

**BOARD OF COUNTY COMMISSIONERS**

**STRATEGIC PLANNING MEETING**

**MAY 14, 2007**

A meeting was held at the Murdock Administration Complex in Building B, 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, and Deputy Clerk Manley. The following members were absent: None. The meeting was called to order at **9:00 AM.**

Jerry Keenan, Facilitator, advised that this review is for Administration, staff, Directors and Commissioners to discuss what will be done to achieve the objectives and goals previously discussed, review the tasks that the Administrators have identified, and talk through how it will work, how it will accomplish the objective, and who is involved and responsible; and to share information insuring that all are on target for the goals, objectives and tasks, and identify future actions required. Mr. Keenan stated that the goal is the overall aspiration, enduring over time and endless, that a measurable/deliverable is an objective, and leads to the tactics to deliver on the objectives that have been identified.

**Goal #1 - To increase and enhance the organization's and Charlotte County's productivity and performance and to maximize service delivery within the available and fiscally responsible budget**

**Objective 1:** Reduce cost and increase productivity

Task 1: Assess the impact of reductions in budget. (June)

Task 2: Identify cost reductions. (May)

Mr. Loucks advised that the first task is to assess the impact of reductions in the budget process, and that there is uncertainty about the objectives until the funding reductions from Tallahassee is known. Mr. Loucks stated that there have been discussions with every department and cost reductions identified, and that the first overview of the budget will be presented to the Board in June. **Commissioner Moore** pointed out

that there are certain things the County must do, regardless of what happens in Tallahassee. Mr. Loucks pointed out that earlier in the year the Board commented on going through the budget with the anticipated reductions from Tallahassee in mind, which is what has been done, but that depending upon the severity of what comes out of Tallahassee, it may be necessary to re-review. **Commissioner Duffy** clarified that the County would continue to find ways to reduce costs regardless of the funding reductions from Tallahassee. Mr. Loucks acknowledged affirmatively. **Chairman Loftus** stated that the Board had previously indicated a line item by line item review. Mr. Loucks stated he is not certain he heard that from all the Board members. **Commissioner Moore** indicated that he did not believe the Board had made a consensus statement, and that he would rather get a sense from Administration as to what they believe is achievable. Mr. Loucks advised that in order to accomplish both objectives, if the Board does not want to meet collectively, the Commissioners can be furnished a computer print out that has all the line items in it. **Commissioner D'Aprile** indicated that there is nothing wrong with reviewing line items, and that it gives the Board an opportunity to question items they may have a problem with, and that it is the process that is doubted. Mr. Loucks requested clarification if the Board wants to meet collectively with all the reports and go through them line item by line item with each department, or if the Commissioners want to review a computer print out on their own and then have a meeting where questions are dealt with. **Chairman Loftus** stated he would like for the five Commissioners to meet together, and that the budget should be furnished a long time beforehand to allow the opportunity to carefully review it, so that when they sit down at the meeting it is not a long process. **Commissioner Cummings** indicated that in the past each department did a line item by line item analysis and brought the budget to the Board, allowing the Board to concentrate on budgetary items and policy decisions in order to address where the large dollars are, which produced more effective results. Mr. Keenan summarized that from a process standpoint the accomplishment is to get the budget out in ample time for the Board's review, adjust line items and make notes, and then come back to focus on the large items. **Commissioner D'Aprile** reported that he has received inquiries on the \$100 million increase in the budget from 2002/2003 to 2007, and that he needs an explanation for constituents. **Commissioner Cummings** indicated this is an example of when staff does a trend analysis. **Chairman Loftus** stated that the issue of how many more customers have been serviced should be included in an analysis. **Commissioner Duffy** stated that the Board should review the

budget item by item, and opined that there are areas of the budget with room for cutting. **Commissioner Cummings** indicated a trend analysis would provide more than trying to go through every line item of every department of the entire county. Mr. Keenan opined that both are probably necessary; that the trend analysis points out problems, and the line in the budget gives an opportunity to say if a trend is seen, it can be explained by going to that part of the budget. **Commissioner Moore** commented on a conversation he and Mr. Loucks had several weeks previously about a reduction model scenario if the County had 10% less revenue, or 20% revenue, done over the last 4-year period, and inquired if information would be furnished regarding that. Mr. Loucks indicated that a summary sheet for each department would be furnished as part of the package, and stated that some items have already been implemented. **Chairman Loftus** advised that revenues and expenditures for the past three years should be furnished and a comparison done. **Commissioner Duffy** advised she had already reviewed the Clerk, Tax Collector, and Sheriff proposed budgets.

