

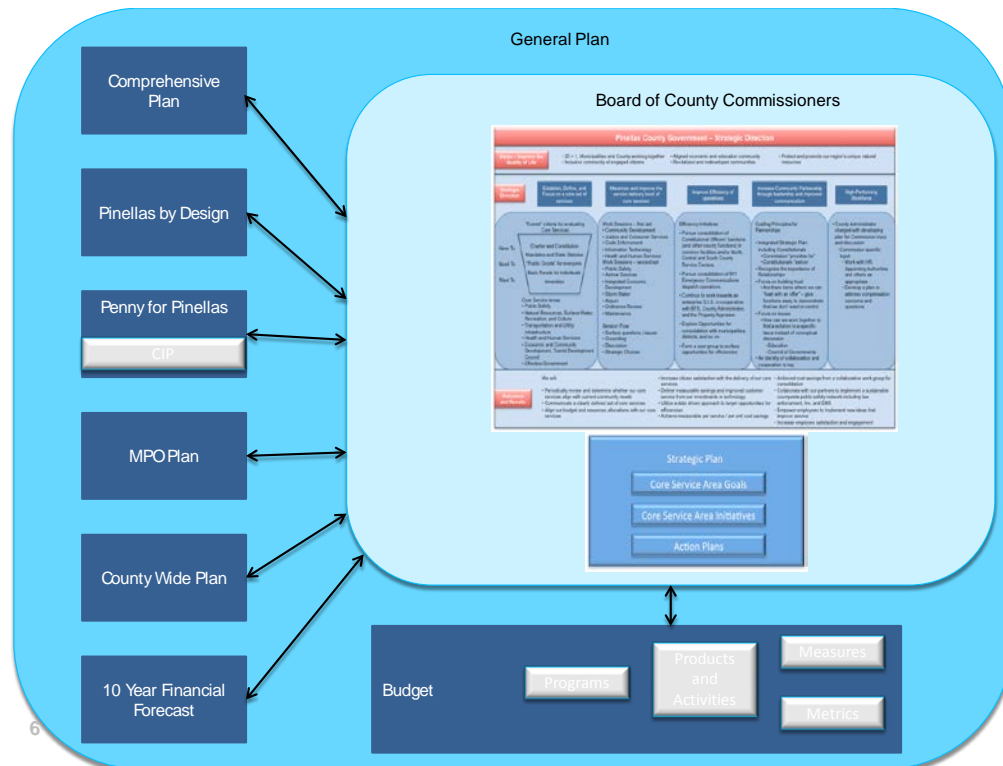
STRATEGIC PLANNING

The *Strategic Planning* portion of the FY2014 Budget Message provides an overview of the efforts that have been made to guide the direction of the County. Linked to the County's budget process is the strategic planning work that is on-going. Substantial progress is being made during the current fiscal year on the Board's strategic planning process, now known as Quality Pinellas Community (QPC). Additional work is planned during the upcoming fiscal year.

Building on its prior strategic planning work, the Board during a workshop in April, 2013, affirmed:

- A Quality Pinellas Community process design
- Direction on "North Star"
 - Vision concepts
 - Mission concepts
 - Leadership Philosophy (*values and principles and Big IDEAS*)
- Strategic Priorities
- Composition of Plan Elements
- Department Strategic Plans
 - Linkage to Annual Budget
- Community engagement approaches and tools
- QPC plan scheduling

The Board also received a summary of accomplishments arising from its strategic planning work during the past two fiscal years, summarized in the following graphic:

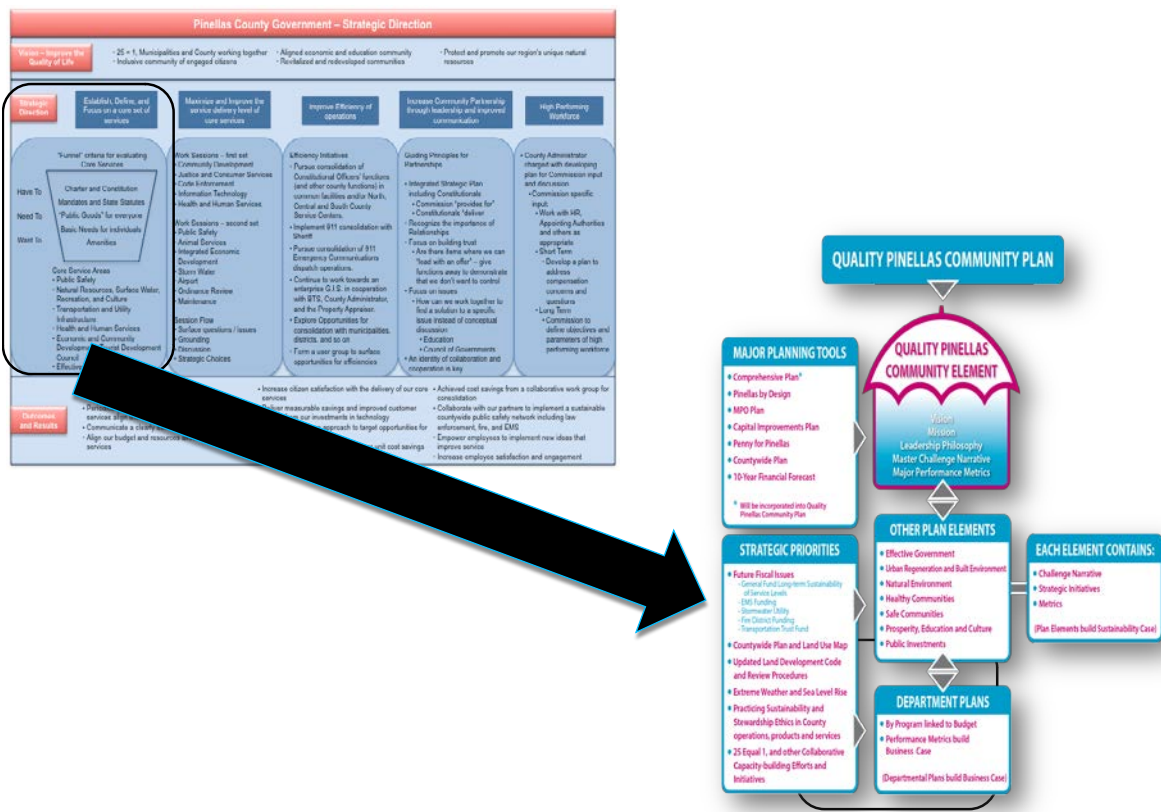


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Prior year accomplishments include:

- 10 Year Financial Forecast is a driver of strategies and action
- Program Budgeting is implemented
- Strategic planning workshops setting direction for Healthy Communities Element were completed
- Efficiency initiatives linked to strategic direction set by the Board were implemented such as:
 - DEI Merger
 - Consolidation of mowing and horticulture (ROW, Parks, Preserves, County functions) in Parks and Conservation Resources
 - Fleet Management merged with Real Estate Management
 - Fuel and Fleet Maintenance Agreement with Sheriff's Office
 - Energy and Water Consumption savings initiatives
 - Increased use of volunteers
 - Implementation of Voice Over Internet Protocol (VOIP) for voice and data

During its 2013 strategic work, the Board transitioned from its former to its present planning template, illustrated here:



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Sustainability: The QPC Vision and Organizing Principle

Quality Pinellas Community is understood best as an on-going sustainability planning and adaptive management *process* undertaken by the Pinellas County Commission. QPC is a visionary, mission-driven, holistic and integrated approach. The process enables to Board to:

- Analyze the challenges--- threats and opportunities---bearing down on Pinellas County, and facing Pinellas County Government
- Adapt to challenges through carefully-crafted goals and strategies (Strategic Initiatives) aligned with an over-arching future vision of Pinellas County and an approved organization mission
- Link Strategic Initiatives to the Annual Budget
- Consistently evaluate progress toward achievement of desired outcomes, impacts and results of strategies
- Adjust existing initiatives and develop new ones, as circumstances require

The broad *vision* of QPC is to produce a sustainable “community of communities” that meets the needs of the present without compromising the future. This incorporates the BCC 2012 Strategic Direction Vision Concepts:

- 25 Equals 1, Municipalities and County working together
- Inclusive community of engaged citizens
- Aligned economic and education community

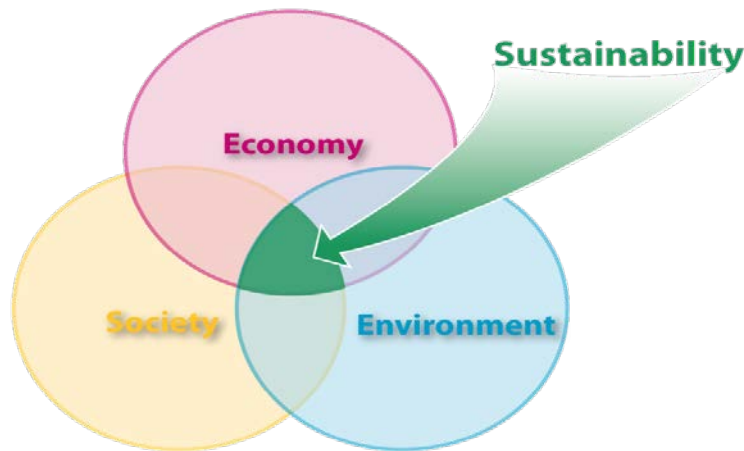
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- Revitalized and redeveloped communities
- Protect, promote our region's natural resources

These vision concepts also incorporate principles adopted in the 2008 update to the County's Comprehensive Plan:

- **Principle 1:** *Sustainability is fundamental to every county policy, plan and decision, to ensure that our actions today do not compromise the quality of our future.*
- **Principle 2:** *Pinellas County is committed to meeting its existing needs without compromising the ability of future generations to meet their needs.*
- **Principle 3:** *The long-term impacts of each policy decision will be evaluated to ensure that they do not compromise a sustainable future.*

QPC uses sustainability as its over-arching organizing principle, the essence of the vision or "North Star" toward which the process navigates.



Sustainability acknowledges the interdependence of society, the economy and the environment, and it encourages long-term strategic thinking that promotes effective stewardship of our natural, social and economic resources.

Integrated Planning

QPC also integrates several existing planning efforts, including:

- The Pinellas County Comprehensive Plan (which QPC ultimately will replace)
 - Pinellas by Design
 - MPO Plan
 - Capital Improvements Plan
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- Penny for Pinellas
- Countywide Plan
- 10 Year Financial Forecast

High Performance Mission

The Board affirmed the following concepts to guide the mission of Pinellas County Government:

- The mission of Pinellas County Government (*PCG*) is to bring the vision to life by helping to build a sustainable economy, an attractive quality of life, and a protected and restored environment.
- PCG, in order to be publicly credible and exemplary, must practice adaptive management at high levels of performance.
- PCG must conduct its operations and deliver its products and services mindful of the ethics of sustainability and stewardship of public resources.

Subsequent to this BCC strategic direction, the following Mission Statement and Narrative was approved by the County Administrator for future consideration by the BCC:

Mission Statement:

Provide a sustainable, healthy and safe community for our citizens, businesses and visitors by creating an adaptive government culture focused on quality delivery of services and governance.

Mission Statement Narrative:

A Quality Pinellas Community is one that is sustainable, healthy and safe. To sustain a Quality Pinellas Community that promotes effective stewardship of our natural, social, and economic resources with the capacity to evolve and be adaptive, we must continually address three aspects of urban regeneration and redevelopment: (1) economic development and opportunity, (2) social cohesion and stability, and (3) the condition of the natural and built environment. The three are interdependent. If one component is damaged, the health of the other two components is threatened.

Our citizens demand and expect governance to be transparent and accountable and service delivery to be consistent, efficient and cost effective. We must recognize constraints and respond as new conditions emerge with smart investments that mitigate unsustainable trends while staying committed to core services. Our goal is a government culture with a systemic approach to seeking and trying new ideas, measuring and reporting performance, and acquiring resources and support for change.

