

FY 2008 Action Plan

James V. Mudd, County Manager

As approved by the BCC on September 25, 2007, Item 10A, with 2 changes.

The County Manager is tasked with carrying out the policy direction provided by the Board of County Commissioners. He is by ordinance to provide leadership for the day-to-day operations of the employees of the Board of County Commissioners. The following Action Plan is developed in an effort to provide clear expectations for the County Manager for the period from October 2007 through September 2008. The Action plan is based on the broad areas generally expected to be performed by the Executive Officer, including: communications, leadership, organizational direction, financial oversight, personnel, growth and capital project management. This part of the action plan represents 40% of the annual evaluation weight. Each Goal for the FY will also be evaluated and will represent the remaining 60% of the annual evaluation weight. These areas are further categorized as to their pertinence and support of the FY 08 Strategic Focus Areas (SFA) and their Goals for Collier County that are enumerated below:

*It is Collier County's **Vision – To Strive to be the Best Community in America to Live, Work, and Play.** From this Vision flows the statement of our County's **Mission - To Deliver High Quality, Best-Value, Public Services, Programs, and Facilities to Our Residents and Visitors.** The County Mission will be accomplished by dedicating its resources and efforts to the following Strategic Focus Areas (SFA) with their corresponding goals:*

SFA. 1. Neighborhood Preservation & Enhancement – *To preserve and enhance the safety, quality, value, character, and heritage of our neighborhoods, communities and region.*

SFA. 2. Growth Management – *To responsibly manage community growth, development and redevelopment, while enhancing the natural environment.*

SFA. 3. Community Health and Human Services – *To Improve the quality of life and promote personal self-reliance and independence through improved access to community health care and human services for those most in need.*

SFA. 4. Mobility – *To provide for the various mobility needs of the community and the region while respecting and enhancing the character of our diverse neighborhoods.*

SFA. 5. Economic Development – *To help create a business climate that promotes a diversified, growing economy consistent with the established growth management plans and community desires.*

SFA. 6. Local Governance – *To sustain public trust & confidence in County government through sound public policy decisions, expert professional management and active citizen participation.*

At the conclusion of the fiscal year, the Board of County Commissioners will be asked to perform an annual evaluation of the County Manager's performance by rating each of the following performance objectives on a 1 to 3 scale. Individual evaluations will be totaled and averaged to determine the Board's collective position.

The following areas of Communications; Leadership/Organizational Direction; Personnel Management support the Strategic Focus Area 6 - **Local Governance** – To sustain public trust & confidence in County government through sound public policy decisions, expert professional management and active citizen participation.

COMMUNICATIONS	Below Standards	Meets Standards	Exceeds Standards
	1	2	3
C.1 (Internal) The County Manager will be expected to provide the BCC with timely and accurate responses to requests for information, as well as, coordinating drafts for plans, fees and controversial ordinances with the BCC members before the information goes public.			
C.2 (External) The County Manager will be expected to provide information to the public through a minimum of <u>one speaking engagement per month</u> on average, as well as, developing new means to provide information to the public regarding County information.			
C.3 (External) The County Manager will be expected to ensure that the organization has systems in place to ensure that the general public is responded to in a timely and accurate manner. Also, improve Public Relations by providing more understandable and complete information to the public.			

LEADERSHIP/ ORGANIZATIONAL DIRECTION	Below Standards	Meets Standards	Exceeds Standards
	1	2	3
L.1 The County Manager will ensure that there is a clear direction that is communicated throughout the organization.			
L.2 The County Manager will ensure that all executive summary reports provided to the Board have specific and clear recommendations.			
L.3 The County Manager will provide opportunities for the Board of County Commissioners to discuss and set proactive policy direction on key community issues.			

PERSONNEL MANAGEMENT	Below Standards	Meets Standards	Exceeds Standards
	1	2	3
P.1 The County Manager will ensure that the County follows the Board's established policies for the hiring and management of its employees.			
P.2 The County Manager will provide to the Board an annual pay plan as part of the budget that will provide for an organized means for salary administration.			

The following area of Growth Management supports Strategic Focus Areas **SFA. 1. Neighborhood Preservation & Enhancement** – To preserve and enhance the safety, quality, value, character, and heritage of our neighborhoods, communities and region; **SFA. 2. Growth Management** – To responsibly manage community growth, development and redevelopment, while enhancing the natural environment; and **SFA. 5. Economic Development** – To help create a business climate that promotes a diversified, growing economy consistent with the established growth management plans and community desires.

