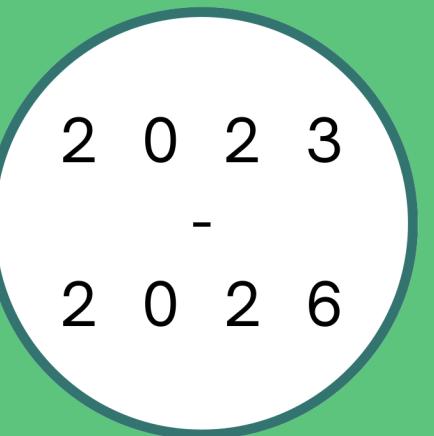


Commissioners' Goals & Objectives

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

→ **Alexis Blackwell**
Human Resources

→ **Jacob Dyer**
Fiscal & Administrative Services

→ **Martin Harris**
Public Works

→ **Renesha Miles**
Chief Equity Officer

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

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

→ **Jason Groth**
Planning & Growth Management

→ **Crystal Hunt**
Commissioners' Office

→ **Kelly Robertson-Slagle**
Economic Development

→ **Dina Barclay**
Community Services

→ **Carol DeSoto**
Clerk to the Commissioners

→ **Jennifer Harris**
Media Services

→ **Michelle Lilly**
Emergency Services

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



Broadband
Arts Center
SMRT Quality of Life
Lower Commute Times
Industrial Development
Affordable Housing
Workforce Housing
High-End Restaurants
Commercial Development
Economic Development
Public Schools
Transportation
Amenities for Underserved
WURc
Agriculture Business
Food Stability
Shopping
Agricultural Preservation

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

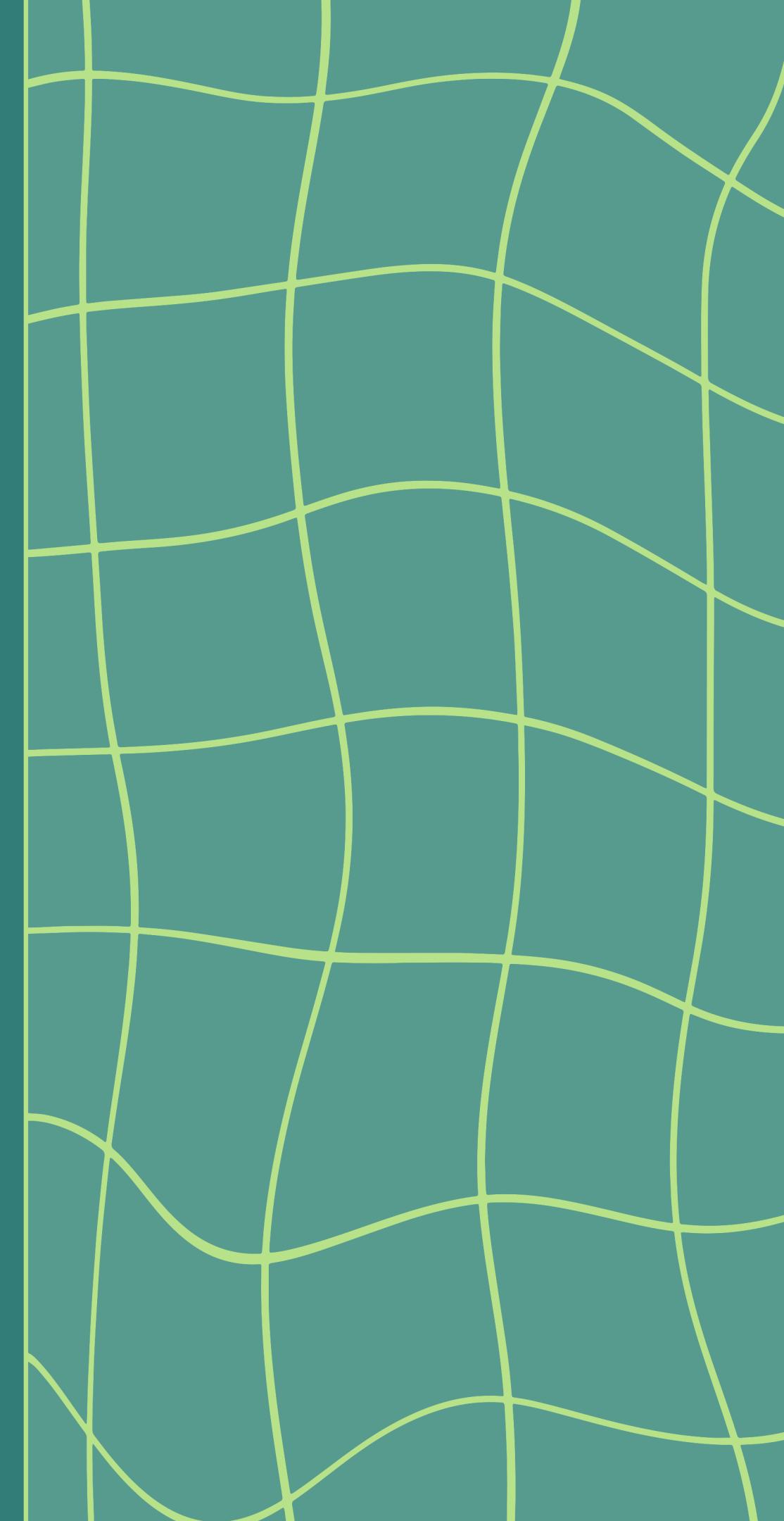
Topic	Charles County	Comparable Areas in Maryland	National
Sense of overall safety	30%	58%	30%
Quality of parks and recreational amenities	47%	58%	59%
Quality of waste and recycling services	49%	59%	58%
Availability of a variety of art and cultural events	18%	40%	18%
Ease of the permit and zoning process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

