

**BOARD OF COUNTY COMMISSIONERS - GOAL SETTING WORKSHOP**

**JULY 15, 2008**

A Goal Setting Workshop was held at the Mid County Library, Port Charlotte, Florida. The following members were present: Chairman D'Aprile, Commissioner Duffy, Commissioner Moore, Commissioner Cummings, and Commissioner Loftus. Also in attendance were County Attorney Knowlton, County Administrator Baltz, and Deputy Clerk Manley. The following members were absent: None. The meeting was called to order at **1:30 PM**.

A. County Administrator goal setting discussion.

**Chairman D'Aprile** explained the purpose of the meeting is to give staff direction of goals they see for the future, and turned the meeting over to County Administrator Baltz.

Mr. Baltz explained that in the past consultants have acted as facilitators but that there is no consultant for the meeting today; that the purpose is to discuss goal setting; that they could follow the sheet provided as a process or take the discussion anywhere the Board wishes; and indicated that the exchange he would like to see is for everyone present to speak in a plain, straightforward manner, about anything they want to talk about.

Mr. Baltz said the sheet furnished dated July 15, 2008 reflects the kind of statements that we have as an organization; indicated the County Mission Statement "To be the energy in making Charlotte County a beautiful and enriching place to live" and County Vision Statement "To exceed expectations in the delivery of public services" were put into place about three (3) years ago after management sessions in which employee input was requested; that these statements are reflected in much of the County paperwork that goes out and is part of the branding process we are trying to accomplish for Charlotte County.

Mr. Baltz stated that five (5) values were established: Integrity, Customer Service, Partnership, Innovation, and Stewardship; and indicated that these three (3) things are supposed to permeate our organization; and they are supposed to be statements that are important to us as a County Government.

Mr. Baltz indicated there were a couple things that happen where this comes out; that we have a hiring freeze in place, but there are positions that become vacant, and new employees are hired; that Ms. Shoemaker and he meet with every group of new employees and share these statements with those employees; that each employee gets a card with those statements on it; and it is explained that these are the types of concepts we want every Charlotte County employee thinking about. Mr. Baltz advised the card has been in place for about three (3) years; that once we came up with this mission vision of values we have really made an organization-wide effort to spread that out as a message to all the staff who work here.

Mr. Baltz stated that what we talk about through Human Resources (HR) is that we use the phrase "alignment"; that whatever we say we are supposed to be as a County Government is supposed to be in alignment; the broad concepts are supposed to be in alignment with what we say the goals of the Board of County Commissioners (BOCC/Board), County Administrator, Directors, etc. are; that there is supposed to be a connection to one another; and we try to give employees training on how to do that as we set goals, do evaluations, and proceed forward.

1. Review of past BOCC goals/revise and update as desired.

2007 Goals - Objectives - Tasks (G.O.T.) example - Attachment A, Six strategic goals identified.

2008 Goals topics example - Attachment B, Eight strategic goals identified.

Mr. Baltz explained that included in the packet is a review of the past BOCC goals, listed as "A", which were goals set about twelve (12) months ago in 2007. Mr. Baltz reminded the Board of a session held at the Charlotte Harbor Yacht Club with the facilitator present where these six (6) goals were set; indicated that under the Goals are Objectives and Tasks(G.O.T.) that were established; that each flow together and are supposed to support our Values, Vision and Mission.

Mr. Baltz said he attached Exhibit "A" because it was only about a year ago that was done; and indicated that Exhibit "A" was one of seven (7) criteria the Board evaluated the former

Administrator on this past year, in addition to Exhibit "C" attached in the packet. Commissioner Duffy clarified this was only used one year. Mr. Baltz replied affirmatively. Commissioner Duffy asked when the G.O.T's were done. Mr. Baltz said it was done June 2007.

Mr. Baltz stated that Herb Marlowe facilitated a session in February 2008 at the Port Charlotte Beach Complex; that from that session came Exhibit "B" and eight (8) G.O.T.'s; and indicated in light of transitions that have occurred perhaps there could be conversation about if what was produced in February 2008 is still applicable where the Board is concerned, possibly reconfirm this list, or revise and update if needed.

Exhibit "B"

Goal 1 - Develop near and long term strategic financial plan.

Mr. Baltz opined this is very applicable and indicated that he had requested Jackie Stevens from Human Resources (HR) to be present at the meeting today to assist him in capturing what the Board says.

**Commissioner Cummings** said what he sees missing on "A" is in looking at revenue and expense projections for multi-year; that we are already beginning to do that but we should begin doing a minimum 3-5 year revenue and expense projections, operationally; indicated that our ad valorem revenue stream has become much more predictable in light of the statutory changes that were made.

Mr. Baltz said with that predictability we also have some revenue streams that have less predictability; that franchise fees and state revenue sharing are down this year; that revenues from sources other than ad valorem are down almost \$4 Million; that there are some revenue sources not yet tapped such as the Payment in Lieu of Taxes (PILT) discussed regarding Charlotte County Utilities (CCU); and that we have not yet talked in earnest about something called a municipal utility tax which can be applied to electricity, but would not be easy because of Florida Power and Light's (FPL's) proposed increase. Mr. Baltz said he asked Ray Sandrock and some of the County staff to begin looking into these areas; that the focus groups came up with

some eighty plus (80+) suggestions; that a process has been put into place to follow up on every suggestion received; that the question he has today is that we are aggressively pursuing all alternative revenue services we have, but while some of those alternative revenue sources will be difficult to look at administratively or politically, we will do that and need to know that is okay with the BOCC, or if it is a maybe, dependent on what we come back with.

**Commissioner Loftus** said he would like to see all options. Mr. Baltz said some would be things talked about in the past and some would be controversial; and the approach, unless told otherwise, is to aggressively research the options and review them with the Commission with a common sense approach.