GROWTH MANAGEMENT	Below Standards	Meets Standards	Exceeds Standards
	1	2	3
G.1 The County Manager will continue to provide staff focus to get the 2 nd EAR GMP amendments approved by DCA, and prepare implementing LDC amendments.			
G.2 The County Manager will supervise the revision; reorganization; update of outdated and obsolete provisions of the Land Development Code (LDC). The BCC will provide guidance to the staff to these ends.			
G.3 The County Manager will continue to implement measures to improve customer service in CDES. Expected outcome is to get permits and development review items back to the public within established standards, and to reduce the number of repetitive reviews. Increase the number of approvals to 75% after the 2d review.			

GROWTH MANAGEMENT (Con't)	Below Standards	Meets Standards	Exceeds Standards
	1	2	3
G.4 The County Manager will provide staff coordination through a series of citizen committees to study and implement numerous community planning initiatives.			

The following areas of Capital Project and Financial Management support Strategic Focus Areas **SFA. 1. Neighborhood Preservation & Enhancement** – To preserve and enhance the safety, quality, value, character, and heritage of our neighborhoods, communities and region; **SFA. 4. Mobility** – To provide for the various mobility needs of the community and the region while respecting and enhancing the character of our diverse neighborhoods; and **SFA. 6. Local Governance** – To sustain public trust & confidence in County government through sound public policy decisions, expert professional management and active citizen participation.

CAPITAL PROJECT MANAGEMENT	Below Standards	Meets Standards	Exceeds Standards
	1	2	3
CP.1 The County Manager will provide a capital budget that will clearly describe the capital projects proposed for the following fiscal year along with the proposed means for funding such projects.			
CP.2 The County Manager will provide regular updates to the County Commission on key capital projects in a manner which is easy to understand and timely.			
CP.3 The County Manager will ensure that for each key capital project that there is clearly established responsibility, budgets and schedules for each. The Manager will also implement business processes that will control costs and cost overruns.			

FINANCIAL MANAGEMENT	Below Standards	Meets Standards	Exceeds Standards
	1	2	3
F.1 The County Manager will present an opportunity annually, prior to the development of the annual budget, for the County Commission to have a policy level discussion regarding the next year's annual budget.			
F.2 The County Manager will develop an annual budget that will be presented to the County Commission in workshop format and then again in accordance with statute for public participation through a series of two separate public hearings. Continue to make improvements to the budgeting process.			
F.3 The County Manager will present a budget for FY09 that will not cause the BCC to have to raise the ad valorem millage rate to compensate for a growth slow down in FY08 and a corresponding devaluation of property values.			
F.4 The County Manager will provide annual updates of user fees and other non-Ad Valorem revenue, i.e. impact fees, grants, etc.			
F.5 The County Manager will work cooperatively with the Clerk of Courts on the preparation of the CAFR and respond promptly and thoroughly to any issues raised by the external auditors.			

Goals for Fiscal Year 2008:

I will continue to build on the successes of this year and inculcate many of the changes that have been made. Creating a better work environment, finding the best employees, keeping and improving them, focusing on how to conduct business with better customer service results, making internal changes that result in work being done smarter, faster, more efficiently or effectively. The Manager’s agency is changing to a self initiating and correcting organization at all levels. We are making the “routine” truly routine, and we all know that great organizations do routine things routinely! This will require continued improvement in our planning, refining assignments and responsibilities, and establishing/maintaining accountability.

Specific areas of improvement that I propose as part of next year’s action plan would include:

1. Following through on the County’s 10 Year Strategic Plan. Continue to implement the BCC approved strategic plan and align the organization around that plan by integrating multi-year business plans, annual operational work plans and individual performance goals and objectives.

	Below Standards	Meets Standards	Exceeds Standards
	1	2	3
Rating			

2. East of CR951 Study. Finalize a long range County plan for infrastructure improvements East of CR 951, along with a solid financial and land use plan that supports it. The East of 951 Study is very important to the County. We need to make sure that the resources, expertise and dedication are applied Countywide to this study to make it a success. Complete the second phase of the East of 951 study.

	Below Standards	Meets Standards	Exceeds Standards
	1	2	3
Rating			

3. Community Development. We will continue to focus on improving the business processes within the Division and amending the codes to manage growth better and instill smart growth tenets. In addition, conduct at least 2 PUD/IOU workshops; continue to manage the FIRM restudy process as renegotiated with FEMA; implement business process improvements. Prepare for BCC approval to effectively close out at least 50 PUDs.

