

Pinellas County Commissioner's Strategic Visioning Workshop

Clearwater, Florida
March 22-23, 2001

EXECUTIVE SUMMARY

On March 23-24, 2001, the Pinellas County Commission met in a facilitated strategic visioning retreat which was designed to provide an informal opportunity for Commissioners to get to know each other better, improve their ability to work effectively as a Board and to build consensus on a vision of success for Pinellas County. The Florida Conflict Resolution Consortium facilitation team of Robert Jones and Rafael Montalvo helped design the retreat following interviews with each Commissioner and staff and facilitated the two-day workshop.

The Board participated in an initial exercise that helped to reveal each Commissioner's work style preferences and the implications for the Board's deliberations and problem solving. Following the exercise the facilitators discussed with the Commissioners the importance of diversity in styles for effective problem solving. Members observed that these style preferences could be helpful to keep in mind in future Board interactions.

The Commission first looked back and shared perspectives on significant events, people who made a difference, and eras that have shaped and characterized the history of Pinellas County over the last century. The Commission then looked around and identified forces (both internal strengths and weaknesses and external opportunities and challenges) and trends that are currently affecting the County and its place in the region.

To begin the effort of building consensus among the Commission on a vision of success in 2020 for Pinellas County, the members first painted a picture of a potential, but undesirable ("nightmare") future for the County: This picture included:

- Water lines, like bread lines and gridlock on the highways and roads in Pinellas and everything is paved; there are toll booths at the entrance to each city in the County.
- Potholes everywhere, flooding and general failure of the infrastructure; decrepit, falling down buildings, paint peeling, redevelopment has failed. Tenth year of power shortages and rolling blackouts. We have 24 power plants and systems. Each city generates and sells power competing with other cities. Penny for Pinellas fails to win public support and is not renewed in 2010. You can only flush the toilet once a day.
- County is fragmented--by north/south, racially divided and divided by "haves and have-nots;" The Big C has seceded and forms Florida's 118th county. Everyone moves to the unincorporated area because they can't afford to live in the cities.
- High unemployment and unmet welfare needs. Juvenile crime rate has increased exponentially because there are no wholesome activities for Pinellas' youth.
- There are no environmentally-sensitive lands remaining for our kids to visit.
- Tourists have stopped coming. The general state of the economic disrepair has a negative effect on tourism and the local economy.
- Dramatic increase in unfunded mandates from the state legislature. Tax rates so high that no one can or wants to live here --retirees move north to be able to eat.
- The County Commissioners' unanimous choice for the 18th County Administrator in the past 20 years is a bust.

The Commission then used a strategic visioning exercise to generate a series of consensus statements describing a successful future for Pinellas County in 2020. Following that, the Commission identified the following themes from initial 2020 vision statements:

- Effective and Efficient Governance
- Economic Vitality and Sufficient Revenues to Meet Community Needs
- A High Quality of Life
- Coordinated Multi-Modal Transportation and Sufficient Quality Infrastructure
- An Enhanced Sense of Community and Caring in Pinellas County
- Acquisition, Protection and Public Awareness of Natural Resources and Environmental Quality in Pinellas.

The members concluded the day by drafting and reviewing a series of strategic direction statements for each of the vision themes.

After reviewing and refining the strategic direction statements from day one, the Board engaged in a "paired-comparison" exercise to: (1) give the members an opportunity to identify and express the values underlying their efforts to prioritize the strategic directions suggested by the vision themes that were critical to achieving the vision for Pinellas in 2020; and (2) to facilitate greater understanding and support for the vision from the members. Emerging from the paired-comparison exercise was a sense of priority among the strategic directions in terms of their importance in achieving the shared vision for Pinellas County in 2020. The Board agreed that developing and continually enhancing a sense of community and caring among Pinellas' citizens, neighborhoods, cities and county should be a component and objective of each of the strategic directions noted below. This sense of community could include:

- Celebrating the diversity of the inclusive Pinellas community;
- Civic engagement that features successful and effective communication among the diverse elements of the Pinellas' communities;
- Bringing Pinellas communities together to produce and continue to maintain consensus on a vision of Pinellas' successful future.

The strategic directions in order of importance to achieving the 2020 Vision emerging from the exercise were:

- #1. Maximize the effectiveness and efficiency of local government and provide sufficient revenues to meet community needs.
- #2. Provide high quality and sufficient infrastructure and protect and enhance environmental quality.
- #3. Provide all Pinellas County citizens with a high quality of life
- #4. Achieve economic vitality and build a comprehensive, coordinated, and accessible multi-model transportation system.
- #5. Acquire environmentally-sensitive lands and promote environmental awareness and education.

The Commission then reviewed a series of organizational issues including: countywide perspective and single member districts; work flow and the BCC support system; the development of written procedures covering guidelines for administrative assistants, communication and public contacts and agenda information. Through the course of the retreat, the Board identified issues that they agreed needed discussion and set aside time to address them at the conclusion of the session. Members noted that all of these issues related to the top strategic direction areas of governance and revenues. The issues involved:

- Enhancing City/County Service Cooperation.
- City/County Annexation Issues.
- Privatization Policy.
- North/South Issues.
- Indigent Care.
- Franchise Fees/Revenues.
- County Government Base of Operations.
- The workshop concluded with a discussion and agreement on the following next steps:
- The facilitators would provide a workshop report for the Commission.
- Staff would review the report and respond to follow-up steps and information requests identified during the retreat.
- The Administrator and Chair would take the lead in developing some organizational guidelines following a review of the retreat and in consultation with the Board.
- The Commission would consider engaging in a follow-up in retreat later in the year.

FACILITATOR'S SUMMARY

I. Introductions and Agenda Review

Members introduced themselves and offered an answer to the following question: "What drew you to public service?" Below is a summary of their responses:

- Frustration--the unwillingness of the system to respond. Then grew to love public service, and the opportunity to do good things.
- There are lots of ways to get involved in community affairs, and I did many of those. But all of them required convincing elected officials. So I finally figured why not be in that position.
- To make a difference in how people view politicians, and show that you do listen, and have an open mind, and respond.
- Was a patent attorney, but when I drive around I see things I helped accomplish.
- Service orientation.
- To accomplish something tangible needed to move to a different level and get elected.
- Wanted to change environment in the community to sustain a future for our children.
- I never wanted to be a politician, but you learn as you grow. Then I realized how much of a difference you can make.
- Great career, happy life--then this opportunity. Wanted to accomplish what people said was impossible. Not details, but big picture--help dream.
- Saw a situation where children were not being transported to school, so organized a mother's march. Worked on other school issues. Stood in front of bulldozer, then decided there had to be an easier way. Give something back.

The Facilitators set forth a proposed agenda based on interviews with the Commissioners regarding their expectations. Members reviewed it and agreed to adopt it for the workshop. (See Appendix 1).

II. A Shared History of Pinellas County

The facilitators asked the members to write on a wall chart significant events, people who made a difference, eras. Below are the historical items--key people, events, eras as noted by participants in sharing a perspective on Pinellas County history over the last century.

