

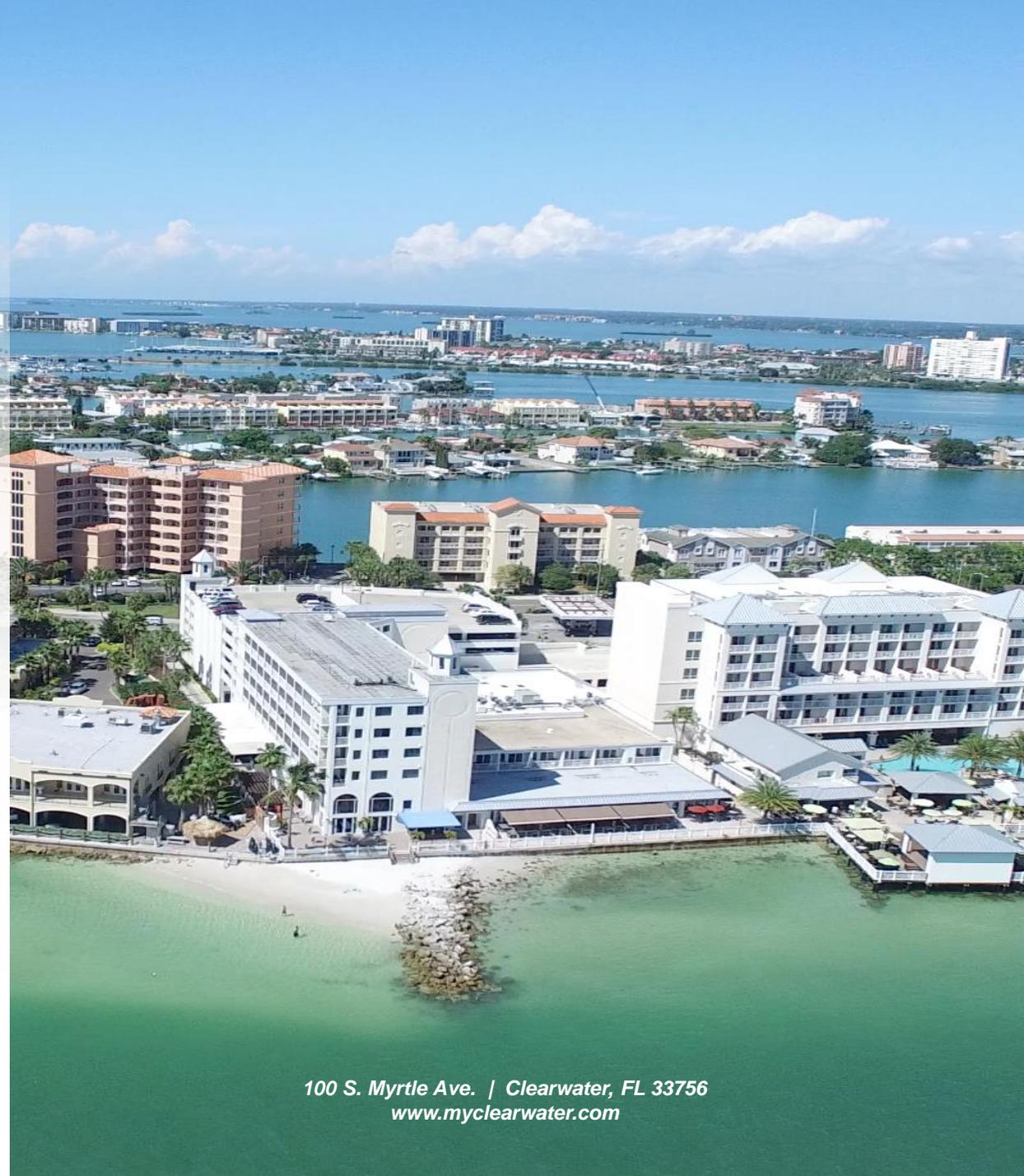
DEI STRATEGIC ROADMAP

Executive Summary - Final
2023 - 2025

Presented by:
The Kaleidoscope Group & OTAD



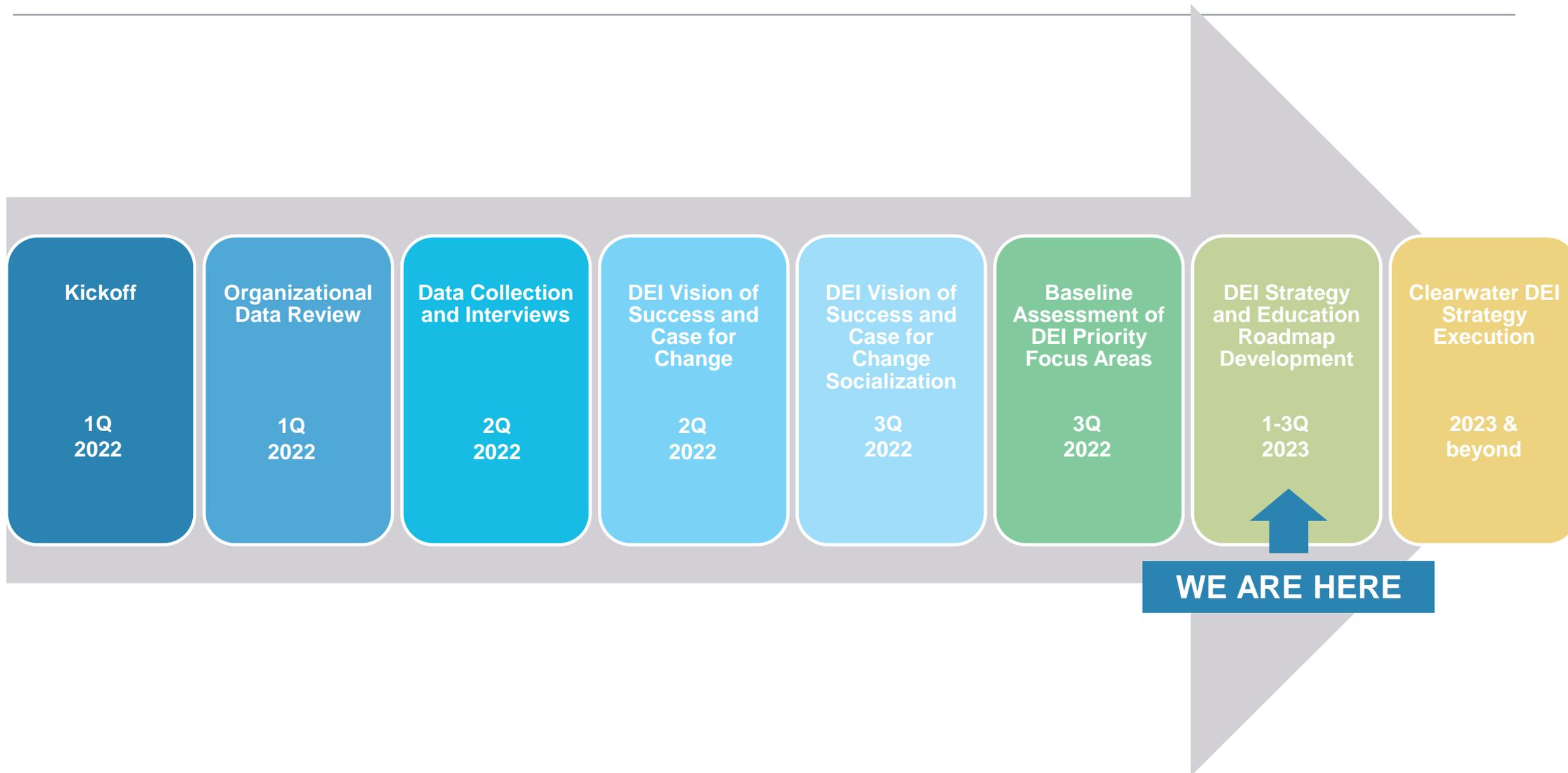
CLEARWATER
BRIGHT AND BEAUTIFUL • BAY TO BEACH



100 S. Myrtle Ave. | Clearwater, FL 33756
www.myclearwater.com



CLEARWATER & KALEIDOSCOPE GROUP WORKPLAN



WE ARE HERE



CITY OF CLEARWATER

STRATEGIC PLAN

VISION

A community that thrives from Bay to Beach.

MISSION

Clearwater is committed to quality, sustainable, cost-effective municipal services that foster and sustain a healthy residential and economic environment.



