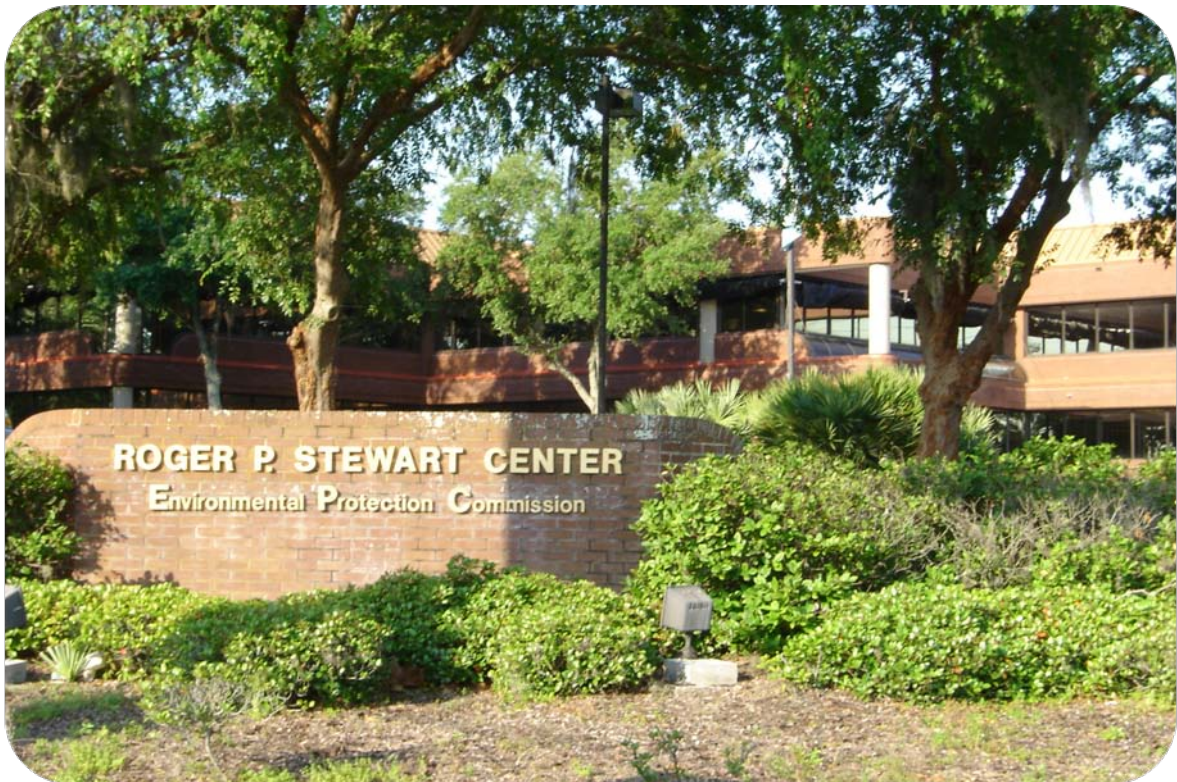
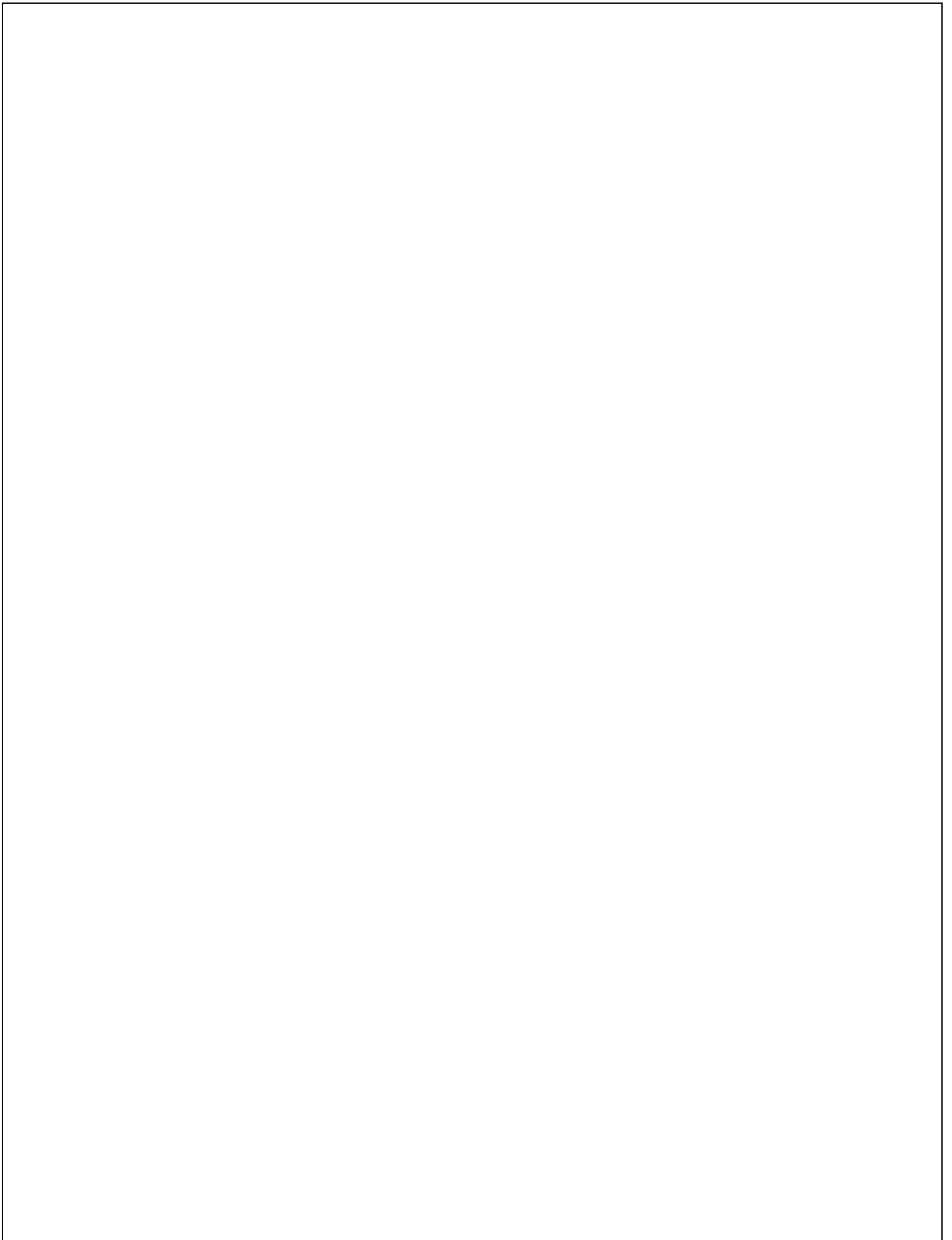




**Environmental Protection Commission  
of Hillsborough County  
Strategic Plan  
Fiscal Year 2010 – 2011**



*Environmental Excellence in a Changing World*



**Fiscal Years 2010 – 2011 Strategic Plan  
Environmental Protection Commission  
of Hillsborough County  
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# Executive Summary

The Environmental Protection Commission of Hillsborough County strives to protect and improve the environment for the residents, businesses, and visitors of Hillsborough County. Our environment and ecosystems are vital to public health and welfare, the propagation and protection of wildlife and aquatic life, and the protection and quality of water resources, air, and soils. These resources are important to our state's economic future in attracting new businesses and industries and in increasing revenues from traditional tourism and eco-tourism.

Our agency faces a daily challenge to balance the enhanced local protections our community expects and demands, against the level of regulation we impose over activities that are expected to cause pollution or otherwise impact the environment. We want to maintain this balance while providing excellent service to all segments of our customer base, some of whom have competing interests. In order to provide this level of service, it is important that we provide our employees with the knowledge and resources they need to ensure the successful operation of our agency.