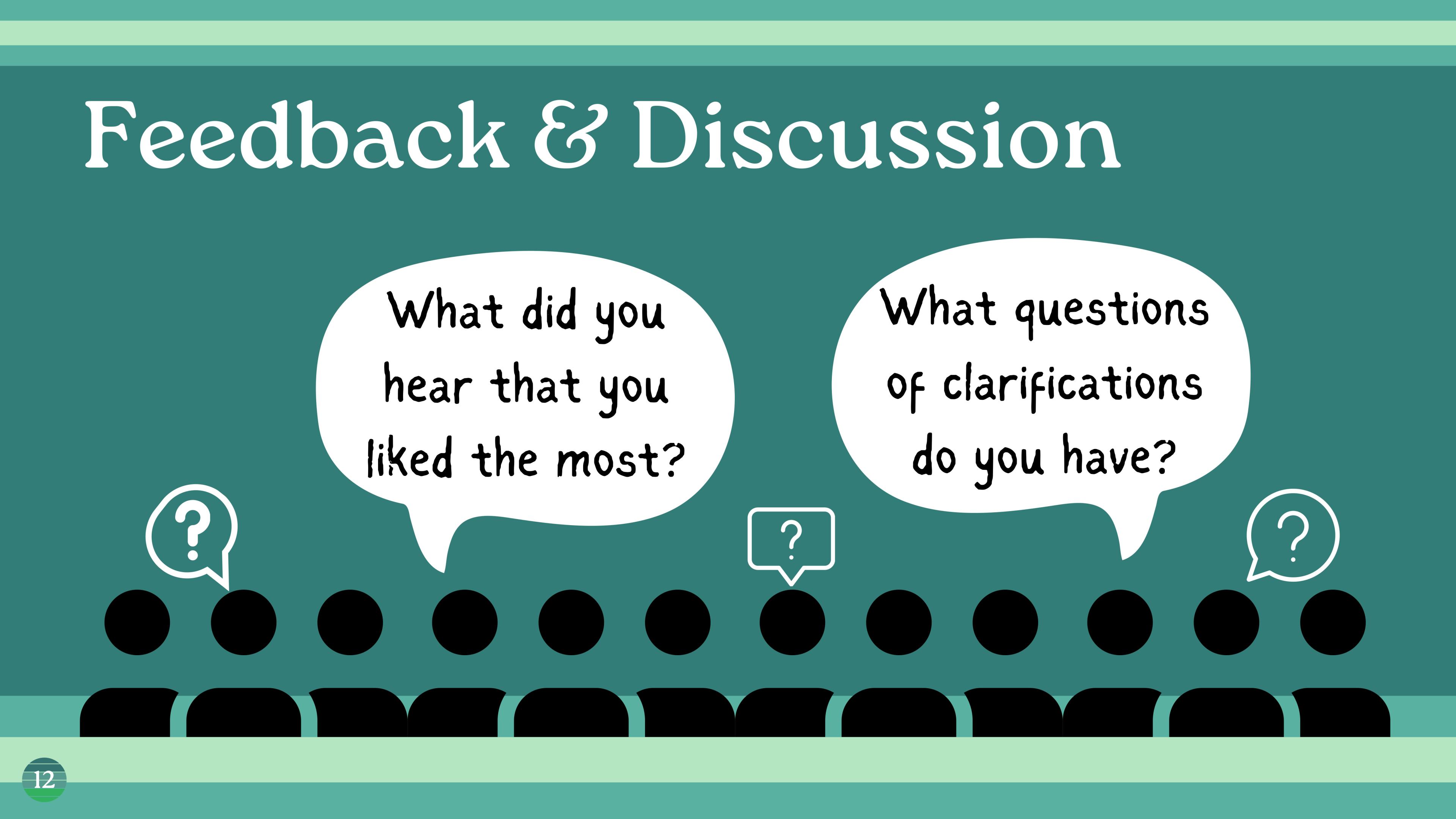
Resiliency & Sustainability

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?

Economic Development

Definition

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

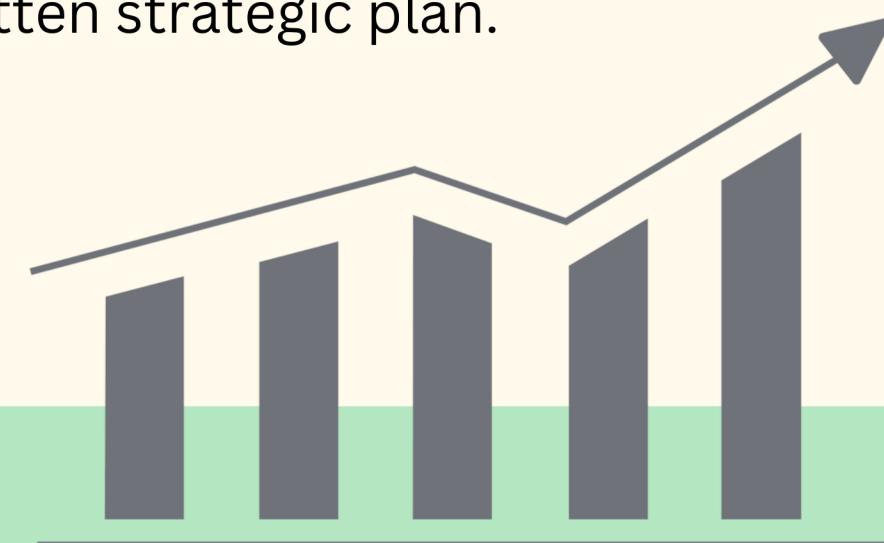
Economic Development

OBJECTIVES	GOAL 1	GOAL 2
	<p>Research and catalog an economic development asset inventory to promote County assets and resources that support effective business attraction efforts.</p> <ul style="list-style-type: none">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.	<p>Leverage opportunities created by increased federal DOD funding of Energetics research, development, and manufacturing.</p> <ul style="list-style-type: none">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.

