



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

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, value, character, and heritage of our neighborhoods, communities and region.	To responsibly manage community growth, development and redevelopment, while enhancing the natural environment.	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.	To provide for the various mobility needs of the community and the region while respecting and enhancing the character of our diverse neighborhoods.	To help create a business climate that promotes a diversified, growing economy consistent with established growth management plans and community desires.	To sustain public trust & confidence in County government through sound public policy decisions, expert professional management and active citizen participation.
Community Outcomes Objectives	<p>A. Provide high quality, best value public facilities, services & amenities</p> <ol style="list-style-type: none"> 1. Safe, reliable water and wastewater services 2. Well maintained, aesthetically pleasing roadways, streetscapes, sidewalks, bike paths, medians, water retention areas and greenways 3. Timely, safe, economical solid waste collection, recycling & litter control programs & services 4. Integrated, well maintained storm water drainage & flood protection & control systems 5. Safe, convenient & affordable public transportation 6. Diverse & abundant recreational, educational & cultural programs & facilities <ol style="list-style-type: none"> a. Promote ATV trails, hunting & fishing lands for public access 	<p>A. Plan & direct desirable community growth & redevelopment through professional land use planning & comprehensive property development standards</p> <ol style="list-style-type: none"> 1. Administer the County's Growth Management Plan (GMP) consistent with state requirements and Board of County Commissioners (BCC) direction 2. Utilize a series of land use planning initiatives to achieve desired land development and preservation patterns, e.g. <ol style="list-style-type: none"> a. Continue implementation of the Transfer of Development Rights (TDR) Program of the Rural Fringe Mixed Use District and its future land use restrictions 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 c. Smart Growth (mixed use, urban infill) projects 	<p>A. Improve access to health care services</p> <ol style="list-style-type: none"> 1. Improve disease prevention & intervention programs 2. Decrease incidence of communicable infectious disease 3. Improve access to primary & specialty medical & dental care for working poor & indigent populations <p>B. Address the needs of the community's growing senior, disabled & youth populations</p> <ol style="list-style-type: none"> 1. Increase availability of special needs housing, in-home care, transportation assistance, medical/prescription services and disaster preparedness assistance for medically frail, disabled and elderly populations 2. Assist military veterans with benefit claims and transportation services to medical facilities 	<p>A. Connect people and places via a coordinated, integrated, reliable vehicular and pedestrian transportation network</p> <ol style="list-style-type: none"> 1. Coordinated network of roads, bridges and traffic management systems <ol style="list-style-type: none"> a. Update the Long Range Transportation Plan b. Develop plans for transportation network east of Collier Boulevard (CR951) c. Develop & implement Advance Traffic Management System of operational improvements to enhance system capacity & performance d. Provide roadway improvements that meet the needs of the County 	<p>A. Develop a diversified tax base that equitably distributes the property tax burden throughout the County</p> <ol style="list-style-type: none"> 1. Develop strategic balance of commercial, industrial, agricultural & residential land uses that promote diversified economic development 2. Develop local government tax and revenue policies that promote business expansion and economic prosperity <p>B. Retain existing businesses and attract desirable new business and industry</p> <ol style="list-style-type: none"> 1. Provide a fair, efficient and responsive regulatory process (zoning, rezoning, permitting, LDC regulations, plan review, etc.) 	<p>A. Provide effective leadership from elected officials</p> <ol style="list-style-type: none"> 1. Establish the vision, mission, values and strategic goals for the organization that reflect the needs and desires of the community 2. Conduct the public's business in the "sunshine" and with the highest professional and ethical standards 3. Insure that taxpayers and rate payers receive excellent value for their money 4. Plan effectively for the long-term prosperity of the County 5. Develop effective working relationships with Federal, State, regional and local officials to ensure successful results on projects of mutual concern/benefit, including immigration reform. 6. Solicit public/private partnerships which advance the public's interest (Economic Development Council [EDC], Chambers of Commerce, non-profit agencies)

