

BOARD OF COUNTY COMMISSIONERS

GOAL SETTING WORKSHOP AGENDA

FEBRUARY 20, 2009

A Goal Setting Workshop was held at the Port Charlotte Beach Recreation Center, Port Charlotte, Florida. The following members were present: Chairman Duffy, Commissioner Cummings, Commissioner Loftus, and Commissioner Starr. Also in attendance were County Administrator Baltz, County Attorney Knowlton, and Deputy Clerk Lansing. The following members were absent: Commissioner Skidmore. The meeting was called to order at **9:00 AM**.

Additional Attendees: Kelly Shoemaker, Assistant County Administrator and Ray Sandrock, Budget Director

Facilitators: Pam Stein and Jackie Stevens, Learning & Organizational Development

A. GOAL SETTING WORKSHOP

I. Reaffirm Mission/Vision

II. Review BCC Strategic Focus Areas, Sample Goals and Directional Statements - Copy Attached

Goals describe the future end-state desired outcome that is supportive of the mission & vision. They put strategic focus into the organization and should drive higher levels of performance (Limit to 5-9)

III. Next Steps:

Staff will draft Performance Based Budgeting Objectives with Measure and Targets

Present Performance Based Budgeting Goals and Objectives

Implementation

County Administrator Baltz announced he received a resignation email this morning from Jeff Pearson, Utilities Director and explained he might need to take calls during the meeting.

Ray Sandrock explained the purpose of the meeting is to provide staff direction related to performance based budgeting and goals for the future; said it is an important element as departments are developing core services and objectives; indicated Administration is reviewing what the departments have already done; noted they will come back to connect the core services to the goals that are set here today; mentioned they are preparing for the budget workshops which begin in March; noted the first meeting will offer an overview of the complexity of the shortfall and include discussions with the Constitutional Officers; said two additional meetings in March will address ad valorem and capital projects; indicated the first actual Performance Based Budgeting Review will cover Public Safety and Central and Direct Process; noted from that point on they will hold one department review after another; and explained the Board will receive detailed packet information and reduction suggestions for each.

Commissioner Cummings said he would be interested in revenue detail associated with setting the millage rate, ad valorem, and roll up rate. Mr. Sandrock said he attended a workshop where many counties are interested in the same issues and said that information will be an important tool to help make the final decisions. **Commissioner Cummings** stated there is confusion related to millage rate and increased taxes. **Commissioner Starr** asked for the implications related to recent legislation. Mr. Sandrock responded with an explanation of House Bill 1B, discussed its impacts, explained caps stated in the legislation, and noted new legislation that may further tighten the caps. **Commissioner Cummings** explained further. **Commissioner Starr** asked for clarification of his understanding. Mr. Sandrock confirmed his understanding, noted two available options, and stated what the legislative intent was. Mr. Sandrock turned the meeting over to Pam Stein, Facilitator.

I. Reaffirm Mission/Vision

Pam Stein introduced Jackie Stevens, discussed the ground rules for the meeting which paralleled a visual chart, advised Agenda Item II will be the core work for the day, said they can take the time they need for each item, explained the importance of defining the goals and objectives to help employees understand their importance, purpose and worth to the organization, and indicated the top three strategies they would be focusing on.

Chairman Duffy expressed concern that **Commissioner Skidmore** had not yet arrived. Ms. Knowlton offered to make a few calls. **Commissioner Starr** suggested they continue the meeting and have **Commissioner Skidmore** updated later. Deputy Clerk Lansing noted she could furnish a set of verbatim tapes to **Commissioner Skidmore** if necessary.

Ms. Stein pointed out the vision and mission values discussed at the December meeting and asked the Commissioners to reaffirm those goals are still valid before moving forward.

Commissioner Starr agreed with the goals, suggested they make measuring specific goals a part of the process, commented that they should have a specific goal to address the significant shortfall, and recommended they work to constrict the size of government by reducing departments to achieve savings. **Chairman Duffy** indicated that goal was set by the previous Commission and said they would be addressing that later today. Ms. Stein referenced smart goals and explained the process. Mr. Baltz talked about mission, visions, and values and commented that employees are informed of the goals during their orientation. **Chairman Duffy** asked if anyone wanted to change any of the values. The Board agreed with the value statements and provided group consensus.

