

# COMMISSIONERS GOALS AND OBJECTIVES

Calendar Year 2008

## **Goal #1: Improve Economic Development (Commissioners Cooper & Collins)**

Improve economic development to achieve a balance in commercial/industrial/residential growth as measured by the assessable tax base, per capita income and average County wages (as measured against the metropolitan area) and other appropriate benchmarks through close coordination with the EDC through innovative business retention, expansion and location policies; promoting a favorable regulatory climate for business; and maintaining a thriving business climate and high quality of life where citizens can live, work, and prosper in Charles County.

### **Objectives:**

1. **Aggressively pursue attracting defense and government-related agencies and contractors.** (Economic Development)
2. **Consider expanding tax credit incentives to unincorporated areas for business investment or re-investment by private sector.** (Fiscal Services/Economic Development)
3. **Review incentives in effect, modifying as necessary, to enhance the County's competitiveness in marketing to businesses.** (Economic Development)
4. **Promote and market the White Plains Business Park; evaluate site for future transit oriented design/light rail stop.** (Economic Development)
5. **Continue support for land and tenant development of the Technology Center inclusive of ETC/UMD as anchor tenant.** (Economic Development)
6. **Develop a tourism enhancement plan, focusing on the FERMATA Report implementation and target available waterfront property for development of a resort conference center.** (Economic Development/Public Facilities)
7. **Identify and examine opportunities to lease County land for the development of a campground and/or lodge facilities for tourism destinations.** (Economic Development/Public Facilities)
8. **Support NSWC through the I.H. Defense Alliance and the provision of necessary resources.** (County Administrator/ Economic Development)
9. **Investigate processing facility and infrastructure for alternate tobacco usage and assist farmers in transition to viable new enterprises to maintain agriculture in the County.** (Economic Development)
10. **Prioritize certain waterfront properties for preservation and protection; public access; and/or development opportunities. Review implementation strategies per Waterfront Task Force Report.** (Economic Development/Public Facilities/Planning & Growth Management)

11. **Enter into an Agreement with Mirant and the Town of La Plata on sale of reclaimed water.** (Economic Development/Planning & Growth Management/Utilities)
12. **Establish a Sister City Committee to evaluate relationships, seek sponsorships and determine benefits. Include the Jaycees, Board of Education and Department of Economic Development.** (County Administrator/Economic Development)
13. **Seek funding from the Department of Business and Economic Development to complete a feasibility study based on the Friendship Landing Lodge concept.** (Economic Development/Public Facilities)

**Goal #2: Improve Infrastructure (Commissioner Hodge)**

Improve County's infrastructure through funding an aggressive, yet affordable, CIP for those functions which are a government responsibility; increase the carrying capacity of the CIP through maintaining levies on new growth and constructing projects in-house where feasible; and facilitate wholly, or partially/privately constructed and financed infrastructure, whenever advantageous.

Objectives:

1. **Consider long-term stormwater management maintenance options and, in interim, work with communities for solutions where specific stormwater issues arise.**(Planning & Growth Management)
2. **Explore feasibility of establishing a special taxing or assessment district for the more urban areas to fund and provide trash collection, litter control, hiker/biker paths, sidewalks, SWM, street cleaning and street lights.** (Fiscal & Administrative Services/Planning & Growth Management)
3. **Continue to pursue hiker-biker trail opportunities.** (Public Facilities)
4. **Buy park property in Waldorf and Bryans Road.** (Public Facilities)
5. **Fund stadium in FY07-11 budget and secure State construction funding in FY08 budget.** (County Commissioner's/Fiscal & Administrative Services/Planning & Growth Management)
6. **Develop more detailed road and water and sewer infrastructure needs assessments for ETC/Maryland Airport area.** (Planning & Growth Management/Economic Development)
7. **Continue to improve and expand transportation infrastructure by creating a Comprehensive Transportation System for Charles County to include a reliable and efficient commuter bus system, rail transportation in Charles County, and examine the feasibility of using trolley-type VANGo car (clean fuel or low emission vehicle) for certain routes.** (Community Services)
8. **Hire Water Resource Manager and develop a strategic plan to include: constructing new wells East; identify and evaluate alternative sources of water; promote use of reclaimed water; raise awareness of water value to public; promote water conservaton;**

- evaluate how proposed changes will effect water resources.** (Planning & Growth Management/Utilities)
9. **Enter into an Agreement to purchase of water from WSSC.** (Planning & Growth Management/Utilities)
  10. **Add new Library to be built in Waldorf in FY 2009 Capital Improvements Budget and acquire site.** (Planning & Growth Management/Public Facilities)
  11. **Evaluate hiring consultant/advocate to pursue Federal and State Transportation Issues.** (County Administrator)
  12. **Develop in-house a feasibility study to evaluate the Smallwood Village and Old Waldorf School sites as venues for the arts.** (Planning & Growth Management)
  13. **Continue to fund Transportation projects in the Capital Improvement Program at the same percentage of the overall budget as past five years.** (Fiscal & Administrative Services/Planning & Growth Management)
  14. **Establish Federal funding priorities to meet deadlines for Congressional grants; look at earmarks from this year for guide; complete and submit applications.** (Department Heads)

**Goal #3: Effectiveness and Efficiency of Government (Commissioner Cooper)**

Improve the effectiveness and efficiency of government through utilization of productivity enhancing technology, equipment and incentives; and maintain a well-trained, highly motivated, fairly compensated, diverse workforce in a safe and orderly environment.

