



Charlotte Board of County Commissioners

Strategic Plan

2015/16 – 2016/17 Budget Process

Introduction

Charlotte County has a two-year budget and planning cycle. Every two years that process begins with the Charlotte Board of County Commissioners (BCC) updating their strategic focus areas and developing their strategic plan for the next two to five years. In January and February of 2015, the BCC met to discuss and establish long-range outcomes as well as specific initiatives for the next two to five years. In setting this direction the Board considered several sets of input.

Citizen input: During November and December a citizen survey was conducted by ICMA and the National Research Center. The National Citizen Survey is a standardized survey that makes use of statistically valid methodology, questions and sample sizes. This survey is similar to ones done in 2007, 2010 and 2012 giving the county the ability to compare not only with those results but also with 500+ governments across the nation.

Employee input: In October of 2014 we asked our employees to evaluate the organization through an on-line survey. This survey provided us with an assessment of our strengths and weaknesses as well as a comparison our results from 2010 and 2012.

Internal expertise: To take advantage of the wide range of knowledge and expertise within the organization we brought together subject matter experts from across County departments to conduct an analysis of our Strengths, Weaknesses, Opportunities and Threats (SWOT) by BCC Focus Area. In addition we asked them to forecast what they saw as the key issues for the next 2, 5 and 10 years. This year we expanded the participation in the SWOT analysis to include other agencies to provide a broader perspective.

Charlotte Assembly: In the summer of 2013, 125 community residents spent two days in facilitated conversations to provide input on a variety of county-wide issues. The end result was a policy statement that included specific projects and issues.

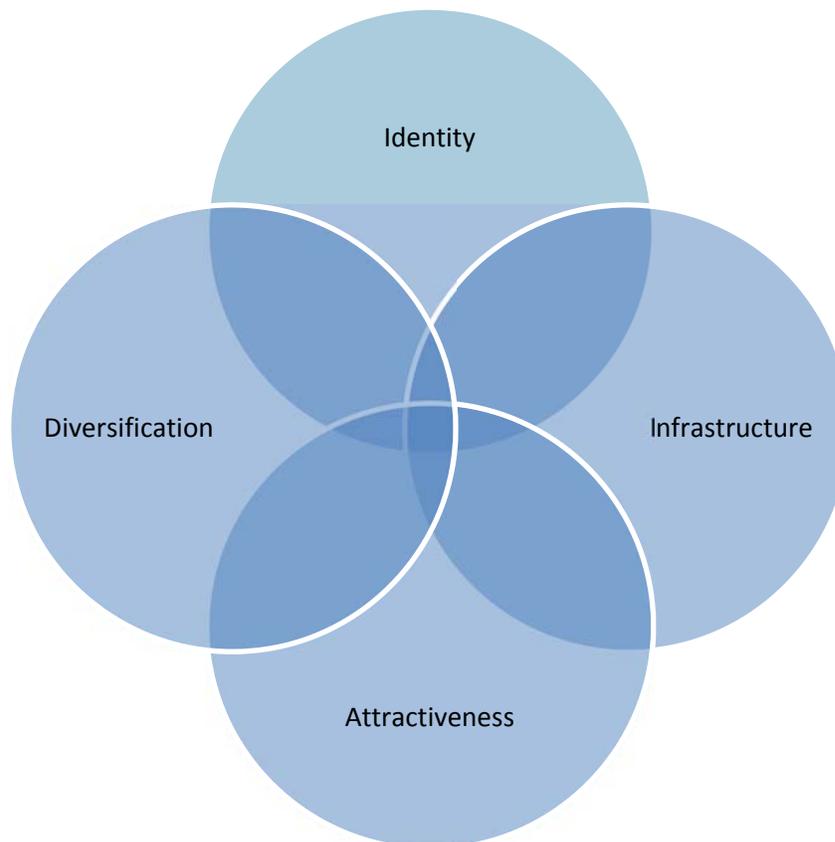
With this information in mind, the Board then went through four distinct steps.

