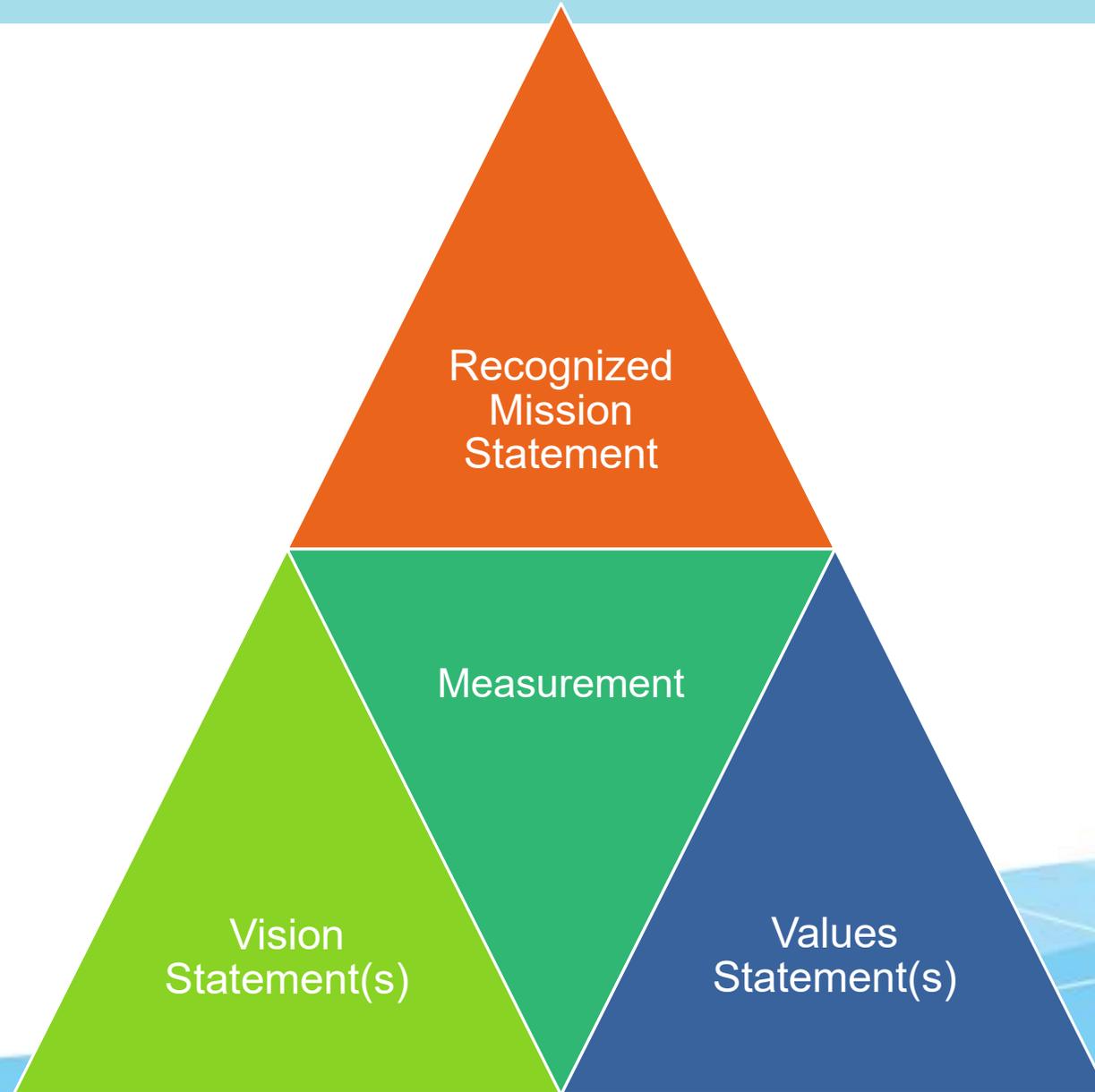
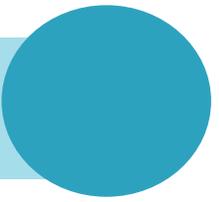


What we Have....

- Citizen Feedback (Surveys/Committees)
- Business Plan
- EPIC Goals
- Budget Document
- Comprehensive Plan
- Master Plans
- Community Redevelopment Agency
- Capital Improvement Plan



What we don't have....



Mission

The City of Dunedin prides itself on living up to its mission :

A Community Partnership between the City Government and its Residents, Dedicated to Quality Service to Effectively, Efficiently and Equitably enhance the Quality of Life in Dunedin.

Source: <https://www.dunedingov.com/live-work-play/residents>

A mission statement:

- action-based statement
- purpose of an organization and how they serve their customers.
- clarifies the “what,” “who,” and “why,” of the organization
- operational guideline
- part of the organizational culture
- highlighted on publications, recruiting, and community materials, and known by all employees

Mission Examples



Oceana's mission is to **protect and restore** the world's **oceans**. Our vision is for the oceans to be as rich, healthy, and abundant as they once were.



Our mission is to provide a free, **world-class education for anyone, anywhere.**

City of Largo

MISSION

Provide Superior Services that Inspire Community Pride

Mission Statement

The City of Albany delivers fiscally responsible, highly dependable services to the citizens in the community and the region with integrity and professionalism.

City of Toronto

Mission

To serve a great city and its people



OUR MISSION

Together, we create life-changing wishes for children with critical illnesses.



Strategy vs Operations

Strategic Plan 	Operational Plan 
Outlines long term goals (3-5 years)	Outlines short term goals (1-2 years)
Focuses on the entire organization.	Focuses on individual department actions and activities.
Pursues the organization's long-term vision and mission.	Supports the Strategic Plan.
Outlines how to get things done.	Details how to get things done.
How the organization is different or what sets us apart (mission, vision, goals).	How the organization can improve operationally.
Internal and external environment.	Internal environment of organization.
Identifies strengths, weakness, opportunities, and threats.	Identifies daily tasks and projects to meet goals.
Looks to define the future.	Looks to accomplish specific projects or actions.

Developing a Strategic Plan

- Communications = Transparency
- Work Plan Development
- Existing Data Review (Survey Analysis)
- Stakeholder Feedback
 - Employee Focus Group
 - Community Focus Group
- Leadership Planning and Feedback
- Commission Planning and Feedback
- Report Development & Refinement
- Final Report Presentation





QUESTIONS