HIGH PERFORMING GOVERNMENT

Deliver Effective and Efficient Services by Optimizing City Assets and Resources

OBJECTIVES

- 1.1 Provide evidence-based measurement tools to continually guide municipal performance and promote accountable governance.
- 1.2 Maintain public infrastructure, mobility systems, natural lands, environmental resources, and historic features through systematic management efforts.
- 1.3 Adopt responsive levels of service for public facilities and amenities, and identify resources required to sustain that level of service.
- 1.4 Foster safe and healthy communities in Clearwater through first-class public safety and emergency response services.
- 1.5 Embrace a culture of innovation that drives continuous improvement and successfully serves all our customers.



ECONOMIC & HOUSING OPPORTUNITY

Foster a Prosperous and Enduring Economy That Promotes Opportunity for All

OBJECTIVES

- 2.1 Strengthen public-private initiatives that attract, develop, and retain diversified business sectors.
- 2.2 Cultivate a business climate that welcomes entrepreneurship, inspires local investment, supports Eco-friendly enterprises, and encourages high-quality job growth.
- 2.3 Promote Clearwater as a premier destination for entertainment, cultural experiences, tourism, and national sporting events.
- 2.4 Support equitable housing programs that promote household stability and reduce the incidence of homelessness within Clearwater.
- 2.5 Facilitate partnerships with educational and research institutions to strengthen workforce development opportunities.



COMMUNITY WELL-BEING

Ensure Exceptional Communities and Neighborhoods Where Everyone Can Thrive

OBJECTIVES

- 3.1 Support neighborhood identity through services and programs that empower community pride and belonging.
- 3.2 Preserve community livability through responsible development standards, proactive code compliance, and targeted revitalization.
- 3.3 Promote marketing and outreach strategies that encourage stakeholder engagement, enhance community education, and build public trust.
- 3.4 Inspire citizen participation through civic engagement and volunteerism to build strong, inclusive, and engaged communities.



ENVIRONMENTAL STEWARDSHIP

Implement Proactive Solutions and Emerging Technologies for a Sustainable and Resilient Community

OBJECTIVES

- 4.1 Support proactive climate resiliency strategies based in science to protect natural and built environments from impacts associated with sea level rise.
- 4.2 Adopt renewable resource usage and waste reduction practices to ensure a vibrant City for current and future generations.
- 4.3 Protect the conservation of urban forests and public green spaces to promote biodiversity and reduce our carbon footprint.
- 4.4 Develop accessible and active transportation networks that enhance pedestrian safety and reduce citywide greenhouse gas emissions.



SUPERIOR PUBLIC SERVICE

Promote a Diverse and Talented Workforce Through Competitive Opportunity, Employee Wellness, and Rewarding Career Growth

OBJECTIVES

- 5.1 Attract and retain top-quality personnel through the maintenance of a competitive compensation program.
- 5.2 Encourage professional development through employee educational opportunities, skills-based training, and leadership succession planning.
- 5.3 Generate organizational success through collaborative engagement and inclusive decision-making to create shared value outcomes.
- 5.4 Enhance employee health and productivity through a holistic approach to workplace wellness and benefit resources.

OVERALL DEI RECOMMENDATIONS FROM 2022 DEI ASSESSMENT FOR PEOPLE & CULTURE

A POINT IN TIME: PLEASE NOTE RECOMMENDATIONS HAVE SINCE GONE INTO EFFECT AT THE CITY OF CLEARWATER



DIVERSE REPRESENTATION

Continue to attract the best talent of all backgrounds, particularly in underrepresented populations within local workforce.

Consider diversity when succession planning for Senior Leader roles.



ODES AND DLC SUPPORT

Partner DLC with ODES and leadership to ensure the teams are more aligned and strategic in their work and provide a consistent DEI message.

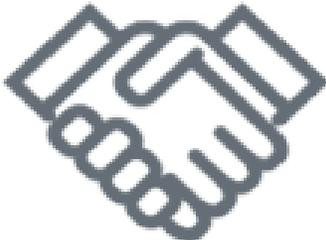
Continue to work with city management, leadership, and all departments to develop succession, mentoring and leadership programs.



CULTURE AND LEADERS

Continue to work on creating an inclusive culture to ensure employees have a voice.

Share a consistent message between leaders, and managers, and have those in leadership roles model the DEI behaviors they want to see in others.



TRUST AND FEEDBACK

Analyze and review additional DEI data regarding structure, data management information, and employee voice data to support DEI accountability.

Provide a consistent approach to feedback and performance review for all city employees.

