

BOARD OF COUNTY COMMISSIONERS

STRATEGIC PLANNING MEETING

APRIL 16, 2007

A meeting was held at the Murdock Administration Complex in Room B-106, Port Charlotte, Florida. The following members were present: Chairman Loftus, Commissioner Duffy, Commissioner Cummings, Commissioner D'Aprile, and Commissioner Moore. Also in attendance were County Attorney Knowlton, County Administrator Loucks, Assistant County Administrators Shoemaker and Baltz, and Minutes Supervisor Nice. The following members were absent: None. The meeting was called to order at **1:30 PM**.

Charlotte County Government: Objectives Development

Jerry Keenan, Facilitator, recalled the Retreat in January and the need to establish goals during the next three meetings.

Objectives for Meeting

1. Review goal session from January and clarify/adjust goals
2. Develop the critical few measurable and actionable objectives for each goal
3. Ensure productive involvement of the BCC and staff department heads
4. Ensure joint ownership and accountability

Mr. Keenan reviewed the brief Proposed Agenda for today, tomorrow, and incomplete items on May 14, 2007, if necessary.

Key Priorities

Mr. Keenan requested Board Members to write one thing on a post-it, with up to eight post-its per person, that the County must do/deliver on in the next 12 months, and placed the completed notes on the flipchart. At Mr. Keenan's request, Board Members collectively reviewed the notes and grouped them together. Mr. Keenan summarized the groups e.g. growth management/Comprehensive Plan, water supplies/resources, MSTBU/TUS, budget, Sales Tax, inter-department communications,

mining, and Murdock Village. **Commissioner Cummings** explained some items might not be of the highest priority for strategic goals but considered more as urgent projects. Mr. Keenan commented on the importance of growth management and the need to establish objectives/tasks. **Chairman Loftus** stated Sales Tax issues are important. **Commissioner D'Aprile** commented on the need for economic development. **Commissioner Moore** opined the Comprehensive Plan and water issues would not be completed in the next 12 months. Mr. Keenan advised some of the ideas could represent multi-year tasks for staff to work on. **Commissioner Cummings** mentioned the difficulty of accomplishing all goals in the next 12 months.

Goals, Objectives, Tasks

Goal: Overall Aspiration (enduring)

Objective: Measurable deliverable

Tasks: Tactics to deliver an objective

Mr. Keenan asked who owns the goals, objectives, and tasks. **Board consensus that the Board/County owns them.** Mr. Keenan questioned the responsible parties for objectives and tasks. **Commissioner D'Aprile** pointed out the Board gives direction to staff. **Commissioner Duffy** stated half and half between the Board and staff. Mr. Keenan indicated goals are negotiated between the Board and staff whereas tasks are the responsibility of staff. Mr. Keenan advised the focus of the meetings for today and tomorrow would be on establishing goals and objectives. **Commissioner Moore** stated there are a lot of subcategories for MSBUs, economic development is vague, and commented on the need to specifically define growth management. Mr. Keenan advised some objectives might become goals. **Commissioner Cummings** stated levels of service have a lot to do with growth management and quality of life. **Commissioner Duffy** opined the Comprehensive Plan is extremely important but it should be a separate goal or objective. Mr. Keenan reported goals and objectives might be a constant work in progress. **Commissioner Duffy** suggested developing a smart growth plan with a task to reduce platted lots and payment of infrastructure under the budget. **Commissioner Cummings** indicated budget cuts might cause reductions in levels of service. **Chairman Loftus** agreed State cuts may cause reductions in levels of service and

commented on the need to create new revenue streams and reduce spending.

Goals from January as revised based on discussion

1. To increase and enhance the organization's and Charlotte County's productivity and performance - maximize service delivery within available budget - fiscally responsible budget
2. To enhance and improve customer satisfaction
3. To positively change/project the image of government
4. To be a community leader in quality of life issues
5. To improve Charlotte County government's morale and employee Satisfaction
6. To improve and enhance internal and external communication

Mr. Loucks indicated tagging the budget as a goal would be difficult due to the uncertainty of budget limitations that will be imposed by the State. **Commissioner Moore** opined the Board has responded to needs of the community and now changes must be implemented because of State cuts. **Commissioner Cummings** pointed out the goals overall are good and commented on the need to raise employee morale and satisfaction to increase productivity. Mr. Keenan agreed on the inter-relationship of goals.

