



## Legislation Text

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### **SUBJECT/RECOMMENDATION:**

Present Baker Tilly's strategic plan document for FY 2023-2025.

### **SUMMARY:**

The City of Clearwater completed a strategic planning process to set direction, focus staff efforts, and provide a framework for monitoring achievement toward adopted goals and priorities.

Baker Tilly reviewed input from members of the Clearwater community regarding community strengths, challenges, and areas of focus for future opportunities, as well as their suggestions for what should be included in the City's vision statement and what core values the City should adopt. In addition, the strategic planning process was informed by individual stakeholder interviews conducted by Baker Tilly with the Mayor, each Council member, the city manager, department directors, and other members of the leadership team.

The strategic planning process culminated in two workshops for city leadership. The first workshop was held on November 17, 2022. The purpose of this day-long workshop was to gather department heads and the City's executive leadership team to set strategic goals for each department for the upcoming two fiscal years (FY 2022-23 and FY 2023-24).

A second day-long strategic planning workshop was held with the Clearwater City Council on December 8, 2022, in the City Council Chambers. Members of the leadership team joined the Council. This strategic planning workshop included a review of the results from the preceding department head workshop and was followed by a discussion to establish citywide priorities, goals, and strategies to guide staff for the next two fiscal years. Lastly, Council and the leadership team worked together to identify success measures for each of the goals and accompanying strategies to ensure accountability and successful implementation of the Strategic Plan.

The process resulted in this 2023 to 2025 Strategic Plan, which emphasizes three priorities with accompanying goals and strategies. The priorities address:

- Delivery of Municipal Services,
- Economic Development and Housing, and
- Community Engagement.

The Strategic Plan is supported by vision and mission statements, organizational values, and goals that will focus the collective efforts of staff and direct budgeting and resource decisions.

Clearwater's vision statement describes where the organization is heading and expresses an aspirational view of a future desired state:

*A community that thrives from Bay to Beach.*

The mission statement describes why the organization exists, its purpose, its reason for being, and clearly articulates the services provided and the desired outcomes:

*Clearwater is committed to quality, sustainable, cost-effective municipal services that foster and sustain a*

*healthy residential and economic environment.*