

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

**Blue Sheet No. 20051600**

**1. ACTION REQUESTED/PURPOSE:**

Authorize submission of the Library Division's Annual Plan of Service to the Florida Department of State, Division of Library and Information Services for FY 2005-2006. To remain eligible for the State Aid to Libraries Grant Program, Florida Administrative Code 1B-2 requires submission of this document to the State no later than December 1, 2005

**2. WHAT ACTION ACCOMPLISHES:**

Fully qualifies the Lee County Library System for funding

**3. MANAGEMENT RECOMMENDATION:**

Recommends approval

**4. Departmental Category:** 6 **CGB** **5. Meeting Date:** 11-15-2005

<b>6. Agenda:</b> <input checked="" type="checkbox"/> Consent <input type="checkbox"/> Administrative <input type="checkbox"/> Appeals <input type="checkbox"/> Public <input type="checkbox"/> Walk-On	<b>7. Requirement/Purpose: (specify)</b> <input checked="" type="checkbox"/> Statute <u>257FS</u>		<b>8. Request Initiated:</b> Commissioner _____ Department _____ Division <u>Library</u> By: <u>Cynthia N. Cobb, Director</u>
	<input type="checkbox"/> Ordinance _____		
	<input type="checkbox"/> Admin. Code _____		
	<input type="checkbox"/> Other _____		

**9. Background:**

On September 20, 2005 the Board of County Commissioners authorized application to the Florida Department of State, Division of Library and Information Services, for fiscal year 2005 – 2006 State Aid to Libraries Grant.

An annual plan of service adopted by the library's governing body must be submitted each year to the State Library of Florida pursuant to Florida Administrative Code 1B-2.015 to complete the application.

Attachment: Lee County Library System Annual Plan of Service

**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.	
<i>Cynthia N. Cobb</i> 11/1/05				<i>[Signature]</i> 11/1/05	<i>[Signature]</i> 11/3/05	<i>[Signature]</i> 11/3	<i>[Signature]</i> 11/3/05	<i>[Signature]</i> 11/3/05	<i>[Signature]</i> 11-3-05

**11. Commission Action:**

- Approved
- Deferred
- Denied
- Other

RECEIVED BY
COUNTY ADMIN: <i>[Signature]</i>
11-2
9:21
COUNTY ADMIN FORWARDED TO:

Rec. by CoAtty
Date: 11/1/05
Time: 4:43pm
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**Lee  
County  
Library  
System**

# **Annual Plan Of Service**

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**October 2005– September 2006**

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## **The Lee County Library System**

The Lee County Library System (LCLS) provides public library services to the people of this southwest Florida community through five regional and six branch libraries, Talking Books sub-regional library, special agricultural collection, reference room collection, bookmobile, community outreach services, processing and headquarters centers. Total square footage of library space is currently 188,050. One new regional library will be added within the next two years. The Northwest Regional Library, located in Cape Coral on Chiquita Boulevard, is tentatively scheduled to open during FY 2006/2007.

The library system is a division of Lee County government and is funded through a dedicated millage to library service. The library director reports to a Deputy County Manager. A group of citizens, representing Friends of the Library groups or other library support organizations, function as an advisory committee and meet regularly with the library director. All eleven system libraries have community library support organizations or Friends of the Library groups.

The library system maintains a web site and publishes a bi-monthly *Lee County Library System Calendar of Events* and a variety of other printed materials to inform the public about available services. Other publications are available to aid the public in using library collections, equipment and services. A majority of the publications are available in English and Spanish; some are also available in Haitian Creole and/or Portuguese as appropriate. A staff online newsletter, *Communiqué*, is regularly published. Staff also shares information electronically through a library system Intranet.

## **Service Profile**

The Lee County Library System provides a wide range of public library services to county residents and visitors including collection, organization and loan of books, magazines, video and audiotapes, music CDs, Books on CD, DVDs, e-books, computer software, and other new formats as they become available. An automated database of titles, user registration and current use records enables the public to find titles and subjects of interest across the system and to keep abreast of their own borrower status.

Reference and information services are available to people of all ages. Staff makes use of print and digital resources to answer questions and help users find information, in person at individual libraries, and by e-mail through the LCLS web site. Most of the digital resources on the library system's web site are also available for remote patron use. The libraries offer a number of digital informational databases, electronic journal/magazine indices, and access to the Internet and World Wide Web as well as a collection of print reference resources. Interlibrary loan of print materials held by other libraries in the state, nation and internationally is available.

The library system's web site links users to information about Lee County Library System events and services and to a variety of other informational web sites. Computers are available at all libraries for public use.