II. Review BCC Strategic Focus Areas, Sample Goals and Directional Statements

Mr. Baltz asked Ms. Stein to explain the Sterling/Baldrige Recognition Award Program and the Total Quality Management Program (TQM). Ms. Stein explained the history behind the programs, noted the Sterling/Baldrige Program primarily focuses

on customer satisfaction and employee excellence, described TQM, and mentioned how it helps employees strive for total quality. Ms. Shoemaker mentioned the County had focused on these programs in the past until priorities changed and attention was put to other areas. **Chairman Duffy** mentioned the School Board uses a similar program, noted there may be a minimal cost involved, and said she would like to learn more especially if they plan to use programs in the future. **Commissioner Cummings** said at one point they felt TQM was becoming too cumbersome and extreme, explained the County went into crisis management mode after Charlie and was forced to concentrate on other areas, talked about the use of a matrix, and opined the long term will show a loss of efficiency. Mr. Baltz agreed County attention has been focused on crisis, noted first the hurricane and now the economy, said our Human Resource Department is very familiar with these organizational development programs, noted the benefit of using consultants, and mentioned they could look into those areas further with Board direction. **Commissioner Starr** stated we need to adapt to present times, mentioned large organizations are visible and can set an example for other counties, opined we are in crisis mode, suggested setting the tone locally, indicated property values and our revenue stream will force us back to pre-Charlie levels, expressed the importance of making the right decisions now, and announced the need to save money in the future. **Commissioner Loftus** agreed with setting the example, expressed opposition to stating we are in crisis mode at this time, and suggested we will work through the issues during this budget process. **Commissioner Cummings** noted the lack of Board consensus associated with crisis mode, stated they need to compare the effects of being in or out of crisis mode, mentioned proactive management, millage rates, customer service and level of service impacts, target ranges, and expressed the need to review options based on the consequences of each choice with a destination in mind.

Commissioner Cummings asked about the staffing level. Mr. Baltz advised the present number of County employees is 1,157, indicated that is where we were approximately 4½ years ago, noted the difference in staffing, and advised we now have less Public Safety employees. Ms. Shoemaker explained the total number is the same but the individual departments have been restructured. Mr. Baltz said there were approximately 1,400 employees a year and a half ago, explained the process that has

reduced the organization to 1,157 employees, and noted this reflects the BOCC side only.

Commissioner Loftus mentioned an increase in facilities and park expenses over the last 4 or 5 years and expressed concern with associated operational costs. **Commissioner Starr** said it is a fact that we are in a crisis mode, suggested it is better to react in a positive way, indicated our actions will determine how citizens perceive the situation, noted an increase in public support, and opined the Community has more confidence now. **Commissioner Loftus** said we need to set the tone; again stated his opposition to the crisis mode statement; and expressed hope that the Board will agree today that we are not in crisis mode, but are instead working toward improving efficiencies. **Chairman Duffy** clarified crisis mode does not just relate to budget, explained it could include frustration with late or inaccurate information being provided to the Board for quick decisions, and talked about being proactive. **Commissioner Starr** said he shares that frustration, explained the difference in receiving and understanding the information, and indicated the purpose of pre-agenda meetings.

Ms. Stein asked if the group agreed with the Public Safety Goal and provided samples.

PUBLIC SAFETY SAMPLE GOAL: Maintain a safe and healthy community in which to live.

