

The logo for the Metropolitan Planning Organization (MPO), featuring the text "MPO" in a stylized font above a blue square with a white wavy line.

THE PLANNING COMMISSION

2014 Planning Commission STRATEGIC PLAN

Adopted April 14, 2014

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*“We are continually faced with a series of great opportunities
brilliantly disguised as insoluble problems.”*

--John Gardner

“If we are growing, we are always going to be out of our comfort zone.”

--John Maxwell

*“All progress is initiated by challenging current conceptions,
and executed by supplanting existing institutions.”*

--George Bernard Shaw

*“The important thing is this: To be able at any moment to
Sacrifice what we are, for what we could become.”*

--Charles Dubois



RETREAT AGENDA

Welcome/Open	Ray C.
• Mission Review	All
• Vision – Future Focus	All
• Values	All
Lunch	
• S.W.O.T. Analysis	All
• Key Performance Indicators	All
• Action Strategies	All

Thank You Planning Commission Board Members for Your Commitment and Leadership

STRENGTHS TO BUILD UPON

“The Planning Commission hosts an excellent staff and Board. The Board is diverse and all the members are very professional. Currently the Planning Commission has good working relationships with local jurisdictions and many of the elected officials.”

--Mitch Thrower

“The Planning Commission is an unbiased organization...the “connector” where city/county, community and neighborhoods come together and set the foundation and solid footing for planned growth...building upon the different strengths and personalities of each.”

--Stephanie Agliano

“The Planning Commission’s responsiveness to the public is one of the greatest strengths.

TPC is very helpful.”

--Brian Holland

“The greatest strength of the Planning Commission is the ability to collaborate with four municipalities.

--Derek Doughty

“I think the greatest strengths of the Planning Commission are its existence as an independent agency, its responsibility to do long range planning for all the jurisdictions in Hillsborough County, and its role as a facilitating agency for many other organizations in government.”

--Ray Chiaramonte

MISSION STATEMENT

The Planning Commission promotes, coordinates, and facilitates the involvement of all people in the long range planning and vision for our community to improve economic development, quality of life, and provide value-added services.

Inform – Involve – Invest – Impact

*“No horse gets anywhere until it is harnessed.
No steam or gas ever drives anything until it is confined.
No Niagara is ever turned into light and power until it is tunneled.
No life ever grows great until it is focused, dedicated, disciplined.”*
--Henry Emerson Fosdick

The Power of Mission...
*“The force is what gives a Jedi his power.
It’s an energy field created by all living things.
It surrounds us and penetrates us.
It binds the galaxy together.”*
--Alec Guinness (Obi-Wan Kenobi), Star Wars

VISION STATEMENT

**The Planning Commission is the recognized
subject matter expert on planning.
People are confident in the innovative
leadership that has contributed to the
creation of a
thriving, prosperous community that
provides opportunity, fairness and choice in
how we
live, move, learn, work, and play.**

People – Places – Natural Spaces

*“Vision without action is hallucination.
Action without vision is random activity.”*
--Christopher Hegarty

*“Where there is no vision,
The people perish.”*
--Proverbs 29:18

DEFINING OUR VALUES

*The most important thing in life is
to decide what is most important*

Retreat participants (Commissioners, professional staff, client governments, and key stakeholders) discussed what The Planning Commission (TPC), at our core, stands for. Participants identified the values by which TPC operates. The following core values were identified and initial operational definitions discussed. Operational definitions will be refined over the next several weeks through workshops and meetings with TPC professional staff. Participants also took the opportunity to benchmark score how they perceive TPC is living out each of the values as discussed and defined to this point. On a 0-10 scale, the midpoint score of 5 is “meets expectations”; a score in the lower ranges 0-3 indicates ‘below expectations’; and, a score in the upper ranges 7-10 ‘exceeding expectations’.

- **Integrity/Trust**
- **Servant Leadership**
- **Transparency**
- **Stewardship**
- **Innovation**

TPC VALUES

Operational Definitions Discussion & Benchmark Scores

Integrity/Trust:

We are responsive and honest in our interactions. We speak the truth. We show respect and interact in a professional manner. We consistently provide high quality, impartial, unbiased products and services.

Retreat Participants Ranking of TPC on the Core Value of Integrity/Trust:

N= 21 Respondents

X = 7.55

Range 5-9

<u>Score</u>	<u>Number of Participants Assigning this Score</u>
5	3
5.5	1
6	0
7	5
8	5
9	7

Servant Leadership:

Relationships, partnerships, service are our cornerstone. TPC is here to help you get to where you want to go. TPC is viewed as a value-added resource due to their ability to anticipate needs of those we serve. TPC is committed to our support function. As Servant Leaders, we ask: “What do people need? How can we help them get it?” We develop employees to bring out the best in them so they can best serve the needs of our community. We listen and build a sense of community. We build strong relationships and make people feel special. We stress personal responsibility.

*Servant leadership is all about people and relationships.
 Servant leadership isn't about positions and titles –
 it is an attitude that says people and relationships are
 important, valuable and essential to our success.*

Retreat Participants Ranking of TPC on the Core Value of Servant Leadership:
 N= 21 Respondents

X = 6.19
 Range 4-8

<u>Score</u>	<u>Number of Participants Assigning this Score</u>
4	2
4.5	2
5	4
6	2
7	7
8	4

See notes in appendix (pages 26-27 for additional information)

Transparency:

TPC creates an environment where staff feels good about coming to the table to have open discussion about projects, popular or not. Communication is such that processes are shared and clearly explained – We police ourselves to ensure our communication is accurate and easily understandable to planners and non-planners alike. The practice of active and respectful listening is the rule. We document and share process steps so internal and external stakeholders are trusting in our approach to planning, practice, work, and communication.

Retreat Participants Ranking of TPC on the Core Value of Transparency:
N= 21 Respondents

X = 7.05
Range 4-10

<u>Score</u>	<u>Number of Participants Assigning this Score</u>
4	1
5	2
6	4
7	5
8	7
9	1
10	1

“Today, loving change, tumult, even chaos is a prerequisite for survival, let alone success.”
--Tom Peters

Stewardship:

TPC is committed to strong stewardship of our financial resources, talent (human) resources, and our time resources. We measure our effectiveness in internal budget management. We invest in employee development to ensure we are the most effective and efficient we can be. We take accountability at all levels. We produce work projects on time. We are responsive. We take appropriate actions until needs are met. We continually look for better ways to measure our impact. We evaluate and communicate savings and costs on various planning projects, including 2040 proposals. We seek public opinion across the areas we influence (planning, environment, water quality, air, land use, transportation, etc.). We continually strive for how to best reach into our community and invite the full participation of all. We allocate resources and assets judiciously with the community in mind.

Retreat Participants Ranking of TPC on the Core Value of Stewardship:

N= 21 Respondents

X = 5.71

Range 2-8

<u>Score</u>	<u>Number of Participants Assigning this Score</u>
2	1
3	0
4	2
4.5	2
5	4
6	5
7	5
8	2

Stewardship is the umbrella idea which promises the means of achieving fundamental change in the way we govern our institutions. Stewardship is to hold something in trust for another. Historically, stewardship was a means to protect a kingdom while those rightfully in charge were away, or more often, to govern for the sake of an underage king. The underage king for us is the next generation. We choose service over self-interest most powerfully when we build the capacity of the next generation to govern themselves.

Stewardship is defined as the willingness to be accountable for the well-being of the larger entity by operating in service, rather than in control, of those around us. Stated simply it is accountability without control or compliance.

-- Peter Block

Stewardship

Innovation:

TPC is viewed by others as a model for innovative practices. TPC is viewed as a resource. Internally, we do not allow past practices to justify future planning. We are vigilant in seeking good ideas and best solutions. We solicit input from a wide variety of stakeholders. Due to ongoing environmental scanning, we have a solid awareness of future trends and the world around us; and, we use this knowledge as a springboard to identifying how we can strengthen practices and implement innovative solutions. We are proactive in our approach versus passive/reactive. We practice continuous improvement by regularly assessing and identifying how to strengthen our approach and adaptability to our changing environment.

Retreat Participants Ranking of TPC on the Core Value of Innovation:

N= 21 Respondents

X = 6.12
Range 4-9

<u>Score</u>	<u>Number of Participants Assigning this Score</u>
4	0
4.5	3
5	4
6	6
7	6
8	1
9	1

*“Ultimately, the more valuable you are to others –
the more value you create in your work or your interactions with others –
the more value will eventually flow toward you.”*

--Mark Sanborn,
The Fred Factor

S.W.O.T. ANALYSIS

Note: For a comprehensive S.W.OT. Analysis, see Appendix for the full compilation of all participant and professional staff input on the state of the organization. In the course of the retreat, participants highlighted key points from the comprehensive analysis that was undertaken prior to the retreat.

STRENGTHS:

- Leadership
- TPC Professional Staff
- Independent Agency
- Depth of Knowledge, Expertise
- Multi-jurisdictional
- Resource
- Diversity of TPC
- Due to our size, we are nimble
- Politically Astute
- High level of staff retention
- Institutional Knowledge
- We “know” our Role
- Ability to Collaborate
- Ability and Commitment to Meet Challenges

*“Even if you’re on the right track,
if you just sit there, you’ll get run over.”*

--Will Rogers

WEAKNESSES:

- Succession Planning/Retirements
- External lack of awareness regarding who we are and what we do
- Lack of an independent funding source
- Challenge of Politics – Pulled in many directions
- Lack of Measurement/Benchmarks
- Communication across lines
- Reality check – Fiscal, Feasibility, Feedback (customer)
- Expectation Gap – TPC ‘Recommends’ does not have final say
- Unclear lines and division of labor delineating responsibilities

*“It’s easy to get to the top...
It’s hard to stay there.”*

--Bill Marriott

OPPORTUNITIES:

- Refocus Mission, Vision, and move forward.
- Set the stage for the next several decades
- TPC as truly ‘Ambassadors’
- Avoid gaps – learn from mistakes of others (i.e. transportation)
- Public Outreach (both Board and staff)
- Front-end Communication – ensure being inclusive
- Ongoing Comp Plan process, update continually
- Better linking information
- Identify Core Values to invigorate and foster accountability
- Take Relational Leadership Role

“I will apply myself industriously to whatever business I take in hand and not divert my mind from my business by any foolish project of growing suddenly rich, for hard work and patience are the surest means of plenty.”

--Benjamin Franklin, 1726

THREATS:

(The Threats of not capitalizing on ‘Strengths’, eliminating/minimizing ‘Weaknesses, taking full advantage of the ‘Opportunities’ before TPC):

- We don’t achieve desired results
- Absorption
- We become irrelevant
- Vision will be unclear and/or unachieved
- Relevance diminished
- Our community does not become all it can be; we fail to produce results for external stakeholders
- Motivation and sense of accomplishment ceases
- Status quo is too dangerous to consider

Just prior to the 1988 heavyweight title fight with Michael Spinks, Boxer Mike Tyson was told Spinks had a plan for how to beat him.

Tyson’s reply: “Everybody’s got a plan until they get hit”

Note: Spinks was knocked out in 91-seconds

KEY PERFORMANCE INDICATORS (KPIs)

*“What the future holds for us depends on what we hold for the future.
Hard-working ‘todays’ make high-winning ‘tomorrows’.”*

--William E. Holler

KPI 1: Comprehensive Plan & Focused Planning Efforts

KPI 2: Communication

KPI 3: Advocacy & Partnerships

KPI 4: Value-Added Service and Relationships

KPI 5: Talent Management and Team Development

KPI 6: World Class Community

(Economy, Economic Development & Job Creation)

KPI 7: Transportation

KPI 8: Environment

KPI 9: Policy

KPI 10: Fiscal

*“Wherever we look upon this earth,
the opportunities take shape within the problems.”*

--Nelson A. Rockefeller

KPI 1: COMPREHENSIVE PLAN & FOCUSED PLANNING EFFORTS

Commissioners and staff will identify and address adaptable planning methods and community issues in developing planning policy and recommendation for the jurisdictions within Hillsborough County.

Overarching Action Strategy (WHAT): Be actively engaged with all local governments and agencies, having a comprehensive perspective that can be conveyed to each client government assisting the development of goals, objectives and policies providing direction.

Measure (HOW): Proper maintenance and updates of necessary databases.

Timeline (WHEN): Reassessed every 2-years.

Desired Outcome (WHY): Creation of a process that provides an effective means to coordinate long-term growth decisions.

- **Objective 1:** Proactively assist local governments in Hillsborough County, including Constitutional Officers and independent and appointed boards and commissions, to understand the importance of supporting the Urban Service Area concept. Work in conjunction with government partners to identify what incentives might be offered to encourage infill. Provide data on higher density/intensity redevelopment of underutilized or blighted areas.
- **Objective 2:** Work with local governments to carry out the Planning Commission mandate to undertake ongoing review and monitoring of implementation of the four local government comprehensive plans, and provide periodic status reports by ensuring the completion of, communication of, and implementation of those plans.
- **Objective 3:** Maintain and enhance necessary databases for the comprehensive plan updates, and ensure that data are common across jurisdictions, as applicable.
- **Objective 4:** Focus on making comprehensive plan streamlined and user-friendly.
- **Objective 5:** Encourage common or fundamentally similar land use and zoning codes across all Hillsborough County jurisdictions.
- **Objective 6:** Address community design and quality of life issues in local planning and development processes.
- **Objective 7:** Ensure that the important issues of neighborhood preservation, community character and redevelopment planning are being addressed.

