TRANSITION TEAM REPORT

Presented to Mayor-Elect

Jerry L. Demings

ORANGE COUNTY GOVERNMENT FLORIDA

Innovation. Collaboration. Opportunity.

LETTER

Thank you for the commitment you have made to Orange County Government and for your contribution to the Transition Team. I appreciate you working alongside colleagues who have a shared love for Orange County and our greater community.

Through your leadership and steadfast dedication, many areas of how the County will be organized were incorporated based on your discussions and feedback. I truly value the work you have completed and your insights to the many facets encompassing our growing region.

During my mayoral campaign, I listened to individuals by participating in more than 1,000 meetings. Your work on the Transition Team is an extension of those meetings and is a service that is vital to Orange County's residents, visitors and businesses. It is important to listen to their needs and develop ways we can collectively strive to continually improve and deliver quality services.

The future holds much opportunity for us to build on Orange County's thriving and robust community.

I'm honored for the opportunity to continue my public service as Orange County Mayor and look forward to what we can achieve together. Once again, thank you for your time and talent you graciously offered the Transition Team.

– Orange County Mayor-elect Jerry L. Demings

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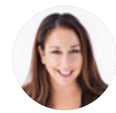

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INTRODUCTION

In any community, an election and passage to a new administration is a time of exciting possibilities, so when Mayor-Elect Jerry Demings asked us to chair his Transition Team, we felt both honored and challenged. Our new leader was already deeply immersed in preparing for the position, laying out some clear goals in his 18-month-long campaign that included more than 1,000 meetings in the community. Our assignment, therefore, was to bring added value to any analysis of the topics and issues he will be addressing as Orange County Mayor.

The inspiration for this work came from Mayor-Elect Demings himself and those he chose to serve on and advise his Transition Team. The 37 diverse and accomplished citizens who examined some of the issues facing Orange County were not asked to "solve" these challenges, but instead to assess the existing organization's structure and capacity to deal with them.

The task became clear: examine the work in progress and suggest opportunities for further exploration. In order to accomplish this, four Task Forces were formed:

- Innovation and Technology
- Customer Service and Business Development
- Sustainability and Smart Growth
- Building a Community that Works for Everyone

It is important to note that some of the County's most difficult and controversial issues were not included in our assignment. We were not tasked, for instance, with examining the funding needs for our regional transit system, SunRail, or the debate over growth boundaries. The Mayor-Elect was clear that he anticipated many pressing topics that would require analysis and a great deal of public discussion during his tenure, and he wanted to be very deliberate and inclusive in addressing those issues.

Each Task Force took advantage of additional citizen participation, bringing to bear the expertise and experiences of talented people from across the County. We are grateful to those in the broader community who contributed time and subject-matter expertise to the deliberations. We also want to express our appreciation to Orange County staff members, who diligently took on the extra assignment of serving as resources during this effort.

We especially appreciate Mayor-Elect Demings' commitment to citizen engagement in helping to explore the extraordinary potential the future holds for Orange County. We expect that philosophy to become a hallmark of his administration.

Linda Chapin
Transition Team Co-Chair

Harold Mills
Transition Team Co-Chair

COMMON THEMES

Throughout the meetings of the Transition Team and the deliberations of the four Task Forces, there were themes woven throughout the discussions that became an integral part of the recommendations offered to the Mayor Elect.

Accessibility. All citizens should be able to understand their government and know how to interact with their elected and appointed officials. Orange County will seek to address any barriers of communication, language, culture or other impediments to full engagement.

Citizen and Customer Involvement. Orange County will actively seek the participation of citizens in decision making and encourage constructive feedback from those who do business with the County.

Collaboration. Orange County will expect and promote partnerships with the private and nonprofit sectors; the City of Orlando and other governments in the region; and the public school system and academic institutions. Orange County employees will be encouraged to collaborate with other departments to ensure they are providing the best service, information and solutions possible.

Communication. The citizens are following the actions and decisions of their local government with interest. With media coverage declining, Orange County will explore new and emerging ways to reach out to them, encourage their response and tell the story of how we seek to serve the public interest. Additionally, stronger communication strategies will provide the inspiration and clarity employees need to be successful.

Education, Training and Development. The goal is to provide a robust, vibrant economy for all residents through diverse education, training and development options. Orange County will partner with the local educational ecosystem to ensure all citizens have an opportunity to prosper. The County will not only focus on partnering with traditional education and higher-learning partners but also ensure there is a strategy to provide more vocational/occupational opportunities for its residents. To create a competitive workforce and career opportunities for residents, it is imperative the region focuses on providing students multiple educational options to strengthen their skills.

Government Structure. Orange County will strive to be an effective, efficient and fiscally responsible organization.

Infrastructure. Orange County will be knowledgeable, positive and alert to opportunities to enhance both physical and technology-based systems that meet the needs of the public and the marketplace.

Innovation. Orange County will be open to technological breakthroughs, creative problem solving, best practices, peer review and better solutions for citizen and business needs.

Transparency. It is proven that deliberations and decisions made in the light of the Public Square enhance citizen confidence and improve the quality of governance.

TECHNOLOGY AND INNOVATION TASK FORCE

Our vision is to manifest and support a diversified economy with scaling tech companies that create high-wage jobs, making Orange County as strong a national and international tech/entrepreneurial hub as it is a tourism hub.

Task Force Members:

Fred Kittinger (Chair), Owusu Amaning, Derek Bruce, Kelly Cohen, Jay Galbraith, Tim Giuliani, Garry Jones, Dennis R. Pape, Jose L. Rivera, and Jason Siegel

Current Conditions:

Orange County is ranked as the fastest-growing metropolitan area in the United States in 2017. While greatly outpacing the country in employment growth in manufacturing, construction and financial services, the leisure and hospitality sector has continued to add the most jobs of any single category. The hospitality industry is the front door of our economy, providing a platform to build upon these strengths.

Orange County is a technology-rich region. From its early roots in the aviation, aerospace and defense industry along the Interstate 4 corridor, the County has grown new tech clusters such as modeling and simulation, electro optics and lasers, digital media, interactive entertainment, microelectronics, life sciences, and health-care and medical technologies. While these tech industries generate substantially higher salaries, these jobs currently account for a small percentage of our employment. Orange County has committed only limited resources to tech scale-ups – startups that leverage our technology-rich region creating high-wage jobs and employment growth rates greater than 20 percent per year.

Recommendation: Create a Culture of Innovation within Orange County

Context: Promoting innovation and entrepreneurship continues its rise as a priority for local government, on equal footing with strengthening regional talent supply, nurturing industry clusters and reducing obstacles to business growth. When government embodies speed and efficiency through a culture of innovation, it facilitates competitive advantage, creates wealth and cascades the benefits of prosperity.

While wealth and job creation are typically private-sector outcomes, case studies of prosperous geographies demonstrate the necessity of collaboration between all four sectors – private, public, education and independent (non-profit) – in creating broad-based prosperity. Public-private partnerships (P3s) leverage the complementary roles of each in the form of strategic relationships designed to harness the potential of technological innovations as facilitators of social innovations.

Short-Term Actions:

- Support a network of Orange County public, private, non-profit and academic leaders that will foster innovation in and collaboration between their sectors.
- Expand Creative City Project's Immerse 2019 in downtown Orlando and identify other areas of the County to include a focus on technology and innovation.
- Identify staff across the County who will focus on developing a culture of innovation and be responsible for driving innovation within their business areas.
- Foster Public/Private Partnerships through strategic relationships inclusive of a broad, diverse array of citizens and organizations that can provide valuable perspectives and ideas on how to solve challenges in our region.
- Implement strategy, policies and procedures that build an interlocking relationship between Visit Orlando, Orlando Economic Partnership and the OCCC as they host conferences related to targeted industry clusters, such as the Autonomous Vehicle Conference coming

in 2019, which will be leveraged to attract more jobs and investment in the region.

- To encourage an experimental mindset, the County should pilot a project in one business area in which staff "Step Out" of their normal business activities to focus on innovation. After successfully establishing the program, incorporate the practice into regular business cycles in order to allow key staff to temporarily focus on driving innovation.

- Work with internal and external resources to begin the development of a customer-focused technology communications plan, including the examination of the possible need to designate a permanent position within the Information Systems technology group to serve as the primary communication resource.

- In order to attract and retain tech talent within Orange County government, pilot the concept of flexible schedules with a small group to test the process and create program documentation.

- Develop and recognize programs to upgrade skills for County staff on technology-based applications.

Long-Term/Ongoing Actions:

- Create a culture of innovation within Orange County by empowering staff at every level to suggest new approaches to challenges they face and enable business areas to pilot new programs, technologies or processes with an iterative design-thinking/MVP approach.

- Continue the practice of Orange County, the Orlando Economic Partnership, the University of Central Florida, Valencia College, Full Sail University, Rollins College and others to routinely host companies looking to expand or relocate to the region. Due to these strong and enduring partnerships, each visit can be handled in a coordinated, collaborative, professional way to best represent our region to the world.

- Develop strategic foresight capacity within Orange County. Smart regions set a future course based on existing strengths to solve persistent challenges and create new successes. The hallmark of Strategic Foresight is a commitment to challenging assumptions and old ways of thinking combined with continuous scanning of the external environment to uncover hidden opportunities. Strategic foresight is an inclusive process of imagining what could be and how to get there.

- Be nimble in order to thrive as technology disrupts elements of our regional economy. The accelerated rate of technological disruption exacerbates the pressure on Orange County government as a market-shaping institution. We must prepare to adapt to innovation and demonstrate Orange County is open to disruption and new technologies. The first answer should be "let us see how to make this work."

Recommendation: Grow, Attract and Retain Tech Talent

Context: While the Orlando MSA is ranked the fastest growing large metropolitan area in the country for 2017 and is greatly outpacing the country in employment in manufacturing, construction, and financial services, Central Florida's future is dependent on addressing the continued growth of a strong national and international presence that commands innovation and technology-centered talent. This calls on Orange County Government and regional partners to convene industry and education leaders to ensure our community is responding to the needs of our high-tech community with continued growth and expansion.

Demands will require the creation of more innovation in developing high-tech skilled/talented workers, including enhanced needs in advanced manufacturing, modeling and simulation, biotech, defense, cyber security, and life and health sciences. It is critical the talent pipeline include innovative pathways for growth. The technology-centered talent pipeline will depend on Central Florida's educational partners, who are recognized nationally for responding to the economic and industry needs through the continuous connectivity with business partners in addressing current and future needs. Educational demands will be addressed at all levels in concert with industry partners by revising and developing new programs to meet all needs for innovation and technology and to continue to enhance its significant economic impact on Central Florida's workforce and community.

Growing scalable companies takes more than tech workers. It requires attracting and retaining people experienced in growing and scaling startups: senior managers, sales professionals and finance professionals experienced in raising venture capital. It also requires a diverse array of talent who are highly skilled and paid. Technology and scalable companies cannot scale with just tech workers, but these same workers also appreciate and need the same type of environment to live and work.

Short-Term Actions:

- Convene a summit of industry, entrepreneurial and education leaders to ensure our community is identifying and responding to the needs of our high-tech community with continued growth, expansion, talent supply, infrastructure and capital formation. The results of the summit will lead to the development of a strategic vision plan and course of action.

- Examine the by-industry network that identifies talent capital in Orange County in order to identify shortfalls. Support focused research on changing market demographics to understand the economic implications.