1. Review and amend their **Strategic Focus Areas**. This year the Board added Infrastructure as a distinct focus area. The county has a vast and complex network of roads, bridges, canals, pipes and facilities, and as conversations progressed it became evident that to ensure the proper attention was afforded this network, it merited its own focus area. The revised strategic focus areas are:
 - Quality of Life
 - Infrastructure
 - Economic Development
 - Water Resources
 - Growth Management
 - Public Safety
 - Human Services
 - Efficient & Effective Government
 - Fiscal / Financial Planning

2. The Board then articulated desired **Long-range Outcomes** for each of the Strategic Focus Areas. This was a new step this year. In the past the Board developed a list of specific initiatives for the next few years but what was missing were longer range outcomes that would provide continuity to the organization.
3. At a facilitated workshop the Board prioritized which outcomes were most critical in moving Charlotte County forward. The chart below illustrates the four **Priority Outcomes** which then served as filters for selecting specific initiatives for the near term.
4. For each focus area the Board then selected specific **Initiatives** to provide direction to the organization for the next two to five years. These initiatives will be incorporated into the 2015/16 & 2016/17 Budget Process to develop action steps and resource allocation.

Priority Outcomes from 1/26/15 Workshop

Economic and Demographic Diversification
Consensus on Community Identity
Improved Community Attractiveness
Competitive Infrastructure



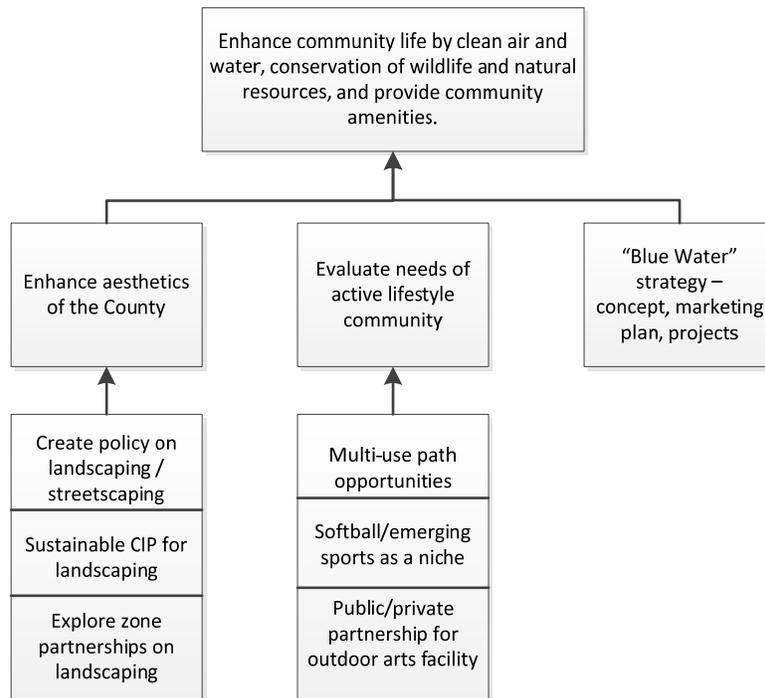
Quality of Life: Enhance community life by clean air and water, conservation of wildlife and natural resources, and provide community amenities.

Long-range Outcomes:

- Increase access to and awareness of local natural resources
- Develop a community brand or brands
- Delineate the core community identity and implement strategies to foster it.
- Improve the appearance of the community
- Support efforts to improve education
- Prioritize “blue water”

2015/16 & 2016/17 Initiatives

- Develop “Blue Water” strategy - concept, marketing plan, projects
- Enhance aesthetics of the County (gateways, US 41, SR 776)
 - Create policy on landscaping / streetscaping
 - Sustainable CIP for landscaping
 - Explore zone partnerships on landscaping
- Evaluate needs of active lifestyle community
 - Multi-use path opportunities
 - Softball/emerging sports as a niche for active life style
 - Explore outdoor arts facility through a public/private partnership