- **Objective 8:** Support agriculture as an industry in the planning process, recognizing its positive economic benefits and that the open lands maintained by agricultural operations contribute to the quality of our community.
- **Objective 9:** Coordinate long range planning countywide.
- **Objective 10:** Ensure an ongoing, systematic approach to comprehensive plan consistency review (i.e. all development and land development regulations).
- **Objective 11:** Ensure that the agency fulfills its legal obligations, including developing the long-range comprehensive plans, reviewing and recommending proposed amendments to land use, zoning and land development regulations, monitoring and evaluating comprehensive plans and capital improvements programs.
- **Objective 12:** Maintain and seek new ways to more effectively communicate with citizens and client governments, for example. For example: expanded social media presences; promote the TPC speaker's bureau; expand the distribution of notices of Planning Commission meetings; and, ensure copies of the comprehensive plans are distributed to school libraries.
Note: Also listed under KPI 4, Objective 10

*“What the future holds for us depends on what we hold for the future.
Hard-working ‘todays’ make high-winning ‘tomorrows’.”*
--William E. Holler

KPI 2: COMMUNICATION

Commissioners and staff understand that communication is critical to successful planning, coordination, collaboration, and relationship building. Commissioners and staff are committed to strong, transparent communication with both internal and external stakeholders.

Overarching Action Strategy (WHAT): Branded as the conduit for planning information, in the comprehensive plan and other resources, ensuring the information provided is accurate, understandable and concise. Creating opportunities for Planning Commissioners to be Ambassadors via exposure to outside entities.

Measure (HOW): Highlight successes on the website, increased social media exposure

Timeline (WHEN): Now.

Desired Outcome (WHY): Increased awareness of what The Planning Commission is and how it functions.

Internal Focus –

- **Objective 1:** Ensures issues are analyzed and prioritized, with recommendations presented with supporting data/analysis.
- **Objective 2:** Develop communication/messaging skills to ensure Commission is represented in a positive manner.
- **Objective 3:** Position Commissioners and staff as ambassadors; ensure all are armed with factually accurate, concise, on-point messaging.
- **Objective 4:** Develop consistent format in information packets delivered to the Commissioners.
- **Objective 5:** Expand the comprehensive planning savvy of planning commissioners through workshops, informational reading and exposure to national, state and regional solutions.
- **Objective 6:** Strengthen professional communication skills of professional staff through focused, tailored development sessions.

*“No enterprise can exist for itself alone.
It ministers to some great need; it performs some great service,
not for itself, but for others;
or failing therein, it ceases to be relevant and ceases to exist.”*
--Calvin Coolidge

External Focus

- **Objective 1:** Communication plan in place and executed around the Comprehensive Plan and 2040 work; utilizing this communication as both an educational and branding opportunity with our stakeholders. Since many citizens do not understand what planning is and what the Planning Commission does, this focused community outreach will provide the opportunity to fine tune our message.
- **Objective 2:** Tie vision and comprehensive plan into communication messaging.
- **Objective 3:** Communicate to the public, local officials and the media the need for an ongoing, comprehensive planning process.
- **Objective 4:** Maintains and enhances a communications process which solicits input from both the community and elected bodies and uses that input to shape recommendations and plans.
- **Objective 5:** Serve as a conduit for planning information. Strive to make it possible for all citizens to voice their needs and participate in informed decision making about planning issues.
- **Objective 6:** Ensure that information we provide is accurate, understandable and concise.
- **Objective 7:** Create opportunities to communicate with and to educate the community about the merits of planning and focuses attention on the role of comprehensive long-range planning in the development of the community. This includes future visioning, comprehensive planning, growth and development.
- **Objective 8:** Ensures the agency carries out a policy of widely disseminating information to the public and media in a proactive, open and timely manner.
- **Objective 9:** Highlight successes on website, show progression of plans through outcomes.
- **Objective 10:** Focus on R.O.I. (Return On Investment) messaging.
- **Objective 11:** Focus on transparent messaging – all stakeholders must see what we are doing so they understand our decisions and how we arrive at them.

*Strategic Planning is not the easiest process to get through,
but it does get easier over time.
Why? Because strategic planning is common sense.
It is visionary, yet realistic.
It anticipates a future that is both desirable and achievable.
It provides a structure for inspired but practical decision making and follows
through.*

KPI 3: ADVOCACY & PARTNERSHIPS

Commissioners and staff realize as the independent planning and coordinating entity for a multi-jurisdictional environment, the ability to build strong partnerships and relationships is critical.

- **Objective 1:** Works to bring individuals and groups together in a neutral environment to address and resolve planning issues. Encourages consensus and decision making.
- **Objective 2:** TPC and staff represent and promotes the agency in appropriate community settings, pursuing ongoing advocacy.
- **Objective 3:** Recommends to the appropriate elected bodies logical, clear, and well thought out advice on matters related to planning.
- **Objective 4:** Ensures the maintenance of good working relationships with the elected officials and chief administrative officers of all jurisdictions, agencies, local entities, quasi-governmental agencies, etc. with which the Planning Commission Commissioners and staff interact. Bring TOC Commissioners with us to meet with city council/BOCC members on recommendations.
Build upon positive relationships within the community, establishing and maintaining strategic linkages with decision-making entities; always striving for win-win solutions. Utilize TPG as advocates and to understand local dynamics. Benchmark performance, and competitive best practices on how TPC works with staff, elected officials, and the community. Host ‘office hours’ at local governments – one day per week where people can come by to talk to TPC staff.
- **Objective 5:** Ensures participation in activities of local, state and national planning organizations and other organizations related to TPC mission and goals.
- **Objective 6:** Work on best practices for TPC building relationships with elected officials of their appointing authority.

*“Golf without bunkers and hazards would be tame and monotonous,
so would life.”*

--B.C. Forbes,
in Forbes Epigrams

KPI 4: VALUE-ADDED SERVICE AND RELATIONSHIPS

Commissioners and staff are committed to creating value and building strong relationships in each and every encounter. Commissioners and staff are committed to ensuring the public and client governments have continual access to the planning process, with a level of service that meets/exceeds their needs and is convenient, helpful and receptive.

- **Objective 1:** Promote better communication and inter-jurisdictional coordination by participating in joint workshops with the governing body of each local government.
- **Objective 2:** Communicate with the public and collaborate with client governments.
- **Objective 3:** Be accountable for planning services provided and able to measure performance and respond to inquiry from the public, local officials and the media.
- **Objective 4:** Consider all known alternatives, striving for equity and excellent quality of life and seeking consensus on difficult planning issues.
- **Objective 5:** Promote understanding through the pursuit of innovate planning concepts.
- **Objective 6:** Serve as a resource to local governments, suggesting plan implementation tools that are most effective. Evaluate various implementation tools, their impacts, successes, difficulties, and recommend as appropriate, to each local government.
- **Objective 7:** Every interaction is governed by respect, trust and fairness. Recognize and value the cultural and philosophical differences that exist in our community and understand that strength comes from our ability to take advantage of that diversity to enrich and enhance the quality of our lives.
- **Objective 8:** High performance standards are pursued, quality work is produced, and deadlines are consistently met.
- **Objective 9:** Ensures that citizens, neighborhood groups, business groups, labor groups, etc. are always involved in planning activities.
- **Objective 10:** Identify a better delivery model for delivering products out to the community.
- **Objective 11:** Ensure a culture that always reaches out, seeks feedback, and asks, “How can we help you?” “How can we better serve you?” We will constantly evaluate the present course of action, never being content with the status quo.

“Execution is a discipline.

NO worthwhile business strategy can be planned without taking into account how to execute it. Execution is a systematic process of rigorously discussing how’s and what’s, questioning, tenaciously following through, and ensuring accountability.”

--Larry Bossidy and Ram Charan

Execution

KPI 5: TALENT MANAGEMENT & TEAM DEVELOPMENT

Commissioners and staff are committed to ensuring a strong talent pipeline. From hiring the best, to strong succession planning, to employee development, the focus is on ensuring professional staff possesses the skills and tools to perform at the highest levels.

- **Objective 1:** Attract and retain a qualified staff of professionals. Provide a high level of professional staff expertise to ensure that we truly serve the diverse interests of the citizens of Hillsborough County.
- **Objective 2:** Execute a transition plan that will maintain continuity of services and ensure capture of expertise (knowledge transfer) of those preparing to exit the agency.
- **Objective 3:** Develop a talent pool by strengthening skills and creating a culture of customer service excellence identified as critical to mission and vision achievement.
- **Objective 4:** Maintain positive relationships within the agency, projecting integrity, personal values that build trust, and consistently employing ethical standards.
- **Objective 5:** Provide opportunities throughout the year for staff training and professional development.
- **Objective 6:** Encourage staff to think creatively and participate in the search for best solutions and practices.
- **Objective 7:** Foster a strong, effective team to accomplish the mission and goals.

“The men who build the future are those who know that greater things are yet to come, and that they themselves will help bring them about. Their minds are illuminated by the blazing sun of hope. They never stop to doubt. They haven’t time.”

--Melvin J. Evans

KPI 6: World Class Community (Economy, Development & Job Creation)

Commissioners and staff are committed to ensuring a positive future for our community. This requires ongoing, focused discussions and planning around growth and economic development. The Planning Commission is committed to providing data, plans and studies in order to support the efforts to create a diversified economic base.

Growth...

- **Objective 1:** Commit to exploring a world-class community and how to best achieve it. Recruit and identify partners from local jurisdictions, MacDill, USF, HCC, UT, etc. TPC can leverage our real-world experiences with the academic strengths they have. Become more of a resource to citizens, local governmental units, developers, and businesses (large and small). We need to partner/bring in “up and coming minds” to convene people on issues to ensure we are providing 21st century solutions to those depending upon us.
- **Objective 2:** Continue to ask the questions and identify where projected job growth will occur. Plan accordingly.
- **Objective 3:** Bring utilities (electric, gas, water) into planning discussions. Find ways to be flexible to changing market. Work with client governments on avoiding utility conflicts and education so there are no surprises.
- **Objective 4:** Reflect the economic impact of proposed development for applicable plan amendments, and provide this information to local governments and others as appropriate.
- **Objective 5:** Provide demographic and socioeconomic data on periodic basis.
- **Objective 6:** Publish an annual summary of economic indicators in Hillsborough County.
- **Objective 7:** Interact with economic development interest groups as a quality, comprehensive source of information.
- **Objective 8:** Provide state of the art leadership in using data, GIS and other technology to convey information and attain long-range goals. Ensure we are utilizing the right tools to move plans forward.
- **Objective 9:** Balance the priorities of the diverse economic system while maintaining opportunities for urban, suburban, and rural lifestyles. Ensure we do not lose sight of the fact that quality comprehensive long and mid-range planning impacts and enhances the quality of life.

*“All great changes are irksome to the human mind,
especially those which are attended with great dangers and uncertain effects.”*
--John Adams, U.S. President (1735-1826)

KPI 7: TRANSPORTATION

Commissioners and staff acknowledge that transportation planning, and the execution of those plans, is critical to our community's future.

- **Objective 1:** Support the Inter-local Agreement with the Metropolitan Planning Organization to provide independent staff services through the work program/budget and to accommodate the important function of area wide transportation planning.
- **Objective 2:** Enhance local linkage of land use and transportation planning with respect to enhancing public transit use (i.e. residential/office land use designation).
- **Objective 3:** Serve as a resource to address the concerns of respondents in the Imagine 2040 survey who identified traffic congestion and lack of bus & rail service as key challenges.
- **Objective 4:** Develop transportation solutions, which may include but are not limited to: smart traffic signals; better intersections; smaller circulator buses and shuttles to serve neighborhoods; light rail; sidewalks bike lanes and trails.
- **Objective 5:** Evaluate the mistakes and successes of other communities related to transportation solutions, models and strategies.

KPI 8: ENVIRONMENT

Commissioners and staff are committed to ensuring an ongoing awareness of the environment as a precious resource, and undertake planning activities to ensure appropriate review of and focus on environmental issues.

- **Objective 1:** Staff shall continue to monitor environmental issues and take action as appropriate.
- **Objective 2:** Continue to be proactive in recommending change, and propose recommendations for mechanisms to assist and encourage local governments toward optimum long-term environmental management decisions.
- **Objective 3:** Support planning programs to balance public and private interests within the Hillsborough, Alafia, Palm and Little Manatee River corridors, lakes and other riverine systems in order to protect these assets
- **Objective 4:** Continue to support the Hillsborough River Inter-local Planning Board.

"Make the decision or make it right. Either way chooses to something now.
-- General George Patton

KPI 9: POLICY

Commissioners and staff review policy issues concerning planning in Hillsborough County, Tampa, Plant City and Temple Terrace, and take action as appropriate to improve sound, coordinated planning.

