



## **Advancing BCC Strategic Focus Areas**

# **Workbook**

2015/16 – 2016/17 Budget Process

## Introduction

The purpose of this workbook is to provide you as Commissioners a place to collect your thoughts and ideas on potential goals or directional statements for the next two years. For each Strategic Focus Area, there is page that is divided into five sections.

**Name of the Focus Area and broad BCC goal** – please review and make sure the goal aligns with your expectations

**Strategic Results** – long term desired results as defined by the Board at the 1/26/15 Workshop

**2013/14 BCC Goals or Directives** – a listing of the goals or directives currently being worked on.

**Immediate Issues and Initiatives (from SWOT Analysis)** – these are the critical issues we face in the near term as identified in the SWOT sessions for each Strategic Focus Area.

**Charlotte Assembly Feedback** – we have included specific projects or issues raised at the Charlotte Assembly.

**Potential Projects or Issues** – these are potential issues identified by Administration for your consideration as specific directives for the next two years.

**Additional Thoughts or Ideas** – we have included additional space for you to add you own thoughts.

We have also included a reference page number to allow you to cross reference the appropriate section in the larger “Advancing BCC Focus Area Goals” booklet you received earlier. Please bring both manuals with you on Feb. 9<sup>th</sup> to facilitate your discussion.

## Instructions

For each of the sections identified on the previous page we have included checkboxes for you to prioritize your selections. We are asking that you select your top 3 items for each Strategic Focus Area and come prepared to discuss. To prioritize we want to use the top level results you identified at your workshop on 1/26/15. The diagram below lists those 4 results and then shows them as intersecting circles. Your prioritization should be based on which directives while have the most impact on your desired results.

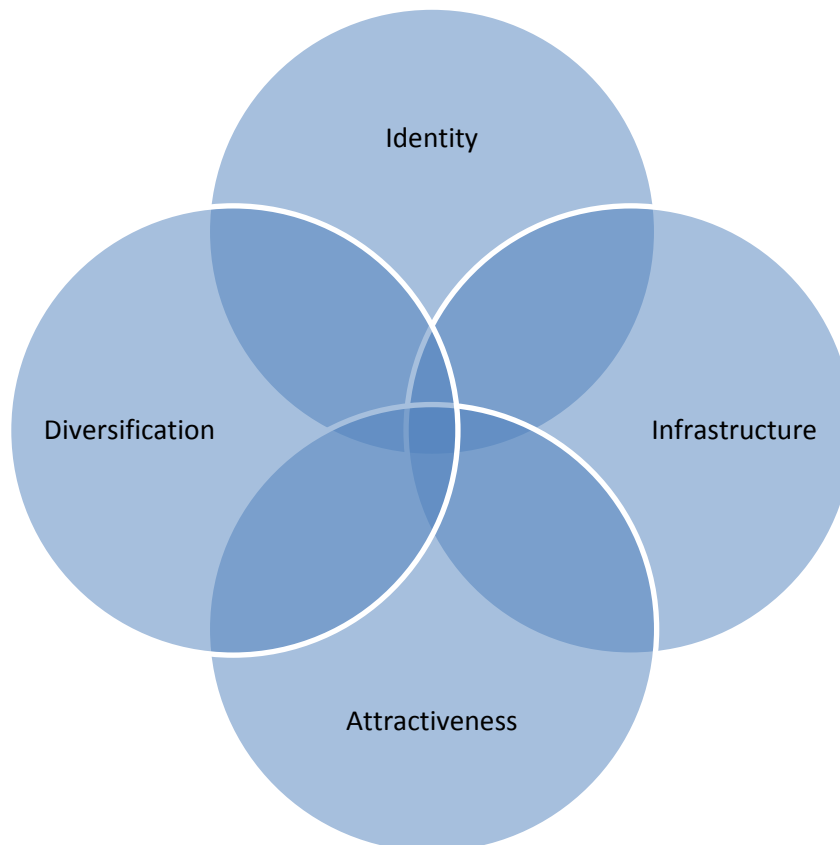
### Priority Results from 1/26/15 Workshop

Economic and Demographic Diversification

Consensus on Community Identity

Improved Community Attractiveness

Competitive Infrastructure



**Water Resources:** Ensure quality and quantity of water resources when and where they are needed and provide a safe and reliable water supply.