Commissioner Starr suggested they be more descriptive. Ms. Stein advised that would come later in the objectives. **Chairman Duffy** and **Commissioner Loftus** agreed with the goal. Mr. Baltz asked why the Health Department was listed under this goal since it is a State function, discussed miscommunications associated with the Health Department, and mentioned not having control of Health Department operations. **Commissioner Loftus** agreed and discussed misinformation that reaches the public. **Chairman Duffy** gave a firsthand example of the miscommunication. Mr. Baltz advised the role he could take but said he does not have the authority to compel them to make changes. **Commissioner Cummings** questioned whether we validate their choices. Mr. Sandrock explained the decision process, mentioned mandates, past Health Department funding, and suggested that is an area to be reviewed. **Chairman Duffy** suggested they create a list of side

topics to address later. **Commissioner Starr** asked if the Airport Authority should be added under this goal. Mr. Baltz said County government touches many areas that we do not control and urged the Board to be careful not to set strategic plans for operations we do not have control over. **Commissioner Loftus** agreed. The Board agreed to remove the Health Department from this goal. **Chairman Duffy** asked if they would have the opportunity to go back to the objectives and directional statements later. Ms. Stein explained those were samples only and advised they could be discussed if there were changes. **Chairman Duffy** expressed concern with using the term "enhancement" related to law enforcement. **Commissioner Loftus** recommended they include the term "enhance/maintain through efficiencies." **Commissioner Cummings** suggested it was unrealistic to state they would enhance Law Enforcement/Fire/EMS. **Commissioner Starr** opined they could be enhanced through efficiencies, expressed the need to cut budgets in those departments, and said the enhancements will come through providing the same or better levels of service for less money. The group continued to discuss the examples. Ms. Stein remarked the objective is to establish the goals today. Mr. Sandrock suggested they discuss the goal statements at the March 3rd meeting with the Constitutional Officers. **Commissioner Starr** stated the Board has already saved a lot of money through reductions, noted they saved \$3 Million at the last BCC meeting alone, suggested they provide the Constitutional Officers with examples they can consider to achieve their goals, and opined they need to work together. **Commissioner Cummings** mentioned the difference in departments, said diverse departments will be easier to reduce, opined others such as the Sheriff's Department may be more difficult to reduce since a large chunk of their budget is personnel, and explained reductions will impact services and affect response times. **Commissioner Starr** suggested they create a committee to help find savings related to Law Enforcement and Fire/EMS. **Chairman Duffy** said they receive a lot of misinformation from citizens. **Commissioner Starr** said a Fire Board would be helpful. **Commissioner Loftus** agreed with the use of advisory boards but noted you need to be careful not to be political. **Commissioner Starr** opined this could be very valuable and asked **Commissioner Loftus** if the makeup of the Board was his only objection. **Commissioner Loftus** answered affirmatively. **Commissioner Cummings** disagreed with using those types of committees, said they don't always help,

and opined one on one is more effective. **Chairman Duffy** expressed concern that the Board could damage their relationship with the Sheriff by pushing a committee on him. **Commissioner Starr** advised if they did not agree to a committee, he would be a Board of one.

Ms. Shoemaker announced **Commissioner Skidmore** is ill and will not be attending today.

Final Public Safety Goal: MAINTAIN A SAFE AND HEALTHY COMMUNITY IN WHICH TO LIVE. Board consensus received.

Ms. Stein discussed additional incentives used to motivate staff to provide excellent customer service and moved onto Growth Management.

GROWTH MANAGEMENT SAMPLE GOAL: Manage growth and change consistent with the County's Comprehensive plan.

Commissioner Cummings stressed the importance of maximizing the quality of life. **Chairman Duffy** read Sarasota's goal to the group. **Commissioner Starr** said he would like to see the term "maximize the quality of life" added. **Commissioner Loftus** said he would like the term "open for business" added. **Chairman Duffy** said she would like sustainability and conservation mentioned. Ms. Stein discussed several programs related to customer service. **Commissioner Cummings** opined the three things that will determine the future of Charlotte County and talked about being open for business for the right companies. **Commissioner Loftus** noted permits are needed, said the County is over protective and must be business friendly, and said we need more jobs in this County. **Commissioner Cummings** agreed but said statistics did not prove the concept. **Commissioner Loftus** recommended economic development be included within the goal. Ms. Stein suggested "manage growth & change to maximize quality of life and encourage and support business" and asked for feedback. **Commissioner Cummings** expressed the importance of economic diversity, striving to protect County assets, and continuing to provide a smaller town feel, suggested they somehow include those topics, and commented on the impact of past decisions made related to development. **Commissioner Starr** opined the Board needs to give staff their direction to correct problems and be clear on their future vision. **Commissioner**