- **Objective 1:** Serve as the Local Planning agency for all jurisdictions in Hillsborough County and make objective recommendations to client governments and quasi-governmental agencies regarding growth, development and
- **Objective 2:** Makes formal policy recommendations which are tied to the mission, guiding principles, and goals of appropriate jurisdictions.
- **Objective 3:** Adopts and keeps current by-laws and standard operation procedures, and ensures that the agency operates within them.
- **Objective 4:** Ensures compliance with laws related to the agency's responsibilities.
- **Objective 5:** Planning Commissioners will seek to effectively influence the Legislative Delegation, elected officials and others on planning recommendations and issues through workshops, monthly meetings, appearing before policy bodies, etc., ensuring that legislative issues which affect comprehensive planning or

KPI 10: FISCAL

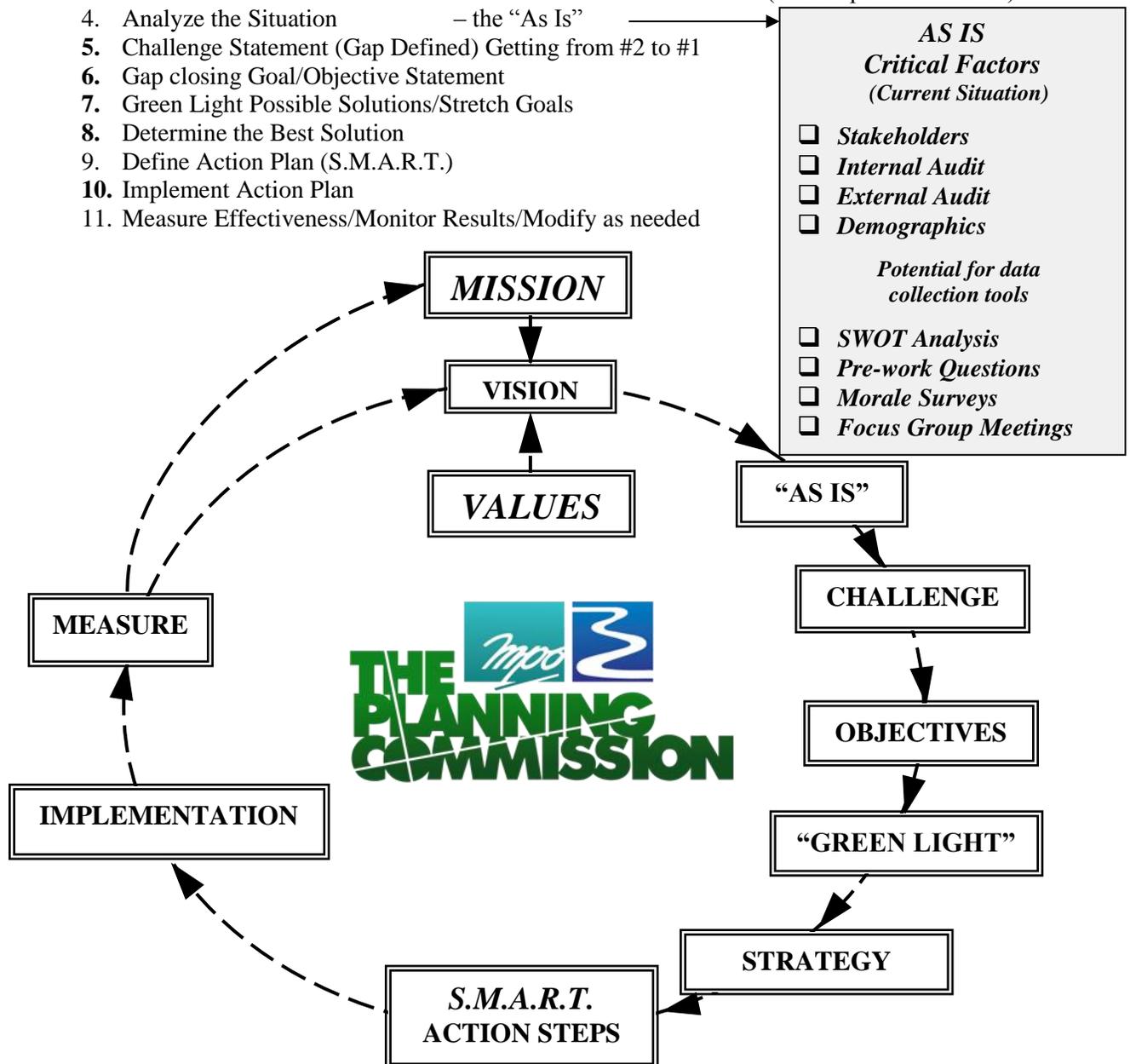
Commissioners and staff will develop an adequate budget necessary to support the work in an effective and efficient manner.

- **Objective 1:** Secure that sufficient funding and other resources are available for the agency to meet the legislatively mandated and work program responsibilities.
- **Objective 2:** Ensures that the applicable fiscal rules and regulations, per legislative
- **Objective 3:** Ensure that each work program activity is necessary and valued by those we serve. Evaluate ourselves to eliminate any unnecessary red tape or cumbersome practices.
- **Objective 4:** Exercise diligence in providing a budget for planning services, remaining cognizant that funding the cost of government is an issue of major concern to the community.
- **Objective 5:** Maintain a "chargeable-hours" accounting system of work program and budget, and track activity from year to year.
- **Objective 6:** Enhance productivity through providing adequate equipment, training, cross-training and inter-disciplinary staffing.
- **Objective 7:** Foster a culture of continuous improvement, consistently seeking ways to improve productivity and perform more effectively (i.e. merit increases, performance bonuses, etc.).
- **Objective 8:** Ensure strong internal controls to maintain within budget and on schedule in terms of deliverables.

*“Nothing splendid has ever been achieved except by those who dared believe that something inside of them was superior to circumstance”
--Bruce Barton*

ESSENTIAL STEPS IN PLANNING:

1. Confirm the Mission – *Why do we exist?*
2. Confirm the Values – *What will our culture value? How we intend to act on our journey.*
3. Define the Dream/Vision – the “Should Be” / Could Be” (based upon the mission)
4. Analyze the Situation – the “As Is”
5. Challenge Statement (Gap Defined) Getting from #2 to #1
6. Gap closing Goal/Objective Statement
7. Green Light Possible Solutions/Stretch Goals
8. Determine the Best Solution
9. Define Action Plan (S.M.A.R.T.)
10. Implement Action Plan
11. Measure Effectiveness/Monitor Results/Modify as needed



*“Plans are useless. In the heat of battle plans will invariably change. It is only the process of planning that has value, because strategic planning properly prepares us for our battles.”
--General George S. Patton
Commander US Third Army*

APPENDIX

Resources

&

Participant

Prework



7 Principles of Servant Leadership

- 1.** Servant leaders value people and relationships. Respecting, serving, communicating and forgiving are how we show people we value them.
- 2.** Servant leaders use their personal influence. Choosing to influence through character and integrity is more successful than influencing with power and control.
- 3.** Servant leaders recognize that each person has a purpose and a passion. Recognizing and tapping into each person's unique experiences, gifts and abilities empowers them to add their value.
- 4.** Servant leaders understand the importance of creating a work environment and culture that is founded on trust. Creating an atmosphere of "we" as opposed to "me" gives people greater significance and voice because they play a meaningful role in something larger than themselves.
- 5.** Servant leaders bring change and innovation. Creating an environment where change and innovation is encouraged and rewarded improves the team, the product, the process, and how we serve customers and one another.
- 6.** Servant leaders model leadership and service to employees and customers. Modeling service teaches employees how to serve each other and our customers.
- 7.** Servant leaders mentor others who can replace them as leaders. Giving away power and responsibility to those who can lead creates the next generation of servant leaders.





**Strategic Planning Retreat
Focus Assessment Compilation
1/31/2014**

COMMISSIONERS

- Agliano
- Arnold
- Benson
- Doughty (Chair)
- Green
- Hollands
- Hummell
- Pike
- Thrower (Vice Chair)
- Valdes
- Wilds
- Young

JURISDICTIONAL REPRESENTATIVES

- Seeber - TT
- Garsys - HC
- Horwedel – PC
- Coyle – Tpa

**PLANCOM PROFESSIONAL STAFF
LEADERS**

- Chiaramonte
- Zornitta
- Alden
- Blain
- Clarendon
- College
- Garcia
- Griffin
- Robe
- Sanders

**And complete “S.W.O.T.” comments from
The Planning Commission Staff**

Hillsborough County Planning Commission

Strategic Planning Retreat

Focus Assessment – Original Questions

Your insights and expectations are important. To ensure a productive Planning Commission strategic retreat January 31, 2014, please respond to the following items and forward your input to our retreat facilitator, Mel Jurado, askdrmel@aol.com, by **Friday, January 17, 2014**. Dr. Jurado will also be following up this online survey with courtesy phone contacts to provide you further opportunity to offer your suggestions for our upcoming retreat.

1. What do you view as the greatest strengths of the Planning Commission?
2. What do you view as the greatest weaknesses of the Planning Commission?
3. What do you view as the #1 issue facing the Planning Commission? What is the “it” that will either set us up for success or failure?
4. What would you like to see the Planning Commission doing more of? ... less of?
5. What would you like to see happen in the next 12-months that would indicate to you it has been a successful 2014 for the Planning Commission?
6. What do you view as critical issues facing the Planning Commission over the next 36-month period?
7. What are your expectations for the Planning Commission over the next 36-months? What could be done that would be value-added (exceeding your expectations)?
8. In what ways can we strengthen our relationship, become more relevant, with our client governments?
9. Invest the next couple of minutes brainstorming (that means free-writing – just write, don’t worry about editing or evaluating the feasibility of the ideas you jot down – just go!) Here’s the topic, how can we best plan to accommodate growth in Hillsborough County? How can we effectively plan for change?
10. What concerns you most about growth in Hillsborough County?
11. What do you believe current Hillsborough County residents are most concerned about with regards to future planning?
12. It’s been proven that asking “what if...” questions move boards/organizations to creative and worthwhile solutions. If you could pose one “what if...” question to fellow retreat participants (board and staff), what would it be?

Hillsborough Planning Commission
2014 Strategic Planning Process



- 13. Over the years, the Hillsborough County Planning Commission has taken a key leadership role in positioning our community for the future. From the urban service area, to location of the Tampa Bay Times Forum, to protection of the Hillsborough River, to other key landmark decisions, an indelible mark has been left. What is the legacy mark you'd like to see this Planning Commission leave for future generations of Hillsborough County residents?
- 14. In our roles, we realizing planning is about the future not the past. With this in mind, what do you believe your children and grandchildren want for Hillsborough County?
- 15. How would you like the planning Commission to stretch this year? What education/information would you like to receive? What would be of benefit to enhance your knowledge of planning?
- 16. What information do you need to best position you as a leader and advocate for the Planning Commission?
- 17. What key issue/topic discussions would you like to have with fellow planning commission members and professional staff during our 2014 strategic planning session?
- 18. Would it be beneficial for the Planning Commission to tour identified hot spot areas (i.e. Bloomingdale, South County, Keystone, I-4 & 92) over the course of the year? If so, how frequently would you like such tours scheduled?

Additional Comments:

Name	Role (Planning Commission Board Member, Planning Commission Professional Staff, Client Government Representative, etc.)

*Thank You
for you investment of time and energy in completing this important focus survey.
Your valuable insights will add greatly to our retreat planning process*

Hillsborough Planning Commission 2014 Strategic Planning Process



- I.** What do you view as the greatest strengths of the Planning Commission?
- I think the greatest strengths of the Planning Commission are its existence at an independent agency, its responsibility to do long range planning for all the jurisdictions in Hillsborough County, and its role as a facilitating agency for many other organizations in government.
 - Independence gives us a more objective view in making recommendations
 - Highly qualified staff
 - Positive and forward thinking leadership has built better relationships with our clients and is developing a more “can do” attitude amongst staff
 - Many staff members have been here a long time, they know the ropes, and generally have good judgment.
 - As an agency, our greatest strength is the people and staff committed to a future vision of Hillsborough County.
 - Current leadership; friendly, welcoming, open-door, communicative
 - Staff is knowledgeable.
 - External working relationship is better than in years past.
 - Internal cohesion amongst disciplines; land-use, transportation, environmental.
 - Reduction in staff has created more cross-training opportunities.
 - We are a flexible agency willing to assist others
 - Great opportunities for training and education
 - We have a reputation for independence, objectivity & relative freedom from political influence. We also have an experienced staff, many of whom have long tenures at the Planning Commission & thus a deep institutional knowledge of Hillsborough County and its jurisdictions. Lastly, we integrate land use, transportation & other forms of planning under one roof. Elected officials and outside agencies often turn to us as an information & public policy resource.
 - Independent recommendations.
 - Pleasant work environment. Knowledgeable staff.
 - Being an independent, multi-jurisdictional agency; having a great staff; having a great reputation.
 - The independent structure of the agency not being controlled by County Administration
 - It is one of the few independent organizations here, so it should be taking a lead role in long range concerns that only it can tackle. That is what it is for. The staff is very professional and highly experience and educated. The commissioners have consistently over the years included people who truly care about the Tampa area.
 - Unbiased organization...the “connector” where city/county, community and neighborhoods come together and set the foundation and solid footing for planned growth...building upon the different strengths and personalities of each. I think a strength was Ray serving over both planning commission and MPO...but not sure that will be the case with the new person...so, how do we approach this now...and, is it two separate agency heads or does MPO have a dotted line to planning commission...don't want politics to get in the way.
 - It's responsiveness to the public. As governmental agencies go, TPC is very helpful.
 - Excellent staff and Board. Board is diverse and all the members are very professional. Currently Planning Commission has good working relationships with local jurisdictions and many of the elected officials.
 - Ability to collaborate with four municipalities.
 - They do planning for the entire county, including cities.

Hillsborough Planning Commission 2014 Strategic Planning Process



Q.1 continued

- Competent, resourceful staff members are the best asset of the Commission; they are generally well informed about local issues and can discern the big picture across jurisdictional lines.
- Good technology tools used well by staff to provide graphic explanations and analysis
- Staff maintains a good long term regional vision and an understanding of the issues that all four jurisdictions face.
- Right now it is their willingness to understand the broader impact that the comprehensive plan has on local jurisdictions. There is a huge difference from the past – current leadership, Ray and Melissa, are open and willing to be really helpful.
- I view the greatest strength of TPC as its ability to facilitate discussion about Hillsborough County with member jurisdictions, so collaboratively we can look into and plan for the future.
- The Commissions ability to set the growth agenda for the County. Also, the people that work at TPC – very professional and knowledgeable. They do a great job. The Commission has evolved in the ability to connect with the public. We are no longer the ‘mysterious’ agency of the past.
- The biggest strength is the fact that we really attempt to support small entities around the county. We are a resource to others. We have a reputation for being very impartial and unbiased. Great leadership within the organization has facilitated the positive reputation we enjoy. We have a strong relationship with MPO – this is critically important.
- The strength of the Planning Commission is they can provide a broader perspective across jurisdictions. They can provide support and resources. They have the ability to look at the entire county perspective.

