

GOAL SETTING RETREAT

BOARD OF COUNTY COMMISSIONERS

JUNE 13, 2005

A meeting of the Board of County Commissioners was held at IMPAC University in Punta Gorda, Florida. The following members were present: Chairman Sara Devos and Commissioners Thomas G. Moore, Adam Cummings, Thomas C. D'Aprile, and Matthew D. DeBoer. Also in attendance were County Administrator Bruce D. Loucks, County Attorney Janette S. Knowlton, and Supervisor of Minutes Diane J. Nice. The meeting was called to order at **10:30 A.M.**

The following staff members were in attendance: Community Outreach Manager Joyce Ross, Environmental and Extension Services Director James A. Thomson, Budget Officer Raymond Sandrock, Human Services Director Victoria Carpenter, Utilities Director David G. Schlobohm, Public Works Director Thomas O'Kane, Fire/EMS Director Dennis R. DiDio, Assistant County Administrator Kelly Shoemaker, Assistant County Administrator Roger Baltz, Real Estate Services Manager J. Paul Payette, Parks, Recreation & Cultural Resources Director Laura Kleiss Hoeft, Human Resources Director Magali Kain, Community Development Director Michael Konefal, Economic Development Manager Betty Williams, and Tourist Development Director Becky Bovell.

Joe Mazurkiewicz, Facilitator, explained the Strategic Visioning process comprised of (1) "Here" based on internal and external strengths, weaknesses, opportunities, and threats; (2) "Core Values" including competencies and capabilities; (3) the Mission Statement; (4) Strategic Vision initiatives; (5) the need to Develop Goals; (6) Objectives to obtain the Mission and Goals; (7) an Operations Plan; and (8) establishing an Evaluation process to review initiatives between 18 and 36 months. Board Members discussed the visioning process and identified:

Weaknesses of Charlotte County Government

1. Citizen discontent regarding traffic conditions and government's response to lack of infrastructure
2. Communications and public relations
3. Lack of revenue streams
4. Tourism facilities

Weaknesses of Charlotte County Government (continued)

5. Implement multiple plans
6. Staff shortages/need a succession of leadership plan

Strengths of Charlotte County Government

1. Stability of leadership staff
2. Planning (Charlotte Harbor Community Redevelopment Agency)
3. Increased property valuations and population
4. Murdock Village
5. Enterprise Charlotte Airport Park (f/n/a Airport Commerce Park)
6. Preservation of the Environment
7. Community Plans

Threats to Charlotte County Government

1. Uncontrolled growth
2. Natural resources
3. Mining/pollution
4. Cost of necessary infrastructure
5. Old demographics
6. Affordable housing for workforce, elderly, and low income households
7. Depleted workforce
8. Human Services/Health Care
9. Aftermath of Hurricane Charley
10. Lack of Tourism facilities

Opportunities for Charlotte County Government

1. National public awareness (due to Hurricane Charley)
2. Growth
3. Experiences of other South Florida counties
4. Regional solutions
5. Tourism
6. Economic diversification
7. Education through high school and beyond

Strengths of Charlotte County

1. Environmental resources
2. Land developability
3. Quality of Life
4. Weather

Weaknesses of Charlotte County

1. Land developability
2. Infrastructure - utilities, roads, parks, and cultural resources
3. Housing for workforce, elderly, and low income
4. Narrow tax base
5. Education
6. Government

Opportunities for Charlotte County

1. Hurricanes - forced redevelopment
2. New revenue streams
3. Diversification of land uses
4. Regionalization of solutions
5. Public/private partnerships for sector planning
6. Intergovernmental relationships
7. Enhance public relations

Threats to Charlotte County

1. Lack of revenue
2. Uncontrolled growth
3. Infrastructure
4. Economic down turn
5. Leadership succession
6. Lack of Institutional knowledge
7. Small pool of potential
8. Lack of facilities
9. Lack of tourism facilities

RECESS: 12:20 P.M. - 12:50 P.M.

Mr. Mazurkiewicz acknowledged Core Values of the County include Integrity, Customer Service, Partnership, Innovation, and Stewardship that are achieved through overall planning and staff leadership and explained the Board's responsibility to establish and implement goals and objectives through staff operations as part of the Strategic Initiatives process based upon the County's Vision Statement and Values and facilitated discussion on the following initiatives and priorities:

1. Smart growth
 - a. Sector planning on Burnt Store Road and US 17
 - b. Babcock Ranch - develop land regulations for sustainable environmental uses
 - c. Identify next regional water supply
 - d. Establish commercial and industrial nodes in conjunction with land use changes in non-residential areas
 - e. Address phosphate mining issues
 - f. Develop infrastructure for tourism
 - g. Develop needs assessment for transportation infrastructure pursuant to One Cent Sales Tax

2. Revenue enhancement
 - a. Develop a policy to allow staff to review revenue streams on an annual basis including impact fees, local option gas taxes
 - b. Establish activity based costing for all fees and services
 - c. Extend Local Option Sales Tax (referendum vote in 2006, if approved, effective in 2009)
 - d. Continue lobbying efforts at the National and State levels

3. Human Services
 - a. Housing - develop public/private partnership strategy to address below market and affordable housing
 - b. Homelessness - develop a plan to deal with FEMA Village resident when leases end
 - c. Health Care - establish reoccurring funding sources to the County's portion of local health care costs

4. Organizational growth and services
 - a. Perform needs assessment for staffing and space
 - b. Establish comprehensive process to enhance and coordinate public relations for internal and external communications including CCTV-20 and website
 - c. Develop a staff succession plan

5. Complete Hurricane Recovery
 - a. Acquire necessary funding
 - b. Establish comprehensive priorities
 - c. Implement recovery plan and funded priorities

Bruce D. Loucks, County Administrator, advised staff is already working on a large number of initiatives. Mr. Mazurkiewicz summarized the Board identifies initiatives with direction for staff to develop goals and assign objectives to a specific person with a measurable mechanism for intermediate review within a specific timeframe and suggested a staff accountability review every three months.

MEETING ADJOURNED: 2:45 P.M.

Signature on file in Commission Minutes
Sara J. Devos
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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