

BOARD OF COUNTY COMMISSIONERS

STRATEGIC PLANNING MEETING

APRIL 17, 2007

A meeting was held at the Murdock Administration Complex in Room 119, 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, and Deputy Clerk Manley. The following members were absent: None. The meeting was called to order at **1:30 PM**.

Charlotte County Government: Objectives Development

Objectives for Meetings and Proposed Agenda

Jerry Keenan, Facilitator, indicated that the meeting in January 2007 was a free-form discussion on goals the County wants to accomplish on an on-going basis, and from that discussion it was determined to look closely at objectives. Mr. Keenan advised that the outcome to be accomplished is to review the goal session from January and the discussion with the Board of County Commissioners (Board) of April 16, 2007, and develop the critical few measurable and actionable objectives with a 12-month view, so that at the May 2007 meeting a structured report can be finalized, which is done in a process that involves the Board and department heads sharing joint ownership and accountability for delivering the objectives. Mr. Keenan asked what the benefit would be for Charlotte County Government to have this process. **Commissioner Moore** stated it gives a common approach, coordination, and helps the organization stay on target. Mr. Keenan agreed, and indicated that it makes it easier to evaluate performance based on an annual basis, and upon accomplishment of stated objectives.

Goals, Objectives, Tasks

Mr. Keenan reviewed the definitions, and explained that the goals talked about in January are aspirational and enduring, never totally achieved because they are ongoing intentions; that the series of objectives then become a measurable/deliverable

against the goals, which can be tracked, and indicated that the tasks allow for accomplishment of the objectives. Mr. Keenan advised that at the meeting yesterday with the Board it was determined that the Board of County Commissioners of the organization, as the executive team, own the goals because they set the direction, work on the vision, and identify the goals against the vision. Mr. Keenan stated that the objectives are jointly owned by the Board and department heads, and together create the plans and steps needed to be taken to accomplish the objectives, and the organization then has tasks to deliver on the objectives.

Commissioner Duffy pointed out the discussion included not only goals, objectives and tasks, but a timeframe of completion and in some instances, budget. Mr. Keenan indicated that the yearly set of objectives would have a project plan with certain things that must be done, within a certain amount of time, and with a certain amount of resource; and stated that ultimately there would be more definition in terms of resource, time and cost, and a time line associated with the overall resource allocations. Bruce Loucks, County Administrator, reported that items can be brought back to articulate on and determine how to get where you want to go.

Goals from January: Review

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 the 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. Keenan advised that adjustments from the goals established in January, was to maximize delivery of service within the available budget, and that the ongoing goal is to do the best we can to provide the maximum value within the budget we have available, and be fiscally responsible that results in

productivity, performance and increases. Mr. Keenan reported that another additional thought to the goals set out in the January meeting was to possibly change the image of government to project a positive image.

Commissioner Duffy suggested that item 4 may have too much involved and needs additional review. Mr. Keenan agreed.

Key Priorities Exercise

- Budget/expenses/taxes (4)
- Growth management/comp plan (3)
- Resolve MSBU's (3)
- Water (3)
- Mining ordinance (3)
- Sales tax (2)
- Roads (2)
- Murdock Village (2)
- Communications (2)

Mr. Keenan advised that at the April 16, 2007 meeting he requested the Board members to write key priorities the County must deliver in the next 12 months and grouped them together to find a trend. Mr. Keenan stated that the trends listed as Key Priorities Exercise reflects what the Board collectively thinks to be most important.

Objectives for Goal 1: Fiscal

- A. Reduce cost, increase productivity
- B. Measure productivity
- C. Implement cost savings programs
 - i. Recognition
 - ii. Cross utilize staff
 - iii. Best practices programs (learn from other counties)
 - iv. Business case for growth management

Mr. Keenan indicated that Goal 1 deals with objectives identified for fiscal productivity and performance. **Commissioner Duffy** opined that if cost is reduced you become a more proficient government. Linda Yarchenko, Information Technology (IT), indicated that measuring productivity is a huge task and

