

Broward County Commission Strategic Plan

2019 Board Retreat

Overview of the Commission Strategic Plan

- The existing Commission Strategic Plan continues through 2020 and was last comprehensively-updated in 2018—at the two-day Board Retreat
- The County Commission sets the Values and Goals (“POLICY”) set forth in the Plan
- County agencies OPERATIONALIZE the Goals using:
 - Specific, actionable objectives
 - Planned activities
 - Key performance indicators (aligned as closely as possible to Management and Budget measures)

Overview

Existing Strategic Plan Values

- A. Ensuring economic opportunities for Broward's diverse population and businesses
- B. Prominently marketing Broward County as a brand, while increasing public understanding of programs and services
- C. Approaching human services collaboratively and compassionately, with special emphasis on the most vulnerable
- D. Cooperatively delivering an efficient and accessible regional intermodal transportation network

Broward County's 8 Core Values (cont.)

- E. Encouraging investments in renewable energy, sustainable practices and environmental protection
- F. Cultivating community culture, arts, recreation and life-long learning
- G. Offering sustainable, compatible, innovative housing options for all income levels, including integrated permanent supportive housing
- H. Consistently delivering responsive, efficient, quality services to the public and internal customers

The Exercise

- Each Commissioner was asked to evaluate the existing 30 Goals to establish priorities for operationalization in the upcoming budget process
- **Priorities are established based on at least 5 of 9 Board members categorizing a Goal as “Extremely Important”**
- Since this is the last year of the existing strategic plan, assuring items with highest priority receive adequate resources is critical for achievement

Exercise Results

- In your binders, you will find the full report of the results tabulated with graphs with a narrative summary
- Two Goals have been identified as the highest priorities for the Board with 8 and 7 votes, respectively

Exercise Results

Commission Priorities—

Existing Goals receiving a majority vote as “Extremely Important”

- Attract and retain all types of businesses, especially high-wage industries that offer employee benefits, through partnerships with the Alliance, chambers of commerce, colleges and universities, CareerSource, and any other available avenues. [8 votes]
- Increase water quality protection efforts and lead creative approaches to water storage and aquifer recharge, as well as diversification of water supplies, regionally. [7 votes]

Exercise Results

The following Goals tie for **3rd highest priority** with 6 votes each:

- Develop, through municipal collaboration, neighborhoods and communities connecting affordable housing to reliable, accessible modes of transportation.
- Effectively advocate for and acquire municipal, state and federal financial support to equitably dress health and human services needs of the entire community, through a truly coordinated system of care.
- Collaborate with public and private partners to find creative, equitable, and responsible solutions to systemic community problems, especially permanent, supportive housing for persons experiencing, or at risk of, homelessness.
- Provide a safe, sustainable, integrated and efficient transportation system to enhance Broward County's economy and livability.
- Seek local, state, federal funding and public support for transportation projects that connect to existing transportation corridors, balancing ridership with community redevelopment demands.

Exercise Results

The following tie for **4th highest priority** with 5 votes each:

- Support the development, design, and construction of sustainable, multi-modal transportation facilities throughout the County, to meet the demands of residents, travelers, and businesses.
- Facilitate a regional approach to growth and redevelopment through coordination and collaboration at the federal, state, and local levels.
- Increase the availability of affordable housing of all types, countywide, in every community using effective, uniform criteria, policies and strategies.
- Identify affordable workforce housing funding, to include a local, dedicated source of revenue.
- Grounded in the intrinsic value of Public Service, respond to every customer, internal or external, expeditiously, thoroughly and professionally.
- Diversify the local economy, attract industries offering high-wage jobs with benefits while balancing economic, educational, environmental, and community needs.

Take Aways

- We'll be using this prioritization process to help make recommendations for resources in the FY 2020 Budget
- The existing Goals, including the exact language, were developed through a facilitated process and input from each Commissioner—all received unanimous consensus
- We see the opportunity to refine the Goals—perhaps collapsing several similar themes into single Goal statements
- At our 2020 Retreat, a full review of Values and Goals will occur and staff will bring back recommendations for consolidation of existing Goals

Time for Lunch!

Courtesy of
Mayor Bogen



Reports on Progress Towards Existing Goals

- At this time, Commissioners will have the opportunity to request reports on progress towards specific goals
- Agency Directors have joined us here and can offer updates on how the Values and Goals we've reviewed today are operationalized

Value A

- Attract and retain all types of business, especially high-wage industries that offer employee benefits, through partnerships with the Alliance, chambers of commerce, colleges and universities, CareerSource, and any other available avenues.
- Increase the economic strength and impact of revenue-generating County enterprises balancing economic, environmental, and community needs.
- Diversify the local economy, attract industries offering high-wage jobs with benefits while balancing economic, educational, environmental, and community needs.
- Utilize policies and strategies to create employment opportunities and supports for economically disadvantaged members of the community

Value B

- Consistently and effectively market and brand Broward County programs and services, locally and globally, through effective collaboration.
- Promote to the public, through effective diversification of mediums and messages, the County's positive works and efforts to improve the quality of life for all residents.