- Pinellas County established after a "free West Hillsborough County" (from "domination and inequitable taxation") campaign led by the St. Petersburg editor, William Straub. He also founded the St. Petersburg Chamber of Commerce and Rotary Club.
- "Punto Pinal"--point of pines.
- Gandy Bridge completed.
- Courthouse built overnight in Clearwater.
- JWB formed and license board created.
- Land grant from federal government for St. Petersburg/Clearwater Airport.

1925-1940

1946

1949

1950's

- Aggressive regional parks system initiated.
- Post-war building boom.
- Substantial infrastructure built--sewers, water, roads.

1960's

- Bad BCC--County Commissioners go to jail. Bribery case (Brumfield, McKeachern, Dockerty).
- St. Petersburg garbage man's strike.
- Civil Rights movement.
- School desegregation case (1968).
- State Senator later Congressman Young.

1970's

- Sunshine laws enacted.
- Purchase of well fields in Pasco/Hillsborough.
- Reign of Rainey.

- Environmental charrette adopted leads to environmental lands acquisition.
- Fred Marquis (mid 1970's).
- Scientologists purchase much of downtown Clearwater (1976).
- Sewer moratorium declared. Moving vans at the court house (1977).
- North/South highway referendum failed by a margin of 8-1 (1979).

1980's

- Initiation of Pinellas Trail development.
- Initiation of aggressive land acquisition.
- Russell/Rainey Era.
- Weedon Island--County took over.
- Charter adopted.
- Jail consent decree David vs. Roberts (1981).
- Consent decree on County hiring practices.
- PSTA became countywide.
- Single member house districts for Pinellas 1982).
- Opening of county resource recycling plant (1983).
- Convention and Visitors Bureau established.
- Florida Suncoast Dome approved (1986).

1990's

- PFP vote by a 321 vote margin (1991).
- Redevelopment in downtown St. Petersburg begins in earnest in (early 1990's).
- "Eight is enough" term limits (1992).
- Reclaimed water.
- Rainey retires (1994).
- Star Center DOD nuclear--Pinellas Science/Tech (1994).
- Devil Rays (1996).
- Charter Review Commission, Legislative delegation changes recommendation; leads to single member district referendum passed; home rule.
- St. Petersburg civil disturbances (1996).
- Creation of Tampa Bay Water after years of water wars (1997).
- Vote on PFP extension--by 65% (1997).
- First BCC visioning retreat leading to focus on economic development and a new County department (1997).
- Unitary status of school district declared (1999).
- Annexation legislation passed.
- Referendum passes creating new BCC.
- Marquis era ends.
- Planning Districts for unincorporated areas approved.
- Beach trolley--Gulf Blvd.
- Good BCC--4/3=7.
- Pelletizers (instead of shipping sludge).
- March 22-23 BCC Visioning Retreat (2001).

III. Commissioners' Work Style Preferences

In an informal exercise, Board members "voted with their feet" and indicated which work style preference best described their individual approach. Descriptions of alternative styles were posted at either side of the room and Commissioners were asked to stand under the description that best fit their own style. Following the exercise the facilitators discussed the importance of diversity in styles for effective problem solving. Members observed that these style preferences could be helpful in future Board interactions.

WORK STYLE PREFERENCES

Detail Oriented	Big Picture Oriented
Karen, Ken	Calvin, Barbara, Susan, John, Bob, Susan C.
Gay--in the middle	
People Focus	Task Focus
Barbara, Susan, John, Calvin	Karen, Ken, Bob, Susan C.
Gay--in the middle	
Facts and Information	Intuition, Gut Feelings
Ken, Karen, Barbara, Susan, Bob, Gay, Susan C.	Calvin, John
Spontaneous, Flexible	Structured, Organized
Calvin, Susan	Karen, Ken, John, Bob, Susan C.
Barbara, Gay--in the middle	
Outgoing, Talkative	Reserved, Reflective
	Ken, Bob, Karen, Susan C.
Tactical, Short Term	Strategic, Long Range
Gay	Karen, Ken, John, Bob, Barbara, Susan, Calvin, Susan C.
Rule with Head	Rule with Heart
Bob, Barbara, Susan C.	Calvin, John, Susan
Karen, Ken, Gay--in the middle	
Afternoon Person	Morning Person
Bob, Karen, Calvin, Gay	John, Ken, Susan, Barbara, Susan C.
Sprit of the Law	Letter of the Law
Calvin, Ken, Bob, Barbara, Susan, Karen	John, Susan C.
Gay--in the middle	

Team Player	Individual Achiever
Karen, Ken, John, Bob, Barbara, Susan, Calvin, Susan C.	
Barbara--in the middle	
Focus on Results	Focus on Process
John, Barbara, Susan, Calvin, Susan C.	Karen
Ken, Bob--in the middle	
Doer	Planner
Susan, Bob, Ken, John, Gay, Susan C.	Karen, Barbara, Calvin
Confront Issues Directly	Handle Issues Indirectly
Ken, Bob, Barbara, Susan, Karen, Susan C.	Calvin
John, Gay--in the middle	

IV. Looking Around: What Are the Forces and Trends Affecting the County and Commission?

A. **Tailwinds (internal strengths and external opportunities):** What are some key tailwinds--i.e., the forces aiding the County and the Board in addressing and meeting key needs? Below are responses from the interviews and additional items offered at the retreat:

From Interviews:

- Pennies for Pinellas.
- Great staff expertise.
- Committed board whose members are all here for the right reasons.
- Tradition of consensus building.
- Community and citizens are willing listeners.

Others identified:

- The County has been quietly becoming more diverse. This helps us in the region and the state.
- Tourism is still strong (even though the national economy and tourism elsewhere is slow).
- I-4 corridor--hi-tech sector in Pinellas is very strong--more than 50% of the hi-tech activity in corridor is here.
- County partnerships are strong.
- The County has been and continues to be innovative regarding problem-solving and setting standards.
- Cost of government has been low.
- We are known among our peers statewide for working together.
- The County's economic development effort, especially when coupled with strong tourism, is a tailwind.
- An interested and involved community.

B. **Headwinds (internal weaknesses and external challenges):** What do you think are some key headwinds--i.e., the forces hindering the County and the Board in addressing and meeting key needs? Below are responses from the interviews and additional items offered at the retreat:

From Interviews:

- County is 94% built out. Turn this into a tailwind by focusing on redevelopment code.
- The difficulty of communication and interaction in light of the Sunshine issues.
- Public's unlimited expectations matched by limited resources.

- Difficulty in developing and presenting information and offering education for the public on key public decisions for the County.
- Uncertainty around how best to manage and meet needs in the increasingly fragmented unincorporated areas.
- Uncertainty surrounding the selection of the new County Administrator.

Others identified:

- Devolution of responsibility from state and federal levels without the resources needed.
- State decisions and unfunded mandates. We wrestle with this each year.
- Growing municipal expectations and growing expectations of citizens in unincorporated parts of the County.
- Growing difficulty of having better relationships and partnerships with municipal governments.
- Reluctance of citizens to provide revenues to meet the challenges. Budget issues.
- 25 jurisdictions--24 + 1.
- Need for a greater sense of community.
- Annexation pressures.
- Tensions resulting from the County growing younger.
- A lack of civic entrepreneurs that results from business trends such as buy-outs, mergers, etc.
- Success of the Penny for Pinellas has created need for O & M dollars.
- Balance the needs of districts with Countywide needs.
- Need better, more efficient ways of handling government--(E-government)
- Lack of trust in government--felt locally.
- Perceptions--why does Pinellas have no indigent health care plan like Hillsborough's. It is coming--what are the public views on this?

