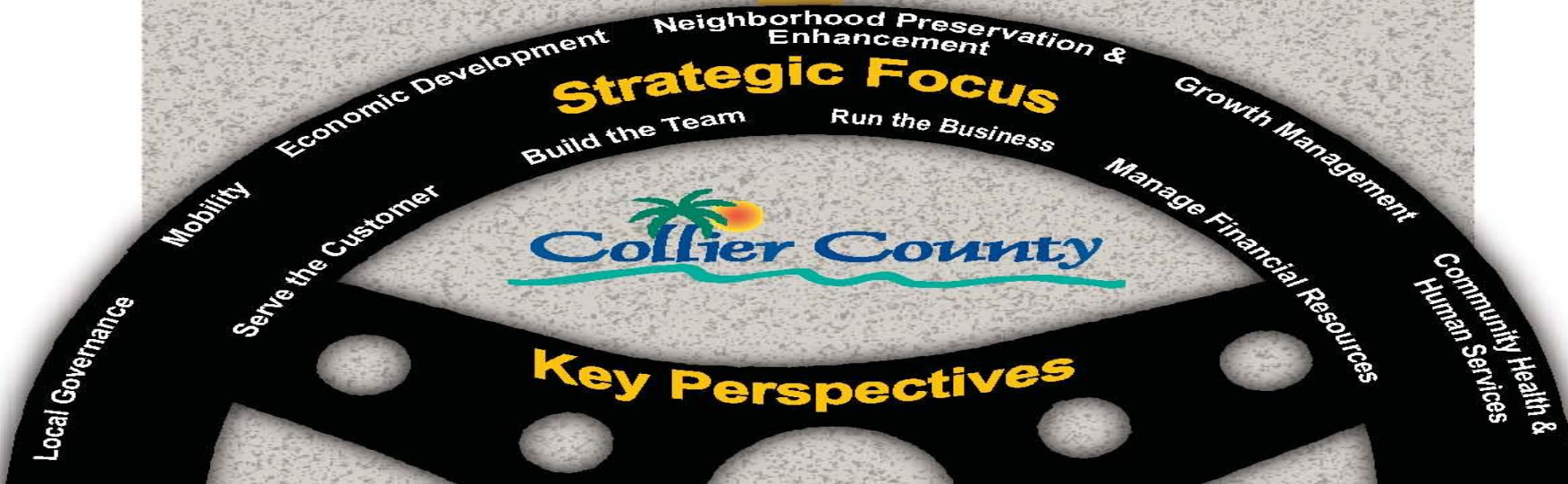


DRIVING

Collier County Into The Future

**BCC
Strategic Planning Workshop
May 13, 2009
9 a.m.**



Strategic Planning Workshop Binder Includes:

- Tab 1: Agenda and Press Release
- Tab 2: Power Point Presentation (BCC subsequent revisions to power point slide show on May 13, 2009 indicated by text in this color)
- Tab 3: Your 10-Year Strategic Plan and Strategy Map
- Tab 4: Collier County Profile, Population Estimates, Economic Indicators, and Residential Listings and Sales Data

Today's Workshop Will Cover:

- Purpose of the Board's Long-Range Strategic Plan
- Review of our Motto, Vision and Mission Statements
- Review of our Guiding Principles
- Purpose of the Board's Strategy Map

Today's Workshop Will Cover, Cont.

- Review of Strategic, Operational and Tactical Issues
- Review BCC Horizon Committees
- Looking Toward FY 2011, Key Staff Actions in FY 2010
- Provide the County Manager with Direction for Future Actions

Purpose of Long-Range Strategic Plan (10-Year)

- High level document
- Provides me, as your County Manager, and my Staff with your direction on priority issues
- Enables staff to develop annual, tactical work plans and 5–year operational business plans that support the Board’s desired goals and outcomes
- Communicates the Board’s vision, mission, strategies, goals and objectives to staff, stakeholders and the public

The Board's 10-Year Strategic Plan

**COLLIER COUNTY
BOARD OF COUNTY COMMISSIONERS
10-YEAR STRATEGIC PLAN
(Fiscal Years 2007-2016)**

ADOPTED MAY 9, 2007

Vision	We strive to be the best community in America to live, work, and play.
Mission	To deliver high quality, best-value public services, programs, and facilities to our residents and visitors.
Guiding Principles (Values)	Honesty, Integrity, Service, Accountability, Quality, Respect, Knowledge, Stewardship, Collaboration (Defining statements attached)
Motto	Exceeding expectations, every day!

