

# Vision Pinellas Strategic Plan



## Glossary of Strategic Terms and Abbreviations for Vision Pinellas

<b>Action Item Matrix</b>	This team management tool is a detailing of all the action items for a given strategic focus area. There is a standard established for the development of this tool (see Transportation, Utilities and Storm Water Strategic Focus Area Team's Action Item Matrix posted on the Sharepoint web site.) Each strategic focus area team is to have this tool developed in the County's standard format, keep it up to date, and post it on the team's Strategic Planning Sharepoint web site in its most current form
<b>Action Item Tracker</b>	This team member is responsible for developing and managing the team's action item matrix, keeping an eye on the team's action items, and advising the team when timelines are due or may not be met
<b>Action Plan</b>	A technique that documents everything that must be done to ensure the effective implementation of a time limited project, a targeted process improvement effort, or a countermeasure approach in a specific problem solving effort. The essential ingredients in an action plan are the steps that are to be followed, who is responsible for doing each of those steps, and the expected completion date for each step
<b>Baseline</b>	The basis for a graphic representation of data before a countermeasure or improvement is implemented. After the intended improvement is made, the baseline data should be

compared to the data for the period after the improvement was made to measure the effect of the improvement

**Benchmark**

An organizational process that is chosen as the object of comparison to another process because of its reported superior quality

**Benchmarking**

The process of determining which process within an industry of local government is the best, and then taking specific actions to surpass the performance of that best-in-class performance. There are three types of benchmarking: internal (within an organization), functional (across organizations within an industry), and cross functional (across industries).

**Comparative Analysis**

Comparing the performance of one process, program or service with that of another

**Countermeasure**

An action or measure taken by a team to make an intended process improvement

**CPM**

Certified Public Manager Program or ICMA's Center for Performance Measurement

**Customer**

The person or group who receives the output (product or service) of a process, program or service. The customer may be external or internal to the organization

**Data**

Facts which may be in the form of charts, numbers, words, or photographs

**EDRH**

Economic Development, Redevelopment & Housing Strategic Focus Area

**EG**

Effective Government Strategic Focus Area

**EOSRC**

Environment, Open Spaces, Recreation & Culture Strategic Focus Area

**Exhibit Log Keeper**

The team's hard copy reference documents are held and stored on the Strategic Planning

Sharepoint web site, and brought to each team meeting by this team member

**Facilitation**

The process of improving the flow, rhythm and production of a specific meeting, team and/or organization as guided by a trained facilitator

**FBC**

Florida Benchmarking Consortium. This group caters to the comparative analysis needs of local governments in the State of Florida. Their web site is: [www.flbenchmark.org](http://www.flbenchmark.org)

**Goal**

The documented long-range, intended results of the organization as stated relative to its key performance measures both strategic (3 to 5 years) and operational (annual)

**Ground Rules Enforcer**

This team role is rotated to a new team member at each team meeting. At each meeting, one of the team volunteers to keep a copy of the ground rules in plain view and reminds members when they are in jeopardy of breaking a rule

**ICMA**

International City/County Management Association. This association is in business to assist local governments with a variety of issues concerning public administrators nation wide. Their web site is: [www.icma.org](http://www.icma.org)

**Livable Communities**

Urban environments where walking, bicycling and transit service is safe, comfortable and efficient and where the physical environment offers an interesting and unique experience from the standpoint of streets, land and building design. Another key aspect of livable communities is the mixing of land uses which allows people to live closer to their points of destination such as shopping and work locations.

**Minutes Keeper**

Responsible for setting and distributing all meeting agendas, meeting minutes, distributing minutes and posting them to Strategic Planning Sharepoint web site, and scheduling meetings with the Team Lead

<b>Mission</b>	<p>What an organization does. Pinellas County's Mission is:  <i>"Committed to progressive public policy, courteous public contact, judicious exercise of authority, and sound management of public resources, to meet the needs and concerns of our citizens today and tomorrow"</i></p>
<b>Opportunities for Improvement</b>	<p>The opposite of 'strengths,' these are the next step improvement efforts for an organization as determined by its teams with or without help from outside the organization</p>
<b>P-D-C-A</b>	<p>Plan-Do-Check-Act cycle or wheel. This basic and continuous improvement process starts out with everyone involved developing and documenting a plan of approach (Plan). The next step is to follow that plan as written (Do). As the implementation of the team's plan is going on, there will be times when things don't go as planned. Some documentation of those concerns (Check) will be necessary. To keep on the intended path, some adjustment (Act) will be necessary in both improving and documenting a change to the team's original plan.</p>
<b>Performance</b>	<p>Financial or non-financial output results information obtained from processes, products, programs or services that is subject to evaluation and comparison relative to past results, industry standards, goals, and to others performance</p>
<b>Plus/Delta</b>	<p>The process a team goes through in discussing what went well (the +'s) and what could have gone better (the -'s or deltas) following each team meeting. This is done just prior to scheduling and setting the agenda for the next team meeting</p>
<b>PS</b>	<p>Public Safety Strategic Focus Area</p>
<b>SFA</b>	<p>Strategic Focus Area</p>