- Integrate multi-cultural resources across County operations and within existing programs with an emphasis on language, with a special appreciation for the growing number of Spanish-speaking entrepreneurs and citizens.

- Support, attract or establish certificate programs or nanodegrees with regional educational partners. There are upcoming industries that will not require 4-year degrees, including software development, programming, data science, Virtual asset design and development (for Augmented Reality, Virtual Reality), etc.

Long-Term/Ongoing Actions:

- Gain in national "Best-Of" practice and recognition lists for both community-wide and internal innovation environment. Move Orange County into the top 20 metro tech talent markets in the United States.

- Continue to partner with the Orlando Economic Partnership to identify "good fit" companies for the region, based on community assets, sector strengths and future growth. Encourage high-wage job creation and investment in targeted industries by providing the financial and non-financial incentives necessary to win corporate location decisions. This includes supporting Orange County's existing and expanding companies as well as new-to-market industries.

- Intentionally focus on "growing our own" innovation economy with proactive support for places, programs and funding to connect and accelerate growth within the region's entrepreneurial ecosystem.

- Support the creation or expansion of places that enable the seamless exchange of ideas and organic "collisions" between the entrepreneurial community, investors, educational, established companies and the public sector.

- Encourage working with area partners to ensure opportunities are available for underserved citizens to get trained and gain skills in order to serve local industry labor demand.

- Benchmark with other tech hubs how best to keep and attract talent and utilize best practices. Research the things that regions do well to keep and attract talent: open, caring, inclusive community; connectivity and fiber; strong entrepreneurial community; inclusive entrepreneurship; arts; sports; bike- and walk-friendly; transportation and mobility; etc.

Recommendation: Encourage and Support a Culture of Entrepreneurialism

Context: The economic future of communities depends on innovation and entrepreneurship. Central Florida has been successful at fostering entrepreneurship, but it is far less successful at scaling startups. We need to develop and support companies in the early stages through scaling. We need seed and early stage financial capital to enable the most promising startup and early growth companies to achieve profitability, which is often required to attract large institutional funding capital rounds.

We need a combined community effort leveraging philanthropy, government funding and for-profit support to address the needs of entrepreneurs in the region. We should support existing and emerging clusters such as optics and photonics, modeling and simulation, virtual reality, artificial intelligence, big data, tourism, hospitality and other industries important for our future such as sensor development.

Short-Term Actions:

- Establish a working group that includes outside support to review what regulatory frameworks need to be put in place to ensure Orange County is ready for "new" innovation and technology. Identify opportunities for Orange County to improve the regulatory environment in order to support innovation and a more competitive tech ecosystem.

- Work to enhance a culture of technology at the County though alignment with the small tech start-up industry. Establish streamlined processes to work directly with small tech companies to ensure they are able to operate with minimal bureaucracy and fees within the County.

- Review the zoning and land use classifications related to manufacturing to address evolving technology manufacturing, potentially adding new industry-specific classifications.

- Examine new ways to incentivize startups and second-stage companies. An example could be the Mayor leading a "scale up" initiative that seeks bold and innovative ideas from applicants to grow the entrepreneurial ecosystem in Orange County. Areas of interest include "Mayor's Prizes" that support:

    - Entrepreneurs commercializing technology from Orange County academic institutions and companies

    - Entrepreneurs leaving incubators and accelerator programs

    - High-growth entrepreneurs

    - Minority and other non-traditional entrepreneurs

    - Connecting entrepreneurs with markets

    - Improving ecosystem connections and collaboration

    - Entrepreneurs developing and manufacturing products locally at scale

- Support the creation of a public-private partnership fund that provides direct investments in entrepreneurial initiatives and innovative investment models that fund and support the region's startups and small businesses.

- Continue Orange County's Strategic Partnership Program Fund's Investment in the innovation infrastructure that supports companies most likely to scale.

- In order to encourage mentorship of early-stage entrepreneurs, mentorship development programs should be established that recruit, train and engage mentors. Existing mentorship programs should be encouraged to cross pollinate their mentors, and mentors should be celebrated. We need good quality mentors, not cheerleaders.

- Establish a "First Customer" Program for Startups in Orange County and Invest in Local Businesses as a "First Option." Expand on the Florida Tech-Match program, which has proven to be successful in partnership with the Orange County Economic Summit.

- Orange County should be a partner in leading a "One Orlando" mission that will explore the assets of our region and is planned for late Spring 2019 in follow up to the Leadership Mission to Pittsburgh. The Economic Summit in February could be a platform to introduce this initiative.

- We recommend the Mayor galvanize the support to create substantial seed capital funds ($100 million +) that seek to inject capital from accredited investors and institutions/ companies into Orange County ventures.

Long-Term/Ongoing Actions:

- Continuing the annual Economic Summit led by Orange County, it is recommended to evolve into a regional focus that seeks to enhance partnerships and more comprehensively evaluate our economy on the broader geographic scale, while also informing governments and businesses alike about the expected near-term economic trends.

- The annual Simulation Summit presents an effective opportunity to promote the region's specialization in these technologies and to highlight latest applications across numerous industries. This event can strategically be used to create new partnerships that leverage R&D into new economic opportunities.

Recommendation: Update the Orange County "Brand"

Context: To be more effective, responsive and accountable, Orange County needs to examine its communication strategy and update it to meet the needs of today's customer and marketplace. The County needs to consider updating its brand to clearly communicate its values, belief and goals. The last time the County did a deep dive into its communication strategy and brand was more than 25 years ago. The last time

the website was updated was in 2012. With so many new and modern resources, it is critical Orange County leverages all existing communication tools and explores new methods to connect with residents, businesses and the media. Residents, businesses and partners need to feel a connection to a government and understand what a government stands for, how they navigate the process, how they can pursue partnerships, opportunities and, most importantly, address challenges and emergencies.

In the competitive environment of attracting residents and businesses, Orange County must leverage technology, become the chief story teller and create a strong, compelling brand. To be a model government and ensure superior customer service and citizen engagement, it is also important the County's communication team works with other departments to help residents and businesses easily navigate government processes, connect with resources during a crisis and allow them to simply access information. We know negative experiences can reduce trust in a government, so it is imperative we leverage all tools to make our community feel connected to Orange County.

Specifically, to remain a competitive economic engine and world-class tourist destination, Orange County needs to update its brand so it firmly establishes the reputational qualities that differentiate our government. An updated brand will allow this new administration to clearly convey the unique promise of value it will make to its stakeholders — employees, residents, customers and businesses.

A clear brand and communication strategy also will provide inspiration and clarity that staff needs to be successful. It will be a guiding principle setting the standard for how they should act and how to meet the County leadership goals. A clear brand strategy assists County employees in staying focused on the mission and vision of Orange County.

Branding and Updated Communication Strategies will help Orange County:

- Build trust and motivate participation
- Engage more effectively with employees, residents, customers and businesses
- Create a positive image
- Establish credibility as experts and thought leaders in County Government
- Create strong employee pride, internal unity and a sense of shared purpose
- Establish a clear platform to consistently communicate

Short-Term Actions:

- Conduct internal analysis of current communication tactics. Review everything from Orange County logo, website, social media experience to the way we answer the phone and our customers experience our staff.
- Work with universities or hire a third party to conduct a customer survey on the County's existing communication platforms.
- Convene a communication and branding committee whose focus will include shaping the website and the branding project plan, timeline and strategic objectives.
- Conduct a brand audit and develop a report with key insights.
- Activate a community-wide crowdsourced vision planning process. The goal of the process is to activate, unite, and tap into collective insights and feedback from the community and industry as a way of charting a course for an authentic brand and compelling community-led vision plan for Orange County's next 10-15 years.

- Convene a digital marketing + technology committee to shape the County's future as it relates to digital positioning, data/analytics, enhanced user experiences and skillful use of technology. The committee will frame the digital positioning plan's strategic objectives. The goal is to make Orange County intuitive and technology-forward to enhance all facets of user experiences and ensure it is positioned for tomorrow's economic-development opportunities.
- Continue to partner with the Orlando Economic Partnership to expand the region's brand. The effectiveness of Orlando's regional campaign, "Orlando. You Don't Know the Half of It" was evaluated and revealed major improvements in perceptions of Orlando when compared to results four years earlier when the campaign was launched with the support of more than 185 local partners.
- Establish a committee to work on redeveloping the Orange County website.

Long-Term/Ongoing Actions:

- Engage an agency to develop a branding campaign using insights gained from the committee, audit, surveys and the vision planning process. This should align with and support the OEP's campaign but provide Orange County with a solid platform for positioning its intrinsic assets and unique collaborative ethos for competitive differentiation within our region.
- After collecting data from customer service surveys, citizen groups and the digital marketing committee, engage the university and private partners to update website and social media platforms.
- Develop partnerships with technology, finance, real estate and telecommunication companies that possess unique data/analytics solutions that can be leveraged for Orange County's use.
- Engage agency(s) and other partners in facilitating the digital positioning strategy.
- Support efforts for phase 2 of the regional branding campaign, which will dive deeper into our regional DNA, key clusters and talent attraction with an improved website, story curation campaign and talent recruitment campaign giving opportunity for more success stories to be heard.
- Continuous effort to develop County content that builds on existing and future success to tell our story and build brand identity.

Recommendation: Establish the new position of Chief Technology Officer

Context: The committee recommends a new C-suite position of Chief Technology Officer (CTO), created with the authority to carry out the directives of the Mayor. The person that fills this position should be knowledgeable in the latest technology trends and must have the ability to craft a strategic vision for how Orange County can be innovative through the use of technology. The CTO should primarily focus on being the ambassador with the local tech community, driving strategies to grow, attract and retain tech talent. The CTO will be a high-level, highly visible person who will be the Mayor's ambassador representing Orange County at events, conferences and delegations. The CTO should work with partners to create jobs

in the digital economy by targeting scalable, higher-wage companies and technologies. The CTO will work to promote collaboration with regional governments and agencies to support Smart Cities initiatives and promote the development of tech-enabled cities.

- The CTO works to optimize technology and innovation efforts across the County to ensure Orange County maximizes unique moments of opportunity to position itself as a technology leader and drive ambitious, transformational outcomes.
- The CTO creates, manages and spearheads the County's innovation roadmap initiatives.
- The CTO will evaluate the potential for opportunities that involve the internet of things, monetization/public-private partnership opportunities, smart cities advancements, smart transportation, autonomous vehicles, AI, data management and crowd sourcing.
- This position works cross-functionally to support and encourage an innovation-friendly culture, providing encouragement, shelter and support for promising ideas, projects and solutions across the County.

Short-Term Actions:

- Create a new position of Chief Technology Officer who has broad responsibilities to leverage technology by directing investment necessary for the County at-large and the County government itself to be leaders in the innovation economy. This position acts as the Mayor's ambassador in technology initiatives. The Task Force does not have a recommendation as to where this position should be within the organization chart.
- Develop a strategic vision on where to invest in improvements to technology in order to enhance the customer experience, allowing internal resources to be focused on the most valuable initiatives.
- Elevate the current Chief Information Officer role and associated Information Systems & Services Division to be more visible on the organizational chart and within the organization to closely collaborate with the new Chief Technology Officer.
- Conduct an inventory of the current state of customer service-based technologies within Orange County and analyze the effectiveness of those technologies.
- Strongly recommend that the organization maintains the designation of a single County official to act as the main point of contact for all economic development projects, which offers the ability to respond to and coordinate outreach through very clear channels of communication and responsibility.
- To enhance the County's CTO position, fund an executive position through the Orlando Economic Partnership, an individual who would oversee technology development throughout the region, ensuring adequate technology infrastructure, building capital for scalable companies and technologies, coordinating technology-based entrepreneurial efforts, promoting strategic foresight and advising participating governments on policy development. This position would harness the great work currently being done throughout Orange County and the region in a coordinated fashion, with shared expense with other governmental partners. The result would be an organized entrepreneurial ecosystem.
- Support the formation of a Regional Technology Council, an affiliate of the Orlando Economic Partnership, with responsibility to advise and ensure cooperative, broad-based regional approaches to development. The Technology Council would be comprised of private industry investors, and the OEP could provide a one-to-one match for government-based funding to ensure the initiative has the resources to make a scalable impact.