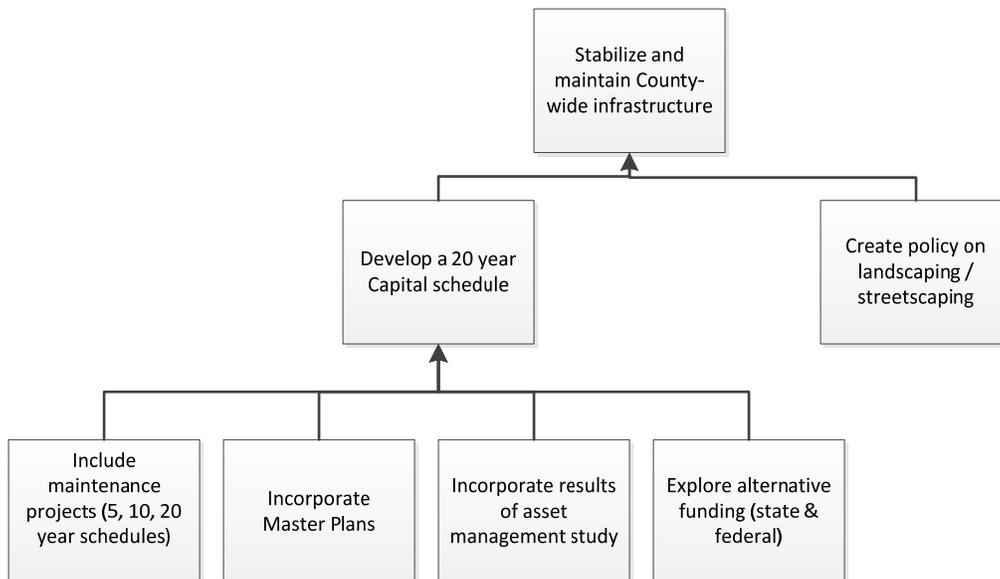
Infrastructure: Stabilize and maintain County-wide infrastructure

Long-range Outcomes:

- Implement current projects
- Maintain maintenance programs & delineate costs
- Plan for Unfunded projects – Justice Center, roads
 - Analyze value of various funding mechanisms– Impact Fees; MSBUs
 - Determine the amount of infrastructure needed vs. funding sources (vacant land)
 - Compare the costs of replacing old infrastructure vs. infrastructure needed for growth

2015/16 & 2016/17 Initiatives

- Develop a 20 year Capital schedule and identify funding
 - Expand to include maintenance projects (5, 10, 20 year schedules)
 - Incorporate results of asset management study and master plans (parks, library, facilities, Sheriff)
 - Seek all means of alternative funding (including state and federal)
- Create policy on landscaping / streetscaping



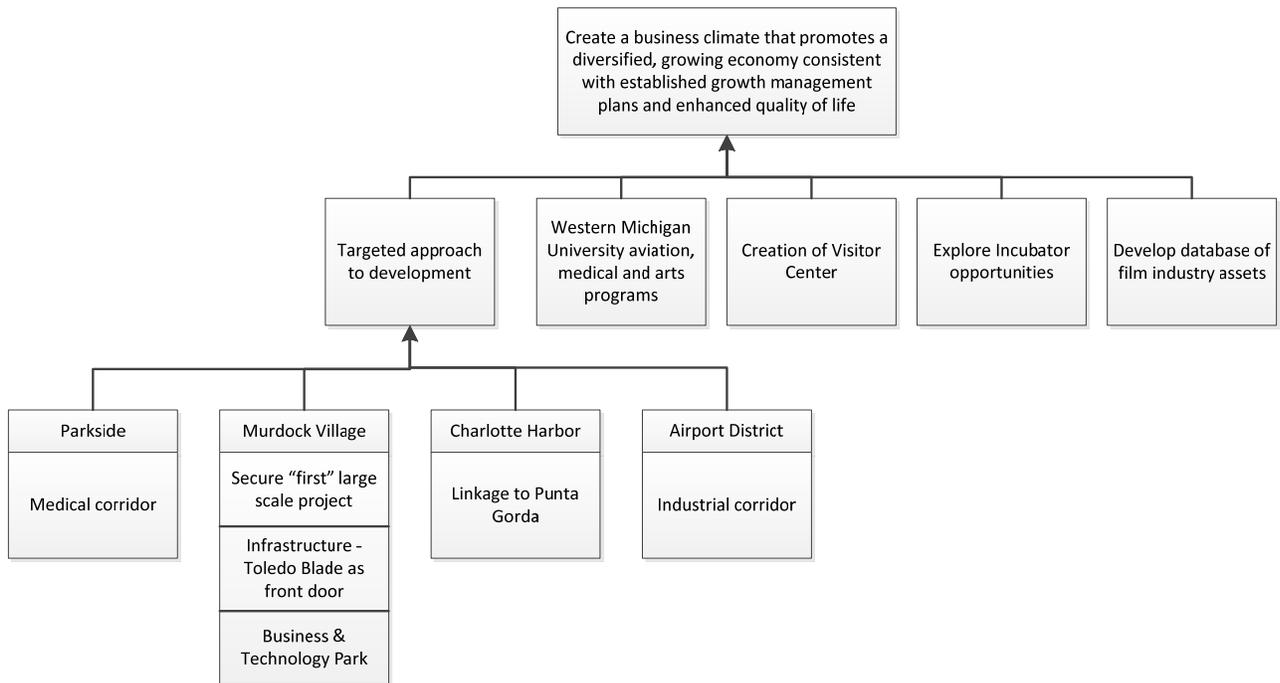
Economic Development: Create a business climate that promotes a diversified, growing economy consistent with established growth management plans and enhanced quality of life.