<u>Strategic Focus Areas:</u>	<u>I. Neighborhood Preservation & Enhancement</u>	<u>II. Growth Management</u>	<u>III. Community Health and Human Services</u>	<u>IV. Mobility</u>	<u>V. Economic Development</u>	<u>VI. Local Governance</u>
Strategic Goals	To preserve and enhance the safety, quality, and heritage of neighborhoods and...	To responsibly manage comm...				...sustain public trust & ... in County governmen ... policy ...
Community	<p>waste collection, litter control programs, services</p> <p>4. Integrated, well maintained storm water drainage & flood protection & control systems</p> <p>5. Safe, convenient & affordable public transportation</p> <p>6. Diverse & abundant recreational, educational & cultural programs & facilities</p> <p><u>a. Promote public access for ATV trails, hunting & fishing</u></p> <p>7. Conservation of natural</p> <p><u>I. Neighborhood</u></p>	<p>of Development Rights (TDR) Program of the Rural Fringe Mixed Use District and its future land use restrictions</p> <p>b. Continue implementation of the Rural Lands Stewardship Area (RLSA) Stewardship Credit Program and associated Stewardship Sending Area (SSA) and Stewardship Receiving Area (SRA) designations</p> <p>c. Smart Growth (mixed use, urban infill) projects</p> <p><u>II. Growth Management Cont.</u></p>	<p>transportation assistance, medical/prescription services and disaster preparedness assistance for medically frail, disabled and elderly populations</p> <p>2. Assist military veterans with benefit claims and transportation services to medical facilities</p> <p>3. Increase access to pre-natal and early childhood medical care for</p> <p><u>III. Community Health and</u></p>	<p>system capacity & performance</p> <p>d. Provide roadway improvements that meet the needs of the County</p> <p>2. Reliable, convenient and affordable public transit systems</p> <p>a. Adopt the Transit Development Plan/Transportation Disadvantaged Service Plan</p> <p>b. Expand Collier Area Transit (CAT) service and associated infrastructure</p> <p><u>IV. Mobility Cont.</u></p>	<p>B. Retain existing businesses and attract desirable new business and industry</p> <p>1. Provide a fair, efficient and responsive regulatory process (zoning, rezoning, permitting, LDC regulations, plan review, etc.)</p> <p>2. Provide/promote the public infrastructure required to retain & attract business and industry</p> <p><u>a. Promote technology enhancements</u></p> <p><u>V. Economic Development</u></p>	<p>...professional and ethical standards</p> <p>...payers receive excellent value for their money</p> <p>4. Plan effectively for the long-term prosperity of the County</p> <p>5. Develop effective working relationships with Federal, State, regional and local officials to ensure successful results on projects of mutual concern/benefit</p> <p>6. Solicit public/private partnerships which advance the public's interest [Economic Development Council (EDC), Chambers of Commerce, non-profit agencies]</p> <p><u>VI. Local Governance Cont.</u></p>

<http://www.Colliergov.net>

Motto and Vision Statements

Motto: Exceeding expectations, every day!

Vision: We strive to be the best community in America to live, work, and play.

Mission Statement

To deliver high quality, best-value, public services, programs, and facilities to our residents and visitors.

BCC and County Employees Guiding Principles

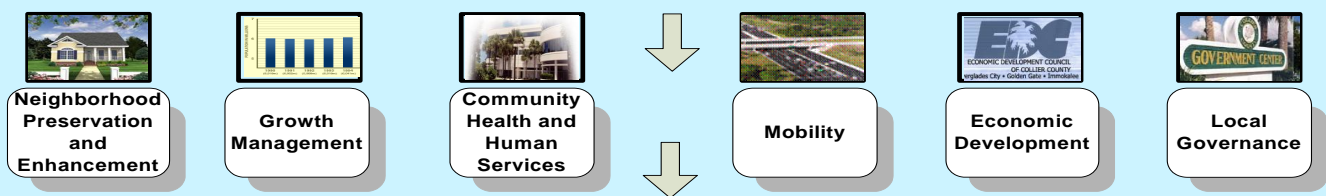
- Honesty & Integrity
- Service
- Accountability
- Quality
- Respect
- Knowledge
- Stewardship
- Collaboration