Long-Term/Ongoing Actions:

- Continue the focused effort to attract new technology companies to Orange County with higher-wage jobs.
- Develop a strategic vision on where to invest in improvements that will support and enhance the business community while promoting the concept of a tech-enabled city.
- Partner with the local business community to invest in building adequate technology infrastructure, including 5G, to support emerging trends such as autonomous vehicles, artificial intelligence, esports and other public events.

Recommendation: Ensure Adequate Technology Infrastructure

Context: Technology Infrastructure is an essential building block to developing and supporting a connected community. The County should invest and/or seek to develop public-private partnerships in order to build out the bandwidth capacity to support advances in technology, while enhancing its capacity to provide robust access to e-government services, education and telehealth for our citizens. The County should also support the buildout of 5G infrastructure that will enable the deployment of smart devices throughout the County to support smart city initiatives. These initiatives could include autonomous vehicles, traffic optimization, smart buildings, intelligent public works and digital officer patrolling. Network infrastructure investments will also allow for greater connectivity into data collection, aggregation and back-up services that can produce high-value information and citizen services through artificial intelligence. 5G will also create the added benefit of having the capacity to support the intermittent need for high bandwidth usage during a short period of time for events such as conferences and sporting events.

An excellent example is that Orange County is uniquely positioned to become a hub for esports tournaments and events with its ever-growing popularity and rapidly increasing number of attendees. Numerous elements point to the County's desirability as a host for esports: multiple venues capable of hosting thousands of people, plentiful guest rooms for visitors, a youthful and tech-savvy population, room for more professional sports teams, and some of the best attractions in the world. Esports events embody demanding technical infrastructure in regard to connectivity and bandwidth. During games, players and audiences require the ability to see the action without latency. Thus, dedicated high-bandwidth options are necessary to provide the audience with the best experience possible. This usually comes in the form of dedicated and redundant connectivity and a need to drastically increase the bandwidth of the hosting venue. With other live events such as traditional sports and concerts incorporating experiences that require these kinds of capabilities, being technically ready for them means Orange County will continue to attract the most cutting-edge events in the future.

Short-Term Actions:

- Convene a working group of industry leaders to ensure our community is responding to the needs of our high-tech community by focusing on building infrastructure that will support current and future technology requirements.
- The specific needs of bandwidth and connectivity upgrades of County facilities should be assessed venue by venue based upon current infrastructure and capacity. The ability to handle this massive volume of connections via cell signal and/or Wi-Fi infrastructure is mandatory in order to enable a robust experience for attendees. Venues should be equipped with this infrastructure, enhancing the audience experience and thereby building repeat occurrences of these events for the County, based on ROI.

- Continue current Web Content Accessibility Guidelines (WCAG) efforts with existing resources. Sponsor a brainstorming effort aimed at identifying opportunities beyond current, mandated scope.

Long-Term/Ongoing Actions:

- One of the "big bets" made in the region has been the BRIDG facility in Osceola County. One immediate way to leverage "tech infrastructure" to benefit Orange County companies and their employees is to form a strategic partnership with this regional infrastructure to ensure the benefits of the hundreds of millions of dollars in investment is realized in Orange County as well as Osceola County.

- As we move toward an autonomous environment, Orange County should lead on developing appropriate infrastructure to accommodate the future needs of citizens. Working directly with the most technologically advanced companies to determine the needs of the community will ensure our region creates the autonomous environment as soon as possible and effectively sustains it.

- Designate a permanent position to maintain WCAG accessibility program and coordinate County-wide efforts in conjunction with ADA coordinator.

Acknowledgements

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CUSTOMER SERVICE AND BUSINESS DEVELOPMENT TASK FORCE

Orange County, the government you want to do business with — Customer Passionate and Employee Committed.

Task Force Members

Comptroller Martha Haynie (Chair), Commissioner Scott Boyd, Kelly Cohen, Linda Landman Gonzalez, Terence R. Gray, Allan Keen, Jay Leonard, William Miller, Jr., Dan T. O'Keefe, Angel de la Portilla, Marc Reicher, and Rasesh Thakkar.

Orange County Government will be recognized at a local, state and national level as a model government citizens and businesses are excited to work with. The County is committed to providing a superior experience for both its employees and customers and will be a place where employees are proud to work and are empowered by leadership to think outside the box and be creative problem solvers. It will create a strong culture of collaboration, with a focus on being solution-oriented and ensuring customer satisfaction. By prioritizing strong relationships with its citizens, educational, philanthropic, government and business partners, Orange County will continue to be an economic engine and top tourist destination. There will be a focus on guaranteeing the County is transparent and accountable. Our goal is to make Orange County a premier place to live, raise a family, work and play.

The County will become a best-in-class government and create a culture of customer service by: 1) Implementing Strategic Structural Changes to the Organization; 2) Investing in Training, Research and Technology; 3) Encouraging Consistent Outreach and Engagement; and 4) Fostering a Business Development Culture.

Current Conditions:

Orange County Government has an incredibly diverse customer base. Citizens, businesses and non-profits engage with County staff on a multitude of issues from public safety, health and family services, the convention center, fiscal services and infrastructure and development. From an individual conducting business to a resident utilizing a service, to a business looking to expand or relocate, to groups using the convention center, there are multiple touch points and divisions engaged. Specific examples of conducting business with the County include seeking approvals throughout the development review process, paying a fine and renting conference space at the Convention Center. From the perspective of the resident, examples of utilizing a service may include attending a workshop about gardening, solid waste collection and adopting a dog from the animal shelter. Throughout the year, County staff has thousands of interactions with its customers.

Here are some examples of the volume of interactions that occur at the County:

98,667	· 98,667 building structure permits (building, roof, electrical, plumbing, gas, and mechanical) were issued in 2018. - 50,800 issued electronically - 5,086 new residential building permits - 1,304 new commercial building permits
342,228	· 342,228 building structure inspections were conducted in 2018.
113	· The Planning and Zoning Commission ruled on 113 cases in 2018.
3,176	· There were 3,176 lots platted in 2018.

150,000	· The Utilities Department provides water service to approximately 150,000 accounts and conducts curbside collection services to more than 214,000 households in unincorporated Orange County.
3,000,000	· Orange County's Information Center (311) received 3,000,000 calls for service in the last 10 years.
350,000	· Community centers, operated by the Community Action Division, receive approximately 350,000 visitors per year.
3,000,000	· The Orange County Government webpage receives approximately 3,000,000 visits per week.
12,000,000	· There are nearly 12,000,000 visitors per year to the parks, trails or facilities managed by the Parks and Recreation Division.
$500,000	· The Neighborhood Preservation and Revitalization Office provides $500,000 per year in grants for community/neighborhood organizations to implement beautification projects.

The County has always strived for excellence and to make the development review process as seamless as possible. This committee recognizes there are incredibly talented, qualified individuals throughout the County who are committed to serving their customers and the community. However, as this committee has noted, there is always room for improvement. The world is rapidly changing, and governments are trying to find innovative and modern ways to adapt to the higher demands and needs of its customers. Government needs to learn to be more nimble, flexible and to help customers move quickly through the process. Government also needs to adapt and learn how to incorporate innovative technological advances to better serve its constituents. With more resources and training, the County staff can continue to improve and elevate its customer service and opportunities for collaboration. Orange County divisions conduct customer services surveys, but they are limited and not integrated into a larger vision. There has not been a recent focus on conducting comprehensive customer surveys or benchmarking the customer experience. Orange County Government has made some investment in technology, but it also does not have a strategic plan on how to leverage technology in a coordinated manner and has not allocated enough resources to take advantage of the full power of the technological investments. Investment in training and team-building opportunities for employees is also limited. The County can be challenging for residents and businesses to navigate due to the fragmentation in divisions and because one division does not control the entire development review process. Also, other committees have recognized the need to conduct a branding exercise to help employees have a better connection to the mission and vision of the County and for customers to have a better understanding of the process.

While this committee was tasked to look at customer service throughout the County, we were specifically asked to focus on the development review process. To gain a better understanding of the development review process, the County processed 98,667 building permits in fiscal year 2018. This is more than three times as many building permits processed in fiscal year 2010 , the height of the Great Recession. To compensate for the lack of building activity during the Great Recession, the County furloughed and reassigned some of the staff working in that capacity. In a few short years, the recovery started and the impacts of the recession began to minimize, as evidenced by an increase in building activity. More staff was hired to accommodate the resurgence in building, but the number of staff continues to be outpaced by building activity. This imbalance has resulted in the permitting counter sometimes closing at 2:00 p.m., delayed inspections and extended time for development review.

Throughout the task force's meetings, it has been acknowledged that staff members working in the development review process are extremely knowledgeable about their subject areas, but can occasionally be unwilling to help when a problem occurs and can be perceived as obstructionists. Again, we must overcome the perception it is hard to do business with Orange County and customer service is not a priority. As mentioned before, with an increased focus from leadership on customer service, these challenges should be remedied.

CUSTOMER SERVICE AND BUSINESS DEVELOPMENT TASK FORCE

The task force's goal is to provide recommendations in four key areas:

- Implement Strategic Structural Changes to the Organization
- Invest in Training, Research and Technology
- Encourage Consistent Outreach and Engagement
- Foster a Business Development Culture

Recommendation: Implement Strategic Structural Changes to the Organization

Orange County Government must lead by example and send a clear message it is willing to grow, adapt and implement meaningful organizational change. It must seize the opportunity to make doing business with the County easier and more straight forward, and therefore we must remove the barriers and negative perceptions. The goal is for both employees and customers to feel committed, empowered and excited about working with Orange County. In order for this to happen, there must be transparency and accountability. There was consensus that the existing organizational structure is hard to navigate and confusing. The structure makes it difficult for division leaders to manage a process, and it is confusing to customers. To remedy this confusion, there is a keen interest in consolidating resources and divisions to simplify the process. Customers must have a clear path when experiencing a problem. They need to be able to go to one place to receive consistent and accurate direction and remedies. With the focus on effectiveness and efficiency, the task force narrowed in on building a solid organizational structure. We recommended changes to the County's organizational chart, with specific focus on the areas that oversee infrastructure, community and development services. Recommended changes to the organizational chart were made from an "outsider looking in" perspective, meaning the "outsider" can easily navigate the system to find a resolution to a problem or simply start the process. We also looked at how employees can better be empowered to make decisions and collaborate.

Short-Term Actions:

- Identify a position in the mayor's office to whom the development community and residents can go to address and discuss development-related issues.
- Realign the organizational chart so all development-related divisions are under one deputy county administrator.
- Make division and department names more customer-service friendly and intuitive.
- Leverage communication tools to update residents, businesses and employees about changes in the organization chart and the opportunities it will present.