	Below Standards	Meets Standards	Exceeds Standards
	1	2	3
Rating			

4. Improved use of technology and web site. Staff continues to look for opportunities to utilize available technology to provide services faster, cheaper and better. Improvements planned for the next year include a new automated BCC agenda system; a new land use and building permitting system with improved reporting capabilities; expanded utilization of the newly upgraded SAP financial management system; continued refinements to the automated budget and project management systems; and initial steps toward an agency-wide electronic document/records management system. Website improvements planned for this year include the implementation of a 'video on demand' feature.

	Below Standards	Meets Standards	Exceeds Standards
	1	2	3
Rating			

5. Succession Planning. Implement the plan developed in '07 to identify and train a group of people below the Division and Department level who have the desire and ability to step into higher management positions.

	Below Standards	Meets Standards	Exceeds Standards
	1	2	3
Rating			

6. Development of more regional strength at the State Legislative level. Continue to strengthen relationships that have been formed between Collier, Lee, Charlotte, Sarasota, Glades and Hendry Counties to develop even more unified positions on issues that affect Southwest Florida from Tallahassee. Analyze impact of January “Super Exemption” referendum.

	Below Standards	Meets Standards	Exceeds Standards
	1	2	3
Rating			

7. Growth Management. Make sure that we stay on top of SB360 and its impact on the County Growth Management Plan. Make the required State deadlines. Work to correct the needed "glitches" to the state's Growth Management Bill. Implement updated Concurrency Management System with Proportionate Share. In conjunction with the Collier County School Board, develop implementation plans to comply with the mandates for school concurrency as defined in the state Growth Management Bill – SB360. Adopt Public Schools Facilities Element with school concurrency component and revised interlocal agreement focused on adoption by BCC and School Board prior to March 1, 2008. Analyze financially feasible capital plans to ensure consistency with the State mandated changes to the Growth Management Plan.

	Below Standards	Meets Standards	Exceeds Standards
	1	2	3
Rating			

8. Federal Lobbyist. - Cultivate interactive, interdependent relationships with our federal lobbyists and key legislative aids and Representatives and Senators in Washington, D.C.

	Below Standards	Meets Standards	Exceeds Standards
	1	2	3
Rating			

9. Successful capital project management. FY08 will see another large capital construction program. Managing these projects to successful and timely completion will be a priority.

A. Road Improvement Projects of Interest:

- 1) Immokalee Road
- 2) Rattlesnake-Hammock Road
- 3) Vanderbilt Beach Road
- 4) Collier Blvd (CR 951 North & South)
- 5) Oil Well Road. multi-laning
- 6) Santa Barbara Blvd.
- 7) Submittal of Interchange Justification Report (IJR) for Everglades at I-75 Interchange to FHWA/FDOT.
- 8) Pave another 10 to 15 miles of limerock roads.

	Below Standards	Meets Standards	Exceeds Standards
	1	2	3
Rating			

B. Critical Utility Improvement Projects:

- 1) South County Water Plant and Wellfield Expansion
- 2) North County Sewer Plant Alignment
- 3) Wellfield Reliability and Expansion Program
- 4) Reclaimed Water ASR
- 5) NE Regional Water Treatment and Water Reclamation Facilities
- 6) Reclaim Cells 1&2 at the Landfill
- 7) Marco Island Recycling Center Improvements
- 8) Pursue a landfill gas to energy program

	Below Standards	Meets Standards	Exceeds Standards
	1	2	3
Rating			

C. Public Safety Projects:

- 1) New Emergency Services Center
- 2) Sheriff Special Operations Center
- 3) Estates (Orangetree) Sheriff's Substation (Currently on hold)
- 4) Initiate identified repairs to bridges with structural condition rating of ≤ 50 .
- 5) Initiate future EMS station construction plans based on final BCC decisions on 2007 AUIR.