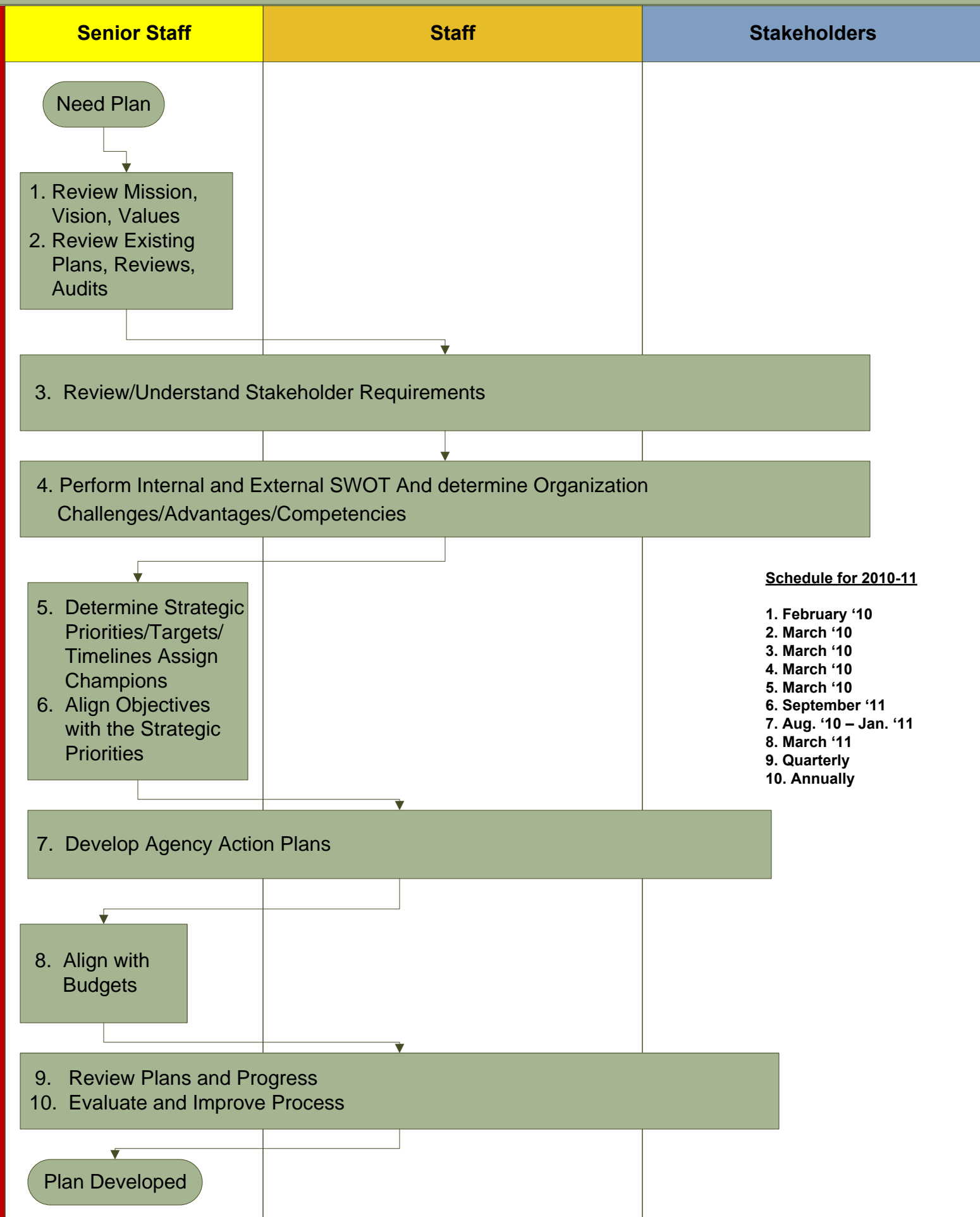
We have a fiscal responsibility to the taxpayers of Hillsborough County to use their tax dollars wisely and effectively in order to provide services to our citizens and achieve our goals. In addition, the agency continually searches to find alternate sources of funding through delegation agreements, contracts, grants and cost sharing arrangements that also help to provide services for, and meet the goals of, our partner agencies.

The Environmental Protection Commission's Strategic Plan is aligned with our Mission, Vision, Values and Strategic Priorities: Mission - protect the natural resources of Hillsborough County through local control and regulation of activities that may cause pollution and to enhance protection using sound science and technology in an effective and efficient manner; Vision - Environmental Excellence in a Changing World; Values - environmental stewardship, integrity, honesty and a culture of fairness and cooperation; Strategic Priorities - Environmental Protection Excellence, Successful/Engaged Workforce, Customer/Partner Focused Excellence, Fiscal Responsibility and Continuous Improvement. For each of these Priorities, Objectives have been identified and this is the basis of our Balanced Scorecard. Action Plans have been developed and implemented to achieve each Objective. Every Action Plan includes targets and measurements so that we know if we are achieving our Objectives. All of these elements are included in the Strategic Plan, along with an explanation of the planning process (**Figure 1**) we used to develop it.

This Plan ensures we are able to meet the changing needs of our community and workforce while building and maintaining the relationships with our partners and stakeholders that allow us to perform to our highest potential.

Dr. Richard Garrity  
Executive Director  
Environmental Protection Commission

# EPC Strategic Planning Process – Figure 1



## **Part II Planning Process Description:**

### **1. Review Mission, Vision, Values**

Step 1 is conducted with Senior Staff and Assistant Directors who review previously developed EPC mission, vision and values.

### **2. Review Existing Plans, Reviews and Audits**

In the planning workshops, participants reviewed a range of existing plans and performance expectations for EPC. This review process included an analysis of the existing Goals & Objectives.

### **3. Review and Understand Customer and Stakeholder Requirements**

In the planning workshops, participants discussed the known requirements of key customers and stakeholders. These parties include citizens/homeowners associations, regulated entities, and contracted agencies and stakeholders such as environmental groups, government agencies, and elected officials and legislators.

### **4. Perform Internal and External Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis**

Based on the previous discussion and review, planning workshop participants conducted a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis in order to identify items that might be included in a current strategic plan. A total of 46 possible items were identified in the SWOT analysis. These items were prioritized based on three factors: 1) Impact on Customer, 2) Need to Improve, and 3) Alignment with Mission-Vision-Values. Using a prioritization matrix, each possible planning item was rated 1 through 5 (1 is none, 5 is extreme). Those items that rated an overall score of 36 or above were deemed to be of high enough priority to be included in the strategic plan. The results of the SWOT analysis and prioritization process are provided in **Figure 2** and the SWOT Planning Issues Prioritization matrix is shown in **Figure 3**.

### **5. Determine Strategic Priorities, Objectives, Targets, Timelines and Champions**

Based on the SWOT analysis and the EPC Balanced Scorecard (**Figure 4**), the organization determined its strategic objectives, set timeframes, appointed Champions for each Strategic Priority and Leaders for each of the objectives. The Strategic Priorities are: Environmental Protection Excellence, Successful/Engaged Workforce; Customer/Partner Focused Excellence; Fiscal Responsibility; and Continuous Improvement. Champions and Leaders are responsible for ensuring that divisions and teams are taking action to accomplish the Strategic Objectives.

### **6. Align Objectives with the Strategic Priorities**

This process was started, however it was never completed during the initial strategic planning process. We plan to incorporate this into our upcoming 2-day retreat where we will then ensure organizational alignment to Strategic Priorities. Senior Staff and Assistant Directors will rate the agency's overall alignment to the stated Strategic Objectives as high, medium or low.

An alignment matrix will be developed to display this alignment. The alignment matrix will be used by the Champions to determine if sufficient work is being done at the proper level to ensure completion of plans.

## **7. Develop Agency-wide Action Plans**

Agency action plans were developed based on the Strategic Objectives (**Figure 5**). At least one action plan for each objective was developed. Measures were established that are within the control of the agency. Action plans were developed with specific activities that will contribute to the overall attainment of the Strategic Objective.

## **8. Align with Budgets**

As part of the action planning process, any plans with significant budgetary impact should be assessed in terms of cost/revenue, importance, likelihood of success, alignment to mission and vision, and other organizational requirements. Fiscal analysis will determine whether the action plan will be implemented this year, in a later year, or be held contingent on availability of funding.

## **9. Review Plans and Progress**

The organization reviews progress toward the accomplishment of its Strategic Objectives and Action Plans on a quarterly basis. The organization's Senior Staff along with the Sterling Coordinator Group conducts this review. The review consists of an examination of all key measures/indicators established during the planning process. These indicators should be noted in terms of whether the result is improving over time, whether it is meeting target values and whether it is exceeding established benchmarks. The progress made in accomplishing action plans within timeframes, whether action plans are meeting budget guidelines, and if these plans are making the desired organizational impact should be a focus of the review process.

## **10. Evaluate and Improve Process**

The entire planning process is evaluated annually to determine whether the Strategic Priorities and Objectives should be continued, modified, or deleted based on changes in the environment, legislative mandates, new priorities, budgetary constraints, and customer expectations.

