

**AT A STRATEGIC PLANNING WORKSHOP HELD IN AND  
FOR GADSDEN COUNTY, FLORIDA ON APRIL 11, 2023  
AT 12:00 P.M., THE FOLLOWING PROCEEDING WAS  
HAD, VIZ:**

**Present:**       **Kimblin NeSmith, Chair, District 3**  
                  **Eric Hinson, Vice-Chair, District 1**  
                  **Alonzetta Simpkins, District 2**  
                  **Brenda Holt, District 4**  
                  **Ronterious “Ron” Green, District 5**  
                  **Edward J. Dixon, County Administrator**  
                  **Clayton Knowles, County Attorney**  
                  **Marcella Blocker, Deputy Clerk**  
                  **Adriana Quijada, Secretary to the Boards**

**CALL TO ORDER, INVOCATION, PLEDGE OF ALLEGIANCE**

Chair NeSmith called the workshop to Order at 12:06 pm. Commissioner Hinson gave the invocation and Chair NeSmith led into the Pledge of Allegiance to the U.S. Flag.

**GENERAL BUSINESS**

**1. Welcome and Introduction**

Chair NeSmith welcomed everyone and said this was one of many strategic workshops to be held. He stated they would not be able to solve all the issues today but this was a beginning. They were going to need many workshops for a plan for the future of Gadsden County.

*Commissioner Simpkins appeared at 12:08 pm.*

The County Administrator welcomed everyone and listed the rules to be followed for the workshop and then introduced Justin Stiell, Growth Management Director. Mr. Stiell thanked everyone for being here and introduced Ellen Andrews, Senior Planner and Shaquan Cockran, Administrative Assistant, from the Building Department with the County.

**2. Overview of Strategic Plan**

Strategic Planning is organization’s process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy, including its capital and people. It determines where an organization is going over the next year or more and how it is going to get there.

**2021 Priorities**

What was discussed at last meeting:

- Public health, Safety, Quality of life
- Economic Development and Education
- Infrastructure and Transportation
- Environmental Stewardship

**3. Identify and Changes to the Mission, Vision, Values and Priorities**  
**Mission Statement**

A mission statement should clearly define the purpose of the organization as well as the products and services to be offered.

**Components of Mission Statement**

Key market-who is target customer?

Contribution-what product or service do you provide to your customers?

Distinction-what makes your product or service unique...why should people care?

**BOCC Mission Statement**

“Building a better community by offering efficient, sustainable services, encouraging economic development, providing safety, and overall quality of life.”

Mr. Stiell asked the Commissioners to take 5 minutes to review the Mission Statement and make any changes they felt was necessary.

Mr. Dixon said partnering with cities to prevent single vision

Commissioner Green said Mission Statement was good statement but could go into more depth of quality of life and sustainability

Commissioner Simpkins said exercising fiscal responsibility and making well-planned decisions.

Chair NeSmith said current mission statement was good foundation, added enhancing public safety and quality of life.

Commissioner Simpkins also put in for a vibrant community.

Mr. Stiell said if he understood correctly, “Building a more vibrant community by offering efficient sustainable services, encouraging economic development and enhancing safety and overall quality of life”.

*Commissioner Holt appeared at 12:45 pm.*

**Vision**

“The model community of excellence globally.”

Chair NeSmith said only thing missing was comma after excellence.

Commissioner Green said vision was also what they wanted to see the community become.

Commissioner Holt said only thing that got her last time was word globally. She was not sure if they were talking about world-wide, state-wide.

Mr. Stiell said it sounded like everyone agreed with keeping the vision as is.

**VALUES**

Mr. Stiell said the values chosen and 2021 was “Gadsden Leads”:

- Great

- Accountable
- Diverse
- Sustainable
- Dependable
- Ethical
- Neighborly
  
- Leadership
- Effective
- Adaptive
- Determined
- Stable

He asked everyone to take a few minutes to review to see if there were any changes.

*Commissioner Green stepped out 12:55 pm.*

There were no changes for Mr. Dixon, Commissioner Hinson and Commissioner Green.

Commissioner Holt said without professionalism, nothing else worked.

Chair NeSmith said it looked good to him.

Commissioner Simpkins said all the words speak of professionalism without having to be listed.

Chair NeSmith echoed what Commissioner Simpkins said.

### **Priorities**

Strategic priorities are focus areas that are important to your organization. They help guide the goals and objectives, and they reflect your culture.

### **Priorities**

- Public health, Safety, and Quality of life
- Economic Development and Education
- Infrastructure and Transportation
- Environmental Stewardship

Commissioner Hinson felt infrastructure should be their top priority.