Long-Term/Ongoing Actions:

- Strengthen communication and coordination between the divisions and departments in the development review process.
- Create simple "how to conduct business" manuals within each division that can be found online.

- Continue to study the feasibility of consolidating all development-related divisions to one location.
- Identify centralized customer service-oriented personnel to oversee and monitor interactions with citizens.

Recommendation: Invest in Training, Research and Technology

Orange County must be people-centric. The leadership and each division manager should focus on a clearly articulated vision, selected key priorities and metrics for the organization to focus on. It should remain focused on four core groups — the employees, residents receiving services from the County, the people who do business with the County and the people who want to partner with the County. Staff members must be passionate about their customers, and leadership must be committed to supporting their employees. We can elevate Orange County and create internal, meaningful change by: 1) investing in employees — providing them training, continuing education and opportunities to grow; 2) staffing the best people for the appropriate jobs; 3) maintaining a long-term commitment to innovation; and 4) promoting excellence, accountability and integrity.

For our customers, the County needs to conduct research to determine what they need to ensure doing business with the County is a productive, efficient experience. The County needs to do a deeper dive into how to improve the customer experience and how it can provide clear lines of communication, access to resources and understanding of the processes. Also, if there are challenges, the County needs to make it a priority to help customers quickly resolve them. Staff members need to have the resources to be both strong communicators and problem solvers. For example, all staff members working in a frontline capacity throughout the development review process need to be on the same page about how to provide appropriate service to customers and timely perform necessary processing functions.

The County should hold itself to a high standard of being open and transparent, deploy best practices and invest in technology. Staff needs to be encouraged to be innovative, seek out technological solutions, and be trained on how best to use technology when it can simplify a government process. Technology can deliver services in new and more efficient ways, greatly improve the customer experience and provide opportunities for collaboration. Technology also adds value by enabling divisions to successfully meet their goals more quickly and completely, with less overhead and lower costs.

Short-Term Actions

- Study customer-service and development-review processes being successfully implemented in innovative and similar-size governments with comparable growth/development.
- Study current technology assets, strategies and plans.
- Analyze hiring qualified third-party personnel to conduct building inspections to alleviate some of the load from staff and implement systems to account for variable development volume.
- Study current online permitting program.

Long-Term/Ongoing Actions:

- Create a comprehensive customer-service training program to be implemented across the organization.

- Provide the resources and conduct the necessary outreach to encourage and/or require companies, with the capacity, to utilize electronic permitting.
- Strive to incorporate innovation throughout the development review process.
- Empower staff to think outside the box and problem solve by enhancing training and investing in technology.
- Utilize external surveys and customer-service metrics for customers going through the development review process. The responses (and related data) should then be provided to staff and senior administration.
- Develop performance measures for County services, measuring the quantity and quality of service and cost.

Recommendation: Encourage Consistent Outreach and Engagement

In a new administration with an updated organizational structure and priorities, it is critical County staff consistently educate its residents, businesses and partners. Orange County needs to create a strong community engagement plan with targeted outreach utilizing both traditional and modern approaches. Truly open and transparent government must have open lines of communication and engagement. It is essential that the communication is easily understandable, multi-lingual and accessible.

The County needs to leverage existing communication assets to update its partners. There should be strong messaging about changes and opportunities at County Commission meetings, neighborhood association meetings and community gatherings. County staff needs to not only host internal workshops but also attend meetings in the community educating citizens and businesses about changes and opportunities. The County should partner with the Orlando Economic Partnership, chambers of commerce, other associations like National Association of Industrial and Office Properties (NAIOP), Greater Orlando Builders Association (GOBA) and relevant stakeholder organizations to distribute information.

Government engagement and communication have transformed with social media, newsletter email marketing, and text messaging being the tools of the trade. Leveraging these tools will allow people to feel connected to and educated about Orange County and also are critical tools for emergency management.

It is also critical there is internal outreach to employees so they understand changes and how to implement them. To be a strong government, we need staff to be connected, communicating and collaborative.

Short-Term Actions

- Continue the Customer Service and Business Development Task Force meetings through the end of the 2018-2019 fiscal year to make ongoing recommendations to improve the development review process.
- Create a Public Information Officer for the Community Environmental and Development Services Department to conduct outreach to the development community about available resources, online permitting, etc.
- Study current outreach and engagement tactics.

Long-Term/Ongoing Actions:

- Host meetings with relevant stakeholders to continually review and refine the customer-service experience.
- Complete yearly performance surveys on customer service, outreach and engagement.
- Collaborate with the Chief Technology Officer and Communications Division on outreach.
- Ensure an ongoing commitment that communication, engagement and outreach is inclusive, accessible and multi-lingual.

Recommendation: Foster a Business Development Culture

The culture of a government has a powerful effect on its performance and long-term effectiveness. The County needs to send a strong, clear message to its employees and its customers that they want to be a good partner and create productive experiences. There should be a renewed focus on actively building capacity for innovative ways of working. Leadership needs to encourage employees to pursue new thinking, beliefs, tools and processes. The goal is a constantly evolving culture in which leadership is consistently learning and adapting, and employees do not merely buy in but instead join in. Ultimately, it will allow Orange County to be perceived as a place residents, businesses and non-profits enjoy doing business.

County employees need to be motivated and creative problem solvers with a focus on how to get things done versus viewing their role as simply delivering information and regulations. Every interaction, from answering the phone, to assisting with services and delivering information, should be made in an open and positive manner. Employees should view themselves as facilitators and know they have support from their team. Managers and supervisors should recognize and instill the value of customer service as being an important part of every employee's job, equal to or even greater than the processing component.

There needs to be a strong focus on the customer experience. It is important to remember customers do not think of themselves as dealing with multiple different divisions or offices within the County. To them, the County is the County — and they have a reasonable expectation of finding continuity in dealing with that agency. For this reason, Orange County must create a culture in which they are open to doing business and must design and deliver seamless customer experiences. Such experiences do more than just ensure the customer is effectively served at every point of contact, but it builds trust and a sense of satisfaction with the government. It also allows both the customer and the employee to be more productive.

Short-Term Actions:

- Create a deliberate, established philosophy for cultivating a high-performance workplace culture. Create a mission statement, code of ethics, oath of service and behavioral guidelines, and also foster a culture of credibility.
- Strengthen the message and appropriate behaviors with staff that affirms "Orange County Government is open for business."
- Ensure innovation is an integral part of the culture strategy and prioritize innovation activities.
- Review County assets and partners and begin to determine different ways to share the renewed focus on innovation and businesses development.

- Establish clear innovation objectives, goals, milestones and metrics with a balance between short- and long-term demands.

Long-Term/Ongoing Actions:

- Train employees to incorporate technology to make moving through government easier, such as requiring and/or encouraging companies with the capacity to apply for online permitting.
- Measure and improve customer-service tactics by rewarding employees.
- Work with regional economic development partners and support the internal economic development functions to make them more robust to attract development to Orange County, host larger events, work with core businesses and new industries, and provide more opportunities to meet with businesses to discuss available programs.
- Continue to invest in existing assets like the Convention Center and Orlando International Airport to help tell the region's story.
- Work with the recommendations from the Technology and Innovation Task Force.

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SUSTAINABILITY AND SMART GROWTH TASK FORCE

Orange County will lead a regional effort to ensure that environmental concerns are factored into every decision and hire a Chief Sustainability Officer to advocate those concerns and make them a priority.

Task Force Members

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Current Conditions:

Addressing the risks associated with climate change, conservation of resources and improving quality of life is at the core of sustainability and smart growth. The County's sustainability planning efforts were initially developed in 2007, focusing on County operations, and were last updated in 2014 as a more comprehensive community plan. The current plan has seven focus areas that include elements such as Arts & Culture, Civic Engagement, Community and Education, in addition to the more traditional categories relating to transportation, buildings, energy, waste and water. The plan has 112 identified strategies and 75 metrics, but some have made very little progress. A specific example of one goal that has not made much progress is regarding natural lands preservation. In 2007, the County had 22,000 acres preserved with the goal to attain 40,000 acres by 2020. As of this review, that number of 22,000 preserved acres is largely unchanged.

To create a cogent, understandable, measurable and collaborative plan, the committee chose to review the seven key focus areas of the City of Orlando's Community Action and Municipal Plans and consider combining its aspects with the County's plan to best suit the unique realities of the County. The committee determined the County plan should align more with the goals, strategies and metrics used in the City's plan to simplify and enhance collaboration.

To effectuate analysis, the committee divided into sub-chairs by category, met with staff to determine the current state of implementation of the County plan as well as feasibility of accomplishing the goals in the focus areas. We followed a three-step process as outlined below:

- Current Assessment – The committee divided and met with County staff in each relevant department that has direct impact on all elements of sustainability and smart growth to determine the status of achievements to the County plan and feasibility of attaining the focus areas.
- Determine Gaps – Based on the assessment, we looked at the gaps between what the County is doing and what can be done. Comparison and collaboration with the City plans were considered essential. A comparison with other jurisdictions was also performed.
- Recommendations – After the assessment and analysis were performed, the committee issued recommendations with short- and long-term actions.

During the assessment meetings with staff, it became clear the County is underfunded in various areas to accomplish some of the critical initiatives in the plan, mostly dealing with large-scale infrastructure such as transit, treatment of impaired water bodies and natural land acquisition. Specific emphasis will be needed in this area to identify creative funding options.

The committee has determined several high-level recommendations that will lay the foundation of execution for the entire plan. They are as follows:

Recommendation: Create an Office of Sustainability and Smart Growth.

Context: The office should include a director who reports to both the Mayor and the County Administrator and a minimum of three support staff. Mayor Elect Demings charged us to look within the existing County structure to create the Office of Sustainability and Smart Growth using existing resources and recommend a

structure that clearly puts someone "on point" to ensure success of the program.

The committee's recommendation is to assign the new Chief Sustainability Officer with the task of simplifying the plan with help from staff and the Sustainability Advisory Board. The plan should prioritize the most important objectives, set short-term and long-term measurable goals for each objective, and focus on the strategies that have the biggest impact.

Across all categories, a reoccurring theme was to create a marketing strategy that increases the level of engagement and empowers citizens to live a sustainable lifestyle. While many projects come with expensive price tags, many citizens in the County are already starting to bicycle, ride SunRail, compost and grow their own food. These lifestyle habits can be celebrated in a way that gets more people excited about sustainability!

The new Chief Sustainability Officer should also increase the existing Sustainability Advisory Board's level of engagement. Consideration should be given to increasing the scope of the committee to focus more on progress of defined metrics and data consistency.

Short-Term Actions

- Hire Chief Sustainability Officer and supporting staff.
- Increase scope and level of engagement for existing Sustainability Advisory Board.

Long-Term/Ongoing Actions

- Align County's plan to emulate the City of Orlando's plan.
- Make the County's metrics consistent with relevant metrics of the ISO 37120 standard data metrics for "Sustainable Cities and Communities", developed by the World Council on City Data.

Recommendation: Dramatically expand the County's Clean Energy Production.

Context: Florida and California have similar geographic solar advantages (both are included in SEIA's list of top 10 solar states), a fact that creates year-round access to a dominant clean energy source. With nearly 17 percent of its electricity coming from solar, California's progressive clean energy leadership continues to set the bar when it comes to solar energy initiatives, serving as a model the County can reference for best practices and innovative ideas.

