

Palm Beach County: Strategic Planning Workshop

Moving from Outstanding to Excellent!



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Director, Strategic Planning &
Performance Management

11/27/2018

Workshop Objectives



Scan (we could be here all day) Recent Successes

What will it take to go from Outstanding to **Excellent**?

Review **Strategic Plan Components**/Process

Board approval of **Vision**

Board approval of **Mission**

Review FY 2019 **Strategic Priorities & Goals**

Quick glance at “**Potential**” Metrics for Strategic Priorities

Quick glance at “**Potential**” Implementation Teams

What it will take to perform like an orchestra!



Orchestration: the planning or coordination of the elements of a situation to produce a desired effect

We are already outstanding....

We Provide The Best of Everything!



- **Ranked number 243 on Forbes America's Best Employers List**
- **GFOA Distinguished Budget Presentation Award**
- **AAA Bond Rating**
- **Florida Atlantic University / Pine Jog's 2017 Environmental Education Program of the Year Award – Adventure Awaits Program – ERM**
- **Outstanding Stewardship Award-from Jupiter Inlet Lighthouse & Museum - ERM**
- **Florida Special Places Award-Audubon Florida “for extraordinary efforts to protect the places that make Florida special” - ERM**
- **National Association of Counties Achievement Award for Limestone Creek Natural Area - ERM**
- **United Way Mentor of the Year (Ike Powell) – Youth Services**
- **Design Award of Honor for “Windows on the Floating World” - FDO**



We are already outstanding....



- *Medical Examiner received National Association of Medical Examiners Accreditation (NAME). One of only 9 offices in Florida and 77 offices in the country that are NAME accredited.*
- *Awarded American Psychologists Association Accreditation for our Doctoral Internship Program*
- *Youth Services received Men of Distinction Award (Ike Powell) for his youth leadership work from the Sickie Cell Foundation of Palm Beach and Treasure Coast*
- *Youth Services NACO awards – High Ridge Family Center, Birth to 22: United for Brighter Futures, My Brother’s Keeper, Future Leaders United for Change.*
- *Youth Services Future Leaders Program included in Dept. of Health and Human Services Think Grow Act Playbook.*
- *Bethune Cookman Palm Beach County Alumni Association presented award to Youth Services for the My Brother’s Keeper Initiative*

We are already outstanding....



- *ASE Blue Seal for our Fleet Operations - FDO*
- *Youth Services (Tammy Fields) received the Prime Time Afterschool Champion Award*
- *Youth Services (Tammy Fields) received the Prime Time Community Champion Award*
- *Engineering & Public Works Construction Coordination received Florida's Best In Construction LAP 2017 award from FDOT for the Bluegill Trail Project*
- *Eric Anderson - ERM's Environmental Enhancement and Restoration Division was awarded the prestigious Melissa Laser Fish Habitat Conservation*
- *NACO Achievement Award for ERM program titled "A Connected, GIS-Based Response to Mosquito Threats" in the category of Risk and Emergency Management.*
- *NACO Achievement Award – ERM program titled "Cypress Creek South: Connecting People with Nature" in the category of County Resiliency: Infrastructure, Energy and Sustainability.*

We are already outstanding....



- **Florida Association of Environmental Professionals Treasure Coast Chapter Project of the Year Award to South Cove Restoration Project - ERM**
- **NACO Achievement Award for South Cove Restoration Project - ERM**
- **Lagoon Fest - Florida Association of Environmental Professionals (FAEP) Treasure Coast Chapter (TCC) Education/Communication Award - ERM**
- **NACO Achievement Award for the Fullerton Island Restoration Project - ERM**
- **Florida Association of Environmental Professionals Treasure Coast Chapter Project of the Year Award to Grassy Flats Restoration Project - ERM**
- **Parks & Recreation awarded National Gold Medal for excellence in park and recreation management**
- **Parks and Recreation's Osprey Point Golf Course was nominated as one of 2018's World's Best Eco-Friendly Golf Facility**

We are already outstanding....



- Parks and Recreation Historic First Place Win for Ocean Rescue at USLA Regional Championship
- Parks and Recreation wins Public Relations Award for showing impact of parks
- Parks and Recreation was selected by Graphic Design USA (GDUSA) as the winner of the American Health+Wellness Design Awards
- Parks and Recreation Morikami Museum and Japanese Gardens receives National Reaccreditation
- Parks and Recreation “Palm Beach Coralytes” featured in July issue of Parks & Recreation Magazine
- NACO Achievement Award – Library System’s Community Research Service for innovative, effective county government programs that strengthen services for residents
- Library System (Sara Smedley) received the “Successful 75” Award from the Division of Blind Services for her support of independence

We are already outstanding....



- **Parks and Recreation wins International Marketing Award**
- **Parks and Recreation selected as Blue Business of the Year given by Loggerhead Marine life Center (LMC),**
- **Parks and Recreation John Prince Golf Learning Center was named a Top 50 Stand-Alone Driving Range for the fifth straight year while Osprey Point was named to the Top 50 Public Driving Range**
- **Parks and Recreation Ocean Rescue staff honored as Beach Patrol of the Year**
- **Parks and Recreation, Dave Taylor presented with State Lifeguard Award**
- **Parks and Recreation Lifeguard Larry Russell selected Lifeguard of the Year by the Florida Beach Patrol Chief's Association**
- **Parks and Recreation Ocean Lifeguards Andrew Logan, Greg Okonski and Jeremy Stanley were awarded the Water Smart PBC Hero Award from the Children Services Council**

We are already outstanding....



- **NACO Achievement Award – ISS Appraisal Data Services System (ADSS), eKPI Performance Measurement System, Disaster Assessment Tools, GIS Website for Infrastructure Sales Tax Projects**
- **ISS receives Florida Excellence in Technology Award - eKPI Performance Measurement System**
- **ISS/Palm Tran receives Florida Commission for Transportation Disadvantaged (CTD) - Bus Pass Tracker Database (Innovation of the Year)**
- **ISS receives Florida Local Government Information Systems Association Palm Beach County Digital Inclusion Program (Innovative Use of Technology to Service the Public category) recognition**
- **NACO Achievement Award – ISS IT Student Internship Program**
- **Libraries (Chandra Thornton) received the Julie Klauber Award for creative programming**
- **Florida Library of the Year – Florida Library Association**

We are already outstanding....