Loftus felt strongly that the term "open for business" needed to be included. **Commissioner Cummings** indicated if they want to elaborate, they must include all aspects within the statement and gave his recommendation for the goal. **Commissioner Starr** agreed and provided his opinion. **Chairman Duffy** mentioned Board priorities related to Land Use. **Commissioner Cummings** mentioned commercial nodes, service jobs, and opined what needed to be done to help the County. Ms. Stein continued to give suggests to gain group consensus. Mr. Baltz summarized the statement, provided his recommendations, received group feedback, and advised the purpose today is to obtain Board consensus. The group decided to move on and return to this item later.

RECESS: 11:15 AM - 11:30 AM

Ms. Stein discussed the next two goals and received positive feedback and approval.

WATER RESOURCES SAMPLE GOAL: Ensure quality and quantity of water resources when and where they are needed, and provide a safe and reliable water supply and flood protection system.

Final Water Resources Goal: ENSURE QUALITY AND QUANTITY OF WATER RESOURCES WHEN AND WHERE THEY ARE NEEDED AND PROVIDE A SAFE AND RELIABLE WATER SUPPLY. Board consensus received.

FISCAL/FINANCIAL SAMPLE PLANNING GOAL: Continue to increase the effectiveness of local government and maintain a strong financial condition.

Final Fiscal/Financial Goal: CONTINUE TO INCREASE THE EFFECTIVENESS OF LOCAL GOVERNMENT AND MAINTAIN A STRONG FINANCIAL CONDITION. Board consensus received.

RECESS: 11:35 AM - 12:00 PM

Ms. Stein presented the next goal and received positive feedback and approval.

ECONOMIC DEVELOPMENT SAMPLE GOAL: Create a business climate that promotes a diversified, growing economy consistent with established growth management plans and enhanced quality of life.

Final Economic Development Goal: CREATE A BUSINESS CLIMATE THAT PROMOTES A DIVERSIFIED, GROWING ECONOMY CONSISTENT WITH ESTABLISHED GROWTH MANAGEMENT PLANS AND ENHANCED QUALITY OF LIFE. Board consensus received.

The group discussed the next goal and shared ideas.

HUMAN SERVICES SAMPLE GOAL: Assist every person to reach their true potential.

Commissioner Cummings provided his view on Dial A Ride, suggested they address human services proactively prior to a crisis, and opined the outcome would help promote the overall economy and support quality of life. **Commissioner Loftus** opined the goal is good. **Chairman Duffy** said she would like to include budget and expenses. Mr. Sandrock advised the budget workshops will cover items mandated by Federal Statute; County funded areas, discretionary, critical, and mentioned social programs that are now in demand more than ever.

Final Human Services Goal: PURSUE AVAILABLE FUNDING SOURCES TO FACILITATE PROVIDING SERVICES TO MEET COMMUNITY NEEDS. Board consensus received.

Ms. Stein presented the next goal for discussion and asked for feedback.

QUALITY OF LIFE SAMPLE GOAL: Enhance community life by clean air and water, unfettered open spaces and bodies of water, and conservation of wildlife and natural resources.

Chairman Duffy expressed concern with the wording related to water and wildlife. The group addressed the concerns. Mr. Sandrock advised recreational, libraries, and historic programs are not mentioned. Mr. Baltz noted the Commissioners will be reviewing the strategic focus areas over the next few weeks and explained the importance that all areas are included under at least of one of the eight goals. The group shared their ideas. Mr. Sandrock mentioned a matrix that focuses on all services.

Final Quality of Life Goal: ENHANCE COMMUNITY LIFE BY CLEAN AIR AND WATER, UNFETTERED OPEN SPACES AND BODIES OF WATER, CONSERVATION OF WILDLIFE AND NATURAL RESOURCES, AND PROVIDE COMMUNITY AMENITIES. Board consensus received.

The group briefly discussed and restructured the final goal.

EFFICIENT AND EFFECTIVE GOVERNMENT SAMPLE GOAL: Build the organization's capacity to govern and manage effectively in the rapidly changing and challenging environment.