**Commissioner Cummings** expressed caution in doing this; indicated how deeply he wants to go into considering giving options would depend on how deeply of a hole the County finds itself in as time goes on with the ad valorem this year. **Commissioner Cummings** stated he is reluctant to start charging PILT to CCU customers because it is putting a disproportionate share of the tax burden on CCU customers; that if we find ourselves in a situation that we are not maintaining essential services and meeting our legal requirements or even doing what is good and prudent to prevent public safety problems, then we start looking at the lesser of two evils, and if we don't have any place to go then we start looking at some of the more burdensome options, so some of it would depend on how deep a hole we find ourselves in, and one of the reasons he wants to see a 3-5 year ad valorem projections, run that up against other revenue losses we anticipate, understanding there is a fair amount of guess work in that, run that up against what is anticipated for the expenses, and see how big a hole we have; and then start looking at the other options, picking and choosing based on which ones we think have the greatest merit.

Mr. Baltz agreed and said he thinks that is a very appropriate way to phrase it. Mr. Baltz said he has not had an opportunity to brief all the Commissioners individually on CCU and PILT, which is a payment CCU would make to the County; indicated there is another payment called Payment Equal to Taxes (PETT), which is done in other states, but not here; that the CCU rate study was done about two (2) years ago and rates put in place

for CCU; that many of the assumptions that went into the rates have not come to pass, such as growth factored in, number of new accounts we would bring in, etc.; that Consultant Henry Thomas was brought in to do a feasibility update of where we are with CCU; that our rate study factored in over 1,000 new accounts coming on each year and this year so far we have had about 300 new accounts and we don't expect much more; that we factored in close to a 6% growth rate; and the feasibility study shows our growth rate is actually closer to just over 1% in Charlotte County for utility issues; that it is nothing to be alarmed about, but we need to keep an eye on that and that a report would be brought back to the Board in the coming weeks for review.

Mr. Baltz explained there are eight (8) goals that he wants to talk about to re-confirm they continue to be the goals the Board wants our County government focused on; indicated from that a lot of other things flow; and asked if the Board re-confirms that Goal 1, Develop near and long term strategic Financial plan continues to be a goal. **(Consensus)**

**Chairman D'Aprile** indicated Mr. Baltz' was previously looking for a nod of heads to look at reducing sources in many ways; and agreed that all options must be reviewed, even if they are not approved later; and opined the problem would come in future years more so than this year. Mr. Baltz stated that Budget Director Raymond Sandrock gave a report that if we do not go to some kind of rollup this fiscal year that the following fiscal year we would see the continuing affects of Amendment #1, combined with decrease in property valuations and other revenues, of approximately \$37 Million. Mr. Baltz explained he is trying to get a sense from the Commissioners that nothing is off the table for evaluation and analysis; and that anything brought to our attention would be aggressively researched through a systematic, common sense approach.

**Commissioner Duffy** clarified that Mr. Baltz' planned to take a hard look at the overall organizational structure. Mr. Baltz explained it is on the list. **Commissioner Moore** agreed that everything should be on the table, but indicated expectations must be managed at the same time because there are other jobs to be done as well.

Mr. Baltz stated his obligation to the Board is to be certain they know what is going on and not be surprised; indicated that they are presently reviewing the non-emergency transportation business and other such issues to determine if there is an opportunity to generate revenues to the County; that before talking about implementing those kind of things they must have conversations at the Commission level to approve them going forward.

**Chairman D'Aprile** expressed concern with ideas that come up that are attacked by bureaucracy of government and provided examples; inquired how those ideas could be easier understood; and opined purchasing should be looked at more carefully.

Mr. Baltz recalled **Chairman D'Aprile's** previous comments on MSBU's going countywide. **Chairman D'Aprile** opined this is the only way to make it work and the way it is done throughout the country; stated that many suggestions he made, including countywide MSBU's, were not carried forward and just died. **Chairman D'Aprile** expressed concern that there has been little printed of the good things the Commissioners have done; opined it is the job of staff to make the Commission look good, not disgrace it or do things that would not benefit it; pointed out that something that came about from one of his suggestions is the Charlotte Link newsletter, which is a good accomplishment and educates the public; and indicated it needs to be addressed that the Commission cares.

Mr. Baltz explained that the role of his position and staff is "A" political; that it is not their job to get anyone elected, but when the County Commissioners look for a response or want something put in place it is his and staff's job to get a response or put the request/item in place, and by doing so make the Board collectively successful; and that is the approach he and staff would take. Mr. Baltz said the manner in which he approaches the job is when he hears something from the Commissioners it is a priority at the time he hears it, not later.

**Commissioner Loftus** agreed with **Chairman D'Aprile** that staff pooh-poohed many things suggested, indicating it created this problem or that problem; stated that vendors in the parks has been discussed for years and is just now coming back around; and

opined this is a revenue source. **Chairman D'Aprile** said every time a dollar is made it creates some little problem; that the idea is to make some revenue for the parks and keep ad valorem down; and that it is being overlooked.

Mr. Baltz reported there is a Director's meeting every Thursday morning and reviewed what occurs at those meetings to capture "directives" that have been given by the Board; indicated that directives are assigned to the department head to follow up on; and that he hopes not so many items that are brought up will fall through the cracks.

Mr. Baltz explained the County organizational structure has seventeen (17) stand alone departments; that he is looking at all of that in light of transitions the County is going through; that he is not ready to bring anything forward yet, but is looking at ways to organize functionally; that these are unpleasant tasks sometimes, but they must be looked at.

Mr. Baltz indicated what was recommended for next fiscal year is staffing levels that are slightly levels than those of FY04/05. **Commissioner Duffy** expressed concern with public response. **Commissioner Moore** said some of the public would agree, some would not, but agrees with it personally.

**Commissioner Cummings** asked how many people are lost through natural attrition through a given year. Mr. Baltz and Ms. Stevens were not certain. **Commissioner Cummings** indicated if the average employee worked for the County ten (10) years and there are 1200 employees, it would be 120 per year; opined that employee moral translates directly into productivity, and if we are careful with what we do with employee moral it would pay dividends; and inquired if these changes need to be made could employee moral be kept up and this be accomplished through natural attrition. **Commissioner Cummings** pointed out we must create the right environmental and be careful that those who quit are not those who are the most capable. Mr. Baltz stated this is another challenge and agreed with **Commissioner Cummings**.

