



*Office of the*  
**INDIAN RIVER COUNTY  
ADMINISTRATOR**

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John A. Titkanich, Jr., County Administrator  
Michael C. Zito, Deputy County Administrator  
Nancy Bunt, Assistant County Administrator

**MEMORANDUM**

**TO:** The Honorable Board of County Commissioners

**FROM:** John A. Titkanich, Jr., County Administrator

**DATE:** April 23, 2024

**SUBJECT:** Strategic Plan - Element Statements

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**Background & Discussion**

Following the BOCC accepting the final Goal Setting Report in February 2024, an internal Core Strategic Planning Team worked to further our strategic planning initiative. The accepted Final Report, based on the Board of County Commission and Senior Leadership Team workshop, identified themes for goals which have been reduced to five overarching goals: Environment, Governance, Infrastructure, Public Safety, and Quality of Life.

The internal Core Strategic Planning Team, and subsequently reviewed by the Senior Leadership Team, operationalized each of these Goals by collaboratively developing a goal statement that defines and expresses the purposes and intent of each goal. The Goals and Goal Statements developed are as follows:

***Environment***

Advancing responsible environmental stewardship by protecting, conserving, managing natural resources, and fostering environmental awareness.

***Governance***

Delivering high quality local government services and managing resources in a financially responsible and sustainable manner, embracing accountability, transparency, innovation, performance, customer service and community engagement – the hallmarks of good governance.

***Infrastructure***

Planning, constructing, managing, and maintaining critical public infrastructure in response to our current needs, future demands, and the expectations of our community. Embracing innovation, technology, and resiliency.

***Public Safety***

Protecting residents and property through effective and responsive fire rescue, emergency medical services and emergency management. Promoting safety and well-being of the community through effective planning and enforcement of community and life-safety standards.

***Quality of Life***

Enhancing the quality of life to foster a thriving community for Indian River County residents by advancing programs and policies directed toward children, seniors, economic opportunity, attainable housing, community health, recreation, and public mobility.

These are being presented for review and consideration by the Board of County Commissioners.

From the Goals, the Core Strategic Planning Team and Senior Leadership Team, facilitated by and working with our strategic planning consultants, Dr.'s Joseph Saviak and Richard Levey, will develop and formulate associated Objectives (What are we trying to accomplish) with corresponding Strategies, Initiatives and Tactics or Action Items (How are we going to do it?). Additionally, the Core Strategic Planning Team will involve and solicit feedback from internal (mid-level managers and other employees) and external stakeholders (the public).

In recognition that the Strategic Plan initiative is above and beyond staff's daily workload, I commend the time and effort each staff member dedicated to working through the process to develop these goal statements. I would like to note the Core Strategic Planning Team continues to work on refining Mission Statements and Core Values for Board consideration at a subsequent meeting.

**Staff Recommendation**

Adopt the presented Goals and Goals Statements for the County's Strategic Plan.