ODES has since been restructured to OTAD - Office of Talent and Diversity

CLEARWATER DEI STRATEGIC HOUSE



A COMMUNITY THAT THRIVES FROM BAY TO BEACH

Clearwater is committed to quality, sustainable, cost-effective municipal services to foster and sustain a healthy residential and economic environment.

VISION OF SUCCESS

The City of Clearwater is committed to providing opportunities to all walks of life to empower our employees and their goals by creating a thriving community of shared voices and diverse thought.

CASE FOR CHANGE

Challenge how we think and operate to meet the changing needs and desires of our community, partners, and employees.
Better reflect the communities we serve today and tomorrow across all staffing levels and functions.
Provide exceptional service to all communities.
Improve work products and ideas from a diverse workforce.
Reinvigorate a positive, supportive culture which minimizes risk from making mistakes and effectively manages conflict among employees and/or with the community.
Be a workplace destination for all staff to walk their path to success so the pipeline of talent is robust and engaged.
Leverage DEI as a competitive advantage to elevate the brand, mission, and impact both internally and externally
Tell a compelling story that everyone can relate to and contribute.

INTERNAL STRATEGIC AREAS OF FOCUS

PEOPLE

People of all backgrounds can achieve their career goals and aspirations.

CULTURE

An environment where all people are connected, empowered and thriving.

2023-2025 OBJECTIVES BY GOAL

- Continue to attract the best talent of all backgrounds, particularly in underrepresented populations within local workforce
- Increase leadership commitment and accountability for DEI
- Promote DEI in hiring

- DEI lens in all communication channels
- Develop leadership and staff inclusion competence
- Develop the ability for employees to strategically share their voice
- Strategically set DEI infrastructure, priorities and goals

KEYS TO SUSTAINABLE CHANGE OVER TIME FOR BOTH FOCUS AREAS

COMMUNICATION

DEI is thoughtfully and strategically integrated into all our messaging, channels and tools internally and externally.

EDUCATION

Annually, we provide resources and development support to equip our leaders and staff to support and promote an inclusive work environment for all.

ACCOUNTABILITY

Clear expectations are set and communicated for DEI at all levels of the City.



KEY INITIAL DEI METRIC AREAS - 2023-2025

PEOPLE	CULTURE
Targeted Groups - Interviews, Promotions, Retention Leadership Education Completed Department Action Plans Completed Annually	Inclusive Culture Favorability Stakeholder Education Participation & Feedback Governance Established City Action Plans Completed