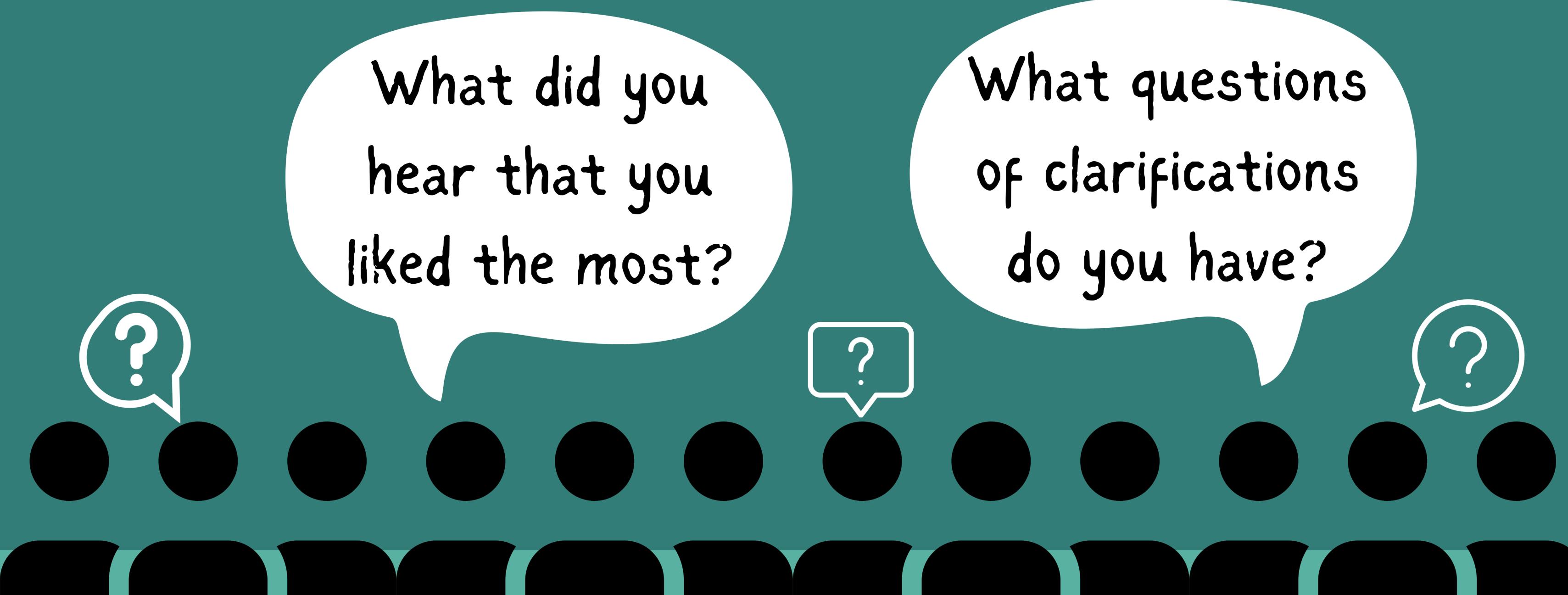
- S** A) Define - Begin project start up activities.
- B) Discover - Work with consultant on data collection.
- C) Develop - Create, review, and approve.
- D) Deploy - Adopt written strategic plan.



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

- S** 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



What did you
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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 OBJECTIVES

Ensure broad access to public transportation.

- 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.

