

Charles County Board of Commissioners

GOALS & OBJECTIVES

For Fiscal Years 2016-2018



www.CharlesCountyMD.gov



CHARLES COUNTY COMMISSIONERS



Charles County is a Code Home Rule County governed by a five-member Board of County Commissioners. The five Commissioners are elected at-large to four year terms of office. The President is the presiding officer of the Board at meetings and hearings. The President may reside anywhere in the county. The other four Commissioners must each reside in a Commissioner District.

Peter Murphy President		
Debra M. Davis, Esq. Vice President & Commissioner, District 2		
Ken Robinson Vice President & Commissioner, District 1	Amanda M. Stewart, M.Ed Commissioner, District 3	Bobby Rucci Commissioner, District 4

Board Responsibilities

The Charles County Commissioners are responsible for:

- Generating revenues to fund the county's capital and operating budgets, as well as other county departments and agencies
- Providing for the public health, safety, and welfare of Charles County residents and visitors
- Adopting and updating the Charles County Comprehensive Plan, Land Use Plan, and Zoning Ordinance
- Overseeing the development process
- Establishing, promulgating, and enforcing County rules, regulations, ordinances, policies, and procedures
- Appointing boards, commissions, and task forces
- Fulfilling the mission of Charles County Government

GOAL 1:

Transformational Government

A. Management Best Practices

B. Automation and Technology

C. Customer Service

D. Transparency

1A. Management Best Practices

1. **County Attorney** — Maintain database, document, and manage responses to Public Information Act requests to ensure compliance.
2. **County Attorney** — Collaborate regularly with other jurisdictions.
3. **County Attorney** — Provide continuing education for attorneys, including successor planning and talent development.
4. **Emergency Services** — Maintain radio system reliability at 99.9%.
5. **Emergency Services** — Maintain radio system saturation at less than 40%.
6. **Emergency Services** — Improve the Tri-County Animal Shelter live release to intake ratio of adoptable/rescuable/reclaimable animals.
7. **Economic Development** — Integrate Waldorf Urban Redevelopment Corridor revitalization efforts into the Department of Economic Development to better leverage resources for business attraction, retention, and expansion.
8. **Economic Development** — Provide staff training on economic development.
9. **Economic Development** — Use county Human Resources Performance Evaluations to increase talent development.
10. **Economic Development** — Attend all International Economic Development Council, Maryland Economic Development Association, and Urban Land Institute meetings.
11. **Human Resources** — Research and stay current on Human Resources best practices.
 - a) Ensure a schedule for updating job descriptions with a focus on qualifications.
 - b) Increase amount of training conducted. Review training participation by department.
 - c) Explore ways to facilitate talent development and knowledge transfer at the department level. Encourage supervisors to develop individual and group training and development plans.
 - d) Implement Affordable Care Act reporting and ensure county compliance with federal mandates.
12. **Public Works** — Create training programs to encourage the use of modern management techniques, with emphasis on improving the department's mid-level managers' skills.
13. **Security** — Increase physical security at the Government Building main entrance and in the Commissioners' wing.

GOALS & OBJECTIVES

Fiscal Years 2016 to 2018

GOAL 1: CONTINUED

Transformational Government

A. Management Best Practices

B. Automation and Technology

C. Customer Service

D. Transparency

1B. Automation and Technology

1. **County Attorney** — Utilize Legal Files software to track and document day-to-day activities on individual projects.
2. **Emergency Services** — Control the ratio of sustained to non-sustained complaints related to Animal Control Field Services.
3. **Emergency Services** — Control the ratio of false alarms to registered accounts.
4. **Economic Development** — Obtain, implement, and use the best and most affordable data research tools. Develop accurate, up-to-date data and research to inform economic development strategy and decision-making and improve systems for tracking and reporting customer interaction and program activity.
5. **Human Resources** — Begin efforts to procure a Human Resources Information System.
6. **Human Resources** — Complete historical record electronic archiving.
7. **Human Resources** — Implement online performance management software to replace existing paper-based system.
8. **Human Resources** — Utilize online recruiting software for part-time and Court system employees.
9. **Human Resources** — Implement online onboarding software to streamline new employee orientation procedures.
10. **Fiscal and Administrative Services** — Increase efficiencies within County Government through automation improvements, including addressing needs in Planning and Growth Management's processes and Fiscal and Administrative Services' tax billing procedures.
11. **Public Works** — Continue automation and technology advancements to further improve efficiency and dependability of county-owned operating infrastructure.