**Commissioner Duffy** inquired if **Commissioner Cummings** is thinking of going through natural attrition rather than employee layoffs. **Commissioner Cummings** said he is suggesting that rather than

doing it all right now, explore the idea of doing it more gradually and save the jobs we can.

**Commissioner Moore** commented on shifting full time positions to part time positions in Parks and Recreation; and stated he views this move as important for that department. **Commissioner Cummings** said this is one of the areas with the greatest opportunity to do it by attrition; and indicated Public Works would be a greater example.

**Commissioner Loftus** agreed with **Commissioner Moore**; indicated we must change the philosophy on the way we handle the County; that he cares about the employees but these are hard times worldwide; that it will be a long time coming out of these hardships; and it is our responsibility even if employees must be laid off.

**Chairman D'Aprile** commented on four (4) ten (10) hours per day work week; indicated that about nineteen (19) counties are saving \$3-\$6 Million per year by going with the four (4) ten (10) hours per day and the building closed for one (1) full day; and indicated he would like to look at that to see how effective it would be in savings of electric, water, fuel, etc. **Commissioner Loftus** stated that the School Administration last year during the summertime went to a four (4) day work week. **Commissioner Duffy** said they have done that for years.

Attorney Knowlton advised that Leon and Hillsborough Counties and Leon County court systems are going to the four (4) ten (10) hours per day. Mr. Baltz said he understands the advantage of the four (4)-day workweek to moral, but wants to evaluate the benefit to the organization as well as to the employees. Mr. Baltz explained there are some pockets in Charlotte County where this is done already, such as Public Works; indicated that it was being done in CCU but stopped because operationally there were some problems in customer service; but stated this would be looked into further.

Ms. Shoemaker reported that Public Works operates five (5) days per week. **Chairman D'Aprile** stated he is not talking about any of the services offered, but possibly in administration-type; and indicated this is not a permanent thing, but possibly short-term in order to possibly save dollars. **Commissioner Moore** agreed to keep it permanent if it works well. **Chairman D'Aprile**

said most people are accustomed to five (5) days for government; that he is not a proponent of a long-term four (4) day work week; but would like to look at it on a temporary basis.

**Commissioner Cummings** said he does not have strong feelings about it either way; but indicated that if done in any substantive way across the larger part of the organization you would have to accept that some of the services people come in for in the course of business would not be available on that given day.

**Chairman D'Aprile** asked how much money was saved by shutting the electric off all the time. **Commissioner Loftus** said \$613,000 was saved in six (6) months.

**Commissioner Duffy** agreed the four (4) day work week should be looked at; and inquired if the cuts made in spending and employee position cuts are back on the table now because of possibly increasing the millage rate. Mr. Baltz said he has not heard that. **Commissioner Duffy** indicated she has been contacted by many employees and opined that is what the employees think.

Mr. Baltz explained that the budget strategies put forward so far continue to be in place; that the Commissioners have indicated a willingness to go to the rollup rate and continue to work over the next few months to finalize the budget; and indicated that staff would be prepared to be more flexible if told by the Commissioners to do so. Mr. Baltz stated he had intended to proceed with layoffs beginning this year, but did not do so; pointed out that any time County government adds or eliminates positions the Commissioners are supposed to approve it; and indicated that it would be brought back to the Commission for review and official action. Mr. Baltz said the reason we were thinking about beginning the layoff process now was to give us several weeks leading up to the end of the fiscal year and the monetary savings associated with doing that now rather than waiting to the end of the fiscal year.

**Commissioner Duffy** advised that the final millage rate would not be set until the end, which would now allow much time. Mr. Baltz stated the issue would be brought before the Commission in a few days. **Commissioner Loftus** opined that once the direction

we are going in is known some of the employee's anxiety would be alleviated.

Mr. Baltz explained that he does not want to appear militant or dramatic, but that he would be looking at the organizational structure, different models, and talking with the Commissioners in depth in the upcoming weeks and months; indicated that if the Board is looking for a caretaker-kind-of-approach that is not what he is bringing; that he would be looking and analyzing where he sees a need for change and recommending changes; pointed out that in order to change the organizational structure recommendations he makes must be approved by the County Commissioners; and requested response from the Board.

**Commissioner Loftus** said on a daily basis we see the private sector having to make organizational changes; indicated we are in a crucial economic state and it is our responsibility, whether an economic down-turn or not, to occasionally look at our structure to determine how much more cost effective we can deliver services; and stated he is in full agreement with Mr. Baltz.

**Commissioner Duffy** said he has her full support to do whatever change that needs to be done.

**Commissioner Moore** said he does not disagree with **Commissioners Loftus** or **Duffy**; indicated that the Board seems to stutter, side step and delay but it is not all their fault; that the biggest penalty is not the Board's image but the frustration it gives to the public; that we are in a tough spot because we are blessed by Sunshine Laws; opined there is more that can be done on being prepared for meetings and issues, doing our homework, and having our homework be accurate, and look more decisive in front of the public; and stated he agreed with Mr. Baltz' proposal.

**Commissioner Cummings** said he has no problem with what Mr. Baltz' thinks needs to be done to the organizational chart; indicated that sometimes people get too wrapped up in titles, but if you get more work done by giving titles, that is okay; that sometimes structural changes can be made and called anything and if it motivates employees that is great; and suggested keeping this in mind when looking at the changes.

Mr. Baltz paraphrased **Commissioner Cummings's** often said standard of "is this good for Charlotte County and its citizens"; and indicated this is an overriding way he looks at things, along with productivity and cost, and is the approach he would take.

**Chairman D'Aprile** stated that Mr. Baltz should do whatever he needs to do. Mr. Baltz agreed that every organization has its own organizational culture; that there is great importance placed on position titles; and that would be kept in mind.