## Analysis and Prioritization Matrix – Figure 2

Item	Impact on Customer	Need to Improve	Aligned to MVV	TOTAL
T - Elimination of local authority/ duplication (Home rule)	4.5	4	5	90
O - Improve/ Enhance/ utilization of grass roots support of agency	4	4	4	64
O - Leadership development	4	4	4	64
O - Pursue delegation (One stop shop)	4	4	4	64
O- Improve use of technology (Include web, remote access, etc.)	4	4	4	64
S/O - Outreach to legislature and commission	4	4	4	64
T - Loss of institutional knowledge	4	4	4	64
T - Take over by County Legal - <b>Parking Lot</b>	4	4	4	64
T - Vocal special interests	4	4	4	64
T - Funding Decisions made by partners with no input	4	4	4	64
W - Top to Bottom Communications (2 Way)	4	4	4	64
O - Succession planning	4	4	3.5	56
O - Employee development and cross training	3.5	4	3.5	49
W - Customer Perception of Timeliness	4	3.5	3.5	49
W - Front end data base development	3.5	4	3.5	49
W - Funding for training	3.5	4	3.5	49
W - Resistance to Change	3.5	4	3.5	49
W - Sufficient technology resources	4	3.5	3.5	49
O - Staff Perceived political influence in decisions	3	4	4	48
W - Perceived barriers of communication (silos)	3	4	4	48
W - Incompatible data systems with partners	3.5	3.5	3.5	42.875
W - Limited Data Analysis Capability	3.5	3.5	3.5	42.875
O - Employee perception of ethical behavior (work)	3	4	3.5	42
O - Transparency of management decision making	3	4	3.5	42
T - Sustainability of technology	3.5	3.5	3	36.75
W - Remote Access to information for Public	3.5	3.5	3	36.75
W - Some staff are technology challenged	3	3.5	3.5	36.75
O - Customer education	4	3	3	36
T - Take over by County IT - <b>Parking Lot</b>	3	4	3	36
O - Performance Management (Recognition/Pay/Reward for performance)	3	4	3	36
O - Expand Direct Inspection Program	3	4	3	36

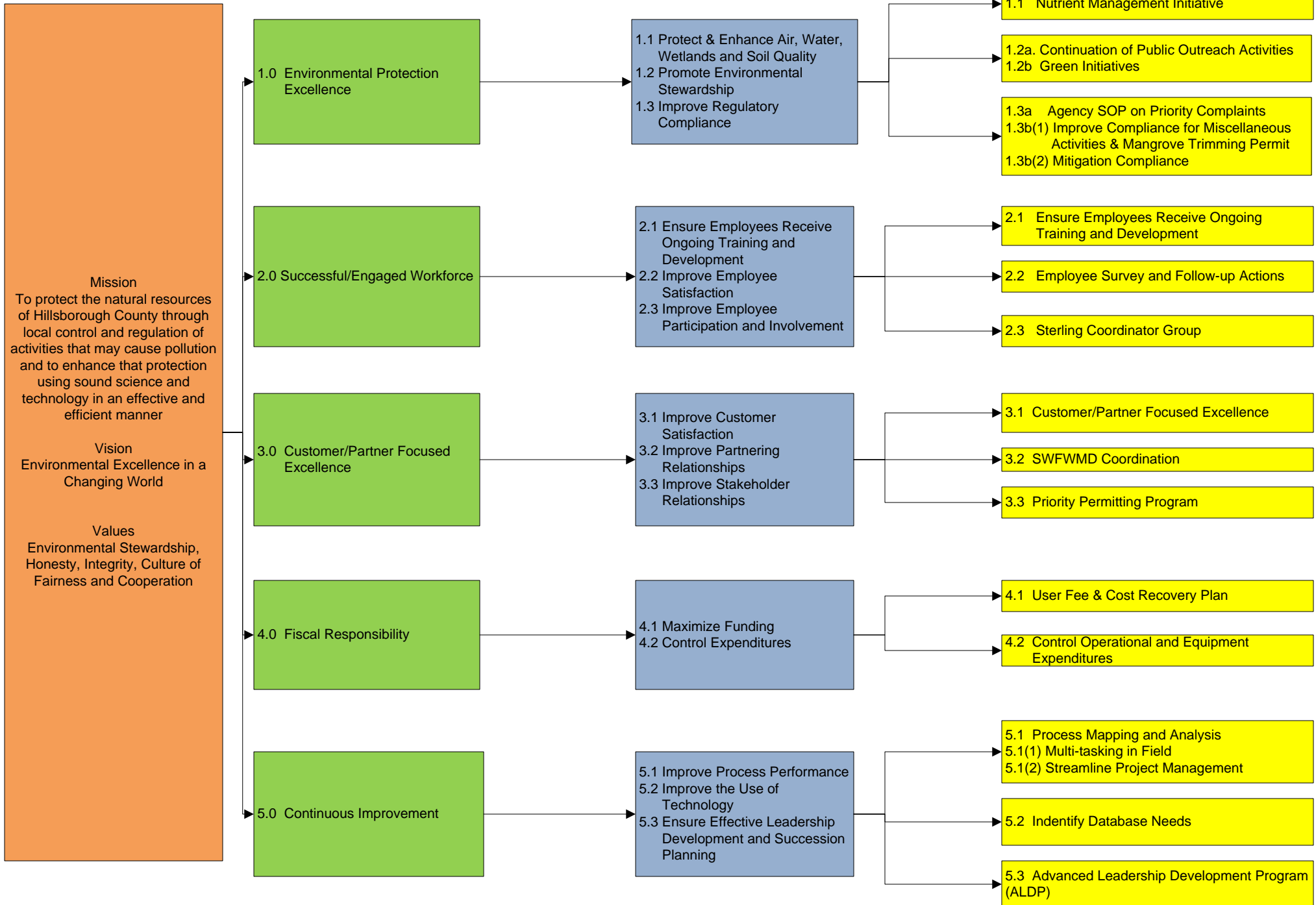




EPC Balanced Scorecard – Figure 4

Priority	Strategic Objective	Priority	Strategic Objective
<b>1.0 Environmental Protection Excellence - Sam Elrabi</b>	<b>1.1 Protect &amp; Enhance Air, Water, Wetlands and Soil Quality</b>	<b>4.0 Fiscal Responsibility – Rick Tschantz</b>	<b>4.1 Maximize funding</b>
	<b>1.2 Promote Environmental Stewardship</b> <b>1.3 Improve Regulatory Compliance</b>		<b>4.2 Control expenditures</b>
	<b>2.0 Successful/ Engaged Workforce – Hooshang Boostani</b>		<b>2.1 Ensure employees receive ongoing training and development</b>
<b>2.2 Improve employee satisfaction</b>		<b>5.2 Improve the usage of technology</b>	
<b>2.3 Improve employee participation and empowerment</b>		<b>5.3 Ensure effective leadership development and Succession Planning</b>	
<b>3.0 Customer/ Partner Focused Excellence – Jerry Campbell</b>	<b>3.1 Improve Customer Satisfaction</b>		
	<b>3.2 Improve Partnering Relationships</b>		
	<b>3.3 Improve Stakeholder Relationships</b>		

Figure 5 – EPC –  
2010-11 Strategy  
Map



*Strategic Priority 1.0*  
*Environmental Protection Excellence*  
*Action Plans*

<b>Action Plan 1.1 Protect &amp; Enhance Water Quality</b>		<b>Related Priorities:</b>	
<b>Action Plan Name: Fertilizer Management Initiative</b>		<b>Resources Needed: Outside Contractor</b>	
<b>Action Plan Owner: Tom Ash</b>		<b>Cost ~\$: 100,000</b>	<b>Labor Hours:</b>
<b>To Be Completed by (Date): November 2013</b>		<b>Benefits:</b>	
<b>Success to be measured by: based on contractor study plan, overall reduction in nutrient loading to surface waters of the county as measured by various water chemistry parameters (Total N, TOC, Chlorophyll-a, etc.) , improved biological response to environmental conditions and improved compliance by public.</b>		<b>Benefits/Cost: Improved surface water quality in county waters, improved environmental and public health, compliance with state and federal water quality mandates.</b>	
<b>Specific Actions</b>	<b>By Who</b>	<b>When</b>	<b>How Accomplished</b>
1. Develop & Pass a Residential Fertilizer Rule.	T. Ash	Complete 7/20/2010	Public hearing and rulemaking process.
2. Post final rule and FAQ on website.	Legal/Admin	Complete 7/21/2010	Webmaster.
3. Develop public education materials.	T. Ash	In-progress 6/2011	Partner with TBEP and adjacent counties.
4. Develop a certification decal & coordinate training with FDEP /Extension.	T. Ash	Complete 2/2011	Partner with TBEP & Hills. Co. Extension / FDEP.
5. Implement a 2 yr. study to measure effect of fertilizer rule on water quality.	EPC/TBEP	In-progress 6/2011	Partner with TBEP and adjacent counties to contract out a study.
6. Evaluate Year 1 & 2 study results.	T. Ash	In-progress 11/2012	Data & summary by contractor.
7. Present final results to EPC Board for future direction beyond 2013.	T. Ash	11/2013	Place on EPC Comm. Agenda.

