



CHARLOTTE COUNTY, FLORIDA ■ FY2019-20 STRATEGIC PLAN

STRATEGIC FOCUS AREAS

Public Services

To maintain a safe and healthy community by delivering essential services from skilled, professional and dedicated public servants.

Economic & Community Development

To create a business climate that promotes a diversified, growing economy consistent with sustainable growth management plans, environmental stewardship and enhanced quality of life.

Infrastructure

To build and maintain countywide infrastructure that meets our evolving needs and enhances our community appearance, improves public safety and protects our natural resources.

Efficient & Effective Government

To manage fiscally sound county operations with a culture of transparency, accountability, citizen engagement and innovation.

Bold goals

Bold goals are big ideas that are difficult to achieve, but worth the effort. Bold goals require Charlotte County to encourage fresh ideas, identify ripe opportunities and forge new partnerships.

Strategic initiatives

Strategic initiatives are projects that align with the county's strategic priorities. Strategic initiatives optimize the deployment of county resources to address current issues and to achieve the county's top goals.

Results

Results are identifiable metrics to measure the county's success in reaching its goals.

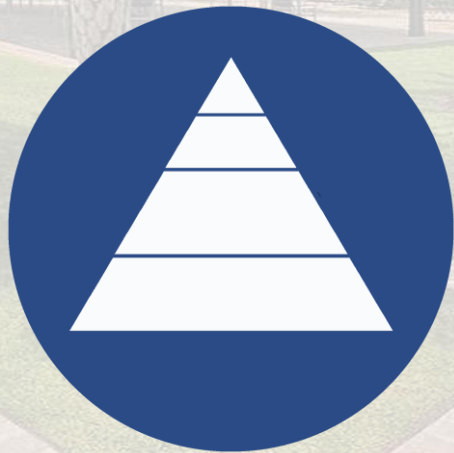
Photos by John Elias, Ashley Turner, Vitalik Zhigulin and Brian Gleason



STRATEGIC FOCUS AREA: PUBLIC SERVICES

To maintain a safe and healthy community by delivering essential services from skilled, professional and dedicated public servants.

BOLD GOAL:
Define levels of service by
quantity and quality by 2020



During the recession, Charlotte County reduced its budget by 40%. Since that time, the budget has steadily grown and service levels have been increased, but there has not been a comprehensive definition of what levels of service are expected and how those expectations are measured. This effort would define the current level of service as a base line and attempt to delineate resources necessary to provide that level of service as conditions change.

Strategic Initiative: Define service delivery levels of service

Develop levels of service for all major service delivery functions with a focus on customer experience and expectations and aligns with performance-based budgets.

Strategic Initiative: Define infrastructure levels of service

Develop infrastructure levels of service/maintenance that focus on preservation of the asset and take into consideration the balance between quality, timeliness and cost.

Results: Complete levels of service by 2020



STRATEGIC FOCUS AREA: INFRASTRUCTURE

To build and maintain countywide infrastructure that meets our evolving needs and enhances our community appearance, improves public safety and protects our natural resources.

BOLD GOAL:
Funding and completion of
Capital Needs Assessment
through 2024



Over the past few years the County Commission has prioritized infrastructure planning and investment. Staff developed a 20-year Capital Needs Plan and a 20-year Capital Maintenance Plan. While these needs are defined, resources are limited, requiring prioritization and effective management.

Strategic Initiative: Maintain realistic picture of capital needs

Maintain and update the 20-year Capital Needs Assessment and 20-year Capital Maintenance Plan with each biennial budget process to insure they are current and accurate.

Strategic Initiative: Strive to achieve renewal of 2020 sales tax extension

The 1% sales tax has helped our community fund needed infrastructure and can continue to do so in the future. The County Commission directed staff to begin planning for a Nov. 3, 2020 referendum asking voters to extend the tax.

Results: Approval of 1% sales tax referendum



STRATEGIC FOCUS AREA: INFRASTRUCTURE

To build and maintain countywide infrastructure that meets our evolving needs and enhances our community appearance, improves public safety and protects our natural resources.

BOLD GOAL:
Define and maintain balance
between capital and
operating budgets



Over the past two budget cycles the County Commission has made it a high priority to clearly define and appropriately fund both capital maintenance and capital projects. This effort has been highly successful and the county has a clear long-range capital plan. However, some of the adjustments have shifted revenues from operating to capital and added expenses and subsidies to the operating budget. This has left the operating budget very constrained and is beginning to erode our reserve levels.

Strategic Initiative: Use budget process to reassess on biennial basis

To ensure long-range fiscal stability, use the biennial budget process to review the balance between operating and capital needs. Maintain flexibility in funding sources.

Results: Capital/operational budget balance and stable reserves



STRATEGIC FOCUS AREA: EFFICIENT & EFFECTIVE GOVERNMENT

To manage fiscally sound county operations with a culture of transparency, accountability, citizen engagement and innovation.

BOLD GOAL:
Ensure culture as a
“Great Place to Work”



In 2019, Forbes magazine ranked Charlotte County as one of the Top 100 employers in Florida. Our employees are our most important asset and it is imperative we maintain a culture in which they can thrive and provide great customer service.

Strategic Initiative: Update and integrate Mission, Vision and Values

Review and update the county's Mission, Vision and Values to ensure they are relevant and consistent with the desired culture. They should be clearly understood and embraced by all employees and the public.