**Objective 2:** Develop a system for measuring productivity

Task 1: Each Director to identify measurable departmental functions and establish measurements and reporting system for those functions. (September)

Mr. Loucks stated that each department has different measures and different tools and would come up with measures and costs of what they do.

Task 2: Create outcome based community measurements. (October)

Mr. Loucks commented on measuring and tracking productivity, indicated that he would like to elevate task 2 to much higher levels than at community based outcome measures, and stated that he would like to discuss this in October after the budget work is done, Mr. Loucks indicated that this conversation would set the stage for future budgets, how the County grows, and where it would allocate key resources. **Commissioner Duffy** commented on reports given by Shawn Horton and Jim Evett, and how they relate to task 1. Mr. Loucks indicated that in the October discussion he would like all to agree that a different prospective is needed, and commented on the process of identifying priorities of service and developing measures of tracking. **Commissioner Cummings** opined that there has not been sufficient community

outreach on the MSBUs to show what is needed to be done just to maintain a baseline level of service, and indicated a higher profile outreach is needed. Kelly Shoemaker advised that individual meetings with the MSBUs groups had already begun to give a better understanding of the work programs and steps needed to come to the Board for an increase for whatever the outcome is in regards to the MSBU study; that even with that step having been taken, that 5 or 6 have already done the outreach, had meetings with their communities, and decided to come to the Board this summer to request an increase. **Commissioner Cummings** commented on Greater Port Charlotte MSBU being behind in money. Ms. Shoemaker stated that even though that MSBU committee was formalized a little later, it had begun to take steps needed, and indicated that staff has a couple options for them to choose from. **Commissioner Moore** pointed out the environmental service to the citizens has been what we thought they wanted, but that he is now convinced that they cannot afford that level of service, whether they want it or not, and opined that task 2 speaks exactly to this. Mr. Loucks indicated that a sense of play of what citizens believe is not so important, or what the issues are, would be better known after Charlotte Assembly.

**Objective 3:** Identify issues that need addressing that also cross departmental lines and work cooperatively with those affected departments to resolve the issue(s).

Task 1: Identify cross departmental issues. (May)

Task 2: Develop a system for working on those issues with the affected departments. (June)

Mr. Loucks said this is more of an informational issue than dealing with some Board concerns that have come up; that he needs to talk about communications, cataloging events and activities that are occurring, and make certain we have the framework on task 2, and indicated that Board concerns can be addressed during the process. **Chairman Loftus** commented on concerns of departments not working together, and the lack of communication between various departments and staff within the same department. Mr. Keenan inquired if this is to establish an ongoing process that issues are fed into as they arise or an emergency type process to take care of issues. Mr. Loucks replied affirmatively. **Commissioner Duffy** inquired is this is a measurable. Mr. Loucks stated it is a yes and no kind of

measurable. Mr. Keenan advised that the measure would be the existence of the process and the resolution of the issues.

**Goal #2 - To enhance and improve customer satisfaction:**

**Objective 1:** Re-evaluate MSBU's

Task 1: Implement changes from study presentation. (T.B.D.)

Mr. Loucks stated that a presentation was made to the Board, and that feedback given by the Board is being incorporated into the final version that would come back for approval. Mr. Loucks indicated that there are four or five elements that will begin right away, but that there are some policy issues that the Board needs to address. Mr. Loucks advised that the most important aspect of the MSBUs that came out of the conversation is developing a 5-year CIP, and indicated that over the next 12 months as we work with each new group we will be developing the 5-years as a capital group within the MSBU, which should help 90% of the issues.

**Objective 2:** Establish service standards

Task 1: Identify service level standards. (June)

Mr. Loucks advised that we have documented service standards for the past year, that it piggybacks into what will be done in October with prioritizing service levels, and fits into some of the things that were seen in the first goal. **Commissioner Cummings** opined that one of the tricky parts is how to deal with an acceptable minimal level of service for a developed portion of an MSBU versus an area of infinite roads with no houses in the same MSBU. Mr. Loucks indicated that the challenge is how to find infrastructure that is needed; that some MSBUs reported that they did not want infrastructure and are happy with dirt roads and minimal level of service. Mr. Loucks reported that there would come a point in time that as a government the responsibility won't be to allow those areas to have dirt roads when there are high growth density factors; that it will not be in the comprehensive plan, and could delay building permits being issued until road level of service is addressed.

