

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

Blue Sheet No. 20020465

1. REQUESTED MOTION:

ACTION REQUESTED: Adopt FY 02-03 Board of County Commissioners Goals and County Manager Objectives.

WHY ACTION IS NECESSARY: Provides focus to County operations, funding and services.

WHAT ACTION ACCOMPLISHES: Establishes Fiscal Year 2002-03 Goals and Objectives.

2. DEPARTMENTAL CATEGORY:

COMMISSION DISTRICT #

CIA

3. MEETING DATE:

05-28-2002

4. AGENDA:

- CONSENT
- ADMINISTRATIVE
- APPEALS
- PUBLIC
- WALK ON
- TIME REQUIRED:

5. REQUIREMENT/PURPOSE:
(Specify)

- STATUTE
- ORDINANCE
- ADMIN. CODE
- OTHER

6. REQUESTOR OF INFORMATION:

- A. COMMISSIONER
- B. DEPARTMENT County Administration
- C. DIVISION

BY: Donald D. Stilwell
County Manager

7. BACKGROUND:

On February 13, 2002, the Board of County Commissioners met to discuss County goals for Fiscal Year 2002-03. Objectives have been developed to accomplish these goals and are presented for adoption.

8. MANAGEMENT RECOMMENDATIONS:

9. RECOMMENDED APPROVAL:

A Department Director	B Purchasing or Contracts	C Human Resources	D Other	E County Attorney	F Budget Services				G County Manager
				<i>[Signature]</i>	<i>Apr 27</i>				<i>[Signature]</i>
					<i>GA</i>	<i>OM</i>	<i>Risk</i>	<i>GC</i>	
					<i>4/30/02</i>	<i>5/2</i>	<i>5/2</i>	<i>4-30-02</i>	

10. COMMISSION ACTION:

- APPROVED
- DENIED
- DEFERRED
- OTHER

RECEIVED BY COUNTY ADMIN.	
<i>4/30</i>	<i>8/45</i>
COUNTY ADMIN. FORWARDED TO:	
<i>5/2</i>	<i>130</i>

REC'D. by CO. ATTY. <i>4/29/02</i> 3:55 PM
CO. ATTY. FORWARDED TO: <i>4/30/02</i> 10:30 AM

2002-2003
Board of County Commissioners Goals
And
County Manager Objectives

Goal 1: Enhance and improve the quality of life in Lee County by balancing growth and environment with community support.

- Objective 1: Develop recommendations for **Smart Growth**, through the Smart Growth Advisory Committee and Smart Growth Director, no later than one year after the Smart Growth Director begins work.
- a) Provide quarterly progress updates to the Board of County Commissioners.
- Objective 2: Continue land-acquisition efforts, through the **Conservation 2020 Program**, to promote conservation and for long-term regional park/greenspace needs.
- a) Plan and schedule renewal referendum in November 2004.
- Objective 3: Prepare master **Natural Resources Preservation/Mitigation Plan** for possible incorporation into the Lee County Comprehensive Plan.
- a) Submit draft no later than Spring 2003.
- Objective 4: Continue long-range planning for sustainable communities.
- a) Continue support and funding for **Community Plans**.
- Objective 5: Provide for the maintenance of capital infrastructure.
- a) Increase the capacity of existing transportation facilities while weighing the impact of current improvements on future needs and costs.
 - b) Continue participation in public-private **water enhancement and restoration** efforts, including capital improvements that improve regional water quality.
- Objective 6: 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 customer service and technological operations.

- Objective 1: Conduct a **survey of citizens** to evaluate and improve county service delivery.
- 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: Provide continuing **training** to all employees.
- Objective 4: Use **technology** to save money and increase efficiency.
- Objective 5: Work toward providing the full complement of government services and information as a **“one stop”** that residents (customers) can access from their homes.
 - a) Explore the option of a **centralized information and referral system**.

Goal 3: Identify, periodically evaluate and maintain core levels of services to ensure consistency of services throughout the county.

- Objective 1: Continue fiscal solvency by monitoring and maintaining core services. Assure a **full and complete evaluation of any changes in levels of core services**, including budgetary impacts.
- Objective 2: Through the adoption of the annual budget, continue a **reserve policy that is fiscally sound** and reflects industry standards.
- Objective 3: Recognize and address the impact of state services **“devolution”** by evaluating and fully costing out impact for the county to begin service delivery, along with the pros and cons of doing so.
- Objective 4: Prior to summer Budget Workshops, conduct a **workshop between the Board and department directors** to discuss and evaluate emerging issues.

Goal 4: Continue to strengthen and expand intergovernmental collaboration and interagency cooperation.

- Objective 1: Schedule a **joint annual meeting** 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 the regular meeting forum **for local government administrators/managers**.
- a) Meet at least quarterly.
- 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: Strengthen **coordination with municipalities** in addressing state legislative issues prior to session.
- a) Meet and discuss issues at least one month before session convenes.
- Objective 5: Consider **impact of incorporations** on projects and services in unincorporated areas.
- a) As proposal to incorporate, cost out and share fiscal impact with the Board of County Commissioners, public and all interested persons/entities.

Goal 5: 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: Annually, conduct several Board of County Commissioners **"Town Hall" meetings** geographically dispersed throughout the county.
- Objective 3: Use technology to **improve public access to information** and services, including access by the visually and hearing impaired.

Objective 4: Continue and improve mechanisms for local **media to have routine access** to County Administration and departments.

Objective 5: Continue to **enhance internal communication** through open, synergistic communication both up and down.

- 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 6: Continue to diversify Lee County's economy.

Objective 1: Facilitate systems to assure an **adequate labor force**, including developing a stronger partnership with public education systems in collecting, tracking and disseminating area information to assist in better decision making.

Objective 2: Promote and support non-stop flights to and from new markets and increase capacity from existing markets, to **resume or surpass September 2001 seat capacity**.

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**.

Objective 4: Focus economic development efforts on diversification of the economy by **encouraging expansion and locations of businesses** with average wages that are 115 percent of the Lee County average wage.

Objective 5: Continue to develop innovative, technology-based tourism marketing programs, increasing **web-based marketing initiatives** by 30 percent, shifting focus from traditional media and marketing resources and objectives. Work to continually improve Lee County's competitive position in the global marketplace.

Goal 7: Continue to strengthen diversity within county workplace.

- Objective 1: **Promote diversity throughout workforce**, while hiring the most qualified applicants.
- Objective 2: Create an organization **reflective of the available workforce** in Lee County.
- Objective 3: Foster organizational strategies and practices that support diversity.
- Objective 4: Create a **presence in our community** with programs that focus on valuing different cultures, races, religions or ethnic backgrounds.

Goal 8: Strive to maintain the present millage rates.

- Objective 1: Continue **mid-year (April) budget updates** to fully apprise Board of **upcoming issues and significant budget impacts**.