

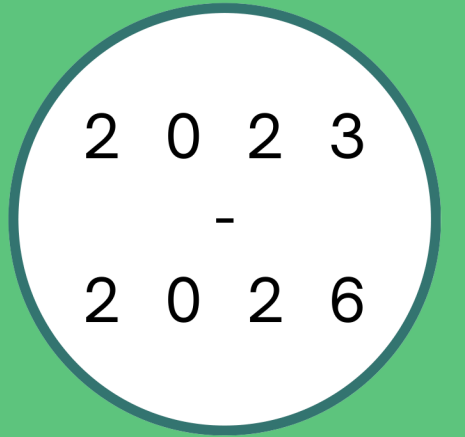
Commissioners' Goals & Objectives

December 5, 2023

Deborah E. Hall, CPA
Acting County Administrator

Katharine Giacalone
President, Giacalone & Associates LLC

Executive Leadership Team



Agenda

Opening Remarks

- Welcome
- Introduction of Participants

Process

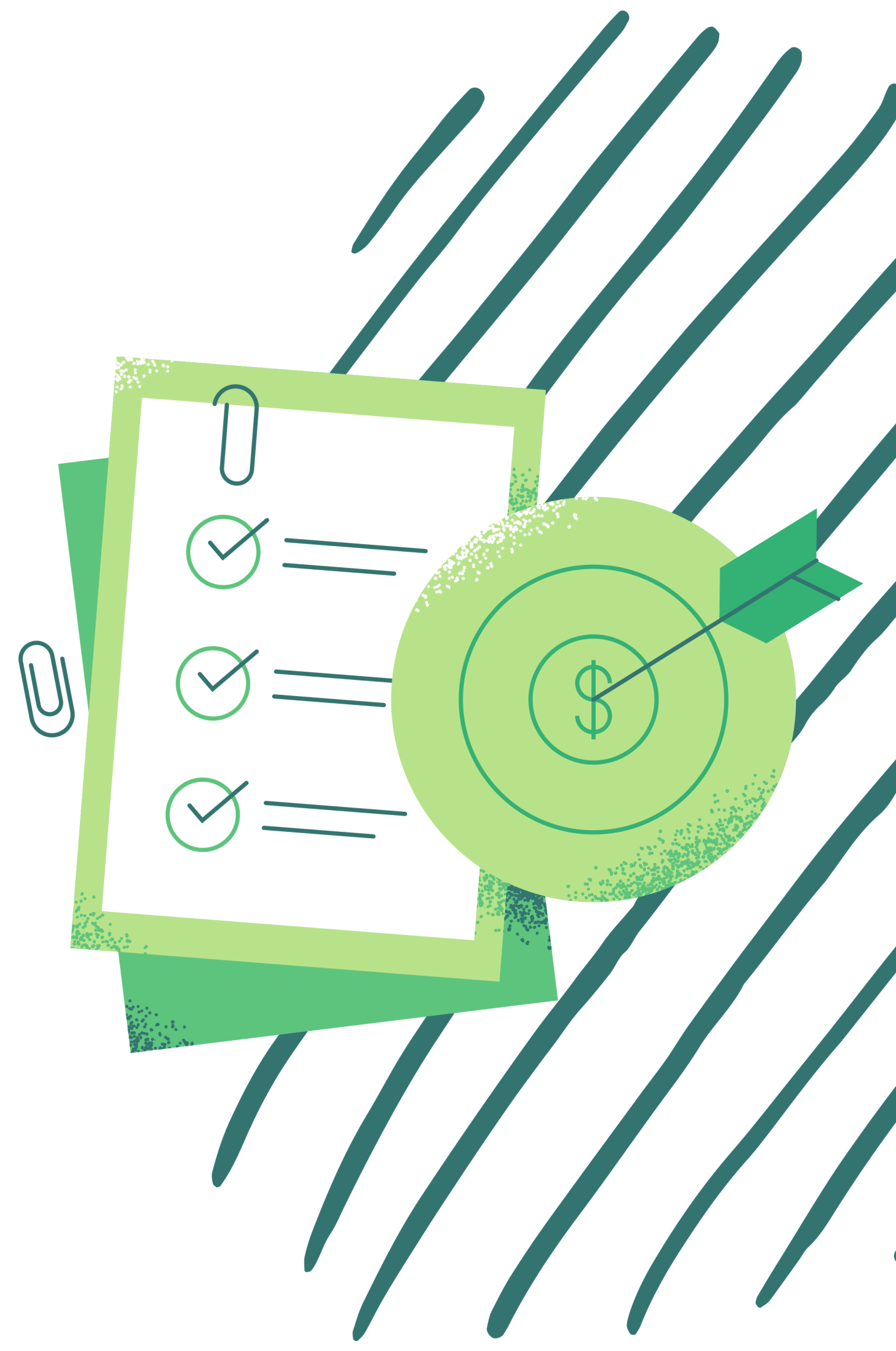
- Areas of Consideration
 - Election Platforms
 - Community Feedback
 - DEI
- ELT Retreat