Commissioner Simpkins agreed with all priorities that were listed but believed they needed to add “operational excellence” and making sure they were attracting and retaining a diverse workforce.

Commissioner Green said he liked what was listed and wanted to make sure they were not just listing what their priorities were but were starting to work the priorities.

Commissioner Hinson said add affordable housing after infrastructure.

*Commissioner Holt stepped out at 1:14 pm*

Commissioner Hinson mentioned to also add digital infrastructure.

*Commissioner Holt returned at 1:17 pm*

### **Key Performance Indicator**

- Quantifiable measure that demonstrates how effectively an organization is achieving key objectives within a specific timeframe. Key Performance Indicators (KPI) are metrics used to evaluate success at reaching goals. Usually, each department or business unit develops different KPIs to measure success based on specific business objectives and targets. To develop effective KPIs, ask the following questions:
  - What specifically needs to be achieved?
  - How will what needs to be achieved be measured?

### **KPI Checklist**

An appropriate KPI being measured

- The metric is repeatable and does not represent a one-time event
- The KPI is a key metric of the performance

It is evident which process is being measured and why

- It is clear which outcomes or objectives need to be achieved
- The intent of the KPI is evident
- There is a required standard or range for the KPI
- If a KPI is not being achieved, it is apparent what actions need to be taken to achieve it.

KPIs are strategically developed

- KPIs are aligned to organizational, unit, and individual objectives
- Rules and regulations guide KPIs
- Each KPI supports other KPIs

The metric is sound

- Data required to calculate the KPI is readily available
- The KPI is easy to communicate and understand
- It is clear how frequently the KPI needs to be measured
- The KPI is developed using stable data
- The people being measured can impact the value of the KPI
- The KPI is realistic and achievable

### **Objectives**

- Objectives are specific accomplishments that must be accomplished in total, or in some combination, to achieve the goals in the plan
- Objectives are usually “milestones” along the way when implementing the strategies

### **Strategies**

- Strategies are the methods or processes required in total, or in some combination, to achieve the goals

- Strategies are a combination of the ends (goals) for which you are striving and the means by which it is seeking to get there. It is the roadmap which is the path chosen to plow toward the end vision.

*\*Recessed for break at 1:22 pm\**

*Reconvened 1:41 pm*

**4. Identify Goals and Targets for Meeting Goals**

**Public Health, Safety and Quality of Life**

Mr. Stiell had a list of goals for the Board to decide if they wanted to keep as written or would like to phrase in a certain way to measure.

- Develop an access to healthcare plan

Is there a different way to phrase this to measure it?

Commissioner Holt asked if they were going to look at facilities because at the beginning, they have to collect data and said the first thing she listed was to look at charts, graphs and tables to establish a baseline.

Chair NeSmith asked if there was someone to coordinate that.

Commissioner Hinson said the Health Council or whoever was over Senior Services has to contact the Administrator and he would be the one to bring it back to the Board.

Mr. Stiell brought them back to the item of discussion and asked how they wanted to develop access to the healthcare plan.

Commissioner Hinson asked how they could move forward when Chair NeSmith had trepidations.

Commissioner Holt said the Health Council was put in place to monitor the providers.

Commissioner Simpkins said what she understood was how to put this in words so it could be measured. Stiell said correct.

Mr. Dixon said County has not been involved in the past except to give money to the Health Department. He said helped was now becoming such a big issue, they ought to be in a position to begin to develop an overall plan.

Commissioner Green said the best thing to do is bring those other people from the health department, the health council and the commissioners to the table because that's their perspective. They need to all be at the table with experts in that area.

Mr. Stiell suggested to change from develop access to healthcare plan to establish a health care summit by date certain.

Commissioner Green said to reach out to everyone before the summit and wanted to make sure Dr. Alma Littles was also invited.

Commissioner Holt said a good idea was to get general information, development a health care plan including a Health Care summit, get baseline data, set evaluation parameters, develop goals and objectives and include in the group Medicare/Medicaid.

Commissioner Simpkins was piggybacking off Commissioner Holt, but developing and implementing healthcare plan including medical insurance provider, medical staff and hospital/urgent care facilities, primary physician offices, the to which they could do a measurable piece, maybe 40% of the uninsured can seek medical treatment.

Chair NeSmith concurred with all commissioners.

Commissioner Simpkins said she was asked about the mobile health unit. Mr. Stiell said the Board provided funding for the mobile unit. Ms. Daniels said Health Council received a grant for the purchase of a mobile unit. The County is responsible for housing the mobile unit and it was purchased with a grant that was awarded to the Gadsden County Health Council. Ms. Daniels said there was a delay in receiving the bus due to the pandemic and the Health Council asked the County to help pay for the bus but they worked it out where they could pay for bus themselves with grant funds.

