



City of Margate

City Strategic Plan Consulting Services

February 21, 2024

A vertical image on the left side of the slide showing the silhouette of a person jumping into the ocean. The person's legs and arms are visible as they enter the water, creating a splash. The background is a cloudy sky and the ocean surface.

Agenda

- 01** BerryDunn Overview
- 02** Project Team
- 03** Key Experience and Qualifications Highlights
- 04** Project Approach
- 04** Questions from the Commission

BerryDunn Overview



Founded in 1974



38 years serving
the public sector



65 principals



825+ employees



Inspiring Organizations to Transform and Innovate

BerryDunn has an in-depth understanding of the operations, business processes, and systems required to provide services to the public, partnering agencies, and internal stakeholders.

This understanding was gained through our work with more than 400 state, local, and quasi-governmental clients across the country, as well as through our team members' prior work in various roles across state and local government.



Community Development
and Utility Operations



Parks, Recreation,
Libraries



Enterprise Digital
Transformation



Enterprise Organizational
Development



Technology
Management



Health and
Community Services



Justice and
Public Safety

Project Team



Seth Hedstrom
Project Principal



Michelle Kennedy
Engagement Manager



Karen Whichard
Project Manager
and Facilitator



Charline Kirongozi
Facilitator



**Maddison Powers
Spencer**
Research Analyst

Key Experience and Qualifications Highlights



We bring proven methodologies, a tailored approach, and regional experience



We take pride in our ability to meet clients where they are and do not come in with any pre-conceived notions or a one-size-fits-all approach



We develop strategic plans that are living documents; they are actionable, realistic, and achievable



We lead participatory and inclusive processes, helping ensure all voices are heard and utilized and elected officials are sufficiently involved in the effort



Project Approach Overview



Phase 1: Project Initiation and Management

We will promote early stakeholder engagement; facilitate ongoing and frequent status meetings and updates; and conduct a document and data review to tailor methodologies to the City's unique needs



Phase 2: Participant Engagement and Strategic Analysis

We will utilize innovative engagement tools; leverage diverse community input; and conduct integrated data analysis and strategic planning and budgetary alignment



Phase 3: Strategic Plan Development

We will utilize the ICA ToP-driven methodology for consensus building; apply proven methodologies with a 25+ years track record of actionable strategic plans; and apply the Environment Scan for each Plan element



Phase 4: Implementation Planning

We will promote Plan longevity through ongoing implementation support; utilize proven tools and techniques for implementation planning; and give the City the tools needed to conduct implementation efforts

Approach Details



Phase 1: Project Initiation and Management

Key Tasks:

- ✓ Prepare for and conduct an initial virtual project planning meetings
- ✓ Establish collaborative, trust-based relationship with the City's project team
- ✓ Request and compile documents and data to inform the Environmental Scan
- ✓ Develop a Project Work Plan and Schedule
- ✓ Identify strategic planning partners and participants and develop a communications strategy
- ✓ Facilitate project orientation meetings with City elected officials and key staff
- ✓ Conduct Biweekly Project Status Meetings

Deliverable 1: Project Work Plan and Schedule

Deliverable 2: Biweekly Project Status Meetings

Approach Details



Phase 2: Community Engagement and SWOT Analysis

Key Tasks:

- ✓ Develop the Cities virtual community engagement platform (Social Pinpoint)
- ✓ Review and analyze City-provided documents and data
- ✓ Conduct interviews with City stakeholders
- ✓ Synthesize information gathered and develop the Initial Environmental Scan
- ✓ Design, prepare for, and conduct community forums
- ✓ Update the Environmental Scan based on community feedback
- ✓ Present and finalize the Environmental Scan

Deliverable 3: Initial Environmental Scan

Deliverable 4: Final Environmental Scan

What is an Environmental Scan?

An environmental scan presents current and anticipated events and their relationships within an organization's internal and external environments. The scan serves as a basis of determining the future direction of the organization.



Identify potential opportunities, challenges, and trends that can drive the City's focus and effectiveness.



Provide everyone involved in strategic planning with a shared understanding of the City's current environment.



Help City leaders successfully navigate the forces and obstacles that can hinder the achievement of a shared vision.