- **Purchasing receives U.S. Communities Government Purchasing Alliance Customer Appreciation Award**
- **NACO Achievement Award - Public Safety Human Trafficking Awareness Program**
- **Public Safety, Ronnie Barker (Victim Advocate, South County) received the Lois Messer Victim Advocate of the Year Award at the National Crime Victims' Rights Week Luncheon**
- **Public Safety received the Bronze Telly Award for excellence in local, regional and cable TV commercials including Non-broadcast Video and TV program categories**
- **Public Safety's Green Dot Violence Prevention Program training video has won The Bronze Telly Award**
- **Libraries received Top Innovator Award for Civic and Community Engagement**

We are already outstanding....



- **Public Safety's Sherry Britton-Sussino, SANE Nurse Coordinator earned the credential of SANE-P certification through the International Association of Forensic Nurses (IAFN)**
- **Public Safety's RESTORE Program received the Local and Statewide "Re-entry Award" from the Florida Council on Crime and Delinquency**
- **Public Affairs, In-Plant Graphics recognized in a featured article, John D.L. Johnson and his Graphic Division staff for innovative in-plant Best Practice**
- **SolSmart Silver designation for facilitating solar energy growth**
- **NACO Achievement award - Housing and Economic Sustainability for the Glades Region Master Plan**
- **Housing and Economic Sustainability received the IEDC "Gold Excellence in Economic Development Award".**

We are already outstanding....



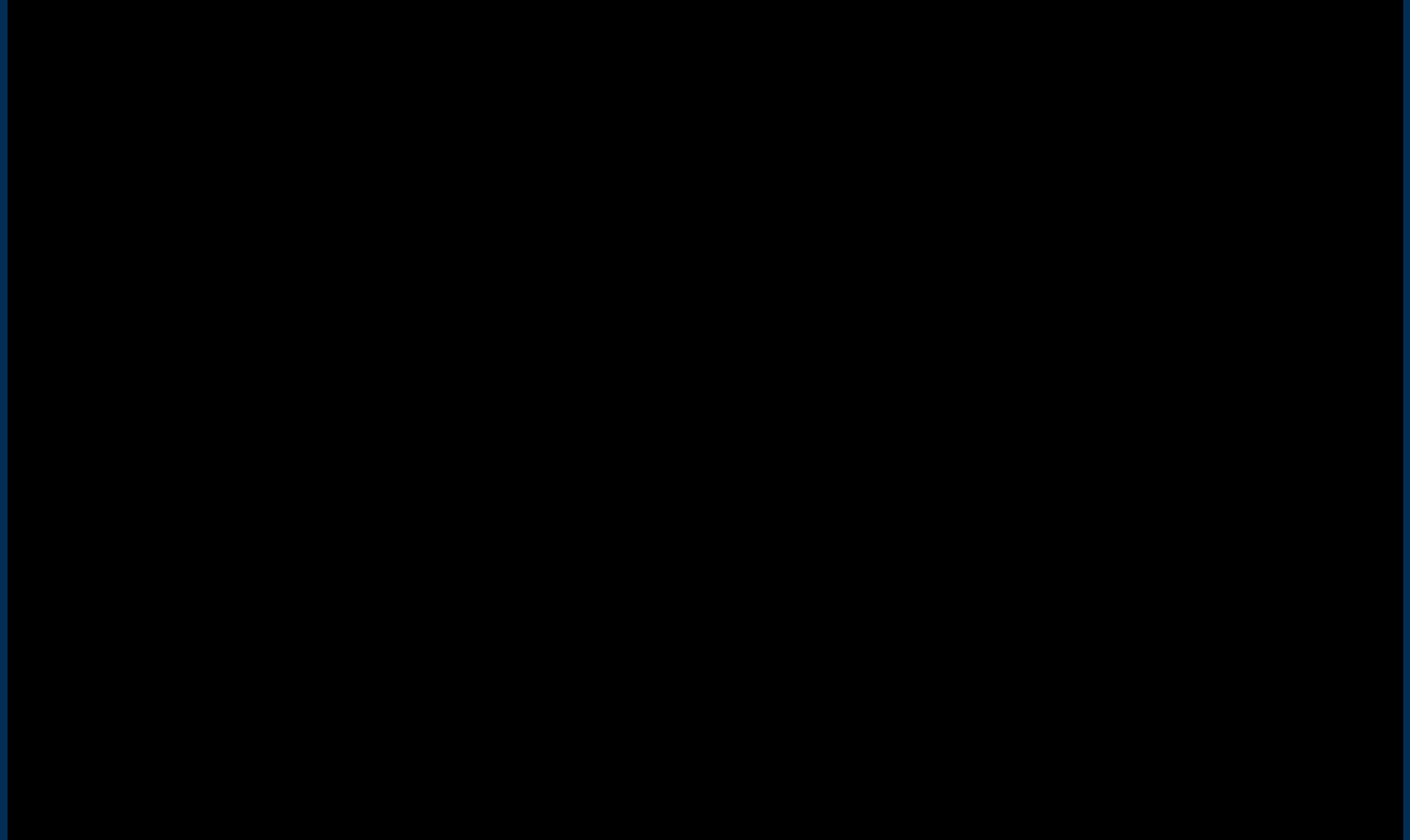
- **Public Affairs Award of Excellence “Film Fest Review” – Film/Video: Entertainment**
- **Public Affairs Award of Excellence “PBC Guide to Services” – Collateral: Book**
- **Public Affairs Award of Distinction “Green Dot Violence Prevention Program” – Websites: Activism**
- **Public Affairs received Award of Distinction “Palm Beach County Day” – Special Event**
- **Public Affairs received Award of Distinction “Palm Tran Trespass Ordinance” – Film/Video: Training**
- **Festival and Events awards Public Affairs 1stPlace for Tickets and Invitations “Palm Beach County Day 2017”**
- **The Urban Land Institute presented to Palm Beach County the 2015 Robert C. Larson Housing Policy Leadership Award for the County’s Workforce Housing Program.**

We are already outstanding....



- **Chamber of Commerce of the Palm Beaches Non-Profit of the Year/Arts & Culture – Cooperative Extension**
- **2016 Bernays Award Nonprofit/Charity Project for the Nature Connects: Art with LEGO© Bricks marketing campaign – Cooperative Extension**
- **FAU Pine Jog’s 2018 Environmental Organization of the Year Award – Cooperative Extension**
- **Florida ASLA (American Society of Landscape Architects) Design Award of Honor for Windows on the Floating World: Blume Tropical Wetland Garden – Cooperative Extension**
- **Unsolicited Landscape Design Award for Plantings at a Public Facility – Mounts Botanical Garden (MBG) Butterfly Garden – Cooperative Extension**

It's not over until WE WIN!!!!



So....how do we go from Outstanding to Excellent?



It all begins with the Mission and Vision of the organization....

Benefit: We know what we want to be and our goals and objectives are aligned to achieve it!