Bandwidth within County departments working on clean energy is stretched thin, and committed employees struggle with two dilemmas — dedicating the necessary time, and having the authority needed to empower them to research, develop and see sustainability goals through to completion. Orange County has introduced clean energy initiatives (residential co-op solar panel purchasing and solid waste conversion into fuel, etc.), but not to a level that yields any critical mass. Without the proper staff — both in title and in number — to champion and expand these initiatives, the efforts and emanating results are likely to remain marginal.

In the pursuit of making clean energy a top priority for the County, measures including the appropriation of a Chief Sustainability Officer, setting data-specific goals with the related steps/benchmarks necessary to achieve them, and implementing initiatives to activate residents to participate in the benefits of clean energy will help Orange County become an icon for sustainability.

Short-Term Actions:

- The Chief Sustainability Officer should identify departments directly tied to sustainability and clean energy as well as intrinsically related to it, organize meetings with/between them and begin the propagation and coordination of sustainability, setting short- and long-term goals.
- Research successful solar energy initiatives as to how affordability and critical mass were achieved.

Long-Term/Ongoing Actions:

- Create/participate in a Central Florida Resilience Council with multiple counties, cities and private businesses as members.
- Create a robust public relations, education and marketing campaign with a focus on storytelling to inform/activate the general public. Promote the long-term importance of clean energy to activate end users in both their understanding and adoption of clean-energy programs. Highlight the County's commitments and goals.
- Focus on solar co-op initiatives and research County land inventory for possible solar farms. Please refer to Appendix: Sustainability and Smart Growth A for more information and site opportunities, linked under Task Force Resources at the end of this report.
- Invest in and form public-private partnerships to maximize clean energy production.
- County government operations: expand solar energy capacity from its current rate of 1.126 megawatts to a capacity needed to offset 25 percent of County building energy needs by 2026. Conduct a solar energy capacity study and energy audit on County-owned properties to develop incremental plans to achieve this goal.

Recommendation: Lead by example through Green Buildings and Green Infrastructure.

Context: In 2017, about 39 percent of total U.S. energy consumption was consumed by the residential and commercial sectors. Green building standards will be critical to ensure efficient use of energy, water and other valuable environmental resources while conserving scarce financial resources. An additional and often-overlooked advantage to green buildings is the enhanced indoor environmental quality that increases the health and productivity of a building's occupants.

Key measurable priorities include 100 percent of County-owned buildings built or retrofitted to legitimate green building standards. Reduce electricity consumption of all County buildings by 30 percent based on 2010 levels. Encourage residents and business owners to reduce their energy usage with help from programs such as Property Assessed Clean Energy (PACE) and Solar and Energy Loan Fund (SELF).

Short-Term Actions:

- Encourage alternate transportation by allowing employees to store their bicycles in all County buildings.
- Provide more effective and accessible recycling containers in every building.

- Orange to Green — Revive this program of expedited permitting and make it meaningful.
- Create regional partnerships.
- PR/Education — Show the commitment to environmental regeneration very quickly.
- Develop Green Cleaning Program — All County buildings.

Long-Term/Ongoing Actions:

- Partner with the City of Orlando and other regional partners to implement these programs on a regional scale.
- PACE — Implement this program countywide.
- SELF — Develop funding partnership with SELF.
- Adopt BEWES (Building Energy and Water Efficiency Strategy) ordinance for energy benchmarking.
- Sustainable Development Standards — Offer incentives to developers of both residential and commercial projects higher density for sustainable developments and other enhancements.
- Building Code Enhancements — Two-pronged … a certain level of requirements and a certain level of incentives.
- Green Bond — Approve a green bond to fund energy upgrades to existing County buildings. Model after Orlando program with similar energy reduction goals.
- Roof Top Agriculture — Develop an ordinance to allow building owners to lease rooftops to farmers.

Recommendation: Cultivate a Local Food Economy through promotion and reducing regulatory barriers.

Context: The government and private sector need to be responsive to the trend in consumer preferences toward local food and look for opportunities to foster local growing and sustainable sourcing within communities. Orange County could be a leader in this area by adopting a holistic approach to local food that integrates school curriculum, residential usage and commercial applications to meet community needs.

County staff identified a number of areas of opportunity for the new administration to address and had already engaged in a benchmarking exercise with the City of Orlando. Staff noted a need for a countywide composting program, an unmet demand for a backyard chicken ordinance, a lack of flexible land use and zoning categories to allow for innovative gardening usage, and as well as a need to develop a strategic approach to address the variety of issues that touch on local food.

Key priorities include encouraging residential developments with community gardens to help attract a conscientious workforce; fostering employment opportunities relating to agriculture, including those in soil technology, food technology, distributors and restaurateurs, and promote local food production to support locally made and grown products and businesses; increasing partnerships with schools to increase number

of school gardens and living laboratories in order to promote gardening, agricultural science and sustainable food waste practices; and addressing hunger issues among seniors and low-income populations.

Short-Term Actions:

- Create a Sustainable Food Taskforce responsible for shaping local food initiatives.
- Establish sub-department under Community, Environment, Development Services relating to local food with a focus on zoning, land use and alignment with the County's Comprehensive Plan.
- Assign staff to the Good Food Central Florida policy council.
- Work with OCPS, Valencia, and UCF to develop a collaborative plan to increase sustainable food-related educational content.

Long-Term/Ongoing Actions:

- Create an "urban agricultural" definition under County Zoning Ordinance to allow for mixed-use agricultural enterprises and to create urban agricultural standards.
- Create incentives for developers to propose community gardens as components of planned residential developments.
- Adjust landscape code to allow for a percentage of lawn for gardening.
- Pilot urban garden program on publicly-owned land in low-income areas with a concentration on food deserts and access to grocers.
- Work with nonprofits to initiate urban gardens in neighborhoods, hospitals and schools.
- Develop and launch a countywide backyard composting program for residents.
- Maintain partnership with Good Food Central Florida to promote economic opportunities of local agriculture through a regional initiative.
- Create long-term plan on healthy food financing initiative.

Recommendation: Adopt a Sustainable and Smart Growth Vision.

Context: Orange County should strive to lead the state and nation in the adoption of sustainable Smart Growth Strategies that will improve residents' quality of life.

The County is experiencing an intense growth rate (7.4 percent), forcing urban planners to explore Smart Growth strategies that will be beneficial within the County. The present growth rate is not sustainable under the current development trends, which enable urban sprawl. Urban sprawl has a negative effect on Orange County residents' quality of life and livability, as it cultivates issues such as roadway congestion, increased

racial and economic disparity, water overconsumption, increased pollution, loss of wildlife habitat, among others.

The committee recommends adopting and maintaining a Smart Growth Vision that addresses land use,

housing, transportation and infrastructure through an integrated approach. For implementation, this vision needs to be reflected in updates to the Comprehensive Plan and Land Development Code.

Similar to the region's "How Shall We Grow" plan, the vision should address the Four C's: Conservation, Countryside, Centers and Corridors. Staff has worked with consultants to prepare a draft Smart Growth Vision that includes sector-based planning areas. These sectors help target growth along major existing and planned transit corridors ripe for revitalization with walkable, mixed-use centers and new housing. There are also proposed sectors for established suburban neighborhoods, preservation of rural land and local agriculture, and conservation lands.

To fully implement the Smart Growth Vision, the County will have to align the Long Range Transportation Plan and Utilities Capital Improvement Plan to provide adequate infrastructure to serve the areas targeted for growth.

Short-Term Actions:

- Establish a Smart Growth Vision including a plan with updates to the Comprehensive Plan and Land Development Code.
- Engage citizens for input to establish and define an urban growth boundary including definitions for urban and rural with the County's Comprehensive Plan.
- Initiate the process to adopt a new Land Development/Zoning Code with context-sensitive zones, including Countryside Conservation Communities.
- Address acquisition of conservation land.

Long-Term/Ongoing Actions:

- Implement and evaluate the Smart Growth Vision and Future Land Use Plan.
- Adopt new Land Development/Zoning Code.
- Update the Long Range Transportation Plan and Utilities Capital Improvement Plan to align with the Smart Growth Plan.
- Develop a funding mechanism to acquire more conservation land through the County's GREEN Place program.

Recommendation: Implement recommendations from the Regional Affordable Housing Initiative Report through the Smart Growth Vision.

Context: In its efforts to address a significant shortage of affordable housing, the stakeholders in Central Florida spent two years studying affordable housing and published the Regional Affordable Housing Initiative ("Report") in May 2018. The County Code shall be amended to implement the report. The County shall

actively publicize the new opportunities for affordable housing development in those geographic targeted areas in the report.

Short-Term Actions:

- Input from Affordable & Subsidized Housing Developers (December 2018) – Based on existing data, County staff shall determine the median net household income (not gross income) and confirm the data regarding median household expenses in Orange County. From this information, staff will prepare an estimate of what the average household can afford to pay for housing ("Median Household Housing Budget"). Staff shall then meet with developers having extensive multifamily affordable/subsidized housing experience in order to determine the characteristics of a housing unit that could be built and rented/sold for the Median Household Housing Budget.
- County Commission Workshop (January 2019) – Shortly after the new County Commission ("Commission") is sworn in, the Commission should hold a day-long workshop to review the report and the fundamental planning principles upon which the report is based. The Commission shall also review the information gathered in step 1 above.
- Commission Affirms its Commitment to the Report (February 2019) – At a regularly scheduled hearing, the Commission should vote to affirm the County's commitment to the report and set a deadline to implement the steps called for in the report.

Long-Term/Ongoing Actions:

- Amend County Code to implement the report (July 2019).
- Publicize opportunities for affordable housing development within those geographic areas/ corridors targeted by the report (ongoing).
- Staff to conduct further study of geographic areas targeted in the report to identify specific strategic intersections/properties to be prioritized for affordable housing (ongoing). These hyper-targeted properties shall be selected based on potential catalytic effect within a given targeted area/corridor ("catalytic sites").
- Explore opportunities to partner with affordable housing developers on catalytic sites. In order to attract multiple developers to a targeted area/corridor, the County might partner with developers in order that the developer can take the risk of being the first to invest in certain geographic areas and/or the first to build untested types of multifamily affordable dwelling units (e.g. micro-units) in this market.

Recommendation: Address Regional Multimodal Transportation by refocusing Orange County's transportation planning toward enhancing transit use through the Smart Growth Vision.

Context: Transportation is at the core of any successful Smart Growth Plan. Transit Oriented Development, which provides more housing and employment opportunities in walkable communities connected by premium transit, is a critical component. Building off existing assets, including SunRail and LYNX, the committee recommends doubling the number of annual trips made utilizing a form of transit in Orange County within eight years. Achieving this goal would help to reduce vehicular congestion, reduce our carbon footprint and improve our quality of life. This goal can be achieved by working with local transit service providers, municipalities and FDOT to develop a seamless transit system focused on targeted growth areas of the County and as convenient as utilizing one's private automobile.

A proposed way to start is by initiating a Regional Transportation Summit to develop a comprehensive Transportation Plan based on the capital improvement plans adopted by each county and municipality together. The summit should include a review of the needs and capital programs for each of the transportation agencies with input from the public and private sector leading to the adoption of a "Community Transportation Plan" by all parties represented at the Summit. It is suggested a third-party private group be responsible to convene the summit and a private sector facilitator be utilized to manage the process.

After the Transportation Plan is adopted, consideration should be given to the funding sources and alternatives available in order to implement the plan, which should aim to improve convenience through reliable scheduling and headways, weather protected stations and "last mile" connections. Consideration should also be given to designating a lane for transit in arterial roadways.

