

Broward County: 2012 Six Pillars Community Strategic Plan

PILLAR: Civic and Governance Systems (Ethics & Elections, Constitutional Amendment Reform, Government Efficiency & Accountability, Justice & Legal Systems, Civil Society)

2030 VISION

I. Prosperity and High Paying Jobs

II. Vibrant Communities

III. Global Competitiveness

GOAL 1: IMPROVE ETHICS IN GOVERNMENT

Strategy 1.1: Improve voter and business trust in government to make Broward County a national leader in ethical governance

Tactics:

- T1: Leverage and create programs to connect community leaders and government officials
- T2: Fully implement meaningful ethics reform programs at all levels of county, municipal government, school board, and constitutional offices
- T3: Establish consistent and transparent benchmarks and systems for tracking priorities, fiscal facts and accountability for all units of government
- T4: Provide countywide standardized web-based ethics training for all government employees, members of the business community, and others dealing with government

Strategy 1.2: Encourage public service and increase preparedness of candidates for all elected offices

Tactics:

- T5: Establish professional development training for government finance (i.e. budget, pensions, bonds, etc.), ethics, and operations (i.e. planning and zoning, CRA, etc.)
- T6: Encourage public and private sectors to identify and develop funding sources for continuing education for all candidates and elected officials in Broward County
- T7: Encourage candidates and elected officials to go through local leadership programs and encourage training in transformational leadership that looks to long term solutions

Metrics:

- M1: Percentage of Broward County units of government covered by role of an Inspector General
- M2: Annual report on ethics training program participation

Recommended Advocates:

Association of City Managers, Association of Mayors, Broward County Commission and constitutional offices, Broward County and municipal Boards, Broward County Council of Chambers (Chambers of Commerce), Broward County Inspector General, Broward County School Board, Broward League of Cities, citizen and watchdog groups, Greater Fort Lauderdale Alliance, Leadership Broward, local municipalities, Smart Growth Partnership, State Attorney's Office, South Florida Regional Planning Council, Supervisor of Elections, The Broward Workshop

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GOAL 2: INCREASE PARTICIPATION IN ELECTIONS

Strategy 2.1: Make Broward County a national leader in the percentage of voters participating in elections

Tactics:

- T8: Leverage and create programs to connect community leaders and government officials
- T9: Increase voter participation
- T10: Increase electorate knowledge and awareness by developing a program with Supervisor of Elections
- T11: Make government meetings more transparent by posting agendas and minutes in a timely manner
- T12: Consider making constitutional officers of Broward County non-partisan positions

Strategy 2.2: Reduce the number of elections in Broward County

Tactics:

- T13. Move local elections to November

Metrics:

- M3: Report on number of voter registrations and turnout

Recommended Advocates:

Association of City Managers, Association of Mayors, Broward County Commission and constitutional offices, Broward County and municipal Boards, Broward County Council of Chambers (Chambers of Commerce), Broward County School Board, Broward League of Cities, citizen and watchdog groups, Greater Fort Lauderdale Alliance, Leadership Broward, local municipalities, Supervisor of Elections, The Broward Workshop

GOAL 3: ENSURE STATE CONSTITUTIONAL AMENDMENTS AND LOCAL CHARTERS POSITIVELY BENEFIT OUR COMMUNITY

Strategy 3.1: Encourage the private sector to collaborate in assessing the impact of constitutional amendments on Broward County

Tactics:

- T14: Create forums to share relevant information among stakeholders
- T15: Encourage concise and clear language of all proposed constitutional amendments and local charter amendments

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T16: Create a forum of stakeholders to determine and publicize the pros and cons of proposed constitutional amendments to Broward County

**The current constitutional provision regarding unfunded mandates contains numerous exclusions, including all criminal and election laws, general and special appropriations acts, laws deemed to have an "insignificant fiscal impact," and others. The provision also allows the legislature, by two-thirds vote of each house, to enact unfunded mandates into law without any prior public notice or in-depth fiscal analysis.*

Metrics:

M4: Stakeholder forum created and pros and cons publicized

Recommended Advocates:

Association of City Managers, Association of Mayors, Broward County Commission and constitutional offices, Broward County and municipal Boards, Broward County Council of Chambers (Chambers of Commerce), citizen and watchdog groups, Greater Fort Lauderdale Alliance, Leadership Broward, local municipalities, Smart Growth Partnership, The Broward Workshop

GOAL 4: ACHIEVE EFFICIENCY, EFFECTIVENESS AND ACCOUNTABILITY TO IMPROVE LOCAL GOVERNMENTS

Strategy 4.1: Eliminate/streamline inefficient government practices

Tactics:

T17: Assess and identify wasteful and/or inefficient practices and find ways to consolidate county and municipal services and processes, and regulatory entities

T18: Consider privatization of certain services

T19: Review Broward County Charter Commission recommendations and Broward County Management Efficiency report and implement where applicable

T20: Collaborate to consolidate municipalities to eliminate duplication of government services, create quality of place, and ensure financial sustainability

T21: If appropriate, emulate best management practices to identify and implement operational efficiencies

T22: Centralize vendor and lobbyist registration databases for Broward County

T23: Require all governments that make financial decisions impacting more than one year to provide an actuarial report for long term impacts