Mr. Baltz referenced Objectives "A" and "B" of Goal 1 in Exhibit "B", and asked if the Board re-confirms those objectives under that Goal. **Commissioner Loftus** and **Chairman D'Aprile** replied affirmatively.

**Commissioner Duffy** requested further explanation on the long-term plan. Mr. Baltz said there is more work to be done on that; that after today's session a document would be produced from what we talked about, circulate it to the Board members, and request feedback before it is finalized; and stated what he sees under that is a plan, part of which is that we would take the 87 plus suggestions and research each of them.

**Commissioner Duffy** opined the financial aspect is driven by the real strategic plan; that the operations part of it drives the financial part of it, which is hard to do with revenue going up and down; and inquired how the revenue could possibly be estimated 5 years and 10 years out.

Mr. Baltz explained there is a lot of guess work involved such as when the CCU rate study was done; that we build in assumptions of what the growth rate would be, what the issues that impact the revenues would be, what the need for expenditures would be, and what the capital projects needs would be, and sit down with the Budget Department and try to analyze what is realistic. Mr. Baltz opined the process would not be difficult; that assumptions would be built in that may or may not be correct, but it would give a model to work with.

**Commissioner Duffy** stated we presently have a declined growth pattern and property values, etc. but that history shows trends that hopefully would reverse themselves in five (5) years; and

asked if we could make projections for 2012. Mr. Baltz said that is what we are talking about, making assumptions for the future.

**Commissioner Moore** expressed concern that when talking about those things the public accuses the Board of spending whatever is given. **Commissioner Duffy** opined it would be favorable if the projections could be made; and said in her mind she thought expenditures and taxes would be reduced this year and then next year and the following years we would have to go up a little until we get to a level playing field and then try to keep it balanced. **Commissioner Moore** said the problem is many of the cuts are one-time and it doesn't last; indicated he had not wanted to go to this step of the program until he knew how tight he could pull the belt in; and that he never suggested we could keep the millage where it was.

**Commissioner Cummings** said the State law right now is whatever level in any given year you set your ad valorem taxes at, from that point on forever, assuming they do not change the law, you have the same amount of money per person and you cannot increase it ever. **Commissioner Duffy** acknowledged her understanding, but indicated the problem is we were so high with spending that we now have a downward spiral.

**Commissioner Cummings** commented on trying to stay within a cap; indicated that cap was less restrictive than the one we are trying to deal with now; and stated the issue is every amount we reduce now speeds up the day the train wreck happens.

**Commissioner Moore** asked when we would talk about the insurance and other things the Board has been briefed on. Mr. Baltz stated that would be part of the efficiency item list, but indicated that today he would like to establish and reaffirm the Goals and Objectives; and said the Tasks need a lot more work. Mr. Baltz said you are seeing a lot of things that would be followed up in the aftermath of this meeting, and he would rather not focus on those details at this sitting, but keep the focus on the Goals and Objectives. Mr. Baltz inquired if the Board was okay with Goal 1 and Objectives A and B in Exhibit "B". (**Consensus.**)

Goal 2 - **Re-write the Comprehensive Plan (Comp Plan).**

Mr. Baltz explained the Comp Plan re-write is underway; that we have embarked on Smart Charlotte 2050 and given a presentation to the Board; and reviewed Objectives identified under that Goal. Mr. Baltz asked if this was still one of the top 8 Goals.

**Commissioner Loftus** opined the new Comprehensive Plan is very important. Mr. Baltz pointed out that the Comp Plan re-write process has just begun and that there would be a lot of community outreach; indicated that he has discussed with **Commissioner Cummings** the manner in which it was done in the past, which seemed to take a long time; that it was somewhat a successful effort and they would like to duplicate that.

**Commissioner Cummings** said you probably do not need to spend the three (3) years like before, but expressed concern that the current timeline would not allow as sufficient outreach to produce the results desired.

**Commissioner Duffy** informed the Board that the School Board did a visioning process similar to the Comp Plan about a year ago and got feedback from the community; indicated that School Superintendent Dr. David Gaylor knows the process and offered to help the County train our employees on how to do this. **Commissioner Cummings** said it is not a problem to bring in additional assistance. **Commissioner Loftus** agreed the School Board was very successful. Mr. Baltz said he is not opposed to that at all. (**Consensus.**)

Mr. Baltz explained that the second objective, which is Re-write of Land Development Regulations (LDR's) has been going on for some period of time. **Commissioner Cummings** commented on the need to explore lower impact rural estate-type development regarding the LDR's and converting land from AG to a residential use, even if the zoning remains AG; and avoid urban sprawl.

Goal 3 - Continue and strengthen comprehensive water supply and conservation.

Mr. Baltz requested re-confirmation that the Board agrees Goal 3 needs to be at the top tier of things being addressed and keeping track of in Charlotte County. **Commissioner Duffy** inquired if we mean to say "continue to strength" instead of

"continue and strength". **Commissioner Cummings** opined it would be interpreted the same with either word.

Mr. Baltz reviewed objectives A-D; indicated these are all strategies that we have had at CCU for a long time; pointed out that last month was the lowest water use month we have ever seen in Charlotte County, which was 9mgd of water used; that we have an allocation of 12.75 mgd from the Water Authority, even though they can't always deliver that; and stated that perhaps users are hearing our conversation requests and or in these economic times making a conscience effort to save money, or possibly there is a lower population, or maybe a combination.

**Commissioner Cummings** opined now is not the time to take on a big sewer retrofit program, but indicated when the market comes back we need to be positioned to do a sewer expansion such as was done off Peachland Boulevard where the builders came in and had a Parade of Homes; and stated that later down the line we need to be positioned to create some of those opportunities for builders to build inside the urban infill area.