<b>Action Plan # 1.2a Promote Environmental Stewardship</b>		<b>Related priorities: 2.2, 3.1</b>	
<b>Action Plan Name: Continuation of public outreach activities</b>		<b>Resources Needed: Staff time</b>	
<b>Action Plan Owner: Jessica Lopez</b>		<b>Cost \$: 9,985.00</b>	<b>Labor Hours:</b>
<b>To Be Completed by (Date): December 2011</b>		<b>Benefits: provide the best public outreach possible with the existing resources available</b>	
<b>Success to be measured by: the number of people reached at each event; use results to determine subsequent years' list of events for staff participation</b>		<b>Benefits/Cost:</b>	
<b>Specific Actions</b>	<b>By Who</b>	<b>When</b>	<b>How Accomplished</b>
1. Having lost the public outreach position due to budget issues, how does the agency plan to continue outreach activities.	Senior Staff	December 2011	They gave the existing Public Information and Education Committee (PIE) the task.
2. The PIE Committee met to strategize to determine how they can meet this task.	PIE Committee	Annually	Determine list of outreach events agency will participate in for upcoming year and have approved by Senior Staff.
3. Meet with County Communications Dept. to see what services they can provide and what costs are associated with those services.	Executive Director, PIE Committee & Legal Dept.	Complete 2/15/11	Executive Director met with representative of County Communications Dept. to discuss potential services they can provide to EPC; PIE Committee then reviewed the proposed plan and associated costs and provided recommendation to Senior Staff; Legal Dept. developed the contract for the services being provided. Contract needs to be signed.

Specific Actions	By Who	When	How Accomplished
<p>4. Facilitate staff availability to fulfill speaker requests as they come in throughout the year by creation of a Speakers Bureau; track all speaking engagements to ensure accurate reporting and timely response; Create a form on the website for speaker requests that automatically uploads the request to an Excel spreadsheet and sends an email to the PIE Committee Chairperson with an automated response sent back to the applicant stating request was received.</p>	<p>PIE Committee + MIS</p>	<p>June 2011; Date modified to December 2011</p>	<p>Create standard presentations that can be used for specific audiences and maintain them on a centralized presentation list; Create and maintain a spreadsheet of all speaker requests and the staff fulfilling them. Have all requests come through the EPC website in email form. Have all EPC staff speaker engagements come through the PIE Committee as to not overbook staff throughout the year.</p>
<p>5. To address participation at outreach events not previously agreed to.</p>	<p>PIE Committee + Senior Staff</p>	<p>Ongoing</p>	<p>PIE Committee will discuss on a case-by-case basis with Senior Staff to determine if resources are available to participate.</p>
<p>6. Review contract &amp; PIE Process and make improvements as needed.</p>	<p>PIE Committee + Senior staff</p>	<p>December 2011</p>	<p>PIE Committee advises Senior Staff regarding past year's accomplishments; provides recommendations for upcoming year's events and any improvements to process.</p>

<b>Action Plan: 1.2b Promote Environmental Stewardship</b>		<b>Related Priorities: 2.3</b>	
<b>Action Plan Name: Green Initiatives</b>		<b>Resources Needed: Staff time</b>	
<b>Action Plan Owner: Hooshang Boostani</b>		<b>Cost \$: Minimal</b>	<b>Labor Hours:</b>
<b>To Be Completed by (Date): July 2012</b>		<b>Benefits:</b>	
<p><b>Success to be measured by: Increase quantity of recycled materials by 2%. Current baseline: Plastics (#'s 1 and 2): 325 cubic feet; Paper (including magazines and cardboard): 1058 cubic feet; Aluminum cans: 159 pounds. Establish baseline for new recycled material waste streams including : Plastics #5, Ink cartridges, Styrofoam, Rechargeable batteries/cell phones, Corks, Gifts/key cards. Energy reduction of kilowatts from 68,010 in 2010 by 2%. Pursue Energy Star and/or LEED Certification.</b></p>		<p><b>Benefits/Cost: improved office recycling program, reduction in energy costs associated with building operations, and promotion of environmental stewardship to the public by agency leading by example.</b></p>	
<b>Specific Actions</b>	<b>By Who</b>	<b>When</b>	<b>How Accomplished</b>
1. Research current recycling opportunities and expand recycling availability.	Bryant, Javier, Tapley	Complete 12/10	Telephone conferences with vendors.
2. Create recycling infrastructure.	Bryant, Javier, Tapley	Complete 12/10	Acquired materials from surplus & constructed recycling centers.
3. Track collected recyclable materials.	Bryant, Javier, Tapley	Ongoing	Created tracking database.

<b>Specific Actions</b>	<b>By Who</b>	<b>When</b>	<b>How Accomplished</b>
4. Educating public on recycling opportunities and benefits to the environment.	Bryant, Javier, Tapley	Complete 12/10	Created permanent display in lobby of EPC complex, added 'Recycling & Green Programs' link to agency website home page.
5. Expand green initiatives to include resource conservation.	Boostani	Complete 12/10	Created Green Team with representatives from each division who will oversee in-house agency initiatives related to recycling and conservation opportunities.
6. Meet with County Facilities Department.	Executive Director	Complete 3/11	Met with Facilities to determine areas of Green Initiatives that can be supported by the County.
7. Initial assessment of EPC Complex for LEED Certification.	EcoPreserve, Green Team	Complete 4/11	Complied information related to water & energy consumption at the EPC complex and existing recycling programs and provided it to EcoPreserve to use in determining initial rating related to LEED certification; EcoPreserve then generated a draft assessment report detailing proposed actions needed to attain LEED certification.
8. LEED/Energy Star Certification.	Green Team	07/15/11; completed 07/15/2011	Analyze the EcoPreserve draft assessment report & provide recommendations to Senior Staff.
9. Determine if budget allows agency to apply for LEED/Energy Star Certification.	Executive Director and Division Directors	07/15/2012	Senior staff will determine to what extent funds can be expended toward obtaining certification.

<b>Action Plan # 1.3a Improve Regulatory Compliance</b>		<b>Related Priorities: 3.1</b>	
<b>Action Plan Name: Agency Policy on Priority Complaints</b>		<b>Resources Needed: staff time</b>	
<b>Action Plan Owner: Paula Noblitt</b>		<b>Cost \$:</b>	<b>Labor Hours:</b>
<b>To Be Completed by (Date): 8/30/2011</b>		<b>Benefits:</b>	
<b>Success to be measured by: Improved customer service and oversight by achieving a 95% target compliance rate of responding to high priority complaints within 1 day.</b>		<b>Benefits/Cost:</b> Improved Response Time to Complaints and reduced environmental impact.	
<b>Specific Actions</b>	<b>By Who</b>	<b>When</b>	<b>How Accomplished</b>
1. Establish baseline by determining existing complaint response time to all complaints.	Team	Complete 3/15/2011	Calculate current agency response time rate to 5 days for all complaints by reviewing data from 10/09 – 9/10.
2. Amend existing Complaint Policy to identify/address high priority complaints. Amendments to incorporate CRM are now also being included.	Team	6/15/2011 Pending E.D. Approval; Date modified to 9/15/2011	Propose amendments to Policy to address high priority complaints response within 1 day and CRM complaint processing.
3. Modify complaint database to include provisions for flagging high priority complaints.	MIS	6/15/2011 Pending; Completed 5/30/2011	Team to coordinate with MIS to effect needed changes.
4. Conduct training and refresher on Policy and implement amended Policy.	Team/Division	11/30/2011	Team will conduct training/refresher and implement amended Policy.

<b>Specific Actions</b>	<b>By Who</b>	<b>When</b>	<b>How Accomplished</b>
5. Review complaint statistics.	Team	11/30/2011; Date modified to 3/30/2012	Calculate new agency response rate for high priority and other complaints for 8/1/11 – 2/28/2012.
6. Make changes to Policy as needed.	Team	On-Going	Determine if further Policy amendments are needed and make any necessary changes to Policy.