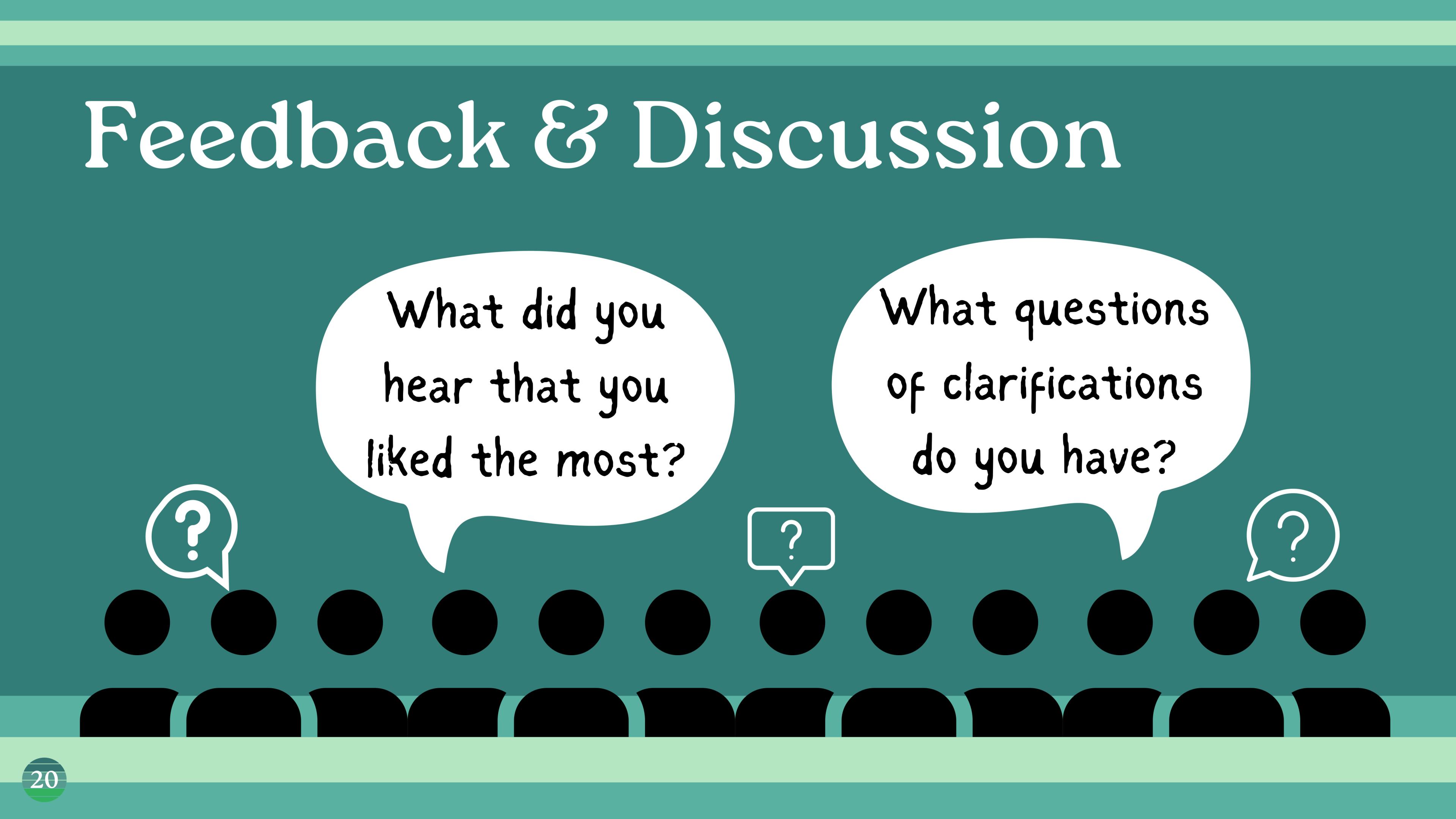


GOAL 4 OBJECTIVES

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

- 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

OBJECTIVES

GOAL 1 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.



OBJECTIVES

GOAL 2 Recruit, train, support, and retain emergency services personnel.