C. **Trends:** What are some key trends affecting the Board's and the County's work now and in the future? Below are those identified in the interviews and additional ones at the retreat:

From Interviews:

- The County's getting younger and this will have anticipated and unforeseen results on the County and its priorities.
- Continuing unfunded mandates from the state shift responsibilities to local government, e.g., Healthy Kids and juvenile justice, requiring possible tax increases and program responsibilities.
- Economic trend in terms of continuing disparity in employment and work development opportunities between South and North.

Additional trends

- What have we been? What can we become?
- Press influence on issues--sound bites--public awareness on public issues.
- Channel 18 is important--has an impact on public awareness.
- North vs. South trends.
- North/South separations--lines disappear.
- Expectations growing at a rapid rate (e.g., services). Resources are not growing to match expectations. There is contraction in some instances.
- Some may require new thinking on roles and relationships regarding service delivery--e.g., fire services and the revenue base.
- More regional cooperation.
- Privatization.
- Fears...selfishness.
- Political pandering to trends.
- Crime is down but public spending on safety is increasing.

V. A VISION OF SUCCESS FOR PINELLAS COUNTY IN 2020

A. A Potential, But Undesirable Future for Pinellas 2020

The facilitators suggested the members offer their thoughts on what a potential but undesirable future might feature for Pinellas County in 2020. They offered the following:

- Water lines, like bread lines.

- Gridlock on highways and roads.
- Decrepit, falling down buildings, paint peeling--redevelopment has failed.
- Penny for Pinellas doesn't renew.
- County is fragmented--by north/south divide, racially divided and divided by haves and have-nots.
- No environmentally-sensitive lands remain for our kids to visit.
- Everything is paved.
- Potholes everywhere, flooding and general failure of the infrastructure.
- Tourists stop coming.
- Uneducated and ignorant populace.
- Tenth year of power shortages and rolling blackouts.
- Dramatic increase in unfunded mandates from the state legislature.
- Tax rates so high that no one can or wants to live here --retirees move north to be able to eat.
- The County Commissioners' unanimous choice for the 18th County Administrator in the past 20 years is a bust.
- The County Commission is the site of parochial battles, acting like Hillsborough County.
- Mental derelicts, homeless and unemployed roam the streets.
- Juvenile crime rate has increased exponentially because there are no wholesome activities for Pinellas' youth.
- High unemployment and unmet welfare needs.
- We have 24 power plants and systems. Each city generates and sells power.
- There are tollbooths into each city.
- You can only flush the toilet once a day.
- Everyone moves to the unincorporated area because they can't afford to live in the cities.
- The Big C secedes and forms Florida's 118th County.
- The general state of economic disrepair has a negative effect on tourism and the local economy.

B. A Potential, **Desirable** Future for Pinellas County 2020

The members were asked to respond to the following question: If everything went right, what will Pinellas County look like and what will the County be doing in 2020? To answer the question, the members met in two small groups to respond to the following questions:

1. It's 2020. You have been asked to write a guest newspaper column on the County's and the Board's stellar accomplishments over the last 20 years. What would you say?
2. What would you like people to be saying about Pinellas County and the Board's accomplishments in 2020? How will the County be acting to distinguish itself?

After meeting in small groups, the members shared their vision statements and the facilitators asked the participants to indicate their degree of concerns with, or support for the statements. Following this, the members brainstormed six vision themes that the statements suggested. Below are the vision statement responses from both groups organized under the vision themes the members identified. Those themes are:

- Governance--robust e-government, service efficiency, unfunded mandates.
- Economy/Revenue--hi-tech, workforce development, economic vitality, partnerships with the private sector, redevelopment, revenue sources available to the County.
- Quality of Life--life-long learning, arts, redevelopment, social services.
- Transportation/Infrastructure--water, utilities.
- Natural Resources--air, water and land.
- Sense of Community--community vision, inclusion, inter-generational.

The vision statements for each theme are followed by initial draft strategic direction statements members developed in two small groups and reviewed together. These strategic direction statements express desirable end states in fairly broad language. The members reviewed these strategic directions again on the second day and made some refinements to them.

Headline: Pinellas County--Envy of the Free World

None of the potential but undesirable future scenarios above occur. The economy is vibrant, tourism flourishes, unemployment is low and the air is clean and the sandy beaches white.

1. Effective and Efficient Governance

Vision Statements

- For the first time, the state fully funds the county-level mandates.
- 95% of County government transactions are processed via the Internet at a 50% cost reduction from 2010. The community and its citizens are wired and connected.
- The County is fiscally sound and well managed in 2020.
- Pinellas has reduced the number of and vastly improved the coordination among the separate governmental jurisdictions in the County while achieving more efficient and more responsive local government.
- An information system available to all citizens is a tool for building community. The County has achieved a truly integrated E-government that includes the constitutional officers and the municipalities.

Draft Strategic Direction Statement

- To maximize the effectiveness and efficiency of local government by:
- Enhancing communications and relationships between the County and all other levels of government.
- Expanding public awareness of county programs and services through expansion of the public affairs and information outlets and programming.
- Bringing Pinellas County into the 21st century by developing a total e-government network. This would include
accessibility to all levels of government.
Eliminating unfunded mandates by tying revenues to programs and services.
- Recognizing that communities and neighborhoods are part of the governance structure and including them in major policy development in some way.
- Developing a better, high quality, cost-effective system of service delivery.

2. Economic Vitality and Sufficient Revenues to Meet Community Needs

Vision Statements

- CEO's are raving about the abundance of skilled workers.
- The 2012 Olympics were a smashing success with over \$500 million dollars contributed to the local economy.
- In light of the needs, the citizens of Pinellas County have been willing to tax themselves for needed infrastructure and services. The Commission has led in building consensus and the public's confidence in their efforts.
- "Worknet reports a 99% placement and 5-year retention rate for its clients."
- Corporations willingly contribute to meeting the community's needs.
- St. Petersburg/Clearwater Airport passed the 5 million passengers a year milestone in 2019.

Draft Strategic Direction Statements

- Diverse and Sufficient Revenue. Establish a diverse and sufficient set of revenue sources to invest in providing the services and infrastructure that supports a vital economy.
- A Vital Economy. Create and continue to support a broad, diverse and robust economic base in the County as a foundation for : -economic and employment opportunities for all citizens; -business retention and recruitment; -a high quality of life; -a strong sense of and commitment to community.

Comments:

- A vibrant, balanced business economy that features a competent and capable workforce that meets the needs of citizens for quality jobs and employers (both small and large businesses).
- The economy continues to attract visitors and the County works to sustain the hospitality industry.
- The economy includes ongoing and flexible education and training programs to meet the needs of a changing workforce and businesses.
- Will involve a partnership with the private sector.
- Business retention and recruitment.
- Economic opportunities for all, especially younger citizens.

3. A High Quality of Life

Vision Statements

- For the first time, all social service needs in the County are being adequately funded and all needs are being met.