<b>Action Plan # 1.3b Improve Regulatory Compliance</b>		<b>Related priorities: 3.1, 4.2, 5.1</b>	
<b>Action Plan Name: Improve Initial Compliance for Miscellaneous Activities &amp; Mangrove Trimming Permit</b>		<b>Resources Needed: Staff time</b>	
<b>Action Plan Owner: Bob Owens</b>		<b>Cost \$:</b>	<b>Labor Hours:</b>
<b>To Be Completed by (Date): September 2011</b>		<b>Benefits: Quicker return of wetland function and less staff time conducting compliance &amp; less fuel consumption</b>	
<b>Success to be measured by: 90% compliance with permit conditions at initial compliance inspection.</b>		<b>Benefits/Cost: Savings of staff time &amp; resources and quicker return of function for minimal initial time investment.</b>	
<b>Specific Actions</b>	<b>By Who</b>	<b>When</b>	<b>How Accomplished</b>
1. Establish baseline compliance rate. +/- 75%.	Bob Owens	Complete 6/18/10	Approximate % rate based upon historical knowledge.
2. Focus approval letters on compliance issues to make them easier for applicant to determine what they need to do.	Team	Complete 7/15/2010	Make compliance/replant plans more prominent in letters if applicable. Place Notice of Rights and other standard paragraphs on separate sheet from approval letter; Cleanup standard letters to focus on specific compliance issues by removing generic statements.
3. Setup appointment with applicant before driving to site.	Team	Complete 7/15/2010	Make applicants contact information prominent in file.
4. Review annually.	Team	7/15/2011; Completed 7/15/2011	Review action plan & modify as necessary.

<b>Action Plan # 1.3c Improve Regulatory Compliance</b>		<b>Related Priorities: 2.1, 2.3, 5.1</b>	
<b>Action Plan Name: Mitigation Compliance</b>		<b>Resources Needed: Staff time</b>	
<b>Action Plan Owner: Richard Batty</b>		<b>Cost \$:</b>	<b>Labor Hours:</b>
<b>To Be Completed by (Date): 3/18/11</b>		<b>Benefits: Less lag time to replace wetland function and less staff time involvement in compliance activities.</b>	
<b>Success to be measured by: 75% of projects meeting initial compliance w/in 6 months; 85% of projects reaching success criteria w/in standard monitoring period.</b>		<b>Benefits/Cost: More initial labor; however, benefit of quicker replaced function and shorter monitoring periods offset initial labor cost.</b>	
<b>Specific Actions</b>	<b>By Who</b>	<b>When</b>	<b>How Accomplished</b>
1. Improve initial mitigation plan review.	Mike Thompson	Complete 12/29/2010	Mitigation Design Review Committee established to comment on individual projects and provide feedback to applicant.
2. Identify baseline % of sites meeting compliance.	Richard Batty	Complete 12/29/2010	Review of 10 recent MIT files and found that 50% initial compliance w/in 6 mths.
3. Reinforce 6 month requirement.	Richard Batty	Complete 9/15/2010	Develop form letter stating 6 month completion criteria to mail upon documentation of initial wetland impact. Follow-up with reminder email 3 months after letter is sent.

<b>Specific Actions</b>	<b>By Who</b>	<b>When</b>	<b>How Accomplished</b>
<b>4. Make 6 month timeframe more prominent in conceptual approval letter.</b>	<b>Team</b>	<b>Complete 12/29/2010</b>	<b>Revise conceptual approval letter.</b>
<b>5. Require larger plant material for replants to offset time lag.</b>	<b>Mike Thompson</b>	<b>Complete 3/18/2011</b>	<b>Revise standard EPC monitoring notes to add this requirement.</b>
<b>6. Verify SHW elevations on mitigation plans.</b>	<b>Team</b>	<b>Ongoing</b>	<b>Include field verification of SHW during UMAM inspections.</b>

*Strategic Priority 2.0*  
*Successful/Engaged Workforce*  
*Action Plans*

<b>Action Plan 2.1 Ensure employees receive ongoing training &amp; development</b>		<b>Related Priorities:</b>	
<b>Action Plan Name: IDP &amp; Supervisor Training Protocol</b>		<b>Resources Needed: staff time</b>	
<b>Action Plan Owner: Hooshang Boostani</b>		<b>Cost \$: 0</b>	<b>Labor Hours:</b>
<b>To Be Completed by (Date): 6/15/2011</b>		<b>Benefits:</b>	
<b>Success to be measured by: Increase rating related to training on employee survey from 47% to 60%.</b>		<b>Benefits/Cost: employees will be more engaged in personal/professional development.</b>	
<b>Specific Actions</b>	<b>By Who</b>	<b>When</b>	<b>How Accomplished</b>
1. Develop Individual Development Plan (IDP) for any employee who wants to enhance their knowledge and skills.	Team	12/15/10; Complete 12/15/10	Develop framework for program and present to Sterling Coordinator Committee /Sr. Staff for review/approval. Manager/Supervisor introduces program to each direct report beginning with PPM in 2011.
2. Develop an agency orientation program for new hires.	HR Person	6/15/11	Review existing policy and update as needed.
3. Develop Supervisor Training Program.	Supervisor Committee	6/15/11; Complete 6/27/2011	Select representative from each division to be on the Committee; develop criteria; present to Sr. Staff for approval.
4. Develop tracking system for Supervisor Training Program.	MIS	6/15/11; Complete 6/27/2011	To be developed in-house.
5. Implement the Supervisor Training Program.	Team	12/2011	Mandatory participation for new supervisors, voluntary participation for existing supervisors.

<b>Action Plan 2.2 Improve Employee Satisfaction</b>		<b>Related Priorities:</b>	
<b>Action Plan Name: Employee Survey and follow up actions</b>		<b>Resources Needed: Outside Contractor</b>	
<b>Action Plan Owner: Hooshang Boostani</b>		<b>Cost \$: 1,875.00</b>	<b>Labor Hours:</b>
<b>To Be Completed by (Date): 2/28/11</b>		<b>Benefits:</b>	
<b>Success to be measured by: Increase in overall satisfaction rate from 83% to 85%.</b>		<b>Benefits/Cost: To engage employees in constructive feedback, to identify opportunities for improvement and follow up with appropriate Action Plans.</b>	
<b>Specific Actions</b>	<b>By Who</b>	<b>When</b>	<b>How Accomplished</b>
1. Contact Allegiance to initiate annual employee survey.	L. Campbell	Complete	Email contact from last year.
2. Sign contracts.	R. Tschantz	Complete	Perform legal review of contracts prior to signature.
3. Initiate 30 day survey.	Allegiance	Complete	Email individual survey invitations to each staff member.
4. Half way reminder to staff who have not responded.	Allegiance	Complete	Email staff how have not responded within the first 15 days.
5. Survey data and report.	Allegiance	12/31/10 Complete 12/31/10	Compile and analyze data resulting from survey response and produce a report.
6. Analyze and distribute report.	Team	Was 2/28/11 Now 5/6/11	Group discussion of opportunities for improvement and creation of Action Plans to achieve goals.
7. Determine appropriate follow up actions.	Senior Staff	6/15/11	To be discussed by Sr. Staff.
8. Repeat Employee Survey.	Allegiance	Annually	Email individual survey invitations to each staff member.

<b>Action Plan 2.3a Improve Employee Participation and Empowerment</b>		<b>Related Priorities: 5.1</b>	
<b>Action Plan Name: Sterling Coordinator Group</b>		<b>Resources Needed:</b>	
<b>Action Plan Owner: Rick Garrity &amp; Rick Tschantz</b>		<b>Cost \$:</b>	<b>Labor Hours:</b>
<b>To Be Completed by: December 2011</b>		<b>Benefits:</b>	
<b>Success to be measured by: 5% increase in areas of participation and empowerment noted in the employee survey compared to last year's survey result of 47%. 5% increase of staff involved in Sterling initiatives compared to current participation rate of 45%.</b>		<b>Benefits/Cost: To increase employee participation in the Sterling Process and empower them to help facilitate improvements and efficiencies in the agency.</b>	
<b>Specific Actions</b>	<b>By Who</b>	<b>When</b>	<b>How Accomplished</b>
1. Create Sterling Coordinator Group (SCG) to help facilitate the Sterling Process for the agency.	Senior Staff	Complete	Garrity and Tschantz leaders Sam, Kelly, Leslie (SKL) coordinators Assign one representative from each division to the group.
2. Create EPC Master Action Plan for Implementation of Sterling including identification of at least one plan for each of the 14 Strategic Objectives.	SCG and Senior Staff	Complete	Half day workshop with D. Klater.
3. Assign ownership of each Action Plan.	SCG and Senior Staff	Complete	Champions have overall responsibility for Strategic Objective Action Plans within their designated Priority but will delegate down to include more staff.