Long-range Outcomes:

- Articulate community identity from an economic strategy perspective
- Strengthen education options for a skilled workforce needed for that identity
- Create infrastructure needed to foster development of that identity
- Improve data and analytic capacity
- Improve position in film industry

2015/16 & 2016/17 Initiatives

- Targeted approach to CRAs
 - Murdock Village
 - Secure “first” large scale project and develop alternative configurations
 - Infrastructure - Toledo Blade as front door
 - Business & Technology Park
 - Parkside – medical corridor
 - Charlotte Harbor – linkage to Punta Gorda
- Airport District as industrial corridor
- Western Michigan University aviation, medical and arts programs
- Creation of Visitor Center
- Explore Incubator opportunities
- Develop database of film industry assets



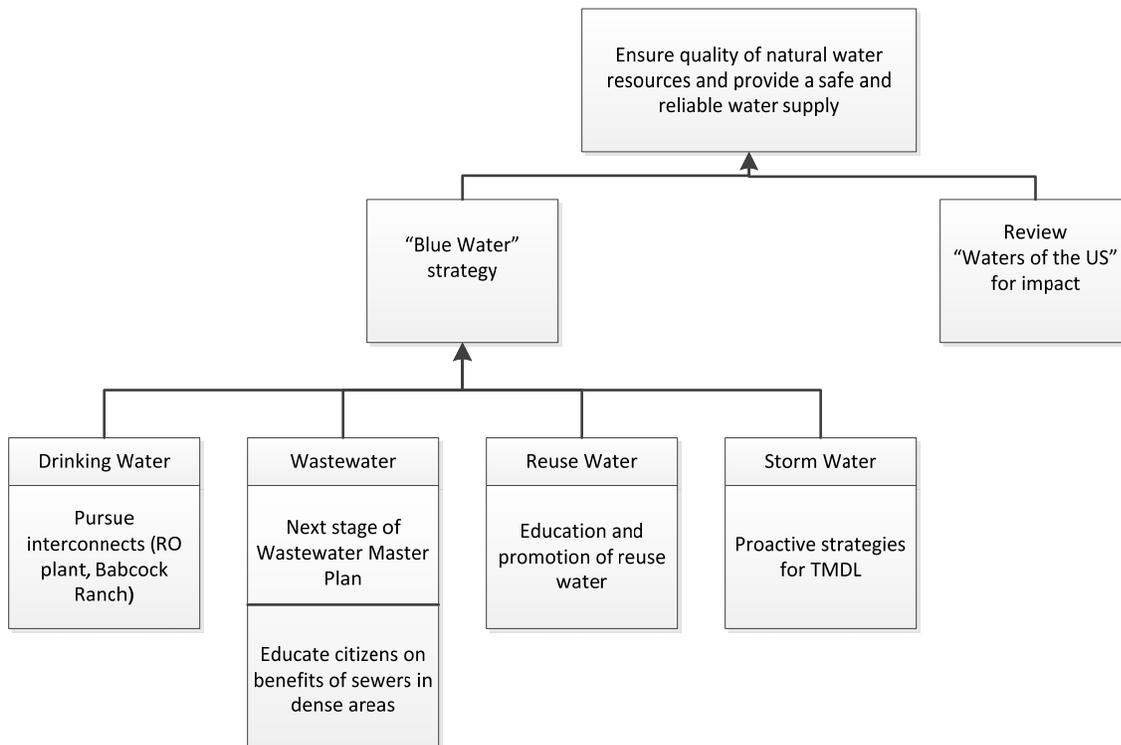
Water Resources: Ensure quality of natural water resources and provide a safe and reliable water supply.