Value C

- Effectively advocate for and acquire municipal, state and federal financial support to equitably address health and human services needs of the entire community, through a truly coordinated system of care.
- Deliver evidence-based services to the public, and connect customers and their family members, to sustainable support, with special emphasis on financial supports.
- Collaborate with public and private partners to find creative, equitable, and responsible solutions to systemic community problems, especially permanent, supportive housing for persons experiencing, or at risk of, homelessness.

Value D

- Provide a safe, sustainable, integrated and efficient transportation system to enhance Broward County's economy and livability.
- Seek local, state, federal funding and public support for transportation projects that connect to existing transportation corridors, balancing ridership with community redevelopment demands.
- Support the development, design and construction of sustainable, multi-modal transportation facilities throughout the County, to meet the demands of residents, travelers, and businesses.

Value E

- Seek funding for, implement policies and pursue projects promoting, the use of alternative energies and sustainable practices.
- Proactively lead in the planning, design and construction of projects supporting resilience and climate adaptation, including coordination with other entities to foster resilient design as part of local and regional projects, especially shore protection efforts.
- Increase water quality protection efforts and lead creative approaches to water storage and aquifer recharge, as well as diversification of water supplies, regionally.
- Educate the public about the fragile South Florida ecosystems, impacts of severe weather, sea level rise, and climate change, with special emphasis on the coral reef ecosystem.
- Support and seek local, state, and federal funds for coastal management of coral reefs through collaboration with other governmental jurisdictions.

Value F

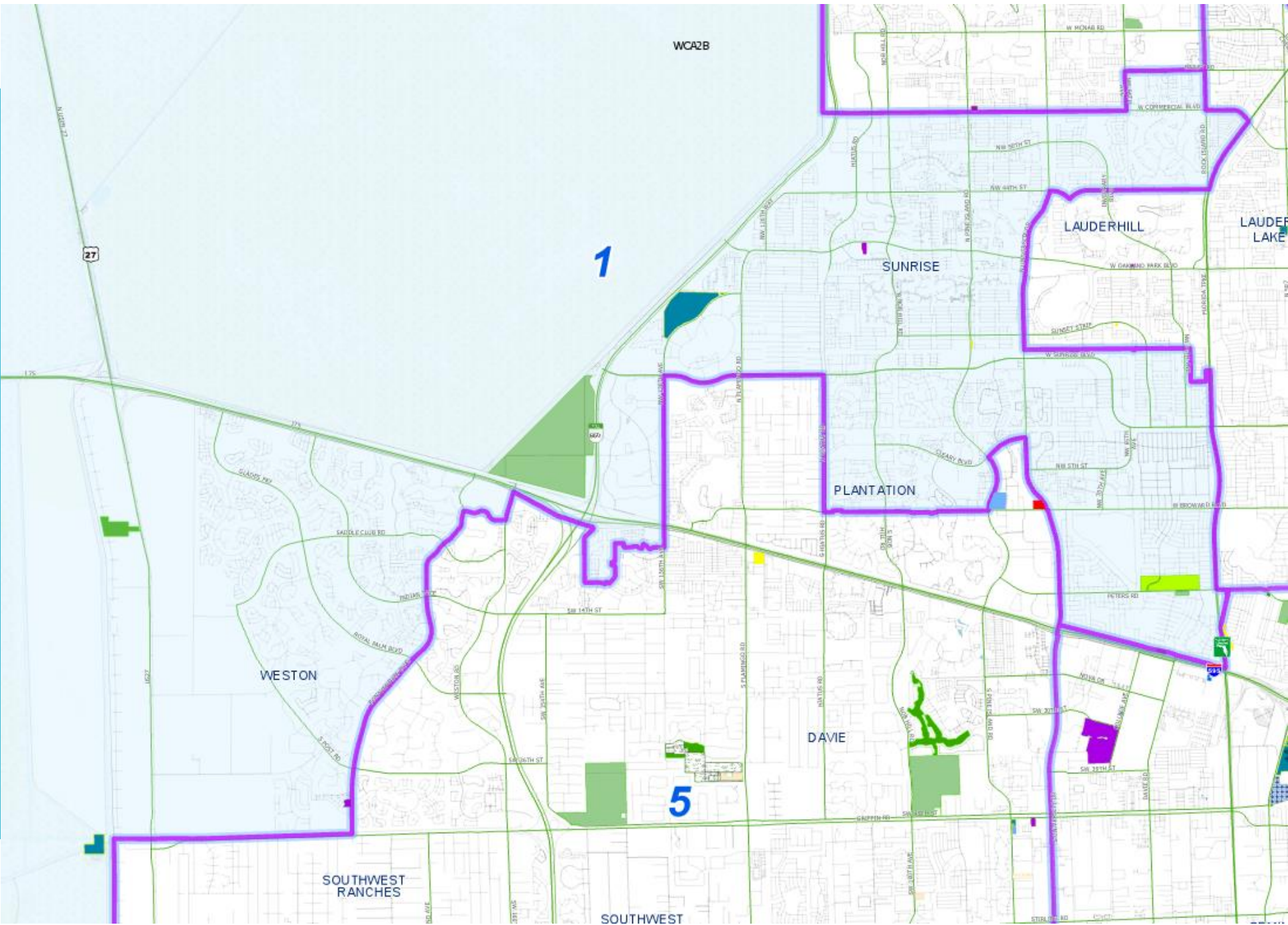
- Provide diverse artistic, cultural, educational, and historical amenities and programs that contribute to a vibrant, multi-cultural and economically-viable community, including an annual signature event.
- Improve access to business development, educational, cultural, and recreational opportunities and amenities to the economically disadvantaged.
- In coordination with our community partners, market and deliver world-class recreational opportunities.
- Enhance funding for Library programs and various life-long-learning opportunities for our residents and visitors.