BCC Strategy Map --- Purpose

Board of County Commissioners (BCC) Strategy Map

BCC Vision: We strive to be the best community in America to live, work, and play

BCC Strategic Focus Areas



Key Perspectives

BCC Community Outcomes and Strategic Goals



2008 Major Accomplishments

Collier County Annual Report 2008



<http://www.Colliergov.net>

Strategic, Operational, and Tactical Issues

Issues facing Collier County fall into 3 different categories:



Truly Strategic Issues

1-10+ Years to Fix

- Continuous implementation and updating of the 10-Year Strategic Plan
- Lack of strategically located commercial and industrial lands, Economic Development Zones (EDZ)
- East of County Road 951 (Collier Boulevard) lack of infrastructure & urban sprawl
- Lack of Watershed Management & Long-Range Stormwater Management Plans
- Lack of beach parking and boat access sites
- ~~Projected shortage of healthcare and medical facilities and increasing costs~~ Shortage of affordable health care insurance and need for a more equitable allocation of the cost of indigent care

Truly Strategic Issues 1-10+ Years to Fix, Cont.

- Lack of sustainable funding for future needs
- Challenges to impact fees
- Lack of diversified economy & revenue streams
- Hesitancy to maintain needed revenue streams and make needed investments
- Unfunded mandates & reduced federal & state funding
- Legislative and referendum initiatives to decrease local sources of revenues

Truly Strategic Issues 1-10+ Years to Fix, Cont.

- Legislature eroding home rule authority
- Lack of immigration reform and resulting financial impact
- Economic downturn and present foreclosure situation
- Fire Districts and EMS coordination/consolidation issues

Operational Issues

1-5 Years

- Strategic issues from previous slides
- Inflexible, restrictive Land Development Code (LDC) & Growth Management Plan (GMP)
- Lack of clear definition of organizational success (Operations Management Tracking System, Florida Benchmarking Consortium, Best Practices)
- Re-orientation from rapid growth to “scarcity” environment
- NIMBYism & “no growth” sentiment

Tactical Issues

1-2 Years to Fix

- Strategic & Operational issues from previous slides
- Lengthy land use and permitting reviews (continued improvement in CDES business processes, Municipal City-View)
- 2009 Legislative proposals may undermine concurrency & proportionate fair share
- Depressed local economy
- Ability to sustain services in question
- Lack of system to precisely monitor development impacts

Tactical Issues 1-2 Years Cont.

- SAP system enhancements (purchasing, project management, performance measurement, work order and asset management)
- Substandard housing needs eliminating
- North Belle Mead Land Use Item Outstanding (Hussey lawsuit)
- Focus on long range goals diverted in favor of short-term problems/issues
- Lack of staff “bench strength”
- Silent majority overruled by vocal minority
- Continuous implementation of “value engineering”

Board of County Commissioners Horizon Committees

Horizon Committee Status???

- Economic Development & Redevelopment (including Florida Tradeport, Airport Services) –Comm. Halas
- Economic Development Project Innovation – Comm. Coyle
- Infrastructure Planning East of CR 951 – Comm. Coletta
- Affordable/Workforce Housing – Comm. Coletta
- Increase Regional Voice in Addressing State and Federal Issues – All BCC

Horizon Committee Status???