Children and young adult library users have access to collections and services tailored to their needs, including homework assistance. Electronic resources of interest and use to children are available as are computers for Internet searching and other applications. Designated children's computers have filtered Internet access. Program events for preschool and school age children are held throughout the year and annual summer reading programs serve children and teens through age seventeen.

LCLS is the largest of the public library agencies in southwest Florida and is actively involved in the Southwest Florida Library Network (SWFLN), a multi-type library cooperative. Library employees have memberships in the Florida and American library associations, attend conferences for continuing education sponsored by these groups, and participate in state and national planning and development of library services.

### **Service Statistics**

The Lee County Library System experienced an increase in library usage during FY 2004 – 2005. The total number of visitors to the library was 2,124,597; up 4.4% from the previous fiscal year. This increase is due in part to growth in Lee County, which has a current estimated population of 549,442. Circulation for FY 2004 – 2005 was 3,171,641.

### **Lee County Library System Long-Range Plan 2002 – 2007**

The library system used *The New Planning for Results* by Sandra Nelson, the Public Library Association's long-range planning model, to develop the current long-range plan. Lee County residents and library staff were involved in the planning process in the following ways: Survey of resident opinion; Focus group of Library Advisory Board; Community Planning Committee; and, Activities Planning Subcommittees.

The service responses identified to be the focus of library activities and resources for the long-range plan were:

**Commons** – addressing the need of people to meet and interact with others in their community and to participate in public discourse about community issues.

**Cultural Awareness** – satisfying people's desire to gain an understanding of their own cultural heritage and the cultural heritage of others.

**Current Topics and Titles** – fulfilling people's appetite for information about popular cultural and social trends and their desire for satisfying recreational experiences.

**Genealogy** – helping people know and better understand their personal history (primary service location: Fort Myers – Lee County Library)

**General Information** – providing information and answers to questions on a broad array of topics related to work, school, and personal life.

**Information Literacy** – assisting people to develop skills related to finding, evaluating, and using information effectively.

**Lifelong Learning** – assisting people’s efforts regarding self-directed personal growth and development.

These service responses were the basis for the library system’s five-year vision, mission, goals, objectives, and activities.

### **Lee County Library System’s Vision Statement**

Our priority @ the Lee County Library System is to meet growing community needs through accessible library services.

### **Lee County Library System’s Mission Statement**

The Lee County Library System provides county residents and visitors with

- Current materials in a variety of formats for recreational reading, viewing and listening
- Information of popular cultural and social trends
- General information and answers to their questions
- Assistance and training to improve users’ skills of finding, evaluating, and using information
- Spaces and opportunities for people to meet and gather for discussion
- Information and activities to assist people in understanding their own and other cultural heritages
- Materials and information to assist people with their self-directed personal growth and development
- Genealogy research materials and assistance at specified libraries

**Lee County Library System’s Goals, Objectives and Activities for Fiscal Year 2005– 2006**

**GOAL 1. The community has access to popular materials in a variety of formats and to programs of current interest.**

**OBJECTIVES**

- 1.1 The number of items in the popular and current materials collections will increase by 15% over the number of items available at the end of fiscal year 2002.
- 1.2 Annually, 90% of the people surveyed, who attend programs on topics of current interest, will report their needs and expectations were met.

**Activities:**

1A	Set aside a minimum of 1% of the system materials budget for “immediate” purchases.
1B	Purchase multiple copies of best selling authors’ materials prior to publication date.
1C	Use best sellers lists such as USA Today/local paper, to order and anticipate patron demands.
1D	Link <i>Book Tips</i> directly to the system’s automated catalog for ease in placing holds.
1E	Update: <i>Do You Enjoy Reading</i> brochure and bookmarks.
1F	Conduct a “Lee County Reads” (OBOC) system wide program for FY 05/06.
1G	Continue sending <i>Novel Ideas</i> to patrons on a timely basis and also make it available in print.
1H	Sponsor the annual Reading Festival.
1I	Provide literature-based programs for ALL ages – at least one program at each regional library.
1J	Conduct an Adult Reading program.
1K	Continue <i>Meet the Author</i> series at regional libraries.
1L	Weed and analyze collections of popular/current materials.

**GOAL 2. The community has virtual and physical access to spaces designed for conversation and discussion.**

**OBJECTIVES**

- 2.1 Annually, use of available Commons spaces will maintain at least at 2001-2002 levels.
- 2.2 After the library establishes virtual Commons spaces, the number of uses by the public will increase by 25% annually.

**Activities:**

2A	Use Outlook/Bulletin Board to disseminate information about selected events and programs to all Lee County employees.
2B	Implement a "Cyber Café" on the LCLS web page for conversational groups (virtual presence.)
2C	Continue to develop partnerships with learning institutions to utilize the videoconferencing technology available in regional libraries.
2D	Evaluate meeting and study room use.
2E	Investigate improving meeting room and other Commons space at existing libraries where needed.

