



Orange County
Strategic Plan
Board of Commissioners Work Session

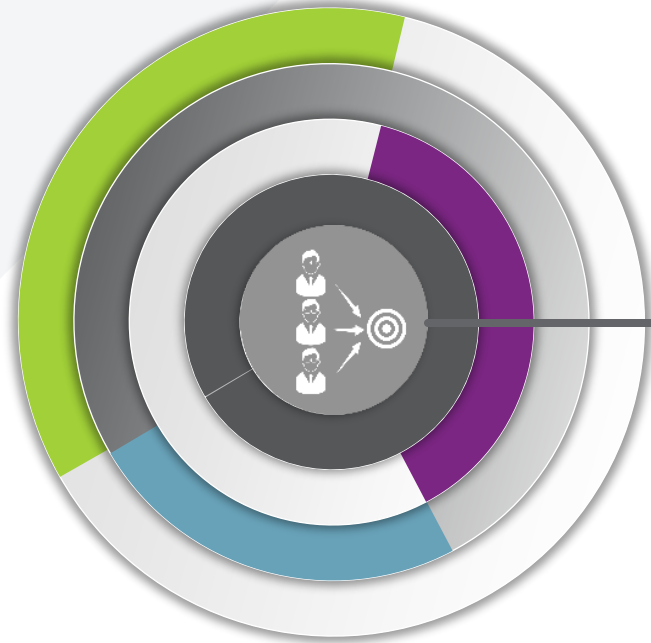
November 10, 2023



Strategic Planning Process



Environmental Scan Approach



Board of Commissioners
County Leadership and Staff
Community Leaders
Community Partners
Residents
Committees and Commissions

- ✓ Interviews with diverse stakeholders
- ✓ Social Pinpoint Community Engagement Platform
- ✓ Meeting-in-a-box
- ✓ Three in-person community forums
- ✓ Employee survey and Employee focus groups
- ✓ Reviewed other County documents
- ✓ Statistically valid survey

Planning Process: Plan Development



Board

- Mission Statement
- Vision Statement
- Core Values/Guiding Principles
- Strategic Priorities
- Strategic Goals