**Commissioner Loftus** pointed out that Manchester and Spring Lake are moving forward with a central sewer system.

**Commissioner Duffy** commented on Objective A and indicated she was thinking ahead for Mr. Baltz' benefit if this ends up in his evaluation as our goals; and inquired if this was feasible because it appears it would take a long time to get two (2) Reverse Osmosis (RO) plants up and running. Mr. Baltz said he would appreciate as we go through this and talk about goals, and if we continue the past practice of these goals becoming something that he would be evaluated on, he asks that they be reasonable and fair in the statements and not have goals that he has no control of; let him succeed or fail on his merits, not on what others do that are pre-conditions of whether he can get that goal done or not. **(Consensus)**

Mr. Baltz said he is not concerned about that statement because it says "as funding becomes available". **Commissioner Cummings** said we have time before we need to worry about these things coming on line. Mr. Baltz said we do not need to dwell in this area, and commented on numbers and our demand compared to our allocation with the Water Authority and how that is handled.

**Commissioner Loftus** explained at the last Water Authority meeting it was stated that you only pay for what you use and commented further on his understanding of how the County is charged. Mr. Baltz agreed there is a base rate and a variable rate; and indicated Charlotte County would pay about \$11 Million to the Water Authority in the coming year.

Mr. Baltz inquired if the Board re-confirms Goal 3. (**Consensus**).

Goal 4 - Revise MSBUs.

**Commissioner Moore** agreed this belongs on the list and probably priority number 8, but opined there is a problem and one day will burn us. Mr. Baltz stated if the Board gives him a go-ahead to revise MSBUs he would bring them a plan to revise the MSBUs; and inquired if the Board wants it to continue to be stated the way it is currently worded or change to "evaluate conditions to the MSBUs" or "analyze and consider revising the MSBUs".

**Chairman D'Aprile** stated the MSBU revision is not a decision made by the County Commission; that it is a decision to be made by the general public and must go out for a vote; and indicated the public wanted this and we must prove to the public there is a better method.

**Commissioner Loftus** opined there are legalities on the way it was previously presented; that the issue is the fairness and legality of it; and agreed it is something we must deal with.

**Chairman D'Aprile** asked what the legalities were. **Commissioner Moore** said it was for those who do not want to use the road and pay MSBUs and the Board said okay for years and did not fight it; indicated it can happen where there is a point our responsibility as a County Government has not been met; stated that the Ranchettes area, Tropical Gulf Acres, and Farabee Road, are potentials; indicated he does not want to do it now; but believes it is serious, and thinks it should be evaluated. **Commissioner Loftus** agreed it needs to be re-evaluated.

County Attorney Janette Knowlton suggested using the word "analyze" instead of "revise". Mr. Baltz clarified that the Board would like to see an analysis of the County's MSBU system.  
**(Consensus)**

**Commissioner Cummings** commented on the funding sources and said if the legal issues get too overbroad we cannot meet the legal test for a MSBU; and indicated that a MSTU is less restrictive. **Commissioner Cummings** said he likes the idea of having a larger MSBU that can do cost subsidizations because there are no other revenues to go to and we must find a way to solve the most severe problems within the MSBU with MSBU monies; that even if we make it one large MSBU it would still be the same number of parcels with the same linear feet of roads and the same feet of swales; that it does not create any new money and the overall average would be the same; that it might allow one area to subsidize another, which would make many people unhappy, but at some point it must be done; and pointed out it is the same amount of revenue but distributed differently. **Commissioner Cummings** opined ideally is to have three (3) large MSBU's that could subsidize one another for maintaining the base level of service but still have the individual neighborhoods for places that want to go above and beyond with neighborhood plans; indicated we have gotten ourselves in trouble by allowing the advisory committees to have so much control that they say they are not going to do anything, but not admit the roads are falling apart; and exemplified Tropical Gulf Acres, which chose not to solve the problem and may now need subsidizing to get out of the trouble it is in; and stated that we need to establish a baseline level of service, tell the advisory committees they cannot go below that, but they can exceed it if they wish.

**Chairman D'Aprile** said he understands but believes it is a selfish way for certain areas to look at it; indicated he is just trying to simplify the taxing method; opined everyone should chip in each year; that it could be prioritized; and suggested \$100 per year for each land owner/home owner.

**Commissioner Loftus** said there are legal issues. **Chairman D'Aprile** said he is not happy with that; and indicated in New York and other states there are no MSBU's, but there is a flat fee for road, street, and drainage tax. **Commissioner Cummings** pointed out that is a countywide MSBU, but they just did not

call it that. **Commissioner Duffy** asked why we could not do that. **Commissioner Loftus** commented on the Escambia Fund issue in 1986 with surplus funds.

**Commissioner Moore** advised he must leave at 3:30 PM and asked if the Board had reached a consensus that this is an important issue, we do not know how to get the funding, and it will bite us someday.

Mr. Baltz suggested the following changes under Goal 4: that the Goal be "Analyze the County MSBU system", eliminate the first bullet, and leave the remaining two bullets; that Objective A. would be "Evaluate funding and re-structuring opportunities", eliminate "B", and leave "C", "Ensure that safety issues are being funded (establish and maintain minimum levels). **Commissioner Cummings** clarified that would still allow the exploration of the three (3) large street and drainage MSBU's as an addition to the existing MSBU's, but they would take funding demands out from the existing ones. (**Consensus.**)

**Chairman D'Aprile** commented on bonding out and getting the roads done immediately for the MSBU's for one large MSBU. **Commissioner Cummings** said if we are prepared to make the decision regardless in the MSBU meetings for the individual MSBU's, the Board has the legal authority to do it now.

Goal 5 - Resolve the phosphate situation.

Mr. Baltz explained all these goals are County goals, not his specific goals; that the goal statements would just be a part of his evaluation to the extent of saying the County Administrator has been responsive to the goals or attempted to support the overall County goal efforts; that he alone would not be expected to resolve the phosphate issue or the other ambitious statements, but if they are statements about what the Commissioners or County want to do it is appropriate to have them listed because they are the County/BOCC goals.