**GOAL 3. Community members come together at the library for events and activities on issues of community interest.**

**OBJECTIVE:**

- 3.1 Annually, the number of people indicating they used a Commons space during a library visit will increase by 10%.

**Activities:**

3A	Present an "Issues Forum": program at each regional library. (State or national interest topic)
3B	Sponsor a scholar-led humanities program at each regional library.
3C	Present a monthly "Generations Together" (teens & seniors) program.
3D	Investigate forming a RAGTIME (Residents and Guests Together in Meaningful Exchange) group to discuss topics of interest.



**GOAL 4. Community members have information and activities to expand their understanding of the cultural heritage represented by the communities the library serves.**

**OBJECTIVES:**

- 4.1 Annually, circulation of foreign language materials will increase by 5%.
- 4.2 Annually, attendance at multi-cultural activities and programs will increase by 15%.
- 4.3 Annually, attendance at multi-cultural activities and programs will increase the cultural awareness of 25% of the attendees.

**Activities:**

4A	Develop a popular Spanish collection in multiple formats.
4B	Develop the library system’s multilingual collection in multiple formats.
4C	Provide library programming in the native languages of the residents of the communities served.
4D	Maintain library resources that are accessible to non-English speaking patrons.

**GOAL 5. The community has resources to gain an understanding of the world and its people.**

**OBJECTIVES:**

- 5.1 Annually, circulation of materials about histories, traditions and cultures of other countries will increase by 5%.
- 5.2 Annually, partnerships with other cultural organizations and/or countries will increase by 10%.

**Activities:**

5A	Develop the library system’s collection of materials in all formats that present the histories, traditions, cultures and languages of other countries.
5B	Provide instructional materials to help individuals learn other languages.

5C	Conduct events related to the variety of cultures in America.
5D	Maintain partnerships with local multi-cultural organizations.
5E	Promote the library system's collection of materials in all formats that present the histories, cultures, traditions and languages of other countries.

**GOAL 6: The community gets timely, accurate answers to their questions.**

**OBJECTIVES:**

- 6.1 Annually, 80% of respondents to the reference service survey will report timely and accurate service.
- 6.2 Annually, the number of reference questions answered will increase by 5%.

**Activities:**

6A	Participate in the State of Florida's Virtual Library.
6B	Provide local information from "Fugitive Facts" and make it available on the web page and public access computers.
6C	Continue partnerships with other institutions to provide specialized reference assistance.
6D	Redesign and maintain the LCLS web site.
6E	Provide staff customer service training to ensure that all public service staff is proactive in meeting the needs of library patrons.

**GOAL 7: The community has assistance in developing skills for effectively finding, evaluating and using information.**

**OBJECTIVES:**

- 7.1 Annually, the number of library users assisted in locating, evaluating and using information will increase by 10%.
- 7.2 Annually, 90% of participants in information literacy classes will improve their ability to locate, evaluate and use information.

- 7.3 Annually, all staff will have training to assure the currency of their skills and abilities in information literacy.

**Activities:**

7A	Provide instructional programs for teaching information literacy to all users.
7B	Develop instructional brochures about using the library system's information resources.
7C	Provide Internet safety information/instruction for children.
7D	Provide training for staff on print and electronic resources.
7E	Implement wireless technology at regional libraries with corresponding training for staff and public.

**GOAL 8: Children and families experience the joy of reading and how the library can enhance their lives.**

**OBJECTIVES:**

- 8.1 Annually, participation in the summer reading program will increase by 5%.
- 8.2 Annually, 90% of the parents/caregivers surveyed will report that participation in library program activities encouraged their child to read at home.

**Activities:**

8A	Conduct 8-week children's summer reading program.
8B	Conduct 8-week "Teens Read & Win" summer reading program.
8C	Conduct 4 – 6 week story time sessions for children and families at all location.
8D	Conduct a 4 – 6 week winter family reading activity in Winter 2005 following the format developed in FY 2003/2004.
8E	Continue an inter-generational program with volunteers and children paired together to encourage and assist children with reading.
8F	Provide and publicize library programs for teens in the summer – at least 4 at each regional library and 1 at each branch library.
8G	Maintain partnerships with agencies serving children.
8H	Maintain collections for children and teens to reflect community needs, interests and diversity.

**GOAL 9: The community has access to materials, programs and services for personal growth and development.**

**OBJECTIVES:**

- 9.1 Annually, participation in library-sponsored programs will increase by 10%.
- 9.2 Annually, circulation of non-fiction materials will increase by 5%.