**Objective 3:** Evaluate centralized customer care center (routine transactions)

Task 1: Establish a Charlotte County Ombudsman program for complex situations (be and advocate for the customer and then work to fix the process breakdown). (August)

Task 2: Extend hours beyond traditional county working hours. (T.B.D.)

Task 3: Create a report of what other counties are doing with contact centers for best practices. (June)

Mr. Loucks advised that a centralized call center (311 call center) open 24/7, 365 days per year, is the highest and most expensive level, and indicated that the intent is to bring to the Board various options for review in August, with a sense of where the resources would be. **Commissioner Cummings** commented on the previous action center system used by the County, indicated that persons using this system often called the Board of County Commissioners when they did not like the answer they received from the action center, that the Board decided the resources could be better utilized, and why it was changed into the Communications Information Department. Mr. Loucks stated that we are an organization of such a diverse level of services and it would be hard to have a call center with staff trained to answer all the questions, and there would be some routing; and that there needs to be consideration and discussion of variables when it is brought back in August. **Chairman Loftus** stated that one of the main difficulties is when citizens call in and no one answers at the other end. **Commissioner Cummings** indicated he recommends that citizens call his office first if they are not certain who they need to speak to, and that his office will locate the proper person to get back to the caller. **Commissioner D'Aprile** opined that citizens who call in want to talk to a person with higher authority and get answers, and that each department should have someone available at all times. **Commissioner Duffy** explained that it is important that persons who answer be cross-trained. Mr. Loucks stated that a pit-fall of the system is that not everyone can answer all the questions, and questions must go out and then be brought back with an answer.

**Objective 4:** Establish customer satisfaction measurement system

Task 1: Conduct a county-wide service survey (July)

Task 2: Each department to survey their customers at least once per year and report the results to the Director Team

and the County Commission. (Departments choose which month of the year they will conduct their surveys)

Mr. Loucks advised that Task 1 has already begun, that the International City Manager's Association (ICMA) has a good program that has been used for 4 or 5 years that gives a list of questions normally asked, with the ability to add other questions, that the program has mail-out questionnaires, and is better than the usual customer service satisfaction survey, and that the survey would be furnished to the Board for input of additional questions to be added. Mr. Loucks advised that departments already have red and green, that internal measures for customer basis would be developed department by department, and use that information to provide better services and find out what can be done better. **Commissioner Moore** asked about the estimated cost. Joyce Ross advised that ICMA has a team that does a mail survey and compiling, that some of the questions could be changed based upon Board's input, that the cost is about \$8500, and results should be received within 60-90 days with a full analysis.

**Goal #3 - To positively change/project the image of government**

**Objective 1:** Implement public education program

Task 1: Identify the "critical" priorities (June)

Task 2: Create plan with proactive efforts to address critical priorities. (July)

Mr. Loucks stated that input would be needed from everyone advising what they see as critical priorities, and that based upon the priorities action plans would be created to address each of those priorities.

**Objective 2:** Implement BoCC outreach program

Task 1: Conduct marketing campaign twice per year.

Task 2: Create quarterly Capital Improvement Program (CIP) report. (May)

Mr. Loucks indicated he prefers reference to conducting marketing effort or outreach program (versus campaign) twice a year, pointed out that input was received and is being included on the final version of the quarterly report, and that the