Collaboration must be fundamental in the development of relationships between the County, municipalities, the school board, educational institutions, other governmental and quasi-governmental agencies, non-profit organizations, the citizens, businesses and visitors. We must be community-centric, embracing the individuality of 25 local

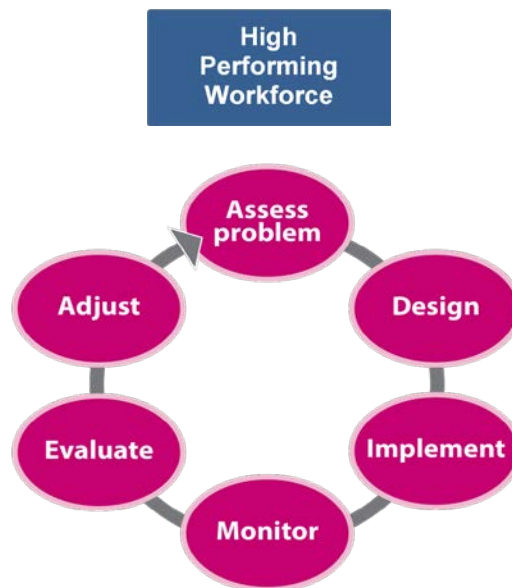
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government partners working together as one. Collaboration is the critical component of transformational leadership, where citizens and their representatives deliberate public problems and solutions under conditions that are conducive to reasoned reflection, refined public judgment, and a mutual willingness to understand the values, perspectives, and interests of others. A collaborative culture is conducive for employee engagement.

An adaptive Pinellas County Government culture will have built-in capacity for high performance. This culture will be grounded by an engaged workforce focused on continual learning. The workforce will be equipped to: assess challenges and problems, design and implement strategic and tactical plans, monitor and measure sustainability outcomes, be fiscally responsible, be technology enabled and be adaptive to external stressors.

High Performance Capabilities

PCG is dedicated to conducting its mission at a *High Performance* level. An adaptive culture possessing three broad capabilities is demanded. The adaptive culture must adjust to its challenges, as suggested by the following graphic:



The three capabilities are:

1. To think in systems, to understand PCG as a part of larger systems of private, non-profit and other public stakeholders that interrelate and depend on each other.
 2. To collaborate with others across “siloe” boundaries within and outside of PCG.
 3. To create a desired future of Pinellas County and to pursue the vision through the mission of the organization.
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Initiatives to build these capabilities are underway. They include, for example, the comprehensive training program, Achieve Global; High Performance Organization (HPO) training; and the work of the Effective Government Team, which develops strategic initiatives for that element of the QPC plan.

Leadership Philosophy

A *Leadership Philosophy* also is under development for future BCC consideration, per the Board's direction. A *leadership philosophy* reflects the values, organizing principles and BIG IDEAS implicit in the BCC's strategic direction, including the QPC Vision and Mission. The leadership philosophy describes the organization's ways and means of providing leadership, and generally communicates the behaviors expected of leaders.

The following *Leadership Principles* were set by the BCC during its strategic planning work in 2011-12:

Governance

- ▶ Govern proactively through the strategic planning process while also responding to important emerging issues.
- ▶ Govern at the level closest to the citizen (e.g. in, by, or through, strategic partners) where large infrastructure or public investment isn't necessary or already in place.
- ▶ Govern at the County level where consistency and/or county wide governance are important.
- ▶ Consider both the current and future impact of our decisions.

Decision Making

- ▶ Provide consistency and efficiency by using an enterprise approach with systems and processes while meeting specific business requirements.
 - ▶ Make decisions as a commission with appropriate levels of public input, based upon the complexity, public interest, and fiscal impact of the issue.
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Financial

- ▶ Align the beneficiary (ies) of a service with the funding source for that service, where appropriate.
- ▶ Maximize our returns by undertaking a level of risk commensurate with our public / fiduciary responsibilities.
- ▶ Utilize “pay as you go” funding strategy unless there is a financial advantage or long – term public benefit from debt financing.
- ▶ Deliver service in the most cost effective way while meeting established service standards.

Other

- ▶ Collaborate to break down barriers that exist and impact service delivery and quality.
- ▶ Provide the highest level of accountability considering the community impact, dollar value, and cost of administering the accountability system.
- ▶ Leverage technology and information systems over manual processes, especially in high volume transaction areas considering cost / sustainability / reduction in redundancy.