requires a commitment from every department to define terms and what is to be measured, and stated there must be a consistent qualifier for each of the goals, with 10-15 best practices, and that clarification is required. James Evetts, Building Construction Services, commented on productivity, inspections, time spent with developers on key areas, and quality of interactions. Mr. Loucks opined that keys that measure productivity needs to be found, track what we do, how we do it, how complete we do it, and how it can be more proficiently done. **Commissioner D'Aprile** pointed out that each department has different requirements, and indicated that a common denominator needs to be developed for all departments. **Commissioner Cummings** stated that an equal task is not only processing a job quickly, but efficiently, to avoid it coming back. Mr. Keenan indicated that the rewards are lost if ones best is given and it is done wrong and has to come back. Mr. Evetts pointed out cost saving measures already being done in his department. **Commissioner D'Aprile** stated that each department head is on the spot, but that the Board needs to know their objectives and goals, how money will be saved, and how to measure their responses, because the Board members are also employees with responsibilities and a report card also. Mr. Keenan indicated there needs to be communication in a tangible way, with a common understanding of what is happening, so the Board can advise that matters are being addressed. **Chairman Loftus** pointed out that it is important that the public knows what is being done. Mr. Keenan stated that cost savings that the departments have on an operational basis would be good for the executives to know about so they can explain it to the public. Laura Kleiss-Hoeft, Parks, Recreation, and Cultural Resources, commented on geothermal heaters for pools. **Commissioner Moore** stated that because of the uncertainty of possible revenue loss to the County from the State, it is important that the County begin getting revenues in as good a shape as possible ahead of time. **Commissioner Cummings** opined that productivity accomplishment is our report card, and indicated that whether or not the County meets the goals is a function of realistic goals being set, and creating an environment that allows the achievement of the goals. Mr. Loucks commented on a community scorecard, and opined that there needs to be more work done on the higher level, with a community threshold for quality of life issues in terms of outcome and goals. Vicki Carpenter, Human Services, stated that we must start with raw data and refine it to give the final outcome to

the public. Jeff Pierson, Charlotte County Utilities (CCU), said many departments are involved in big projects that would have a positive impact on the public, even though one department may take the lead. Michael Konefal, Community Development, commented on the need to change the way employees are recognized; and indicated that a lot of money is wasted on big projects, and that more manpower is needed on those big projects. Mr. Keenan advised that how effectively large capital projects are managed might be one of the tasks the County wants to look at. **Commissioner Moore** pointed out that the timeframe for getting permits through all the agencies is lengthy, and inquired if that was not being done with the best design. Mr. Loucks pointed out that certain projects are more time consuming because of the requirement to deal with State and Federal agencies. Dan Quick, Public Works, explained that SWFWMD has a timeframe to get back to the County, but that many other agencies do not have a prescribed timeframe. **Commissioner Duffy** commented on possibly reducing the size of the Comprehensive Plan (comp plan). **Chairman Loftus** stated it is important to communicate with customers and other departments when there are delays.

Objectives for Goal 2: Customer

- A. Re-evaluate MSBU's
- B. Establish service standards (e.g. time to return calls)
- C. Create customer service developmental plan
 - i. People - behaviors
 - ii. Process
- D. Implement centralized customer care center (routine transactions)
- E. Establish customer satisfaction measurement system

Mr. Keenan stated that the Board believes there is a need to identify core service standards within the organization, implement a centralized customer care center for routine transactions, and have a system for measuring customer satisfaction.

Mr. Pierson said there needs to be a person available to identify and solve the immediate problem, but that the internal process needs to be fixed to avoid a repeat of the problem. Ms. Yarchenko indicated there should be a way to follow the call, and commented on the 311 call center. Betty Williams, Economic Development, commented on internal process monitoring. Mr. Evetts stated it is important to not pass callers around, but to remain with them until it is determined where they need to be. Ms. Kleiss-Hoeft stated that a concern for a centralized customer care center is that it is for more than typical government hours. Ms. Yarchenko indicated that the 311 call centers are manned 24/7; that some are automated, and some are manned 24/7, even if there is only one person per shift answering the phone. **Commissioner Duffy** commented on her experience with the system; Ms. Carpenter stated that factors include manpower and skills of the attendant. Mr. Keenan advised that there appears to be enthusiasm for exploring this objective. Mr. Loucks said there was discussion yesterday of conducting a county-wide census of general satisfaction.

Objectives for Goal 3 - Image

- A. Implement public education program (e.g. simplified budget, water)
- B. Implement BoCC outreach program
- C. Conduct marketing campaign twice per year
- D. Implement periodic updates on capital programs

Mr. Keenan indicated that this goal is to positively enhance or project the image of county government by implementing educational programs that would be useful for the public, communicating the budget in a simplified way, utilizing the Board as an outreach technique, to once or twice a year proactively go out and communicate certain things we want to communicate, and to implement periodic updates on capital programs.

Joyce Ross, Communications and Marketing, advised that it comes down to what are the priorities, and indicated that the tools are available for getting information out, but that it would be helpful if the Board focused on four or five top priorities.