Hillsborough Planning Commission 2014 Strategic Planning Process



2. What do you view as the greatest weaknesses of the Planning Commission?
- In the past the greatest weakness have been the funding of agency through the county, however we have still been effective by learning to do more with less and developing a dedicated professional staff that has great passion for our role of trying to make Hillsborough County a better place to live regardless of what obstacles are put in front of us.
 - Perception that we are still operating in the same way as the past
 - We are often pulled in two very different directions – by the “citizen activists” and the development community. We try to make everyone happy and that may not always be the best thing.
 - We have a lot of long time staff who will be retiring over the next few years.
 - Many staff have been here a long time, were assigned more duties during the budget cuts of recent years, and there is some reluctance to take on new challenges.
 - Friendliness has led to non-productive work times
 - Graphics area is the “water cooler”
 - Feeling of entitlement/inequity
 - Internal perception of favoritism
 - Cleaning up our messes – bringing back supplies from meetings, common areas become storage areas, personal workspaces.
 - Shoestring staff level
 - Jumping from one task to the next has affected follow-up and timely completion
 - I can think of two: both have to do with our budget but one is external and the other internal. Externally, we depend on the County Administrator & Board of County Commissioners to approve our budget. The same independence mentioned above often puts us at odds with development interests and at times BOCC members who are influenced by them. This can result in attempts by individual BOCC members to reduce our budget.
 - We also depend in part on federal & state grants, especially to support transportation planning. While they are formula grants with no competitive application needed, they come with a lot of strings & require constant monitoring to live within our means. I do not feel we have adequate internal financial controls to ensure that we will always be within budget & on schedule in terms of deliverables.
 - Getting the most out of staff.
 - Not having an independent funding source; general misperception by the public of the Planning Commission’s role and purpose.
 - Not having its own independent funding source
 - It has been slammed from the outside (County admin mostly) for so many years, that over the past 20 years it has lost 30+ staff positions and millions in budget. Technology has allowed us to pick up some of that, and maybe even do more things, but we are getting very ‘thin’. We need to shore up the budget process so that we have some growth potential realized, both money and positions, as the economy comes back. Or we will be swamped and unable to perform correctly. Our relations with the admin has improved now that we have a new exec dir. and new leadership – so maybe an opportunity exists to do this now. If not, any new leadership will probably one day end up in budget battles more than needed, and it will hurt our independent ability to plan, as envisioned in our founding law.
 - Politics

Hillsborough Planning Commission 2014 Strategic Planning Process



Q.2 continued

- TPC is somewhat lacking in youth. Radical changes in work/lifestyle resulting from information technology advances will create a very different view of planning in those that are college age and younger. We need to make sure we understand that dynamic.
- I believe one of the greatest weaknesses of the Planning Commission is that most citizens still do not understand what planning is and what the Planning Commission does. I believe under the direction of Ray Chiaramonte the Planning Commission is making advances in this area but there is still a lot of work to do.
- Tendency to be academic more than practical.
- Still appears to be animosity with unincorporated Hillsborough County. The county and the city are big; this is a difficult oversight issue.
- Commission recommendations are not enforceable; local governments can override Commission recommendations, frustrating the work of the Commission and damaging the effort to fulfill comprehensive plan goals.
- The disconnect between Commission staff and staff in the jurisdictions results in conflicting interpretations.
- The culture is definitely moving to one of helpfulness with those the Planning Commission serves. However, believe some fear of going in a different direction may exist in staff levels. A culture of openness (versus paranoia) is new.
- TPC has not reached out to embrace the role of facilitating and bringing all the jurisdictions together. TPC still a bit more reactive than proactive.
- The Commission needs to be more assertive in what they are doing for our County. Often times the work of the Commission is overshadowed. As Commissioners, we need to get out in front of a number of issues. This year will provide a great opportunity as we update both the long-range transportation plan and the comprehensive plan.
- At times we try to be all things to all people. We are so sensitive to everyone that it becomes difficult to prioritize and set a vision. We fail to make bold decisions that are good for the whole community. We can be a little too vanilla (politically correct).
- To some degree, the weakness is their independence. They are not as tied in as could be; it's not clear to citizens what their role is.

Hillsborough Planning Commission 2014 Strategic Planning Process



3. What do you view as the #1 issue facing the Planning Commission? What is the “it” that will either set us up for success or failure?
- The ability to think very long term and complete both a new comprehensive plan and long range transportation plan without getting bogged down in peripheral issues that often may not be the Planning Commissions direct responsibility.
 - The plan updates and major issues like expanding the USA or focusing on redevelopment or both. The “it” depends on how we communicate with the different parties. They may not all be happy but we need to be transparent in what we are doing so they understand our decisions and how we came to them.
 - In these days of dwindling public resources, it will be critical for the Planning Commission to communicate a vision about frugal and prudent investment in infrastructure—and how land use decisions can support or undermine that vision.
 - The ability of agency leadership to advocate and partner with outside agencies and organizations; public agency, business groups, interest groups and citizenry.
 - Getting elected & appointed leaders to coalesce around a unified vision of our future growth and transportation system that will drive investment & funding decisions. This includes the mayors, BOCC, city councils, state legislative delegation and FDOT.
 - Over-reliance on roads and lack of an effective transit system. Will eventually succeed, but costing us now.
 - The ability to recognize and address issues involving Comprehensive Planning, which is our forte, but also, that we are more than just a planning agency.
 - #1 issue is changing the focus from growth management to economic development. The “IT” is gaining and keeping the public’s trust
 - Taking a bolder, ‘this is the truth about the future’ stance. Climate change and changes in the way our economy and jobs function are being ignored... we must be part of the real solutions and not put our heads in the sand. If not, I am 100% sure our efforts today at long range planning will be viewed with contempt by future citizens who will not appreciate why we didn’t ‘go for it’ more on real issues – like climate change.
 - Politics. The “it” is a successful succession/transition of replacing Ray since this is going to be taking place this year.
 - Transportation planning. Leadership in creating cost effective solutions to transportation issues is critical. Potable water supply is also of critical importance.
 - Leadership. Leadership!
 - Selection of the appropriate leadership and installing the right institutional mentality.
 - Working environment across agencies. Would like to see agencies better coordinate and collaborate. Need to eliminate finger-pointing – the 10 floors of the county building need to communicate with one another.
 - Success lies in collaboration with the four jurisdictions in planning the future; working closely together in planning work. A challenge is convincing the four jurisdictions of the importance of their role in unifying the County’s planning goals
 - A lack of communication with the 4 jurisdictions and the absence of unified planning.
 - The “it” is the willingness to have grown up conversations.
 - Relevance is the “it”. TPC can be very relevant in leading/facilitating the conversation around economic development, transportation planning, helping us create our desired future.

Hillsborough Planning Commission 2014 Strategic Planning Process



Q.3continued

- The next big thing for the Commission is our ability to think about issues and challenges for Hillsborough County in a much more innovative and integrated manner. How can we engage the public and business community? We have studied many other places, we've learned quite a bit. But, where are we leading? Where are we innovating?
- This goes hand-in-hand with having our finger on the pulse of what the public is saying. Is what they are saying accurate? It is our responsibility to provide education and reach out with proactive communication. For example, the last referendum on transportation was met with much confusion. How can we better message and be the catalysts for discussion? We need to be willing to bring issues up and out in the open. Our biggest "it" is our lack of willingness to confront issues head on.
- Keeping the agency relevant and relatable. Need to focus on getting people to see the longer perspective.

Hillsborough Planning Commission 2014 Strategic Planning Process



4. What would you like to see the Planning Commission doing more of? ... less of?
- I would like to see the Commission do more in terms of reaching out to talk about planning issues and ideas for our future in the community. Also participate in more training to become more versed in the planning issues facing Hillsborough County
 - Less reacting to what is happening to us and more proactive planning. More study of different policy approaches to help our jurisdictional clients.
 - I think we have lost some capacity to study economic development; its benefits in terms of property value and job growth; its costs in terms of infrastructure, land banking, incentives, etc. We and the EDC should be go-to agencies on the topic of economic prosperity.
 - As an agency we are in the position of responding to present requests and preparing for the future at the same time. I would like to see us informing or educating people (residents, businesses, elected officials) more about the plan.
 - I would like to see us do more visioning, coupled with hard-headed fiscal analysis (i.e., how will we pay for our vision). I would like to see us do less planning “process” that has no substance to it.
 - More build-out planning and pro-active plan amendments.
 - Less personnel issues.
 - More collaboration on projects with our client governments. Less meetings that aren’t substantive or productive.
 - The PC should do more specific sector planning
 - The PC should do less of educating public officials on the benefits of good planning
 - More comprehensive planning – not focused just on the issue of the day. Less being scared of pissing someone off (e.g. developers, politicians, small groups of citizens focused on one ideology, etc. We represent not only the current citizens and tax payers here, but also the FUTURE ones. We owe it to them all to do the best, professional job possible. No matter if it costs us some hits now.
 - I’m a new commissioner and although familiar with this agency...not sure how much in depth they do...I love the work they do. I would like the planning commission to be contacted more by cities/county to be a part of goal planning sessions with their economic development orgs...also to do more in helping government and neighborhoods to get out in front and prepare community more of what is coming...”might not be now, but coming soon to a neighborhood near you” and take away the “surprise” element.
 - More outreach and information gathering from key stakeholders in the County as well as analysis of solutions that have both worked well and failed in other MSA’s
 - As a Board member I would like to see the Planning Commission continue to focus on community outreach.
 - More outreach to ALL entities. Do not limit to a web announcement and whoever shows up, actively solicit information from development community, neighborhoods, and activists alike. ... less of? Academic exercises.
 - More of: updating comprehensive plans.
 - Less of: Not sure.
 - MORE OF: Become better known in the community; better outreach between the Commission and the community.
 - Concentrate on tying economic development to growth planning

Hillsborough Planning Commission 2014 Strategic Planning Process



Q.4 continued

- More of: Getting out of the weeds. Would like to see the Commission focused ‘more’ responding/providing special studies. I think it would be beneficial if the Commission focused on the role auditors have always noted they need to take. Focus needs to continue to be focused efforts on bringing the community together.
- Less: In the weeds. Need to invest less time spinning on minor issues. Need to be ‘less’ hooked on whatever the current mantra is without full knowledge of what this means operationally. Need to do less of marching into communities to update plans.
- More of: Reaching out to member jurisdictions, economic development professionals, and academic institutions; i.e. host a series of roundtables with TPC hosting as the impartial arbiter of ideas.
- More: Working with communities and neighborhoods. Work with communities so they understand how to bring plans to fruition. From neighborhoods, to commercial area, to major arteries, we can be the support.
- More: Supporting of local governments. Also, we need to help people understand what we do and position our value. We need to ensure that plans don’t just sit on shelves, let’s do ‘more’ ensuring our plans are action-oriented. Let’s do more of making our work more tangible.
- More: Tell the positive stories. How have we changed over 25-years? How many other agencies can say their plans are still in play? We have consistency. The community can trust in us.
- Less: Less studies with no actionables.
- More: Putting resources where the need to be. Tampa and the County are big machines; fill holes for those that need it. I need you when I need you and not when I don’t; sometimes TPC gets worried about little things on our side and perhaps they could be greater value add for others.

Hillsborough Planning Commission 2014 Strategic Planning Process



5. What would you like to see happen in the next 12-months that would indicate to you it has been a successful 2014 for the Planning Commission?
- The agency would have been seen as being in the lead in guiding the adoption of new comprehensive plans and transportation plans for all the jurisdictions that are visionary and include new funding sources for infrastructure that will promote jobs and economic development in our community. Because of the lead role the agency played, respect and utilization of our talents would be enhanced in future planning efforts.
 - A public hearing on the plan update where we do not have huge arguments from the public (citizens and development community) but have more agreement than dissent; maybe only a few minor issues of disagreement. And that our jurisdictional clients are happy with the updates to the plan.
 - Planning Commissioners and MPO Board members feel confident in the direction of the agency and use the comprehensive plans and long range transportation plan for talking points in public.
 - We tend to present our “case” for the future plans. We can’t control or change outcomes, but a full discussion of pros and cons of our decisions would be a success. Informing should take on both sides of the equation.
 - The year will be successful if at the end of 2014 we have a widely-support 2040 Long Range Transportation Plan along with companion comprehensive plans written in terms that can be readily understood and embraced by citizens, ready for adoption by local jurisdictions.
 - Complete an excellent major update of the plans.
 - Having all of the Plan Updates agreed upon by all stakeholders. The Planning Commission making the right choice for Executive Director.
 - Have all the community’s stakeholders reach a consensus on how and where to accommodate future growth and development.
 - We have brought in real experts in areas related to climate change – and that we have put in our 5 plans under development now some action-oriented goals.
 - A replacement for Ray that we are ALL on board with and also our government and community. Also step back and challenge our way of thinking and take comp plan thinking to the next level with how to approach development. We spoke about this the other day...maybe we do require minimum units or homes with a max to make sure we are driving the densities we need etc.
 - A demonstrable increase in public awareness of the comprehensive plans as a result of the imagine 2040 exercise.
 - I would like to see the Commission’s public image continue to improve and as a Board we continue to fine tune our message.
 - Collaboration with Development Services and a “streamlining” of the Comp Plan/LDC
 - Comprehensive Plan synchronized, including transportation issues. Boundaries coordinate together.
 - Remain engaged with the community and the jurisdictions; help out with the transportation issues this year. Develop a comprehensive transportation plan for the County that satisfies needs in specific local areas and communities.
 - Regional comprehensive plans that mimic each other and are very usable and concise; completion of the comp plan “diet” project.