Commissioner D'Aprile stated the County's budget is very confusing and many citizens think that the County is spending over \$1 billion. Mr. Loucks explained the difference between ad valorem taxes and other taxes and how revenues are utilized and there are two types of customers who pay taxes and do not receive services and customers who pay taxes and receive benefits. **Chairman Loftus** commented on the importance of customer education. **Commissioners D'Aprile and Duffy** agreed on the need for more education and public awareness. **Commissioner Cummings** pointed out Charlotte County voters have voted in every tax increase since 1996 but they want to know where their taxes are going and impacts regarding homestead properties, about 51% of residents are homesteaded, and doubling the exemption may create more problems in maintaining levels of service.

Mr. Keenan questioned if customer satisfaction is a goal or an objective. **Commissioner Cummings** stated Goal 2 might tie in with being a community leader under Goal 3. **Commissioner Moore** stated the Charlotte Assembly has provided a good opportunity to develop goals and objectives. Mr. Keenan pointed out dissatisfied people who complain the loudest cause customer driven changes. **Commissioner Duffy** noted enhancement of customer service would reduce complaints. **Commissioner Cummings** stated customers are County residents at large. **Chairman Loftus** suggested options for changes be provided to residents in situations where their requests would be denied.

Commissioner D'Aprile stated changing the image of government would be very difficult and this goal will not be accomplished. Mr. Keenan asked if the Board wants staff to actively focus on ways to improve government's image. **Commissioner Duffy** agreed on the impracticality. Mr. Loucks suggested staff project or communicate the need to change the image.

Mr. Keenan stated growth management and smart growth might be a unified goal. **Commissioner Cummings** stated levels of service ties in with growth management including reduction of infrastructure costs.

Mr. Keenan commented on Goal 5 to improve employee morale and satisfaction. **Commissioner Moore** expressed the belief that this would increase productivity and performance. **Commissioner Cummings** stated there are approximately 1,300 employees and there are a lot of problems with employee morale based on uncertainties regarding jobs. Mr. Loucks stated there is a lot of employee unrest and commented on the need to make sure that the employee workforce, after layoffs, can achieve the goals. Mr. Loucks stated employee concerns in January and February focused on the budget and layoffs. Mr. Keenan concluded Goal 5 should remain as a goal.

Mr. Keenan questioned the Board regarding Goal 6. **Board consensus for Goal 6 to remain as a goal.**

RECESS: 2:50 PM - 3:00 PM

Mr. Keenan suggested this portion of the meeting be used for brainstorming and requested input on objectives.

Goal 1: Enhance and increase productivity and performance

Chairman Loftus suggested reducing costs and increasing productivity. **Commissioner Duffy** recommended development of a system for measuring productivity. Mr. Loucks agreed about reducing costs. **Commissioner Cummings** suggested finding a method to address facilities maintenance insofar as improving productivity e.g. implement a County wide cost savings program including a measurement mechanism. Mr. Keenan questioned the need to clarify core services. **Commissioner Cummings** stated the budget could be reduced or funds reallocated as a result of cost savings. **Commissioner Duffy** commented on the need to recognize outstanding performance, utilize cross-training to maximize staff, and examine best practices of other governmental entities. **Commissioner D'Aprile** agreed on utilizing other counties' practices to address issues. **Chairman Loftus** suggested maximizing potential. Mr. Loucks commented on CMMS software to fully cost out work orders and track costs to compare and fine tune efficiency. Mr. Keenan concluded the Board would hold Mr. Loucks accountable for implementing a cost savings program and developing base line data.