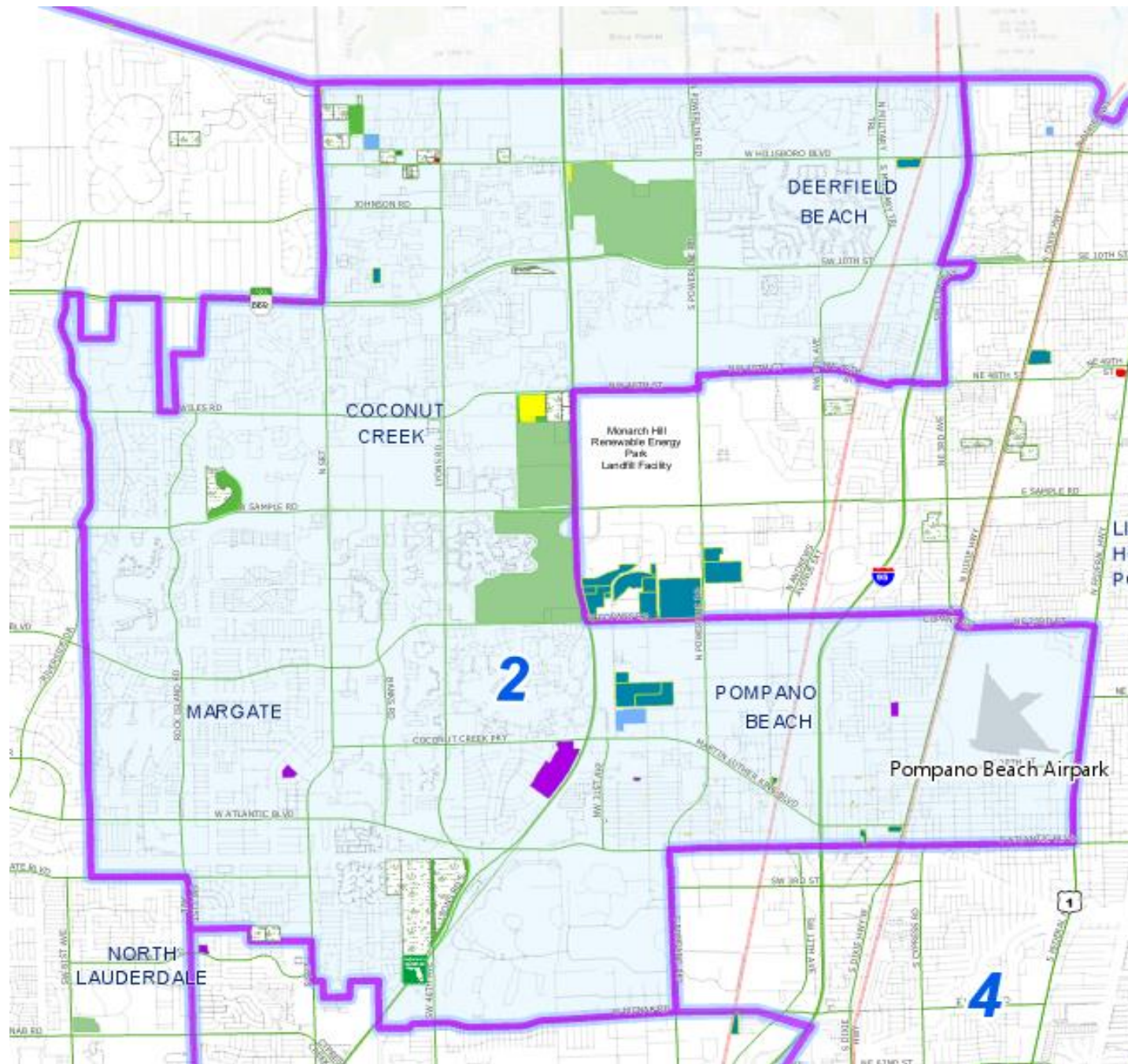
Value G

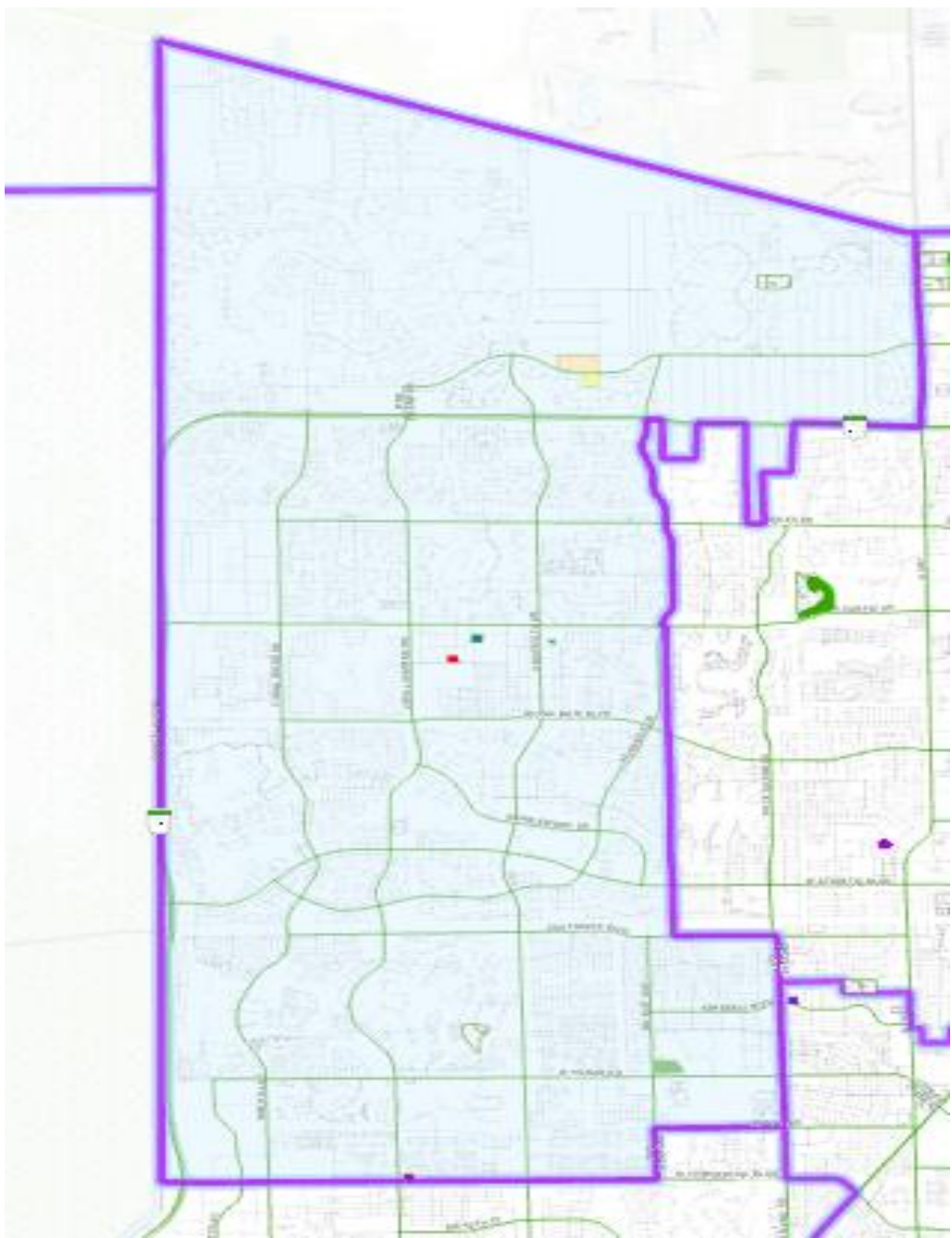
- Facilitate a regional approach to growth and redevelopment through coordination and collaboration at the federal, state, and local levels.
- Increase the availability of affordable housing of all types, countywide, in every community using effective, uniform criteria, policies and strategies.
- Identify affordable workforce housing funding, to include a local, dedicated source of revenue.
- Develop, through municipal collaboration, neighborhoods and communities connecting affordable housing to reliable, accessible modes of transportation.
- Promote housing and community redevelopment that integrates energy efficiency, community resilience, and other livability standards and initiatives.