Hillsborough Planning Commission 2014 Strategic Planning Process



Q.5 continued

- The focus for the next 12-months must be the comprehensive plan. Updating the plan is the critical piece. Also, how willing will the Commission be to take on contentious issues in the community? Will they retreat back and avoid conflict and wedge issues?
- TPC facilitating collaboration across the member governments on how to best grow the county. TPC working with all of us to ensure we are walking in the same direction.
- I would love to see us more involved with the issue of integrating transportation and land use. Elected officials have seemed to take a lead in this discussion. There are many constituent groups around the county with strong input to offer. We are the right entity to facilitate the dialogue.
- Not sure of timeframe on some things. We need to effectively explain and communicate the integral relationship between transportation and land use in terms of long term growth. We know where people want to live, what infrastructure do we need in place to make this happen? We need partners to support the vision. What are the X, Y, and Z that need to happen? We need to set a timeline for the short-term so that the long-term can be met.
- Get everyone in the working group to agree to comprehensive plan unified themes and concepts. Ensure that we are working from the same perspective.

Hillsborough Planning Commission 2014 Strategic Planning Process



6. What do you view as critical issues facing the Planning Commission over the next 36-month period?
- The completion and assistance in the implementation of the vision of the comprehensive plans for both land use and transportation in the jurisdictions of Hillsborough County while retaining the important role as the “go to” agency for long range planning issues in Hillsborough County. Also the completion of the transformation of the agency into an integrated part of the decision making process for planning issues in Hillsborough County.
 - Next executive director
 - Staff changes due to retirement
 - After the plan update, focusing on what we can do to help support implementation of the plan and continue to move those policy decisions forward (additional studies needed, etc.)
 - Funding for a multi-modal transportation system
 - Leadership
 - Succession of long-term employees
 - See my responses to questions 3 and 5 above (*Getting elected & appointed leaders to coalesce around a unified vision of our future growth and transportation system that will drive investment & funding decisions. This includes the mayors, BOCC, city councils, state legislative delegation and FDOT; the year will be successful if at the end of 2014 we have a widely-support 2040 Long Range Transportation Plan along with companion comprehensive plans written in terms that can be readily understood and embraced by citizens, ready for adoption by local jurisdictions*). In addition, another critical issue will be the selection of a new executive director of the Planning Commission & MPO, once Mr. Chiamonte retires at the end of 2014.
 - Ensuring we get a great new Executive Director.
 - Acquisition of personnel to address attrition that will occur over that time frame; maintaining the high level of expertise that we are known to provide;
 - The critical issues are: Transportation planning & funding, growth management – urban service area expansion, economic development strategies and policies
 - Same. (*We have brought in real experts in areas related to climate change – and that we have put in our 5 plans under development now some action-oriented goals.*)
 - How the new chair and structure will look and feel. Not sure
 - where they stand when it comes to the experience they have and who might be retiring. Also, how do we continue to get ahead of growth and what needs to happen now to accommodate the next three years...do we expand Urban Service Territory to some extent...do we concentrate on more infill? What incentives might we suggest to encourage the infill...working with government on that front.
 - Transportation planning, potable water, solidifying the vision for accommodating the expected 600K new county residents expected by 2040
 - Continue educating the public on what planning is and what the Commission does. Transportation issues will continue to be a major issue in the next three years and we need to ensure that staff and the Board continue to work closely with others as we develop plans. Continue working with the business community (developers and others) to ensure that any unnecessary obstacles are eliminated or reduced so that well planned communities can be built.
 - Same as #3 (*Selection of the appropriate leadership and installing the right institutional mentality.*)

Hillsborough Planning Commission 2014 Strategic Planning Process



Q.6 continued

- Try to get transit, busing or light rail. Need to address this issue prior to more large building projects.
- Successful leadership transition in 2014
- Success in tackling transportation issues this year; transportation is critical to proper growth and must be addressed regionally and locally. Partners like FDOT, HART, Airport Authority and USF need to become more heavily engaged in the effort.
- First, Comprehensive Plan updated. Next, growth and growth-related issues need to be addressed (job creation and economic development). The Commission needs to think differently about itself than just being a community advocate. Third, implementation of the Plan – don't cave. Fourth, really identify where growth will occur. Work jointly with clients. Fundamentally, create a plan based on jobs we want to create. Home builders will push for home growth, we need to not lose sight of job creation – this will translate into tough conversations.
- Ray is leaving. Selecting the next Executive Director and determining how TPC and MPO work will continue to be combined or if they will be separated again. There is a great strength in how we are currently structured.
- And, as mentioned in item #4, a series of roundtables is critical for ensuring we are all working together.
- We have over the years had to justify our existence. In year's past our relationship with the County Commission has not been strong. We need to ensure we have the resources to do what is needed. If the population increases to what is projected, we will need resources to support.
- We need to set and work a project timeline for the 2016 Referendum.
- It will take 12-months to accomplish item #5; it will take 3-months to have all items adopted. During that time, keep all informed and on the same page. Must greatly increase public engagement – getting people to understand what they have chosen. TPC plays an invaluable and critical role in unifying our planning efforts.

Hillsborough Planning Commission 2014 Strategic Planning Process



7. What are your expectations for the Planning Commission over the next 36-months? What could be done that would be value-added (exceeding your expectations)?
- Having the agency become more widely known and respected as an important part of the long range planning process in Hillsborough County. This can be accomplished by the Planning Commission assisting even more in the planning processes of the jurisdictions and showing how the agency can truly add value to the efforts of the jurisdictions to create a great quality of life in our community.
 - Continuing our high quality of work, completing update successfully with concurrence of our jurisdictional clients, continuing to provide outstanding caliber of customer service
 - In addition to making sound recommendations on planning issues, I would like the Planning Commission to become a stronger advocate for good planning, going beyond merely deciding if a proposal is consistent with the comprehensive plan, and developing plans & planning proposals itself.
 - Ensuring that as we have staff turnover, we acquire the best and most effective new staff as possible.
 - Having very-proactive Planning Commission Board members that serve as ambassadors; developing new alliances that will help heighten public awareness of the Planning Commission's existence and value.
 - Over the next 3 years I would expect the Planning Commission to lead the County in focusing on growth and economic development within the existing urban service area as well as advocate for improvement to the transit system via bus/rail as well as bike/pedestrian facilities.
 - To add value the elected officials in the County would look for the Planning Commission to be the lead agency in crafting a policy framework that would promote my expectations.
 - This organization has the potential to become a real think-tank resource for the Tampa Bay area. If we partnered with the local jurisdiction and USF, HCC, UT, we could leverage our real-world experiences with the academic strengths they have. Citizens, local governmental units, developers, businesses (large and small) could use us as a resource more than they can now. 21st century problem solving requires 21st century teams/technology/organizations. We are too 1950's/1970's here.
 - In my mind, it's how do we make utilities a part of all this planning (electric, gas, water). You certainly don't want utilities to rule...but they are the foundation of everything. Do we start showing where transmission corridors are so everyone is aware...also, how do we work with utility companies (electric and gas) to make sure we understand where they're headed and where we need them to head, if possible, and carve out some utility corridors. Maybe a task force to work on this and get utilities to the table.
 - Expectations are that the required updates and reviews are completed on time. A value add would be having the client governments embrace TPC's vision for the 2040 plan.
 - What could be done that would be value-added (exceeding your expectations)? I expect the work load to increase as the economy continues to rebound. As an agency I expect that staff will have to focus on doing more with the same resources. I think staff and the Board are going to have to continue looking for more efficient ways of completing tasks.
 - Targeted Comprehensive Plan Changes that take into account realistic expectations.
 - Unsure.

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Q.7 continued

- Be assertive on the transportation issue by providing more input and guidance to discourage urban sprawl and encourage in-fill development in Tampa and in existing urbanized areas
- See above. *(First, Comprehensive Plan updated. Next, growth and growth-related issues need to be addressed (job creation and economic development). The Commission needs to think differently about itself than just being a community advocate. Third, implementation of the Plan – don't cave. Fourth, really identify where growth will occur. Work jointly with clients. Fundamentally, create a plan based on jobs we want to create. Home builders will push for home growth, we need to not lose sight of job creation – this will translate into tough conversations.)* Expect a willingness to be different Agency than we have been. Under the leadership of Ray and Melissa, I've seen wonderful difference in the Agency's approach. The Agency is no longer portraying an angry/paranoid demeanor to clients; this positive trend and cultural change needs to continue.
- I expect the comprehensive plan to be complete with us moving beyond a completed document to including a reasonable implementation strategy.
- I'd like to see us moving in the direction of initiatives described above. There is much work to be done. Our County is evolving.
- Being actively engaged in the debate. We can be a catalyst for the discussion. We can ensure correct, factual information is provided for informed decisions. Let Commissioners know when we should speak out.
- See #6 above. *(It will take 12-months to accomplish item #5; it will take 3-months to have all items adopted. During that time, keep all informed and on the same page. Must greatly increase public engagement – getting people to understand what they have chosen. TPC plays an invaluable and critical role in unifying our planning efforts.)*

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8. In what ways can we strengthen our relationship, become more relevant, with our client governments?
- By building trust with our governments and working cooperatively with our clients to further important goals to better our community. We can build trust by including our clients in our processes and helping them make their processes better and helping them build trust in the larger community.
 - Ask them what they want us to be working on. Provide value added services like a plan that meets their needs, quick turn around on projects, continue to support non-traditional planning efforts like the data/GIS support to the violence prevention effort or data for enterprise zones
 - During the recession, Hillsborough County and the City of Tampa made use of our staff and consultant resources to study issues of interest to them. We should seek to maintain that level of trust and coordination as belts are untightened and they have more resources at their disposal.
 - Get rid of the mindset that they are against us, even if they are.
 - Make sure their vision is aligned with their comprehensive plan, help them articulate it in a way the public can visualize & support, then suggest ways to make it happen! e.g., funding strategies.
 - Work with them pro-actively on issues.
 - Continue to cultivate relationships with senior staff, elected officials; become more aware of their issues and goals; be more proactive in offering advice and assistance to help them address their issues and reach their goals, from consulting on a plan or report, to finding funding for a particular project.
 - Building and reaching a consensus on how to refocus growth and development within the existing urban service area
 - See above. *(This organization has the potential to become a real think-tank resource for the Tampa Bay area. If we partnered with the local jurisdiction and USF, HCC, UT, we could leverage our real-world experiences with the academic strengths they have. Citizens, local governmental units, developers, businesses (large and small) could use us as a resource more than they can now. 21st century problem solving require 21st century teams/technology/organizations. We are too 1950's/1970's here.)*
 - I think we do a good job of feeling their pain when it comes to “voter” sensitivities...and because of elections it's important to continue to keep and develop the new relationships which I think the planning commission does a good job of...work with them on their economic development goals and really help them get there.
 - At the staff level it seems that we've got good relationships. Perhaps a workshop or two that are jointly held with senior level staff and/or elected officials of the client governments.
 - Open communication with our local governments such as inviting them to attend the retreat with us is a great start. The Planning Commission needs to keep up-to-date on what is going on in our communities and be proactive when it comes to offering assistance when it comes to planning or other related activities that could benefit local governments. I also think including the local governmental representatives in our meetings to select a new CEO is a strategy that worked well in the past and will work well as we start to work on finding Mr. Chiaramonte's replacement. Mr. Chiaramonte has done an excellent job of reaching out to the local governments since becoming CEO.

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Q.8 continued

- Continue and foster collaborative relationships. How can we help them accomplish their goals within our framework, not dictate to them how they should function. Create win-win scenarios to maximum extent possible, not my-way or highway.
- More contact. Breakdown silos. Build relationships. Don't be quite so concerned about stepping on toes. Cease negative talk about other entities.
- Engage in a work session meeting with each city council at least once each year; provide a stronger orientation effort for newly elected city councilmembers about the role and mission of the Commission and its staff. Avoid the tendency to force new Commission members to "learn by doing."
- More communication and collaboration on regional; issues, not just the local issues.
- Understand that we are clients. The working staff and Planning Commission do a good job of having us in front of the Planning Commission. They access our board members as freely as I do; but I haven't had that reciprocal relationship. In the past, the Commission was very guarded. Again, want to acknowledge the positive cultural shift that has transpired – this needs to continue.
- We truly have an excellent relationship with TPC staff. They do a great job in keeping us informed. My desire would be for them to take the next step, in facilitating and action planning, become consultative and proactive. Let's ask the question, what will it take for us to be viable and robust in 2040? What do we need to be doing today?
- We can be more effective if we find a way to engage the local governments in such a way that we are really viewed as a resource, value-added asset. When it comes to the matter of growth in build environments, we need to work in an integrated manner. We need to work together. We currently enjoy stronger relationships than in the past due to good leadership within the organization; but, this is an area we want to consistently monitor and improve upon.
- Drawing relationship between long-term vision and the comprehensive plan to everyday discussions and decisions. Include in every major decision how there is 'fit' into vision.
- Facilitate the communication jurisdiction to jurisdiction. Individual jurisdictions and all serving the public must get over ourselves. We are here as stewards of taxpayer dollars. TPC can turn their independence into a great strength – TPC is legislated to be in place to see things across the board and communicate across lines. Allow the jurisdictions for focus on the physical planning side; TPC support us, help us work better together.