1C. Customer Service

1. **County Attorney** — Maintain customer service training standards.
2. **Economic Development** — Ensure the service delivery system is designed to assist business expansion, retention, and attraction.
3. **Economic Development** — Attract business investment and job growth, and work toward building an effective economic development ecosystem. Grow the county's commercial tax base.
4. **Human Resources** — Reintroduce Customer Service Standards with subsequent mandatory training.
 - a) Conduct internal marketing campaign on quality customer service.
 - b) Conduct communications training (catabolic vs. anabolic and appreciative inquiry).

5. **Fiscal and Administrative Services/County Administration** — Renegotiate the current Cable Franchise Agreement due to expire in FY17 to be as advantageous to the county citizens as possible.
6. **Planning and Growth Management** — Process citizen petitions requesting the acquisition and management of private utility systems, in the most efficient means possible.
7. **Public Works** — Improve and enhance existing infrastructure by proactively pursuing funding sources and seeking out efficient techniques to improve preventive maintenance programs and completion of ongoing capital improvement projects.

1D. Transparency

1. **All Departments** — Keep existing files current on the county website: www.CharlesCountyMD.gov.
2. **Community Services** — Communicate and educate the community on Community Services' programs and initiatives and their respective funding sources.
3. **County Administration** — Maintain Boards and Commissions websites by posting pertinent data in a timely manner.
4. **Economic Development** — Establish clear and concrete economic development action items and work plans. Participate and support the development of an economic development ecosystem in Charles County (five-year process).
5. **Economic Development** — Open communications and establish an accountability process to ensure transparency.
6. **Fiscal and Administrative Services** — Maintain existing link for Transparent Government on the county website: www.CharlesCountyMD.gov.
7. **Public Works** — Improve transparency with customers and citizens with an objective of effectively communicating the true value of the services provided.

GOAL 2:

Promote Quality of Life and Resources

A. Optimize Cultural Heritage and Historic Assets

B. Promote Community Wellness

2A. Optimize Cultural Heritage and Historic Assets

1. **County Attorney** — Support departments in their efforts to identify and establish strategy acquire property to encourage tourism.
2. **Economic Development** — Work with Tourism to define Charles County as a destination. Market and strategically promote Charles County as a highly desirable and unique business location.
3. **Economic Development** — Help define best, realistic, and reasonable use for county assets from an economic development perspective.
4. **Tourism** — Complete the tourism branding project, including: selecting the branding firm; assisting the consultant with planning the branding process; assisting the consultant with scheduling public meetings and outreach; obtaining County Commissioners' approval.
5. **Tourism** — Develop a short-term strategy for Charles County historic sites, including: Tourism product development (tours/interpretation) and event development (events held at historic sites).
6. **Tourism** — Continue to identify event development opportunities that will attract out-of-town visitors.
7. **Public Works** — Work with all partners and the community to support Mallows Bay obtaining the National Marine Sanctuary designation.

2B. Promote Community Wellness

1. **Community Services** — Determine priorities and future program sustainability of grant-dependent Aging and Senior Programs Division programs and services, in preparation for the new Waldorf Senior Center. Evaluation to include: program and service offerings and their associated fees and charges, value quantification of free services and programs, and seeking and applying for new grant opportunities.
2. **County Attorney** — Support departments in their efforts to promote community wellness by promptly reviewing proposals, agreements, and coordination efforts.
3. **Emergency Services** — Maintain the Emergency Medical Services dispatch reflex time of 90 seconds or less.
4. **Emergency Services** — Ensure Emergency Medical Services crews arrive on scene within nine minutes or less, 90% of the time.
5. **Emergency Services** — Ensure 911 calls are processed and dispatched within two minutes or less, 90% of the time.
6. **Economic Development** — Promote community wellness from an economic development perspective through job creation and investment. Seek or pursue opportunities to attract commercial investment to Charles County.