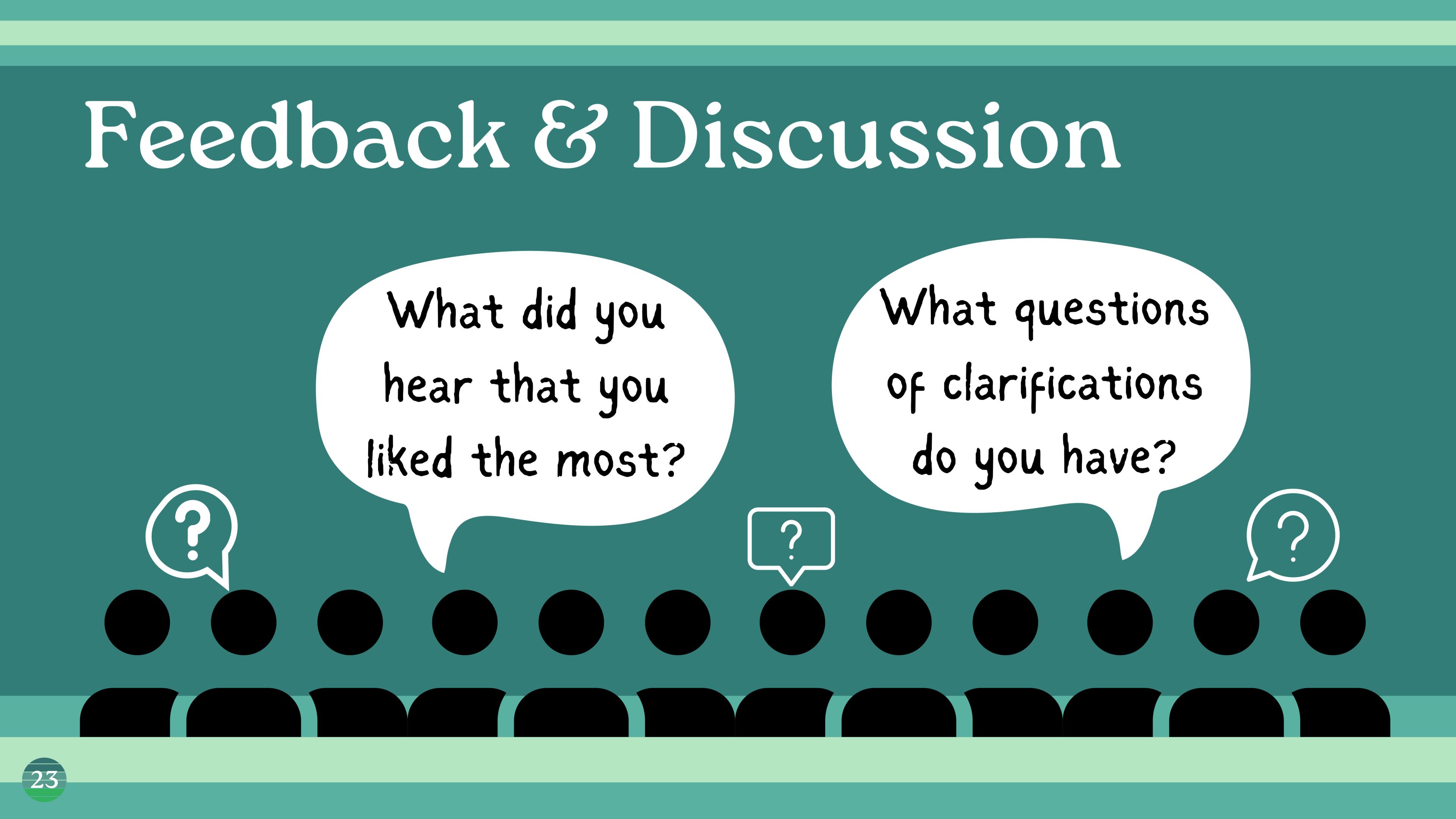
- A)** Expand the internal academy to include an EMT training program.
- B)** Create professional development pathways including a paid EMT to Paramedic certification (Paid Paramedic Education Program).
- C)** Provide support specific to the needs of the emergency services workforce for employees physical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

OBJECTIVES

GOAL 3 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

OBJECTIVES

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

- 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

OBJECTIVES

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

- 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.