<p><u>I. Neighborhood Preservation & Enhancement Cont.</u></p> <p>7. Conservation of natural resources</p> <p>8. Adequate public beach and boat access and related infrastructure</p> <p>B. Preserve neighborhood character</p> <ol style="list-style-type: none"> 1. Compatible land uses 2. Modify building design & architectural standards to promote redevelopment 3. Preservation of natural features 4. Historic preservation <p>C. Develop safe & secure neighborhoods & well informed citizenry and visitors</p> <ol style="list-style-type: none"> 1. Provide a seamless integrated emergency services and Incident Management System that encompasses fire, rescue, emergency medical services, air medical services, marine medical services & emergency management that bring the latest in lifesaving techniques, reduced property loss and accountable disaster recovery. 2. Continually assess community disaster preparedness & domestic security facilities & programs to ensure that situational awareness and reasonable vulnerabilities are mitigated 3. Timely identification & abatement of code violations 4. Street lighting, traffic control devices & pavement markings designed to enhance community safety & appearance 5. Enforcement of fire safety building construction codes 6. Proactive pet licensing program and removal of stray and dangerous animals 	<p><u>II. Growth Management Cont.</u></p> <ol style="list-style-type: none"> d. Community master plans & overlay districts e. Community Redevelopment Areas <p>3. Administer the County's Land Development Code (LDC) as adopted and amended by the BCC</p> <p>B. Provide adequate, timely, cost-feasible public facilities supported with reliable revenue sources</p> <ol style="list-style-type: none"> 1. Develop & execute the 5-year Capital Improvement Element of the GMP & maintain Level of Service Standards established in the Annual Update & Inventory Report (AUIR) 2. Maintain a public facilities concurrency management system 3. Provide adequate, reliable potable & non-potable water supply to meet projected demand 4. Implement & maintain long range operations and capital improvement master plans in all major operating divisions 5. Continue to update the impact fee program in accordance with consolidated impact fee ordinance 6. East of CR 951 Study 7. Create a countywide integrated critical facility needs map inclusive of all emergency services facilities future needs <p>C. Protect and preserve the area's natural resources, native plant and animal habitats and unique ecosystems</p> <ol style="list-style-type: none"> 1. Increase the quantity and quality of conservation and environmental mitigation lands and open space 2. Concentrated inspection programs to detect and abate identified water, air and soil pollutant sources 3. Enhance and protect water quality of bays, rivers, lakes, creeks and canals 4. Maintain safe, convenient drop off centers for disposal of household hazardous waste 5. Protect endangered/protected animal and plant species 6. Protect & enhance the quality of beaches and coastal zones 	<p><u>III. Community Health and Human Services Cont.</u></p> <p>3. Increase access to pre-natal and early childhood medical care for working poor and indigent populations.</p> <p>C. Participate in community alliances and partnerships to coordinate the provision of human services</p> <ol style="list-style-type: none"> 1. Develop written community protocol for established system of integrated, coordinated access to human services/healthcare for individuals who are uninsured and are at 200% or below federal poverty guidelines 2. In collaboration with the Human Services Dept. develop a coordinated, county agency-wide volunteer program 3. Encourage and participate in the development of funding strategies for non-profit agencies 4. In collaboration with the local Homeless Coalition begin the process of development, implementation and adoption of a county-wide 10 year plan to end chronic homelessness 5. Create a proactive community health coalition to address long range health care issues. 	<p><u>IV. Mobility Cont.</u></p> <p>2. Reliable, convenient and affordable public transit systems</p> <ol style="list-style-type: none"> a. Adopt the Transit Development Plan/Transportation Disadvantaged Service Plan b. Expand Collier Area Transit (CAT) service and associated infrastructure consistent with Transit Development Plan 3. Integrated system of bike paths & sidewalks <ol style="list-style-type: none"> a. Update the Comprehensive Pathway Plan b. Identify future Greenway corridors and locations for retrofit of sidewalks in high bike/pedestrian corridors <p>B. Serve the air transportation needs of County residents, businesses and visitors through the continued development and management of the Board's three publicly owned general aviation airports</p> <ol style="list-style-type: none"> 1. Implement the five year capital improvement program 2. Enhance marketing & branding programs for all three airports 	<p><u>V. Economic Development Cont.