

FY 2009 Action Plan James V. Mudd, County Manager

With changes as approved by the BCC on September 23, 2008, Item 10B.

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 2008 through September 2009. 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 09 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 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. Complete development of an Administrative Code. Significantly reduce LDC changes submitted.			
G.2 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.			
G.3 The County Manager will provide staff coordination through a series of citizen committees to study and implement numerous community planning initiatives.			

GROWTH MANAGEMENT (Con't)	Below Standards	Meets Standards	Exceeds Standards
	1	2	3
G.4 The County Manager will prepare for adoption of a financially feasible Annual Update and Inventory Report (AUIR) and amendment of the Capital Improvement Element (CIE) of the GMP with the CIE found in compliance by the Florida Department of Community Affairs (DCA).			

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 FY10 that will be in keeping with State mandated property tax reforms. A millage neutral position will also be prepared.			
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 2009:

I will continue to build on the successes of this year and inculcate many of the changes that have been made; sustaining excellence while doing more with less resources. 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 continues to change 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. Execution of 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 East of CR 951 Study and the corresponding interim update of Long-Range Transportation Plan (LRTP).

	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, maintain focus on PUD/IOU monitoring; continue to manage the FIRM restudy process as renegotiated with FEMA; implement business process improvements. Prepare the County for the adoption of the 2007 Florida Building Codes mandated to be effective December 31, 2008.

	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 land use and building permitting system with improved reporting capabilities; expanded utilization of the upgraded SAP financial management system; continued refinements to the automated budget, project, and contract management systems; and continued steps toward an agency-wide electronic document/records management system.

	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. First participants to begin in October 2008; pending funding, second group to begin application process in June 2009 for October 2009 start.

	Below Standards	Meets Standards	Exceeds Standards
	1	2	3
Rating			

6. Continued development of the State Legislative Program. Refine the County’s legislative program through continued development of relationships with elected officials and county staff in Southwest Florida and statewide, monitoring legislative affairs in collaboration with our state lobbyist and networking regularly with the Florida Association of Counties.

	Below Standards	Meets Standards	Exceeds Standards
	1	2	3
Rating			

7. Growth Management. Continue to effectively and efficiently enforce and interpret the Collier County Growth Management Plan (GMP), Collier County Land Development Code (LDC) and Collier County Code of Laws and Ordinances and provide a dynamic GMP and LDC implementation, interpretation, and amendment environment to respond to community standards and preferences consistent with Florida Statutes. Maintain coordination and cooperation with the Collier County Public Schools in schools facilities planning through the Interlocal Agreements required by Florida Statutes to include adoption of the Public Schools Facilities Element with school concurrency component and revised Interlocal Agreement focused on adoption by the BCC and School Board prior to January 1, 2009. Continue to implement the Transfer of Development Rights (TDR) Program of the Rural Fringe Mixed-Use District and its future land use restrictions. Continue to implement the Rural Lands Stewardship Area (RLSA) Stewardship Credit Program and associated Stewardship Sending Area (SSA) and Stewardship Receiving Area (SRA) designations through regulatory oversight and interpretation of the provisions of the Rural Fringe Mixed-Use District (RFMU). 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 Legislative Program. - Continue development of successful program in cooperation with the County’s federal lobbyist and enhancing the partnerships with the Congressional Delegation members and their staff.

	Below Standards	Meets Standards	Exceeds Standards
	1	2	3
Rating			

9. Successful capital project management. FY09 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) Vanderbilt Beach Road
- 2) Collier Boulevard from Golden Gate Blvd to Immokalee Road
- 3) Collier Boulevard from U.S. 41 to Davis Boulevard
- 4) Collier Boulevard from Davis Boulevard to Golden Gate Main Canal
- 5) Oil Well Road multi-laning
- 6) Santa Barbara Boulevard
- 7) Davis Boulevard from Collier Boulevard to Radio Road
- 8) Obtain approval from the FHWA and FDOT of Interchange Justification Report (IJR) for Everglades Boulevard Interchange at I-75
- 9) Repaving and Limerock Road Conversion within budgeting constraints
- 10) Continued right-of-way acquisitions for Vanderbilt Beach Road Extension.

	Below Standards	Meets Standards	Exceeds Standards
	1	2	3
Rating			

B. Utility Improvement and Public Safety Projects:

- 1) North County Sewer Plant Alignment
- 2) Wellfield Reliability and Expansion Program
- 3) Irrigation Quality Water ASR
- 4) Complete the rehabilitation and reconstruction of landfill cells 1&2
- 5) Finalize the landfill gas to energy project agreement
- 6) New Emergency Services Center
- 7) Sheriff Special Operations Center, 2d floor.