- During the last 20 years the County has used "smart-growth" planning for its redevelopment, producing a pleasing, balanced community and that emphasizes and takes advantage of the natural, cultural and historical resources.
- Citizens and visitors now enjoy learning at Weedon Island, Botanical Gardens and Brooker Creek Preserve--these were completed with private dollars.
- The County has established world class programs in xeriscape and public art.
- Pinellas has become a national cultural nexus and mecca for its many museums, theatres, artistic offerings and parks.
- Children, parents, grandparents and adults enjoy the recreation programs in the County.
- There are model programs for bringing the generations together for life-long learning and education in the parks, schools and elsewhere.
- Life-long learning opportunities are available for all citizens in the community.
- Consensus has been reached on consolidation of cooperative services saving the citizens dollars while enhancing the quality of services.
- A model partnership has been built among government, the private sector and the school system to enable kids to learn the value of work and to become contributing members of society.

Draft Strategic Direction Statement

- Quality of Life. Establish a rich and diverse set of social, cultural and educational partnerships among citizens, government and businesses to promote and achieve a high quality of life for all in Pinellas County by: -Meeting social service needs of residents, families, youth and seniors. -Maintaining clean air, beaches and water.
 - Supporting cultural institutions and providing cultural opportunities to all citizens and visitors.
 - Building opportunities and partnerships with the private sector, government and the schools for life-long learning including world class K-12 and higher education institutions.
 - Creating and maintaining livable communities through "smart" commercial and residential redevelopment

4. Coordinated Multi-Modal Transportation and Sufficient Quality Infrastructure Vision Statements

Vision Statements

- You no longer get stuck in traffic on major thoroughfares; transportation needs are met.
- The County has developed a well-coordinated multi-modal transportation system with a center at St. Petersburg/Clearwater Airport that connects with the state rail system.
- The County's system makes it easy for residents and visitors to get around. The system coordinated by the County is easy to use, safe and accessible.
- Public transportation needs are being met.
- Pinellas County succeeds in developing a parallel transportation hub with Hillsborough County.
- In 2020 the Airport Authorities of Pinellas and Hillsborough function as one. "Pinellas and Hillsborough Aviation Authorities are celebrating five years of successful partnership this year."
- State of the art communications infrastructure has been built providing for the latest communications technologies (wireless, fiber optics), second to none in the country.
- A fixed rail state of the art multi-modal system has been built and paid for by Pinellas County visitors.

Draft Strategic Direction Statement--Transportation:

- Develop a comprehensive, coordinated and accessible multi-modal transportation system including the development of a better intra-and-inter-county transit system. This would include: -Development of a county-coordinated ITS and traffic signalization system.
 - Continuing a cooperative relationship between the Pinellas and Hillsborough aviation authorities. Continuing to support the operation of the St. Petersburg/Clearwater Airport and its business related entities.
 - Continuing to expand and develop the Pinellas Trail.

Draft Strategic Direction Statements--Infrastructure

- Provide a quality and sufficient infrastructure by: -Developing a countywide communications network for use by County services.
 - Developing a Countywide trash collection and recycling system.
 - Continuing to provide basic infrastructure and services for solid waste, sewer systems, water delivery and distribution and maintenance of transportation corridors for which the County is responsible.
 - Ensuring a reliable, adequate, affordable and manageable power supply system for the County.

- Ensuring a reliable, adequate, affordable and quality water supply for the County.

5. Enhance the Sense of Community and Caring in Pinellas County

Vision Statements

- Ethnically and racially diverse community lives in harmony.
- Pinellas has built an inclusive community of healthy productive citizens that are caring of everyone's needs, providing care for mental health and others with special needs.
- The County features quaint nodules of commercial activity with things to do and places to see and be seen, in all parts of the County.
- For the first time, every Tampa Bay professional team is #1 in their league and in the world.
- The community and the BCC have developed consensus for a shared vision to guide them from 2020 to 2030.
- The County has received national recognition for coordination of its citizen volunteer program.
- Pinellas is a people friendly community ready to serve the needs of all generations.
- This is a community where innovative leaders and government have earned the respect and support of citizens.
- The County is served by local media that provide Countywide perspectives and information for its citizens.
- The St. Petersburg Times and the County Commission have established a respectful relationship and a partnership in bringing the community together to envision its future.

Draft Strategic Direction Statement

- Sense of Community. Develop and continually enhance a sense of community and caring among Pinellas' citizens, neighborhoods, cities and county through:
 - Celebrating the diversity of this inclusive community.
 - Civic engagement that features successful and effective communication among the diverse elements of the community.
 - Bringing the community together to produce and maintain consensus on a vision of Pinellas' future.

Small Group Comments on what is a "sense of community":

- Communication in which citizens speak and listen to each other with respect.
- Culturally diverse and inclusive community.
- "Living in harmony."
- Caring and committed community.
- Engages in building consensus on vision for future success.
- Local media actively contributes to bringing the community together to take action on challenges it faces.
- Vibrant and active neighborhood associations that serve their neighborhoods by meeting needs and building community.
- Good corporate citizens.
- Strong and vital civic and religious institutions that contribute to better communication and building a sense of community.

6. Acquire, Protect and Build Awareness of Natural Resources and Environmental Quality

Draft Vision Statements

- County enjoys the highest and cleanest air quality in the state.
- The County struggles but fairly deals with allocation of a water surplus.
- Before County build-out, the Commission was able to purchase the last piece of environmentally sensitive land for the enjoyment of future generations.
- The County and region have developed a sustainable state-of-the-art water system that delivers a high quality supply of water while meeting and exceeding conservation goals.

Draft Strategic Direction Statements--Natural Resources

- Acquire environmentally sensitive lands by:
 - Completing the acquisition of lands identified in the environmental charrette.
 - Developing partnerships with cities and the state for identification, acquisition, and protection of other environmentally-sensitive lands.
- Promote environmental awareness and education by:
 - Reviewing County practices and adopting environmentally friendly management practices for County departments and services.

- Developing and encouraging sustainability practices with the private sector for future development and redevelopment, e.g., LDRs, mitigation banks, etc.
- Enhance the environment by:
 - Improving air quality.
 - Improving water quality through programs for stormwater, lakes, beaches and estuaries.
 - Continuing and enhancing beach re-nourishment and beach access programs in appropriate communities.

VI. Paired Comparison of 2020 Pinellas Vision Strategic directions

A. Overview of Exercise

After reviewing and refining the strategic direction statements suggested by the vision themes, the Board engaged in a "paired comparison" exercise to explore the relative priority of the various strategic directions, in terms of their importance to achieving the vision, and perhaps more importantly, to identify and express the values and rationale underlying their judgements about priorities.

For the exercise, the facilitator asked participants to focus on the strategic directions two-at-a-time (for example, Hypothetical Strategic Directions X & Y) and discuss the question: "Should Strategic Direction X be either of greater or of equal priority compared to Strategic Direction Y for achieving the vision?" Participants were asked particularly to focus on the reasons for their responses, and the main points of the discussion were recorded.