Commissioner Green asked where they were with the unit. Ms. Daniels believed the unit has been delivered to the Health Council.

Commissioner Holt said the Health Council was set up to prevent taking advantage of people in the County. She asked Mr. Dixon where it would be housed and he said at the County.

Chair NeSmith asked if the mobile unit has been delivered and Mr. Dixon said it was being built. They need a workshop with the Health Council to understand everyone's role.

Commissioner Green said before they even have a health summit, the Health Council needs to come before the Board.

Commissioner Holt asked when they were meeting with the hospital board. The Health Council needs to be part of that meeting as well.

Commissioner Green said he wanted to be clear, he would like the Health Council to come before the Board and give a presentation of what they have done and what their goals were and have it placed on the agenda.

*Commissioner Holt stepped out 2:20 pm*

Commissioner Green said they need an overview of what the Board was.

Commissioner Hinson said the best thing to do was to look at the agenda when they voted on this and it would give them all the clarification needed.

Chair NeSmith wanted to make sure they had the goals from Health Care and workshops would be set up along with presentations.

### **Research Transitional Housing**

Commissioner Green said as it related to having transitional housing, the presentation says it is on-track and asked what was on track as related to transitional housing.

Mr. Stiell said they started doing an inventory of the County-owned properties and still need someone to inventory them, look at the physical location and see if appropriate for transitional housing.

*Commissioner Holt returned at 2:36 pm*

Mr. Dixon said they need to further define transitional and if they meant returning from prison, homelessness, a burned home, etc.

Commissioner Green said they needed a workshop to define all of that, what they want as transitional and how many houses they wanted to have.

Chair NeSmith said this was a separate issue to tackle and a workshop was needed because housing was huge and data was needed.

Mr. Stiell suggested they look it to properties in each district for transitional housing.

Chair NeSmith asked, when a property escheats to the county who was responsible for gathering the information and Mr. Dixon said the Clerk was. Chair NeSmith asked how they found out the information and Mr. Dixon stated they found out in a report generated from the Clerk. Mr. Dixon said the Clerk has the property that escheats and may sell or auction properties off, etc. but not all properties come through the Clerk. He said the county may buy something or it may be conveyed to the county. He said there may be a file in the Clerk's office, but where the physical location is or what it does for the county, they have never kept that in one single place. Chair NeSmith asked who would be responsible for doing the research and Mr. Dixon said it would be the housing department. They will bring in a person to put it into an understandable, easily assessable file so everyone can access it. Chair NeSmith asked for a date when that person can start the process. Mr. Dixon said it would be "as soon as" but by the end of the fiscal year. Chair NeSmith asked if they would not have a person until that time and Mr. Dixon said they would have the information prepped and ready and in a format by the end of the fiscal year. Chair NeSmith asked if they would have a person by May 1<sup>st</sup> and Mr. Dixon said yes. Chair NeSmith asked if they would have the preliminary data by June 1 and Mr. Dixon said yes, they would at least have a report by June 1<sup>st</sup>.

Commissioner Hinson said if the Clerk's office was called, they can have the information to them by the end of the day.

### **Economic Development and Education**

Mr. Still asked they take a few minutes and look through the section to determine if any goals needed to be amended.

*Commissioner Green stepped out 3:03 PM*

Mr. Stiell said they were looking for measurable goals and if they needed to be combined or additional goals added but they wanted to make sure they were measurable and they could get the data for it.

Chair NeSmith said they had been looking for an Executive Director for Economic Development for a while and they may need to re-evaluate that.

Mr. Stiell said to first look at the overall goal.

Commissioner Hinson said they have lot of director jobs that has not been filled. They have been looking for budget director for two years, maybe they need to look for an outside source.

*Commissioner Green returned 3:08 pm*

Commissioner Holt said they have had headhunters here and she was not opposed to it. They have had an Executive Director in-house before. She has spoken with two and they do not want to work under five bosses. Also, the salary was not good, and they have their reputation to look after.

Commissioner Simpkins said they should take what was said about the headhunter and put it in goal form for bringing in an Economic Development Director. She added so May 1<sup>st</sup> there would be a contract with the headhunter. Mr. Knowles said they would do an RFQ for a headhunter. She asked when they look at the Heir Property Legal Assistance Program, do they continue to keep that and knew there have been workshops.

Mr. Knowles said COVID derailed a lot of projects but could reach back out to the law school and look at getting law students that could assist with the program. He said it would be good and helpful when they start the budget process, because they will need money for filing fees, death certificates, things that will have to be done in information gathered and might be a good program to develop like the Summer Youth Program.