</u></p> <p>2. Provide/promote the public infrastructure required to retain & attract business and industry</p> <ol style="list-style-type: none"> a. Promote technology enhancements for public use, including wireless network, fiber optics & broadband <p>3. Provide appropriate economic incentives for businesses to expand and relocate in Collier County</p> <p>4. Operate an efficient, effective, professional county government with reasonable taxes, assessments and fees</p> <p>5. Attract skilled work force</p> <p>6. Possess desirable community recreational, environmental and cultural amenities (quality of life)</p> <p>C. Create additional jobs at or above the national average wage</p> <ol style="list-style-type: none"> 1. Target high wage businesses and industries for expansion or relocation 2. Partner with EDC, Chamber of Commerce and education community to provide skilled training and professional development programs needed to build and retain a qualified, local work force 3. Work with community stakeholders to promote the construction of affordable & workforce housing 4. Support and develop the Florida Tradeport as an international airport and prime industrial location 5. Through public/private sector collaboration support the creation of a life science research park. 	<p><u>VI. Local Governance Cont.</u></p> <p>7. Create opportunities to objectively evaluate & implement "best practices" in terms of local government structures, functions, roles, responsibilities and authority (charter, consolidation, mergers, independent districts & authorities, annexations, incorporations)</p> <p>B. Provide professional management</p> <ol style="list-style-type: none"> 1. Build and maintain a high-performing, responsive, accountable County Government workforce focused on exceeding customer expectations 2. Implement the organizational structure, business systems, technology, and performance management standards required to achieve the desired policy directives of the BCC 3. Maintain sound fiscal policies and practices featuring rigorous expenditure controls and a diversified, reliable, equitable mix of revenues sufficient to sustain service expectations and economic prosperity <p>C. Develop an engaged citizenry</p> <ol style="list-style-type: none"> 1. Increase citizen awareness and knowledge of County plans, functions, responsibilities and programs (e-newsletter, county government television [including regular scheduled Commissioner hosted programs], website, newspaper, neighborhood meetings, radio, special events) 2. Regularly seek public input on important policy matters (town hall meetings, workshops, BCC & advisory board meetings, citizen survey) 3. Expand opportunities for citizens to take an interest in & to participate in county government
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**BOARD OF COUNTY COMMISSIONERS
AND COUNTY EMPLOYEES'**

GUIDING PRINCIPLES

(Values)

Honesty & Integrity: We speak and act truthfully, acknowledging mistakes, keeping commitments and avoiding silence when it may be misleading. We do the right thing even when it is unpopular or nobody would know the difference.

Service: We value and embrace the opportunity and responsibility to serve our community. Our customers come first and we will strive to serve them in a friendly, fair, respectful and efficient manner.

Accountability: We are individually and collectively responsible for our behavior and performance. We conduct business in accordance with the highest professional and ethical standards.

Quality: We strive for continuous improvement in our products, services, programs and facilities. We seek to do the entire job right the first time.

Respect: We treat others with dignity and courtesy.

Knowledge: We are a learning organization. We encourage and promote continuous personal and professional development as a means of enhancing our team members' ability to plan for the future, make good decisions and solve customer problems.

Stewardship: We recognize that we are spending other people's hard-earned money. As such, we carefully manage the resources entrusted to us. We seek to control costs of operations, improve efficiency and provide the greatest and best value and return on invested funds.

Collaboration: We realize that our success is interdependent on the success of other organizations, businesses and institutions of our County, Region and State. We seek, therefore, to work cooperatively with these agencies to allocate our collective resources to achieve mutual goals.