After each discussion, participants were asked to vote on the question. If a majority voted no, the facilitator noted that Y was a greater priority than X (if X was not of greater or of equal priority than Y, it could only be of lesser priority). If a majority voted yes, the facilitator (to determine whether the group meant X was of *greater* or of *equal* priority) reversed the order of the strategic directions in the question: "Should Strategic Direction Y be of greater or equal priority compared to Strategic Direction X for achieving the vision?" and asked participants to vote again. If the majority now voted no, then the facilitator, following the same reasoning, noted that X was the greater priority. If the majority again voted yes, the facilitator noted that, at least for the group as a whole, both were an equal priority (since X and Y could not both be the greater priority, they must be equal.)

The facilitator then introduced the next strategic direction and asked the group to compare it, using the same process, to as many of the already considered strategic directions as necessary to determine its place in the emerging order of priorities.

Below are the strategic directions that were compared, the discussion regarding priority judgments and the straw polls that suggested relative priorities. From this exercise emerged an initial priority order of strategic directions, and a sense of the most important reasons for that order. At the conclusion of the exercise the group discussed the initial resulting priority order and adjusted it to better reflect their thinking and to achieve greater support from the members.

B. Paired Comparisons and Comments

Paired Comparison #1--Transportation and Quality of Life

Discussion:

- Transportation is important, but if you are dealing with the health and social service needs of a community, they take precedence.
- If you have quality of life in place it is easier to achieve the transportation strategic direction.
- Partnerships are critical for success and are more important for achieving the quality of life strategic direction.
- Transportation is key to the economic vitality strategic direction. It may be equal to the quality of life strategic direction.
- By 2020 will gridlock and failure of the transportation system drive people away from Pinellas? If the focus is on quality of life, transportation will be taken care of.
- Multi-modal transportation system as a strategic direction, for a variety of reasons, hasn't received the focus of the County and the BCC as a critical strategic need.
- Quality of life is most important--solving transportation alone is not enough to achieve the quality of life we want for Pinellas.

- Do all great cities become great by having a great transportation system? Gainesville is often cited as a Florida city with a great quality of life but it isn't due to its transportation system.

StrawPoll 1

The Transportation strategic direction (4a) is of greater or equal importance to the Quality of Life strategic direction (3) in achieving the Pinellas 2020 Vision.

Yes	No
3	4

For the group as a whole, the Quality of Life strategic direction was of greater importance for achieving the vision.

Paired Comparison #2--Quality of Life and Economic Vitality

Discussion:

- Can't have economic vitality if you don't have quality of life.
- Partnerships are critical to achieving a quality of life.
- First thing asked by companies considering coming to Pinellas is how is your quality of life? (education #1 and cultural offerings #2).

Straw Poll 2a

The Quality of Life strategic direction (3) is of greater or equal importance to the Economic Vitality strategic direction (2b) in achieving the Pinellas 2020 Vision.

Yes	No
7	0

Straw Poll 2b

The Economic Vitality strategic direction (2b) is of greater or equal importance to the Quality of Life strategic direction (C3).

Yes	No
6	1

For the group as a whole, the Quality of Life and Economic Vitality strategic directions were of equal importance for achieving the vision.

Paired Comparison #3--Transportation and Economic Vitality

Discussion:

- A sound economic base is dependent on quality of life--it relates to business retention and workforce development.
- The achievement of economic vitality is dependent on partnerships.
- Business won't come if the transportation system is failing.
- This is a chicken or egg dilemma. Economic vitality also establishes a reason for an effective transportation system.
- The transportation system needs public investment--critical to get people to work and provide alternatives to seniors and others.
- A vital economy will grow the economic base and drive you to development of a multi-modal transportation system.
- BCC needs to make a priority of transportation.
- E.g., Oldsmar Industrial Park--the Park has brought bus service out to bring employees from St. Petersburg. Transportation will follow from a focus on economic vitality.
- Transportation system in Pinellas is in its current condition because County hasn't figured out how to solve the problem of knowing where point A and point B are--while Pinellas is dense in population, there is no downtown core--this makes the system and cost factors hard to figure.
- Focus on what business needs is a clearer strategic direction--e.g., workforce, etc.
- Transportation won't fall off the edge of the policy table. Whatever happens, won't happen quickly.

- First penny passed by only a small %. Seventy percent of the first phase focused on transportation needs. Pasco grew because of bridge and roads brought about by the penny. Second penny passed because of the focus on solving transportation problems.
- North v. south issues--lack of adequate transportation a cause.
- Downtown Clearwater--constraint on development has been lack of transportation.
- Innovative cities have used planning and looked to the future and used the transportation investments to direct growth and build economic activity, e.g., Toronto, Portland, etc.

Straw Poll 3a

The Transportation strategic direction (4a) is of greater or equal importance to the Economic Vitality strategic direction (2b) in achieving the Pinellas 2020 Vision.

<u>Yes</u>	<u>No</u>
4	3

Straw Poll 3b

The Economic Vitality strategic direction (2b) is of greater or equal importance to the Transportation strategic direction (4a) in achieving the Pinellas 2020 Vision.

<u>Yes</u>	<u>No</u>
6	1

For the group as a whole, Transportation and Economic Vitality strategic directions are of equal importance for achieving the vision.

Paired Comparison #4--Governance and Economic Vitality

Discussion:

- Effective governance is the foundation and essential to a vital economy.
- The constituents are asking the BCC to provide an effective and efficient government. They are not looking to the County to provide the vital economy.
- We can have an impact on Governance. Commit to this. The vital economy will require partners.

Straw Poll 4a

The Governance strategic direction (1) is of greater or equal importance to the Economic Vitality strategic direction (2b) in achieving the Pinellas 2020 Vision.

<u>Yes</u>	<u>No</u>
7	0

Straw Poll 4b

The Economic Vitality strategic direction (2b) is of greater or equal importance to the Governance strategic direction (1) in achieving the Pinellas 2020 Vision.

<u>Yes</u>	<u>No</u>
0	7

For the entire group, the Governance strategic direction was of greater importance than the Economic Vitality strategic direction for achieving the vision.

Paired Comparison #5--Quality of Life and Governance

Discussion:

- Governance is more important than quality of life because it is attainable and is the means for achieving quality of life.
- Quality of life is more important than governance from a policymaking perspective. Ensuring the enjoyment of a quality of life is more important than a structure and effective government.

Straw Poll 5

The Quality of Life strategic direction (3) is of greater or equal importance to the Governance strategic direction (1) in achieving the Pinellas 2020 Vision.

<u>Yes</u>	<u>No</u>
1	6

For the group as a whole, the Governance strategic direction was of greater importance than Quality of Life strategic direction for achieving the vision.

Paired Comparison #6--Infrastructure and Quality of Life

Discussion:

- The infrastructure strategic direction allows you to achieve the quality of life strategic direction.
- Can't be a partner in quality of life initiatives if you don't contribute by maintaining and improving the infrastructure.

Pennies for Pinellas supporting infrastructure is essential to the quality of life strategic direction.

Straw Poll 6a

The Infrastructure strategic direction (2a) is of greater or equal importance to the Quality of Life strategic direction (3) in achieving the Pinellas 2020 Vision.

<u>Yes</u>	<u>No</u>
7	0

Straw Poll 6b

The Quality of Life strategic direction (3) is of greater or equal importance to the Infrastructure strategic direction (2a) in achieving the Pinellas 2020 Vision.

<u>Yes</u>	<u>No</u>
0	7

For the entire group the Infrastructure strategic direction was of greater importance than the Quality of Life strategic direction for achieving the vision.

