



*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:** July 2, 2024

**SUBJECT:** Strategic Plan – Proposed County Mission Statement and Core Values

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**Background & Discussion**

The County held its first Strategic Planning Workshop on December 8, 2023, following a series of interviews with the Board of County Commissioners and members of the Senior Leadership Team. Additionally, County employees were surveyed based on various themes, phrases, statements, and ideas related to goals, priorities, mission, and organizational values.

At its regular meeting of February 20, 2024, the Board of County Commission approved the 2023 Goal Setting Final Report. At its regular meeting of April 23, 2024, the Board approved the final operationalized goals. And, on April 30, 2024, 55 employees met at the IG Center for the Strategic Planning Kickoff. This meeting was facilitated by Dr. Joseph Saviak and Dr. Richard Levey and the attendees represented all areas and various of the organization to include members of the IAFF and Teamsters participating.

The Core Strategic Planning Team has been engaged in virtual discussions and recently met to refine the mission statement and the core values. Utilizing the main phrases and themes as a foundation, the Core Strategic Planning Team has developed and proposes the following mission statement and core values.

**Mission Statement**

Dedicated to Indian River County through service excellence.

## Core Values

**Integrity:** We conduct ourselves in the highest ethical manner in all that we do, with a commitment to respect, accountability, and transparency.

**Responsiveness:** We provide excellent customer service by being accessible, approachable, receptive, helpful, and innovative.

**Collaboration:** We work together cooperatively, united in our purpose to serve the community.

Our mission statement declares our purpose and the reason for which the County exists. Our core values serve as our moral compass, they can be how the public, our customer, can expect us to conduct ourselves and act carrying out the public's business.

The Board's approval of the mission statement and core values is critical as it reinforces the expectations of our employees. Coupled with the adopted organizational goals, the mission statement, and core values serve as the foundation and will guide the County in developing specific, measurable, achievable, relevant, and time-bound (SMART) objectives for the County's Strategic Plan.

I believe it is important to recognize the hard work of the many staff members engaged in this initiative. It demonstrates their commitment to improving our organization, and their dedication to establishing service excellence as the standard.

Goal Co-Champions will lead their teams in developing the objectives, strategies and actions plans. Staff anticipates this will occur over the next two and a half (2 ½) months. A Board Workshop is being planned for Tuesday, September 17, 2024, to review the Strategic Planning Team's work.

## **Staff Recommendation**

Adopt the proposed Mission Statement and Core Values for Indian River County.