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9. Invest the next couple of minutes brainstorming (that means free-writing – just write, don't worry about editing or evaluating the feasibility of the ideas you jot down – just go!) Here's the topic, how can we best plan to accommodate growth in Hillsborough County? How can we effectively plan for change?
- By being honest about our assets and who we are as a community and building upon those. We can learn from other communities but we don't have to copy exactly what they do to be successful. We need to better utilize our existing infrastructure and build in a way that is attractive and sustainable while considering trends of the future both in demographics and growth. We can do this by looking long term and not just looking at the immediate future. We need to build a strong long term foundation that changes us to a more economically prosperous community built on a thoughtful plan that takes risks to be the best we can in our areas of strength. We need to put aside our individual preferences at times and understand changes taking place and how we can leverage our assets to address them.
 - Identify the areas where change may occur in the plan update so people are not surprised that it is coming. Do some pre- planning or master planning for those areas after the updates to provide greater predictability to those areas. Help people visualize density. Focus on quality development and design. Preserve the things people value - environmental areas, their neighborhoods and rural areas.
 - We are at an ugly-duckling phase. Our roads can't handle much more traffic, and there isn't room to widen them. But our other transportation systems don't work very well – you take your life in your hands to walk to a store or bus stop, and even if you're not trying to get across a high-speed multi-lane arterial it's still an unpleasant experience hiking across the enormous parking lots and around the subdivision gates. A lot has to change to get ourselves out of this mess: land use patterns, roadway designs, money to hire buses that run more often than once an hour. And all the parties to this system want the other party to change first.
 - I think we have to focus on walking. Killing 35 pedestrians in crashes every year should be considered unacceptable (plus another 10 bicyclists). And that doesn't take into consideration our high rates of obesity, diabetes and heart disease. If we talk about safe walking in every decision we make, then land use and roadway design and even funding priorities look different. And we'll be creating places where people aren't trapped in their cars (or in their homes if they can't drive) and where it is possible for the middle class to imagine using the transit system.
 - Within the urban service area, plan a robust roadway grid with a hierarchy of streets from major arterials down to minor collectors so that there is plenty of capacity, we diffuse traffic & don't burden a few main roads with a glut of traffic. Plan future corridors and acquire ROW in advance to avoid rampant NIMBYism later on. Give priority to complete street amenities such as sidewalks, crosswalks, bikeways, transit shelters, landscaping and lighting on lower volume & lower speed roads through shopping districts where we anticipate lots of walkers.
 - Pro-actively do a build out plan. Do pro-active plan amendments. Refocus away from new or expanded roads onto effective transit.
 - Don't be afraid to color outside the lines, be open to all ideas.
 - Reach out, always ask, How can we help you?, How can we be better?
 - Constantly reevaluate the present course of action, never be content with the status quo.
 - Continue to establish new contacts, sources of information, stay informed!

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Q.9 continued

- Not just focus on where these people will live and work but HOW they will. We could have 1,000,000 more here and still have a terrific community, but we need to focus on solar energy, alt transportation, telecommuting businesses, etc. Otherwise we will be polluted and jammed in with too much of what we have now. Be bold, go for a world-class community, and build something wonderful here. It can be done. Motivate, educate, get things moving. Planning Commission can be part of that... part of a new future focused movement toward excellence.
- Working together and bringing government, community, neighborhoods together. AND...bring utilities to the table in this aspect...also, should be incorporated in local government approval process...when a project goes before city and county for approval, the check list should also include utility conflicts...developer should have the responsibility of making sure government knows what utility impact their project will have because they will be getting the calls when the big poles start going in...
- Understand fundamental societal changes IT is having (how widespread will a “virtual” environment be in 25 years’ time?) Anticipate those changes in the plan.
- Identify ways to effectively incentivize in-fill development
- Don’t assume that the way it’s been done in the past will continue to work.
- Planning Commission has a great start with the 2040 Plan results and other survey and study information that has been collected over the years. The Planning Commission needs to pay close attention to the expected changes in the composition of its residents into the future. We need to focus on the age of the residents and what this will mean to governmental revenues and make sure we take this into consideration when we plan long-term. We also need to continue focusing on what residents in the future are going to want and try to be as proactive as we can.
- How will we run the organization when Ray leaves? Will MPO and Planning Commission be together? We are making the Plans now; they will be implemented by a different leader.
- Work on developing consistency from one jurisdiction to another on land use rules and regulations; property owners do not perceive differences between geography and become confused with conflicting regulations in border areas.
- The Commission ought to consult with local governments to help identify areas that require attention for redevelopment. The cities might benefit from having flexible land uses in the areas of concern. From an aesthetic perspective, we need to pay more attention to major thoroughfares, especially in border areas. We need a collaborative effort with all jurisdictions; currently, it appears that each of the four jurisdictions have their own ideas on how to accommodate growth.
- We effectively plan by connecting with key economic factors – where economic development happens. We cannot rely on just growing homes. How many jobs do we want? Where will the jobs be? Redevelopment needs to be addressed. It is wrong to think that growth can only happen in new areas.
- An example comes to mind, in Plant City during our Northeast Master Planning; we had just undertaken a couple of large annexations. We looked at how we wanted to serve and what it would take to accomplish the desired levels of service – from building roads, to development, etc. We ensured we went beyond the typical community planning. TPC needs to be willing to say, “There will be growth”. ‘No growth’ is not an option.

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Q.9 continued

- We have to begin to change the public's perception of growth and what it means to them. We need to create an impression of quality that is associated with growth. We need to focus on good growth; growth we can absorb; growth with positive economic impactors.
- Best way to grow is to accommodate within existing centers. We cannot continue uncontrolled, unmanageable, unsustainable, urban sprawl. We focus too much new development rather than redevelopment.
- We need to work internally on silo mentality in the individual governments. We need to tie projects and planning together, infrastructure planning. In Tampa we carved out where development should happen. We need to continue to strengthen this type of planning and communication to constituents. From a TPC perspective when communicating with citizens, speak clearly and simply, don't speak in planning terms speak a language they connect with.

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10. What concerns you most about growth in Hillsborough County?

- That too much of it will occur in a haphazard unplanned manner in ways that tend to take the easy way of doing things the same as the past and not take a visionary view as to how to really make the community a better place. Our problem is often being blessed by many natural assets that make it easy to get by without really trying too hard, when if we expended more effort as a community we could be a top achiever. We are beginning to move in that direction but we can never let up and take things for granted. We need to constantly look for better and new ways of doing things while building on past strengths.
- That there will be a continued push for greenfield growth in the rural areas too quickly and it undermines redevelopment efforts. Adequate infrastructure to support the growth.
- In the long term we will not be able to maintain the sprawling infrastructure we depend on. New roads must be rebuilt every 30 years, and the developers won't be around then.
- Growth has always been a touchy subject: "You're projecting too much", "you're not projecting enough",
- It's not paying its own way. For example, we have a tremendous backlog of transportation projects for this reason & now we're all responsible for dealing with the deficiencies. At least let's figure out a way for new development to pay for their impacts on the system and not dig the hole we're in any deeper.
- Our over-reliance on new or expanded roads.
- That it constantly falls short of its potential, due to a lack of courage, creativity, cooperation, effort, commitment and direction by its "leaders": (corporations, boards, chambers, elected officials and influential individuals) Other areas of the country have prospered because they have great leaders.
- Having a continuation of sprawl and not facilitate infill and redevelopment within the existing urban service area
- This area is terribly exposed to sea level changes, environmental collapse, job loss, and so on due to climate change. Look at this video – which I have already shared with staff on our intranet – it is about Miami BUT we are in same exact boat here. <http://www.youtube.com/watch?v=BEhx-Q43Tfo>
- Making sure our community understands that we can "close" for business, but that as we grow we will make sure that we protect the different types of neighborhoods and living that people want to enjoy from rural to urban (and the different choices in each of these)
- Sustainability is important in terms of both natural resources and financial resources. Thoughtful planning will be required in order to cost effectively develop required infrastructure
- Where is the growth going to occur and who is going to pay for it?
- Mostly seems to be reactionary, not planned.
- Growth needs to be organized and coordinated. I'm not a fan of subdivisions where one needs to drive everywhere. We've allowed subdivisions to close each other off (don't want others driving through our neighborhoods). We find examples of 6-miles of road never connected due to walled off access.
- Please see the response to Item #7. (Be assertive on the transportation issue by providing more input and guidance to discourage urban sprawl and encourage in-fill development in Tampa and in existing urbanized areas)
- Sprawl and the lack of infrastructure to promote smart growth; little emphasis is placed upon utilization of existing urban infrastructure.

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Q.10 continued

- The cost of growth is a really concern. The belief that growth happens in concentric circles away from Tampa is a concern. We need to deal with the corridors. We need to move away from the inch by inch mentality. The urban service boundary has become a wall where citizens feel as though “I’m o.k.” – instilled fears. Community Plans are a noble endeavor, how we’ve done them has set us up for failure – it’s a wrong message to communicate “We’ll protect you forever from change.” We are touting a ‘bustling metro’ without acknowledging that a ‘bustling metro’ will mean congestion – you will be sitting behind a bus or waiting for a train to go by. It is a concern that we tend to present only the best picture and not present the full picture – creates false expectations.
- There’s a real potential for us to be the ‘wild west’. The urban service boundary, although not popular with all, serves a purpose – it does, to some degree do what it was intended to do. The challenge we’re seeing is the proliferation of one-acre mobile home parks. How is the development rights program supposed to work? We need to preserve our agricultural (\$1-billion industry in our county) and environmental lands.
- Its still, qualitatively speaking, measuring up to creating or contributing to types of places we know about and go to experience.
- We cannot continue uncontrolled, unmanageable, unsustainable, urban sprawl. There are some nice developments (Fishhawk, Winthrop); but let’s look at infill, mixed use that’s not way spread out. We are too quick to leap frog out. We forget about the communities on the inside.
- The hardest part of growth is sprawl. The sprawl we see in Hillsborough County in density and intensity is spreading resources very thin. We need to match resources to what we have.

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- 11.** What do you believe current Hillsborough County residents are most concerned about with regards to future planning?
- The biggest concern is that with growth the quality of life will go down.
 - Traffic and other infrastructure being inadequate.
 - Government waste. Expectations of free-flow traffic which aren't going to be achievable as we continue to grow.
 - It's not being done or what's being done is easily undone by political decisions.
 - The respondents to the Imagine 2040 survey identified top three concerns as 1) traffic congestion, 2) job creation and 3) available bus & rail service
 - Jobs and traffic congestion.
 - Many of the residents are not knowledgeable enough to know what to be truly concerned about. They are reactive, in most cases, especially if something directly impacts them. Most are primarily concerned about safety and costs (taxes). Transportation issues continue to be a concern, but there is no solid consensus on how to address them.
 - Traffic congestion, sprawl and job growth and development (economic prosperity)
 - 95% do not even know what planning is or who we are. Maybe they never will. Small groups and individuals exist that do care, but often they are too focused on an ideological aspect of government. We must break out and talk to real people more. Lots of them. We must harness new technologies to do this. Get into the schools so on. Our area is too passive. Many large cities in the US have very organized citizen groups who make sure plans are created and implemented. We need that here.
 - Losing control of how they want to live and not having a say...the ones that oppose what is happening. In general, I think residents are concerned about the drain and strain on our systems...water, etc...things not working great now, why on earth would they think they will be fixed enough to work with more growth.
 - Traffic congestion and maintenance of a high standard of living.
 - How does the planning directly impact them?
 - Untrustworthy of Government promises. Loss of their quality of life (in their opinion).
 - Job creation. We need to focus on bringing more quality employers to town. We need to look at I-4. We need to address how we are going to get people around.
 - Traffic – travel times to and from the work place or school and home and the potential for longer travel times to get around.
 - Stupid growth and greedy developers; residents are interested in future planning initiatives not affecting current life styles and interests.
 - Our residents are diverse, their concerns are all over the place. We are multi-faceted. When you look at community plans there is a no growth sentiment. Planning Commission needs operational people in the room. We need a strategy that will be worked in tandem. We need to invest where jobs and affordable housing are being developed.
 - I believe there is concern on how we address a shifting economy, as we move from an industrial to a service-based economy. How do we address the needs of a service economy?
 - Preserving the lifestyle quality that they already enjoy. In many instances, residents assume it's as good as it's going to get. People are skeptical with regards to anything the government is involved in. Many residents are content with what they've got.
 - Transportation – from traffic congestion to mass transit.

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- In Tampa the rhetoric is not ‘NIMBY’, it’s “I want to live near everything and next to no one.” Tampa does not experience many commonalities across our geographies. From a broad perspective, people want walkable places, where they can ride bikes, parks nearby. Residents are concerned with safety and having access to a variety of activities.

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- 12.** It's been proven that asking "what if..." questions move boards/organizations to creative and worthwhile solutions. If you could pose one "what if..." question to fellow retreat participants (board and staff), what would it be?
- What is the number one issue facing our community at this time and what can we do to address it?
 - What if we were able to build trust with all our clients - the elected and appointed officials, the citizens, the developers - what could we create for our community if we had their trust instead of the environment of distrust between everyone?
 - Pinellas County is currently merging the Pinellas Planning Council and Pinellas MPO. There will be only one board, overseeing both land use and transportation plans. Would there be advantages to having just one board in Hillsborough?
 - What if we've been wrong about perceived "enemies of planning?" What happens if we can find common ground and work together?
 - What if we continued our reliance on roads, what would our commute look like in the future? What if we instead focused on effective transit solutions?
 - What if the Planning Commission didn't have to worry about funding anymore?
 - What If the Planning Commission had its own independent funding source, not subject to BOCC approval.
 - What if our port facilities and waterfront housing and businesses were ruined by sea level rise and increased storm intensity over the next 30 years? How would we stay viable as a center of commerce? Why are we not doing something major now, to try to stop this disaster from happening? We have billions invested – isn't the conservative thing to do to follow what the US military says is one of the top 5 threats to the US... climate change? What can we do here to put aside political discussions about the 'why' and start doing something positive?
 - What if we didn't have to worry about politics, neighborhood advocates, and other things in our way...what would we plan for...then if we think what our blue sky is, we start planning on how to get everyone there and set our priorities and grow into that
 - What if telecommuting for school, work, shopping, etc. were the norm?
 - What if we had enough funds to create a thorough network of bicycle lanes/trails that are separate from traffic?
 - What if we said yes, let's try that?
 - What if a hurricane hit downtown Tampa?
 - What if we promote national and international business opportunities and entice businesses to move onto brownfield areas instead of newly created economic development centers. Population is expected to grow; let's encourage growth in urban areas and discourage sprawl.
 - What if we all went away?
 - What if we really envisioned the downtown Tampa's Master Planning process and the process work of the TPC of what the county might look like in the future – What if we kept the process alive on an ongoing basis? What if we endeavored to have a robust, ongoing process countywide? We need to adjust and adapt. We need to be proactive.
 - What if Hillsborough County was already built out? What if there were no more buildable/developable land? Then, how would we accommodate 600,000 new residents?
 - What if we were able to engage enough people, to get that understanding and buy-in, an ownership across the board? What could we do then?