quarterly report should be available within the next 2-3 weeks. **Commissioner Duffy** advised that the reference material for Task 2 of Objective 2 is quite vague, and she would like to see more detail. **Commissioner D'Aprile** stated that the most important thing in marketing is marketing, opined that it is the most important feature of all the goals and objectives, and indicated that government must be simplified as much as possible when dealing with the general public. Mr. Keenan suggested that the language to be used could be pointed out, and that Ms. Ross and her team could then articulate on what is to be done. Ms. Ross advised that the tools are pulled out depending upon the topic or the amount of money available to spend on a particular issue, and once the critical priorities are determined the tools can be assigned to the priorities and an actual budget given for each one. **Commissioner D'Aprile** pointed out that you must first identify what you are going to do. Mr. Loucks indicated that there should be a review of the elements from the February roundtable to determine if any of the issues are missing. **Commissioner Duffy** stated that if we identified that we must change the positive image of government and another of the goals is communication, then we need to look at what we are doing and if it is not working, do something different. **Chairman Loftus** indicated that the communication must be in common language. **Commissioner Cummings** advised that one of the things we struggle with is that we seem to do one project at a time very well, but that as an organization, we seem to struggle with doing multiple projects in parallel. Mr. Loucks stated that the quarterly report would show it to be quite different, and would help visualize what is getting done. **Chairman Loftus** said the reports would be a good communication tool for the public showing start to finish. **Commissioner Duffy** suggested adding "simplify government" as an objective or a task, and opined it would help to accomplish the goal. Mr. Loucks indicated that "to simplify government" could be added under Objective 1 as Task 3, but was not certain yet how it would be articulated. Mr. Keenan suggested it be added as a Goal because it is enduring. **Commissioner Cummings** stated that the actual goal is transparency. Mr. Loucks inquired if the wording of Goal 3 conveys what is intended. **Commissioner Cummings** clarified that in speaking of simplification, the idea is to help as many people understand what is occurring, which is perhaps transparency. **Commissioner Moore** advised he does not like the wording of Goal 3, and opined that stating to simplify government indicates something being done for the public, not for us. **Commissioner Cummings** opined that perhaps the goal is to make us more transparent, to have the public better informed,

and stated that the more the public understands about what we do and why we do it, even if they don't particularly care for the answer, they are more likely to at least accept that there is a reason why something is happening the way it is. Mr. Keenan agreed that changing the wording of the goal "to simplify government" addresses the transparency issue. **Commissioner Cummings** stated that the objective is to define it to have the public better informed. **Commissioner Duffy** cautioned on the use of acronyms. **Commissioner Cummings** stated there is an appropriate time to use acronyms, but you should think about who your audience is. Mr. Keenan explained that the goal could be to simplify government, create an objective to make government understandable, and tie into that; and stated when communicating to the public, terminology should be incorporated that the public understands.

**Goal #4 - To be a community leader in quality of life issues**

**Objective 1:** Continue regional cooperation on Water.

Task 1: Develop strategies for alternative water sources  
(Ongoing)

Mr. Loucks advised that a study of possible alternative water sources was conducted, that exclusivity status with the Water Authority was rejected by vote of the Board at the May 8, 2007 Board Regular Meeting, and indicated that direction from the Board to move forward on taking the study to the next level would be requested, and pointed out that at this point you talk about spending money.

**Objective 2:** Resolve Murdock Village

Task 1: Complete the contract negotiation process (May)

Mr. Loucks stated that the concept would be presented to the advisory committee on Friday, May 18, 2007, and expected to be brought before the Board on July 6 or 10, 2007.

**Objective 3:** Growth management

Task 1: Begin rewriting the Comprehensive Plan. (September)

Task 2: Rewrite the Land Development Regulations. (Ongoing)

Task 3: Rewrite the mining ordinance (June)

Mr. Loucks advised that re-write dealings with the comprehensive plan would begin soon. **Commissioner Cummings** reminded the Board that Charlotte County is bound not only by state law for the comprehensive plan, but also to some court decisions and settlements, and suggested that special attention be given not to get cross-wise with them. **Commissioner Moore** indicated that **Commissioner Cummings'** knowledge of the comprehensive plan is a contribution to the Board. **Commissioner Cummings** pointed out that the Secretary that signed the Consent Order against Charlotte County for growth management, Tom Pellem, has been re-appointed as Secretary, and that if he remains as such, would be familiar with the contents of the Consent Order, and that the County wants to be certain it is aware of it. **Commissioner Moore** indicated he would like to be better educated by it. Mr. Loucks indicated there is a community education element to the comprehensive plan and that there would be discussion at one of the roundtables about how to do comprehensive plan. **Commissioner Duffy** stated she did not like the wording on Objectives 3 and 4. Mr. Keenan indicated that the wording on Objective 3 could be changed to read "Manage Growth Effectively." Mr. Loucks stated that the re-writing of land development regulations, Task 2, and re-writing of the mining ordinance, Task 3, are already in process. Michael Konefal explained that James Dossett is leading the re-write of the mining ordinance, that there have been four or five televised meetings that the Board requested be scheduled with the stakeholders group, and that he would ask Mr. Dossett to provide an update to each Commissioner. **Commissioner Cummings** inquired if the County was continuing to approve permits. Mr. Konefal advised there were quite a few applications submitted prior to consideration of a moratorium, which are available for processing, but that not all have been processed. Mr. Konefal explained that the applications were legally allowed to be submitted and no hold can be put on them because there was no moratorium and that the applications are being considered under the existing ordinance that is in place right now, not the proposed ordinance. Mr. Konefal explained that only a couple applications go to the hearing examiner on a monthly basis, and that perhaps 4 or so had been processed since the March 30<sup>th</sup> date. **Commissioner Duffy** reported that she attended a clinic with the topic being comprehensive plans and growth management, and indicated attendees at this clinic were told that if the comprehensive plan is more than 500 pages, there is something wrong with it. **Commissioner Duffy** opined that in talking about widening the comprehensive plan that suggestions made by Mr. Konefal at a previous roundtable in terms of using a new kind of

