



# Okeechobee County Strategic Plan FY 2017-2020

Adopted June 8, 2017

## Mission Statement

Okeechobee County will provide responsive government services, to its citizens, in a well-managed, cost effective, fiscally sound, policy driven manner. All services provided shall benefit the health, safety and welfare of the community.

## Vision Statement

A Community with a Small Town Environment that Fosters a Desirable Place to Live, Work and Play

### STRATEGIC PRIORITY 1. GOVERNANCE

Strategic Goal	Objectives	Measures
Committed toward fiscal sustainability and have effective working relationships with federal, state, regional and local government agencies	<p><b>1.1</b> Maintain General Fund Reserves at 3 months of General Fund expenditures</p> <p><b>1.2</b> Meet with State legislators to communication the local needs of the community</p>	<p><b>Objective 1.1</b></p> <ul style="list-style-type: none"> <li>General Fund expenditures will be budgeted using a 3 year prior year average of actual spending and justification for increases above that.</li> <li>Continue to look for opportunities to reduce the ad valorem millage rate</li> </ul> <p><b>Objective 1.2</b></p> <ul style="list-style-type: none"> <li>Continue annual County Day at State Capitol and meeting with state agency to continue to foster a relationship and keep Okeechobee County in the forefront</li> </ul>

## STRATEGIC PRIORITY 2. INFRASTRUCTURE & CAPITAL ASSET MANAGEMENT

Strategic Goal	Objectives	Measures
Committed toward maintaining the integrity of county infrastructure and capital assets	<b>2.1</b> Maintain integrity of technology and communication systems	<b>Objective 2.1</b> <ul style="list-style-type: none"> <li>• Zero breaches in data</li> <li>• Maintain a 3 year rolling replacement plan for computers</li> <li>• Maintain a rolling 10 year replacement plan for phone systems</li> <li>• Maintain Software Maintenance Agreements and Updates</li> <li>• Centralize IT function county-wide</li> </ul>
	<b>2.2</b> Develop a Stormwater and Roadway Maintenance plan	<b>Objective 2.2</b> <ul style="list-style-type: none"> <li>• Public Works Director will develop a plan for maintenance of system in 2018</li> <li>• Implement a GIS system of roads, culverts and street signs in 2017-2018</li> <li>• Develop a master Stormwater drainage plan during 2018-2019</li> </ul>
	<b>2.3</b> Develop a mandatory connection policy for water and wastewater hook-ups.	<b>Objective 2.3</b> <ul style="list-style-type: none"> <li>• Conduct joint meetings to understand OUA connection policy issues in 2017-2020.</li> </ul>
	<b>2.4</b> Develop a plan to renovate buildings or build new in accordance with prioritization list of need.	<b>Objective 2.4</b> <ul style="list-style-type: none"> <li>• Prioritize buildings based on need for renovation and/or new construction. 2017</li> <li>• Implementation of plan by 2018</li> </ul>
	<b>2.5</b> Develop a replacement plan for county fleet and equipment	<b>Objective 2.5</b> <ul style="list-style-type: none"> <li>• Maintain a rolling 10 year replacement plan for vehicles and light duty equipment</li> <li>• Maintain a rolling 20 year replacement plan for heavy equipment</li> </ul>

## STRATEGIC PRIORITY 3. ECONOMIC DEVELOPMENT

Strategic Goal	Objectives	Measures
<p>Create a business friendly environment which results in better jobs and increased entrepreneurship elevating the prosperity of Okeechobee County residents</p>	<p><b>3.1</b> Determine availability and developability of existing industrial parks in the county/City where tenants are currently located but where considerable amount of information is unknown and the potential for additional development may be possible</p> <p><b>3.2</b> Develop a skilled workforce through collaboration with IRSC with the creation of additionally technical programs that elevate the level of education to county residents by September 2018</p>	<p><b>Objective 3.1</b></p> <ul style="list-style-type: none"> <li>• Meet with owners / developers</li> <li>• Understand if there are any sites available and the available site sizes, development plans, asking price, etc.</li> <li>• Compile required information and visuals</li> <li>• List on EFI site and building database</li> </ul> <p><b>Objective 3.2</b></p> <ul style="list-style-type: none"> <li>• Identify and communicate the skill sets needed by “unique” (non-market dependent) existing Okeechobee County employers to key allied workforce and education agencies/partners</li> <li>• In conjunction with representatives of CareerSource Heartland, Okeechobee County Schools, and IRSC, develop a survey instrument to be used by the BDB during its business retention and expansion (BRE) interviews with existing employers, to survey the employers regarding their workforce needs, including technical and soft skill deficiencies in their incumbent workforce, projected numbers of new employees over the following 12 months, the skill sets needed for those jobs, and other workforce issues.</li> </ul>