GOALS & OBJECTIVES

Fiscal Years 2016 to 2018

7. **Economic Development** — Increase business investment, grow the commercial tax base, and increase high-paying jobs in the county.
8. **Economic Development** — Assist business expansion by identifying markets and clusters that are a best fit for the county.
9. **Economic Development** — Create a “healthy” business ecosystem that supports entrepreneurial activity and allows residents to innovate, grow, and enjoy work-life balance.
10. **Fiscal and Administrative Services** — Identify and recommend funding sources for capital infrastructure, specifically for school renovations and the County Government communication system replacement.
11. **Planning and Growth Management** — Promote the development of hiker-biker trails including, but not limited to, the Pope’s Creek Rail Trail and the Cross-County Connecting Trail.
12. **Public Works** — Reduce injury and property damage rates by placing additional emphasis on participating with and improving countywide and industry-specific safety programs.
13. **Safety** — Decrease workers compensation-related lost time days by 3% in the department with the largest losses.

GOAL 3:

Establish a Cohesive, Sustainable Community through Collaboration

A. Transportation

B. Sustainable and Equitable Growth

C. Engaged Workforce

3A. Transportation

1. **Community Services** — Develop and phase in a five-year plan beginning in FY17 to make ADA compliant bus stop improvements at all VanGO public transit stops.
2. **Community Services** — Continue to analyze and assess VanGO Public Transit routes to ensure local transportation needs are met across all sections of Charles County.
3. **County Attorney** — Support Planning and Growth Management and Public Works in their efforts to identify and establish strategies to further public infrastructure (roads, sewer, and storm water).
4. **Economic Development** — Integrate Waldorf Urban Redevelopment Corridor revitalization efforts into the Department of Economic Development.
5. **Economic Development** — Increase internal collaboration with other county departments.
6. **Economic Development** — Advocate for transportation infrastructure that serves and encourages county commerce.
7. **Human Resources** — Update county teleworking policy, and work with departments to increase use.
8. **Planning and Growth Management** — Ensure the county's Adequate Public Facilities Ordinance is achieving the intended goals it was designed to meet, including the adequacy of public roads.

3B. Sustainable and Equitable Growth

1. **Economic Development** — Grow the county's commercial tax base.
2. **Fiscal and Administrative Services** — Identify and recommend funding sources for capital infrastructure specifically for school renovations and a communication system replacement.
3. **Planning and Growth Management/Emergency Services** — Ensure the county's Adequate Public Facilities Ordinance is achieving the intended goals it was designed to meet, for the adequacy of public water, sewer systems, rural fire suppression water supply, and school capacity.
4. **Planning and Growth Management** — Achieve adoption of the Comprehensive Plan.
 - a) Support appropriate growth in the proper locations.
 - b) Protect the county's sensitive natural resources.
 - c) Promote historic revitalization efforts.
5. **Public Works** — Improve and enhance existing infrastructure by proactively pursuing funding sources and seeking out efficient techniques to improve preventive maintenance programs and completion of ongoing capital improvement projects.

3C. Engaged Workforce

1. **All Departments** — Create training programs to encourage the use of “best practices” management techniques, with particular emphasis on improving the skills of the department’s mid-level managers.
2. **All Departments** — Increase efficiencies within county government through automation improvements.
3. **County Attorney** — Develop project teams, including attorneys and staff, to increase teamwork.
4. **County Attorney** — Review positions in the department and re-evaluate positions to enhance growth within the department.
5. **Economic Development** — Participate in building the best possible workforce in support of employers by collaborating with businesses and partners.
6. **Economic Development** — Create and maintain a well-educated/trained workforce through ongoing collaboration with the College of Southern Maryland Corporate Center and Charles County Public Schools to identify workforce needs and opportunities.
7. **Human Resources** — Implement mid-level manager training to supplement existing leadership academy. Enhance management support for employee participation.
8. **Human Resources** — Continue to provide cost-effective benefits programs for county employees and retirees, including wellness initiatives and resources that encourage healthier lifestyle choices. Focus on taking excellent wellness initiatives and crafting a cohesive strategy to make the program sustainable, innovative, and results-oriented.
9. **Human Resources** — Review employee survey and identify specific actions to address employee concerns. Continue to research and evaluate low/no cost incentives. Review data to determine department-level satisfaction and potential interventions.
10. **Human Resources** — Continue to conduct outreach to the community and other agencies to increase the diversity of applicant pools.
11. **Human Resources** — Develop and implement a cost savings/process improvement program through the Human Resources Employee Committee to improve overall governmental efficiency.

