

**Lee County Board Of County Commissioners
Agenda Item Summary**

Blue Sheet No. 20051507

1. ACTION REQUESTED/PURPOSE: Adopt FY 05-06 Board of County Commissioners Goals and County Manager Objectives.

2. WHAT ACTION ACCOMPLISHES: Provides focus to County operations, funding and services; and serves as a basis for accountability in accomplishing tasks.

3. MANAGEMENT RECOMMENDATION: Approve.

4. Departmental Category: / CIA **5. Meeting Date:** 10-25-2005

6. Agenda: <input checked="" type="checkbox"/> Consent <input type="checkbox"/> Administrative <input type="checkbox"/> Appeals <input type="checkbox"/> Public <input type="checkbox"/> Walk-On	7. Requirement/Purpose: (specify)		8. Request Initiated:	
	<input type="checkbox"/> Statute	<input type="checkbox"/>	Commissioner	
	<input type="checkbox"/> Ordinance	<input type="checkbox"/>	Department	
	<input type="checkbox"/> Admin. Code	<input type="checkbox"/>	Division <u>County Administration</u>	
<input checked="" type="checkbox"/> Other	<input type="checkbox"/>	By: <u>Donald D. Stilwell</u>		
		County Manager		

9. Background:

10. Review for Scheduling:

Department Director	Purchasing or Contracts	Human Resources	Other	County Attorney	Budget Services				County Manager/P.W. Director
					Analyst	Risk	Grants	Mgr.	
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	<i>all 10-13-05</i>

11. Commission Action:

- Approved
- Deferred
- Denied
- Other

2005-2006
Board of County Commissioners Goals
And
County Manager Objectives

Goal 1: Enhance and improve the quality of life in Lee County through a Smart Growth Initiative that balances growth and environment with community support and participation.

Objective 1: Continue to pursue **review and implementation of Smart Growth (SG) recommendations:**

- a) Complete **Comprehensive Plan amendments** as part of the EAR (Evaluation and Appraisal Report) based plan amendments (July 2006).
- b) Continue to pursue Smart Growth recommendation implementation, where appropriate, through amendments to regional water supply plans, Metropolitan Planning Organization (MPO) plan, Strategic Regional Policy Plan, Charlotte Harbor Plan, and the **plans of municipalities and adjacent counties (ongoing)**.
- c) Prepare appropriate second phase at the completion of the **Groundwater Resource Study, as part of the EAR-based plan amendments (March 2006)**.
- d) Update the **Land Development Regulations (LDRs)** for amendments appropriate with Smart Growth related Comprehensive Plan amendments, with emphasis on mixed uses, infill, and redevelopment (annual update).

Objective 2: Continue to monitor, promote, and refine the Board of County Commissioners' adopted policy position statement (Nov. 2003, amended April 2004) on the Caloosahatchee River, Estuary, Lake Okeechobee and Kissimmee Basin water management efforts.

- a) Establish or participate in an interagency initiative for Caloosahatchee River water quality (Jan. 2006).

Objective 3: Continue land-acquisition efforts, through the **Conservation 2020 Program**, to promote conservation and for long-term regional park/greenspace needs.

- a) Assist and facilitate in the **acquisition of Babcock Ranch (Dec. 2005)**.

- b) Continue development of **Land Stewardship Plans** for existing preserves.
- c) Develop **public use facilities** at appropriate preserves.
- d) Set-up a budgetary process that will ensure the longevity of the management funding sources for staffing, operating costs, maintenance and restoration of preserves in perpetuity.

Objective 4: Implement **Natural Resources Preservation/Mitigation Plan** for incorporation into the Lee County Comprehensive Plan.

- a) Draft plan amendments specifically for the Mitigation Plan for inclusion in the Lee Comprehensive Plan EAR-based amendments (July 2006).
- b) Pursue execution of agreements with agencies for **implementation of mitigation plan and for achievement of Public Works program (underway)**.
- c) Evaluate and amend other county programs for mutual coordination with the Mitigation Plan, where needed.

Objective 5: Continue long-range planning for sustainable communities.