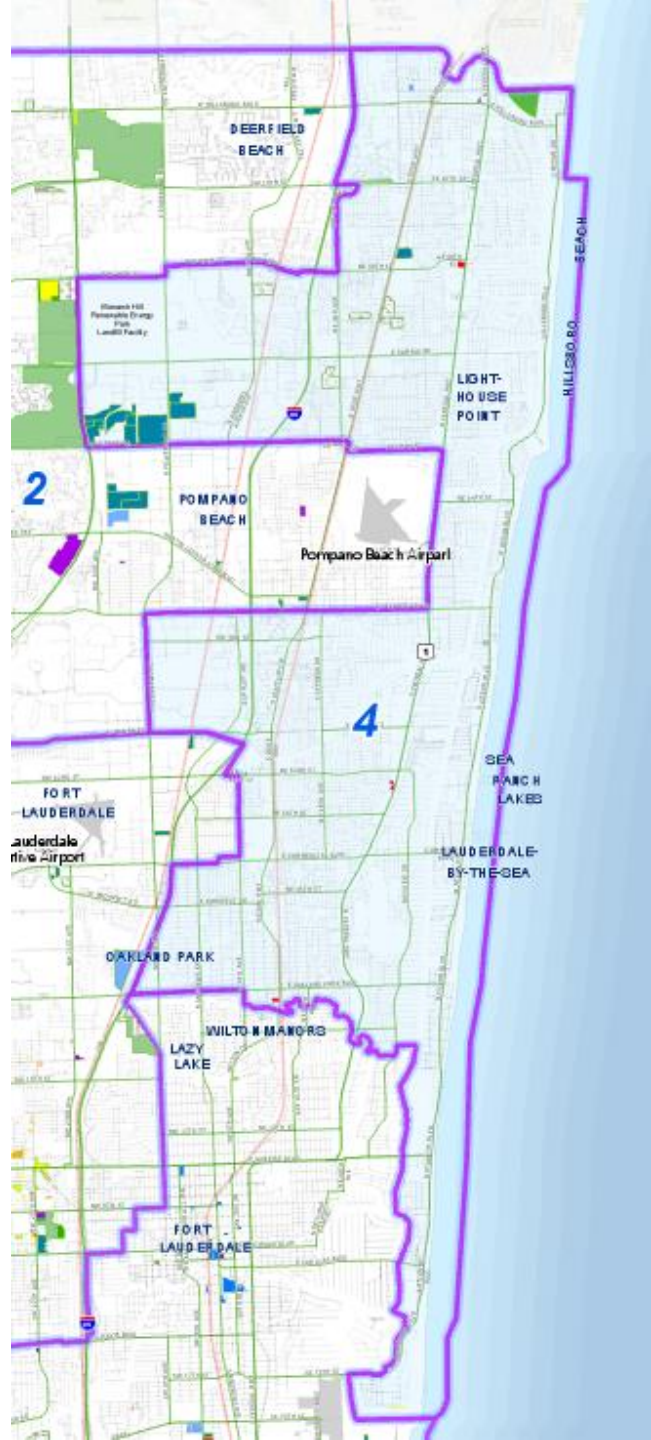
Affordable Housing

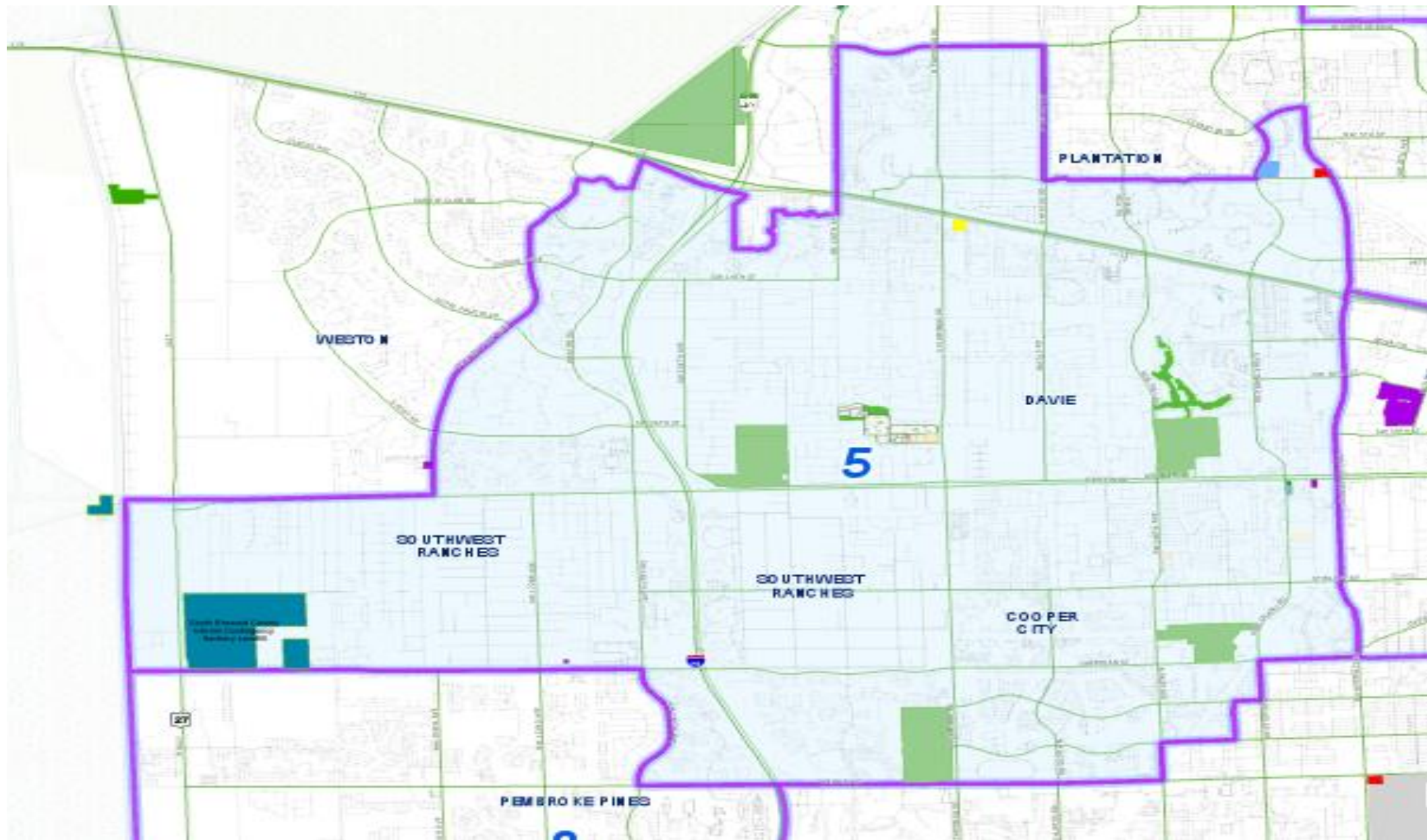
- Looking at County-owned parcels (see district-level maps in your folders)
- Evaluating land that can be acquired as part of transit-oriented development opportunities
- Commissioners should be working with their cities to encourage re-zoning and streamlining of citing