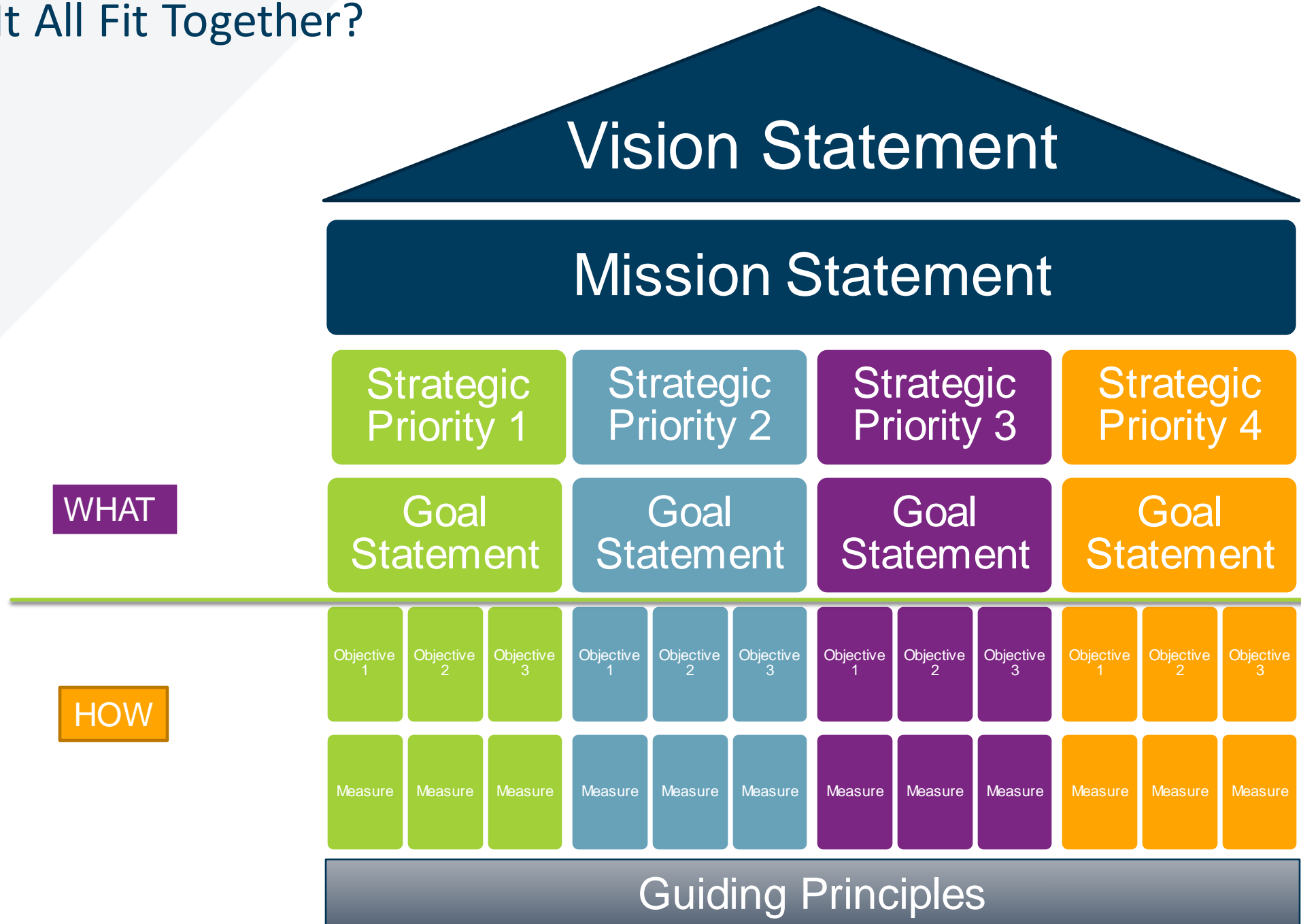
County Leadership

- Current and Future State
- Strategic Objectives
- Performance Measures

The North Star Vision

The **North Star Vision** serves as a unifying focal point for an organization's long-term achievement. It must be clear enough for stakeholders to know what they are working towards and how to get there. Stakeholders must see their role in this vision and believe in the organization's dream, as they will play a vital role in executing on it.

How Does It All Fit Together?



Mission Statement, Vision Statement, and Guiding Principles

The **mission statement** describes an organization's purpose or reason for existing. It is the public statement of the contribution it promises to make to help accomplish the community vision. It answers the questions: Why do we exist? What do we do?

A **vision statement** defines your desired future state and provides direction for where Lauderhill is going as a community. It answers the question: What will Lauderhill look and feel like 5 years from now? 20 years from now?

Guiding principles are the precepts that guide an organization throughout its life in all circumstances, irrespective of changes in its goals, strategies, type of work or the top management. They are expectations for how the city will conduct its business, make decisions, and deliver programs and services to the community.



Review Mission Statement

Board Proposed Mission Statement

Orange County strives to be a leader in providing governmental services that are required by law and valued by our residents in an equitable, sustainable, and efficient way.

Staff Proposed Mission Statement

Orange County is a visionary leader in providing governmental services valued by our community, including those required by law, in an equitable, sustainable, innovative, and efficient way



Review Vision Statement

Proposed Vision Statement #1

We are a diverse, inclusive, and healthy community working together to enhance the quality of life for all residents.

Proposed Vision Statement #2

Orange County is a welcoming and engaged community committed to nurturing community vibrancy for all residents through all stages of life.

Proposed Vision Statement #3

Orange County is a welcoming and engaged community committed to strengthening our community and enhancing the quality of life for our residents.



Proposed Guiding Principles



Communication and Awareness – We provide information and opportunities for engagement in a transparent manner so that all in our community have knowledge, understanding, and a voice.



Inclusivity and Engagement – We foster an environment in which all are welcomed, represented, and empowered to participate in and feel connected to their community.