Mr. Baltz inquired if Goal 5, Resolve the phosphate situation, would continue to be one of the top goals. **Commissioner Cummings** said he does not think it is realistic but is agreeable for it being on the list. **Commissioner Moore** said it deserves to be on the list. **Commissioner Duffy** opined it is realistic

and that we are close to doing that. Mr. Baltz agreed it would remain on the list. (**Consensus.**)

Goal 6 - Continue the Penny sales tax extension.

**Commissioner Cummings** said that would be decided August 26, 2008, and did not know if it should be an annual goal. Mr. Baltz said in the context of it being something the County Commissioners consider a priority to accomplish is the way he encourages it be looked at; and inquired if it should be listed or if the Board believes it is at the end and should be removed from the list. **Commissioner Moore** said he did not think it needs to be on the list now. **Chairman D'Aprile** agreed and said it is already in the hands of the public; indicated if it does not pass then next year's goal would be to continue educating the public on why we need the penny sales tax; commended Ms. Shoemaker and Mr. Kunik for their efforts in educating the public; and indicated what has been lacking is full explanation to the public of where funds would come from if the sales tax extension does not pass, which is raising ad valorem taxes. Ms. Shoemaker said the question was asked if we would come back with this next year if it does not pass this year; and indicated her response was affirmative.

(**Consensus for Goal 6 to come off the list.**)

Goal 7 - Improve internal and external communication.

Mr. Baltz reviewed the six (6) bullet tasks reflected under Goal 7. **Commissioner Duffy** opined many of these were not accomplished. Ms. Shoemaker asked how we know there has been improvement and we are meeting your expectations. **Commissioner Loftus** said it would be when we don't get complaints from one entity to another, such as the State Health Department issuing septic tank permits when we are going to be putting a sewer in shortly; and indicated the communication is just not there.

**Commissioner Duffy** said she does not think the internal and external communication process has changed significantly.

**Chairman D'Aprile** opined there are fewer complaints overall because the communication to the public has been better. Mr. Baltz agreed it is situational.

Mr. Baltz suggested on Goal 7 leaving "Improve Internal and external communication" as a stand-alone statement, and the objective be "Initiate efforts to inform the public of County issues and where possible attempt to decrease citizen complaints". Mr. Baltz commented on external communications and informing citizens, interacting with Press and TV, attending town hall meetings, and being more visible; indicated that up to now he has been diligent about saying he would meet with groups as requested; and that he would continue doing so unless he hears the Commissioners express concerns.

**(Commissioner Moore was not present for the remainder of the meeting.)**

**Commissioner Loftus** agreed that is very important. **Commissioner Duffy** said Mr. Baltz' Sun Herald weekly column has helped considerably. Mr. Baltz explained that one Friday each month he asks a department director to write a column about issues in their department; indicated that is his approach on external communications; stated he has been requested to be parts of various Boards and declined, with the exception of the Chamber of Commerce; that he meets with civic groups when possible and will continue doing so; and requested that the Board let him know if there are concerns with him being out in the community.

Mr. Baltz advised internal communication to him is communication between different departments, and provided some examples; indicated he places great emphasis on that and asked that the Board let him know of their concerns right away; and stated he wants to be certain each department is aware of what another department is doing.

Mr. Baltz commented on the weekly meetings he has with the Commissioners; stated he does not care how the meetings are done, whether it is walking down the hallway or having a cup of coffee; and indicated he is presently doing it now with definite meetings, but can do it anyway it works for the Commissioners.

Mr. Baltz said that every department of the County submits information for a large, detailed monthly report, which is then placed on the public server; and asked if that is a useful tool to the Commissioners. **Commissioner Loftus** replied

affirmatively; stated he has not gotten the quarterly reports on the CIP projects for some time; indicated that they are very narrow; and that he would like the bar graphs bigger.

**Commissioner Duffy** opined the report is very long and detailed and there is too much work; opined it should be shortened and be precise to that month; and that each department keep it to one (1) page. Mr. Baltz clarified that he is hearing that less is better. **Commissioner Duffy** recommended summarizing it.

Ms. Shoemaker asked if it was important for highlights of savings on departments be noted. **Commissioner Loftus** replied affirmatively.

Mr. Baltz explained he has one-on-one standing monthly meetings with the directors, but also has "as needed" follow up meetings; and stated he previously mentioned what was implemented with directives to follow up with County Commission meetings and comments that are made.

Mr. Baltz explained that agendas go through the Novus electronic process, which has specific deadlines; and pointed out that we try to be diligent with directors on meeting deadlines or the item not being placed on the agenda, but the rule gets broken all the time because of significant issues. Mr. Baltz stated that he intends to monitor that carefully and is aware of the Commissioner's frustrations of not being sufficiently briefed on an item or having an item added at the last minute; pointed out that when you take a strong stand to that it can lead to people thinking we were not responsive to them; and asked for Commissioner's thoughts on the issue.

**Commissioner Duffy** said she does not recall previously asking to put something on the agenda at the last minute but has an item on Charlotte Commerce Park to add to the next agenda; that she understands the paperwork has been taken care of; and asked what the deadline is. Mr. Baltz said we typically try to get the agendas to the Commissioners by noon on the Thursday prior to the Commission Meeting; that everything is geared toward that so the Board has Thursday, Friday, Saturday, Sunday, and Monday to review the agenda packets; indicated that is not outrageous and is a good amount of time because some of the packets can get thick; commented on difficulties experienced in Growth

Management where staff wants to be responsive to developers and people bringing things forward but who have not meet the deadline and find out they have to wait two weeks, which generates a developer or representative going to their Commissioner and complaining; stated those are not problems to be solved by the Commissioners, but that he needs to know how flexible the Commissioners want to be in dealing with these type issues; and pointed out if a Commissioner comes to him and states they want a certain item on the agenda, it will be placed on the agenda unless it is illegal.

Attorney Knowlton pointed out sometimes items get placed on the agenda when Legal has not yet had an opportunity to review it, but she does not hesitate to tell the Commissioners that; commented on difficulties of putting items on the agenda when Legal has not had time to proper evaluations; indicated that this puts Legal under the gun and backs everything up; and stated they can make it happen, but other things are being pushed aside.

