

CITY OF DUNNELLON

Strategic Plan

Vision, Mission and Value Statements

May 24, 2004

In an effort to more accurately plan for its future, the Dunnellon City Council has chosen to establish a working document that will communicate the vision, goals and outcomes it is attempting to achieve for Dunnellon's citizens through the establishment of a written "Strategic Plan." This plan has been developed over time with input from multiple council members, City staff, as well as Dunnellon's citizens through public meetings. This initial document is Dunnellon's first attempt to quantify in writing its plans for the future. Strategic planning, however, does not deal only with future decisions. It also deals with the outcomes of present decisions in an attempt to achieve future goals. In essence, what we need to do today in order to be ready for an unknown tomorrow. This document will be reviewed and revised every two years with an annual progress report identifying the goals that have been achieved.

Specifically, What is Strategic Planning?

Strategic Planning is "a continuous and systematic process where the guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured."

Vision for Dunnellon, Florida

In 2004 and the immediate years to follow, Dunnellon will continue to be a City of great natural beauty with a historic downtown center. Dunnellon is dedicated to preserving and enhancing its historic, cultural, economic, environmental, and recreational assets while planning and building for the future. Dunnellon celebrates its diversity in a friendly, small town atmosphere supported by its citizenry, who demonstrate a strong sense of community spirit. Capitalizing on this spirit, the City will strive to provide a safe environment composed of strong neighborhoods with excellent parks and public spaces, while fostering a supportive economic environment. We, as citizens of Dunnellon, should and will work together diligently to maintain Dunnellon as a historic "River Town."

The City of Dunnellon's Mission statement:

“It is the City’s mission to establish and maintain a quality driven organization that assures the efficient management of all resources and delivery of quality municipal services to all citizens, property owners, and organizations within Dunnellon. The City will establish a process to measure every endeavor that utilizes public funding, to evaluate and inform the public of progress, to eliminate programs that are not effective, and to continuously improve the things that are of value to the City.”

The Dunnellon City Council's Values statement:

We, the members of the Dunnellon City Council and staff believe:

In a consistent effort to protect our city from crime, tragedy, and environmental damage;

The residents of Dunnellon as a whole give us direction through vote and voice;

In the worth of the individual;

Our word is our bond;

In maintaining individual and collective integrity;

That we recognize the right to be different and differ, but shall not allow it to be divisive;

Our most valuable asset is a well-trained, dedicated staff working as a team to meet any city challenge;

In an innovative approach to decision making based on public input and sound council judgment;

That we have an obligation to be accountable and efficient in our use of public resources and firm fiscal management.

The methodologies to be used in the pursuit of this stated mission are described in detail in the body of the following document entitled ***City of Dunnellon Strategic Plan***.

City of Dunnellon Strategic Plan -

5/24/2004

The following are commitments from the City elected officials and staff, outlining the emphasis through which the City plans to manage its assets through annual budget resources to meet the expressed vision for Dunnellon. In an effort to achieve those results, the City shall strive to:

COMMUNITY

- Measure, analyze and respond to population growth, changing demographics, and diversity of the City and the surrounding communities Dunnellon serves.
- Assure the establishment and maintenance of the essential municipal services and infrastructure that properly supports the community. Pursue opportunities to improve and relocate Police and Fire Departments to meet community needs.
- Promote development that makes the City more independent (self sufficient) of outside areas; i.e. Encourage services and recreational facilities that do not require a trip to a bigger city.
- Support the establishment of a core area that is “walk-able” and serviceable to the public.
- Establish both short and long-term community plans for “infill” opportunities and “sphere of influence” areas surrounding the City. Effectively use annexation and the grant process as necessary to support and control coherent growth; i.e. Explore expansion of our City limits assuring our infrastructure, emergency facilities, etc. are capable of handling sustainable and prudent population growth. Analyze annexation opportunities to Airport for industrial zone and future growth.
- Investigate public transportation system opportunities; i.e. Bus lines, trolley etc.
- Research and support providing buildings/parks and other venues that accommodate the diversity of our community; i.e. youth centers, adult centers, training centers, civic/community centers.
- Provide an environment in which citizens within the City feel safe and secure.

ECONOMIC / FINANCIAL

- Establish a sound government financial basis that communicates needs and available resources, both short and long-term. Recognize our financial, physical, and economical limits.
- Provide a short and long-range financial plan that matches defined priorities with available resources, assuring that capital proceeds are used only (except in emergencies) for capital projects.
- Establish continuous communication and partnership efforts with public and private groups to locate resources and/or opportunities for partnership efforts to accomplish priorities.
- Encourage the establishment of more small business / specialty shops on main streets; i.e. bakery, candy shops, etc. Offer new business incentives to locate to Dunnellon.
- Provide for a housing initiative for rehabilitation of existing and low-income housing for the economically disadvantaged.
- Maintain a current inventory providing for the best use of our assets.
- Pursue new revenue opportunities, while addressing the City’s increasing financial pressures associated with service delivery, grant compliance, and procurement.
- Pursue City planning that is future-oriented, visionary, and values long-term benefits.
- Assure that all City programs and services are planned before implementation using cost/benefit analysis, and results directed.

HISTORY

- Maintain its cultural heritage. Dunnellon is viewed by many as a “Historic River Town” and as such shall promote social and human values that are both supportive and equitable in the promotion of that view.
- Recognize, celebrate, and preserve our history while effectively managing the necessary and natural growth within and around our community.
- Support and promote our history and heritage through complementary construction and business incentives.
- Support our agricultural heritage and businesses as part of our community.

ENVIRONMENTAL PRESERVATION

- Balance population, growth, industrial and other uses that will support and maintain our natural resources.
- Work with other governmental agencies to learn the best ways to protect our rivers and their uses; i.e. Clean Water Act.
- Educate the public on the rivers unique qualities and how with their help, our rivers can be clean for generations.
- Protect environmentally sensitive lands.
- Support the concept of a “Green City” by instituting environmental programs to improve the aesthetic appearance of the City; i.e. a tree preservation/landscaping conservation program.

ADMINISTRATION and CITY SERVICES

- Effectuate the Council-Manager form of government across the community.
- Increase citizen engagement in city government and community efforts through education and information about our City administration processes.
- Provide citizen access to information, promote citizen/group participation and understanding, while striving to prevent misinformation or confusion.
- Provide multiple venues for communicating effectively with all citizens and groups on matters and projects that the City is involved with and/or responsible for. Provide for citizen input on service development and service outcomes.
- Institute a Continuous Quality Improvement Program to assure that essential services are defined and analyzed on a continuous basis, enhanced, and streamlined to assure the efficient delivery of quality services. Communicate the results to the community.
- Institute a planning process to assure that City programs and services are planned before implementation by analyzing, measuring, checking for cost effectiveness, and are results oriented. Maximize available resources and report operating status on a regular basis.
- Establish the City’s long-term infrastructure plan addressing future needs. Update the City’s Comprehensive Plan as required.
- Institute a human resource development program specifically designed to assure the hiring, training, and deployment of competent, conscientious, and dedicated employees. Institute provisions to assure a safe and efficient work environment for the City’s employees.
- Establish and maintain methodologies to assure good communication and teamwork among council members and city staff.