The vision, mission, leadership philosophy (*values, principles and BIG IDEAS*) taken together, describe the navigational “North Star” of the QPC process.

Strategic Priorities

The BCC in 2013 also established Strategic Priorities. These include initiatives that demand immediate attention apart from the QPC Plan’s formal schedule. Ultimately, the Strategic Priorities work will be incorporated in appropriate QPC Plan elements. Strategic Priorities include:

- Future Fiscal Issues
 - General Fund Long-term Sustainability of Service Levels
 - EMS Funding
 - Storm Water Utility
 - Fire District Funding
 - Transportation Trust Fund
 - Urban Regeneration:
 - Countywide Plan and Land Use Map
 - Updated Land Development Code and Review Procedures
 - Economic Development integrated with Planning and Development Review
 - Extreme Weather and Sea Level Rise
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- Practicing Sustainability and Stewardship Ethics in County Operations, Products and Services
- 25 Equals 1 and Other Collaborative Capacity-Building Efforts and Initiatives

Several 2013 BCC workshops were conducted to begin addressing these priorities. These include workshops (and related BCC action) on the following topics:

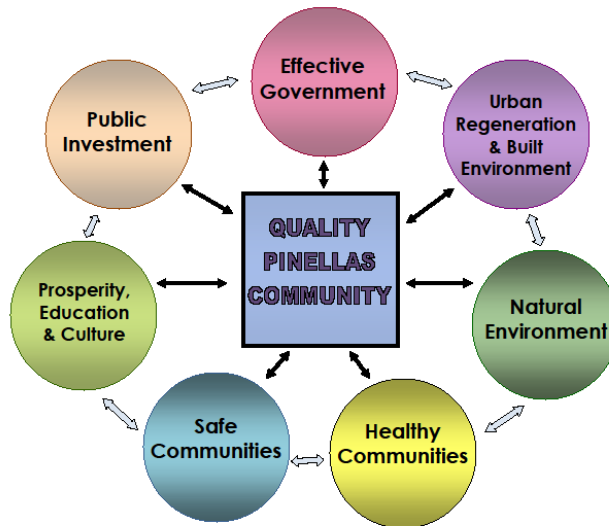
- Fiscal Sustainability
- Storm Water Utility
- Urban Regeneration Strategies: Land Development Code and Review Procedures

Plan Elements

Approval of the QPC Plan template in 2013 included affirmation of Plan Elements. Each QPC Element is organized by functional area. The interactions among the elements are interrelated and complex. Challenges are analyzed and strategies are developed in an integrated, systemic and holistic way. Element Plans are developed by cross-functional teams and brought to the BCC for its consideration and adoption.

The following graphic shows the QPC Plan Elements:

PLAN FOR A QUALITY PINELLAS COMMUNITY



An Element Plan schedule was adopted by the BCC in 2013 and will guide planning activity during 2013 and during the immediate years ahead. During the balance of the current fiscal year, the Safe Communities Element will receive priority and likely will be scheduled for BCC consideration during the first quarter of 2014. Work will continue on development and implementation of the Effective Government Element. Also during 2013, further work on the so-called North Star will proceed, including the development of a Master Challenge Narrative to guide the QPC process.

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Community Engagement

Community engagement is an on-going and important part of the QPC process. Many strategic initiatives arising out of the Element and Department Plans have distinctive community engagement plans. These plans employ:

- Opinion Surveys
- Focus Groups
- Media Relations
- Community Forums
- Webinars

A formal community engagement process centered on the Pinellas County vision and Master Challenge Narrative is planned as the BCC undertakes its work on the “North Star.” This formal process also is being designed to introduce QPC to public stakeholders, using accessible language and concepts.

Department Strategic Plans

The FY2014 budget development process included departments under the County Administrator taking the initial steps to develop Department Strategic Plans. These plans will also be used as Element Plans are developed in the future. Departmental Plans will be updated each year; and ultimately they will be linked to the Annual Budget to help guide implementation of the QPC on an annual basis.