Paired Comparison #7--Governance and Infrastructure

Discussion:

- These should be equal.
- Can have lots of revenue and waste it with an inefficient and ineffective government.
- If there is insufficient infrastructure, can't have efficient government.

Straw Poll 7a

The Governance strategic direction (1) is of greater or equal importance to the Infrastructure strategic direction (2a) in achieving the Pinellas 2020 Vision.

<u>Yes</u>	<u>No</u>
5	2

Straw Poll 7b

The Infrastructure strategic direction (2a) is of greater or equal importance to the Governance strategic direction (A1) in achieving the Pinellas 2020 Vision.

<u>Yes</u>	<u>No</u>
7	0

For the group as a whole, the Governance and Infrastructure strategic directions are of equal importance for achieving the vision.

Paired Comparison #8--Environmental Land Acquisition and Economic Vitality

Discussion:

- Need economic base to acquire environmentally sensitive lands. Economic vitality is of greater importance, making the other possible.
- By 2020 will all environmentally sensitive lands be acquired? There will always be land in private hands that can be purchased for a price if you have the funds.
- BCC will work with private sector on protection and sustainable development strategies, including tax benefits.

Straw Poll 8

The Environmental Land Acquisition strategic direction (6a) is of greater or equal importance to the Economic Vitality strategic direction (2b) in achieving the Pinellas 2020 Vision.

<u>Yes</u>	<u>No</u>
1	5

For the group as a whole, the Economic Vitality strategic direction was of greater importance than the Environmental Land Acquisition strategic direction for achieving the vision.

Paired Comparison 9--Infrastructure and Quality of Life

Discussion:

- Infrastructure is a major county responsibility.
- Note the items in infrastructure are in the County charter.
- "Adequate"?--citizens want better than this. "Sufficient," "quality," "essential" ?
- Medical services to the poor are an important County responsibility.
- If the infrastructure fails, there will be a greater need for public health services.

Straw Poll 9a

The Infrastructure strategic direction (4b) is of greater or equal importance to the Quality of Life strategic direction (3) in achieving the Pinellas 2020 Vision.

<u>Yes</u>	<u>No</u>
6	2

Straw Poll 9b

The Quality of Life strategic direction (3) is of greater or equal importance to the Infrastructure strategic direction (4b) in achieving the Pinellas 2020 Vision.

<u>Yes</u>	<u>No</u>
2	5

For the group as a whole, the Infrastructure strategic direction was more important than the Quality of Life strategic direction for achieving the vision.

Paired Comparison #10--Infrastructure and Governance

Discussion:

- "Effective" is the key word here.
- If government is effective and efficient then a major goal within that will be a quality infrastructure.

Straw Poll 10

The Infrastructure strategic direction (4b) is of greater or equal importance to the Governance strategic direction (1) in achieving the Pinellas 2020 Vision

<u>Yes</u>	<u>No</u>
0	7

For the entire group, the Governance strategic direction was of greater importance than the infrastructure strategic direction in achieving the vision.

Paired Comparison #11--Sense of Community and Quality of Life

Discussion:

- Quality of life helps to develop a sense of community.
- The BCC has a greater ability to work on quality of life than on the sense of community.

Straw Poll 11

The Sense of Community strategic direction (5) is of greater or equal importance to the Quality of Life strategic direction (3) in achieving the Pinellas 2020 Vision.

<u>Yes</u>	<u>No</u>
0	7

For the entire group, the Quality of Life strategic direction was of greater importance than the Sense of Community strategic direction for achieving the vision.

Paired Comparison #12--Sense of Community and Economic Vitality

Discussion:

- Economic vitality will help to create a sense of community.
- Make people self-sufficient and they will take care of themselves and contribute to the sense of community.

Straw Poll 12

The Sense of Community strategic direction (5) is of greater or equal importance the Economic Vitality strategic direction (2b) in achieving the Pinellas 2020 Vision.

<u>Yes</u>	<u>No</u>
0	7

For the entire group, the Economic Vitality strategic direction was of greater importance than the Sense of Community strategic direction for achieving the vision.

Paired Comparison #13--Sense of Community and Environmental Land Acquisition

Discussion:

- Won't enjoy the environmental land acquisitions if there is no sense of community.
- Sense of community may include taking action on environmental protection.
- In 2020 the County will be more diverse and a sense of community will be critical.
- The environmental land acquisition strategy is an outgrowth of a sense of community--need a sense of community to sustain it.
- Each strategic direction should include developing a sense of community and caring.
- The environment is a unique resource in the Pinellas community.

Straw Poll 13a

The Sense of Community strategic direction (5) is of greater or equal importance to the Environmental Land Acquisition strategic direction (6a) in achieving the Pinellas 2020 Vision.

<u>Yes</u>	<u>No</u>
70	

Straw Poll 13b

The Environmental Land Acquisition strategic direction (6a) is of greater or equal importance to the Sense of Community strategic direction (5) in achieving the Pinellas 2020 Vision.

<u>Yes</u>	<u>No</u>
16	

For the group as a whole, the Sense of Community strategic direction was more important than the Environmental Land Acquisition strategic direction for achieving the vision.

Paired Comparison #14--Environmental Education and Sense of Community

Discussion:

- Both are equally important.
- If environment isn't protected and environmental awareness isn't increased, then there will be no sense of community.
- Sense of community will beget and support environmental education.

Straw Poll 14

The Environmental Education strategic direction (6b) is of greater or equal importance to the Sense of Community strategic direction (5) in achieving the Pinellas 2020 Vision.

<u>Yes</u>	<u>No</u>
2	4

For the group as a whole, the Sense of Community strategic direction was more important than the Environmental Education strategic direction for achieving the vision.

Paired Comparison #15--Environmental Education and Environmental Land Acquisition

Discussion:

- Do you need an environmentally aware public to get investment in environmentally sensitive lands?
- Private sector is involved in the environmental land acquisition efforts.
- County buying/acquiring land enhances awareness.

Straw Poll 15a

The Environmental Education strategic direction (6b) is of greater or equal importance to the Environmental Land Acquisition strategic direction (6a) in achieving the Pinellas 2020 Vision.

<u>Yes</u>	<u>No</u>
70	

Straw Poll 15b

The Environmental Land Acquisition strategic direction (6a) is of greater or equal importance to the Environmental Education strategic direction (6b) in achieving the Pinellas 2020 Vision.

<u>Yes</u>	<u>No</u>
3	4

For the group as a whole, the Environmental Education strategic direction was of greater importance than the Environmental Land Acquisition strategic direction for achieving the goal.

Paired Comparison #16--Environmental Quality and Economic Vitality

Discussion:

- Robust economy that is centered on tourism needs the environmental quality.
- The environmental quality has to come first--without it won't have economic vitality.

Straw Poll 16a

The Environmental Quality strategic direction (6c) is of greater or equal importance to the Economic Vitality strategic direction (2b) in achieving the Pinellas 2020 Vision.

<u>Yes</u>	<u>No</u>
7	0

Straw Poll 16b

The Economic Vitality strategic direction (2b) is of greater or equal importance to the Environmental Quality strategic direction (6c) in achieving the Pinellas 2020 Vision.