Focus Area Briefings

- Presentations
 - Definition
 - High-Level Goals
 - Objective
- Feedback & Discussion

Wrap Up

- Overall Feedback
- 2024 Schedule



Executive Leadership Team

➔ **Jenifer Ellin**
County Administration

➔ **Wes Adams**
County Attorney's Office

➔ **Dina Barclay**
Community Services

➔ **Alexis Blackwell**
Human Resources

➔ **Kelli Beavers**
Recreation, Parks & Tourism

➔ **Carol DeSoto**
Clerk to the Commissioners

➔ **Jacob Dyer**
Fiscal & Administrative Services

➔ **Jason Groth**
Planning & Growth Management

➔ **Jennifer Harris**
Media Services

➔ **Martin Harris**
Public Works

➔ **Crystal Hunt**
Commissioners' Office

➔ **Michelle Lilly**
Emergency Services

➔ **Renesha Miles**
Chief Equity Officer

➔ **Kelly Robertson-Slagle**
Economic Development

Consultant

KATHY G.

- ◆ Dubbed The Corporate Nanny™ and has over 25 years of corporate experience.
- ◆ Known for her honest and direct communication style.
- ◆ Her business includes executive coaching, training, speaking, and consulting.

- ◆ Approaches challenges as your partner and trusted advisor.
- ◆ Drives to achieve results through a customized, straightforward approach.
- ◆ Has served as a consultant for several County departments.
- ◆ Selected to assist with this process because of her existing familiarity with our organization and her decades of real-world experience.



Areas of Consideration



Election Platforms



Community Feedback

Second Quarter 2023 Data

Topic	Charles County	Comparable Areas in Maryland	National
Availability of affordable housing	31%	35%	39%
Availability of jobs that pay a living wage	21%	38%	41%
Ease of getting around by public transportation	19%	42%	45%
Sense of community among residents	28%	44%	49%
Acceptance of residents of all backgrounds	51%	59%	59%
Overall cleanliness and maintenance	36%	54%	57%

% satisfaction

Community Feedback

Second Quarter 2023 Data

Topic	Charles County	Comparable Areas in Maryland	National
Sense of overall safety	30%	58%	30%
Quality of parks and recreational amenities	47%	58%	59%
Quality of waste and recycling services	49%	59%	58%
Availability of a variety of art and cultural events	18%	40%	18%
Ease of the permit and zoning process	21%	34%	42%

% satisfaction

Commitment to Diversity, Equity & Inclusion

Questions for Evaluation of Goals

- 1 What **challenge** or **opportunity** is this addressing or responding to?
- 2 How will it **benefit** the intended population? What ripple effects might **help** the community at large?
- 3 What **time** and **resources** are allocated to talk to and learn from those that will be affected?

ELT Retreat

- Two-day retreat in August 2023
- Held offsite at the Velocity Center in Indian Head
- Assigned teams based on knowledge and expertise and selected spokesperson
- Discussed and defined each Focus Area
- Big-picture goals & SMART objectives



Focus Areas

Economic Development

Kelly Robertson-Slagle
Economic Development

Quality of Life

Kelli Beavers
Recreation, Parks & Tourism

Emergency Preparedness, Response & Safety

Michelle Lilly
Emergency Services

Resiliency & Sustainability

Martin Harris
Public Works

Institutional Governance

Jacob Dyer
Fiscal & Administrative Services

Feedback & Discussion

What did you
hear that you
liked the most?

What questions
of clarifications
do you have?

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Economic Development

Definition

Accelerating business development, attraction, retention, and expansion in key / targeted industry sectors.

Economic Development

GOAL 1

OBJECTIVES

Research and catalog an economic development asset inventory to promote County assets and resources that support effective business attraction efforts.

- A)** Assemble project team, develop scope and overall goals of project, and compile asset inventory.
- B)** Assess strengths and weaknesses of current assets and identify gaps.
- C)** Analyze linkages and possible opportunities between assets.
- D)** Create and disseminate Economic Development Asset Inventory.