Commissioner Simpkins said based on what Mr. Knowles said, she thought one of the goals should be to establish a partnership with one of the law schools to provide student interns to assist with the program.

Commissioner Green said he was an agreement with using a headhunter for the Economic Development Director. He said they also need to look into what they could do to help the school district that are implement programs for training students and obtaining certifications for different trade programs such as barbering, nursing, plumbing, electricians and possibly truck drivers.

Mr. Dixon said to implement the CTE program with the Summer Youth program.

Commissioner Holt said the problem comes when finding people to sign off on heir property. In the future, she wanted to see numbers in front of her.



Commissioner Green said they have to know because they could not budget an unlimited amount. They have to agree to a number and what's that pot is gone come back and ask to amend.

Commissioner Hinson stated this was an emergency for the county, people were losing their houses.

Commissioner Simpkins said to establish a goal for that will provide legal assistance and hard costs for at least 100 people.

Ms. Daniels said they all have to do is to have a plan.

Commissioner Holt agreed with the housing. She Asked if the budget was on-line and Mr. Dixon said yes. She asked if during the meetings if they could pull up these items on screen and could see them from now on.

Mr. Dixon said that was part of the reason to get started, as they go through the strategic plan, they will marry it with budget. She said she was also when these things come up in a regular meeting because when they talk about this, they need to be able to see the numbers. She also said in partnering with the schools, she put industrial certifications and it needed to be something that related them to infrastructure, plumbing, electrical wiring and drafting.

Commissioner Holt asked if they had been able to identify the location and implement the Midway library plan. Commissioner Hinson the City Administrator was working with them and they were going to put portables there and had to be there for one year and the County could take over from that point. Commissioner Holt asked if they already owned a location and Commissioner Hinson said they had a spot behind the old Fire Station.

She said to recruit, train and retain competent talent for county staff was very important and needed.

She said the item with minority farmers, most of them have not and could not get USDA loans and that was why there was the big lawsuit. She said last time she looked tour 28 farmers and they were losing their farms because they could not get the money to plant crops to get things they needed to get to come back and go to market.

Commissioner Hinson said he served (inaudible) and could help a lot of farmers out in pointing them in the right direction for what they need to do to grow their business.

Chair NeSmith wanted to make sure they had the request for the RFQ for the Economic Development Director and the RFQ for the headhunter on the next agenda. He said they also may have to solicit the assistance of the headhunter to fill the key positions that have been vacant for a while.

Commissioner Simpkins asked with the schools, was that goal established? Also, they will need to bring in the business community. Mr. Dixon said that was part of the program. Also, developing an apprenticeship, the school has an excellent graphic department and they could

collaborate to provide services when flyers were needed. She said the Administrator mentioned collaborating with municipalities and did they have that listed as a goal? If not, it needed to be.

Commissioner Holt said with the goals, she did not have problem as they were as long as the one she mentioned were included. She said since they were pushing the RFQ, they need to know what other counties were doing. She also felt they needed to put dirt roads as a priority to get something worked out.

Commissioner Holt said they did not mention the Comprehensive Plan and there could not be economic development or any of those things unless the Comprehensive Plan is streamlined and has to fit in the Land Development Code. Chair NeSmith said they will have another workshop.

Commissioner Simpkins said the public's input was important as well as to where they would like to see the County go. She asked if they were having another workshop to deal with the Organizational chart? She did not see where the opportunity presented itself in this meeting. She said they needed to see what they had and that what they did have was being utilized.

**CITIZENS REQUESTING TO BE HEARD (3-Minute Limit)**

The Gadsden County Board of County Commissioners welcomes and encourages public participation at all meetings of the Board. Citizens are free to speak for up to three (3) minutes on non-agenda items. Public comments and participation are also encouraged for items on the agenda. Additionally, if you are unable to attend a meeting in person, comments from the Public can also be submitted via email to [CitizensToBeHeard@gadsdencountyfl.gov](mailto:CitizensToBeHeard@gadsdencountyfl.gov) until noon on the date of the meeting. Comments submitted after the deadline, but prior to the meeting, will be added to the official record, but the County cannot guarantee that Commissioners and staff will have adequate time to review comments prior to the meeting. Citizens are further encouraged to participate via Zoom using the credentials on the County's website. The Board's meetings are also broadcast live on the Board's Facebook page.

**MOTION TO ADJOURN**

**THERE BEING NO FURTHER BUSINESS TO COME BEFORE THE BOARD, CHAIR NESMITH DECLARED THE WORKSHOP ADJOURNED AT 4:13 P.M.**

**GADSDEN COUNTY, FLORIDA**

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**KIMBLIN NESMITH, Chair  
Board of County Commissioners**

**ATTEST:**

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**NICHOLAS THOMAS, Clerk**