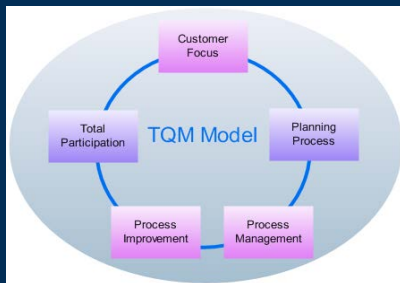
Who we are?

What do we want to become?

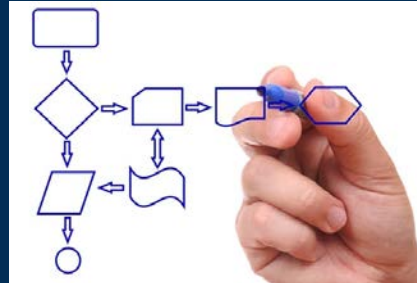
How will we achieve our vision?

How do we gauge success? → PERFORMANCE MANAGEMENT

Performance Management is the **integration** of Improvement Initiatives developed over decades...



Total Quality Mgmt.



Process Mapping



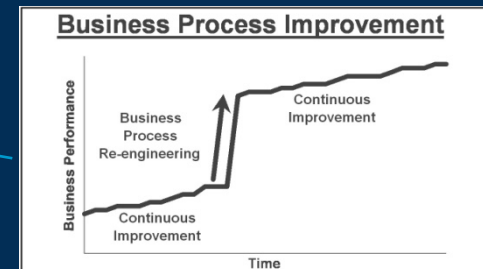
ISO 9000



Benchmarking



Quality Circles



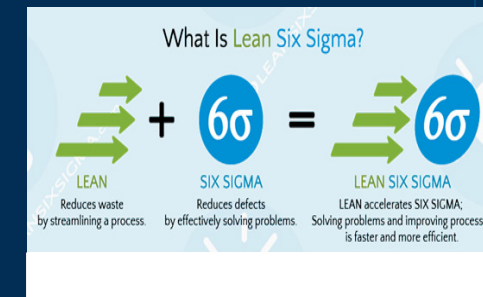
Business Process Re-Engineering



High Performance Teams

BALANCED SCORECARD - ENHANCE CUSTOMER EXPERIENCE									
Strategic objectives	KPI	Actual	Target	Status	Initiatives	Actual	Target	Status	
Revenue Growth	Revenue Growth %	99.8%	99.2%	🟢	8				
Customer Experience	Customer Satisfaction	7.8	8.0	🟡	8	Customer Satisfaction Survey	7%	8%	🟡
Operational Excellence	Order to Cash Process Throughput Time	90 Days	20 Days	🔴	8	Customer Service Channel	1 Day	10 Days	🟢
Partners with the Customer	Percentage Partner in Customer Partnership	75%	80%	🟡	8	Partner Program	4%	5%	🟢
Integrate Key Technologies	Number of Complete Partner On	100	100	🟢	8	CRM implementation program	2	1	🟢

Balanced Scorecards



Lean Six Sigma

Strategy & Performance Management requires employee engagement.. ***This is where most organizations fail...***



OUR CURRENT **VISION**

Think strategically and anticipate the future. Ensure that the decisions we make today will have lasting value.



We don't just do it. We do it Better!

How do we make a great Mission Statement.....



OUR CURRENT MISSION....needs streamlining

To continually improve, in the most cost effective manner, the services to our customers; protection of the overall public good, as guided by the policies of the Board of County Commissioners; and to achieve a recognized high level of public satisfaction for costs and quality of service. We will accomplish our mission by taking a leadership role in developing and presenting sound policy alternatives to the Board of County Commissioners, focusing continually on our customers' needs and expectations, recognizing limitations in resources, exploring creative and equitable revenue alternatives, responding capably and swiftly to changing priorities, investing in the behavioral and intellectual enhancement of our work force, and providing appropriate acknowledgement and rewards for superior performance.

Proposed: To drive a continuous improvement culture of excellence that achieves a recognizable high level of public satisfaction.



Let's revisit **FY 2013 Priorities** (June 11, 2012 Board Workshop) and **adopted FY 2019**

- Jobs
- Water Quality
- Ag Protection
- Environmental Protection
- Public Safety
- Funding Road Repair
- Improve Public Trust
- Housing in the glades
- Poverty
- Measure Effectiveness

FY 2019 PRIORITIES ADOPTED

- Economic Development
- Housing/Homelessness
- Environmental Protection
- Infrastructure
- Public Safety
- Heroin/Opioid Epidemic

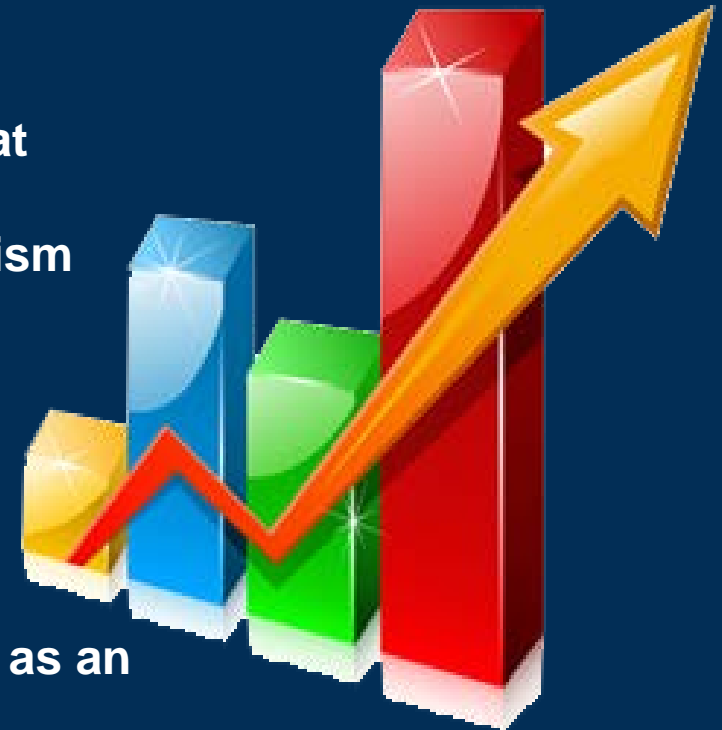
Any Changes??

STRATEGIC PRIORITY: **ECONOMIC DEVELOPMENT**

“To promote economic revitalization by driving the creation of employment opportunities while reducing disparities and improving quality of life for everyone.”