Goal 2: Customer Satisfaction

Commissioners Moore, D'Aprile, and Cummings agreed on the need to re-evaluate MSBUs. **Commissioner D'Aprile** commented on the need to be more proactive towards customer satisfaction by establishing service standards especially concerning telephone calls and providing answers. **Commissioner Moore** pointed out breaks are needed for front line employees to maintain vitality as well as training, coaching and reinforcement, productivity, and enhancing customer service. **Commissioner Duffy** suggested establishing time lines for returning telephone calls and issuing permits. Mr. Keenan recommended creating a customer service developmental plan. **Chairman Loftus** opined procedures need to be transparent and easily assessable to the public. Mr. Keenan commented on the impracticality of every telephone call being answered by a live person. **Commissioner D'Aprile** stated scheduling might reduce complaints about live persons being available to the public. **Commissioner Duffy** suggested creating a customer care center. **Commissioner Cummings** recalled the Action Center but still telephone calls would come into Board

Members. **Commissioner Moore** stated he does not like computer generated telephone messages. Mr. Loucks advised discussions have been held on establishing call centers. Mr. Keenan suggested creating a mechanism to measure customer satisfaction.

Commissioner Cummings stated the biggest thing that the Board can do is to regulate growth management effectively as part of Goal 1. **Commissioner Duffy** suggested subcontracting out the entire Community Development Department. **Commissioner Cummings** recalled more money was spent subbing out inspection services. **Commissioner Moore** agreed, noted that was after Hurricane Charley, and commented on subbing out various aspects of jail operations. **Commissioner Cummings** stated staff has bid on projects and generally the cost of in-house work is lower than outside vendors. **Chairman Loftus** recommended looking at outsourcing jail operations. Mr. Keenan concluded the goal is to implement a growth management plan.

Goal 3: Improve/project the image of government

Commissioner D'Aprile commented on the need to educate the public and implement a public education program. **Chairman Loftus** concurred with regard to water issues and the budget. **Commissioner Cummings** added MSBUs. Mr. Keenan pointed out County government is invisible until service is needed. **Chairman Loftus** reiterated the need for plain English and simplified projection for public education. **Commissioner Duffy** opined there are a lot of angry people mad at Board Members and the perception is that Board Members do not care. **Commissioner Duffy** commented on the recently implemented hiring freeze but there has not been anything in the newspapers. Mr. Loucks suggested adding more ways to educate the public while making sure the public knows Board Members are assessable. Mr. Keenan suggested establishing a Board of County Commissioners Outreach Program. **Commissioner D'Aprile** suggested one Board Member a month write an article for publication in the newspaper. Mr. Keenan commented on the usefulness of developing a marketing campaign. **Chairman Loftus** suggested providing regular periodic updates on capital improvement projects. **Commissioner Duffy** advised the Communications and Marketing Department could more effectively educate the public. Mr. Keenan asked if Board Members have gone through media training. Mr. Loucks stated such training was utilized and a firm was hired to conduct

training approximately two years ago. **Commissioner Duffy** pointed out the lack of credibility. **Commissioner Cummings** stated credibility is built based on continued public education and awareness. Mr. Keenan recommended establishing a plan to educate the public utilizing Board Members. **Commissioner Cummings** suggested making better use of information from staff.

Goal 4: Quality of Life

Commissioner Cummings acknowledged the importance of creating a path to regional cooperation on water issues within the next 12 months as well as establishing a quality of water approach. **Commissioner Moore** suggested the Board over the next two years, with assistance of staff, rewrite the Comprehensive Plan. Mr. Loucks stated it would be a multi-year project that must be completed by 2010 that should include impacts resulting from passage of Senate Bill 360. **Chairman Loftus** commented on the rewrite of Land Development Regulations (LDRs). **Commissioner Moore** added Sales Tax projects. **Chairman Loftus** pointed out improving economic development should provide better paying jobs. Mr. Keenan concluded there is a need to broaden the tax base as part of economic development. **Commissioner Moore** commented on impacts that might result from reductions in ad valorem taxes. **Commissioner Duffy** recalled voters approved the .2 tax rate. Mr. Loucks explained a base year would be established and revenues may be increased by a specific percentage. **Commissioner Cummings** pointed out the State would be establishing the tax rate instead of counties. Mr. Keenan asked for objectives pertaining to mining. **Commissioner Moore** stated rewrite of applicable provisions in the Code. Mr. Keenan recommended development a mining ordinance. **Commissioner Cummings** suggested community plans include mining issues. **Commissioner Moore** commented on the lack of staff manpower to develop community plans. Mr. Loucks advised staff is working on community plans for Harbor Heights and South Gulf Cove. **Commissioner Cummings** reported funding may be obtained through MSBUs to implement community plans. **Chairman Loftus** stated the public needs to be made aware of funding necessary upfront for development of community plans. Mr. Loucks suggested identifying the purpose and objectives of community plans. Mr. Keenan requested the Murdock Village objective. **Commissioner Cummings** suggested issues be resolved by an identified deadline. Mr. Keenan requested clarification on roads and capital

improvement projects. **Commissioner Duffy** suggested identifying funding options for capital improvement projects. **Commissioner Cummings** commented on the need to protect environmental assets.