**Strategic Results:**

- 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

**2013/14 BCC Goals or Directives: Work in Process or Completed**

---

**Water Quality**

- East & West Spring Lake Wastewater Pilot Study
- Environmental Impact Study - phosphate mining
- Proactive strategies for dealing with TMDL
- Expansion of sewer along US41

**Water Quantity**

- Develop alternative water sources via interconnects
  - Equitable solution to Water Authority rehab of infrastructure
  - Development of Master Water Plan
- 

**Immediate Issues and Initiatives – from SWOT Analysis**

---

- Implementation of Manatee Protection Plan (MPP)
  - Monitor the potential restructuring of Florida Forever
  - Monitor potential State legislation to pre-empt local ordinances
  - Expand educational efforts by focusing on HOAs
  - Implementation of Habitat Conservation Plan
-

**Charlotte Assembly Feedback**

---

- Prioritize the geographic areas in which the sewer system will be expanded and pay for using a combination of MSBU, bonding, and funding from the 1% local option sales tax extension.
  - Develop an educational program to educate citizens about the benefits of having sewers in population dense areas
  - Develop a marketing program for re-use water where it could be sold for commercial purposes.
- 

**Potential Projects or Issues**

---

- Implementation of recommendations from CCU operational audit
  - Develop next stage of Wastewater Master Plan
  - Develop strategy and funding sources for TMDL implementation
  - Develop strategy and funding sources for BMAP implementation
  - Education and promotion of reuse water
- 

**Additional Thoughts or Ideas**

---

- \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_
- 

Reference pages 7-8

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

**Strategic Results:**

- 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)

**2013/14 BCC Goals or Directives: Work in Process or Completed**

---

- Define optimal/acceptable levels of service
  - Continue development of overall web presence
  - Follow up on Employee Survey with focus on retention strategies
  - Expansion of wellness program and use of Employee Health Center
  - Increase community outreach of BCC
  - Enhance credibility of the organization
  - Proactive strategies for intergovernmental relationships
  - Explore ombudsman concept for process improvement
  - Continued focus on efficiencies
- 

**Immediate Issues and Initiatives – from SWOT Analysis**

---

- Coming out of Crisis – it is a whole new world. We have to think differently to meet increasing demand, high costs and catching up with delayed maintenance. One example is spatial planning to meet increased demand and staffing.
  - Increased pressure on IT – trends include increased need for technical research for acquisition and replacement of critical applications, consumerization of technology, outsourcing of IT in a distributed environment, utilization of data for analytics, social media and mobile apps. All of which calls for a workforce with greater technical expertise.
  - Political change at the federal level – with control of the legislature shifting we will likely see changes that impact us a local level.
-

**Charlotte Assembly Feedback**

---

- Learn from other county's best practices
  - Train county employees in customer service and make it part of evaluation process
  - Communicate purpose of government regulations
  - Have customers evaluate service after completion of each project
  - Create customer service standards
- 

**Potential Projects or Issues**

---

- Address call-in customer service options
  - Invest in professional development of employees (customer service, internal procedures, technical competence)
  - Implement IT strategic plan
- 

**Additional Thoughts or Ideas**

---

- \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_
- 

Reference pages 9-10

**Quality of Life:** Enhance community life by clean air and water, conservation of wildlife and natural resources, and provide community amenities through public safety in a business friendly atmosphere.

**Strategic Results:**

- 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”

**2013/14 BCC Goals or Directives: Work in Process or Completed**

---

- Expand on ways to gather citizen input
  - Charlotte Assembly to solicit citizen participation in shaping the vision of the county’s future.
  - Articulation of Charlotte County’s vision at each level of the organization
  - Explore developing separate millage district for Library funding
  - Explore developing separate millage district for mosquito control
  - Partner with education to retain a younger population and provide a work force for economic development
  - Enhance the aesthetics of major gateways
  - Promote assets we already have – trails, paths, passive parks, state lands
  - Enhance code enforcement
- 

**Immediate Issues and Initiatives – from SWOT Analysis**

---

- Develop a clear vision of who/what Charlotte County wants to be as a force for coordinating action and providing direction. This requires branding and aggressive promotion.
  - It is important to show some advancement in the aesthetics of the County, particularly along US 41.
  - Take advantage of the Local Sales Tax initiatives to showcase commitment to Quality of Life, this include not just construction but adequately funding operations.
  - We are already seeing rising citizen expectations and that trend will continue.
-



**Charlotte Assembly Feedback**

---

- Develop and pursue County wide cultural initiatives
  - Developing an outdoor arts facility through a public/private partnership
  - Build a public/private unique entertainment sporting center / softball complex
  - Provide more bike path development—similar to what the City of Punta Gorda has done
  - Expand and improve the county-wide Library System including marketing of library events and programs
- 

**Potential Projects or Issues**

---

- Implement the sales tax projects
- 

**Additional Thoughts or Ideas**

---

- \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_
- 

Reference pages 11-12

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

**Strategic Results:**

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

**2013/14 BCC Goals or Directives: Work in Process or Completed**

---

- Secure health insurance benefit structure and costs
  - Capitalize on historically low interest rate
  - Review current debt
  - Review capital projects for potential bonding
  - Develop plan for 2014 Sales Tax Extension
  - Conduct compensation study and develop strategic plan for employee retention
  - Explore alternative funding sources
  - Explore location and use of CNG facilities within the County
- 