**Commissioner Loftus** opined an item should be an emergency before it is placed on the agenda after the deadline. Mr. Baltz said items are often put on the agenda that may be pressing but not emergencies. Attorney Knowlton explained we do have our share of last minute things; that at least once a month grants come in at the last minute, which are emergencies; and we often need to accommodate issues that come up on Murdock Village and Babcock Ranch, which are major projects.

Mr. Baltz stated they are not looking for the Commissioners to solve all the different situations that can come up in the setting, but he understands there is a high-level of frustration when the Commissioners see an item show up on the agenda and they do not believe they have had an opportunity to thoroughly review it; that he will do all he can to be sure the Commissioners have adequate time to review issues and unless it is an extraordinary situation would ask the Departments to live with the agenda deadlines imposed; and asked in return if that happens and a developer comes to the Commissioner that they consider the timelines imposed.

**Commissioner Cummings** said his preference is to come down on the side of making certain that the due diligence is done before it

gets to the Board Meeting; indicated that we train people to create emergencies for us to respond to; and opined the Commissioners should use discipline when asking that an item be brought up on the agenda and not train people to ignore procedures.

**Commissioner Duffy** inquired what the deadline is for the Commissioners. Mr. Baltz said everything is supposed to be done a full week before a Commission Meeting happens so Legal can review at least three (3) days to go through their approval process leading up to that Thursday, noon deadline.

**Chairman D'Aprile** asked if that is for every agenda item. Attorney Knowlton said there are some exceptions, but indicated it applies to the majority of them. **Commissioner Duffy** asked about timelines for something that does not go to Legal. Attorney Knowlton explained items under the Regular Agenda for discussion and direction does not go before Legal; but anything on the Consent Agenda for approval must go before Legal. Mr. Baltz said they would do their best to manage the agenda process to eliminate frustration.

Mr. Baltz stated that he is respectful of the Commissioners as the policy makers and that staff's role is to provide data; and indicated that at Commission Meetings themselves the approach he takes is if the Commissioners want to hear a staff recommendation and ask for that recommendation he would either provide you one or advise the facts do not substantiate a recommendation one way or another. Mr. Baltz explained that comments are normally handled at Commission Meetings by going around the table; indicated he would try to limit it to the two (2) or three (3) most relevant or pressing issues and would otherwise take care of them during their weekly meetings; and asked if that was agreeable. (**Consensus.**)

**Commissioner Duffy** explained how we communicate is important, that Commission Meetings is the only opportunity to talk to one another about things, and that she would like to take better advantage of that; indicated Commissioners normally do not make comments at Land Use Meetings; and asked if they were not allowed to.

Attorney Knowlton explained they can make it however the Commissioners want to make it, but if they are going to turn it into a third meeting the public needs to be advised that this is a third BOCC meeting, not just Land Use; that in the past we have not had Commissioner Comments because you have a whole other group of different citizens that want to be there to hear about an issue that may come up on a Land Use Agenda when that is why they attend the Regular Meetings.

Ms. Shoemaker stated that we went from two meetings each month and one afternoon of one of those meetings was just for Land Use; that it got to the point there was so much Land Use the decision was made to add the third meeting just for Land Use; and indicated it is up to the Commission to choose to do that differently.

**Commissioner Duffy** said she was not aware of that; expressed concern that the Regular Commission Meetings go on for so long much of the communication that would happen during Commissioner Comments do not get brought up; and indicated she would like time available for discussion of items. Mr. Baltz said he was not bringing this up to be critical of the way comments are handled; that he wanted them to be aware of his approach on handling Administrator Comments during the meetings.

Mr. Baltz advised he left something out that he believes is important which is communication regarding department directors and those other than the Administrator that the Commissioners interact with in the context of doing their jobs as County Commissioners. Mr. Baltz explained the Commissioners are in contact and communication with a variety of different County staff members all the time, which he supports; but indicated it is important that he be in the loop of the information so he does not find himself in the position of having a conversation with one of the Commissioners and not have knowledge that they had met with staff or of what was discussed; and stated he has requested his department heads copy memos to all Commissioners and make him aware of communications so he can help with follow ups; indicated those are some of the statements he has made to our directors; that it is the Charter that governs the relationship between the Administrator and staff and the County Commissioners; that he is not bringing this up because anything has happened; that it just stops short of any County

Commissioner being able to giving direction to any individual County employee that comes through the Administrator or through the staff they report to; and indicated he will make every effort to make sure the County Commissioners do not have their lines of communication throughout the organization roped off or stopped in any way.

**Commissioner Cummings** clarified that what he got from that conversation is a gentle reminder that Commissioners can ask for all the information needed but cannot actually give direction, which is part of the Charter. Mr. Baltz replied affirmatively. **Commissioner Cummings** said when asking for that information we should assume that information is not confidential and would be relayed to Mr. Baltz and the other Commissioners. Mr. Baltz replied affirmatively. **Commissioner Cummings** stated he always gets plenty of information but does not want other important matters stopped while staff takes care of answering his questions, and hopes that staff will exercise prioritization and put Commissioner's requests in the proper slot.

Mr. Baltz explained the appropriate role for him in this process is prioritization; that he has explained to staff if they need guidance they should see he or other Administrative Supervisor; that the Commissioners should feel free to have conversations with any director for information they need; that his message to staff is they have credibility and be responsive to Commissioner's question; but it is his job as Administrator to put methods in place to be certain follow happens; that he wants information to flow to the Commissioners when needed, but stop at any individual Commissioner giving direction to a staff member.

**Commissioner Duffy** stated she has adopted a pattern of forwarding emails to Mr. Baltz to follow up with and asked if that was okay to continue. Mr. Baltz replied affirmatively.