Yes	No
2	5

For the group as a whole, the Environmental Quality strategic direction was of greater importance than the Economic Vitality strategic direction in achieving the vision.

Paired Comparison #17--Environmental Quality and Quality of Life

Discussion:

- Environmental quality begets quality of life.
- Environmental quality is already included in the quality of life strategic direction. Number 3 should be more important.

Straw Poll 17a

The Environmental Quality strategic direction (6c) is of greater or equal importance to the Quality of Life strategic direction (3) in achieving the Pinellas 2020 Vision.

Yes	No
6	1

Straw Poll 17b

The Quality of Life strategic direction (3) is of greater or equal importance to the Environmental Quality strategic direction (6c) in achieving the Pinellas 2020 Vision.

Yes	No
7	0

For the group as a whole, the Quality of Life and Environmental Quality strategic directions were of equal importance for achieving the vision.

C. Paired Comparisons Results

1. Testing Support for the Resulting Priorities

Emerging from the paired comparison exercise was a sense of priority among the strategic directions in terms of their importance in achieving the vision for Pinellas County in 2020, as well as a sense of the values and reasoning of the Board in making judgements about priorities.

At the conclusion of the exercise the Board reviewed the relative priority among the following strategic directions to achieving the 2020 vision:

- #1. Governance and Revenue Strategic Directions
- #2. Infrastructure and Environmental Quality Strategic Directions
- #3. Quality of Life Strategic Directions
- #4. Transportation and Economic Vitality Strategic Directions
- #5. Sense of Community Strategic Direction
- #6. Environmental Education Strategic Direction
- #7. Environmental Lands Acquisition

As a final exercise gave the priority outcome above an overall ranking using the following scale:

- 5. Wholehearted support
- 4. Support--may not be what I would say
- 3. Minor Reservations
- 2. Major Reservations

1. No !!

5	4	3	2	1
1	3	4	0	0

The Board then discussed their rankings and suggested the following changes in the priority ranking:

The Sense of Community Strategic Directions would be considered for each of the following strategic directions:

- #1. Governance and Revenue Strategic Directions
- #2. Infrastructure and Environmental Quality Strategic Directions
- #3. Quality of Life Strategic Directions
- #4. Transportation and Economic Vitality Strategic Directions
- #5. Environmental Education and Environmental Lands Acquisition Strategic Directions

The Board re-ranked the revised strategic direction priorities revealing greater support:

5	4	3.5	3	2	1
1	5	1	0	0	0

2. Understanding the Results

During the discussions, it was clear that members made their decisions based on various kinds of considerations. In some cases, members cited the logical priority of one strategic direction or another--the need to achieve outcomes related to one direction in order to address issues related to the next--as the reason for rating a direction as more important. In other cases, members responded to what they saw as the greater intrinsic importance of a strategic direction. In yet other cases, members rated a direction as more important because it included one component which they saw as especially vital. Also, during the discussion members made it clear that they were offering their responses in their capacity as commissioners--reflecting the ways they would think about and act on issues in that role, and not necessarily their preferences as private individuals. Because the exercise establishes priorities based on majority voting, not every member may agree with every choice of the group. Finally, the exercise focused members on exploring the *relative* priorities among directions, and the rationales for those priorities--all of the directions were acknowledged to be of high intrinsic priority to begin with. The results of the exercise reflect an amalgam of all of these considerations.

Several considerations were mentioned repeatedly in the discussion of many of the pairs. Since these may have been especially influential in the order of priorities that emerged, some of them are listed below. The items on this list were identified by the facilitators after the meeting from the notes made during the discussions. Not all members may agree with every item.

- Governance and Revenue ranked highly because they were seen as directions the Commission could do something about, and also as proper to the Commission's role.
- Infrastructure and Environmental Quality were seen as instrumental to many of the other items on the list, especially to economic vitality and quality of life.
- Economic Vitality and a Coordinated and Accessible Multi-Modal Transportation system were ranked of equal importance because they were seen as inextricably linked and interdependent.
- For some members, human services were an especially important part of the Quality of Life direction, and influenced their rating of it.

3. The Final List of Priority Strategic Directions

Strategic Directions in Order of Importance to Achieving the 2020 Vision for Pinellas County

SENSE OF COMMUNITY AND CARING

After initially ranking Sense of Community among the other strategic directions, the Board agreed that developing and continually enhancing a sense of community and caring among Pinellas' citizens, neighborhoods, cities and county should be a component and objective of each of the other strategic directions. This sense of community could include:

- Celebrating the diversity of the inclusive Pinellas community.
- Civic engagement that features successful and effective communication among the diverse elements of the Pinellas' communities.
- Bringing Pinellas communities together to produce and continue to maintain consensus on a vision of Pinellas' successful future.

#1 Maximize the effectiveness and efficiency of local government and provide sufficient revenues to meet community needs. Of equal and primary importance to achieving the vision were the strategic directions for governance and for securing sufficient resources to meet community needs.

Governance. To maximize the effectiveness and efficiency of local government by:

- Enhancing communications and relationships between the County and all other levels of government.
- Expanding public awareness of County programs and services through expansion of the public affairs and information outlets and programming.
- Bringing Pinellas County into the 21st century by developing a total e-government network. This would include accessibility to all levels of government.
- Eliminating unfunded mandates by tying revenues to programs and services.
- Recognizing that communities and neighborhoods are part of the governance structure and including them in major policy development in some way.
- Developing a better, high quality, cost-effective system of service delivery.

Revenue. Establish a diverse and sufficient set of revenue sources to invest in providing the services and infrastructure that supports a vital economy.

#2 Provide high quality and sufficient infrastructure and protect and enhance environmental quality. Next, and of equal importance to achieving the vision, were the strategic directions for infrastructure and for enhancing environmental quality.

Infrastructure. Provide a quality and sufficient infrastructure by:

- Developing a Countywide communications network for use by County services.
- Developing a Countywide trash collection and recycling system.
- Continuing to provide basic infrastructure and services for solid waste, sewer systems, water delivery and distribution and maintenance of transportation corridors for which the county is responsible.
- Ensuring a reliable, adequate, affordable and manageable power supply system for the County.
- Ensuring a reliable, adequate, affordable and quality water supply for the County.
- Environmental Quality. Enhance the environment by:
 - Improving air quality.
 - Improving water quality through programs for stormwater, lakes, beaches and estuaries.
 - Continuing and enhancing beach re-nourishment and beach access programs in appropriate communities period.

#3 Providing all Pinellas County citizens with a high quality of life. Next in importance to achieving the vision was the strategic direction promoting and achieving a high quality of life.

Quality of Life. Establish a rich and diverse set of social, cultural and educational partnerships among citizens, government and businesses to promote and achieve a high quality of life for all in Pinellas County by:

- Meeting social service needs of residents, families, youth and seniors.
- Maintaining clean air, beaches and water.
- Supporting cultural institutions and providing cultural opportunities to all citizens and visitors.
- Building opportunities and partnerships with the private sector, government and the schools for life-long learning including a world class K-12 and higher education institutions.
- Creating and maintaining livable communities through "smart" commercial and residential re-development.