	Below Standards	Meets Standards	Exceeds Standards
	1	2	3
Rating			

C. Other Significant County Projects:

- 1) Collier Boulevard Boat Park
- 2) Goodland Boat Ramp
- 3) Courthouse Annex
- 4) Multi-year Arterial Landscape program
- 5) FPL and Collier Boulevard Greenway Projects
- 6) Marco Island Rose Hall Addition
- 7) South Regional Library
- 8) Gordon River Water Quality Park (Freedom Park)
- 9) Sheriff and County Fleet Maintenance Facility
- 10) Manatee Community Park
- 11) Lely Area Stormwater Improvement Project (LASIP)
- 12) Conditional Use for CAT Transfer Station at Radio Road, and design and permitting for permanent Transfer Station construction at Collier County Government Center
- 13) East Naples Community Park Soccer Field
- 14) Phase 2 of Naples Depot Renovation
- 15) Bluebill Ave. Public Beach Access, Restrooms & Intersection Improvements
- 16) Gordon River Greenway
- 17) Minimize utilization of leased space. Full relocation by October 2009
- 18) Installation of at least 10 new bus shelters.

	Below Standards	Meets Standards	Exceeds Standards
	1	2	3
Rating			

10. Overall Operational Improvements:

A. Implement Next Stage of Contract Administration Plan Initiatives.

- 1) Continue use of value engineering reviews for larger construction contracts.
- 2) Pursue efforts through legislative delegation and FAC to amend Consultants Competitive Negotiation Act (CCNA) to enhance competition.
- 3) Implement and manage Local Vendor Preference Policy
- 4) Vigilantly monitor spending at the purchase order level and identify opportunities to maximize purchasing efficiencies
- 5) Continue SAP enhancements for project and contract management

	Below Standards	Meets Standards	Exceeds Standards
	1	2	3
Rating			

- B. Continue to refine and enhance the Operations Management Tracking System (Ops Track) that measures efficiency, productivity and effectiveness, as well as, the Capital Projects Tracking System (Caps Track) that monitors project expenditures and timeliness.

	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. Improve helicopter systems management, programming and safety
- 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. Include testing of our preparedness to fast-breaking (Haz-Mat, School crisis) events
- 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 access initiatives and update the 2003 Beach and Water Master Plan by March 2009. Continue to bring opportunities to the BCC for direction.

	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.

- 1) Manage the development of the County’s initial stages of the Watershed Management Plan according to GMP policies. Modeling consultants must be hired in FY09 to keep the schedule for completion of the plans in 2010.
- 2) Manage the implementation of the Floodplain Management Planning Committee (FMPC) goals, policies and objectives defined in the 2007 Floodplain Management Plan (FMP) through the Action Plan contained in Section 7.1 of the FMP.

	Below Standards	Meets Standards	Exceeds Standards
	1	2	3
Rating			

G. 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, Road and Bridge, and Stormwater. Full implementation of Asset Management in transportation by the end of FY09.
- 2) Continue effort in Public Utilities.

	Below Standards	Meets Standards	Exceeds Standards
	1	2	3
Rating			

H. Implement Audit Corrections. Implement and monitor policies and procedures needed to address the findings identified by the external auditor relative to our federal and state housing grant programs. Goal for FY 2009 is to have decreased audit findings. Implement Health and Human Services Department self-monitoring/audit system by January 2009.

	Below Standards	Meets Standards	Exceeds Standards
	1	2	3
Rating			

I. Better Utilization of County Resources.

- 1) XCEL (Expect Compliance at Every Level) – This is an internal control review and improvement methodology being deployed throughout the agency to provide a structure for management to evaluate the effectiveness of internal controls and to improve, if necessary. Roll out XCEL to include participation from all divisions and other key offices. Create quarterly reporting approach to improve visibility of existing and improved internal controls.
- 2) Perform Construction Engineering and Inspection (CEI) with in-house staff for Santa Barbara Boulevard Extension and one or both of the Oil Well projects.
- 3) Center for Business Process Excellence – This is a matrix organized team of professionals engaged in business process improvement. Their goal is to take on 2 – 4 County Manager’s Office-prioritized analysis and improvement projects annually. Complete a minimum of 2 process or organizational improvement projects. ‘Lean Government’ Initiates.
- 4) Implement and monitor coordinated FEMA Reimbursement Process
- 5) Implement Grant Compliance Monitoring.
- 6) Implement and manage wellness-focused, advocacy-based health care plan.
- 7) Continue enforcement and regulation of the Minimum Housing Standards Ordinance and the Property Maintenance Ordinance to include, enforcement of abandoned properties; implementation of the BCC-approved foreclosure initiatives; enforcement of Rental Registration requirements; and fix associated operational and fiscal processes.

	Below Standards	Meets Standards	Exceeds Standards
	1	2	3
Rating			

- J. Actively Monitor the Impact to Tourism resulting from the infusion of additional advertising funds because of the declared ‘Economic Emergency’. Maintain Return on Investment from advertising and promotion at an average of \$20 in visitor spending for every \$1 invested and increase economic impact to our community from visitor expenditures by 6%.

	Below Standards	Meets Standards	Exceeds Standards
	1	2	3
Rating			