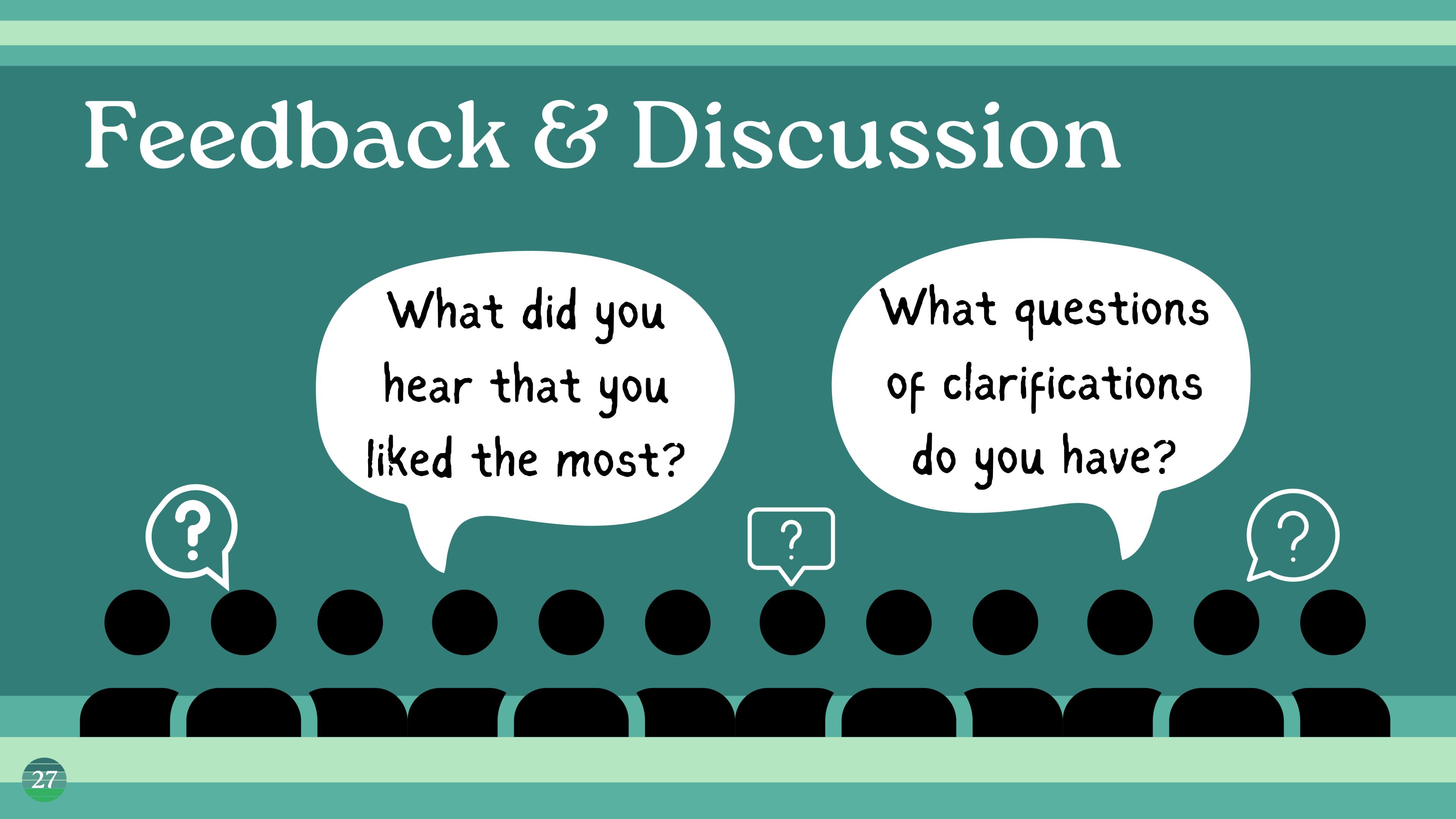
Resiliency & Sustainability

GOAL 3	Establish a sustainable, vibrant, urban and suburban environment while preserving rural landscapes and character.
OBJECTIVES	<ul style="list-style-type: none">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	<ul style="list-style-type: none">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

OBJECTIVES GOAL 1

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.



OBJECTIVES GOAL 2

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

3 GOAL

OBJECTIVES

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

- 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.