Economic Development Goals:

- **A stable and diversified economic base that maximizes inclusion of higher paying jobs**
- **Expanded domestic and international tourism**
- **Expanded trade and commerce**
- **Continue entrepreneurial development opportunities**
- **Revitalized communities and equitable opportunities**
- **for all**
- **Continue establishing Palm Beach County as an eco-tourism destination**
- **Create a Tourism Master Plan for PBC**
- **Maintain AAA Bond Rating**
- **Development of Equal Business Opportunities Office**



STRATEGIC PRIORITY: ECONOMIC DEVELOPMENT

POTENTIAL METRICS

- **Continue to decrease the unemployment rate in PBC**
- **Track annual average wage**
- **Increase the number of air passengers**
- **Increase the number of direct flight air passengers from key feeder cities**
- **Increase the number of small businesses**
- **Increase county-wide internships (invest in our youth)**
- **Real per capita income**
- **Parks & Recreation Capital Projects Completed**
- **Palm Beach County Labor Force Projections/Demographics**
- **Cost of Living**
- **Population year to year comparison**
- **The fiscal impact of multi-day sports and special events facilitated within our parks**
- **The number of jobs created through sports tourism**
- **Awards to S/M/WBE's**

STRATEGIC PRIORITY: HOUSING/HOMELESSNESS

“To promote the quality of life through targeted programs that address the housing and homelessness needs of the residents of Palm Beach County.”

Housing/Homelessness Goals:

- **Partnerships which overcome system issues that cause homelessness**
- **Healthy Communities**
- **Self-sufficiency**
- **Meet the basic needs of residents who are not housing sufficient (ability to obtain/maintain)**
- **Provide/encourage diverse and resilient supply of housing for all income levels**
- **Continue to utilize our libraries to support homeless needs**
- **Promote workforce housing**
- **Expand Homeless Resource Center Services and Capacity**



STRATEGIC PRIORITY: HOUSING/HOMELESSNESS

POTENTIAL METRICS

- Homelessness Rate Per Capita
- Number of Homeless compared to previous years
- Percentage of households experiencing cost burden that could lead to loss of residence
- Number of housing units accessible (affordable and available) to people who are homeless or at risk of homelessness
- Decreased number of residents paying more than 30 percent of their income on housing
- Client satisfaction of homeless resource centers (survey)
- Opioid/Heroin related homelessness
- Homeless usage of libraries

STRATEGIC PRIORITY: ENVIRONMENTAL PROTECTION

“To promote programs and activities that protect, preserve, and enhance natural resources while providing sustainable living and developing a climate of resilience.”

Environmental Protection Goals:

- Enhance and restore conservation lands and coastal habitats
- Reduce mosquito populations
- Protect drinking water quality
- Ensure environmental protection in site plan approvals
- Protect beaches
- Sustainability Awareness
- Energy efficient facilities
- Encourage public transit use and ride sharing
- Increase alternative fuel and clean energy sources
- Create more resilient communities
- Mitigate climate change impacts
- Promote clean energy job creation
- Design and construct 4 artificial reefs
- Storm water management and compliance



STRATEGIC PRIORITY: ENVIRONMENTAL PROTECTION

POTENTIAL METRICS

- **Maintain the County's inventory of 31,628 acres of natural area lands for invasive/ exotic vegetation at less than 1% coverage**
- **Maintain 166 miles of publically accessible trails in County natural areas**
- **Increase acreage of estuarine and freshwater habitats**
- **Maintain an 11 year moving average of greater than 1 million cubic yards of sand placed on beaches Countywide**
- **Inspect coastal facilities to achieve 90% compliance with sea turtle lighting ordinance**
- **Achieve 90% completion of mosquito control service requests within 5 days**
- **Achieve 95% compliance with storage tank regulations**
- **Annual community/government renewable energy usage**
- **Decrease per capita vehicle miles traveled**
- **Percent compliance with Resiliency and Sustainability in County Capital Projects**
- **Reduced per capita water demand**
- **Percent increase in restored habitat**

STRATEGIC PRIORITY: INFRASTRUCTURE POTENTIAL METRICS

- **The average annual traffic delay (during peak hours) due to traffic congestion**
- **Reduce peak period travel time on certain major corridors**
- **Increase travel time reliability on certain corridors**
- **Increase bus on-time performance**
- **Decrease traffic crashes and bicycle collisions**
- **Increase resident satisfaction with development and land use**
- **Maintain 100 percent compliance with drinking water standards**
- **Increase resident satisfaction with the appearance of neighborhoods**
- **Increased number of resilient public facilities available**
- **Increased resiliency of public shelters (including self-sufficiency)**
- **Use of unified sea level rise projections on applicable projects**
- **Library attendance/usage**

STRATEGIC PRIORITY: **PUBLIC SAFETY**

“To ensure a safe, secure and peaceful community”

Public Safety Goals

- **Reduced preventable deaths, injuries and property loss**
- **Work with Law Enforcement on Crime rate reduction**
- **Superior emergency response and disaster management**
- **Proactive planning/design for disasters**
- **Continue to address the needs and well-being of Victims**
- **Continue to provide stellar risk management services**
- **Continue to study disparities in the criminal justice system**
- **Proactively address issues facing our Youth**



STRATEGIC PRIORITY: PUBLIC SAFETY POTENTIAL METRICS

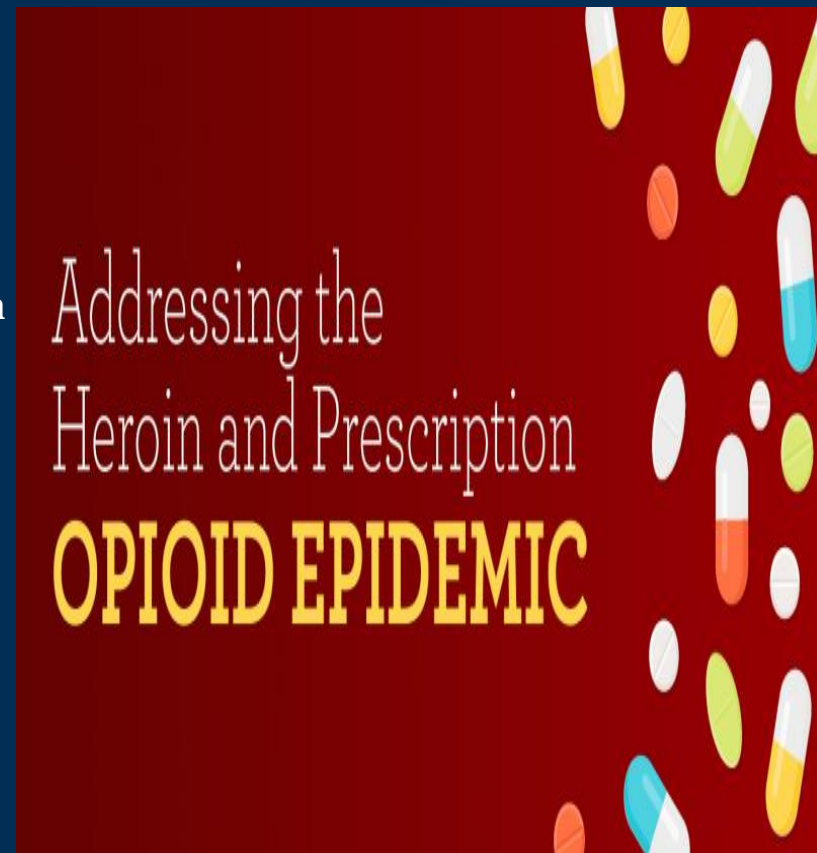
- **Work with Law Enforcement on reducing violent crime rate**
- **Emergency response time**
- **Jail population year to year**
- **Recidivism Rates**
- **Percentage of residents who say they are prepared for an emergency such as a hurricane or terrorist attack**
- **HIV Infection Rate**
- **Percentage of residents capable of sheltering in place**
- **Risk management incidents year to year comparison**
- **Comprehensive advocacy and therapy services per crime victim**
- **Crime victims served annually**
- **Victim services outreach activities annually (awareness events, presentations)**
- **Number trained annually on victimization, victim rights and/or response procedures**