Short-Term Actions:

- Establish a goal of doubling the number of annual trips made utilizing a form of transit in Orange County within eight years.
- Prioritize and elevate the importance of transportation on the organizational chart.

Long-Term/Ongoing:

- Initiate a Regional Transportation Summit to include representatives from each county and municipal government within the region (to be defined), the metropolitan planning organizations, local transportation agencies and major employment private-sector companies.
- Develop a dedicated funding mechanism for enhanced transit and road options.

Recommendation: Reduce Solid Waste to extend current life of the landfill through education and improved methods.

Context: Orange County's only landfill has been around since the 1970s and has a Class I Landfill with a 20-year permitted capacity. We need to identify actions that can be taken immediately in an effort to extend the life of the Class I landfill to 100 years since other potential landfill sites would be very costly and unrealistic. To achieve this goal, the County needs to continually look at new waste diversion technologies to stay on the cutting edge and increase our waste diversion rate.

The County currently offers single stream recycling to all residents and businesses. Single stream collection has added convenience, however, it has also led to contamination problems due to a lack of understanding of what can and cannot be recycled, such as greasy pizza boxes and plastic bags. These materials cannot be recycled for a list of reasons, including the fact that the County's Materials Recovery Facility (MRF) equipment is unable to process plastic bags. Also, while clean paper is the most valuable recyclable material, there is simply no secondary market for soiled, greasy paper.

The City of Orlando is interested in collaborating with the County to improve the MRF and increase waste diversion. Since the County's current contract for the MRF is ending in 2020, now is the time to team up and request proposals to partner with a private entity that offers cost effective, innovative waste diversion solutions such as enhanced equipment, waste to energy and composting.
Working with businesses to reduce waste at the source is also a great opportunity. Many other communities who have successfully met waste diversion goals have eliminated plastic materials, such as bags and straws, and offered reusable and biodegradable alternatives. This opportunity should be explored in the County as a

way to engage and empower the overall community.

Short-Term Actions:

- Collaborate with the City of Orlando and other jurisdictions on the upcoming Materials Recovery Facility (MRF) Request for Proposals (RFP) with a goal of partnering with a private entity to significantly improve recycling and waste diversion processes and equipment.
- Orange County must have a strong education campaign to reduce contamination and help change behavior around what is acceptable to recycle and what is not.
- Add a list with pictures of items that are and are not acceptable for recycling on each bin.
- Promote recycling in all County buildings, on every floor, at every desk.

Long-Term/Ongoing Actions:

- Increase the life of the landfill from 50 to 100 years and beyond. Develop conservation program and actions to achieve this goal.
- Understand waste to energy, composting and other best practices from other successful governments and private entities.
- Visit Disney's waste to energy facility, learn what works and how it can be applied on a county scale.

Recommendation: Conserve Water and improve Water Quality through Low Impact Development (LID) and Florida Friendly landscaping.

Context: Potable water consumption is on the rise, going from about 200 million gallons per day in 2010 to 235 in 2015. Some recommended strategies for reducing potable water consumption include expanding use of reclaimed water, requiring future development within the County to meet Florida Friendly landscaping standards, requiring more efficient irrigation and incorporating Low Impact Development (LID) principles.

By partnering with the City of Orlando and agricultural community through Conserv II, 25 percent of all of Orange County is on reclaimed water, helping reduce use of potable water for irrigation. Most of the areas on reclaimed water are newer greenfield developments, including Horizon West and Innovation Way. Going forward, it will be a challenge to expand reclaimed water to infill and redevelopment areas targeted for new housing and development under the Smart Growth Vision.

Regarding water quality, 107 out of the County's 600 named lakes are impaired. It is a lower cost to protect water bodies than it is to try to repair them after they have become impaired, so preventative measures should be taken. One of the County's biggest challenges will be cleaning up and removing excessive pollutants and nutrients from these impaired lakes and waterways. A combination of a dedicated funding source along with proven cost-effective clean-up solutions can address this challenge.

The City of Orlando and City of Winter Park have both established stormwater utility fees that provide the funding to not only address stormwater runoff but also significantly help improve water bodies within those cities. Orange County's stormwater utility fee is currently set at $0. The task force recommends increasing this fee to fund water quality improvement projects for our residents.

SUSTAINABILITY AND SMART GROWTH TASK FORCE

Once a stormwater utility fee is established and provides adequate revenue, the County's Environmental Protection Division, Public Works Department and Water Utility should collaborate on Green Infrastructure projects to incorporate new Low Impact Development (LID) principles. LID includes a variety of practices that mimic or preserve natural drainage processes to manage stormwater rather than allowing it to run off into ditches and storm drains where it would otherwise contribute to flooding and pollution problems.

Short-Term Actions:

- Orange County shall require Florida Friendly landscaping and more efficient irrigation for new development and encourage property owners to retrofit existing development.
- Orange County shall engage with the South Florida, Southwest Florida and St. Johns Water Management District to make sure there is conformity with irrigation rules and conservation activities.

Long-Term/Ongoing Actions:

- Utilize the Stormwater Utility Fee as a dedicated funding source to address stormwater and water quality. The fee is currently set at $0.
- Increase collaboration between Utilities, Public Works and EPD for water quality improvements.

Acknowledgements

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Community Contributors

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Orange County Staff

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BUILDING A COMMUNITY THAT WORKS FOR EVERYONE TASK FORCE

We want Orange County to be a community where everyone can attain an affordable home in a safe, sustainable way and where healthcare and transportation are available to all.

Task Force Members:

Mike Griffin (Chair), Candice (Candy) Crawford, Paula Hoisington, Terence R. Gray, Joel C. Hunter, Linda Landman Gonzalez, and Jeffrey A. Miller & Gaby Ortigoni

Current Conditions:

Orange County is a diverse, energetic community with near unlimited potential for intellectual, artistic and technological growth leading to widespread prosperity. As our community's emergence from the Great Recession accelerates, we are at a unique moment in time to make fundamental changes that will ensure greater opportunity to hard working, ambitious residents who currently face near insurmountable barriers to success.

Too many workers' families are crammed into pay-by-the-week motel rooms. In Orange County, 43 percent of households are either at or below the federal poverty level and are struggling to afford basic needs. Too many neighborhoods are failed by an inadequate transportation system. Too many rely on over-burdened free clinics or costly emergency rooms for their healthcare. The only mental health resource for many of our citizens is the Orange County Jail – the largest provider of treatment in all of Central Florida. *U.S. News and World* Report ranked Orlando as the 44th most desirable places to live among the largest metro areas in 2016; today we are 78th.

Propping up this system is a talented, passionate and knowledgeable Orange County Government staff eager for change and the opportunity to build a community that works for everyone. Accomplishing this goal requires a change in strategy and a new mindset for our government and business leaders. We must stop viewing this as an endless expense to hold together a fraying "safety net." Instead, let us invest to build a foundation for prosperity.

Now is the time for a long-term strategy directing resources in ways to build a housing and transportation system that opens doors for families and creates opportunities for entrepreneurs. Let us invest in the greatest potential for growth and success: The untapped human capital of residents in our most challenged neighborhoods.

And, finally, let us demand success through measuring outcomes and holding ourselves accountable for the results.

Recommendation: Implement the Regional Affordable Housing Initiative Report

Context: As the nation faces an affordable housing crisis, communities like Orange County are not unique to this issue. Although we are not in a crisis yet, the warning signs are clear and the time to act is now before we experience the same issues such as Portland and other cities and regions in the nation are facing. The National Low-Income Housing Coalition reported the United States has a shortage of more than 7.2 million rental homes affordable and available to extremely low-income renter households. Seventy-one percent of extremely low-income renter households are severely cost-burdened, spending more than half of their incomes on rent and utilities. The U.S. Department of Housing and Urban Development (HUD), defines affordable housing as "housing for which the occupant(s) is/are paying no more than 30 percent of his or her income for gross housing costs, including utilities." As our local economy continues to rebound, and unemployment is at an all-time low, Orange County is facing more demand for safe, affordable housing at a time when fewer homes are being built, and rental properties are above market and in short supply. According to the 2016 American Community Survey, more than 230,000 Central Florida households carry housing costs exceeding 30 percent of their incomes; this is a cost burden for our families.

In 2016, Orange County gathered regional partners to address the housing shortage. In May 2018, the

Regional Affordable Housing Initiative report was issued, providing a framework, strategies and tools for local governments, community leaders, developers, and housing experts to change the direction of accessible housing in Orange County. The report stated housing deliveries are at their lowest levels in years, and production has remained focused on the larger single-family home – the product the industry believes the buyers want. However, based on the shrinking family size and financial resources, there is an obvious mismatch between the size of the housing unit demanded and that required. At this end of the housing market, is an overwhelming supply of expensive homes that workers cannot afford. At the other end, multi-family (apartment) construction is increasing as a percentage of total production. This is creating a supply of "cheaper" housing that higher paid workers who could afford more are forced into, due to the lack of smaller, more affordable homes dubbed the "Missing-Middle". We should concentrate on building the "Missing-Middle", small, quality homes that not only can working families afford, but want to live in. We support incentives to create a market for "quality workforce housing", and a new type of developer, that focuses on building high quality, smaller, more affordable homes and rental units that address our current needs. The path to neighborhood revitalization is evident in our community with the LIFT Orlando model. LIFT is an example of a public/private partnership that is working, and there is a role for government to assist.

Everyone deserves a safe and affordable place to live and raise their family. The next steps should be new regulations allowing for smaller, more diverse housing that can meet the demand for the typical Orange County family. The recommendations below reflect those presented in the Regional Affordable Housing Initiative report.

Short-Term Actions:

- Enact short-term affordable housing recommendations to establish linkage fees to help build true "quality workforce housing."
- Accelerate the process for Inclusionary Zoning that allows for more diverse neighborhoods from very expensive to moderately priced.
- Improve financial literacy and education of future home renters and buyers through comprehensive marketing and communications plans.

Long-Term/Ongoing Actions:

- Develop financial and development incentives and funding sources for short and long-term strategies.
- Create public and private partnership opportunities that will leverage shared resources and develop projects that serve the general public.
- Build financial mechanisms and development concepts that promote housing for the "Missing Middle."
- Demand support from lawmakers to end the draining of the affordable housing program for other priorities. The annual raid on the William E. Sadowski Affordable Housing Trust Fund has cost Orange County $14.4 million.

Recommendation: Review Funding Sources for Orange County's Primary Care Access Network (PCAN)

Context: Access to healthcare for Orange County citizens should not be a privilege but a vital service for

everyone to improve and maintain the health of children, adults and our aging population. During the course of our work, we heard from the Primary Care Access Network (PCAN) director and two federally qualified healthcare centers that provided an overview of primary and secondary services, location and utilization of 24 medical home clinics in Orange County and the number of uninsured children (30,000) and identified Asset Limited Income Constrained Employee (ALICE) families it serves. We are fortunate to have PCAN available to the citizens of Orange County. PCAN is a collaborative partnership with Orange County government, local hospitals, healthcare, and public health officials providing primary and specialty care for the indigent, uninsured and underinsured population. The PCAN clinics work closely with our hospital partners providing more than 600 physician volunteer hours and over 1,600 volunteer hours. The PCAN partnership is a model recognized nationally and the only one of its kind in Florida. Since the formation of PCAN in 1999, the network has expanded its capacity with 24 medical homes serving 295,000 active patients. We now have six free urgent care clinics, one free chronic care medical home, one free secondary care clinic with 11,000 active patients and a skilled nursing facility. The medical homes have reduced the impact of patients seeking primary care services at emergency departments and improved the health status of patients. As our population continues to grow, access to affordable healthcare remains a top priority for our families and the community.