**Activities:**

9A	Schedule and advertise at least 6 programs on non-fiction topics for adults and teens at each regional library.
9B	Maintain support of students using the library for homework and school assignments.
9C	Create themed displays of materials in all library locations (system wide theme).
9D	Maintain collections and services to provide support for ESL learners and new readers.
9E	Load e-book holdings into library catalog.

**GOAL 10: Community members interested in genealogy have resources, information and assistance for their research.**

**OBJECTIVES:**

- 10.1 Annually, 90% of genealogy researchers using the Fort Myers regional library will find genealogy resources to help them with their personal research and/or locating additional resources.

**Activities:**

10A	Investigate expansion of the genealogical collection shelving area and equipment.
10B	Review the genealogy collections at other locations (not Fort Myers.)
10C	Provide programs and displays covering a variety of genealogical topics.
10D	Provide research assistance to genealogy patrons.

### Other Activities:

A	Conduct library patron survey(s) – see objectives 6.1, 8.2 & 10.1. Others as needed.
B	Prepare Annual Report of accomplishments.
C	Investigate drive through check out at new facilities.
D	Investigate Sunday hours at regional libraries.
E	Set aside 20% of the LCLS materials budget for non-fiction materials, and a minimum of 1% for reference databases and electronic resources.

### FY 2005– 2006 Goals & Objectives for Library Director

Goal 1: Identify and implement library services to enhance common spaces which support growth and quality of life in Lee County.

Objective 1

To participate in the 'Smart Growth' initiative by offering and sharing information in a variety of formats and forums

Objective 2

To promote long-term improvement of library facilities for adequate growth, i.e. **Bonita Springs, Fort Myers, Riverdale & Bookmobile**

To participate in the planning and design phases for the Northwest Regional Library project

Objective 3

To develop and improve library services in the underserved communities of **Lee County**

Objective 4

To ensure that physical maintenance, beautification efforts and safety issues are addressed appropriately

**Goal 2: Create a technological and customer service model to execute information effectively.**

Objective 1

To create a service environment which fosters innovation and excellence between other agencies, neighboring libraries and Lee County cardholders.

Objective 2

To minimize the digital divide through new technology and cooperation with other initiatives statewide **and globally**

To maintain regular communication and good working relationships with our IT and Library Automation vendors.

**Goal 3: Evaluate and maintain the core level services needs of Lee County.**

Objective 1

To fully develop and allocate appropriate funding for all library collections.

To evaluate and execute Sunday operating hours at designate Regional Libraries.

To monitor budget allocations to ensure efficiency.

To evaluate increased operating hours of Community Libraries for consistency and needs.

**Goal 4: Establish increased awareness of library services and community interest through the library professional and interagency cooperation and use Lee County's leadership position to explore new opportunities.**

Objective 1

To maintain a collaborative relationship with the Library Advisory Board.

To maintain a liaison role with the Lee County Library Foundation to execute an annual Reading Festival and other projects, as needed.

To develop a cooperative regional approach to resource sharing.

To maintain active memberships and participation in the ALA, FLA, Urban Libraries Council, OCLC Members' Council as a SOLINET elected member, Chamber of SW Florida and Southwest Florida Library Network.

To develop an exemplary public relations team and focus.

Objective 2

To offer full participation in national, state and local efforts to increase awareness resources for improved library services.

Objective 3

To maintain regular Community Partnerships with the School District of Lee County, Goodwill Industries and other Community Access Services Agencies.

**Goal 5: Maintain open communication and information sharing for internal and external customers.**

Objective 1

To conduct Director's staff meetings, bi-monthly.

To participate in Library Managers' Monthly meetings.

To participate in County Manager's Weekly Staff meetings.

To participate in a Regional 'Library Director's Workday', quarterly.

To deliver a Director's Address at the All Staff Day, annually.

To prepare a Director's Report for the Library Advisory Board meeting, monthly.

To coordinate and produce an Annual Report for the Lee County Library System.

To prepare special articles for employee newsletter the Communiqué.

**Goal 6: Promote the organizational design and workplace practices of the LCLS to recruit and retain quality employees.**

Objective 1

To participate and include staff in local, state and national job placement events.

To review exit interview comments, when available.

To participate in the new library employee orientation session.

To participate in the new library employee orientation session

## **FY 2005– 2006 Board of County Commissioners Goals and County Manager’s 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, 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 ERA-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 quality (Jan. 2006).

Objective 3: Continue land-acquisition efforts, through the **Conservation 2020 Program**, to promote conservation and for long-term regional park/green space 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 future 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 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 modifications 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 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 services level requests, starting with impact on tax rates and analysis 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 sub forums:
  - a) **Regional Lobbying effort in Tallahassee.**
  - b) **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 the 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 the 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 sector 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 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.