



CITY OF DUNNELLON STRATEGIC PLAN ACTION ITEMS

City Manager's Report February 17, 2010

COMMUNITY GOALS

- 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.

Action Items

1. The City has begun the EAR process which will identify and address any changes in demographics.
2. City engineer is inventorying and mapping our infrastructure as well as identifying capital improvement needs.
3. Phase III of the wastewater treatment plant is underway and Phase IV is now in design phase.
4. Blue Cove Outfall Phase II is in the permitting phase.
5. Need to conduct an assessment of facility needs for police and fire departments.
 - 5.1 Assess space needs to meet current standards for police and fire facilities.
 - 5.2 Determine acreage needs to accommodate buildings, parking and other amenities.
 - 5.3 Identify potential sites and cost estimates.
 - 5.4 Present options to public and hold public discussions.
6. Prepare a greenways and blueways master plan.
7. Explore partnership opportunities with Marion County/School Board for sports complex/community center/emergency operations center.
8. Install red light cameras to improve public safety and safer environment for pedestrians and bicyclists.
9. Implementation of the CRA plan will promote aesthetics, parking and infrastructure that will encourage infill.
10. Adopt property maintenance ordinance (draft will be presented to council in March.)
11. Increase code enforcement in particular property maintenance problems.
12. Conduct joint planning with the County for our Urban Service Boundary to address landuse and infrastructure.
13. Establish a 180 district to define the city's future water service area.
14. Letters to large property owners adjacent to the city limits will be sent asking for their interest in annexation.

15. Bus and trolley lines are probably unrealistic for Dunnellon. However, the greenways and blueways master plan can identify opportunities for locations to accommodate drop off and pick up of canoers and tubers.
16. Establish a boat patrol on the Rainbow River.

ECONOMIC/FINANCIAL GOALS

- Establish a sound government financial basis that communicates needs and available resources, both short and long-term. Recognize our financial, physical, and economic 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.

Action Items

1. Hold annual budget workshops and provide quarterly financial reports.
2. Short term – adopt an annual budget.

3. Long-term

- 3.1 Identify new revenue sources (staff is currently investigating other opportunities for new sources of revenue).
 - 3.2 Adopt policy to allocate funds to capital reserves and emergency reserves (Beginning this year all interest will be allocated to reserves).
 - 3.3 Adopt a Capital Improvements Plan.
4. Council appointed liaisons to outside agencies.
 5. Establish a speakers bureau.
 6. Newsletters
 7. Chamber of Commerce round table discussions.
 8. City staff will go to citizen groups to inform them of available city services and listen to input.
 9. Blue Run Park is model of partnership with County, State, and non-profit group. The City should maintain this partnership and use the model for other initiatives.
 10. Rewrite the LDC. The city has begun this process by contracting for services to establish a new format for the LDC.
 11. The CRA is designed to attract new business to the area. The City has begun implementing CRA projects.
 12. Install red light cameras. The cameras will encourage drivers to slow down and obey traffic laws. This will promote a safer environment that will be more attractive to new businesses.
 13. The greenways and blueways master plan will serve as a blueprint for creating an environment that is desirable place to work and live.
 14. Increase code enforcement on blighted properties that will bring more properties into compliance which will increase affordable housing stock.
 15. A complete inventory is necessary in order for the city to manage its assets. Funds will be requested in the upcoming budget to conduct a complete inventory.
 16. The city is currently preparing the EAR.
 17. Internal staff procedures have been changed in order to bring all stakeholders to the table to ensure that all concerns are addressed.

HISTORY GOALS

- 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.

Action Items

1. Implement CRA.
2. Adopt Historic Guidelines Book.
3. Increase code enforcement for blighted properties.
4. Rewrite LDC.
5. Chamber of Commerce Round Table discussions.

ENVIRONMENTAL PRESERVATION GOALS

- 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.

Action Items

1. Prepare EAR.
2. City Council Liaison to other agencies.
3. Continue partnerships with non-profit groups and governmental agencies to promote education of the environment (Blue Run Park brochure and storm drain marker project).
4. Investigating Tree City and Urban Forest certifications.

ADMINISTRATION AND CITY SERVICES GOALS

- 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 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.

Action Items

1. Use various forms of communication to inform citizens (town hall meetings, website, round table discussions, staff go to neighborhood meetings, newsletters).
2. Currently preparing RFP for utility bill printing services that can accommodate newsletter inserts.
3. Establish a Leadership Development Program – currently communicating with universities about available programs.
4. Utilize town hall meetings, round table discussions and surveys to gain input from citizens.
5. Internal procedures for reviewing projects have been changed to incorporate input from all affected departments.
6. Recently contracted for city engineering services.
7. Currently interviewing for water system engineer.
8. Preparing the EAR.
9. Workshops provide an opportunity for council to interact with staff.