Short-Term Action:

- County staff, in consultation with PCAN and Federal Qualified Health Center partners, will review funding sources and leverage partner resources to ensure appropriate service delivery for the indigent, uninsured and underinsured population.

Long-Term/Ongoing Action:

- Continue the Mayor's Quarterly Healthcare Coffee with healthcare leaders and public health officials to address emerging issues and ensure adequate funding for the indigent, uninsured and underinsured to sustain the PCAN network.

Recommendation: Increase Awareness and Communication of Orange County's PCAN Network

Context: The Primary Care Access Network (PCAN) was formed in 1999 and is an integrated medical home model of care with an intensive behavioral health component. The PCAN safety net of partners provides the vital services for a medical home model to thrive in our community. Although we have made significant strides in healthcare service delivery, we still have citizens who are unaware of the resources available and do not know how to access them.

Short-Term Actions:

- Develop a communications plan with input from County staff, medical homes, hospitals and healthcare partners with the goal of increasing awareness of PCAN healthcare services for the indigent, uninsured and underinsured population.
- Work with local media outlets and PCAN partners on earned media opportunities and explore social media networks to increase consumer interaction through targeted advertisements.
- Work with PCAN partners to explore a uniformed point of entry.

Long-Term/Ongoing Action:

- Review and adjust the communications plan as necessary to ensure a consistent message is delivered by all PCAN partners to our citizens.

Recommendation: Pursue Strategies for Telehealth with PCAN partners

Context: As technology continues to advance and our lives get busier, digital communication presents a new way to deliver healthcare advice. The Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services defines telehealth as the use of electronic information and telecommunications technologies to support and promote long-distance clinical healthcare, patient and professional health-related education, public health and health administration. The technology provides an opportunity for clinicians to see patients who live in rural communities or are unable to travel to appointments by accessing healthcare through video communication. Telehealth is a less expensive way to deliver the same services that are often over-utilized.

Short-Term Action:

- Pilot a Telehealth program with the PCAN network and hospital partners to better understand the benefits of digital healthcare and any limitations.

Recommendation: Advocate and Support Mental Health and Homeless Funding

Context: Orange County families with low wages deal with food, housing, and healthcare insecurities. All of these can result in anxiety and depression, not just with a caregiver, but also with the children. Shepherd's Hope, a free clinic will see more than 18,000 patients this year, and almost all of these patients will need some type of mental health service. Forty percent of the patients are working, but they do not make enough to afford health insurance. They also have an illness forcing them to seek services they never thought they would need. We know that anyone who is homeless will need mental health services at some point in time, even if they were not ill at the time they became homeless. Many adults and youth cannot receive the services they need from a state-funded system ranked 50th in the nation. According to national statistics, 50 percent of lifetime mental health issues present before age 14, and 75 percent present before the age of 24. Because we know mental health issues start at such a young age, it is a strong recommendation for Orange County Government and community partners and stakeholders to put greater funding emphasis in earlier mental health identification and resources.

The Florida Council for Community Mental Health states only 30 percent of people who need publicly funded mental health services have access to them. This is due to a lack of state funding and Medicaid expansion in Florida. The complexity of those issues is not just one; they are multiple. We need a multitude of programs to address the needs of our neighbors to make a difference. Programs for inmates and our homeless population exist; we just need to bring them together.

Short-Term Actions:

- Maximize U.S. Department of Housing and Urban Development (HUD) funding and increase Orange County support.

- Continue funding for diversion and other front doors and expand diversion funding to keep people from becoming homeless.
- Ensure funding for homeless services go directly to providers.
- Sustain mobile crisis and evidence-based practices adopted by the Youth Mental Health Commission through managed care organizations and managing entity dollars.

Long-Term Actions:

- Establish more open/no charge outpatient mental health and medical clinics on the "Outlook" clinic model.

Recommendation: Create a Re-Entry Pilot Program for Inmates at the Work Release Center

Context: The Orange County Corrections Work Release Center located on Kaley Avenue, is under-utilized with only 50 inmates at any given time for a facility that holds approximately 300. The proposed pilot project provides an opportunity for collaboration of community health and behavioral health partners to work with inmates released from jail and provide ongoing mental health and medical services, job training, employment opportunities, peer support, and navigation and housing to make re-entry into the community successful.

Short-Term Action:

- Convene a workgroup with Orange County Corrections, Health Services, Mental Health and Homeless partners to develop a step process methodology and cost analysis for the program.

Recommendation: Enhance Community Collaboration to Further Orange County Heroin Task Force Recommendations

Context: In 2014, the Orange County Medical Examiner associated 90 deaths in Orange County with heroin, an 84 percent increase from 2013. Also, in 2014, local law enforcement reported more than 600 heroin submissions to the Florida Department of Law Enforcement lab, a 400 percent increase from 2010. The high-purity level, easy access to heroin and transition from misuse of prescription drugs to heroin have attributed to the increase in use, overdose, and death. Since 2016, we have seen a decline in heroin-related deaths. However, illicit fentanyl mixed with heroin and marketed on our streets has attributed to more than 120 deaths in 2017. The Orange County Heroin Task Force was convened in August 2015, to tackle the surge of heroin overdoses and overdose deaths in the community. The Task Force consisted of 22 key community leaders representing a collaborative, multijurisdictional effort to address the problem through prevention, interdiction and treatment. The task force met for more than six months and approved 37 recommendations in the area of Law Enforcement, Prevention and Education, Healthcare, Treatment and Public Policy. At the completion of the Task Force, an Advisory Committee was created to provide oversight and implementation of the recommendations. Of the 37 recommendations, 36 have been completed or are ongoing. The Task Force actions, the ongoing work of the Advisory Committee and the community coming together have resulted in progress, but we still have more work to do.

Short-Term Action:

- Expand public/private partnerships to increase awareness of the Task Force actions and its role to address the opioid crisis.

Long-Term/Ongoing Action:

- Ensure the recommendations are completed and the Orange County Heroin Task Force Advisory Committee continues to monitor the progress.

Recommendation: Review Corrections Department Facilities Masterplan and Inmate Management System

Context: Orange County Corrections Department is the seventh largest jail in Florida with approximately 1,777 staff located on 76 acres. The agency is committed to operating a safe, secure correctional system, delivering quality programs and services through dedicated partnerships while maintaining dignity and respect for those they serve and staff. The jail's average daily population is 2,632. The jail is also the largest mental health provider in our community, and the vast majority of its population has a substance use disorder. Corrections and Health Services staff are dealing with an aging and sick population. The jail's seven facilities were constructed between 1976 and 2006. Due to the age of some of the buildings and the need to have some space re-designed for the changing inmate population, there should be efforts made to analyze and address existing and future needs.

Short-Term Actions:

- Correction and Facilities staff will review the master jail site plan to analyze and address aging facilities and physical improvements.

Long-Term/Ongoing Actions:

- Review the management of the inmate population focusing on specialize housing and maximizing bed space with lower-level classifications.
- Corrections and ISS to research technology enhancements that streamline workflow processes and software systems.

Recommendation: Work with Community Partners to Expand Re-Entry Programs and Transitional Services at Orange County Corrections Department

Context: The Corrections Department has partnered with community providers to engage eligible inmates in programs that provide employability that can stop the cycle of re-incarceration. The department's construction program kicked off in 2016 and has worked in partnership with Valencia College and Goodwill Industries. Valencia College provides the tools and equipment, as well as facilitates the course curriculum, while Goodwill Industries provides help in securing employment, as well as follow-up after post-release. The program also works with employment partners in the construction industry.

Short-Term Actions:

- Convene a workgroup to engage public/private partnerships that provide job skills training for inmates as well as transitional reentry services that connect inmates with housing, ongoing substance abuse treatment and/or mental health services and job opportunities.
- Work with the County Grants Office to explore federal and state grants focused on inmate transitional reentry services.

Long-Term/Ongoing Actions:

- Expand public/private partnerships with Valencia College, University of Central Florida, Goodwill Industries and the private sector on job market skills and provide ongoing employability programs at the Orange County Jail.

Recommendation: Explore Dedicated Source of Funding for Transportation System

Context: A transportation system is the spine of the community. Affordable transportation provides our citizens with the ability to travel to their jobs, the doctor's office and their homes. Orange County's primary means of transportation are the regional bus transit system, commuter rail system and by car. Due to Orange County's size and a history of developing neighborhoods that do not support pedestrian travel, walking is either not an option, or too dangerous.

For our transportation system to meet the demands of a growing community, a dedicated source of funding is needed. It will take the County, and its regional and state partners working together to make transportation viable for everyone. With additional funding, deficient areas of the County, specifically West Orange County, can be addressed, and services and routes expanded to create greater access and availability. As we build new homes, the housing market is reliant on transportation, and we need a system that supports these efforts.

Short-Term Action:

- County staff to work with regional and state partners to commit funding for mass transit to meet the growing needs of our community.

Recommendation: Continue to Fund Pedestrian Safety Improvements and Education

Context: In 2014, the National Complete Streets study ranked Orlando as one of four cities in Florida that are dangerous for pedestrians. In 2016, the Dangerous by Design annual report on pedestrian safety in urban areas ranked Orlando the third deadliest area with an average of 2.58 annual pedestrian deaths per 100,000 people. The Florida Highway Safety and Motor Vehicles 2016 Traffic Crash Facts Annual Report indicated 49 pedestrian fatalities in Orange County, an increase from 2015.

In 2016, Orange County approved $15 million dollars over five years through the INVEST program for pedestrian and roadway improvements to include intersection improvements, pedestrian crosswalks, pedestrian lighting at intersections and crosswalks with high pedestrian volume, audible pedestrian signals and traffic signal upgrades. For the County to be successful, the Three "E" approach — engineering,

enforcement and education — needs to be employed to address pedestrian safety. The County is working in partnership with Best Foot Forward, a pedestrian safety initiative launched in 2012, to reduce pedestrian deaths and injuries in Metro Orlando.

Short-Term Actions:

- Continue to move forward on the Rosen College of Hospitality pedestrian crosswalk improvements.
- Based on the Orange County Pedestrian/Bicycle Safety Action Plan, the county should work with business leaders and community organizations, as well as neighborhoods in the highest need areas and define their roles in addressing the problem.
- Develop an electronic toolkit to include social marketing and social media campaign materials to promote pedestrian and bicycle safety.

Long-Term/Ongoing Action:

- Continue to analyze crash statistics to ensure funds are being spent to fix the most dangerous areas of the County.

Recommendation: Monitor and Measure Children's Services and Programs

Context: We commend the Orange County Board of County Commissioners for reconstituting the Children's Commission for Children (CCC), expanding the commission by five seats and identifying zip codes in crisis. The Board also provided the creation of subcommittees under the CCC Board to address specific issues, develop a close working relationship with the Citizens Review Panel and review awards, service categories, results and the impact of services. That said, there is still a significant disagreement over children's services and funding.

Short-Term Action:

- County staff and the CCC Board to provide a true cost gap analysis to identify the most acute needs of children, and determine the appropriate children's services and funding.

Recommendation: Adopt Organizational Structure Changes

Context: The transition task force members began their work by reviewing the County's current organizational chart and spoke with staff to get a better understanding of the structure. Committee members conducted interviews with County leadership in health services, family services, corrections, and infrastructure and development. The proposed organizational chart is designed to position the County to deal with challenges and issues facing the community, as well as the concentration of programs and services to avoid duplication and maximize funding and partnership resources.