comprehensive plan should be kept in mind. **Commissioner Cummings** opined that if the goals, objectives and policies are more than 500 pages, there is probably a problem, but that if the text that provides supporting information is incorporated into the comprehensive plan there would be more pages, and stated that the goals, objectives and policies should be more concise. Mr. Keenan reported that the comprehensive plan should be simple, managed, and supported.

**Objective 4:** Sales tax extension

Task 1: Create an outreach program/media timeline to educate the public on the need for the sales tax extension. (January)

Mr. Loucks suggested a change in wording to "Implement Sales Tax Extension." Mr. Loucks advised that traditionally Charlotte County sales tax extensions are done in general elections, but opined it might be better done in the Presidential Primary because there would more local turnout at that time. Mr. Loucks stated that staff would continue working with the project list, indicated that traditionally an element has been provided for the City of Punta Gorda and the School Board to get a tie-in, and pointed out that the School Board is looking at a number of different issues and we need to understand how that impacts what the County is trying to do. **Commissioner Cummings** opined that serious consideration should be given as to what to do with the sales tax extension and look very hard at the \$100 million road deficit for the next 5 years. Mr. Loucks explained that Senate Bill 360 requires a fully funded capital improvement program; that we have not done that 100% in roads because we cannot afford to, and that one of the issues for the Board to discuss is the need for additional resources to build more roads; and indicated that the Board can give thought to whether sales tax proceeds would be spread around or if 100% of the sales tax proceeds would go to road construction. **Commissioner Moore** suggested putting up signs showing projects where the tax dollars are at work. **Commissioner Cummings** indicated that signs are put up, but opined the layouts are not good attention getters. Chief Didio reported that a gold penny is on the back of all Fire/EMS units that were funded by sales tax.

**Objective 5:** Sustain agenda for protection of environmental assets

Task 1: Evaluate parks and recreation resources. (July)

Task 2: Evaluate environmental land acquisition (May)

Task 3: Expanded definition of "assets" (May)

- A. Wetlands protection
- B. Sea turtles
- C. Manatees
- D. Redefine "value"

Task 4: Establish a method for educating urban newcomers (September)

Mr. Loucks advised that Task 2 is part of the Conservation Charlotte effort; that the Board heard at the last roundtable some of Task 3 regarding new regulations relating to endangered species; and stated that there has not been an in-depth discussion about considering those assets, but should be looked at as to value. Mr. Loucks reported that the Department of Environmental Protection (DEP) approached us on us doing their wetlands protection enforcement, but that no answer has yet been given. **Commissioner Cummings** opined that it would be helpful for the customer to have one less agency to deal with. Mr. Loucks indicated that Task 4 deals with environmental assets, but could also fit under simplified government in terms of education. **Commissioner Moore** inquired about re-defining value. Mr. Loucks explained that it is in how assets are considered; that in the instance of the scrub jay, that instead of being angry about the scrub jay, perhaps there is a way to consider how to deal with scrub jays and get the community to help follow the Federal law and change the mind-set. **Commissioner Cummings** opined that it is not necessarily that the scrub jay is the asset, but more that the habitat is the asset and the value. Jim Thomson opined that the community is driven by its natural resources, and stated that if a value, rather than a liability, could be placed on the natural resources, a better job of managing could be done. **Commissioner Duffy** opined that we are not specific enough and that we need to expand the definitions. Mr. Loucks indicated that Task 3 is an expanded definition of assets, that the countywide habitat conservation plan would be brought back to the Board, and inquired if that should be a separate task, or if some of the elements of Task 3 should be re-defined. Mr. Loucks suggested changing the language to "re-evaluate current and future assets." **Commissioner Cummings** suggested updating the blue belt study while evaluating Parks and Recreation. Mr. Keenan indicated that there appears to be specific programs and initiatives to go against that particular task. Mr. Loucks