	Below Standards	Meets Standards	Exceeds Standards
	1	2	3
Rating			

D. Other Significant County Projects:

- 1) Collier Blvd. Boat Park
- 2) Goodland Boat Ramp
- 3) Courthouse Annex
- 4) Multi-year Arterial Landscape program
- 5) FPL and Collier Blvd. Greenway Projects
- 6) Golden Gate Library
- 7) Marco Island Rose Hall Addition
- 8) South Regional Library
- 9) Gordon River Water Quality Park (Freedom Park)
- 10) Sheriff and County Fleet Maintenance Facility
- 11) Manatee Community Park
- 12) Lely Area Stormwater Improvement Project (LASIP)
- 13) Continued progress on the design and ROW acquisitions for the Vanderbilt Beach Road Extension
- 14) Move CAT into Morande site with transfer activities
- 15) East Naples Community Park Soccer Field

	Below Standards	Meets Standards	Exceeds Standards
	1	2	3
Rating			

10. Overall Operational Improvements:

A. Implement Next Stage of Contract Administration Plan Initiatives.

- 1) Complete, track and assess implementation of 34 Action Items from Productivity Committee and Board Workshop designed to reduce change orders in construction contracts.
- 2) Investigate, develop and implement changes pursuant to Transportation-related construction contract issues
 - a) Authorizing language re: relocating private utilities in construction path
 - b) Use of performance data to suspend poorly performing vendors
 - c) Debarring subcontractors
 - d) Amend standard contract language regarding ‘As Built’ drawings
- 3) Continue strategic use of value engineering reviews for larger construction contracts.
- 4) Develop/deliver user training courses
- 5) Complete internal staff training and development
- 6) Pursue efforts through legislative delegation and FAC to amend Consultants Competitive Negotiation Act (CCNA) to enhance competition.
- 7) Continue implementation of the Skier project management system, monitor its effectiveness and evaluate potential for integration with upgraded SAP financial system applications.

	Below Standards	Meets Standards	Exceeds Standards
	1	2	3
Rating			

B. Refine the implementation of the Operations Management Tracking System (Ops Track) that measures efficiency, productivity and effectiveness.

	Below Standards	Meets Standards	Exceeds Standards
	1	2	3
Rating			

C. Improve emergency preparedness planning & response capabilities.

- 1) Refine and exercise the County Pandemic Emergency Plan
- 2) Continue to refine the 'Pet Friendly' shelter initiative
- 3) Seek and present financing opportunities for a replacement or supplemental MedFlight helicopter. Staff is reviewing a recent evaluation of the economic life of our current aircraft toward replacement.
- 4) Continue efforts to build our emergency management program in a fashion so as to meet or exceed national requirements for accreditation under the National Emergency Management Accreditation Program and National Fire Protection Association (NFPA)- Standard 1600.
- 5) Continue our efforts to build a disaster resistant community by means of disaster drills, exercises, and joint planning with community partners.
- 6) Seek funding options and develop strategic plans to address the high call volume along Alligator Alley which frequently overtaxes the Ochopee Fire Department due to travel distances.
- 7) Develop a formalized crisis communication plan for the County Manager's Agency.

	Below Standards	Meets Standards	Exceeds Standards
	1	2	3
Rating			

D. Continue to implement the beach and boat access initiatives to include land purchases, retention of consultants for design, permitting and construction; and finalize any inter-local agreements for public access. Analyze the feasibility of the Vanderbilt Pier and the acquisition of the Pulling property.

	Below Standards	Meets Standards	Exceeds Standards
	1	2	3
Rating			

E. Address the Irrigation Quality Water Master Plan and Policy. Develop and implement a policy to meet the growing demands for customer irrigation water needs.

	Below Standards	Meets Standards	Exceeds Standards
	1	2	3
Rating			

F. Initiate Watershed Management Plan studies and associated Long Range Stormwater Management Plans.

	Below Standards	Meets Standards	Exceeds Standards
	1	2	3
Rating			

G. Revise the current Stormwater Funding Policy. The change in policy is predicated by the 2007 tax reform legislation.

	Below Standards	Meets Standards	Exceeds Standards
	1	2	3
Rating			

H. Continue efforts to implement an automated system to record and track the location, type, condition, value and useful life of County assets.

- 1) Expand existing Asset Management efforts in Traffic Operations and initiate efforts in Road and Bridge, as well as Stormwater.
- 2) Continue effort in Public Utilities.

	Below Standards	Meets Standards	Exceeds Standards
	1	2	3
Rating			

I. Implement Audit Corrections.

- 1) Minimize audit findings in the Housing and Human Services Department by external auditor.
- 2) Implement actions in accordance with Audit Response regarding grant reporting and compliance
- 3) Enhance internal controls to effectively monitor the affordable housing impact fee deferrals

	Below Standards	Meets Standards	Exceeds Standards
	1	2	3
Rating			