Final Efficient and Effective Government Goal: FACILITATE THE ORGANIZATION'S CAPACITY TO GOVERN AND MANAGE EFFECTIVELY IN THE RAPIDLY CHANGING AND CHALLENGING ENVIRONMENT. Board consensus received.

Ms. Stein returned to the Growth Management Goal, presented a language suggestion, and asked for group participation. **Commissioner Starr** said the Comprehensive Plan should be the guide. **Commissioner Cummings** commented that the Comprehensive Plan is the guiding document. **Commissioner Loftus** suggested they move this language forward. **Chairman Duffy** opined the Growth Management Goal is the only goal that addresses being open for business, expressed its importance, and mentioned friendly customer service should be included. **Commissioner Cummings** suggested "customer service" fall under Efficient and Effective Government and opined "open for business" fall under Economic Development. The group disagreed and approved the goal below.

Final Growth Management Goal: MANAGE GROWTH AND CHANGE CONSISTENT WITH THE COUNTY'S COMPREHENSIVE PLAN TO MAXIMIZE QUALITY OF LIFE WITH AN EMPHASIS ON EFFICIENT PROCESSES THAT SUPPORT POSITIVE BUSINESS, NEIGHBORHOOD COMMUNITIES, AND PROTECT OUR ENVIRONMENTAL ASSETS. Board consensus received.

Ms. Stein recapped the eight goal decisions made, said they will be put into a professional format, and asked how the Board would like these goals presented back. **Chairman Duffy** noted the goals will not be approved prior to the next Town Hall meeting on Monday. **Commissioner Cummings** suggested the goals be presented in draft form.

Mr. Sandrock announced the core services will be tied to the goals after approval on March 10. Mr. Baltz remarked on having four Commissioners in agreement which provided the assumption of Board consensus and approval of the goals.

Ms. Stein asked for timeframe direction related to objectives/directional statements and distribution.

Mr. Baltz said he will direct staff to create a professional work product for review, indicated the importance of quality, explained the amount of work and time involved, and stated the final product should be helpful to the organization.

Mr. Baltz clarified we will now have our Mission/Vision Values, our six BCC Guiding Principles, and indicated these eight goals will replace the last six. The Commissioners provided consensus and thanked Ms. Stein for a professional and productive workshop.

ADJOURNED: 12:50 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**

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BCC Strategic Focus Areas,
Sample Goals & Directional Statements

Strategic Focus Area: Public Safety

Sample Goal: *Maintain a safe and healthy community in which to live.*

- *Fire*
- *EMS*
- *Sheriff*
- *Emergency Management*
- *Animal Control*
- *Public Works (traffic planning)*
- *Mosquito Control*
- *Health Department*
- *Jail*

Objective/Directional Statements:

- *Reduce crime and jail population*
- *Enhance law enforcement services*
- *Improve emergency preparedness*
- *Enhance EMS & Fire services*

Strategic Focus Area: Growth Management

Sample goal: *Manage growth and change consistent with the County's Comprehensive plan.*

- *Growth Management*
- *Planning*
- *Zoning*
- *Natural Resources*
- *CRA*

Objective/Directional Statements:

- *Re-write Comprehensive Plan*
- *Urban & decreased sprawl*
- *Strengthened bond with community*
- *Protection of viable agriculture and environmentally sensitive land*
- *Compliance & remediation*
- *Access to information & services*

Strategic Focus Area: Water Resources

Sample Goal: *Ensure quality and quantity of water resources when and where they are needed, and provide a safe and reliable water supply and flood protection system.*

- CCU

Objective/Directional Statements:

- *Continue and strengthen comprehensive water supply and conservation*
- *Educate and incent customers in conservation practices through new programs and rate structure*

Strategic Focus Area: Fiscal/Financial Planning

Sample Goal: *Continue to increase the effectiveness of local government and maintain a strong financial condition.*

- Budget & Administrative Services Dept.