During our meetings, we spent time discussing placement of the Housing and Community Development Division in the organizational chart. Committee members felt strongly that the Planning and Housing and Community Development Divisions should remain in the same organizational structure downline. This reflects the close working relationship that has developed between the divisions in recent years. The two divisions have created a strategic partnership that should be cultivated and encouraged. Indeed, we

would recommend strengthening this relationship even further by developing processes and procedures that require the Housing and Community Development Division needs of our community are more closely considered in the Planning and approval process. The committee also discussed creating a new position — Chief Community & Opportunity Officer — dedicated to building and coordinating public/private partnerships so the underserved in our community may be included in the economic growth of the region. Additionally, the committee also proposed adding two more positions — Deputy Director for the Health Services Department — dedicated to overseeing the Medical Clinic, Mental Health & Homeless Office and the Drug Free Office; and Deputy Director for the Family Services Department (to be changed to Community Services Department) — dedicated to overseeing Citizen Resources & Outreach, Citizens Commission for Children, Community Action, Youth & Family Services, and Head Start.

Short-Term Actions:

- Mayor's Office to review the proposed organizational structure with County leadership.
- Create a Chief Community & Opportunity Officer.
- Create a Deputy Director for Health Services and a Deputy Director for Family Services.
- Change Family Services Department to Community Services Department.

Long-Term/Ongoing Action:

- Conduct a bi-annual review of the organizational structure to measure effectiveness of changes and make necessary adjustments.

Further Recommendations:

During the course of our meetings, several recommendations developed that we would like to propose as additional recommendations.

Recommendation: Review County and Community Task Forces, Studies and Needs Assessments

Context: Many of the transition team members have served on a task force or participated in a study that's produced recommendations that have not been fully implemented. A lot of time and effort goes into these reports and, before another Task Force or study is commissioned, the County should review existing documents that address the common themes identified in the transition report.

Short-Term Action:

- County staff will review existing documents (task force reports, studies and hospital and health needs assessments over the past five years) that address the common themes identified in the transition report to analyze implementation and viability.

Recommendation: Engage in Resource Mapping of Health and Social Services

Context: Most people are familiar with Heart of Florida United Way and the 2-1-1 social services information line, but many citizens are unaware of the County's health and social services. Resource mapping is a process that can help communities identify the services and programs available; avoid duplication of services and resources; look at gaps in services; share information across agencies; and encourage partnerships and collaboration.

Short-Term Action:

- Convene a workgroup with County staff, ISS and GIS to discuss the process of community resource mapping and review existing mapping applications with PCAN network and health and community service partners.

Recommendation: Re-establish a County Community Dashboard

Context: Orange County created a dashboard called Orange County Stats in 2011 which was not utilized to its potential. A community dashboard is a web-based resource that can include public safety information, access to health services, community programs, children services, behavioral health, social and economic factors, affordable housing, county population data and promising practices to promote a healthy and vibrant community. The dashboard is more than just a public relations tool; it should be used to measure community outcomes in the transition report and data should be reviewed to inform strategic planning.

Short-Term Action:

- Convene a workgroup of County staff and ISS to evaluate Orange Stats and new applications available for community dashboards. Review county and city community dashboards on their effectiveness, utilization and technology enhancements.

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Community Contributors

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TRANSITION TEAM SUMMARY OF RECOMMENDATIONS

INNOVATION & TECHNOLOGY TASK FORCE

- Create a Culture of Innovation within Orange County.
- Grow, Attract and Retain Tech Talent.
- Encourage and Support a Culture of Entrepreneurialism
- Update the Orange County "Brand."
- Establish the new position of Chief Technology Officer.
- Ensure Adequate Technology Infrastructure.

CUSTOMER SERVICE & BUSINESS DEVELOPMENT TASK FORCE

- Implement Strategic Structural Changes to the Organization.
- Invest in Training, Research and Technology.
- Encourage Consistent Outreach and Engagement.
- Foster a Business Development Culture.

SUSTAINABILITY & SMART GROWTH TASK FORCE

- Create an Office of Sustainability and Smart Growth.
- Dramatically expand the county's clean energy production.
- Lead by example through Green Buildings and Green Infrastructure.
- Cultivate a Local Food Economy through promotion and reducing regulatory barriers.
- Adopt a Sustainable & Smart Growth Vision.
- Implement recommendations from the Regional Affordable Housing Initiative Report, through the Smart Growth Vision.
- Address regional multimodal transportation by refocusing Orange County's transportation planning toward enhancing transit use, through the Smart Growth Vision.
- Reduce Solid Waste to extend current life of the landfill through education and improved methods.
- Conserve water and improve water quality through Low Impact Development and Florida Friendly Landscaping.

BUILDING A COMMUNITY THAT WORKS FOR EVERYONE TASK FORCE

- Implement the Regional Affordable Housing Initiative Report.
- Review Funding Sources for Orange County's Primary Care Access Network (PCAN).
- Increase Awareness and Communication of Orange County's PCAN Network.
- Pursue Strategies for Telehealth with PCAN partners.
- Advocate and Support Mental Health and Homeless Funding.
- Create a Re-Entry Pilot Program for Inmates at the Work Release Center.
- Enhance Community Collaboration to Further Orange County Heroin Task Force Recommendations.
- Review Corrections Department Facilities Masterplan and Inmate Management System.
- Work with Community Partners to Expand Re-Entry Programs and Transitional Services at Orange County Corrections Department.
- Explore Dedicated Source of Funding for Transportation System.
- Continue to Fund Pedestrian Safety Improvements and Education.
- Monitor and Measure Children's Services and Programs.
- Adopt Organizational Structure Changes.
- Review County and Community Task Forces, Studies and Needs Assessments.
- Engage in Resource Mapping of Health and Social Services.
- Re-establish a County Community Dashboard.

Task Force Resources are available at http://www.occompt.com/clerk-of-the-bcc/sunshine-minutes/

PROPOSED

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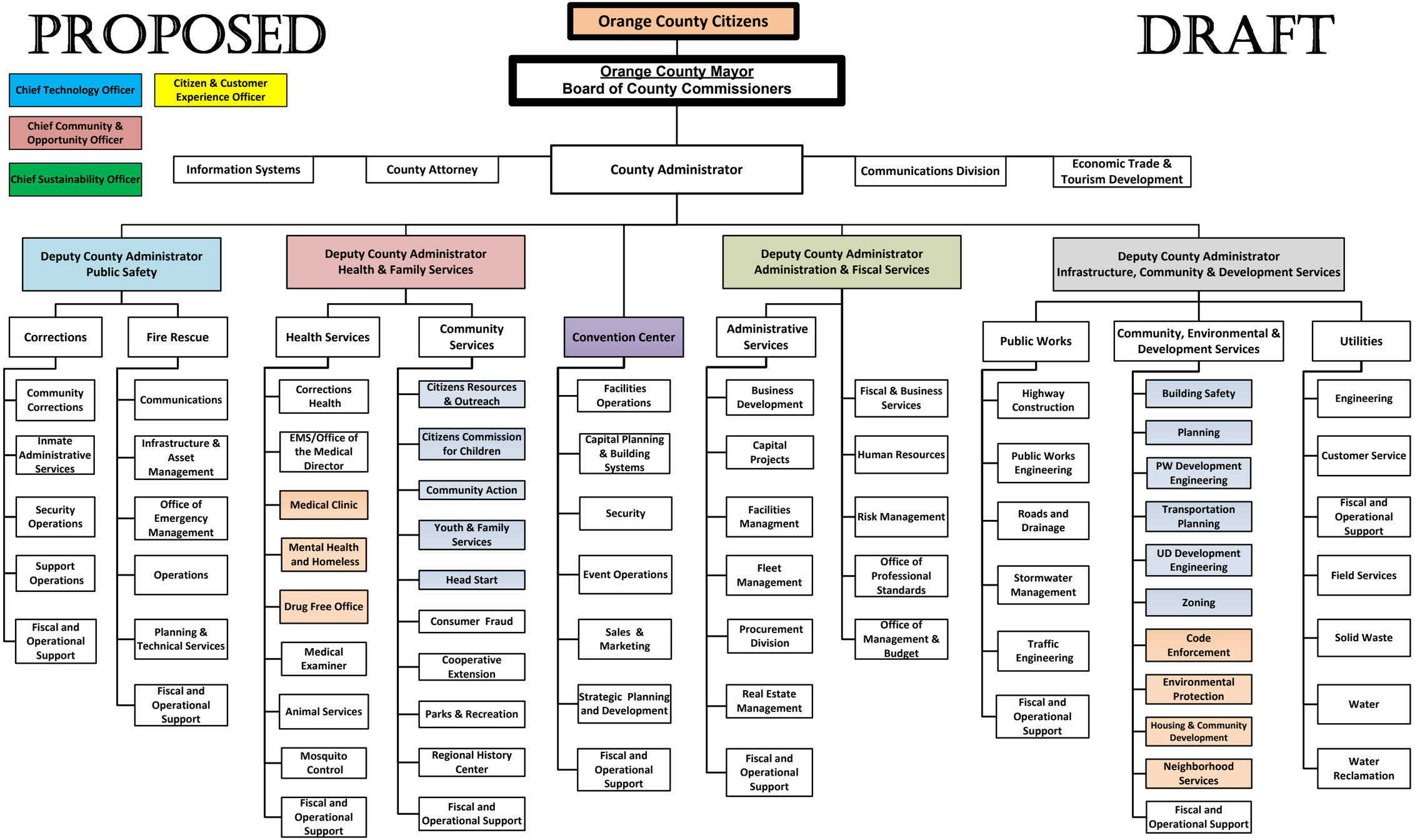

ORANGE COUNTY LOOKING FORWARD

While Orange County currently enjoys a strong and optimistic economy, the new administration must continue sound financial practices, including careful forecasting and readiness for changing economic winds and unforeseen circumstances.

To that extent, here is a "look forward" into Orange County's future.

- Orange County's population size will grow by 260,000 residents over the next eight years, and it is critical the County prepares for this growth and anticipates the need for additional infrastructure and services.
- Growth will force tough, progressive, forward-thinking decisions, and elected leaders must be able to deal with conflicting views and find opportunities for collaboration and ways to unite.
- Advances in technology will provide an opportunity to retrain employees and local workforce for jobs that are either changing or do not currently exist.
- The region will become more connected to the rest of the state via higher-speed passenger rail and growing airports with more and more connectivity. Orange County must take advantage of this new connectivity and remain actively engaged in transportation and infrastructure opportunities.
- Orange County has an opportunity to lead efforts that will allow all residents to have equal opportunities, a path for upward mobility and tools to make a better life for themselves and their families. The County can positively impact these policies and help reverse inequality by ensuring these issues remain a top priority.
- The number of workers without medical insurance will continue to grow, further stressing public health clinics and leading to an increase in the number of patients seeking expensive emergency room treatment.
- Orange County must continue to be prepared for natural disasters that will likely impact our community.
- Public/private partnerships such as LIFT Orlando will show that a new way exists to allow all neighborhoods to prosper.
- While the economic future of Orange County is bright, we should be fiscally prepared for a possible economic downturn.
- The changes brought by innovation will continue to reshape the way we live and govern.
- As the social media environment continues to factionalize, the need for objective, transparent information, as well as the need for the County to bring disparate communities together, will increase.

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