Dedication and Respect – We commit to our roles in public service and organizational excellence by fostering the skills, talents, and innovation of our employees, volunteers, and boards needed to carry out this work.

Proposed Guiding Principles



Stewardship and advocacy – We are driven to excellence and foster opportunities to innovate and make proactive, data-supported decisions that advocate for our communities' needs.



Partnership and collaboration – We build meaningful relationships and connections that allow us to create holistic and integrated systems of support for all.



Social Justice – We respect all people and strive to be equitable in all that we do.



Climate action and sustainability – We recognize that our environment is fundamental to our being and are deliberate in protecting, preserving, and sustaining our natural resources for the continued good of all.

Proposed Strategic Priorities



Environmental Stewardship (Environmental Protection and Climate Action):

Promote sustainability and resiliency across all County operations and collaborate with our partners to inform our community, protect and preserve our natural resources, and reduce community wide greenhouse gas emissions.



Healthy Community: Increase equitable access to care and social safety net programming to promote the physical, social, and mental well-being of our community through tactics including but not limited to the arts, food security, and recreational opportunities.



Housing for All: Promote equitable and accessible housing and address housing disparities to create a thriving community through policies, partnerships, and collaboration.

Proposed Strategic Priorities



Multi-modal Transportation: Collaborate with our regional partners to expand, integrate/connect, and provide accessible public transportation options so that residents can move about the County safely.



Public Education/ Learning Community: Enhance and maintain quality school operations and infrastructure and cultivate a learning community that values education and continuous development for all.



Diverse and Vibrant Economy: Foster an environment that attracts sustainable and diverse businesses and visitors, employment opportunities, and diversifies our tax base.

Strategic Priorities

Environmental Stewardship (Environmental Protection and Climate Action): Promote sustainability and resiliency across all County operations and collaborate with our partners to inform our community, protect and preserve our natural resources, and reduce community wide greenhouse gas emissions.



Objectives



1. Identify the priorities and resources necessary to implement the Climate Action Plan.
2. Invest in our infrastructure to reduce the environmental impact of the County fleet and improve safety.
3. Improve educational opportunities for County staff and community members on climate action and available resources to advance climate action projects.
4. Incentivize and promote sustainable agriculture and local food systems development through supportive policy, funding, farmland protection and educational outreach.
5. Review land use policies to promote and connect Town, County, and private trails and open spaces.
6. Reduce nutrient loading in water supply watersheds.
7. Conserve and protect high priority open space, including Natural Heritage sites, nature preserves, watershed riparian buffers, and prime/threatened farmland.
8. Include environmental stewardship objectives in the Comprehensive Land Use Plan.



Strategic Priorities

Healthy Community: Increase equitable access to care and social safety net programming to promote the physical, social, and mental well-being of our community through tactics including but not limited to the arts, food security, and recreational opportunities.



Objectives



1. Improve harm reduction, prevention, and support services for behavioral health.
2. Expand access to quality, affordable healthcare services. (e.g., Medicaid expansion, crisis response, art spaces, healthy living campaign, green and recreational spaces).
3. Provide social safety net programming and the resources needed for our most vulnerable community members to become self-reliant.
4. Reduce impacts and barriers for justice-involved children and adults through deflection, diversion, therapeutic interventions, and re-entry support.
5. Invest, support, train, and retain our community safety, health, and emergency services employees.
6. Provide sustainable, equitable, high-quality community safety and emergency services to meet the community's evolving needs.
7. Invest in services and programs that improve the health and quality of life of the community (e.g., recreation and public open spaces, arts, etc.)



Strategic Priorities

Housing for All: Promote equitable and accessible housing and address housing disparities to create a thriving community through policies, partnerships, and collaboration.