GOAL 2

OBJECTIVES

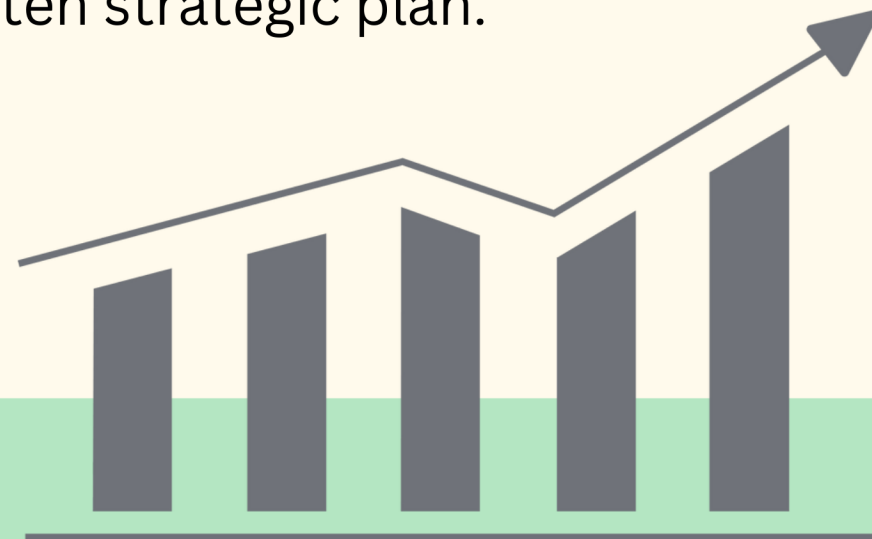
Leverage opportunities created by increased federal DOD funding of Energetics research, development, and manufacturing.

- A)** Support the creation of a new Aviation Business Park zoning category.
- B)** Strengthen coordination with the Town of Indian Head to support and identify resources for economic and commercial development.
- C)** Develop and deploy marketing strategy to maximize exposure of the Western Charles County Technology Corridor.

Economic Development

GOAL 3 Complete a comprehensive economic development strategic plan to spur investment and development while supporting retention and attraction of businesses, entrepreneurs, and talent.

- OBJECTIVES**
- A) Define - Begin project start up activities.
 - B) Discover - Work with consultant on data collection.
 - C) Develop - Create, review, and approve.
 - D) Deploy - Adopt written strategic plan.



GOAL 4 Collaborate across departments to improve the speed, consistency, and predictability of the Development Review Process.

- OBJECTIVES**
- A) Develop a business model for regulatory services designed around meeting established service levels.
 - B) Foster a culture of open communication and engagement among the development industry, economic development, County review staff, and decision-makers.
 - C) Work with growing industries to ensure that County ordinances and processes keep pace.

Feedback & Discussion

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Quality of Life

Definition

Creating space for community, leisure, and wellness activities, along with social supports, to enhance the experiences of residents and visitors.

Quality of Life

GOAL 1

OBJECTIVES

Create a policy to promote safe, quality, and affordable housing across a range of income brackets to meet the needs of our residents.

- A)** Provide financial support for affordable housing projects through tools such as tax incentives or development cost offsets.
- B)** Develop a communications strategy for the Housing Choice Voucher program enrollment and leasing deadlines.
- C)** Revise the zoning code to incorporate regulatory measures that manage, encourage, and incentivize affordable housing.

GOAL 2

OBJECTIVES

Provide community services, programs, and supports for seniors, families, and children.

- A)** Expand programming at senior and recreational facilities to provide more inclusive, diverse, and accessible activities for residents.
- B)** Plan and host inter-generational events at senior centers to improve engagement and mentoring between older adults and youth.



Quality of Life

GOAL 3

Ensure broad access to public transportation.

OBJECTIVES

- A)** Use public feedback and demand to develop a strategy to market VanGo and the bus locator and determine system-wide improvements.
- B)** Advocate for and support all efforts for the Southern Maryland Rapid Transit (SMRT) project.



GOAL 4

Provide diverse recreation, outdoor, and tourism opportunities for residents and visitors.

OBJECTIVES

- A)** Maintain and update parks, trails, historic sites, and recreation facilities for active and passive use.
- B)** Increase leisure opportunities within the County to offer diverse and unique experiences.
- C)** Actively engage the community to collect feedback on short- and long-range plans for recreation facilities, pools, parks, and programs.

Feedback & Discussion

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Emergency Preparedness, Response & Safety

Definition

“Answering the call to connect our community to critical life-impacting services alongside our volunteer fire / EMS, law enforcement, and other response partners.”

Emergency Preparedness, Response & Safety

GOAL 1

OBJECTIVES

Coordinate and collaborate with fire/ EMS, law enforcement, and other response partners.

- A)** Maintain and enhance relationships with response partners through bi-weekly leadership meetings.
- B)** Develop performance standards and accountability that measure the ability to provide cohesive system-wide emergency services.
- C)** Provide yearly training and triennial emergency exercises.