STRATEGIC PRIORITY: HEROIN/OPIOID AND SUBSTANCE ABUSE EPIDEMIC

“To address the heroin/opioid and substance abuse crisis by providing evidence-based prevention, medication-assisted treatment, and recovery support services.”

Heroin/Opioid Epidemic Goals:

- Promote and seek best practices to reduce related deaths and overdoses
- Promote responsible prescription and use of opioid pain relievers
- Establish a coordinated, recovery-oriented system of care integrating the county addiction stabilization facility
- Promote ready access to quality, integrated and evidence/outcomes-based primary/behavioral health services
- Promote effective overdose and other drug prevention/education programs and sound public policy
- Promote and seek best practices to reduce related infectious diseases and medical complications
- Promote and seek best practices to reduce drug-related crime and licit/illicit supply



STRATEGIC PRIORITY: HEROIN/OPIOID AND SUBSTANCE ABUSE EPIDEMIC POTENTIAL METRICS

- **Primary drug of choice use among Palm Beach County middle and high school students**
- **Number of overdoses and naloxone deployments in Palm Beach County**
- **Number of hospital emergency room opioid and other drug related overdose admissions in Palm Beach County**
- **Number of reported cases of injected related infectious diseases**
- **Number of drug-related crimes and trafficking**
- **Number of drug intoxication deaths and percent related to opioids in Palm Beach County**
- **Number of opioid pain reliever prescriptions and amount of prescription drugs disposed of**
- **Number of and access to, quality, integrated and evidence/outcomes-based behavioral health care services**

Cross-Department Teams....Drive Implementation

*Different functional expertise working toward a **common goal**.*

Characteristics of High Performance Teams

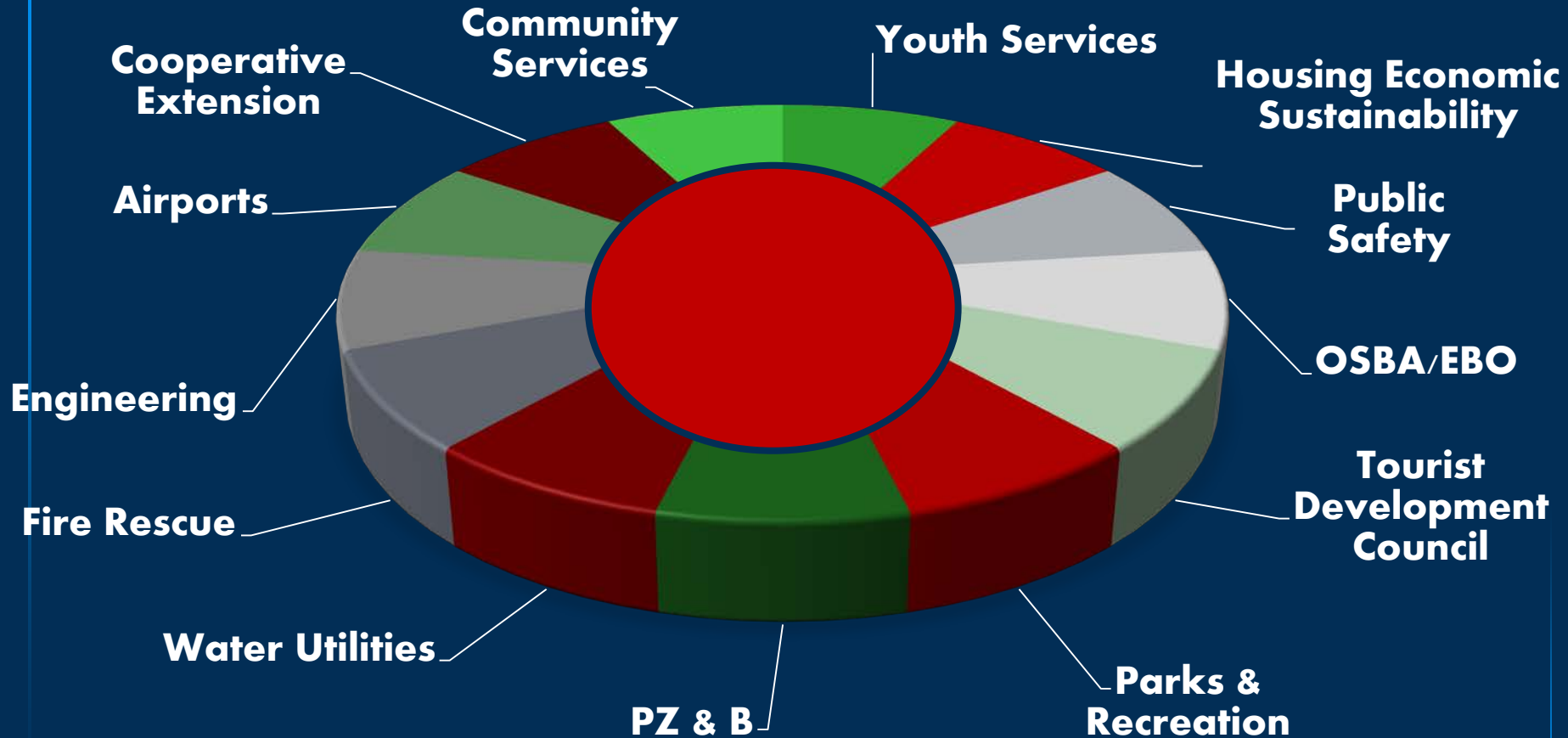


Building High Performance Teams.....