- a) Continue support and funding for **Community Planning Program**.
- b) Consider and incorporate appropriate **Smart Growth Advisory Committee** recommendations for the Community Planning Program (ongoing).
- c) Adopt state update of Comprehensive Plan by BoCC, including EAR and Smart Growth amendments (target date for draft for BoCC reviews, July 2006)
- d) Receive final **Blasting Study and revise ordinance as appropriate (Feb. 2006)**.

Objective 6: Provide for the maintenance of capital infrastructure, and ensure its incorporation into the Master Mitigation Plan.

- a) Increase the capacity of existing, and evaluate alternative, transportation facilities while weighing the impact of current improvements on future needs and costs.

Objective 7: Continue and strengthen **beautification efforts**.

- a) Initiate agreements/partnerships for further beautification efforts, concentrating on intergovernmental as well as government-private sector.
- b) Continue support and funding for Roadway Landscape Master Plan (**LeeScape**).
- c) Continue annual updates to Board on progress of **landscape/architectural design standards**.

Goal 2: Make Lee County Government the benchmark county in Florida for Innovation and excellence in customer service and technological operations.

- Objective 1: Continue assessment of organizational practices through continuous improvement techniques.
- Objective 2: Promote a culture of customer service that incorporates a shared sense of urgency, ownership and dynamic change and innovation, and includes a mechanism for **customer feedback**.
- Objective 3: Continue to actively pursue technology systems that increase productivity and efficiency, and decrease costs.
 - a) Continue expansion of fiber and wireless solutions.
 - b) Initiate Radio Frequency Identification (RFID) program for tracking of County assets.
- Objective 4: Work toward providing the full complement of government services and information as a **“one stop”** that residents (customers) can access from their homes.
 - a) Continue modification of the County’s web site to make it more user-friendly for citizens.
 - b) **Continue Web-enabling as many online payment programs as possible.**

Goal 3: Continue cultivating a culture of mutual trust, accountability and relationships that expands the foundation of our success.

- Objective 1: Through **training and mentoring**, develop supervisors who will qualify for key positions in county government.

Objective 2: Continue to enhance and provide continuing training to all employees through the county's **training catalogue and training facility** that includes shared opportunities with Constitutional Offices and other local public agencies/entities.

Objective 3: Continue to expand in our success at strengthening diversity within the county workplace.

a) **Encourage diversity and maintain equal employment opportunity for all employees.** Staff will provide an **annual report to the BOCC** comparing the diversity of the Lee County workforce with the diversity of the workforce available in the community. Statistics will be tracked by gender, race and occupational category. Staff will monitor trends and make recommendations on hiring and recruitment strategies to insure that we maintain a balanced workforce in accordance with the county's most current "Seven-Step" plan.

b) **Foster organizational strategies and practices that support diversity.** Continue to provide training to employees about equal opportunity laws, county anti-discrimination/anti-harassment policies, and the value of diversity in the workplace.

c) Continue our **presence in all communities** by recognizing and valuing different cultures, races, religions and ethnic backgrounds.

Goal 4: Answer: "What is the business of Lee County Government?" by identifying and defining, periodically evaluating, and maintaining core levels of services that can be shared and understood by the public.

Objective 1: **Maintain the present millage rates** by adhering to core services and seek other revenue sources and partnerships.

Objective 2: Perform an extensive and timely evaluation of any new service level requests, starting with impact on tax rates and analysis of whether it is a core county government function.

Objective 3: Continue fiscal solvency by monitoring, evaluating and maintaining core services. Assure a **full and complete evaluation of any changes in levels of core services**, including budgetary impacts.

Objective 4: Through the adoption of the annual budget, continue a **reserve policy that is fiscally sound** and reflects industry standards.

- Objective 5: Recognize and address the impact of state services “**devolution**” by evaluating options and fully costing out impacts for the county to begin service delivery, along with the pros and cons of doing so.
- Objective 6: Develop a more formal process for evaluating capital (space) requests from Constitutional Officers and presenting recommendations to the Board of County Commissioners.

Goal 5: Continue to strengthen and expand intergovernmental collaboration and interagency cooperation, and use Lee County’s leadership position to explore new opportunities.