Social Pinpoint

Project Phases

- ✓ Project Initiation and Planning
- ★ Current Phase
Stakeholder and Community Engagement
- ✓ Strategic Plan Development

Get Involved



Share your ideas

Dive into big topics, letting us know what you think Creswell should focus on – and how.



Take a brief survey

Let City leaders know how the City is doing and how it should evolve.



Envision our future

Let us know what we can do to realize our vision to be the best community to live,

Approach Details



Phase 3: Strategic Plan Development

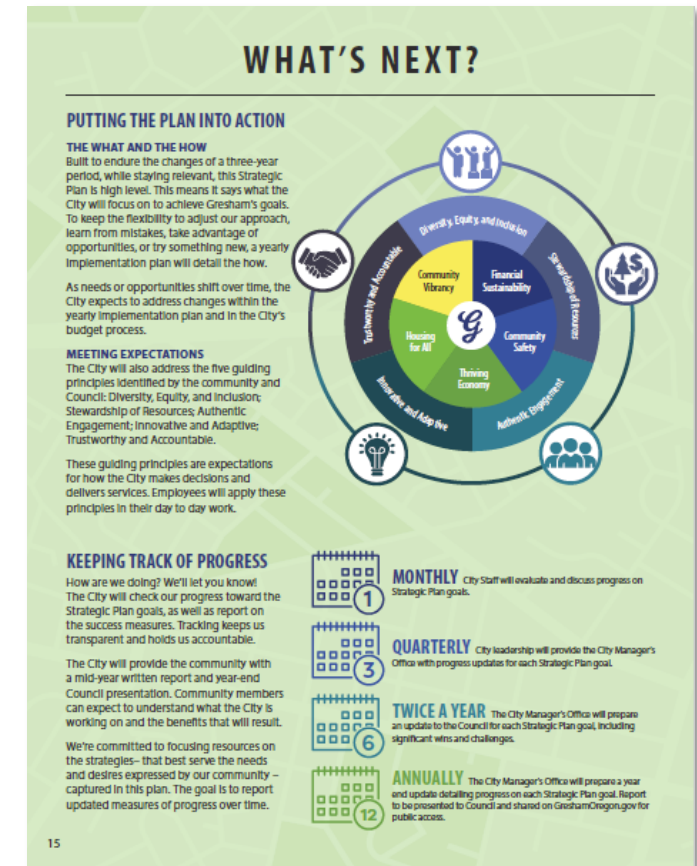
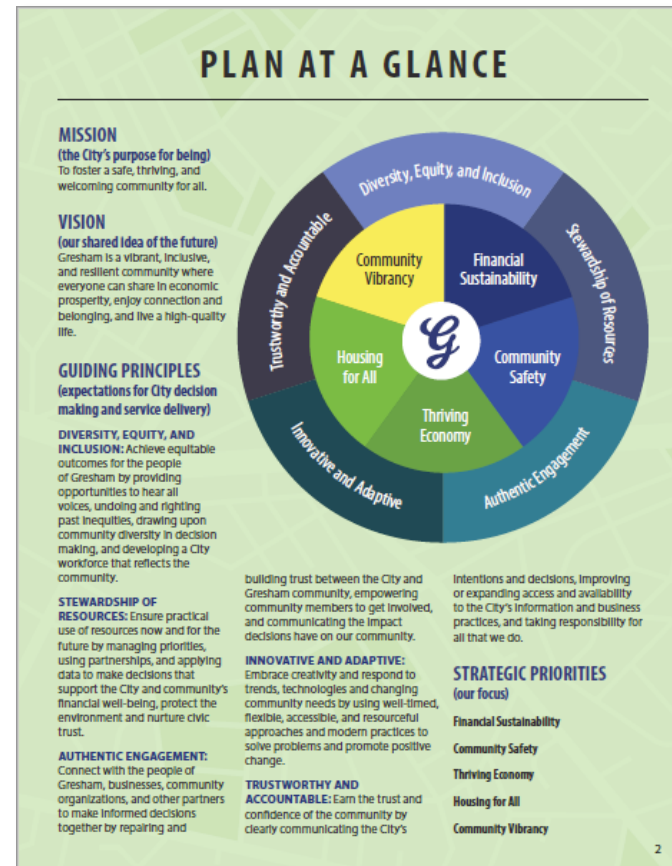
Key Tasks:

- ✓ Develop the meeting design and agendas for strategic planning sessions 1 and 2
- ✓ Facilitate strategic planning session 1 (City Council)
- ✓ Facilitate strategic planning session 2 (City Leadership)
- ✓ Work with city staff to further develop and refine strategic objectives
- ✓ Develop and deliver performance measures training to staff
- ✓ Develop performance measures to monitor and track progress
- ✓ Develop the Initial Margate Strategic Plan Draft
- ✓ Present the initial Margate Strategic Plan draft to City Council in a work session
- ✓ Develop the Final Margate Strategic Plan

Deliverable 3: Initial Margate Strategic Plan Draft

Deliverable 4: Final Margate Strategic Plan

Strategic Plan Work Samples



Approach Details



Phase 4: Implementation Planning

Key Tasks:

- ✓ Develop the implementation plan template
- ✓ Assist city staff in developing the implementation plan
- ✓ Develop an annual reporting calendar and quarterly progress reporting templates
- ✓ Conduct project closeout activities

Deliverable 7: Implementation Plan and Report Summarizing All Findings

Performance Management Dashboard

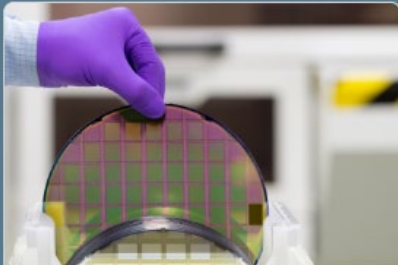


Strategic Plan Performance Dashboard

Get information highlighting the City's progress on Gresham's [Strategic Plan](#) and its impact on the community. Explore data we're tracking for 16 Strategic Plan success measures.



Community Safety



Thriving Economy



Community Vibrancy



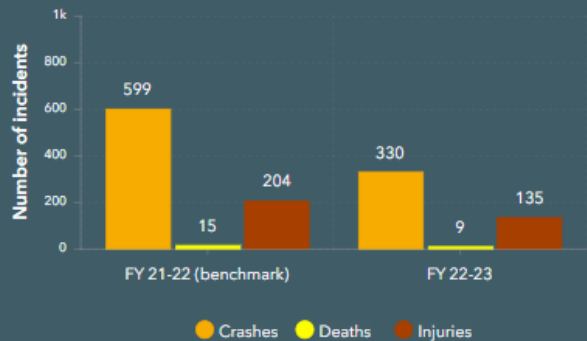
Action Plan Status

Decrease in the crime rate

- Success measure: Decrease in the crime rate. Measured annually.
- Residents can access real-time [data](#) on crime trends and other incidents on the Police transparency dashboard
- Source: [City of Gresham Police Transparency Dashboard](#)

Traffic incidents

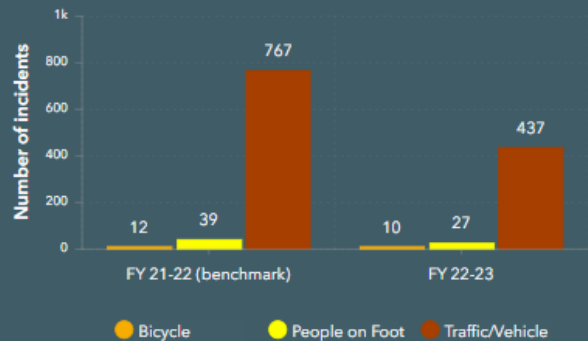
Number of incidents per year by incident type



FY - Fiscal year. The City's fiscal year runs from July 1 to June 30.

[Trend](#) [Tables](#) [Info](#)

Number of incidents per year by incident mode



FY - Fiscal year. The City's fiscal year runs from July 1 to June 30.

[Trend](#) [Tables](#) [Info](#)

Trust in government

Coming Soon
Survey in 2024

[Current](#) [Info](#)

Feelings of safety

Coming Soon
Survey in 2024

[Current](#) [Info](#)

Questions from the Commission