Mr. Keenan requested four primary goals. **Commissioner Moore** stated water, sales tax, re-evaluate MSBUs, and resolution of Murdock Village. **Commissioner Cummings** indicated maintaining environmental assets, water issues, rewriting the Comprehensive Plan including maintenance and funding for levels of service on roads. **Commissioner D'Aprile** stated Murdock Village, water, environment, and funding of capital improvement projects. **Chairman Loftus** commented on water, Murdock Village resolution, funding for capital improvement projects, and protecting environmental assets. **Commissioner Duffy** stated regional cooperation of water issues, rewrite the Comprehensive Plan, broaden the tax base, and Murdock Village resolution. Mr. Keenan concluded establishment of a growth management plan, resolution of Murdock Village issues, rewrite of the Comprehensive Plan including maintenance of levels of service issues, Sales Taxes, identify funding sources for capital improvement projects, and protect environmental assets.

Goal 5: Employee satisfaction and morale

Commissioner Cummings opined improvements need to be made relating to job security. Mr. Loucks commented on difficulties due to lack of knowledge of future budget cuts by the State. Mr. Keenan stated a job management strategy could be established. **Commissioner Cummings** commented on the lack of credibility dealing with the Community Development Department. Mr. Keenan asked if a mechanism exists to measure employee satisfaction. Mr. Loucks stated employee surveys have been conducted. **Commissioner D'Aprile** commented on problems between staff and management. **Commissioner D'Aprile** stated the problems regarding the Community Development Department are problems that need to be resolved. Mr. Keenan concluded these issues are operational problems. **Commissioner Duffy** commented on the perceptions of the public regarding Community Development staff interpretations. Mr. Keenan suggested improvement in skills for staff in customer service and implementation of a management program for leadership development.

Goal 6: Improve internal and external communication

Chairman Loftus suggested departments be made aware of what other departments do and more public education. Mr. Keenan stated improving the governmental image can be done with increased customer satisfaction and communication. **Commissioner Duffy** commented on the need for increased public communication to enhance community awareness. **Commissioner Cummings** pointed out each Commissioner has his or her way of communicating with the public. Mr. Keenan stated the Board does not have a communications plan and suggested a marketing plan be established based on Board Members' strengths. Mr. Keenan asked if there is a person on staff to develop a marketing plan. Mr. Loucks responded affirmatively but facilitation skills are necessary and staff can develop a detailed marketing strategy if that is what the Board wants. **Commissioner Cummings** pointed out Communications and Marketing Director Ross puts Board consensus statements out for public knowledge. **Commissioner Cummings** stated he makes sure that the public knows he is accessible and he is consistent in dealing with the public. Mr. Loucks acknowledged until the Board meets in a public forum and makes decisions, each Board Member has a decision. **Commissioner Duffy** referenced a recent article wherein statements were made to a reporter concerning the Round Table, ascertained that **Commissioners Cummings and Moore** were also contacted on the same topic but only **Commissioner Cummings** was quoted in the newspaper. **Commissioner Cummings** stated each Board Member has a right to make his opinion known. Mr. Keenan asked if public outreach should be established. **Commissioner D'Aprile** agreed with public outreach through television interviews and newspaper articles. Mr. Keenan suggested creating a plan for public outreach. Mr. Loucks recognized the efforts of Ms. Ross in working with Board Members in disbursing Board decisions.

Mr. Loucks requested the topics to be discussed at the meeting tomorrow. Mr. Keenan stated he will draft goals and objectives for presentation for collaborative discussion. Discussion ensued regarding using B-106 for tomorrow's meeting instead of Room 119. Mr. Loucks stated he would check room availability and advise Board Members.

Book 65, Page 285
April 16, 2007

ADJOURNED: 5:20 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

djn