GOAL 4:

Governance Leadership

A. Transparency

B. High-Performance, Data-Driven Government

C. Financial Stewardship

D. Legislation

4A. Transparency

1. **All Departments** — Keep existing files current on the county website: www.CharlesCountyMD.gov.
2. **County Attorney** — Continue to provide timely and efficient responses to Public Information Act requests.
3. **Economic Development** — Develop a transparent, open, and accountable county five-year strategic economic development plan, Competitive Realities Report, and department restructuring.
4. **Economic Development** — Report progress to the community at regular intervals.
5. **Media Services** — Promote the “Get Connected” campaign by enhancing public awareness of the various means for the citizens of Charles County to get connected to news, events, and programs offered by Charles County Government.
6. **Public Works** — Improve transparency with customers and citizens with an objective of effectively communicating the true value of the services provided.

4B. High-Performance, Data-Driven Government

1. **County Attorney** — Increase use of Legal Files to maintain all documents and information relevant to topics.
2. **Economic Development** — Develop accurate, up-to-date research that enhances economic development strategy and decision-making.
3. **Economic Development** — Keep website up to date with the most current data related to business and workforce information.
4. **Economic Development** — Maintain state-of-the-art website to maximize engagement with site selectors and business attraction opportunities.
5. **Human Resources** — Based on identified needs, re-establish intern program to support performance data-driven government.
6. **Fiscal and Administrative Services** — Increase efficiencies within county government through automation improvements.
7. **Planning and Growth Management** — Process, review, and approve development and building permit applications in a timely, efficient manner to support improved tax base, and to promote a fair regulatory climate for business and high quality of life for Charles County citizens.
8. **Planning and Growth Management** — Ensure the quality of neighborhoods and businesses by proper inspection of infrastructure, buildings and signs, as well as supporting the Nuisance Board on property maintenance concerns.

9. **Public Works** — Continue automation and technology advancements to further improve tracking of performance and use the information collected through asset management programs to develop benchmarks and track performance measures.

4C. Financial Stewardship

1. **County Attorney** — Reduce cost of consultants by expanding knowledge base of associates and staff.
2. **Human Resources** — Monitor and analyze retirement programs with a focus on funding levels and sustainability.
3. **Economic Development** — Ensure Economic Development's budget is aligned with the department's goals and objectives. Restructure the Department of Economic Development to ensure its ability to implement the strategic action plan (this may include budgetary and staff realignment).
4. **Economic Development** — Economic analyses on incentives to demonstrate return on investment to the county.
5. **Fiscal and Administrative Services** — Enhance financial custodianship by upgrading financial software/hardware.
6. **Fiscal and Administrative Services** — Provide analysis as needed regarding state-wide comparative fiscal matters, including tax burdens.
7. **Fiscal and Administrative Services** — Provide adequate review of fiscal notes submitted for land development.
8. **Fiscal and Administrative Services** — Prepare fiscal notes for all appropriate requests to the County Administrator/Board of County Commissioners.
9. **Planning and Growth Management** — Provide effective and efficient planning, administration, and project oversight of capital improvement projects.
10. **Public Works** — Improve and enhance existing infrastructure and insure designs of new facilities utilize efficient equipment, techniques, and processes that will optimize efficiency to reduce or sustain costs.

4D. Legislation

1. **County Attorney** — Work with departments to identify and track local and statewide legislative proposals that may have an impact on Charles County.
2. **Economic Development** — Submit legislation to County Commissioners for consideration.
3. **Economic Development** — Advocate for legislation that supports and fosters the entrepreneurial ecosystem.
4. **Economic Development** — Identify and remove as appropriate regulatory barriers to businesses.

CHARLES COUNTY COMMISSIONERS



Equal Opportunity County

Charles County Government

P.O. Box 2150 • 200 Baltimore Street • La Plata, Maryland 20646
301-645-0550 • 301-870-3000 • MD Relay Service: 7-1-1 • Relay TDD: 1-800-735-2258

Learn more at...

www.CharlesCountyMD.gov



Mission Statement

The mission of Charles County Government is to provide our citizens the highest quality service possible in a timely, efficient and courteous manner. To achieve this goal, our government must be operated in an open and accessible atmosphere, be based on comprehensive long- and short-term planning and have an appropriate managerial organization tempered by fiscal responsibility. We support and encourage efforts to grow a diverse workplace.

Vision Statement

Charles County is a place where all people thrive and businesses grow and prosper; where the preservation of our heritage and environment is paramount; where government services to its citizens are provided at the highest level of excellence; and where the quality of life is the best in the nation.