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Strategy 4.2: Improve cooperation among all levels of local government

Tactics:

- T24: Where appropriate, review and revise existing Sunshine laws and ethics codes to encourage communication among elected officials as well as enhance citizen participation
- T25: Encourage existing entities/organizations and the legislative delegation to regularly and consistently communicate with all levels of Broward County government to identify key common issues and opportunities (i.e., restart "Megazone" Working Group Port, airport, hospital districts, Broward County Public School District, County government, etc., for the purpose of exchanging information)
- T26: Foster communication between community leaders and government officials

Strategy 4.3: Reform local compensation, benefits, and pension systems

Tactics:

- T27: Review and modify compensation systems to reflect current competitive realities for elected officials and civic servants

Strategy 4.4: Consider reformation of local tax structures

Tactics:

- T28: Revise tax structures to balance fundamental services with economic growth

Metrics:

- M5: Track number of municipalities
- M6: Track number of duplicate services being eliminated
- M7: Track number of unincorporated areas
- M8: Government employment

Recommended Advocates:

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GOAL 5: ADVANCE COMMUNITY UNDERSTANDING AND INVOLVEMENT OF THE JUDICIAL AND LEGISLATIVE SYSTEMS

Strategy 5.1: Broward County schools will have excellent civic education

Tactics:

- T29: Ensure that civic education includes field trips and hands-on experiences
- T30: Require that students demonstrate knowledge of the judicial and legislative systems
- T31: Host an annual civics month and encourage K through 12, colleges, and community afterschool programs to invite elected officials and community leaders to speak about the importance of being engaged in their local community as well as participating in the democratic process
- T32: Implement a Broward County schools program of instruction on Robert's Rules of Order
- T33: Tie Six-Pillar subject matter to school curriculum

Strategy 5.2: Educate the business community and general citizenry on the judicial and legislative systems

Tactics:

- T34: Provide state of the art web-based and mobile access to information
- T35: Organize workshops/town-hall meetings to improve communication between stakeholders
- T36: Educate stakeholders to understand the components of state, county and municipal budgets

Metrics:

- M9: Track number of civic education field trips and hands-on experiences
- M10: Track number of 7th grade students who demonstrate knowledge by passing
- M11: Track number of schools that offer a civics and governments week program during Florida Civic Government week in October

Recommended Advocates:

Association of City Managers, Association of Mayors, Broward County and municipal Boards, Broward County Council of Chambers (Chambers of Commerce), Broward County School Board, Broward League of Cities, Children's Services Council of Broward County, local municipalities, private schools

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GOAL 6: STRIVE FOR A CIVIL SOCIETY* (NON-GOVERNMENTAL ENTITIES) THAT MAXIMIZES COMBINED EFFORTS

Strategy 6.1: Improve communication between civil society stakeholders (chambers of commerce, business groups, religious organizations, HOAs, etc.) and the broader community

Tactics:

T37: Establish and maintain channels of open communication

T38: Utilize a shared planned event calendar

T39: Develop a network of public media outlets and a media strategy to provide the citizenry with information about Broward County civil society

Strategy 6.2: Foster Broward civil society interest in efficiency and accountability of governmental entities

Tactics:

T40: Educate civil society as to the link between government efficiency, accountability, and lower taxes

T41: Encourage Civil Society to establish and publicize performance standards for efficiency and accountability on the part of public officials

T42: Encourage Civil Society to establish and publicize performance standards for efficiency and accountability on the part of governmental entities

Strategy 6.3: Civil society should consider re-establishing and funding a fair campaign practices committee and explore use of that principle in other relevant areas

Tactics:

T43: Consider re-establishing and funding the fair campaign practices committee

T44: Consider assigning responsibility of implementing tactics T41 and T42 to the Fair Campaign Committee

** Civil society is the arena outside of the family, the state, and the market where people associate to advance common interests.[1] It is sometimes considered to include the family and the private sphere and then referred to as the "third sector" of society, distinct from government and business.[2] Dictionary.com's 21st Century Lexicon defines civil society as 1) the aggregate of non-governmental organizations and institutions that manifest interests and will of citizens or 2) individuals and organizations in a society which are independent of the government. Source: Wikipedia.com*

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Metrics:

M12: Create community calendar

M13: Track the number of events scheduled on the community calendar once it is created

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Additional Strategies and Tactics for Development and Refinement:

Determine if existing legislation regarding annexation of Broward County Unincorporated areas contributes to Goal #3

Review, and implement where feasible, the recommendations of the Broward County Charter Revision Committee

Review "Broward County" name to ensure it has appropriate brand recognition in the global marketplace

Require centralized and consistent lobbyist registration ordinances by all Broward County units of government

Encourage the use of the English language for governmental matters to achieve efficiencies

Close the loopholes on Florida Constitutional Article 7, Section 18 addressing unfunded mandates

Encourage the legislature to support revisions to the current unfunded mandates provision of the Florida Constitution that would eliminate unnecessary exemptions

Educate constituents about State Government efforts to implement legislation that fall within the exemptions of Article 7, Section 18 (d) of the Florida Constitution

Measure the financial impact of legislation implementing exemptions to Article 7, Section 18 (d) of the Florida Constitution