Mr. Baltz outlined discussion on Goal 7, Communications as being Improve internal and external communications, and indicated he would put together a couple objectives such as "initiate efforts to inform the public of County issues", "improve monthly reports", "initiate efforts to decrease citizen complaints when and where possible".

**Commissioner Cummings** agreed reducing citizen complaints happens through building credibility and making good decisions, but does not think it happens as much through communications as one might think; and stated he hopes that would not be a goal for the Administrator's evaluation. **Commissioner Duffy** agreed Mr. Baltz is doing something right because she receives fewer complaints than a year ago. Mr. Baltz said the improvements they are making will be shared and there will be team improvements. **Commissioner Cummings** clarified he was not being critical, only commenting that he does not think increasing communication would necessarily decrease the number of complaints.

**Goal # 8 - Continue the promotion of Economic Development**

Mr. Baltz said Enterprise Charlotte spoke extensively at their last meeting about the notion of an ad valorem waiver as an enticement to bring new business into Charlotte County; that in order to put the program in place it must be placed on the ballot for voters to approve; that there has not been conversation at the Board level on this but it would have to be approved this month if it was to be placed on the November ballot. **Commissioner Cummings** opined there is insufficient time to do that this year.

Mr. Baltz stated that the new Economic Development Director, Don Root has gotten the message to go forth, be aggressive and assertive, and exercise personal and professional initiative. **Commissioners Loftus** and **Duffy** agreed this is very important for the community.

Mr. Baltz said he has had a request to add approval of a ballot question to our next agenda for the Board to take action on. **Commissioner Duffy** opined this should be seriously looked at for this year. Mr. Baltz explained there has had been little conversation about it and the Board has given no direction. **Commissioner Loftus** agreed there should be conversation on the issue. **Commissioner Duffy** indicated the issue of the million dollars transfer we want to make after July 1, 2008 needs to be brought up.

**Chairman D'Aprile** commented on County mandate requirement issues Gary Quill of the Airport Authority had addressed and opined the issues have been resolved; and indicated we want to be certain

Fortune 500 companies do not think Charlotte County is difficult to work with. **Commissioner Duffy** and **Chairman D'Aprile** commented on how public perception can be changed with negative newspaper articles.

**Commissioner Duffy** suggested that Goal 8 read "Aggressively continue the promotion of Economic Development". (**Consensus**)

**RECESS: 4:15 PM - 4:28 PM**

**2. Review of past evaluation process and form, revise and update as desired.**

Mr. Baltz commented on the form used in the past for evaluating the County Administrator and reviewed evaluation areas, criteria, and scoring; and suggested that the seven (7) goals established today be part of the evaluation as to ranking the Administrator on how effective he has been in the efforts to support the goals. Mr. Baltz inquired if the seven goals accurately reflect what the Board wants to evaluate the Administrator on; pointed out additional alternative evaluation areas to consider that were included on the sheet furnished in the packet material; indicated many issues the Commissioners had were on follow up and if that is extremely important it could be listed as one of the criteria.

**Commissioner Cummings** said Mr. Baltz could work with the Chairman to develop a draft for consideration and he would be happy to review it.

**Chairman D'Aprile** asked if the form furnished in the packet material was the new form. **Commissioner Duffy** indicated the initial form was one page and commented on how the new form was prepared; opined "Organizing and Planning" should be removed; and inquired if Mr. Baltz recommended the criteria listed in his packet material. Mr. Baltz replied they were only examples for consideration and that the Commissioners could eliminate any category from the list they want. **Commissioner Loftus** and **Chairman D'Aprile** agreed "Organizing and Planning" should be removed. **Chairman D'Aprile** questioned the need for "Performance Objectives". Mr. Baltz agreed and indicated perhaps the seven (7) goals established today could be referenced in such a manner that allows the Commissioners to evaluate how the Administrator

followed up on the goals or directed staff. **Commissioner Loftus** suggested leaving it up to Mr. Baltz and the Chairman to draft a form.

**Chairman D'Aprile** indicated the six (6) Performance Dimensions tells a lot about the individual being evaluation; and indicated that should be sufficient along with an area for personal comments; and opined Performance Objectives should be removed. **Commissioner Duffy** suggested Mr. Baltz add a self-objective goal.

Mr. Baltz explained a job such as his is not always about how he is performing, but how he motivates others to perform; stated he would eliminate number 4, "Organizing and Planning" criteria from the Performance Dimensions, keep the other three (3) and add a general comments section; and asked what the consensus was on leaving Performance Objectives, which is the seven (7) goals, and reference them. **Commissioner Loftus** said he would like to list the seven (7) goals. **Chairman D'Aprile** agreed.

Attorney Knowlton suggested using the blanket statement "how do you rate the Administrator on his attempt to accomplish or further the Board of County Commissioner goals and objections" and list the seven (7) goals under it. Attorney Knowlton said she heard "follow through" being added in place of number 4. **Commissioner Loftus** agreed it was important. **Commissioner Duffy** opined problem solving was important.

Mr. Baltz stated that the designation of satisfactory has never been his goal and he does not want to start now; and that if he is listed satisfactory he would want to know why.

**Commissioner Cummings** said evaluations are more important when you are several levels removed from the person being evaluated; and that personally for their relationship he would commit that regardless of what form is used he would maintain such a relationship that there would never be a question in his mind as to how he feels about Mr. Baltz' performance.

Mr. Baltz stated he is actually being evaluated every day; that he heard not everyone is happy with the form but like the verbiage that Attorney Knowlton gave; and that he would try to draft a form that is acceptable to everyone.

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Chairman D'Aprile said he appreciates the time Commissioner Duffy put into the prior form but opined it is a bit complicated, could be simplified, and still have the same results.

ADJOURNED: 5:00 PM

Signature on file in Commission Minutes  
Chairman

ATTEST:

BARBARA T. SCOTT, CLERK  
OF THE CIRCUIT COURT AND  
EX-OFFICIO TO THE BOARD  
OF COUNTY COMMISSIONERS

By: Signature on file in Commission Minutes  
Deputy Clerk

gm