**Objectives:**

1. **Begin establishing benchmarks and consistent ongoing tracking and reporting in all Charles County Government departments.** ( All departments, County Commissioners, County Administrator)
2. **Through better utilization of the recruitment process and tools, attempt to increase diversity at higher management levels.** (Human Resources)
3. **Develop and implement a plan to professionally review the processes in all County departments.** (Department Heads)
4. **Examine responsibilities and missions of Commissioner appointed boards and committees to ascertain effectiveness and whether any are duplicative, unnecessary, or can be combined.** (County Commissioner's Office)
5. **Develop other ways to convey to County employees the critical role they play in making the government effective and efficient and the Commissioners' appreciation of it.** (Human Resources)
6. **Conduct an all day retreat with the Commissioners' cabinet (i.e. County Administrator, Department Heads, County Attorney, etc.)** (County Commissioners/County Administrator)

7. **Acquire a facility to be used for providing multiple public services ie: family homeless shelter, recreation programs, senior programs, boys & girls club, etc; obtain Federal and/or Sate Grants to fund; obtain an Option to Purchase; conduct a public hearing to seek input.** (Community Services/Planning & Growth Management)
8. **Provide additional youth oriented community centers and programs; schedule briefing to County Commissioners on status of *2006 Report on Recreation*.** (Community Services)
9. **Staff to prepare and submit to the County Commissioners for consideration a proposed incentive based *Green Building Code*.** (Planning & Growth Management)
10. **Analyze and provide recommendations to the County Commissioners on expediting building permits.** (Planning and Growth Management)
11. **Investigate senior tax deferral programs to determine how many are applying and evaluate raising cap.** (Fiscal & Administrative Services/Treasurer)
12. **Improve Media Services proactive service to County Commissioners, establish protocols and improve disseminating Commissioner policies.** (Chief of Staff)
13. **Explore an *Administrative Abatement Process* to address violations of County Code, accumulation of fines and create a “fast track” process with Judge.** (County Attorney)

**Goal #4: Comprehensive Planning (Commissioner Patterson)**

Achieve a prosperous, aesthetically pleasing County, with safe and healthy communities and a balanced economic base, where our heritage, rural character and legacy are also respected and protected through citizen involvement in the planning process, relevant land use plans and policies and conformance to smart growth principles to assure a high quality of life.

**Objectives:**

1. **Develop and implement as soon as possible a process whereby developers can communicate with adjoining property owners regarding new projects, solicit input, report to Planning Commission or staff, and act in good faith to address citizen concerns. Include options for posting of signs announcing meetings for better citizen involvement.** (Planning & Growth Management)
2. **Ensure preservation of our historic and rural heritage and character by identifying, obtaining, restoring and protecting existing properties and buildings of historic value and by finalizing Historic Preservation/Tax Credit Ordinance and implementing the Historic Preservation Plan and potential tourism.** (Planning & Growth Management)
3. **Establish an *Urban Design Task Force* to research affordable housing, densities, minimum size of homes, height, etc.** (County Commissioners/Planning & Growth)

Management)

4. **Evaluate the effectiveness of the current Homeowner's Association Dispute Resolution Board.** (Planning & Growth Management)
5. ***Rural Housing Improvement Initiative - County Commissioners to appoint a Committee to identify specific issues and develop a plan and goals to address.*** (County Commissioners/County Administrator/Department Heads)
6. **Review the minimum sizes of residential units allowed under the Zoning Ordinance to determine if they should be reduced and requirements for manufactured and mobile homes.** (County Commissioners/Planning & Growth Management)
7. **Review the role and responsibilities of the Housing Commission/Authority.** (County Commissioners/County Attorney/Community Services)

**Goal #5: Support the Achievement of Education Benchmarks**  
**(Commissioners Collins & Hodge)**

Through a mutually cooperative and supportive relationship between the Board of Education and County Commissioners, provide the adequate financial resources and public facilities system to achieve established benchmarks including school system academic achievement and personal responsibility goals, within a safe, orderly, and healthy environment for all students and personnel.

**Objectives:**

1. **Develop and implement benchmarks for public education.** (County Commissioner's/Board of Education)
2. **Work with the Board of Education to research/identify innovative methods of funding public education.** (County Commissioners/Board of Education)
3. **Evaluate year round school calendar and double shift school days.** (County Commissioners/Board of Education)

**Goal #6: Maintain a High Level of Public Safety** **(Commissioner Graves)**

Maintain a high level of public safety and health in the County, as evidenced by declining stable violent crime rates, adequate response times, and security measures to thwart or combat terrorism and bio-terrorism, by providing the necessary resources, emergency planning and support systems for law enforcement, fire/EMS, and public health functions, respectively.

**Objectives:**

1. **Reconvene and continue regular meetings of Volunteer/Career EMS and Fire work group using SWOT protocol and achievements to address and resolve issues and improve efficiencies. Examine role of Board of Fire and Rescue; all reporting responsibilities including response times, certifications; resources scheduling; chain of command and unified command issues; and matters involving the County Medical Director.** (Emergency Services)
2. **Continue to develop and expand GIS capability and applications for emergency response, economic development, land use, planning and zoning, etc.** (Emergency Services/Sheriff's Office/Economic Development/Planning & Growth Management/Fiscal & Administrative Services)
3. **Review performance and financial benchmarks for Civista Hospital.** (County Commissioners/Fiscal & Administrative Services)

3/7/08