<b>Specific Actions</b>	<b>By Who</b>	<b>When</b>	<b>How Accomplished</b>
4. Each representative is tasked to ensure the action plans are completed within the timeframes established.	SCG	12/15/10 Complete	Each division representative will coordinate the completion of their respective division's action plans as required.
5. Complete mapping of the original 6 key processes plus map the final 3 key processes; enter into Visio.	Team	01/31/11 Complete 4/1/11	Staff from original training sessions will provide training to new staff on how to map the processes.
6. Communicate group's progress and activities via monthly meeting minutes.	Rick Tschantz	Begin 1/2011 Complete 5/1/11	Send monthly meeting minutes to agency staff via e-mail; names of group members will be included so staff can direct any questions to the appropriate people.
7. Monitor progress of the Master Action Plan.	SCG	On-going	Continuing to meet bi-weekly.
8. Draft Organization Profile and Strategic Plan.	SKL	Complete 4/15/11	Divide responsibility for drafting and editing.
9. Submit a Sterling Challenge application.	Team	Year End 2011	Sections of the application will be assigned to specific champions who can then delegate or form teams to draft their sections.

*Strategic Priority 3.0*  
*Customer/Partner Focused*  
*Action Plans*

<b>Action Plan 3.1a Improve Customer Satisfaction</b>		<b>Related Priorities: 1.3a</b>	
<b>Action Plan Name: Improve Complaint Response Time</b>		<b>Resources Needed: staff time</b>	
<b>Action Plan Owner: Rick Muratti</b>		<b>Cost \$: 25,000 in contract services</b>	<b>Labor Hours:</b>
<b>To Be Completed by (Date): September 2012</b>		<b>Benefits: Increase accountability to the public.</b>	
<b>Success to be measured by: 100% of complaint investigations initiated within 5 days (Target 1); establish baseline for customer satisfaction through e-mail link to survey with a goal of 4.0 or better on 95% of the responses (Target 2).</b>		<b>Benefits/Cost: Benefit is to ensure we are providing timely and quality service to the public.</b>	
<b>Specific Actions</b>	<b>By Who</b>	<b>When</b>	<b>How Accomplished</b>
<b>1. Track Agency timeliness on complaint response (Target 1).</b>	<b>Team &amp; MIS</b>	<b>Complete 2/2011</b>	<b>Team will meet with MIS to create a quarterly report for the Executive Director. If MIS cannot set up a program we will contract out.</b>
<b>2. Solicit and record public satisfaction with the quality of the Agency's response (Target 2).</b>	<b>Team &amp; MIS (Elaine)</b>	<b>Complete by September 2011 if done in-house.</b>	<b>MIS will add e-mail address information to the complaint form and set up an auto e-mail to all complainants. MIS will also set up the survey link on the EPC e-mails.</b>

<b>Specific Actions</b>	<b>By Who</b>	<b>When</b>	<b>How Accomplished</b>
3. Recognize quality service.	Executive Director	December 2011 or March 2012	At In-Service meetings, Executive director will recognize exceptional quality service of individual staff.

<b>Action Plan 3.1b Improve Customer Satisfaction</b>		<b>Related Priorities:</b>	
<b>Action Plan Name: Annual Customer Survey</b>		<b>Resources Needed:</b>	
<b>Action Plan Owner: Joe Baron</b>		<b>Cost \$:</b>	<b>Labor Hours:</b>
<b>To Be Completed by (Date): November 2011</b>		<b>Benefits: Improved service to the public and the regulated community.</b>	
<b>Success to be measured by: 2010 customer survey results score related to fairness was 4.47, timeliness was 4.18 and overall effectiveness was 4.18. Our goal is to see improvement in each of these scores.</b>		<b>Benefits/Cost: To ensure we are providing quality service to the public and the regulated community.</b>	
<b>Specific Actions</b>	<b>By Who</b>	<b>When</b>	<b>How Accomplished</b>
1. Each division will provide a customer list to Team.	Operational Divisions	Completed February 2011	Each division will provide a list of 5 names for each of the following 5 categories: citizens, government agencies, environmental activist/community leaders, consultants and regulated industry. To the extent practical the list of customers shall be randomly generated.
2. Initiate the survey.	Legal & D. Klater	May 2011; Completed	Select a contractor to conduct the survey and provide them the customer list with questions.

Specific Actions	By Who	When	How Accomplished
3. Receive and analyze the survey results.	Team	July 2011; Partially completed – still need written recommendations to Executive Director	Review the survey results and compare it to previous years. Make written recommendations as necessary to the Executive Director.
4. Review Customer Survey process.	Sr. Staff & SCG	November 2011	Meet and review alternatives for measuring customer satisfaction.
5. Improve customer service.	Team	Was September 2011 - now December 2011	Inquire of the County's HR Customer Service Det. to provide a basic customer service training class for Agency employees. Target 50% of the employees with some customer service exposure to take it the first year (2011-2012) and the other 50% the second (2012-2013).

<b>Action Plan 3.1c Improve Customer Satisfaction</b>		<b>Related Priorities:</b>	
<b>Action Plan Name: Develop Business Feedback Group</b>		<b>Resources Needed:</b>	
<b>Action Plan Owner: Hooshang Boostani</b>		<b>Cost \$:</b>	<b>Labor Hours:</b>
<b>To Be Completed by (Date): July 2011</b>		<b>Benefits:</b>	
<b>Success to be measured by: Establish the Business Feedback Group by June 2011; % members that attend quarterly meetings.</b>		<b>Benefits/Cost:</b>	
<b>Specific Actions</b>	<b>By Who</b>	<b>When</b>	<b>How Accomplished</b>
1. Based on EPC Board request, develop a business advisory committee.	Executive Director & Waste Director	March 2011 Completed March 2011	Determine function of committee and potential members.
2. Create list of candidates.	Waste Director	April 2011 Completed April 2011	Received input from Commissioners and people who have worked with the agency.
3. Contact and select members.	Waste Director	May 2011 Completed May 2011	Contacted through phone calls and e-mail. Six contacted candidates agreed to serve and were selected.
4. Schedule first meeting.	Waste Director	June 2011; Completed June 2011	Contact via phone calls and e-mails to determine an available date.
5. Contact via phone calls and e-mails to determine an available date.	Waste Director & Committee	July 2011; Completed July 2011	Face-to-face meeting to obtain input from members as to how they want to operate.
6. Routine meetings to address emerging issues.	Waste Director & Committee	Quarterly; on-going	Scheduled quarterly meetings.

<b>Action Plan # 3.2 Improve Partnering Relationships</b>		<b>Related Priorities: 1.2, 2.1, 3.1, 5.1</b>	
<b>Action Plan Name: Enhance Coordination with SWFWMD</b>		<b>Resources Needed: Staff time &amp; Partner Cooperation</b>	
<b>Action Plan Owner: Debbie Sinko</b>		<b>Cost \$:</b>	<b>Labor Hours:</b>
<b>To Be Completed by (Date): 2013</b>		<b>Benefits: Consistency &amp; efficiency of State &amp; Local reviews for applicants</b>	
<b>Success to be measured by: Obtain Environmental Resource Permitting (ERP) delegation by 2013.</b>		<b>Benefits/Cost:</b>	
<b>Specific Actions</b>	<b>By Who</b>	<b>When</b>	<b>How Accomplished</b>
1. Coordinate UMAM field inspections.	Wetlands Assessment staff	Ongoing	When new project is assigned make contact w/SWFWMD to coordinate.
2. Meet with SWFWMD Regulatory Mgt staff regularly.	Wetlands Director & Manager	Quarterly	Keep log for topics to discuss. Schedule meeting when 3 topics are available.
3. Conduct common training for staffs.	Wetlands Assessment staff	Ongoing	Yearly hydric soils training & UMAM assessment training. Wetlands staff attend yearly WAP training.

<b>Specific Actions</b>	<b>By Who</b>	<b>When</b>	<b>How Accomplished</b>
4. Pursue appropriate contract work from SWFWMD.	Wetlands Director	June 2011 Complete 4/11	Make desire & availability known to appropriate SWFWMD staff.
5. Meet/contact SWFWMD construction/maintenance staff regularly.	Wetlands Professional Engineer	Quarterly	Wetlands PE will contact SWFWMD construction staff to discuss ongoing/proposed projects.
6. Develop a plan of action to obtain SWFWMD environmental (ERP) delegation.	Wetlands Director	June 2011 Complete 3/11	Meet with Wetlands staff and consultants to determine the best course of action. Hire consultant for feasibility study.