COOPER CITY

OF FLORIDA

HOLLYWOOD

6

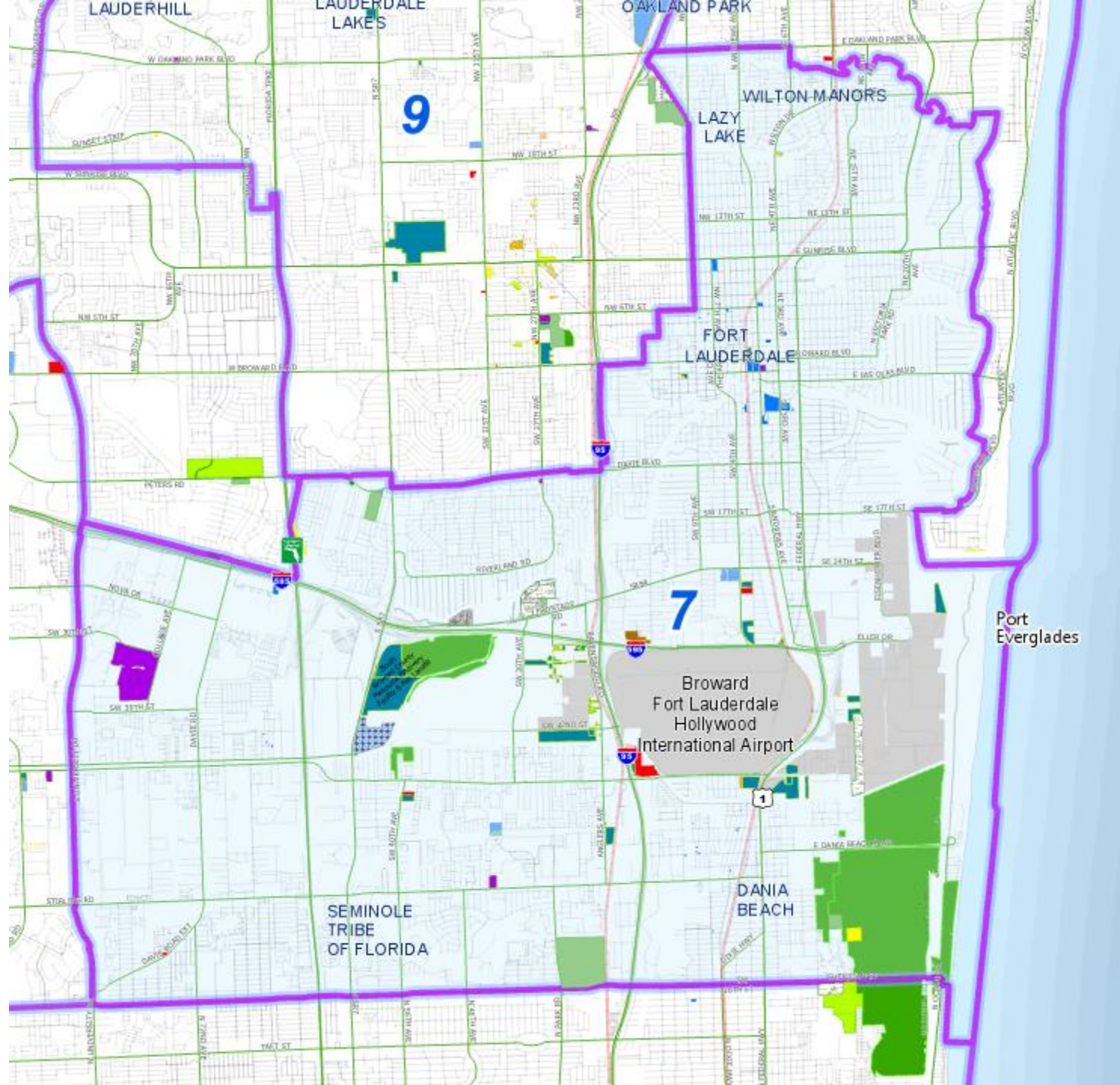
North Perry Airport

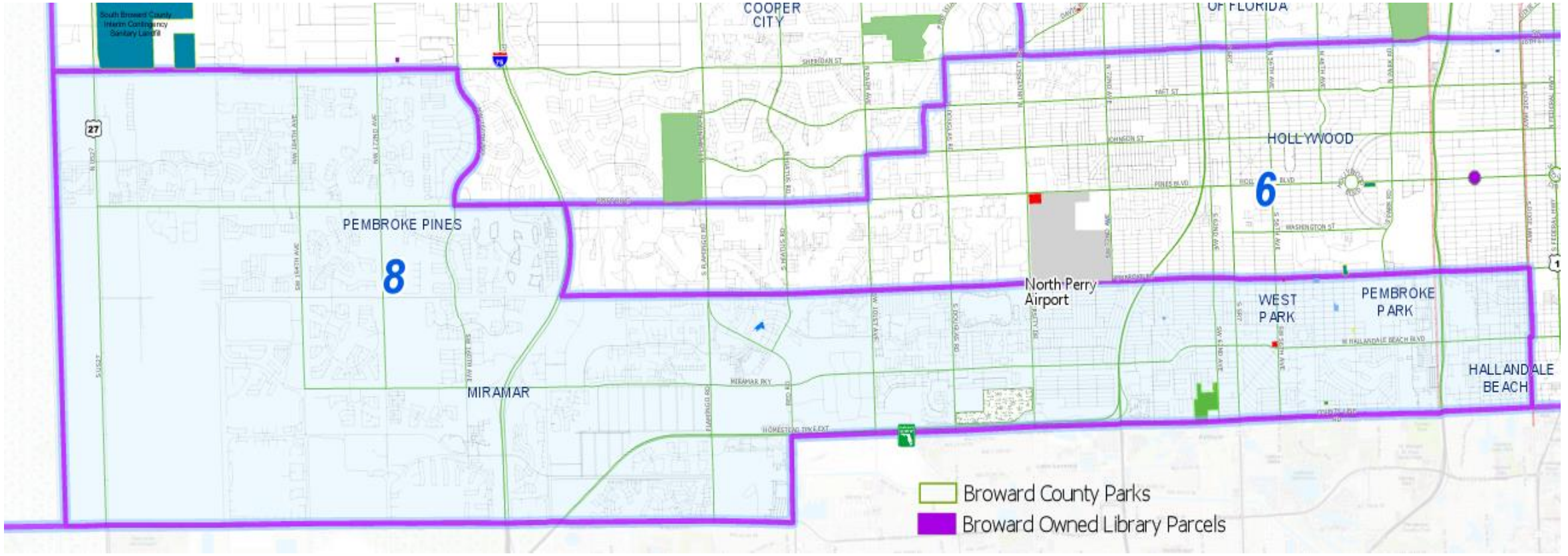
WEST PARK

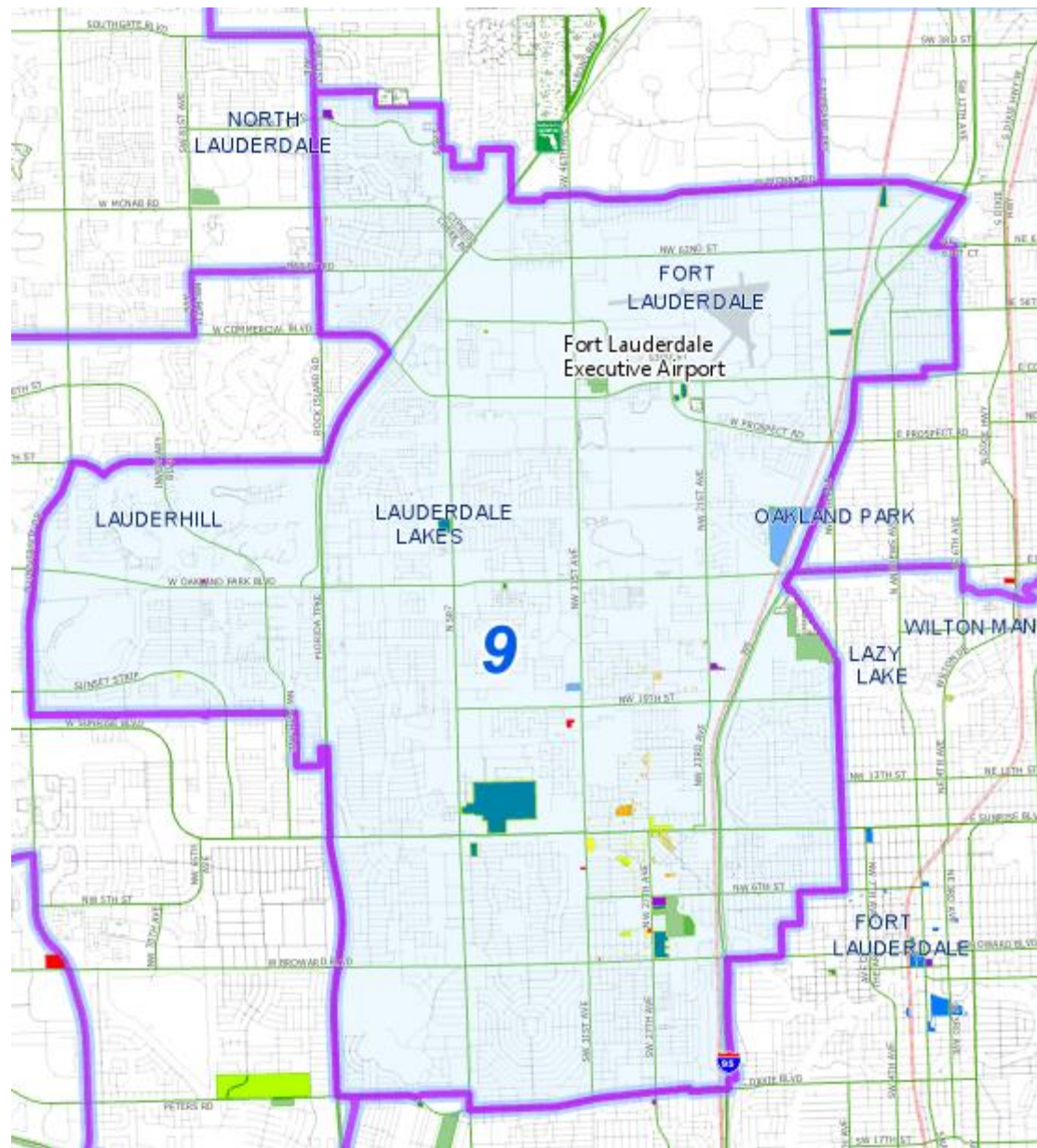
PEMBROKE PARK

HALLANDALE BEACH

AR







Value H

- Create a system of expectation and accountability across the institution that assures effective communication, continuous performance review and improvement.
- Offer effective mandatory and optional coursework, addressing the lines of business and needs of the entire organization.
- Grounded in the intrinsic value of quality Public Service, respond to every customer, internal or external, expeditiously, thoroughly and professionally.
- Build into every process and service effective checks and balances that do not cause inefficiency, but rather ensure consistency, continuity, and quality.

BREAK!

- Please be back in 10 minutes

Requested Amendments to Existing Goals

The following **highlighted areas** are suggested changes to existing Goal Statements:

- Increase the availability of affordable housing of all types, countywide, in every community, using effective, **uniform criteria, policies, and strategies, such as zoning reform.**