Chairman Loftus stated that the budget needs to be explained to the public in simpler terms, as well as the permitting process, explaining why permits cannot be issued if water is not available. Mr. Evetts commented on the need to have a better working relationship with the newspapers so that the information in articles is accurate. Mr. Keenan indicated that information can be pushed out through outreach programs; that response to what is said can be done through certain resources; and that it is necessary to have a clear plan, but to prepare for re-negotiation when priorities shift. Ms. Ross indicated that there are many ways to get the information out to the public and that we must pick and choose how to respond. **Commissioner Cummings** stated it is not necessary to respond to everything; opined that the newspapers want to write informed articles, and indicated that it would be helpful to partner with the newspapers; and agreed that outreach programs are necessary to get government information out to the public. **Commissioner Duffy** stated that positive steps need to be taken to achieve this goal; that we must listen to the people, respond, and correct misinformation. **Commissioner Duffy** suggested that for the next month everyone read all the letters to the Editor, cut the articles out that applies to your department and share it; and that every time the Board gets an email it will be sent to all departments so that everyone is aware of what the Board members are seeing; and indicated that if a concentrated effort is made, we will see what the public is asking for, and can develop the tasks.

RECESS: 2:55 PM - 3:15PM

Objectives for Goal 4: Life

- A. Water (5)
 - i. Create path for regional cooperation
 - ii. Create approach to improve quality
- B. Resolve Murdock Village (4)
- C. Develop and determine funding source for roads/drainage (3)
- D. Growth management (re-write comp plan, smart growth, Neighborhood plans) (2)
- E. Sales tax extension (2)
- F. Create agenda for protection of environmental assets (2)
- G. Broaden the tax base (1)
- H. Re-evaluate MSBU's (1)

- I. Re-write LDR's
- J. Re-write mining ordinance
- K. Define purpose and objectives to community planning

Mr. Keenan indicated that Goal 4 was most of yesterday's conversation, and that most key priorities fit under this goal, some needing to be addressed sooner than others. Mr. Keenan stated that the list was large as objectives were allocated against this goal, and that he requested each Commissioner to indicate the top 4 critical priorities. Mr. Keenan said the number next to the item listed is the number of Commissioners who voted on that item. **Commissioner Cummings** clarified that item "F", is not "creating the agenda", but "sustaining the agenda", indicating that it is already pretty active, but we want to be certain it continues. **Commissioner Duffy** commented on item "G", and recalled that the two objectives under economic development are to broaden the tax base and provide jobs. Mr. Loucks indicated there needs to be discussion on item "K" in the context of what is expected of community planning. **Commissioner Cummings** stated that the purpose of community plans is to protect and enhance the unique characteristics of neighborhoods, but work is needed on managing the expectations of that process. **Commissioner Moore** clarified that the issue with economic development is high wage jobs, not just jobs. Mr. Keenan mentioned that some of the issues listed under a category could be goals of themselves. Mr. Pierson commented on the process of the Public Service Commission (PSC), wherein a utility can go to the PSC and expand their utility service area outside of our urban service area, pre-empting some items prior to getting community development review. Mr. Pierson stated that some counties have taken back the control of approving those private utilities, and is something Charlotte County should address. **Commissioner Cummings** recalled that Charlotte County previously regulated utilities in the county and gave it up. Mr. Loucks advised there will be an opportunity to debate this issue on April 25th because there is an item coming up asking for utilities to come from another county. **Commissioner Duffy** opined that an additional item "iii" under "A. Water" could be to identify additional water sources within Charlotte County. **Commissioner Moore** stated he would be more comfortable with that being listed as "A. Water i. (a)". Mr. Keenan indicated that item "C" is unique objective unto itself for roads and drainage.

Mr. Konefal said if roads, water and sewer are done first, you define growth management "D", because those are the two driving forces behind growth management; and that it must be done in reverse thinking. **Commissioner Cummings** stated that everything local government does is in essence growth management; and indicated that almost all are referenced one way or another through the comp plan. Mr. Keenan advised that one of the other counties talked about scenario planning that says in doing growth management you look at the "what ifs" of the future; and indicated that if roads, water and sewer are put in place, it dictates where people go. **Chairman Loftus** said all must be done concurrently; that growth management is all in one. Mr. Evetts opined that the next 4-lane highway is not nearly as important as road repaving and existing drainage; that maintenance on the old roads inherited from General Development Corporation (GDC) is tremendous compared to new roads. Mr. Loucks suggested including sub-paragraphs to "C. Develop and determine funding source for roads/drainage", one for new infrastructure, and one for maintenance of existing infrastructure. **Commissioner Duffy** indicated a need to consider where new development would occur in Charlotte County in the next 5-10 years, and how to plan for it. **Commissioner Cummings** pointed out that sufficient development within the existing urban service area has already been approved for a city the size of Tampa, (Florida.) **Commissioner Moore** stated the real charter here is what is to be done in the next 12 months. Mr. Keenan said objectives can be stated as a multi-year objective, but that a certain amount will be done right now. There were no comments on item E. **Commissioner Cummings** opined that all categories actually fall under growth management; that growth management in its actual definition is all encompassing, but that there are specific tasks within growth management that can be discussed, and indicated that item "F" refers more specifically to a planning aspect. **Commissioner Cummings** stated that Charlotte County's comp plan is one of the more progressive comp plans in the state, that the concepts behind the comp plan are good, even though there is room for improvement. **Commissioner Moore** suggested shifting some responsibilities between Parks and Recreation and the Environmental Acquisition Land Committee in an effort to protect assets. **Commissioner Duffy** agreed. **Commissioner Cummings** clarified that the wording in "F" is "sustain", not "create"; pointed out that it is a combination of