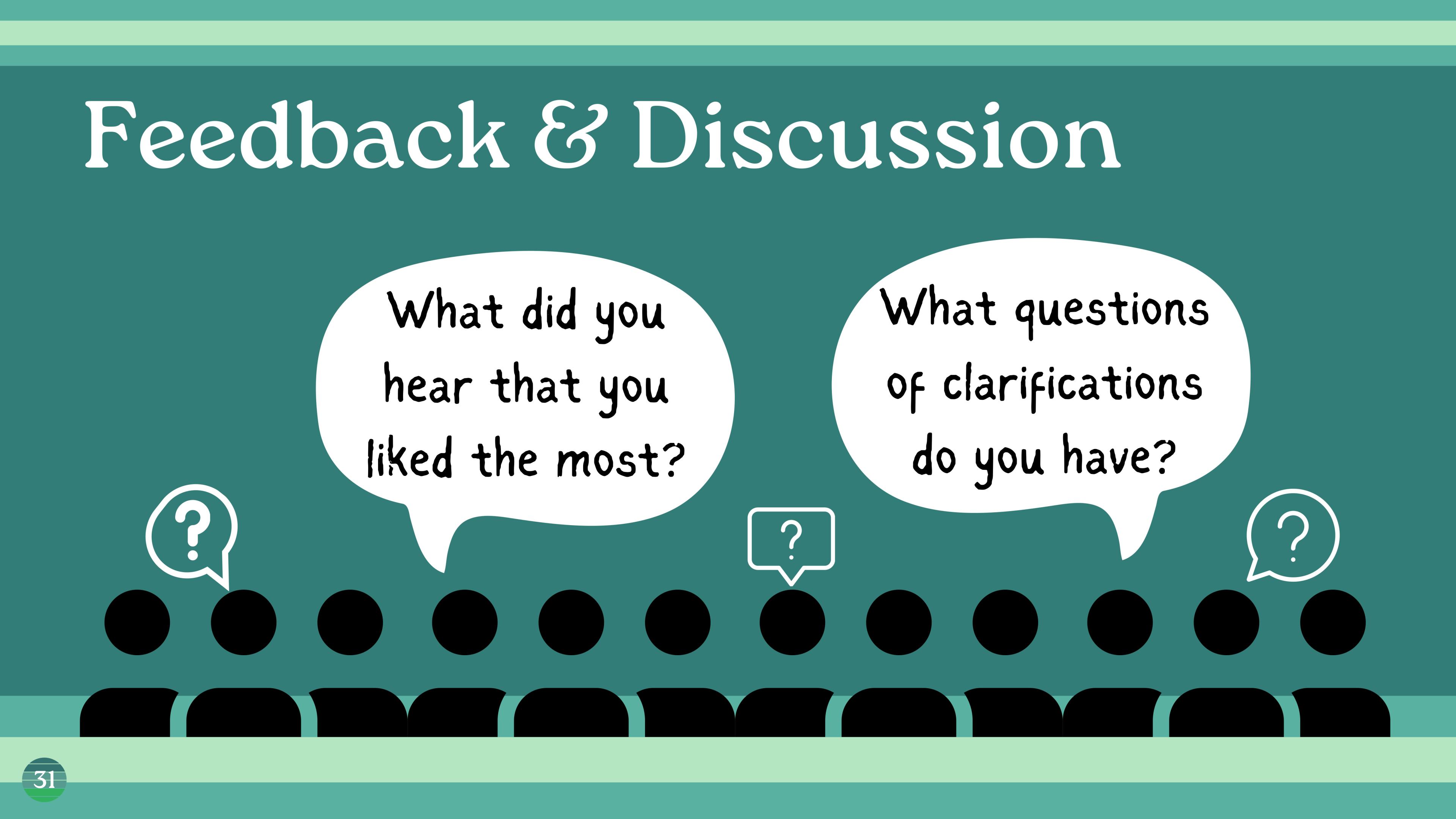
4 GOAL

OBJECTIVES

Promote accessible and transparent government operations.

- 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



What did you
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Next Steps

2024 Presentation Schedule*

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

*schedule is tentative and subject to change