Objective/Directional Statements:

- *Analyze the County MSBU system*
- *Withstand local, regional and state economic disruptions*
- *Keep tax assessments and fee rates stable*
- *Sound fiscal practice*
-

Strategic Focus Area: Human Services

Sample Goal: *Assist every person to reach their true potential.*

- Transportation (Dial-a-Ride)

Objective/Directional Statements:

- *Eliminate barriers to accessing services*
- *Better coordination of services*
- *Increase access to affordable health and behavioral health care*
- *Maximize opportunities to achieve self-sufficiency*

Strategic Focus Area: Quality of Life

Sample Goal: *Enhance community life by clean air and water, unfettered open spaces and bodies of water, and conservation of wildlife and natural resources.*

- Environmental Services
- Parks & Recreation
- Growth Management
- CCU

Objective/Directional Statements:

- *Resolve the phosphate situation*
- *Promote sustainability & environmental stewardship*
- *Enhance public access to water & beaches*
- *Promote arts, culture and historic preservation*
- *Protect and preserve environmental and park lands*

Strategic Focus Area: *Efficient and Effective Government*

Sample Goal: *Build the organization's capacity to govern and manage effectively in the rapidly changing and challenging environment.*

- *Public Works*
- *Environmental Services*
 - *Landfill*
 - *Natural Resources*
- *Parks & Recreation*
- *Building & Construction Services*
- *Facilities*
- *Administration*
- *Human Services*
- *Economic Development*
- *Growth Management*
- *Public Safety*
- *Fiscal/Financial Planning*
- *CCU*
- *Attorney's Office*
- *Public Information Office*
- *Real Estate Services*
- *Human Resources*
- *Information Technology*
- *Purchasing*

Objective/Directional Statements:

- *Develop near and long-term strategic financial plan*
- *Increase the efficiency and effectiveness of government*
- *Improve internal and external communication*
 - *Enhance community engagement*
 - *Improve key processes*
 - *Develop workforce of the future*
 - *High quality customer service*
 - *Competitive programs & services*
 - *Maximize best practices & technology*

Components of the Strategic Plan

- Strategic Plan
- Action Plans
- Evaluate Progress



BCC Goals 2009 (Approved 2/20/09)

Strategic Focus Area: Public Safety

- *Fire
- *EMS
- *Sheriff
- *Emergency Management
- *Animal Control
- *Public Works (traffic planning)
- *Mosquito Control
- *Jail

Goal: Maintain a safe and healthy community in which to live.

Strategic Focus Area: Growth Management

- *Growth Management
- *Planning
- *Zoning
- *Natural Resources
- *CRA

Goal: Manage growth and change consistent with the County's comprehensive plan to maximize quality of life with an emphasis on efficient processes that support positive business, neighborhood communities, and protect our environmental assets.

Strategic Focus Area: Water Resources

- *CCU

Goal: Ensure quality and quantity of water resources when and where they are needed and provide a safe and reliable water supply.

Strategic Focus Area: Fiscal/Financial Planning

- *Budget & Administrative Services Dept.

Goal: Continue to increase the effectiveness of local government and maintain a strong financial condition.

Strategic Focus Area: *Economic Development*

*Economic Development/Tourism

Goal: *Create a business climate that promotes a diversified, growing economy consistent with established growth management plans and enhanced quality of life.*

Strategic Focus Area: *Human Services*

*Human Services

Pursue available funding sources to facilitate providing services to meet community needs.

Strategic Focus Area: *Quality of Life*

*Environmental Services

*Parks & Recreation

*Growth Management

*CCU

Enhance community life by clean air and water, unfettered open spaces and bodies of water, conservation of wildlife and natural resources, and provide community amenities

Strategic Focus Area: *Efficient and Effective Government*

*Administration

*Attorney's Office

*Building & Construction Services

*CCU

*Economic Development

*Environmental Services

*Facilities

*Fiscal/Financial Planning

*Growth Management

*Human Resources

*Human Services

*Information Technology

*Parks & Recreation

*Public Information Office

*Public Works

*Public Safety

*Purchasing

*Real Estate Services

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Goal: *Facilitate the organization's capacity to govern and manage effectively in the rapidly changing and challenging environment.*