- Objective 1: On an as-needed or rotating basis, schedule **joint meetings** between the Board of County Commissioners and: (a) the Mayors and Councils of each city, (b) Constitutional Officers, (c) the School Board (d) the local State Legislative Delegation and (e) surrounding counties (Collier and Charlotte) and (f) higher education.
- Objective 2: Continue quarterly meetings of **local government administrators/managers**. Through these meetings, place emphasis on two subforums:
- c) Regional Lobbying effort in Tallahassee.
 - d) Lee County Healthcare Consortium.
- Objective 3: Maintain and improve working relationships with **regional and state governmental entities** by actively participating in the decision making process of issues that affect Lee County.
- a) Emphasis on working with and through the county’s lobbyist.
- Objective 4: Continue a strategy to obtain grant funding at the national level.
- Objective 5: Continue involvement in creation, operations, and recommendations of Southwest Florida Expressway Authority.
- Objective 6: Assess our relationships with our **independent single purpose districts** and work with each type of district to ensure that there is a core level of service expectation for the breadth of the service throughout the County (SG recommendation, June 2006).

Goal 6: Continue to enhance communication with employees and the public.

- Objective 1: Continue to heighten public awareness of county policies, projects, services, accomplishments and the **value residents are receiving for their tax dollars.**
- Objective 2: Use technology to **improve public access to information** and services, particularly through the county's Internet Web Site and Lee TV, including access by the visually and hearing impaired.
- Objective 3: Continue and improve mechanisms for local **media to have routine access** to County Administration and departments.
- Objective 4: Continue to **enhance internal communication** through open, synergistic communication throughout the organization.
- a) Schedule monthly meeting with employees wishing to have discussions with county management.
 - b) Schedule ongoing meetings with employee groups, meeting at their job sites throughout the county.
 - c) Continue quarterly supervisor meetings with all supervisors and distribute meeting notes to all employees.
 - d) Conduct weekly management meetings with senior managers and distribute meeting notes to Board and all employees.

Goal 7: Continue to diversify and strengthen Lee County's economy.

- Objective 1: Evaluate, maintain and aggressively pursue the improvement of local infrastructure related to the huge influx of people, especially retirees, expected over the coming decades.
- Objective 2: Continue to promote and support solutions to ensure that Lee County has a **trained and adequate workforce** that is necessary to attract and expand higher-wage jobs and diversified employment to Lee County.
- Objective 3: Continue to diversify and improve the tourism product through customer service programs, product development and industry education. Maintain the area's unique qualities as an environmental destination by working closely with the Smart Growth initiative and developing new **eco-tourism products and educational programs.**
- Objective 4: Continue to diversify the Lee County economy by **encouraging expansion and locations of businesses** with average wages that are at least 115 percent of the Lee County average wage.

- Objective 5: Develop a comprehensive destination analysis to determine future infrastructure improvements to enhance visitor experiences. Determine new niche markets in order to develop a comprehensive niche marketing program and create a new meeting planner cooperative marketing plan.
- Objective 6: **Continue to enhance the current sports program initiative** by identifying and diversifying our markets of opportunity. Continue to develop the establishment of our identity through cooperative marketing strategies with the goal of increasing economic impact by working with local, state, national and international sports groups.
- Objective 7: Continue to explore, develop and coordinate ways to enhance **arts and cultural activities** with other municipalities.
- Objective 8: Identify future “village” centers, small centers of commerce and services for retirement and tourism section of our economy that can be promoted through county infill and redevelopment efforts. (SG recommendation)

Goal 8: Continue to clarify and develop our policy on annexation.

- Objective 1: Work to establish an annexation process with the cities that includes an **urban service boundary**.
- a) Complete development of “model” annexation interlocal agreement with cities. (Target date delivery by Regional Planning Council: Nov. 2005). Adopt after review and acceptance by cities.
- Objective 2: Fully recoup all of the county’s costs in providing **contracted services**.
- a) Apply “Guidelines for Full Costing of Services” (promulgated in May 2005) to all contract renewals and new contracts.
- Objective 3: Consider **impact of incorporations** and annexations on projects and services in unincorporated areas.
- a) As proposals to incorporate are received, cost out and share fiscal impacts with the Board of County Commissioners, public and all interested persons/entities.