suggested moving A,B,C,D, presently under Task 3, and placing them under Task 2, and that Task 3 would become "presentation of countywide habitat conservation plan." **Commissioner Duffy** suggested identifying possible financial resources, such as submitting a grant to Fish and Wildlife to help with acquisition of lands. Mr. Loucks stated those would all be elements of getting the habitat conservation plan and suggested "develop proposal for a countywide habitat conservation plan", which would be inclusive of all the elements. Mr. Loucks indicated that he does not anticipate getting this done in May, and suggested moving subs to Task 2 with an October date, and an August date for Task 3, developing the proposal for a countywide scrub jay habitat conservation plan. Mr. Loucks said information and costs would be brought back at the August roundtable.

**Objective 6:** Broaden the tax base and stimulate growth in high wage jobs.

**Task 1:** Continue with Economic Development efforts to attract new business to Charlotte County. (Ongoing)

Mr. Loucks said the question here is how much specificity is wanted. **Commissioner Duffy** stated we need to show how it would be done. **Commissioner D'Aprile** asked what the incentives are to attract big business for high paying jobs. **Commissioner Cummings** commented on business budget incentives. Betty Williams advised that when we begin using the assets allocated for incentives, it is time to be more selective about where those resources go, so that businesses import money into the county, not re-circulate money within the county and compete against existing businesses. **Commissioner Duffy** inquired if the Directors gave input, indicated that regional partnerships should have been included in the plan, and expressed concern on the vagueness of the information provided. **Chairman Loftus** advised that the Board wants to know what neighboring counties are doing also. Mr. Loucks advised that an effort was made toward simplification. **Commissioner D'Aprile** inquired if the topics presented are generalities to be expanded on at a later date, and indicated that more has been done with economic development than in the past, but not reflected. Mr. Loucks advised that this is the framework and that some would be expanded on. Mr. Loucks suggested adding as Task 2 "to present the detailed plan and strategies to the Board on the county economic development plan", indicated that an economic development plan was approved by the Commissioners in 2005 and is in place now, and stated it would be reviewed and brought back to the Board. **Commissioner**

**Duffy** commented on the detail in the Sheriff's Department 5-year strategic plan, and indicated similar type information is what is needed by the Board on each of the departments. **Commissioner Moore** commented on the need for the Sheriff's budget to be cut based upon what comes down from Tallahassee.

**Objective 7:** Define purpose and objectives of community planning

**Task 1:** Establish parameters for development of community plans. (August)

Mr. Loucks stated that everyone gets involved with community plans, but then there is no implication of what the plan requires, and indicated that there needs to be clarify on managing expectations. Mr. Loucks indicated there needs to be a link between what we expect the community plan to do, where the issues are, what can or cannot be implemented, and if implemented, where the funding source will come from. **Commissioner Cummings** stated that there are countywide interests in the neighborhood plans, and that we would be well served if each of the neighborhoods had some type of commercial node to try and cut down on trip generation. **Chairman Loftus** said in regards to the community plans, it needs to be brought forward at the beginning that costs for things wanted in the communities must come from within that community. **Commissioner D'Aprile** asked how many communities there are, and if they had been identified. Mr. Loucks stated there has been no definition of what a "community" is. **Commissioner D'Aprile** said lines must be drawn as to where communities lie. **Commissioner Cummings** opined that communities are established by the perception of the people who live there, and indicated that in make a determination or establishing a definition, a starting point to begin looking is the MSBUs. **Commissioner D'Aprile** stated that caution must be given for how communities are determined, and exampled gated communities that are within other communities.