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- 13.** Over the years, the Hillsborough County Planning Commission has taken a key leadership role in positioning our community for the future. From the urban service area, to location of the Tampa Bay Times Forum, to protection of the Hillsborough River, to other key landmark decisions, an indelible mark has been left. What is the legacy mark you'd like to see this Planning Commission leave for future generations of Hillsborough County residents?
- A forward looking transportation and land use plan that will enhance the quality of life, encourage more highly educated and skilled workers to move here, provide opportunity for people already here and create an optimistic and exciting view of the future among our residents.
 - supporting more mass transit options and creating high quality mixed use development around those transit stations.
 - A multi-modal transportation system
 - The decision, supported through a voter referendum, to move forward with rail transit for Hillsborough County.
 - An effective transit system. A build-out plan.
 - Playing a major role in establishing an effective mass-transit system, that will transform development and growth in Tampa and Hillsborough County for decades to come.
 - To have the neighborhoods redevelop or be built around well planned transit oriented developments that will provide for mixture of land uses which promote pedestrian and bicycle activities and less dependence on building automobile oriented communities.
 - Pick one mile of waterfront anywhere, part industrial, part residential, part environmental, and make that your canary. Focus on making that one mile stay viable and thrive... then the rest will too. Being too focused on big picture problems make us become disabled. Too easy to say it is a regional, state ,national, world problem... we can't do anything. We don't have 'jurisdiction', etc. We need to take real ownership of our own destiny. I learned something from Mr. River (the late Alan Wright) our beloved and super effective Hillsborough River planner. He said he focused on protecting and improving one river, because somehow, if the water is a little cleaner in it, the fish a little healthier, the shoreline a little more natural, the homes a little more sustainable, then the world will be too. It is all connected. What happens here affected it all.
 - I think being able to incorporate utility planning would be a legacy...not sure it is being done and I don't think it can be ignored...might not be sexy but it's very real.
 - I would like our Board remembered for being able to work with a variety of different groups and arrive at a consensus when it comes to future planning that most people agree with.
 - We position ourselves for the future without forgetting our past. Planning for success!
 - Transit and light rail.
 - A legacy of smart growth decisions, based upon sound planning principles
 - Don't believe there needs to be a hallmark or legacy mark. We need to be working together.

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Q.13 continued

- We were smart enough to think ahead and be prepared for the changing economy. We proactively addressed issues (i.e. transportation, density in development areas, walkable communities). TPC can serve as the subject matter experts, ensuring we understand the pluses, the pitfalls, and the R.O.I. for economic development. The ability to articulate return-on-investment is critical. If those of us who lead jurisdictions cannot show a net benefit, how can we recommend to our citizens moving forward? TPC is not currently doing this, but would add great value if they offered fiscal analysis. Help jurisdictions understand financial sustainability.
- Quality of built environment and places we create throughout the county. We can do better – don't have to simply consume more and more land.
- Interesting, I don't know what role we played in some of these projects. We need education on these initiatives. Our legacy: major urban redevelopment initiatives (i.e. Encore, Channelside District, Hyatt). We need to support major infill projects.
- Being relevant and relatable. Public engaged and educated on planning, understanding how it relates to their lives and why it's important to them. Planning is relevant from birth to death and is embraced by our residents.

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- 14.** In our roles, we are realizing planning is about the future not the past. With this in mind, what do you believe your children and grandchildren want for Hillsborough County?
- To live in a place that provides the opportunity for a high quality of life, opportunities for the future, and provides many varied interests to be pursued.
 - Ways to get around that aren't just cars. A mix of uses close by. A variety of employment options. Good schools and parks.
 - To get a good job. To have the county get back up and running when a big storm hits.
 - My kids are different; one likes predictability and one likes freedom to make decisions. A safe environment.
 - See response to question 11 (*The respondents to the Imagine 2040 survey identified top three concerns as 1) traffic congestion, 2) job creation and 3) available bus & rail service*)
 - They want a great quality of life, a vibrant community, with transportation options.
 - A place where they can thrive emotionally and financially, a place to be proud of, that they and their children can be safe in, a place that they don't want to leave, but if they do, they can come back to.
 - To have a place where there is a superior quality of life (good educational system, job opportunities, great neighborhoods that recognize and preserve the natural environment)
 - They want there to actually be a Hillsborough County, not one that is a shadow of its former self... with freshwater, land area, homes, ag, natural area... lost due to sea level rise. They want opportunities to live and thrive in a 21st century community that embraces the bets that minds and hearts have to offer.
 - Something they can relate to as they grow up...as a native of Tampa, I love the fact that I lived and remember how Tampa was and now what we've become...I think we don't want to lose ourselves as we do continue to grow and develop...I think they would want something that will keep them here...or, if they do leave for a while...want to come back to.
 - I think they want an enjoyable place to live with good employment opportunities, good schools, continuation/expansion activities and lifestyle that Florida and Tampa Bay have always offered, financial stable governments and limited negatives such as traffic congestion.
 - I believe our children and grandchildren are going to want a community that is visibly pleasing where buildings and roads are well maintained and individuals desire to get outdoors and take advantage of the great weather we have by enjoying amenities such as parks, trails, sidewalk cafes, etc. Individuals also are going to want to live in a community where we have high paying jobs and a reasonable cost of living.
 - Maintain viability so as not to fall into disrepair/anonymity while preserving areas of historic connection to their memories from bygone days.
 - Being able to live, work, and play within a 5-mile radius.
 - Less traffic congestion and better transportation; smart growth decisions; filling in empty spaces in our existing urbanized areas. Avoid some of the disasters of the past (like Brandon Town Center) that were expensive to correct.
 - Some residents are concerned with the continued urbanization of rural areas and they are interested in preserving their existing life styles.
 - My daughter would like to come back to the area with an opportunity to work here. Most young people see no future for themselves here. Our children want to be able to work here and live here. The number one issue is job creation, followed by housing options.

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Q.14 continued

- Vibrant place where you can find a variety of jobs. Attractive and growing community. The next generation's needs and desires will be different – super speed fiber networks may be key, or pod cars for downtown Tampa, Plant City, and Temple Terrace. TPC can play a key role in facilitating bringing all jurisdictions together into collaboration, show us the R.O.I. We must be much better coordinated on the next referendum.
- Their vision will differ than ours; but, we are moving in the right direction. We need to impress upon the next generation ours is a quality environment and a quality location. We need to stop the trend of losing our younger generation to the Austin's and Seattle's of the world.
- More urban; more safe; more healthy. The ability to live within cities. Higher concentration of jobs. World-class transit system.
- The ability to gain employment when they graduate from college. My children think of Tampa as home, our job is to make sure it only gets better.

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- 15.** How would you like the planning Commission to stretch this year? What education/information would you like to receive? What would be of benefit to enhance your knowledge of planning?
- What would be of benefit to enhance your knowledge of planning?
 - Not sure if this fits here... As an agency we are apolitical. However, there are strong statements made within the office which are political in nature – often derogatory towards “the opposition.” I’d like for us as an agency to find common ground with “different” views. Not to sway their opinion, but to be better educated about what and why they believe. We can agree to disagree without being adversarial.
 - At the staff level, I would like to see training on “messaging” to enable us to be more effective advocates for our plans & planning decisions. This is equivalent to political campaign messaging & boils our plans down to a few key sound bites that will resonate with the public.
 - Our staff should focus on training to their individual needs weaknesses. I would benefit from public administration training. It would enhance my role.
 - Since there are so many things to take advantage of, it would be the willingness of leadership to be open to offering opportunities and being open to suggestions or requests made by staff that they feel may be of benefit to them.
 - a. The Planning Commission should stretch by have the development community and citizens reach a consensus on how and where the County should grow and development over the next 25 years
 - b. I would like to receive an understanding of real estate development finance
 - c. It would be a benefit to have a better understanding of form-based codes and smart growth planning principals
 - Really cut the red tape we are building for ourselves and others. That is an old method of control that does not work... holding things tighter. We need to let go and fly with the ideas.
 - Consistent format of planners presenting different development projects (right now info packets are different based on who is giving presentation or working on this), will think on the other.
 - As we’re moving in that direction, a workshop on form based codes may be useful. Also some benchmarking data regarding things like in-fill development and higher density/intensity redevelopment of underutilized or blighted areas would be helpful. Things that outline success strategies and tactics to better utilize such areas and allow preservation of areas for lower density, agriculture, and parks etc.
 - What would be of benefit to enhance your knowledge of planning? I believe it would be beneficial for the Board members to tour different areas of our community with staff a few times per year. As a Board member I have received plenty of opportunities to learn (seminars, Planning newsletters and magazines, APA website, etc.) I have also found that it is often helpful and to talk with staff.
 - I’d like to see data which shows the actual results of efforts, what has worked and what hasn’t worked. We need to own up to our mistakes, not just crow about our successes.
 - More education on what other cities and counties are doing.
 - See the response to item #8. The Commission ought to strive to provide better orientation experiences for the elected officials serving our county.

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Q.15 continued

- Provide better education/information regarding the planning efforts of the adjacent jurisdictions.
- Those is in the Planning Commission I work with are working hard to collaborate. The ‘stretching’ part is underneath, other levels of the organization. Need to continue to strengthen the culture. Put people in areas outside their comfort zone. People need to be willing to approach our work differently with an understanding of the impact we have on coordinating agencies and governments.
- Financial sustainability work for jurisdictions; from a fiscal planning perspective, how can we link to land use and developmental patterns.
- We will be stretched with efforts to update the long-range transportation plan and comprehensive plans conjointly. Deadlines loom.
- Being able to draw clear connection between transportation and land use. We should all be experts on this issue. Let’s look at ‘best practices’ in other cities. Also, would like to better understand where we’ve been. Tell the success stories of planning in general for our County, as well as stories directly connected with The Planning Commission.

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- 16.** What information do you need to best position you as a leader and advocate for the Planning Commission?
- See response to question 15 (*At the staff level, I would like to see training on “messaging” to enable us to be more effective advocates for our plans & planning decisions. This is equivalent to political campaign messaging & boils our plans down to a few key sound bites that will resonate with the public.*)
 - Continued team leader meetings to keep us up to date on issues.
 - I feel I have all the information that I need, as I am already a leader and advocate for the Planning Commission
 - I would need to have best possible data regarding how to promote transit and land use in order for the community to embrace smart growth principles.
 - Not sure.
 - I need to do more reading...planning commission has done a great job to have everything available on the web site...the question is how can I best be a leader and advocate for the planning commission...what do they need their commissioners to be involved in. Also, I think for me is to continue to be confident that this agency is serving in the best interest of its community and not on anyone individual/developer or government official's behalf.
 - Generally I've got what I need. Perhaps a summary of some of the effects of the repeal of 9J5 or other legislative changes could be helpful.
 - I need timely information.
 - Being connected to all areas I need to work with.
 - The elected leadership needs to acquire a better understanding of the Commission's role and the City's needs.
 - I think I am already a strong advocate for the Planning Commission. I am impressed with the work they provide. I appreciate their expertise in developing the green tech corridor along I-4 – they expressed and justified their position with viable data.
 - Sessions like this upcoming retreat.
 - Opportunities for training; to attend conferences; be educated on what other communities are doing. We have come so far, but we haven't hit the peak yet.
 - Connect and facilitate discussion across jurisdictions.

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17. What key issue/topic discussions would you like to have with fellow planning commission members and professional staff during our 2014 strategic planning session?
- What is the future direction for leadership? Is having one Executive Director for the agency supported? What have been the lessons learned?
 - Ensuring consistency and continuity as we transition to new Executive Director.
 - What can be done to make staff work more effectively?
 - How do we make positive strides with our client governments?
 - How do we make the general public more aware of the PC and its role in the County.(as an independent agency)
 - Discussions on how to promote and achieve infill/redevelopment policies to maximize the lands within the urban service area to create an enhanced revenue sources for the County and Cities that can be used to upgrade and stabilize our infrastructure systems, i.e. transportation systems, utility systems, public safety and storm water management systems
 - Climate change strategy as an organization... based on the best that is happening elsewhere in the world.
 - Make sure we stay ahead of issues/topics and if we need more workshops or meetings to make sure we are taken to the process and everyone is hearing the same thing...on the same page...we need to do it.
 - Succession planning
 - Discuss items that we can possibly do better as a Board. Discuss ways of reaching more members of the public. Discuss ways of educating the public on what planning is. Discuss ways we as a Board can support the Commission within the community.
 - Annexation opportunities for Plant City and Temple Terrace; assistance to both cities to help fund the planning work needed to support annexation analyses. Both cities could use some guidance in how to utilize or leverage funding now distributed through the MPO. More in-depth engagement with both cities would be a plus.
 - Commission should have a stronger and more visible relationship with the EDC and share information that can help achieve success in growth management.
 - Clarification of roles. See audit form governance perspective needs to be Commission's plan. Governance and customer service.
 - You've covered the issues and topics of importance.
 - All seem to be covered.
 - Short-term issues with long term impact. Too often if the issue is very political or bold, we step back and let locals handle on their own. Is this the best way? What context, what resources can we provide? Also, let's consider, what is our relationship with the development community? Sometimes when we want to push the envelope, to ensure vision achievement, developer pushes back; we don't facilitate discussion/ resolution.
 - As part of client government, feedback to us on your goals and identify. How will TPC move forward. How will TPC approach working with client governments? Provide clarity on how we will work together for strengthened outcomes.