<p>To raise awareness of Okeechobee County as a business location among state and regional allies.</p> <p>To facilitate new capital investment and growth through strategic development of key EDC target industries</p>	<p><b>3.3</b> To develop a strong multi-media marketing platform for the BDB that reinforces the message that Okeechobee County is an outstanding location for business.</p> <p><b>3.4</b> Educate Enterprise Florida business development staff about the business assets of, and economic development opportunities within, Okeechobee County</p>	<p><b>Objective 3.3</b></p> <ul style="list-style-type: none"> <li>• Develop marketing collateral materials that align with the business attraction and development mission of the County</li> <li>• Enhance and leverage Okeechobee County's membership in the Florida Heartland Economic Region of Opportunity (FHRO) to generate leads and prospects.</li> </ul> <p><b>Objective 3.4</b></p> <ul style="list-style-type: none"> <li>• Host a luncheon for the Enterprise Florida Business Development team (including senior management and project managers) to brief the staff on Okeechobee County and its economic development efforts and assets.</li> <li>• Host a two-day, one night familiarization tour for Enterprise Florida Business Development staff that includes a tour of Okeechobee County's primary buildings and sites, as well as one or more social events that include community leaders</li> <li>• Host a familiarization event for site location consultants and national real estate brokers in Okeechobee County. This event should include one or more presentations on Okeechobee County BDB Economic Strategic Plan and available sites and buildings, as well as social</li> </ul>
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<p>Utilizing Current Information develop a 3 year Economic Development roadmap for economic development</p>	<p>3.5 Identify and recruit potential stakeholders for each Target Industry Task Force, including representatives of existing industries, education and workforce development providers, as well as other local leaders.</p> <p>3.6 Develop specific marketing strategies for each of the target industries</p> <p>3.7 Develop a strategic plan which outlines the goals, objectives and actions required to achieved the desired results</p>	<p>events with community leaders and opportunities to participate in unique outdoor recreational experiences</p> <ul style="list-style-type: none"> <li>• Systematically review on a quarterly basis the Okeechobee County sites and building information on the EFI website to ensure that all information is accurate and current.</li> </ul> <p><b>Objective 3.5</b></p> <ul style="list-style-type: none"> <li>• Identify and recruit potential stakeholders for each Target Industry Task Force, including representatives of existing industries, education and workforce development providers, as well as other local leaders.</li> </ul> <p><b>Objective 3.6</b></p> <ul style="list-style-type: none"> <li>• Develop specific marketing messages and marketing tools for each of the target industries including: <ul style="list-style-type: none"> <li>✓ target industry data sheets</li> <li>✓ industry-specific asset maps</li> <li>✓ lists of existing companies in the area as well as potential suppliers in the area that might be relevant to the target industry</li> <li>✓ lists of relevant media outlets</li> <li>✓ top 10 lists that highlight the competitive advantage Okeechobee County offers to each target industry or audience</li> </ul> </li> </ul> <p><b>Objective 3.7</b></p> <ul style="list-style-type: none"> <li>• Develop 3 year strategic economic development plan</li> </ul>
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## STRATEGIC PRIORITY 4. HUMAN CAPITAL

Strategic Goal	Objectives	Measures
Commitment to the retention and recruitment of employees to increase the level of empowerment, accountability, competitive compensation which results in attraction and retention of high quality staff.	<p><b>4.1</b> Conduct a compensation and benefits analysis for competitive salary grades and benefits and develop a plan to correct any pay disparity issues that are a consequence of previous year's wage by August 2017 and complete implementation by FY2018.</p> <p><b>4.2</b> Develop and implement effective supervisor and leadership training by FY2018.</p> <p><b>4.3</b> Conduct evaluations of employees' performance.</p>	<p><b>Objective 4.1</b></p> <ul style="list-style-type: none"> <li>100% implementation of approved compensation plan by 2018.</li> </ul> <p><b>Objective 4.2</b></p> <ul style="list-style-type: none"> <li>By April 2018 10% of supervisors will have completed or enrolled in a leadership development program.</li> </ul> <p><b>Objective 4.3</b></p> <ul style="list-style-type: none"> <li>Annually evaluate the performance of each employee by September of each year.</li> </ul>

## STRATEGIC PRIORITY 5. QUALITY OF LIFE

Strategic Goal	Objectives	Measures
Committed to improving the quality of life of our citizens through, facilities, programs and services.	<b>5.1</b> Increase access to community based care and support for adults and children with mental health illness and/or substance use disorders to improve Public Safety in our community.	<p><b>Objective 5.1</b></p> <ul style="list-style-type: none"> <li>Hire a Case Manager to evaluate inmates who are known to have mental health and/or substance abuse issues to reduce recidivism by 2017.</li> <li>Look for opportunities to apply for grants to fund a mental health court FY17-18.</li> </ul>