**SFA Team**

There is a team for each strategic focus area with representation from several related County departments

**SFA Team Lead**

Chosen by the Effective Government Strategic Focus Area Team to organize each Strategic Focus Area team, ensures that team members are fulfilling their team roles, makes sure that the team is functioning well, leads the team meetings, sets schedules, ensures quarterly reporting and other deadlines are met, communicates regularly with all team members, and serves as a member of the Effective Government Strategic Focus Area Team

**SFA Team Liaison**

One or more team members from each strategic focus area team are to serve as a liaison from their team to coordinate and collectively solve administrative problems and other concerns that may affect the other strategic focus area teams. These team members will be expected to meet separately as the SFA Liaisons Team to review and resolve matters that arise and may impact the overall structure and dealings of the strategic focus area teams. Items that could be discussed may include: training needs of the teams, strategy deployment resources, procedural matters, facilitation tools and techniques, internal and external communication strategies, and other common issues/challenges that may need to be brought to the attention of the Effective Government SFA Team

**Sharepoint**

This is an innovative web site (separate from the County web site) that the County has established to assist teams with sharing and improving their work process, work products and their services over time

**Stakeholder**

Any person or group (including customers) who are affected by a process, program or service

**Strategic Focus Area**

A common grouping of County programs and services. There are six strategic focus areas, including:

- 1) Effective Government
- 2) Economic Development, Redevelopment & Housing,
- 3) Environment, Open Spaces, Recreation & Culture,
- 4) Health & Human Services,
- 5) Public Safety, and
- 6) Transportation, Utilities and Storm Water

**Strategic Plan**

An organization's process of defining its goals & strategies over a period of time that: sets priorities and makes budget decisions, helps anticipate changes in the environment and adjust accordingly, and establishes shared goals & strategies to help align everyone's activities with the direction of the organization

**Strategy**

A macro-level approach used in the strategic planning process to accomplish a strategic goal or set of strategic goals.

**Strengths**

The opposite of 'opportunities for improvement,' these are the causes for both team and organization wide celebration, and also should serve as the source for internal benchmarking within the organization (between the departments and agencies of the County)

**Sustainability**

A process by which governments, private and non-profit organizations, households and individuals make collaborative and individual efforts to achieve continuing economic prosperity while improving the state of the natural environment and providing a high quality of life for our entire community.

**Team Facilitator**

This person facilitates discussion at team meetings, documents the goings on of the team for all to see during meetings (on flip chart paper, on a projected computer screen, on dry erase boards, etc.), assisting the team members to gain consensus on the points

discussed by noting what is discussed, what has been determined, and what the team's decisions are related to each of the team's projects on an ongoing basis

**Team Financial/ Data Analyst** Responsible for total cost and unit cost calculations associated with the strategic focus area. Has access to the county's financial software systems and other accounting and budget data. Coordinates the data collection process with designated staff from around the County. Analyzes and summarizes the associated performance measurement data and produces data analysis and data summary reports for the team's consideration. Recommends both new performance measures and changes to the data definitions for established performance measures

**Timekeeper** This team role is rotated to a new team member at each team meeting. At each meeting, one of the team volunteers to help the team by watching the clock and reminding the Team Lead when the time is up for each agenda item from the timed agenda

**TUS** Transportation, Utilities & Storm Water Strategic Focus Area

**Values** The guiding principles of an organization. Pinellas County's Values are:  
*"We will be sensitive to the needs of individuals while recognizing our responsibility to the community as a whole, We believe, as employees and citizens of the community, that we share the responsibility to contribute toward the community's vitality, We believe it is our responsibility to improve the overall quality of life through the sound management and preservation of the environmental resources entrusted to us, We will treat every employee with dignity recognizing the value of each individual's work, and All shall be provided equal opportunity, a safe workplace and the opportunity for professional and personal growth. These, our values, will guide the*

*development and implementation of Pinellas County policy for a better tomorrow.”*

**Vision**

Where the organization sees itself in the future. Pinellas County’s Vision is:

*“We are working to be the standard for public service in America by placing the highest importance on: the quality of our service, having our customers think highly of us, and a sense of commitment and pride among us.”*

**Vision Pinellas**

The name of Pinellas County’s Strategic Plan