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- 18.** Would it be beneficial for the Planning Commission to tour identified hot spot areas (i.e. Bloomingdale, South County, Keystone, I-4 & 92) over the course of the year? If so, how frequently would you like such tours scheduled?
- Yes. We should invite the MPO members as well.
 - Yes it would be beneficial. The benefit would be to identify more than just the hot topic discussion. For instance are the existing neighborhoods that would be affected by increased development in the Key Economic Spaces.
 - I don't think a schedule would be necessary or effective. What's the use of going somewhere every three months if nothing has changed?
 - Perhaps, but I think one can accomplish much the same thing with a virtual tour via Google Earth & streetview. It may be advisable to limit such tours to close calls or highly contentious issues.
 - Yes, twice per year.
 - Yes, quarterly
 - Yes, it would be of great benefit at least once every two years
 - I think we should be looking at more of the visionary technical things people, colleges, and businesses are doing to build a sustainable future – like solar energy stations, electric vehicles, innovative small businesses.
 - Yes, we should be familiar with the different areas/personalities of our areas...also, visit challenging areas or areas of great change...seeing is believing!
 - I think it's easier from a scheduling prospective for us to individually visit areas of interest.
 - Yes, tours of hotspots would be great. I think 2 to 3 tours a year would be ideal. Tours in the afternoon would be better than the morning for we would not have to worry about rushing back to work. I would also be open to possible tours on weekend.
 - Yes. This could be done in conjunction with my response to item 15 above! (I'd like to see data which shows the actual results of efforts, what has worked and what hasn't worked. We need to own up to our mistakes, not just crow about our successes.
 - Yes. 2-3 times per year would be great. Also, if something good is coming to town, a new concept, keep us in the loop. Make us aware of big renovations, historical landmarks being renovated. If there's something great happening in an adjoining area, i.e. St. Pete, let us know.
 - Yes, very helpful to Commission members who are not employed in the real estate or development business.
 - Yes, provides valuable insight to local issues that is currently being missed. Quarterly schedule.
 - Yes, absolutely. It is very worthwhile for TPC, on a quarterly basis to select a different meeting spot. There are only four (4) jurisdictions (Tampa, Plant City, Temple Terrace, unincorporated Hillsborough County) – select a different jurisdiction on a quarterly basis to host your meeting; work on having the agenda for that meeting include topics of key concerns to citizens of the geography.

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Q.18 continued

- Yes! We need to take the show on the road. Let's get out around the county. Maybe town hall meetings with residents of hotspot area. We know the issues in South County are very different than those in NW Hillsborough County. This will show residents we are really trying to get on top of issues and desire to see things from their perspective. Would recommend we do this at the very least twice a year.
- Great idea! Ensure such tours are led by someone that's a local expert, sharing a 'slice of life'. Have the local expert, rather than local government person. Question: How many Commissioners have experienced Hillsborough County by river? The four electronic boards available have the ability to go along the riverwalk, up the river, up the channel – provides interesting perspective from one of our best (and often neglected) resources, our water.
- Field work is paramount for everyone. The only way to understand what's going on is to be in it – walk the streets, see the tree canopy, experience it. Tours should be a regular thing.

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Additional Comments:

- I look forward to the retreat on the 31st! Thank you for your assistance!
- I am excited about this opportunity to share ideas – I am an engineer, so I value planning but also action.
- Looking forward to our retreat and the opportunity to work with the Planning Commission team to serve my community as a planning commissioner.
- I am looking forward to the retreat and expect to learn a lot about the Commission, other Board members and myself. I think an annual retreat is a great way to refocus the Commission and Board.

In addition to your prework comments, Ray & Melissa asked us to spend a day with the entire Planning Commission Professional Staff. The following six pages are the results of their comments when asked about their thoughts and perceptions regarding the Organization's Strengths, Weaknesses, Opportunities and Threats (SWOT)



STRENGTHS:

- Talented staff
- Varied backgrounds of employees leads to richness in diversity and perspectives
- Positive attitudes in a great staff
- Good reputation – we serve as a resource to other planning commissions; we’re pace setters
- Great Leadership
- Flexibility in how we serve jurisdictions – not a cookie cutter approach, but tailored solutions and service
- Tenure of our employees
- With longevity of employees, we enjoy great institutional knowledge – over 1,000 years of experience
- Great I/T team and resources – we enjoy cutting edge technology
- Teamwork among staff members
- Multi-jurisdictional
- Sense of humor and comradeship alleviates negative stress and pressure
- Open communication
- Interactive
- Good working relationship with other agencies, non-adversarial
- Nice facility/work environment
- Staff possesses strong decision making skills
- Less red tape (employees are empowered)
- Strong knowledge base
- Team of creative, artistic people
- Great place to work
- “Family” feeling more than restrictive organizational structure, which fosters more collaboration and teamwork
- Respect for diversity
- Flexibility in our approach
- Relaxed environment
- High quality team
- Adversity of the past has strengthened who we are and how we perform
- Enjoy strong community support
- Open door policy of top leadership fosters trust and open communication
- Cutting edge technology
- Professionalism
- Credibility
- High quality work products
- We take ourselves lightly and our work seriously
- Challenges are addressed and make us a stronger, more cohesive team
- Comprehensive planning
- Staff experienced in all facets

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- We are a well-respected agency
- Strong organizational leadership
- Positive relationship with other organizations
- Developed network of communication (internal and external)
- Commission is receptive to our ideas
- Responsive to customer requests
- We have brought new people with new ideas into the organization
- Self-motivated team members
- Collegial work environment, for the most part
- Flexibility of work schedule
- Great I/T resources that are easily implementable
- Management that is approachable, both personally and professionally
- Smart and humble team, at the ready to serve others.
- Political autonomy
- Staff that enjoys solid history in the county
- Strong ethics that are continually nurtured
- Striving and committed to continuous improvement
- High standards
- Level of professionalism positions many experts at the ready to take advantage of opportunities to represent the Planning Commission in our multiple jurisdictions
- Great resources – technology and library
- Positive physical environment
- Compensation and benefits are adequate
- Diverse work and comprehensive amount of work
- Positive work environment permits for work/family balance
- Decisive, low bureaucracy, nimble

*“Even if you’re on the right track,
if you just sit there, you’ll get run over.”*
--Will Rogers

WEAKNESSES:

- Workload inequities
- Not always able to see results due to length of time of process and lack of power to implement
- Politics: We must respond to outside pressure
- Not enough resources to encourage/implement community plan
- External pressure from 'NIMBY' – Not In My Backyard mentality
- Lack of accountability and consequences for lack of performance
- Vulnerable budgeting process
- Take out workplace for granted
- Not a negative, but a stress to transition to different leadership approach – approach is right and good, but it's still a change
- Resistance to change
- Voice of reason even when not popular
- Don't directly address problem(s)
- Insufficient staff to hand growth
- Turf wars and cross jurisdiction concerns
- Teamwork inconsistency
- Special privileges to seniority
- Stress due to budget processes
- General misperception of 'what' and 'who' the Planning Commission is
- Personality conflicts
- Past baggage carried into present (internal and external)
- Office gossip
- Attacks by special interest groups
- Lack of new blood
- Loud
- Facilities maintenance – need better support from Hillsborough County service provider
- Limitations that are out of ur control – policy, budgets, politics
- Focus on negative
- Lack of incentives to recruit and maintain top talent
- The new software for purchasing and payroll – we've been forced to adopt a tool (software) that doesn't work well for us. We are supposed to be an 'independent' agency, but are being forced to fit in box that is cumbersome and adding work that creates no value for those we serve and does not contribute to quality work products
- Lack of cooperation
- Lack of respect for others – tendency to make a mountain out of a mole hill
- Office clutter
- Supposed to be nonpolitical, but act differently
- Flexibility is not balanced
- Family friendly environment can at times lead to cliques
- 1970's style logo

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- Fear of change
- Performance management system could be better
- Lack common vision
- Climate change issue – we lack a realistic action plan for both prevention and mitigation
- “Not my job” mindset
- Lack of follow-through
- We are advisory/recommendation body
- Poor communication (internally)
- Rules don’t seem to apply to everyone – one team more sway than others
- Lack younger professionals
- Less travel and professional development opportunities
- Relationships with elected officials (need to be nurtured)
- Relationships with other agencies/groups (need to continue to strengthen)
- Extreme mood swings
- Too many chiefs not enough Indians
- We don’t write code – missing link
- Records Management
- Public doesn’t know what we do
- Inability to offer raises
- Political environment
- Inconsistency creates friction
- Juggling/competing priorities
- Projects disappear and staff is left in limbo
- At times adopt middle of the road philosophy, not proactive, fear of failure
- Getting info to public
- Other agencies have a limited view of our work

*“It’s easy to get to the top...
It’s hard to stay there.”*
--Bill Marriott

OPPORTUNITIES:

- Better internal self-lobbying (Our teams should be prepared to influence others regarding our positions and recommendations, and our board and leaders should be ready to advocate for our concerns to the jurisdictions and officials). Strengthen public education component. Increase our visibility in the community. Highlight successes on website, for example, show progression of plans through outcome results.
- Strengthen relationships with elected officials. Build advocates.
- Communication efforts to external stakeholders – Focus on ‘Return on Investment’ messaging.
- Succession Planning. Continue to build the talent pipeline. Focus on team development. Promoting from within retains top talent.
- Advocacy. Utilize personal and positional power to advocate with BOCC and other decision makers.
- Focus on accountability and our family concept. Ensure we are functioning as one cohesive team.
- River is key opportunity for us to capitalize on – we have water component we do not focus enough on. In addition to Hillsborough River, we do not want to neglect Palm, Alafia, and Little Manatee Rivers.

Also, as we look at the 3 logos, river logo does not lead to strong association. Branding challenge actually with all three logos – ours is circa 1970, one needs to be involved to know ‘MPO’, and river not distinguishable enough.

- Continue with strong leadership – advocates for staff growth and development.
- Continued focus on meeting deadlines and expectations from our Commission and jurisdictions.
- Maintain and enhance our responsiveness to all external (and internal) stakeholders.
- Commission and professional staff as ambassadors.
- Flexible work programs, particularly around jurisdictional issues.
- Strengthening advocacy – focus process on building trust and agreement around issues of importance.
- Conflict management.
- Balance out chiefs/indians – add entry level positions – develop talent pipeline.
- Transition planning to ensure seamless flow of service and project focus.
- Chronicle accomplishments – better position and tell the ‘good news’ stories of our county.
- Common vision – everyone on the same page.
- Better branding opportunities.
- Strengthen internal communication.
- With regards to accountability, consider link between staff and management; for example, an office manager to institute and manage day to day issues to ensure strong performance and accountability.
- Engage younger generation.
- Continue to develop flexibility and skills to adapt and move quickly.

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- Build networks and alliances.
- Get products out to community in better manner.
- Focus on professional advocacy -- ensure we have the tools and skill to represent the Commission and articulate in positive manner.
- Proactively drive issues and the conversation.
- Continue with strong technology usage and innovations.
- Focus on consistency in performance in producing results.
- Unified vision and plan across all jurisdictions.
- Focus on outreach communication and marketing to garner increased public support.
- Continue to focus and strengthen teamwork, willingness to pitch-in and balance workloads.
- Strengthen visioning role of the planning Commission.

“I will apply myself industriously to whatever business I take in hand and not divert my mind from my business by any foolish project of growing suddenly rich, for hard work and patience are the surest means of plenty.”
--Benjamin Franklin, 1726

THREATS:

- In wrap-up process discussion, participants concluded that the ‘Threats’ of not capitalizing/building upon our strengths and eliminating/minimizing our weaknesses are:
 - We don’t achieve desired results
 - Absorption
 - We become irrelevant
 - Vision will be unclear and/or unachieved
 - Relevance diminished
 - Our community does not become all it can be; we fail to produce results for external stakeholders
 - Motivation and sense of accomplishment ceases
 - Status quo is too dangerous to consider

*Just prior to the 1988 heavyweight title fight with Michael Spinks, Boxer Mike Tyson was told Spinks had a plan for how to beat him.
Tyson’s reply: “Everybody’s got a plan until they get hit”
Note: Spinks was knocked out in 91-seconds*

*Thank You for your investment of time and energy in completing this important focus survey.
Your valuable insights will add greatly to our retreat planning process*

Do It Anyway

By Mother Teresa

**People are often unreasonable, illogical, and self-centered;
Forgive them anyway.**

**If you are successful, you will win some false friends
and some true enemies;
Succeed anyway.**

**If you are honest and frank, people may cheat you;
Be honest and frank anyway.**

**What you spend years building,
someone could destroy overnight;
Build anyway.**

**If you find serenity and happiness, they may be jealous;
Be happy anyway.**

**If you are kind, People may accuse you of selfish,
and ulterior motives;
Be kind anyway.**

**The good you do today, people will often forget tomorrow;
Do good anyway.**

**Give the world the best you have, and it may never be enough;
Give the world the best you've got anyway.**

**You see in the final analysis, it is between you and the God;
It was never between you and them anyway.**

**If you are kind, People may accuse you of selfish, ulterior motives;
Be kind anyway.**

**The good you do today, people will often forget tomorrow;
Do good anyway.**

**Give the world the best you have, and it may never be enough;
Give the world the best you've got anyway.**

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