Objectives

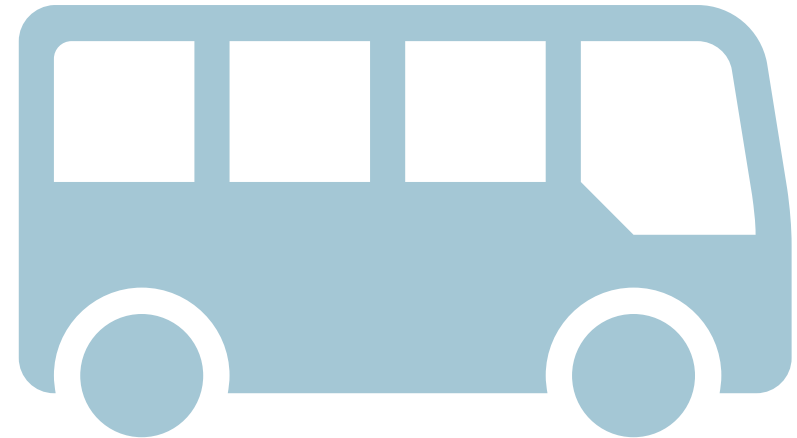


1. Increase low-barrier housing stock across the County, including high-density housing.
2. Establish permanent funding sources to address new and existing housing needs, including eviction diversion.
3. Conduct a multi-agency comprehensive analysis of the state of housing in the County.
4. Prioritize and select County-owned land and/or facilities as part of an overall plan of facilities to create crisis, bridge, low barrier, affordable, and permanent housing.
5. Review County ordinances, policies, agreements, and the regulatory processes to increase opportunities and reduce barriers to construct housing.
6. Partner with public agencies to increase opportunities for public employees to buy and rent homes where they work.
7. Develop resources for residents to age in place – i.e., universal design
8. Preserve existing housing stock from disrepair and avoid displacement.
9. Increase access to emergency shelter beds, including supportive housing, by addressing need and any policy barriers.
10. Increase representation of people with lived experience on housing related matters.



Strategic Priorities

Multi-Modal Transportation: Collaborate with our regional partners to expand, integrate/connect, and provide accessible public transportation options so that residents can move about the County safely.



Objectives



1. Proactively engage the public through educational opportunities on all modes of transportation including transit, bike and pedestrian, vehicle, and all other modes.
2. Support road projects that address congestion and reduce commute time using the County's Complete Streets policy.
3. Expand transportation options to live, work, and play in Orange County using multi-modal transportation to better connect our community.
4. Invest in implementing the County's Safe Routes to Schools plan.
5. Update transportation related plans to provide more multi-modal options in rural Orange County.



Strategic Priorities

Public Education/ Learning Community:

Enhance and maintain quality school operations and infrastructure and cultivate a learning community that values education and continuous development for all.



Objectives



1. Foster collaborative relationships with formal and informal educational organizations and agencies to provide opportunities for community members to meet, connect, and learn together.
2. Improve school readiness and educational outcomes by providing access, training, tools, technology, and other resources needed to thrive.
3. Improve learning environments by investing in facilities over a 10-year period that addresses repair, renovation, and educational adequacy needs.

Strategic Priorities

Diverse and Vibrant Economy: Foster an environment that attracts sustainable and diverse businesses and visitors, employment opportunities, and diversifies our tax base.



Objectives



1. Provide family-oriented and inclusive programming or other and cultural events for residents and visitors.
2. Review and revise County policies and regulations that might hinder businesses from investing in Orange County.
3. Streamline and digitize business processes to facilitate efficient interactions between employers and County departments.
4. Provide resources to small, creative, and food system businesses that add character and quality of life to our community to attract employers, employees, and visitors.
5. Increase public education and awareness of resources and assistance available to taxpayers and residents.
6. Enhance the recruitment process to broaden application pools for County positions so the workforce becomes more diverse.
7. Provide workforce and business development resources to enhance the skills of our workforce.
8. Increase the diversity of residents who live and work in Orange County.



Discussion

What is your feedback on the Strategic Plan?

- Mission Statement
- Vision Statement
- Guiding Principles
- Strategic Priorities
- Objectives



Next Steps



Solicit public feedback on draft plan



Final adoption in January 2024.



In alignment with the County’s budgeting process, BerryDunn will develop tools to assist with performance monitoring, reporting, and implementation.