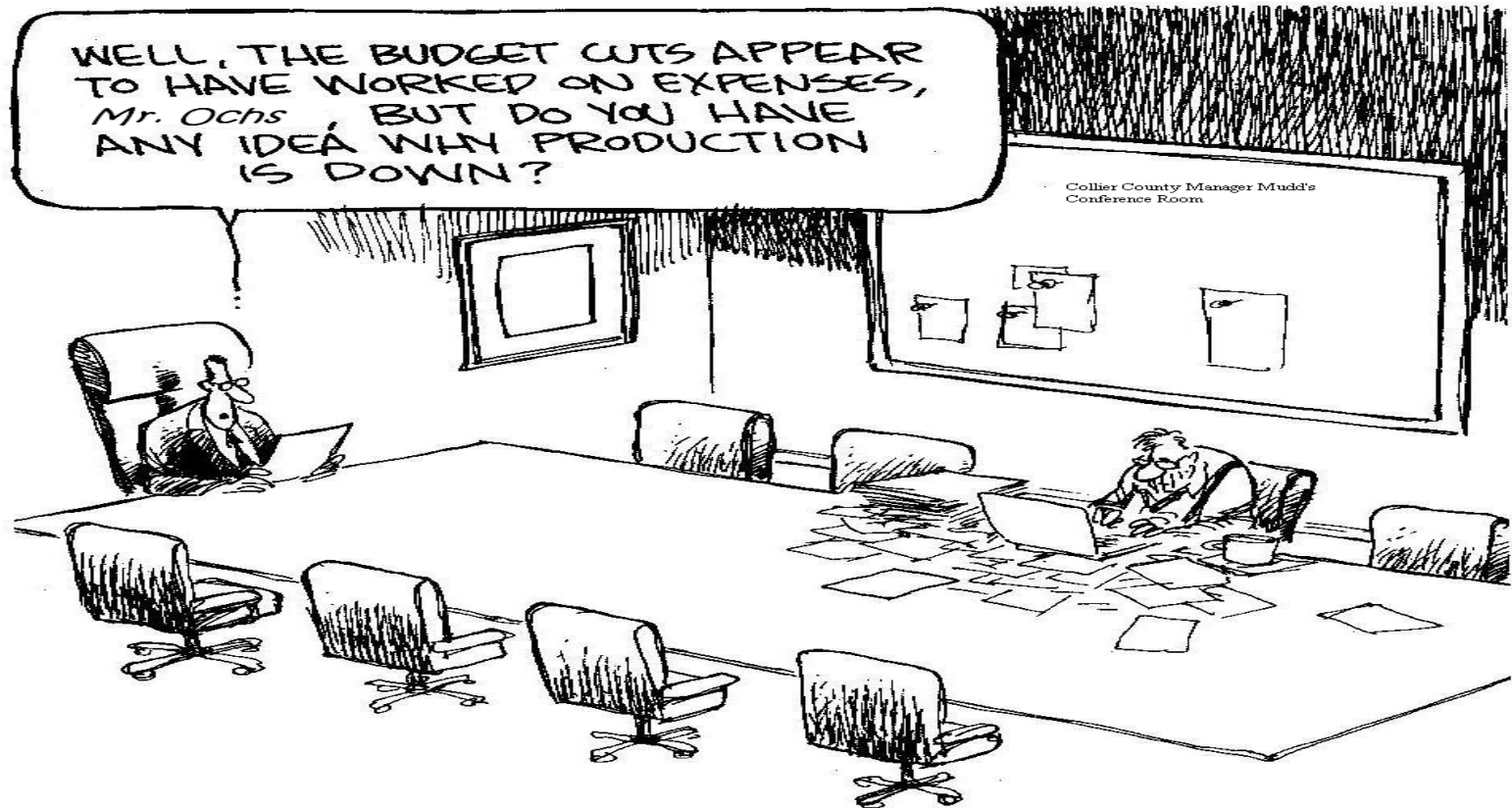
(Cont.)

- Monitoring of Growth Management & Impact Fee State Legislation – All BCCEDC Catalyst Project – Comm. Coyle
- Health and Human Services – Comm. Coletta
- Public Safety Coordinating Council – Comm. Coyle
- ~~Fire District and EMS~~
Coordination/Consolidation BCC deleted from list March 2008, still not accomplished, BCC provided guidance to take to voters via referendum

Fire Districts and EMS Chiefs Turnover

Fire District / EMS	Previous Chief	Current Chief	Date
■ Big Corkscrew	Frank Kovarik	Rita Greenberg	2004
■ East Naples	Bob Shank	Doug Dyer	2008
■ Golden Gate	Donald Peterson	Robert Metzger	2008
■ Immokalee	Ray Alvarez	Donald Peterson	2009
■ Isle of Capri	Chris Middlebrook	Emilio Rodriguez	1995
■ Marco Island	Ed Dwyer	Mike Murphy	2001
■ Naples	Jim McEvoy	Tom Weschler	2008
■ North Naples	Michael Brown	Orly Stoltz, <small>acting</small>	2009
■ Ochopee	Paul Wilson	Alan McLaughlin	2008
■ EMS	Diane Flagg	Jeff Page	2002