GOAL 2

OBJECTIVES

Recruit, train, support, and retain emergency services personnel.

- A)** Expand the internal academy to include an EMT training program.
- B)** Create professional development pathways including a paid EMT to Paramedic certification (Paid Paramedic Education Program).
- C)** Provide support specific to the needs of the emergency services workforce for employees physical and mental health and wellness.

GOAL 3

OBJECTIVES

Provide high-quality service during emergent and non-emergent times of need.

- A)** Meet or exceed national standards for timely and appropriate resource allocations to emergency calls.
- B)** Oversee the construction of the Pinefield EMS Station to meet the needs of the community.
- C)** Align resources to correlate the demand for service, infrastructure capability, resource availability, and response force effectiveness.



Feedback & Discussion

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Resiliency & Sustainability

Definition

Protecting and securing our natural resources, environment, infrastructure, and assets for future generations.

Resiliency & Sustainability

GOAL 1

Assure and enhance water supply and infrastructure to support continued advancement.

OBJECTIVES

- A)** Implement the alternative water source resource plan in a phased approach in order to diversify the water sources for the public supply.
- B)** Plan, develop, and implement resilient water infrastructure.
- C)** Implement strategies to reduce sanitary sewer overflows in order to have 0 NPDES violations for wastewater treatment plants.

GOAL 2

Develop plans, policies, and strategies to bolster adaptation, resilience, and mitigation to the impacts of climate change.

OBJECTIVES

- A)** Evaluate aging storm water and wastewater infrastructure while accounting for increased volumes and intensities of storms, accidents, and weather events.
- B)** Design and construct the community storm water mitigation priority projects established by the Resilience Authority.
- C)** Increase the use of renewable energy for County buildings and vehicles.

Resiliency & Sustainability

GOAL 3

Establish a sustainable, vibrant, urban and suburban environment while preserving rural landscapes and character.

OBJECTIVES

- A)** Increase outreach and education on land preservation programs.
- B)** Implement and promote sense of place, public amenities, and culture within the Waldorf Urban Redevelopment Coordinator (WURC).
- C)** Advance the development of a multi-modal transportation network that supports a variety of mobility options, enhances pedestrian safety, and increases access to jobs and amenities.

GOAL 4

Beautify Charles County through efforts to reduce pollution, expand recycling, and implement community engagement initiatives.

OBJECTIVES

- A)** Expand the “Keep Charles County Beautiful” initiative through partnerships with the Maryland State Highway Administration and the Charles County Public Schools.
- B)** Improve Countywide waste diversion rates through programs such as “iRecycle Smart,” “Bikes for the World,” mattress recycling, and food scrap drop off.



Feedback & Discussion

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Institutional Governance

Definition

Collaborating with County employees, agencies, and the community to manage operations more effectively, efficiently, and responsibly.

Institutional Governance

GOAL 1 OBJECTIVES

Invest in and develop a diverse, highly skilled, and motivated workforce.

- A)** Create recruitment and retention opportunities that keep us competitive with comparable jurisdictions.
- B)** Provide training opportunities in areas such as leadership, DEI, and job-specific skills.
- C)** Address the organization's short term and long term space needs to accommodate our growing workforce.



GOAL 2 OBJECTIVES

Maintain the highest level of fiscal responsibility.

- A)** Maintain the AAA bond rating with all three major bond credit rating agencies.
- B)** Collaborate with departments and partner agencies (ex: Board of Education, Sheriff's Office) to provide funding at an equitable level to meet their obligation to the community.
- C)** Procure, implement, and support the software and hardware technology resources that meet the County's needs while maintaining the highest level of security.

Institutional Governance

GOAL 3

Review and update policies and procedures on a regular basis for adequacy, relevance, and applicability.

OBJECTIVES

- A)** Develop a template or checklist to ensure policy-making processes and procedures reflect DEI consideration.
- B)** Identify, select, and analyze opportunities for process improvement in order to streamline and simplify.
- C)** Review and update regulatory documents, codes, ordinances, and best practices on an established schedule.

GOAL 4

Promote accessible and transparent government operations.

OBJECTIVES

- A)** Engage with residents to inform and solicit input via social media, surveys, videos and podcasts, and the Citizens Academy program.
- B)** Increase the availability of online resources and information regarding services available to the community.
- C)** Work with the cross-departmental work group to promote and disseminate information in a strategic and timely manner across a variety of platforms.

Feedback & Discussion

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Next Steps

2024 Presentation Schedule*

January & February - Finalize Performance Measures		March 19	April 23
May 21	June 25	July 23	August Break
September 24	October 29	November 19	December Break

*schedule is tentative and subject to change

