

CHARLES COUNTY
BOARD OF COMMISSIONERS

GOALS & OBJECTIVES

2023-2026



On December 5, 2023, the Charles County Board of Commissioners approved its 2023-2026 goals and objectives. The goals and objectives were developed by executive leadership members who manage delivery of programs and services throughout county government. They consulted with the elected Board of County Commissioners, reviewed recent community survey results, and aligned the process of selecting goals with its county's commitment to diversity, equity, and inclusion.

Five focus areas were chosen as the most important priorities for Charles County from 2023 to 2026. Detailed descriptions of the goals per focus area and the related objectives are provided in the following pages. Objectives will be used to measure and evaluate the county's progress as we go forward.



Watch the Video explaining the Goals & Objectives at:
youtu.be/tfCZ9lgkewg



Watch the BOCC session online at:
[Reflect-CharlesCountyMD.cablecast.tv/
CablecastPublicSite/show/839?site=1](https://Reflect-CharlesCountyMD.cablecast.tv/CablecastPublicSite/show/839?site=1)



Economic Development

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

GOAL 1 Research and catalog an economic development asset inventory to promote county assets and resources that support effective business attraction efforts.

OBJECTIVES

- **ASSEMBLE** project team, develop scope and overall goals of project, and compile asset inventory.
- **ASSESS** strengths and weaknesses of current assets and identify gaps.
- **ANALYZE** linkages and possible opportunities between assets.
- **CREATE** and disseminate Economic Development Asset Inventory.

GOAL 2 Leverage opportunities created by increased federal DOD funding of Energetics research, development, and manufacturing.

OBJECTIVES

- **SUPPORT** the creation of a new Aviation Business Park zoning category.
- **STRENGTHEN** coordination with the Town of Indian Head to support and identify resources for economic and commercial development.
- **DEVELOP AND DEPLOY** a marketing strategy to maximize exposure of the Western Charles County Technology Corridor.

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

- **DEFINE** — Begin project start up activities.
- **DISCOVER** — Work with consultant on data collection.
- **DEVELOP** — Create, review, and approve.
- **DEPLOY** — Adopt written strategic plan.

GOAL 4 Collaborate across departments to improve the speed, consistency, and predictability of the development review process.

OBJECTIVES

- **DEVELOP** a business model for regulatory services designed around meeting established service levels.
- **FOSTER** a culture of open communication and engagement among the development industry, economic development, County review staff, and decision-makers.
- **WORK** with growing industries to ensure that the County ordinances and processes keep pace.



Quality of Life

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

GOAL 1 Create a policy to promote safe, quality, and affordable housing across a range of income brackets to meet the needs of our residents.

OBJECTIVES

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

GOAL 2 Provide community services, programs, and supports for seniors, families, and children.

OBJECTIVES

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

GOAL 3 Ensure broad access to public transportation.

OBJECTIVES

- **USE** public feedback and demand to develop a strategy to market VanGO and the bus locator and determine system-wide improvements.
- **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

- **MAINTAIN** and update parks, trails, historic sites, and recreation facilities for active and passive use.
- **INCREASE** leisure opportunities within the County to offer diverse and unique experiences.
- **ACTIVELY ENGAGE** the community to collect feedback on short- and long-range plans for recreation facilities, pools, parks, and programs.



Emergency Preparedness, Response & Safety

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

GOAL 1 Coordinate and collaborate with fire, emergency medical systems, law enforcement, and other response partners.

OBJECTIVES

- **MAINTAIN AND ENHANCE** relationships with response partners through bi-weekly leadership meetings.
- **DEVELOP** performance standards and accountability that measure the ability to provide cohesive system-wide emergency services.
- **PROVIDE** yearly training and triennial emergency exercises.

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

OBJECTIVES

- **EXPAND** the internal academy to include an EMT training program.
- **CREATE** professional development pathways including a paid EMT to Paramedic certification (Paid Paramedic Education Program).
- **PROVIDE** support specific to the needs of the emergency services workforce for employees' physical and mental health and wellness.

GOAL 3 Provide high-quality service during emergent and non-emergent times of need.

OBJECTIVES

- **MEET OR EXCEED** national standards for timely and appropriate resource allocations to emergency calls.
- **OVERSEE** the construction of the Pinefield EMS Station to meet the needs of the community.
- **ALIGN** resources to correlate the demand for service, infrastructure capability, resource availability, and response force effectiveness.

*Answering the call,
saving lives!*





Resiliency & Sustainability

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

GOAL 1 Assure and enhance water supply and infrastructure to support continued advancement.

OBJECTIVES

- **IMPLEMENT** the alternative water source resource plan in a phased approach in order to diversify the water sources for the public supply.
- **PLAN, DEVELOP, AND IMPLEMENT** resilient water infrastructure.
- **IMPLEMENT** strategies to reduce sanitary sewer overflows in order to have zero 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

- **EVALUATE** aging storm water and wastewater infrastructure while accounting for increased volumes and intensities of storms, accidents, and weather events.
- **DESIGN AND CONSTRUCT** the community storm water mitigation priority projects established by the Resilience Authority.
- **INCREASE** the use of renewable energy for County buildings and vehicles.

GOAL 3 Establish a sustainable, vibrant, urban and suburban environment while preserving rural landscapes and character.

OBJECTIVES

- **INCREASE** outreach and education on land preservation programs.
- **IMPLEMENT AND PROMOTE** sense of place, public amenities, and culture within the Waldorf Urban Redevelopment Coordinator (WURC).
- **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

- **EXPAND** the "Keep Charles County Beautiful" initiative through partnerships with the Maryland State Highway Administration and the Charles County Public Schools.
- **IMPROVE** Countywide waste diversion rates through programs such as "iRecycle Smart," "Bikes for the World," mattress recycling, and food scrap drop off.



Institutional Governance

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

GOAL 1 Invest in and develop a diverse, highly skilled, and motivated workforce.

OBJECTIVES

- **CREATE** recruitment and retention opportunities that keep us competitive with comparable jurisdictions.
- **PROVIDE** training opportunities in areas such as leadership, DEI, and job-specific skills.
- **ADDRESS** the organization's short term and long term space needs to accommodate our growing workforce.

GOAL 2 Maintain the highest level of fiscal responsibility.

OBJECTIVES

- **MAINTAIN** the AAA bond rating with all three major bond credit rating agencies.
- **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.
- **PROCURE, IMPLEMENT, AND SUPPORT** the software and hardware technology resources that meet the County's needs while maintaining the highest level of security.

GOAL 3 Review and update policies and procedures on a regular basis for adequacy, relevance, and applicability.

OBJECTIVES

- **DEVELOP** a template or checklist to ensure policy making processes and procedures reflect DEI consideration.
- **IDENTIFY, SELECT, AND ANALYZE** opportunities for process improvement in order to streamline and simplify.
- **REVIEW AND UPDATE** regulatory documents, codes, ordinances, and best practices on an established schedule.

GOAL 4 Promote accessible and transparent government operations.

OBJECTIVES

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



STAY CONNECTED

CHARLES COUNTY GOVERNMENT

CharlesCountyMD.gov/StayConnected



About Charles County Government

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. 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.

It is the policy of Charles County to provide equal employment opportunity to all persons regardless of race, color, sex, age, national origin, religious or political affiliation or opinion, disability, marital status, sexual orientation, genetic information, gender identity or expression, or any other status protected by law.

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