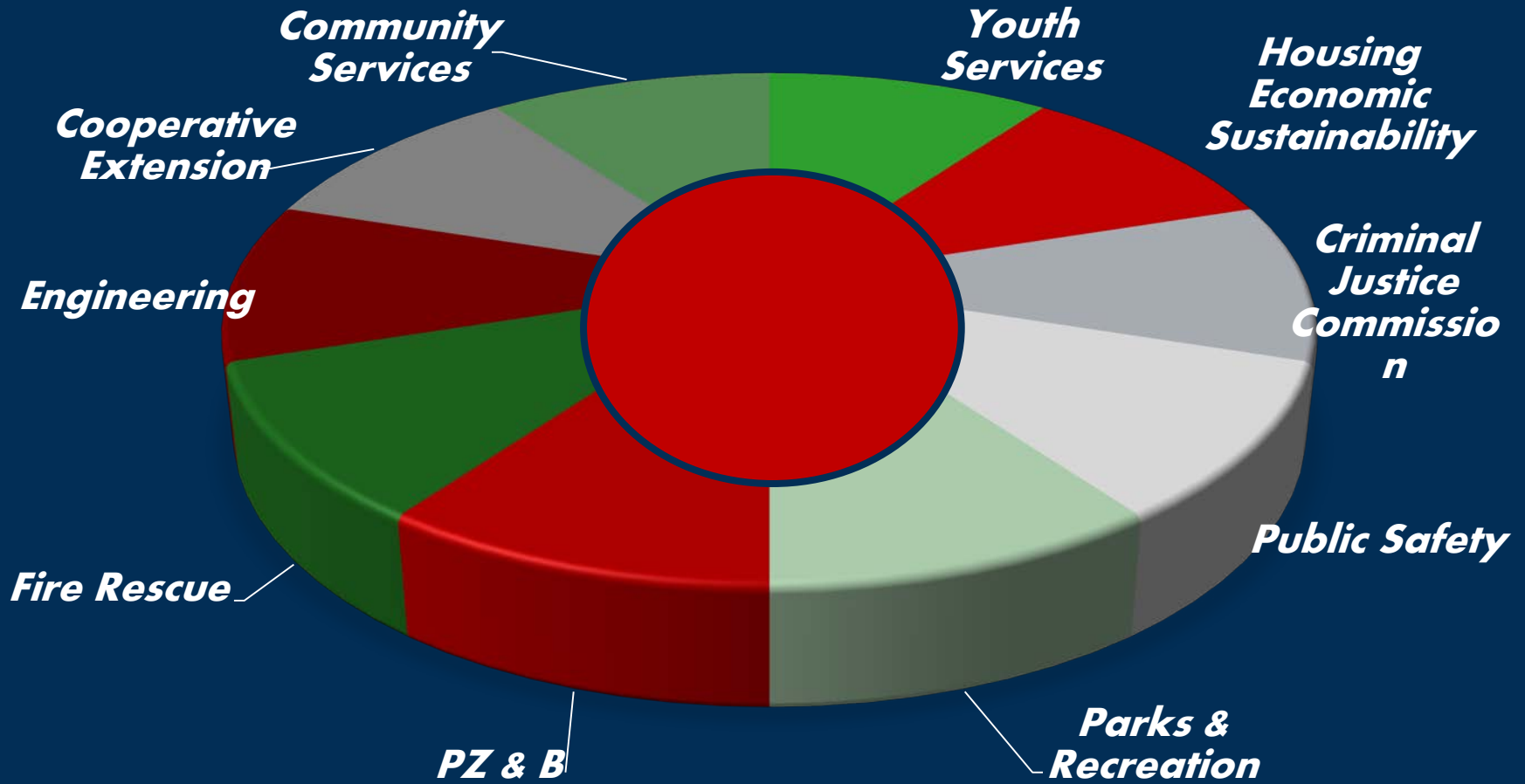
Strategic Priority: Economic Development

Team Leader & Departments to be finalized during Staff Workshop



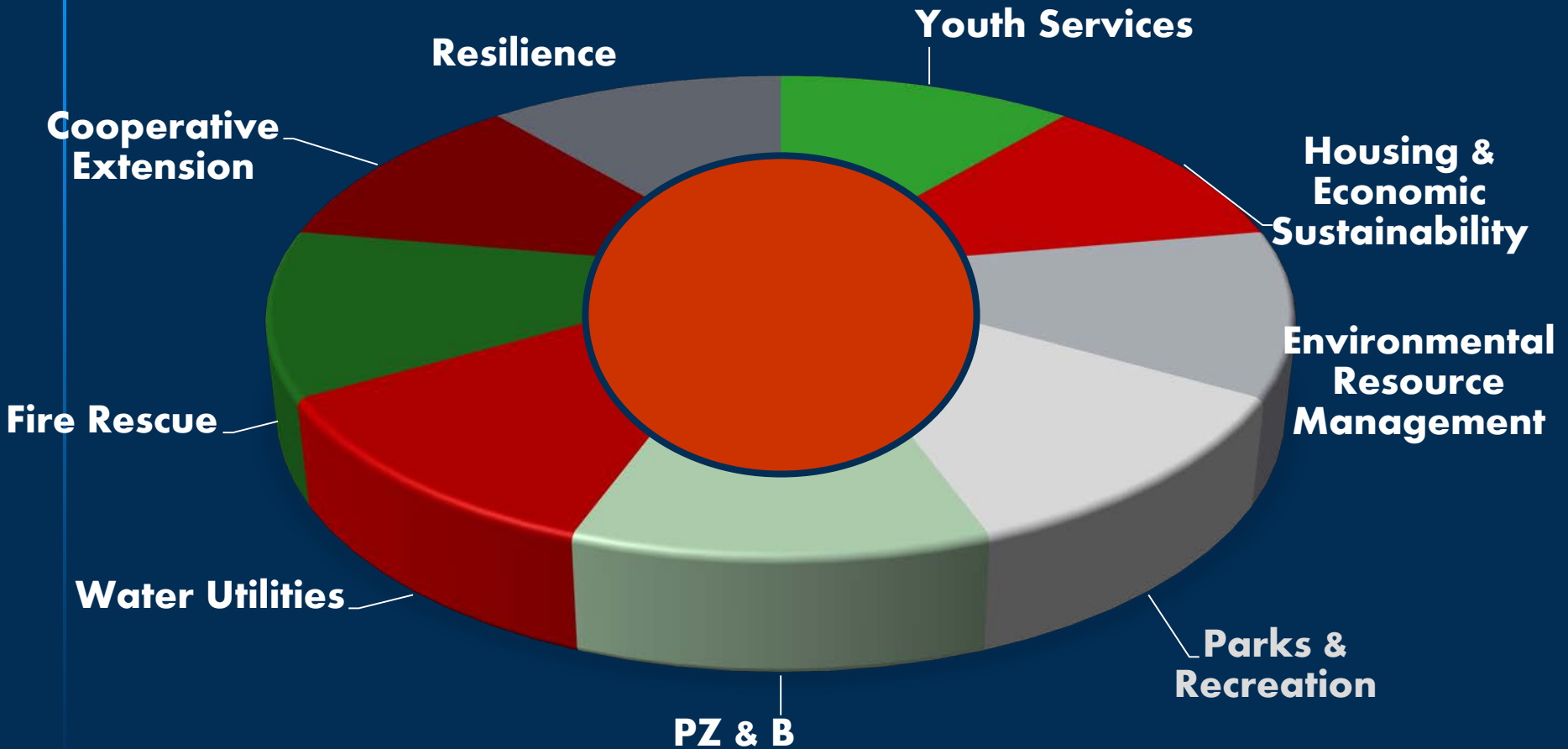
Strategic Priority : Housing / Homelessness