**RECESS: 10:55 AM - 11:10 AM**

**Goal #5 - To improve Charlotte County government's morale and employee satisfaction**

**Objective 1:** Implement change management program/leadership development

**Task 1:** Hold supervisor meetings for discussion and training on transitional management issues. (June)

Task 2: Share decisions as soon as possible - Frequency of communication is critical. (On-going)

Task 3: Create employee survey to develop strategies for budget impact on morale issues. (August)

Task 4: Continue weekly meetings with small groups of employees. (Ongoing)

Mr. Loucks stated that on Task 1, several times per year mandatory meetings are held for supervisors and persons in key positions to discuss management issues, but that the focus is on transitional management. Mr. Loucks advised that on Task 2, frequency of communication is critical, and indicated that things being done now are being communicated to employees right away. Mr. Loucks reported that on Task 3, we are creating an employee survey to create an outlet for employees to express whatever they need to express; that this has been done in the past, but the focus would be a little different. Mr. Loucks stated that on Task 4, that he, Ms. Shoemaker, and Mr. Baltz meet with employees in different departments an average of three times per month to discuss and listen to anything the employees need to talk about. **Chairman Loftus** stated that he has gotten feedback from employees who do not believe their superiors listen to them in ways expenses could be cut. **Commissioner D'Aprile** commented on managers who hold grudges, and opined that the attribute of a leader is the ability to listen. Mr. Loucks indicated that the supervisors are not present at the meetings with the employees, and that the employees are encouraged to speak their minds in an effort to create healthy communication within the organization. **Commissioner D'Aprile** opined that the ability to listen is an important attribute for a leader. Mr. Loucks commented on leadership training for supervisors going through evaluation process. Mr. Evetts stated that the orientation process sets the stage for performance and leadership and indicated that offsite training for managers and employees is encouraged. **Commissioner Cummings** stated that a respect for dissent is often one of the clearest hallmarks of an organization that is transitioning and adapting to change, pointed out that often the Commission chambers is where the most damage to that respect for dissent is helped, and indicated that the Commissioners have a side that needs to be contributed to and that care should be given in dealing with those who are trying to help us understand and get a good assessment of situations.

**Goal #6 - To improve and enhance internal and external communication**

**Objective 1:** Improve knowledge of what departments do

Task 1: Establish an employee academy for all employees.  
(September)

Mr. Loucks stated that this is similar to the Citizens Academy, indicated that establishing an employee academy for all employees is time intensive, but that education training is a priority. Mr. Loucks advised that when the budgets come back there will be very little reduction in the training areas, and stated that during times of transition training and education are of most importance. Mr. Loucks commented on the Charlotte County Utilities (CCU) academy, which provides training for each CCU employee to understand what goes on in every department of the organization. Jeff Pearson explained that this allows him as Director the opportunity to explain his vision of the utility, what the goals of the Commissioners and Administration are, and allows for input, suggestions, and problems from the employees. Mr. Loucks reported that during employee orientation, culture, problems, values, and customer service are reviewed, and indicated that it is important to encourage and challenge the employee to discuss problems in order to find solutions. **Commissioner Cummings** stated that he is pleased that the effort is being made to keep education up.

**Objective 2:** Establish public outreach

Task 1: Each department shall submit to the Communications Department at least two press releases/guest opinions per month. (May)

Mr. Loucks reported that weekly press releases will be printed. **Commissioner Duffy** suggested a review be done of current practices, provided examples of possible changes, reported that Government Day at the Mall is scheduled for October 20, 2007, suggested increasing the number of town hall meetings, and indicated she would like to see specifics. Mr. Loucks said that the high points were stated in the Goals, Objectives and Tasks provided, and indicated that after this meeting the sub-tasks that fulfill the tasks would be included. **Commissioner Duffy** expressed concern that if everything is not stated in the plan it will not get done and indicated she wants the community to be

aware of all the positive things that are being done and things that will be done better. Mr. Keenan stated that in thinking of the level of precision, you want to hit the primary tasks that are high enough level that can be measured against, but that are not so tactical; that there are some things being done now that could easily be put into the communication plan and re-visited to determine what you want to do in June in context of critical priorities, but that some things that will be done have not yet been researched. Mr. Keenan advised that in strategic planning one of the first things done is to identify the environment, what's going on out there and what do we want to respond to, then create the priorities. Mr. Keenan stated that that has not been done for some of the items, and indicated that there is opportunity to add the detail in for what is being done now, and that perhaps by August when customer satisfaction is researched, and you know more about what you want to focus on, show the key programs that would be put in place. **Commissioner D'Aprile** explained that this is never ending, but it is a good beginning, and reiterated the necessity of simplifying communication. **Chairman Moore** thanked Mr. Loucks and his staff, Mr. Keenan, and the department heads for their efforts.

**ADJOURNED: 11:30 AM.**

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**

**gm**