

BOARD OF COUNTY COMMISSIONERS RETREAT

DECEMBER 11, 2008

A Board Retreat was held at the Charlotte Harbor Event and Conference Center in Punta Gorda, Florida. The following members were present: Chairman Duffy, Commissioner Cummings, Commissioner Loftus, Commissioner Skidmore, and Commissioner Starr. Also in attendance were County Administrator Baltz, County Attorney Knowlton, and Deputy Clerk Gail Manley. The meeting was called to order at **9:00 A.M.**

The morning portion of the session included discussion of Commission expectations of the retreat, review of the July 15, 2008 retreat notes and prior goals, discussion of goals for the upcoming year and a consensus on priority issues.

Recess for lunch: 12:30 PM - 1:00 PM

Department Directors attended the afternoon portion of the retreat to discuss the top two issues impacting each of their departments. A summary of the discussion topics is attached for reference.

MEETING ADJOURNED: 5:10 PM

Signature on file in Commission Minutes

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**

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Summary

The BCC Goals established in July 2008 by the previous board were reviewed. Commissioner Skidmore suggested adding an eighth goal of "Improving the Efficiency of Government." Commissioner Cummings then added the word "effectiveness" to the goal. Performance measures would include simplifying processes and eliminating duplication of services to include eliminating services that do not need to be provided. Although cost reductions would be reviewed, the main emphasis would be to "maximize service with least amount of cost."

The topic of privatization came up. Commissioner Starr and Commissioner Duffy presented information regarding the overtime of Fire/EMS personnel. Commission directed the County Administrator to conduct a "Request for Proposals" for privatizing the jail, Fire/EMS operations, and the Event Center. County Administrator advised he was looking into establishing an internal privatization committee.

The BCC Guiding Principles were also discussed. Commissioners approved this list and much conversation ensued regarding the importance of communication. Commissioners expressed desire to keep the community in the loop and explain the "why" behind the Commission decisions.

Bulk mailers, specifically the Charlotte County Link, were discussed in length with consensus being these were not the most effective means of distributing the County's message. Ideas for communicating included subscription for electronic or hard-copy "newsletters," directing community to the internet site, commissioner columns in the newspaper, and a potential insert in the Sun Herald. The Commissioners also agreed to hold Town Hall Meetings in West County, Mid-County, and South County in January 2009 and provide a State of the County update. In April, Commissioners will schedule a regular board meeting in the evening to accommodate those citizens who may not be able to attend the morning meetings.

There was also discussion regarding MSBU's. Commissioners expressed dissatisfaction with current system and stressed need to have a system that works.

The topic of reorganization was briefly mentioned. County Administrator advised he has been looking at various models and had more information he would share with them individually. He anticipates a January roll-out.

Commissioners then discussed the importance of being open for business and defined what that meant for them individually. The commissioners expressed a desire to have a cooperative relationship with the business community and to be responsive to their needs. Eliminate the "no first" mentality among staff and encourage staff to work with their customers to find a solution.

The directors joined the session in the afternoon and submitted top two issues impacting their department.

BCC 2008 Goals

1. Develop near and long term strategic financial plan
2. Re-write the Comprehensive Plan
3. Continue and strengthen comprehensive water supply and conservation
4. Analyze the County MSBU system
5. Resolve the phosphate situation
6. Improve internal and external communication
7. Aggressively continue the promotion of Economic Development
8. Increase the efficiency and effectiveness of government.

BCC Operating Guidelines

1. To be recognized as a community leader in quality of life issues.
2. To improve Charlotte County government's morale and employee satisfaction.

3. To increase and enhance the organization's and Charlotte County's productivity and performance.
4. To enhance and improve our customers' satisfaction.
5. To positively change the image of government.
6. To improve communication both internally and externally

Top Issues Impacting Departments

Budget (Ray Sandrock)

1. Revenue shortfall with emphasis on providing accurate forecasts regularly despite state mandates
2. Importance of fiscal stabilization fund

Building Construction Services (Jim Evetts)

1. Abandoned houses. Demolition costs between \$8,000-10,000 per home. County does not currently charge interest on this fee.
2. Mobile homes

Communications & Marketing (Joyce Ross)

1. Public Relations specifically building credibility with the public and improving customer service
2. Ensuring a consistent and accurate message is delivered by all

Economic Development/Re-Development (Debrah Forester and Kay Tracy)

1. Change perception of Murdock Village from negative to positive
2. Continue and improve coordination with departments
3. Business Recruitment specifically communicating "where" Charlotte County is and "who" we are. Funding for marketing is a concern
4. Policy and infrastructure specifically when working with other municipalities

Environmental & Extension Services (Jim Thomson)

Natural Resources

1. Maintaining sustainable environment for Charlotte County's natural resources: species & habitat, associated with quality of life that residents enjoy
2. Seek long-term solutions relating to species found on State & Federal Protection lists e.g. scrub jays and gopher tortoises. Develop County-wide habitat conservation plan
3. Maintaining compliance with regulatory; State & Federal permits
 - a. Scrub-jay habitat conservation plan associated with County's Capital Projects
 - b. Gopher Tortoise protection coordinating local issues with FWC
 - c. Shore bird and sea turtle nesting protection associated with County's Stump Pass Dredge Project
4. Managing Conservation Charlotte properties and ensuring public access and enjoyment, and the protection of their natural environments

Solid Waste Management

1. Maintaining sustainable solid waste resources meeting the needs of residents, businesses, and visitors.
2. Maximizing revenues and cost reduction opportunities e.g. landfill methane gas to electricity project, landfill composting project with Utilities' waste water sludge, and collection and sale of scrap metal at recycling facilities.
3. Seeking long-term disposal opportunities e.g. composting, incineration, etc.
4. Coordinating local interests and impacts with Florida DEP development of a state-wide 75% recycling goal

Facilities Construction and Maintenance (Andrew Baker)

1. Expanding energy initiatives
2. Completing final capital projects and transitioning to more of a maintenance function.

Human Resources (Maggie Kain)

1. Employee Morale especially during RIF and the importance of involving employees in solutions; tolerating failure, and better mentoring.
2. Risk control (rising healthcare, property/casualty insurance rates, etc.)

Information Technology (Mark Ramsey-Interim Director)

1. Process improvement
2. Implementing software for Growth Management and Building Construction Services

Public Safety (Chief Dennis DiDio)

Fire/EMS:

1. Negotiations for IAFF agreement will begin in 2009 and requested BCC direction.
2. Fire Training facility/Radio Communications

Animal Control:

1. Contract with Sun Coast Shelter is expiring and will not be renewed. Officers do not currently have alternate location to take animals.

Emergency Management

1. Rolling out web EOC training. County personnel need to be trained prior to June 2009.

Public Works (Dan Quick-Acting Director)

1. Sales Tax and CIP projects within budget and on time. Realigning current staff and encouraging team to work together to solve problems. Monthly fiscal report of project budget will be provided to project managers.
2. Refine MSBU & MSTU program. Providing more structure and involving more staff in MSBU/TU meetings (Maintenance & Operations staff, signing and marking staff, road superintendent, and others).

Real Estate Services (Paul Payette)

1. Support of BCC initiatives for Sales Tax, CIP, and related projects.
2. Review department's activities in accordance with BCC's request for performance budgeting activities.

Tourism (Becky Bovell)

1. *Marketing event and conference center and potential lack of money to do so.*

Utilities (Jeff Pearson)

1. *Securing independent and sustainable renewable source of drinking water.*
2. *Economic issues specifically decreased revenues.*
3. *Expansion of water and wastewater services to infill areas*