Team Leader & Departments to be finalized during Staff Workshop



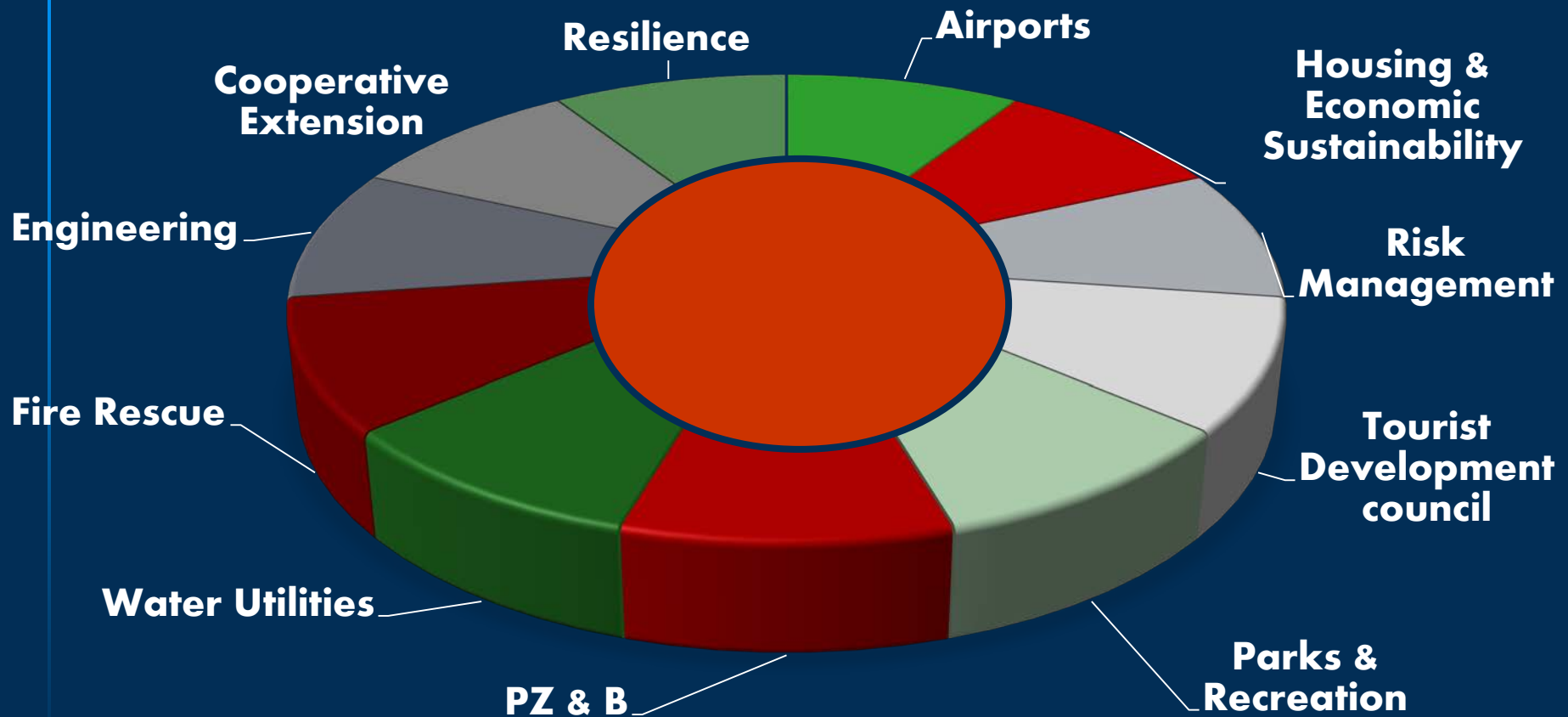
Strategic Priority: Environmental Protection