<b>Action Plan 3.3 Improve Stakeholder Relationships</b>		<b>Related Priorities:</b>	
<b>Action Plan Name: Priority Permitting Program</b>		<b>Resources Needed:</b>	
<b>Action Plan Owner: Jerry Campbell</b>		<b>Cost \$:</b>	<b>Labor Hours:</b>
<b>To Be Completed by (Date): October 2011</b>		<b>Benefits: Improved service to the public and the regulated community.</b>	
<b>Success to be measured by: Responsiveness to the applicant will be measured by timeliness in processing the application, the number of agencies participating and customer survey results. December 2011, 100% of the applications processed in less than half the statutory limit. December 2011, 100% of Customer Surveys to receive a 4.0 or better.</b>		<b>Benefits/Cost: Providing an expedited review for applicants with time sensitive projects which have the potential for significant benefit to the public and/or the environment.</b>	
<b>Specific Actions</b>	<b>By Who</b>	<b>When</b>	<b>How Accomplished</b>
1. Develop criteria for Priority Permitting Program and get Board direction.	Team	Complete November 2010	Draft program elements using input from all operational divisions. Make a Board presentation.
2. Ensure PP program practices are implemented.	Operational Divisions	Complete January 2011	Permitting staff will consult with the division director prior to issuing a RAI and keep the Executive Director updated on any PP applications.

Specific Actions	By Who	When	How Accomplished
3.Track each application associated with any Priority Permitting project and determine the time to issue as a percentage of the statutory limit.	Operational Divisions	June 2011; Complete	Each division tracks their own priority permitting applications and time to issue as a percent and includes it in the Performance Measures report.
4. Provide the applicant a customer survey at the conclusion of the process.	Priority Permitting Team	June 2011; Complete	Have the Chair provide the survey and include the results in their quarterly report.
5. Other applicable departments will be encouraged to participate.	Priority Permitting Team	September 2011	EPC's team will contact outside departments and agencies to discuss full participation in priority permitting.

*Strategic Priority 4.0*  
*Fiscal Responsibility*  
*Action Plans*

<b>Action Plan 4.1 Maximize Funding</b>		<b>Related Priorities:</b>	
<b>Action Plan Name: Establish User Fee and Cost Recovery Plan</b>		<b>Resources Needed: Staff time and costs for vendor to provide fee study</b>	
<b>Action Plan Owner: Rick Tschantz</b>		<b>Cost : ~\$10,000</b>	<b>Labor Hours:</b>
<b>To Be Completed by: September 2011</b> <b>***Suspended***</b>		<b>Benefits: Establish fee baseline, policy and 2 new Rules.</b>	
<b>Success to be measured by: Completion of Fee Study, EPC Executive Director Policy Developed and 2 Rules Developed relating to fee study and inflation adjustments.</b>		<b>Benefits/Cost:</b>	
<b>Specific Actions</b>	<b>By Who</b>	<b>When</b>	<b>How Accomplished</b>
1. Bring Inflation adjustment and cost recovery agenda item to the Commission.	Chris Dunn Andy Zodrow	March 2011 Complete 3/11	Update the previous agenda item and present to the Commission in March for decision.
2. Request Quotes for Fee Study, Determine feasibility.	Senior Staff	6/30/2011	Contact Fee Study vendors, request quotes for service, review quotes with Finance and Senior Staff to determine feasibility and funding sources.
3. Identify current EPC activities that do and do not need fees.	Division Supervisors & Team	6/30/2011	Team work with each division to evaluate and identify current activities that we charge fees for and determine if others exist.
4. Develop an agency-wide fee study for each activity.	Team, Finance and/or Vendor	9/1/2011	Work with Vendor (if feasible) or develop internal team, to develop an agency wide fee study to define the full cost to provide various services.

<b>Action Plan 4.2 Control Expenditures</b>		<b>Related Priorities:</b>	
<b>Action Plan Name: Control Operational and Equipment Expenditures</b>		<b>Resources Needed: Staff time</b>	
<b>Action Plan Owner: Rick Tschantz</b>		<b>Cost \$:</b>	<b>Labor Hours:</b>
<b>To Be Completed by: September 2011</b>		<b>Benefits: To make more efficient use of available staffing and financial resources.</b>	
<b>Success to be measured by: Achieve a \$48,600 reduction of operating/equipment expenses.</b>		<b>Benefits/Cost: EST. \$48,600/FY</b>	
<b>Specific Actions</b>	<b>By Who</b>	<b>When</b>	<b>How Accomplished</b>
1. Update Transition Plan.	All Divisions	Monthly (through September 2011) Ongoing	Each division shall evaluate their actions related to the transition plan "desired outcomes."
2. Prepare (Pre-Budget) Business Opportunity list.	All Divisions	February 18, 2011 Complete 2/18/11	Each division shall submit a list of Business Opportunities detailing the division's efficiencies.
3. Reduce operating and equipment expenses.	All Divisions	July 2011; Completed 6/8/11	Each division shall evaluate operating/equipment expenses to seek to reduce costs. Examples include fleet reduction, elimination of desk top printers, and repair vs. replacement of equipment.
4. Identify potential areas for FY12/13 budget reductions by prioritizing essential/non-essential activities and efficiencies gained via process improvements; implementation of RIF if needed.	Senior Staff	July 2011: Completed 7/1/11	Each division shall evaluate cost reduction strategies through attrition and possible intra/inter-divisional reorganization.
5. Annual Review of this Action Plan during the time period of the Strategic Action Plan review.	All Divisions	Annually in September	Each Division shall review this Action Plan for updates each September.

*Strategic Priority 5.0*  
*Continuous Improvement*  
*Action Plans*

<b>Action Plan #5.1a Improve Process Performance</b>		<b>Related Priorities: 2.3, 3.1</b>	
<b>Action Plan Name: Process Mapping and Analysis</b>		<b>Resources Needed: staff time</b>	
<b>Action Plan Owner: Kelley Boatwright</b>		<b>Cost \$: 3,000.00</b>	<b>Labor Hours:</b>
<b>To Be Completed by (Date): 7/15/11</b>		<b>Benefits:</b>	
<b>Success to be measured by: 8 key processes, 100% of processes mapped, assigned ownership, and analyzed; % improved.</b>		<b>Benefits/Cost: work will be performed more efficiently and consistently, employee engagement, improved customer service, creates a tool for new hire training and better performance management.</b>	
<b>Specific Actions</b>	<b>By Who</b>	<b>When</b>	<b>How Accomplished</b>
1. Identify key agency processes.	Team	Complete	List significant agency wide work activities.
2. Participate in process mapping workshops.	Team	Complete	Dave Klater will provide two workshops.
3. Training for use of Visio mapping software.	Team	Complete	MIS staff will provide In-house training.
4. Process mapping training.	MIS	Complete	Staff that participated in the workshops will conduct In-house training.
5. Each Division map key processes for their specific programs and create maps in Visio.	Team	Complete	Map each process.
6. Assign ownership for each process.	Supervisors	Complete	Select individuals who use the process regularly.

<b>Specific Actions</b>	<b>By Who</b>	<b>When</b>	<b>How Accomplished</b>
7. Owners analyze processes and recommend improvements.	Owners	5/16/11; completed 5/16/2011	Examine each step to determine necessity and usefulness.
8. Approve process changes.	Managers	6/16/11; completed 6/28/2011	Review and discuss changes.
9. Train staff and implement changes.	Entire Division	7/15/11; Completed	Develop and conduct necessary training sessions.
10. Annual review of each process.	Owners	On going - September of each year	Re-analyze each process every year.

<b>Action Plan #: 5.1b Improve Process Performance</b>		<b>Related Priorities: 2.3</b>	
<b>Action Plan Name: Wetlands Field Efficiency - Multi tasking in Field</b>		<b>Resources Needed: Staff time</b>	
<b>Action Plan Owner: Chris Cooley</b>		<b>Cost \$:</b>	<b>Labor Hours:</b>
<b>To Be Completed by: March 2011</b>		<b>Benefits: Save money in fuel, improve review timeframe, and cross-training staff.</b>	
<b>Success to be measured by: Reduce mileage on vehicles by 5%; current annual baseline is 64,506 total miles. Establish baseline by tracking field efficiency reviews on SQL database.</b>		<b>Benefits/Cost: By staff multi-tasking when in the field the result will be more efficient, greener reviews &amp; better cross training of staff.</b>	
<b>Specific Actions</b>	<b>By Who</b>	<b>When</b>	<b>How Accomplished</b>
1. Identify appropriate activities for field multi-tasking.	Team	Complete 1/28/2011	Conduct brainstorming sessions with engineering, compliance and assessment sections.
2. Develop "basket" system for collection & distribution of files and return of file to project manager when field visit is complete.	Team	Complete 2/24/2011	Conduct brainstorming sessions with team members.
3. Cross train assessment, compliance and engineering staff in those field activities.	Team	Ongoing	Conduct several training sessions geared toward those activities identified in Step 1.
4. Modify procedure for going to field to include other types of inspections from the "basket."	C. Cooley	Completed 3/2/2011	Written instructions for staff.