#4 Achieving economic vitality and building a comprehensive, coordinating and accessible multi-modal transportation system. Of equal and next in importance to achieving the vision were the strategic directions for a vital economy and for a comprehensive, coordinated and accessible multi-modal transportation system.

A Vital Economy. Create and continue to support a broad, diverse and robust economic base in the County as a foundation for:

- Economic and employment opportunities for all citizens.
- Business retention and recruitment.
- A high quality of life.
- A strong sense of and commitment to community.
- Transportation. Develop a comprehensive, coordinated and accessible multi-modal transportation system including the development of a better intra and inter-county transit system. This would include:
 - Development of a county coordinated ITS and traffic signalization system.
 - Continuing a cooperative relationship between the Pinellas and Hillsborough aviation authorities.
 - Continuing to support the operation of the St. Petersburg/ Clearwater Airport and its business related entities.
 - Continuing to expand and develop the Pinellas Trail.

#5 Acquire environmentally-sensitive lands and promote environmental awareness and education. Of equal and next in importance to achieving the vision were the strategic directions for acquiring environmentally-sensitive lands and environmental education.

Environmentally-Sensitive Lands. Acquire environmentally-sensitive lands by:

- Completing the acquisition of lands identified in the environmental charrette.
- Developing partnerships with cities and the state for identification, acquisition, and protection of other environmentally-sensitive lands.
- Environmental Awareness. Promote environmental awareness and education by:
 - Reviewing County practices and adopting environmentally friendly management practices for County departments and services.
 - Developing and encouraging sustainability practices with the private sector for future development and redevelopment, e.g., LDRs, mitigation, banks, etc.

VII. ORGANIZATIONAL ISSUES

On Day Two, after reviewing the Board effectiveness assessment summary, the Commission identified several organizational issues it wanted to discuss. Below is a summary of the comments on each of the issues.

A. Countywide Perspective and Single Member Districts

- Focus on entire County.
- Clarify for staff that the Commissioners would like information provided that does not specially single out a member's district unless there is a reason for doing so.
- Priorities that the Commission makes should be based on data.
- Commissioners should feel free to raise and seek consideration of special issues that impact their districts.
- B. Work flow and the BCC Support System
 - Need to provide a better system for communication of "heads up" on issues.
 - Chair has reviewed a management survey and has begun to develop improvements in the support system for the seven members of the BCC including a new staff position.
- C. Develop Written Guidelines covering
 - Guidelines for administrative assistants.
 - Guidelines for giving a heads-up on issues/events to all Commissioners--who should do this and how.
 - Communication guidelines including incoming calls and first contact.

System should have persons knowledgeable regarding the County and referral and staff should answer ASAP.

Review the PSR process and include tracking. Look at County Attorney's mail log and stamping system. Look at email and letters that get sent to all Commissioners so it is clear to all who is taking the lead in responding. (Chair and Administrative Staff will take lead).

D. BCC Agenda

Change deadline for delivery of agenda materials to Thursday p.m. Back up other deadlines to Tuesday. Notify vendors regarding payments. (Gay, Susan and Wanda will follow-up)

VIII. "BIN" ISSUES

Through the course of the retreat the Board identified issues that they agreed to address at the conclusion of the session. Members noted that all of these issues related to the top strategic direction areas of governance and revenues. The issues were:

A. City/County Service Cooperation

- No cooperative initiatives other than the library cooperation.
- Review the Charter Commission's management report regarding potential savings on consolidating services. Looked at things like consolidated building services. Note there is cooperation in purchasing in place now.
- Staff will update report for the BCC.

B. City/County Annexation Issues

- Unincorporated annexation issues surrounding the fire revenues that go with annexation (e.g., EMS does not).
- Would have to seek legislative change regarding fire service revenues.
- Discuss issues--e.g., "identify" value (comes up around community fire services).
- Indian Rocks manages to keep them separate.
- 40% of County in unincorporated area. What will happen by 2020 in terms of the % of unincorporated areas? 15% ? 30% ?
- Problem with the implementation of "planning districts" which were designed to allow unincorporated areas to retain identity.
- Current BCC policy regarding annexation. Challenge is to provide a balance of identity for community while saving on costs.
- Would there be a cost savings to a single fire district? Difficult political issue. Problem may require all in district to raise the standard to St. Petersburg's standard of \$600,000 per unit vs. other jurisdictions that are at \$250,000 per unit.
- Currently fire protection is more expensive (in terms of milage) in the un-incorporated areas than in some cities.
- PPC is a forum for annexation.
- Could use a visioning approach to begin a dialogue on sensitive issues key to future.

Take an issue like recreation as a basis for making progress on county and municipal cooperation. Library cooperation as a model.

C. Privatization Policy

- E.g., of privatization success--trail maintenance. E.g., in Indianapolis allows staff to bid against private contractors. E.g., of the RFP for ambulance service.
- BCC should consider the privatization option as it goes through the budget and resource review of services.
- Utilities recently went through an exercise with an outside consultant to determine whether a privatization strategy made sense. Decided no, but made a series of changes in management to gain better economies of scale, etc.
- E.g., privatized dental clinics.
- Are there downsides to outsourcing? Some quality issues have been raised.
- D. North/South Issues
- Is there a real problem or a perception? What impact does it have on the BCC? If there is a problem what are the ideas for changes.
- Communication may be an approach for this issue. Another way to address this positively and proactively is through the CVB 2010 Visioning initiative to create a county image and a Countywide vision.
- Commissioners should speak to and celebrate the diverse assets found throughout the county as they speak to the public.
- E. Indigent Care
- How is it delivered. What are the facts--who, if anyone, is falling through the cracks?
- Is this a perception vs. reality issue?
- Look at the 1992 Indigent Care Task Force experience.
- Should the County "step up to the plate"?

- 70% of indigent care recipients in St. Petersburg.
- All not-for-profits are raising this as an issue.
- The BCC should clarify what "health care" means. Has the BCC shouldered the County's fair share? Deal with the working poor?
- Need to establish a partnership with the health care community and the media on highlighting the need.
- With 10 mil cap, is this an issue for the County to address?
- What is the link of this issue to the 2020 Vision?
- F. Franchise Fees/Revenues
- Confusion about purposes and use in last year's franchise fee referendum.
- Revenue shortfall will be a critical issue in 2001 budget process.
- Bond ratings and fiscal management an important issue on this topic.
- Enterprise fund is geared to costs of services. Potential source?
- Revenue and cost savings could be achieved through more competitive rates.
- Percentage of overhead--electricity and other utility costs.
- FPC buy out of the Solid Waste Authority.
- Telecom tax law requiring the opting for 1 of 2 systems. United Telecom tax may be new revenue stream.
- G. County Government Base
- Expanded or reduced presence in Clearwater is under review by Clearwater and County Government.
- County has need for 90,000 square feet office space. Many offices are renting properties.

IX. Next Steps

At the conclusion of the workshop, the Board reviewed the outcomes and identified the following next steps:

- The facilitators agreed to deliver a retreat report for the BCC to consider additional follow-up.
- The BCC agreed that a follow-up retreat should be scheduled for later in the year.
- There were a number of follow-up issues for information that staff will review and deliver.
- There were follow-up steps on organizational procedures that the Administrator and Chair will take the lead on. Board members completed a written workshop evaluation and the workshop adjourned at 3:00 p.m.