LEARNING PATH FOR CITY OF CLEARWATER STAKEHOLDERS



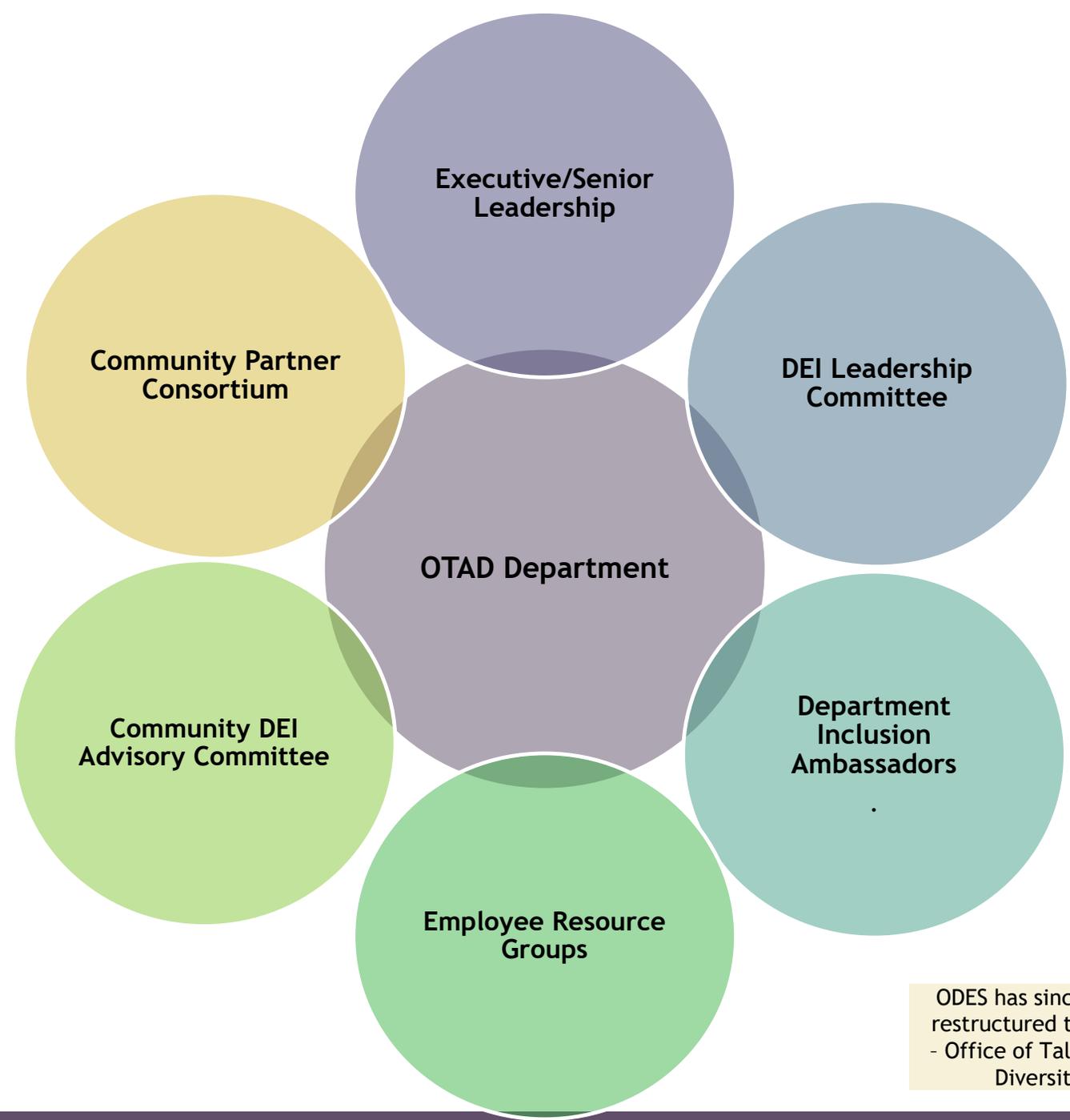
OTAD/ + HR DLC		GETTING THE BEST TALENT	HR CHANGE AGENT EDUCATION	REAL CONVERSATIONS ABOUT REAL ISSUES	DLC/OTAD STRATEGIC EXECUTION	
INDIVIDUAL CONTRIBUTORS	UNCONSCIOUS BIAS	INCLUSIVE COMMUNITY EXPERIENCE	DEPARTMENT-BASED ROLES COURSE	PERSONAL SELF-AWARENESS	EMBRACE DIFFERENCES	
MANAGERS AND SUPERVISORS		TRANSITION TO LEADERSHIP		GETTING THE BEST TALENT	MANAGING INCLUSIVELY	
SENIOR LEADERS	LEADERSHIP CONFERENCE LEADERSHIP RESILIENCY	VISION OF DEI SUCCESS	INDIVIDUAL DEI ASSESSMENT AND IDP	INDIVIDUAL DEI COACHING	CLIMBING THE CULTURAL COMPETENCE CONTINUUM	EXECUTIVE DEVELOPMENT SERIES
ALL EMPLOYEES	DIFFICULT CONVERSATIONS WORK ENVIRONMENT HARASSMENT	GENERATIONS WORKPLACE TRUST DISABILITY TRAINING GINA TRAINING RETALIATION	DEI CLEAR VISION ALL-EMPLOYEE BRIEFINGS	INCLUSIVE LEADER-LED DISCUSSIONS	REAL CONVERSATIONS ABOUT REAL ISSUES	SUSTAINABILITY SERIES (DIMENSIONS)



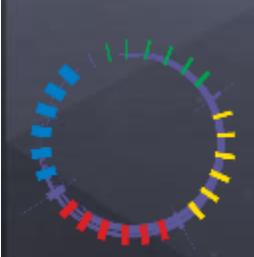
ODES has since been restructured to OTAD - Office of Talent and Diversity



DEI GOVERNANCE PLAN FOR CITY OF CLEARWATER



ODES has since been restructured to OTAD - Office of Talent and Diversity



THE KALEIDOSCOPE GROUP

END OF DOCUMENT



CLEARWATER
BRIGHT AND BEAUTIFUL • BAY TO BEACH