things, which includes Parks and Recreation, Environmental Lands Acquisition, and a host of issues; and stated he does not want to lose sight of how important that investment is to the quality of life of the community. Roger Baltz, Assistant County Administrator, indicated that environmental assets is very broad, and includes things like wetlands protection, scrub-jays, sea turtle monitoring, manatee protection plans, and Parks and Recreation; and pointed out that one of the main permits dealt with on construction is the Environmental Resource Permit (ERP.) Ms. Kleiss-Hoeft indicated the need for good communication to developers who build next to environmental areas so they are aware of necessary environmental management, such as controlled burns. James Thompson, Environmental Extension Services, advised that the scrub-jays, gopher tortoise and other endangered species, and the wetlands can be looked at as a resource to the County, and suggested that a value be put to that resource when re-writing the comp plan. Mr. Keenan indicated that one of the objectives would be to redefine what we mean by "assets" and what the scope is; and stated that sustaining the environment could be a separate goal. Mr. Loucks suggested making an inventory of the environmental assets. Mr. Keenan indicated that item G was revised to Economic Development, which includes broadening the tax base and stimulating the growth of high wage jobs; and that items H, I, and J were shorter term issues to resolve. Mr. Konefal opined that perhaps the numerous advisory committees should be redefined or modified.

Objectives for Goal 5: Employee

- A. Implement change management program
- B. Implement leadership development

Mr. Loucks commented on the importance of reviewing the media impacts when reporting on budgetary issues. Maggie Kain, Human Resources, indicated that a communication plan would be helpful. **Commissioner Cummings** indicated that if there is something that is sensitive and would raise questions among our staff, it would be helpful to receive a late night "heads up" on what would appear in the paper so that emails can be sent to staff ahead of time advising how consequences will be dealt with; and opined that we don't want to soft pedal the consequences of the decisions that the legislature makes, because the legislature should know how its actions affect the people. Ms. Ross pointed

out that employees of the County are also taxpayers, as well as ambassadors to the community compelled to delivering messages. Mr. Keenan indicated that frequent communication is important. **Commissioner Cummings** indicated that staff is one of the most potent political forces in the county. Mr. Evetts commented on the letters Mr. Loucks sent out ahead of time to employees explaining possible layoffs. Mr. Keenan advised that many methods of communication can be done, whether in writing, or bringing people together before a shift start, to pre-empt a media reaction. Ms. Kleiss-Hoeft indicated her department has been meeting with every group, and stated that it is important to find hope and solutions. Becky Bovell, Tourist Development, stated that no news is difficult to bear, and indicated that communication on a regular basis is important. **Commissioner Duffy** suggested that there be direct communication from development head to staff, and then possibly a meeting with the news staff so that messages get to the community clean.

Objectives for Goal 6: Communications

Commissioner Duffy suggested an increase in internal and external communication, and more communication between departments. **Chairman Loftus** explained that even though departments work together, they each do not know what the other department's responsibility is. **Commissioner D'Aprile** indicated that most departments don't have an interest in what other departments do, and that it might be helpful to make it more interesting to know what other departments do. Mr. Loucks commented on having weekly meetings with departments to assure everyone is task focusing; pointed out that Charlotte County Utilities has a program that all employees go through that explains what goes on in every element of the organization; and explained that some employees attend the Citizens Academy program, but that a similar program should be available for all employees. Mr. Pierson advised that CCU has a common issues meeting each month between various departments to learn what is required for utilities, and clarify issues and new things that have come up before projects begin. Ms. Kain commented on forms of communication on the labor management side to address issues before they escalate to grievances. **Commissioner Cummings** indicated that the Citizens Academy program for staff is/was a good tool, and that with the CCU program gives an educational foundation to have an interest in the other departments, and

that the newsletter could then be used to peak the interest on a regular basis.

Moving Forward

Mr. Loucks explained that the next group meeting is May 14, 2007; that meetings have been scheduled to discuss some major issues, assign objectives for preparation of specific tasks, and hopefully finalize the list of goals and objectives. Mr. Keenan advised he will get his notes distributed before Thursday to allow time for adjusting what has been done.

ADJOURNED: 4:20 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**

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