Looking Toward Fiscal Year 2011



Fiscal Challenges ... Where's the \$\$\$

- Significant capital investment required to meet established Level of Service (LOS) Standards in county's Comprehensive Plan
- Funds for infrastructure and capital improvements earmarked and obligated in bond issues for next 20-30 years
- Each capital project will require ongoing operations and maintenance expenses that cannot be funded with dedicated capital improvement dollars
- Fluctuation in non-discretionary operating expenses (utilities, insurance, gasoline, cost of land and construction costs)

Fiscal Challenges ... Where's the \$\$\$

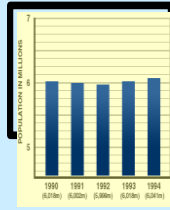
- Three primary General Fund funding sources (prop. tax, gas tax, sales tax) declining due to recession
- Impact Fee revenue insufficient to meet capital improvement program debt service---backfilled with General Fund loans
- State Legislature proposing to cap Impact Fees
- Steep anticipated decline in taxable value threatens staffs ability to maintain service levels

Key Staff Actions for 2010 in Preparation for 2011 by Strategic Focus Area

BCC Strategic Focus Areas



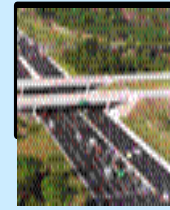
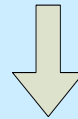
**Neighborhood
Preservation
and
Enhancement**



**Growth
Management**



**Community
Health and
Human
Services**



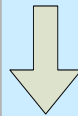
Mobility



**Economic
Development**



**Local
Governance**



I. Neighborhood Preservation & Enhancement

To preserve & enhance the safety, quality, value, character, & heritage of our neighborhoods, communities & region.

- Roadway Landscape Maintenance
- Foreclosure Processing
- Code Enforcement
- Domestic Animal Services
- Funding is an issue for all of these

II. Growth Management

To responsibly manage community growth, development & redevelopment, while enhancing the natural environment.

Senate Bill 360 Potential Impacts:

- Zoning petitions to be considered concurrently with petitions for comprehensive plan amendments, would expedite the process for zoning approvals
- Impact Fees reduced, suspended or eliminated without notice, 90-day notice for increased fees remains in effect
- Building permits & other development orders expiring retroactively to Sept. 2008 are renewed for 2-years up until Jan. 2012

II. Growth Management (Cont.)

Senate Bill 360 Potential Impacts:

- Naples and Marco Island to be designated as Transportation Concurrency Exception Areas by amending their comprehensive plans and a subsequent GMP amendment to implement alternative transportation strategies to support and fund mobility within these cities
- Financial feasibility deadline for Capital Improvement Elements extended to Dec. 2011

III. Community Health & Human Services

To improve the quality of life & promote personal self-reliance & independence through improved access to community health care & human services for those most in need.

- Increased Number of Citizens Needing Services
- Decreased Funding Sources and Contributions
- Neighborhood Stabilization Program (NSP)
- Physician Led Access Network (PLAN)
- Grant Programs
- Potential Senior Service Center in Golden Gate

IV. Mobility

To provide for the various mobility needs of the community & the region while respecting & enhancing the character of our diverse neighborhoods.

- Road Maintenance
- Collier Area Transit (CAT)
- Transportation Disadvantaged Program (TD)
- County Airports

V. Economic Development

To help create a business climate that promotes a diversified, growing economy consistent with established growth management plans and community desires.

- Promote Diversification with Less Funding
- Creation of Economic Development Zones

VI. Local Governance

To sustain public trust & confidence in County government through sound public policy decisions, expert professional management and active citizen participation.

- Potential Budget Deficits:
FY 10 = \$58 Million FY 11 = \$30 Million
- Evaluate Organizational Structure & Existing Business Processes for Future Relevance
- Voluntary Separation Incentive Program
- Charter Government Proposal

Fiscal Challenges versus Realities

- Meeting these obligations requires one or more of these actions (in BCC priority order):
 1. Gain efficiencies in and between all Collier County Governmental Agencies
 2. Reduce expenditures resulting in reductions in mandated LOS
 3. Identify and adopt additional revenue sources
 4. Increase existing revenues (including ad valorem taxes)

BCC

- Questions
- Public Comment
- Directives



“ We can't change the direction of the wind. But we can adjust our sails.”

- Anonymous with minor text changes with emphasis added