Long-range Outcomes:

- Develop a Central Sewer System
- Improve water quality in the Harbor - Make it possible to swim at PC Beach
- Strengthen public appreciation of the local natural environment and its importance to our local economy
- Ensure long term water supply with regional partners
- Enhance the credibility of CCU

2015/16 & 2016/17 Initiatives

- Develop “Blue Water” strategy
 - Drinking water – Pursue interconnects (RO plant and Babcock Ranch)
 - Wastewater
 - Develop next stage of Wastewater Master Plan
 - Educate citizens on benefits of having sewers in population dense areas
 - Reuse - Education and promotion of reuse water
 - Storm water - Proactive strategies for TMDL
- Review “Waters of the US” for impact



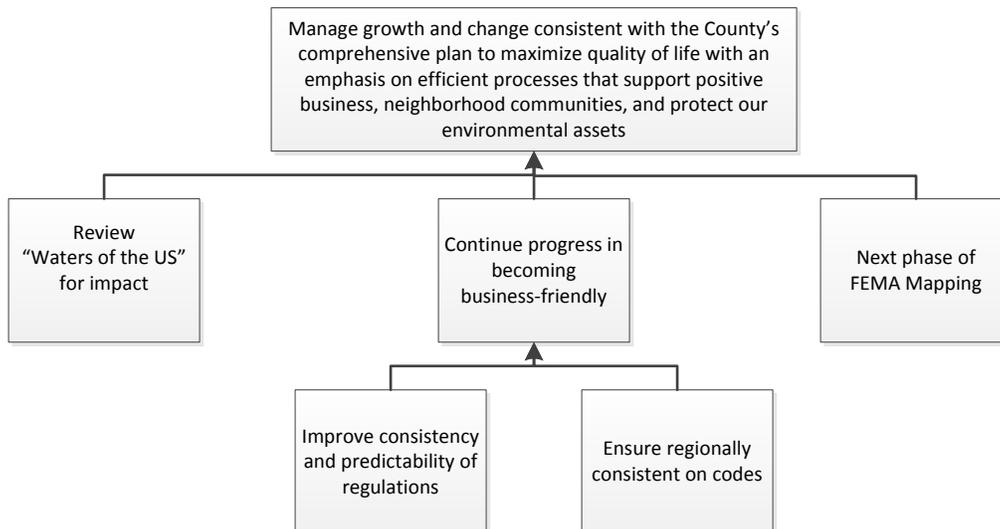
Growth Management: Manage growth and change consistent with the County’s comprehensive plan to maximize quality of life with an emphasis on efficient processes that support positive business, neighborhood communities, and protect our environmental assets.

Long-range Outcomes:

- Improved community appearance
- Improved traffic flow management
- More efficient review processes
- More consistent application and interpretation of rules
- Modified land layout that would make the community more attractive to residents and businesses

2015/16 & 2016/17 Initiatives

- Continued progress in becoming “business-friendly”
 - Improve consistency and predictability of regulations
 - Ensure regionally consistent on codes
- Review “Waters of the US” for impact
- Next stage of FEMA mapping



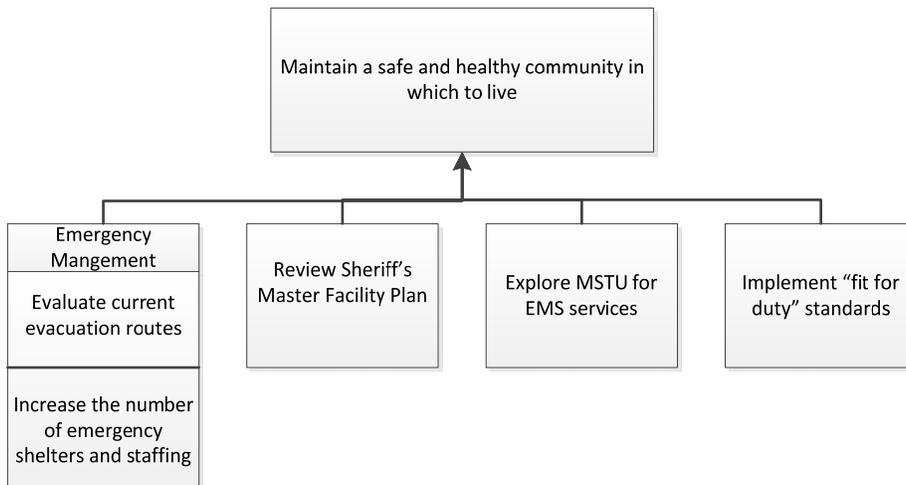
Public Safety: Maintain a safe and healthy community in which to live.