Team Leader & Departments to be finalized during Staff Workshop



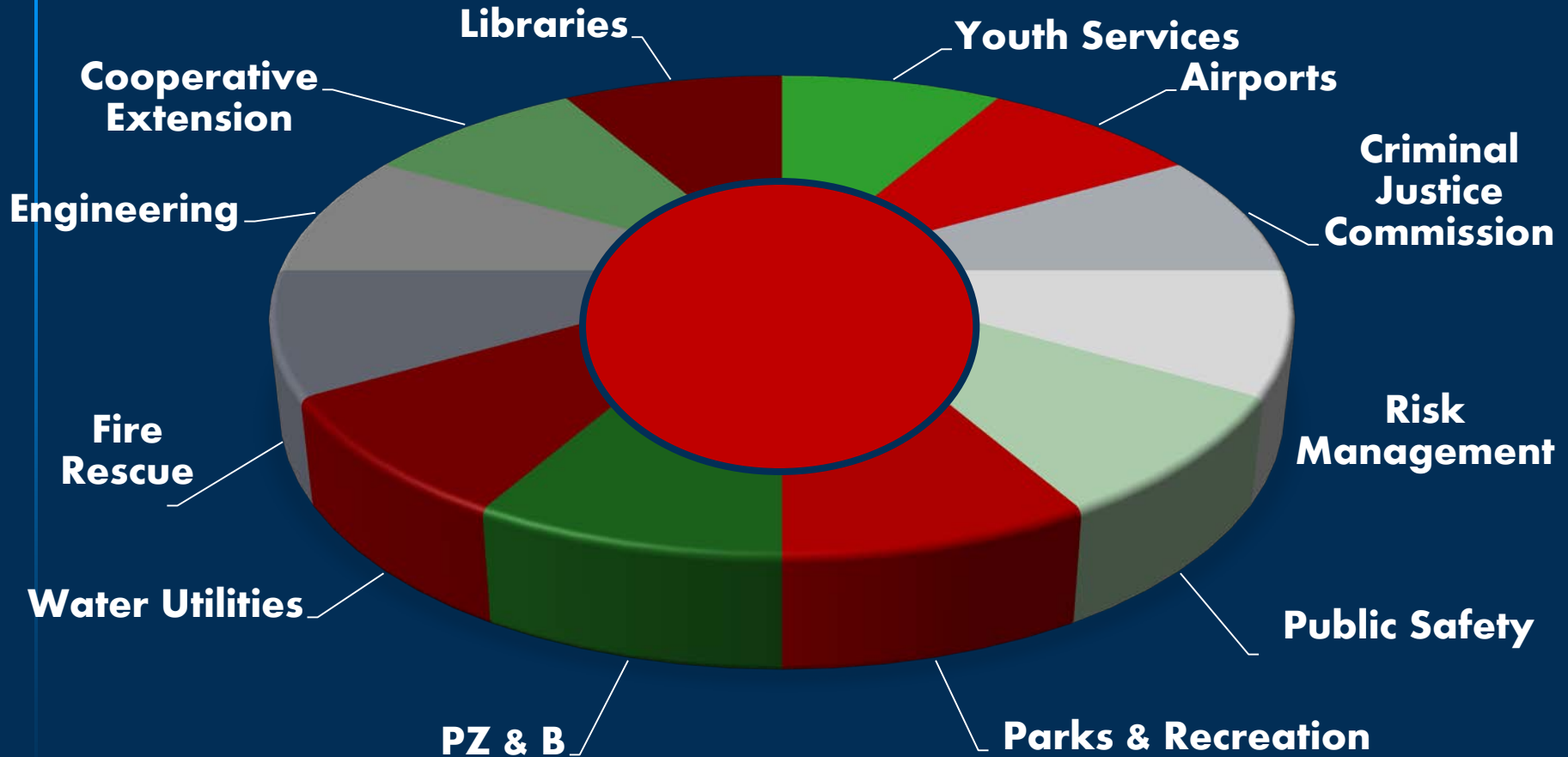
Strategic Priority: Infrastructure

Team Leader & Departments to be finalized during Staff Workshop



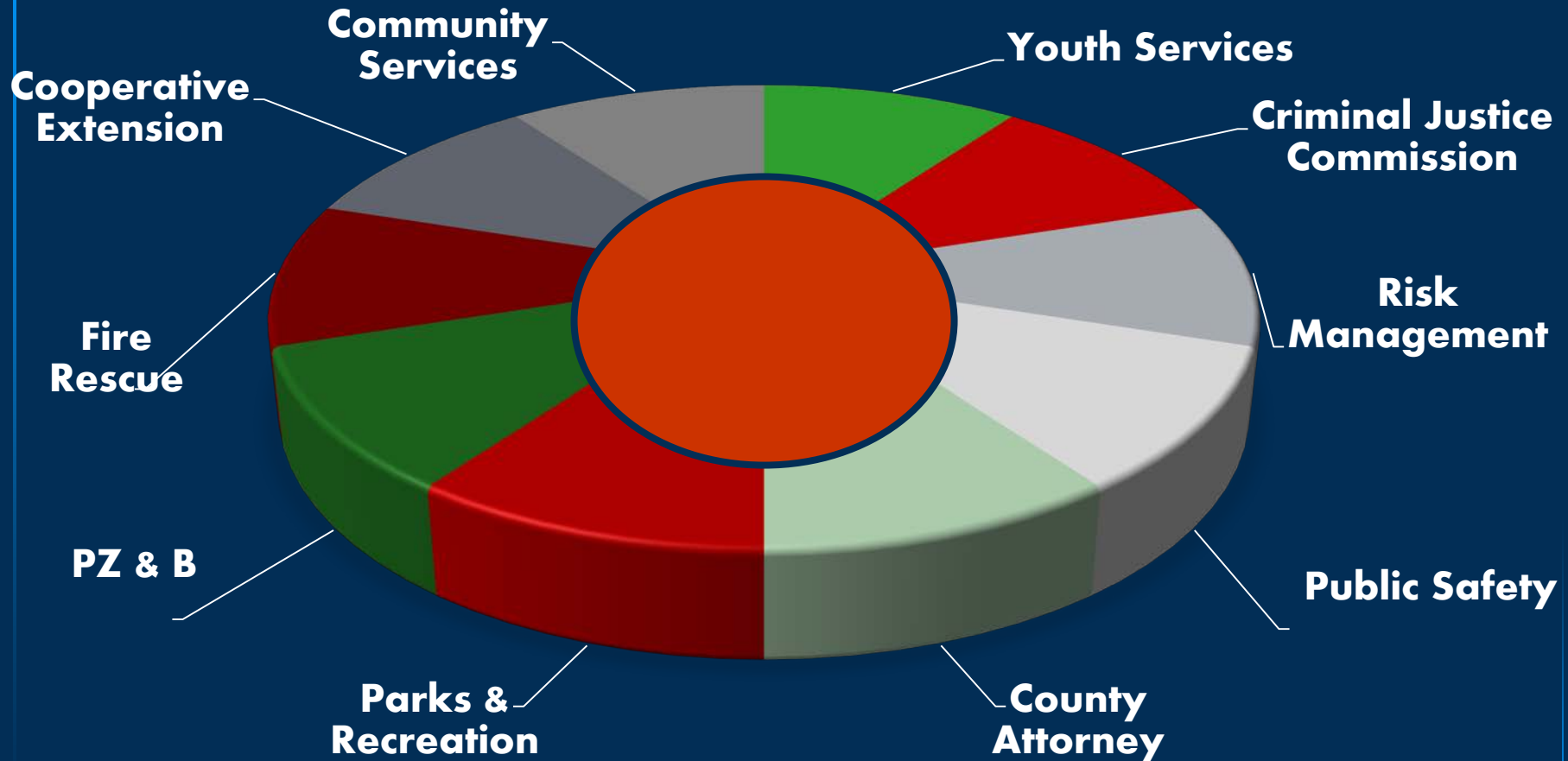
Strategic Priority: Public Safety

Team Leader & Departments to be finalized during Staff Workshop



Strategic Priority: Heroin / Opioid Epidemic

Team Leader & Departments to be finalized during Staff Workshop



THANK YOU!!