Results: Updated Mission, Vision and Values statements



STRATEGIC FOCUS AREA: EFFICIENT & EFFECTIVE GOVERNMENT

To manage fiscally sound county operations with a culture of transparency, accountability, citizen engagement and innovation.

BOLD GOAL:
Ensure culture of
Continuous improvement



Local government must always balance community needs and expectations with limited resources. We must continually evaluate services provided and the way they are provided.

Strategic Initiative: Identify core processes and targeted improvements

For each core function within the performance-based budget, define processes needed to provide that function. Upon completion, identify ones to review and improve.

Strategic Initiative: Increase % of services provided online

Any service that can be offered online should be offered online and in the simplest, most intuitive manner.

Results: Survey responses

A National Citizen Survey question rates the quality of the services provided by the county and the employee survey asks if the county consistently tries to improve customer service.



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Strategic Initiative: Target % of budget spent on Run, Grow, Transform

Integrate the concept of Run, Grow, Transform into the budget process to allow for a more deliberate division of effort between development and maintenance.

Results: Survey responses

Budget, track and report what percentage of the budget is being allocated to each function.



STRATEGIC FOCUS AREA: ECONOMIC & COMMUNITY DEVELOPMENT

To create a business climate that promotes a diversified, growing economy consistent with sustainable growth management plans, environmental stewardship and enhanced quality of life.

BOLD GOAL:
Add 3,650 affordable
housing units by 2024



Access to safe, affordable housing is a critical component of a thriving community. The County Commission seeks to increase affordable housing in the county, by creating an “affordable housing tool box” that removes barriers, identifies incentives and addresses regulation.

Strategic Initiative: Policies and processes

This initiative focuses on policies designed specifically to incentivize the construction of affordable housing and to help low- and moderate-income renters and homeowners increase housing stability and avoid involuntary moves. By instituting recognized policies and processes, the county can identify and remove barriers to building affordable housing.

Strategic Initiative: Potential projects and partnerships

An effective strategy includes robust community engagement efforts, input from representatives from all of the departments and agencies that make housing-related policy decisions, and mechanisms to monitor and measure progress.



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Strategic Initiative: **Funding and financing**

A key component of any affordable housing strategy is the availability of land and funding. Financial tools, such as land donation, impact-fee waivers, low-interest loans, subsidies, gap financing, tax credits and incentives lower housing costs.

Strategic Initiative: **Planning and zoning**

To house residents at every income level, we need to update our zoning regulations to make it cheaper to build housing while preserving the character of our neighborhoods.

Results: **Meet affordable housing unit goal**



STRATEGIC FOCUS AREA: ECONOMIC & COMMUNITY DEVELOPMENT

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BOLD GOAL:
Increase enrollment in
secondary education by 5%



The County Commission recognizes the shortage of skilled workers and the importance of working with educational partners to attract, train, and retain skilled workers.

Strategic Initiative: High school and college partnerships

Working with local high schools and colleges to identify workforce and internship opportunities will help close the gap in our skilled workforce by allowing the county to train workers in a variety of careers.

Strategic Initiative: Connect Charlotte Technical College with businesses

Networking events at the CTC is critical in connecting new businesses with a vital resource for training skilled workers.

Strategic Initiative: School District partnership

Maintain our strong partnership with the school district to jointly and creatively address the shortage of skilled workers for our local businesses.



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Strategic Initiative: **Research a business alliance model**

An effective model requires researching what other communities are doing to address the shortage of skilled workers for businesses.

Strategic Initiative: **Potential projects and programs**

A key component to building strong partnerships is working on projects and programs together: pooling resources, talent and expertise. This creates successful community engagement to accomplish shared goals.

Results: **Achieve 5% enrollment goal**



STRATEGIC FOCUS AREA: ECONOMIC AND COMMUNITY DEVELOPMENT

To create a business climate that promotes a diversified, growing economy consistent with sustainable growth management plans, environmental stewardship and enhanced quality of life.

BOLD GOAL:

Improve water
quality by 5%



The County Commission recognizes water resources are one of the most important assets the county has and protection of those assets, in all its forms, is a top priority for the board.

Strategic Initiative: **Identify partners and stakeholders**

It is important to understand water quality in Charlotte County is influenced by many factors. We must identify partners and stakeholders that influence water quality.

Strategic Initiative: **Identify conditions and prioritize projects**

Charlotte County contains many bodies of water. We must identify impaired waters and prioritize projects to produce measurable improvements.

Results: **Creation of partnerships and impactful projects**

Staff participation in national and regional One Water movement; organization of water assembly; regular published status reports.



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Strategic Initiative: Inventory & spatially map current efforts

Staff aims to create a full inventory of all efforts water-related work. The aim is to create a map to show the work and to update it as new initiatives are added.

Strategic Initiative: Define economic impact

Conduct an analysis of the economic impact of our water and the potential economic impact of not improving water quality to make recommendations and prioritize projects.

Results: Publish GIS map and commission impact study

Publish unified map showing countywide water quality programs and create a partnership with FGCU to determine water quality economic impacts.



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Strategic Initiative: Identify current & potential funding sources

Many projects needed to improve water quality are not funded. We must identify funding sources that will directly impact priority projects.

Strategic Initiative: Develop measurable outcomes

Water quality, water supply and stormwater management should be a long-term focus for the county. We must develop properly defined outcomes to be prioritized by the board.

Results: Achieve 5% quality goal and communicate achievement

Develop a measurable water quality metric and publish progress toward goal in a high-profile, easy-to-understand format to educate the community about water quality efforts and results.