<b>Action Plan # 5.1c Improve Process Performance</b>		<b>Related Priorities:</b>	
<b>Action Plan Name: Wetlands - Streamline Project Management</b>		<b>Resources Needed: Staff time</b>	
<b>Action Plan Owner : Pete Owens</b>		<b>Cost \$:</b>	<b>Labor Hours:</b>
<b>To Be Completed by: December 2010</b>		<b>Benefits: Better control of workload, improve review timeframe, and cross-training staff.</b>	
<b>Success to be measured by: Current baseline for in-house review time is 20 working days. As a result of a more direct workflow process, targeting a 10% reduction.</b>		<b>Benefits/Cost: Management of projects meeting criteria will maximize efficiency by reducing process and improving project review times.</b>	
<b>Specific Actions</b>	<b>By Who</b>	<b>When</b>	<b>How Accomplished</b>
1. Identify type of reviews that are intensive to engineering review and not assessment review.	Team	6/30/10 Complete	Assessment, intake and engineering brainstorm by 6/30/10.
2. Establish screening protocol for new reviews.	CB, JJ	7/15/10 Complete	Established meetings with assessment/engineering staff.
3. Train engineering staff in use of Optix and project management. Engineering completes review and submits comments into Optix.	PO, DH, AD, CB	12/30/10 Complete	Training of engineering staff in use of Optix for commenting and project management.

<b>Action Plan #5.2a Improve the Usage of Technology</b>		<b>Related Priorities: 1.3</b>	
<b>Action Plan Name: Database Needs</b>		<b>Resources Needed: Staff time and costs for vendor for database upgrades</b>	
<b>Action Plan Owner: Elaine DeLeeuw</b>		<b>Cost \$: 30,000.00</b>	<b>Labor Hours:</b>
<b>To Be Completed by (Date): August 2011</b>		<b>Benefits:</b>	
<b>Success to be measured by: Of 103 total database priority requests, 80 have been completed within 12 months for a 78% completion rate. Increase to 81% completion rate during next 12 month period.</b>		<b>Benefits/Cost: Improve staff's ability to manage and process work including delegated programs.</b>	
<b>Specific Actions</b>	<b>By Who</b>	<b>When</b>	<b>How Accomplished</b>
1. Identify and assign database administrator (DBA) within current MIS staff to work with outside database programmer consultant.	Division Director	Complete	Meeting with MIS staff; Assigned to Elaine DeLeeuw.
2. Meet with divisional database reps to discuss current status of in-house database needs and identified immediate priority requests that were started but not completed.	Division Director	Complete	Priority requests to complete with contractor was identified. Plan for DBA to develop quote and work with consultant for completion of requests.
3. Complete database requests identified as immediate.	DBA/Consultant	Complete	Provided scope of work to consultant which was approved. Consultant performed programming work and DBA administered the work.
4. Meet with divisional representatives to discuss remaining database needs for 2010/2011 fiscal year.	DBA	Complete	Met with Database committee and reviewed completed items with staff. Identified priority items for completion of remaining requests.

<b>Specific Actions</b>	<b>By Who</b>	<b>When</b>	<b>How Accomplished</b>
<b>5. Work with database consultant on remaining database requests to be completed. Requests are being tracked thru internal MIS Track-It system.</b>	<b>DBA</b>	<b>August 2011</b>	<b>Meet twice a month with database consultant. Administer the updates to the database server. Receive staff approval that request was completed.</b>
<b>6. Annual review of priority database needs.</b>	<b>DBA</b>	<b>Annually each August</b>	<b>Schedule meeting for first week in August with agency Database Committee.</b>

<b>Action Plan #5.2b Improve the Usage of Technology</b>		<b>Related Priorities:</b>	
<b>Action Plan Name: Permit Tracking System</b>		<b>Resources Needed:</b>	
<b>Action Plan Owner: Jerry Campbell</b>		<b>Cost \$: 15,000</b>	<b>Labor Hours:</b>
<b>To Be Completed by (Date): October 2011</b>		<b>Benefits: Improved service to the regulated community and the public.</b>	
<b>Success to be measured by: Speed and cost of implementing a new tracking system. Agency will set a goal of having a functioning tracking system operational by October 2011 and keeping the cost, other than staff time, down to \$15,000 (Target 1). Also will measure success by applicant/public interest by tracking the number of website hits (Target 2).</b>		<b>Benefits/Cost: Provide transparency to the agency's application process for the applicants and the public. Should also make the staff more efficient.</b>	
<b>Specific Actions</b>	<b>By Who</b>	<b>When</b>	<b>How Accomplished</b>
1. Determine the different types of permits/reviews/authorizations that are to be tracked in the new system.	Workgroup	Complete March 2011	Form an in-house work group consisting of a representative from each operational division.
2. Determine the number of common steps in processing applications at EPC to all types of permits/reviews/authorizations.	Workgroup	Complete April 2011	Evaluate Sterling mapping exercise for all permitting activities at the agency.
3. Develop a mock or draft system.	Workgroup	Complete April 2011	Use input from technical work group members and have MIS set up a model.

<b>Specific Actions</b>	<b>By Who</b>	<b>When</b>	<b>How Accomplished</b>
4. Solicit input from users.	Workgroup	Complete May 2011	Demonstrate model for agency permitting staff, CEAC and business group.
5. Get Board direction.	Workgroup	Complete May 2011	Give Board presentation demonstrating model.
6. Get contractor started developing the software.	MIS	June 2011; Completed	Use County procurement procedures to secure a contractor after considering 3 firms.
7. Trouble shoot the tracking program.	Team	August 2011; Completed	Take possession of the contractor's tracking program and use it for a few weeks. Make adjustments as needed.
8. Implement new tracking system (Target 1).	Agency Permitting Staff	October 2011	Begin entering data for all applications/reviews/ authorizations processed by the EPC and posting the system on the Agency website.
9. Evaluate applicant/public interest.	MIS	December 2011	Add counter to the website to record the number of hits to the tracking system.

<b>Action Plan: 5.3 Ensure Effective Mentoring and Leadership Development</b>		<b>Related Priorities: 2.1, 2.2, 2.3</b>	
<b>Action Plan Name: Advanced Leadership Development Program (ALDP)</b>		<b>Resources Needed: Staff time, County Human Resource training cooperation</b>	
<b>Action Plan Owner: Rick Garrity</b>		<b>Cost \$: 5,000.00</b>	<b>Labor Hours:</b>
<b>To Be Completed by (Date): May 2011</b>		<b>Benefits: Improve cadre of in-house staff eligible for promotion to leadership roles at EPC and improve staff morale.</b>	
<b>Success to be measured by: Increase in staff satisfaction with mentoring and leadership development opportunities as measured in employee survey; Initiate Advanced Leadership Development Program (ALDP) by April 2011; 5% of staff completing ALDP in initial year.</b>		<b>Benefits/Cost: At minimal cost EPC is providing for smooth succession for leadership roles in the agency.</b>	
<b>Specific Actions</b>	<b>By Who</b>	<b>When</b>	<b>How Accomplished</b>
1. Organize an ALDP Coordinating Committee.	Executive Director	Complete	Directors name staff to Committee.
2. Draft an ALDP for the agency which addresses succession issues and leadership development.	Team	Complete	Committee and Executive Director draft Program.

<b>Specific Actions</b>	<b>By Who</b>	<b>When</b>	<b>How Accomplished</b>
3. Include in the ALDP a general description, bulleted features and activities, responsibilities, an application form and requirements, and a proposed curriculum.	Team	Complete	ALDP Team discussions and assignments.
4. Develop an electronic application procedure.	Elaine	Complete	Set up an electronic application procedure in the EPC Intranet.
5. Run drafts of ALDP by Senior Staff.	Executive Director	Complete	Discussions at Senior Staff.
6. Announce ALDP to all staff.	Executive Director	Complete	E-mail to all staff from Executive Director.
7. ALDP Committee continue to develop and improve Program details for year 1.	Team	Ongoing	Ongoing Committee work with Committee Chair directing efforts.
8. Accept applications and select initial Program participants.	Team, Directors	4/1/11 Complete 5/13/11	Initial screening by ALDP Team and final selection by Directors.
9. Run the initial Program and evaluate at conclusion of year 1.	Team	6/30/12	Directors and Committee evaluate after 1 year and plan for following year.
10. ALDP Committee revise and improve the Program as warranted.	Team	7/31/12	Continuous Program improvement from the evaluation process.