Long-range Outcomes:

- Maintain low crime rate
- Improve community safety features such as lighting, sidewalks, bike paths
- Improve the capacity to meet growth demands with respect to response times, equipment, space
- Execute strategies to manage risks such as code violations, driver safety, homelessness
- Maintain good working relationships with other safety providers such as hospitals
- Strengthen community education efforts
- Healthier workforce

2015/16 & 2016/17 Initiatives

- Conduct an evaluation of current evacuation routes throughout the County
- Increase the number of available emergency shelters and staffing
- Sheriff’s Master Facility Plan
- Explore MSTU for EMS services
- Implement “fit for duty” standards



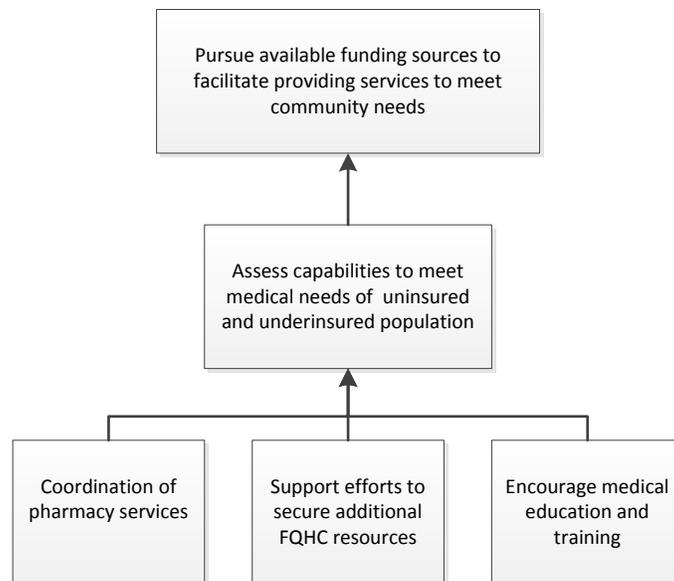
Human Services: Pursue available funding sources to facilitate providing services to meet community needs.

Long-range Outcomes:

- Develop a comprehensive strategic plan with community partners; integrating various plans, needs assessments; duplication of services and improving access.
- Enhance coordination with outside agencies
- Expand funding options – grants
- Strengthen community education about services
- Identify who uses our services and trend data about possible future use - Retirees, workers
- Better coordination with Sarasota and other surrounding counties regarding homelessness and transportation

2015/16 & 2016/17 Initiatives

- Assess capabilities to meet medical needs of uninsured and underinsured population
- Coordination of pharmacy services between Family Health Centers and Virginia B Andes
- Support efforts to secure additional FQHC resources
- Encourage medical education and training



Efficient and Effective Government: Facilitate the organization’s capacity to govern and manage effectively in the rapidly changing and challenging environment.

Long-range Outcomes:

- Increase the technological & human relations skills of staff
- Make the electronic services of the county more user friendly
- Strengthen a culture of innovation, performance and accountability
- Strengthen the capacity for analytics and data driven decision making
- Improve the customer experience
- Healthier workforce
- Improving our communications with the public
- Proactive approach to disbursing information (ex. press conference)

2015/16 & 2016/17 Initiatives

- Learn from other county’s best practices
- Explore cooperative efforts with North Port
- Actively engage in Peace River Water Authority policy direction
- Provide SWFWMD participation
- Improve communication and correct misinformation
 - Develop one page data sheets for Public Hearing issues
 - Utilization of social media
- Promote benefit of employee health center
- Payment structure to retain employees



Fiscal/Financial Planning: Continue to increase the effectiveness of local government and maintain a strong financial condition.

Long-range Outcomes:

- Improve performance and fiscal data
- Educate staff on tools to improve fiscal management
- Develop state level strategy for funding

2015/16 & 2016/17 Initiatives

- Implement employee pay-for-performance
- Enhance “line of sight” between various levels of county operations
- Integrate strategic goals into long range financial planning
- Educate public on financial stability
 - Periodic financial updates
 - Provide education on specific issues prior to and at public hearings