- ~~Identify affordable workforce housing funding, to include a local, dedicated source of revenue. Replace~~ **with Increase the availability of affordable housing countywide for our workforce, seniors, veterans, homeless, and those with special needs, and create a dedicated source of revenue.**

We need consensus from the group before making these changes

New Proposed Goals

- To rescue pets in need, provide more access to spay and neuter, and achieve the community-wide “No Kill” goal.
- Promote the creation of full-time permanent jobs that allow citizens to support themselves and their families with dignity while also benefiting the local economy.
- Implement a fully-funded TOPS Paratransit Program to serve Broward County’s aging community, those living with disabilities, and our honored veterans.

New Proposed Goals

- Rebrand County services (focusing on what's missing in current branding efforts)
- Synergize and better coordinate public safety

New Proposed Goals

- Better educate voters about the Broward County General Revenue budget
- Ensure that voters receive a dollar of services for each dollar paid in taxes; continue to run efficient government
- Continue to ensure public safety

New Proposed Goals

- Create dependent or independent solid waste district
- Coordinate resources and partnerships to improve quality or early childcare
- Establish infrastructure for a “smart” county

Creation of a Resiliency Fund

New Proposed Goals

- Create alliance with large FL Counties to promote and support urban policy priorities and increase state and federal funding

New Proposed Goals

- Build on the strengths of our geographic location, our seaport, airport, CVB, OESBD, Alliance and other assets, to position Broward County as the center of international business and trade in the State of Florida.
- Collaborate with public and private partners to break down barriers and bring our community together to end gender and racial disparities.
- Support inclusionary zoning to ensure that workforce and affordable housing is available in all areas of the County.

Ballot

- At this time, each Commissioner will receive a ballot
- You will have about ten minutes to complete
- New Proposed Goals should be ranked 1, 2 or 3
- 1 =highest priority
- 2=medium
- 3=low

BREAK

Building Consensus

- Ballot results
- Discussion
- Debate about whether items should be included in Commission Strategic Plan and operationalized as part of FY 2020 Budget
- Consensus

Wrap-Up