**Immediate Issues and Initiatives – from SWOT Analysis**

---

- We are at a “critical juncture” in a number of areas. Over the past several years the focus has been on downsizing and then maintaining the status quo. We are at the point where deferred maintenance coupled with rising expectations will require additional resources and staffing. Similarly, our focus on technology has been primarily maintenance. As distributed and mobile technologies have become mainstream and affordable it will require a major effort to transition our current systems.
  - Political turmoil at the national level will likely impact local priorities and funding. Monitor legislation and mandates at both Federal and State level.
-

**Charlotte Assembly Feedback**

---

- Diversify tax base
  - Make fees and costs predictable upfront
- 

**Potential Projects or Issues**

---

- Implement pay-for-performance
  - Develop business plans for all county functions
  - Develop a long range financial plan that integrates the business plans
  - Address land needs for anticipated future growth
  - Long range plan for CIP
  - Compensation study update
  - Address operational needs of Sales Tax projects
- 

**Additional Thoughts or Ideas**

---

- \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_
- 

Reference pages 13-14

**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.

**Strategic Results:**

- 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

**2013/14 BCC Goals or Directives: Work in Process or Completed**

---

- Monitor & support the HCP permit process
  - Refine the direction and subsequent development of Murdock Village
  - Develop Parkside Revitalization Plan for US41
  - Expansion of Harborwalk in Charlotte Harbor
  - Completion and adoption of revised Land Development Regulations
  - Develop Stump Pass Management Plan
- 

**Immediate Issues and Initiatives – from SWOT Analysis**

---

- As economy strengthens we will continue to see revived developments and a call for higher levels of code enforcement.
  - Adherence to updated Comp Plan and Regulations .
  - Flood zone implementation and flood insurance.
-

**Charlotte Assembly Feedback**

---

- Encourage growth including the re-building and re-development of older areas of County
  - Extension of road projects south from Port Charlotte Boulevard (sidewalks, landscaping, lighting, and sewer) should be continued
  - Identify the areas where it wants commercial development to be and then should extend water and sewer service to those areas
  - Add infrastructure needed at Gateway corridors within the county
- 

**Potential Projects or Issues**

---

- Monitor and proactively adjust staffing for growth
  - FEMA mapping
  - Dedicated code enforcement staff for key areas/issues (septic tanks)
- 

**Additional Thoughts or Ideas**

---

- \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_
- 

Reference pages 15-16

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

**Strategic Results:**

- 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

**2013/14 BCC Goals or Directives: Work in Process or Completed**

---

- Monitor and adjust for financial impact of final IAFF contract (both to fire assessments and General Fund)
  - Long term radio replacement (conversion to P25 or other alternative).
  - Because of use of one time savings, Sheriff's budget for 2013/14 will start with \$1.7 million shortfall.
  - Continue exploration of usage of volunteer firefighters
- 

**Immediate Issues and Initiatives – from SWOT Analysis**

---

- Technology – upgrades of existing systems, replacement of Computer Aided Dispatch (CAD), security integration and building automation of public facilities..
  - Staffing issues – new infirmary facility, rethinking emergency response, court security.
-

**Charlotte Assembly Feedback**

---

- Educating citizens on the Fire Wise Communities Program
  - Seek federal monies to pay for a "Fire Wise" program - mulching or mowing a 30-foot wide area around a business or home to help protect properties against wildfires
  - Conduct an evaluation of current evacuation routes throughout the County
  - Increasing the number of available emergency shelters
  - Neighborhood Watch program should be expanded throughout the County.
- 

**Potential Projects or Issues**

---

- Review Barrier Island MSBU for capital needs
  - Review Fire MSBU for rate impact
  - Address coverage needs based on call volume
  - Analyze staffing level and mix related to engine response (based on NFPA 17.10)
  - Implement integrated physical security plan
- 

**Additional Thoughts or Ideas**

---

- \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_
- 

Reference pages 17-18

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

**Strategic Results:**

- 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

**2013/14 BCC Goals or Directives: Work in Process or Completed**

---

- Implement 10 Year Economic Development Plan
  - Implementation of incentives and process
  - Streamline processes for attracting businesses
  - Dedicated team to assist new businesses
  - Development of all three CRAs
  - Landscaping Committee proposal for landscaping of County gateways
  - Develop strategies for enhancing the aesthetics along 41
  - Commitment to tourism as an economic generator
  - Marketing Plan – Tie state branding to local initiatives
- 

**Immediate Issues and Initiatives – from SWOT Analysis**

---

- Redevelopment is at a critical point and if progress is not seen, momentum will be lost.
  - Western Michigan University aviation, medical and arts programs.
  - County will experience congestion due to the large volume of construction projects.
  - Now is the time to plan for infrastructure in Murdock Village, particularly the Business & Technology Park area.
-



**Charlotte Assembly Feedback**

---

- Have fewer and simpler regulations for both resident and commercial properties and concentrate on the prompt issuance of permits.
  - Become more friendly toward businesses—to keep the ones that are already here as well as to attract new ones.
- 

**Potential Projects or Issues**

---

- Stay abreast of regional initiatives
  - Explore Incubator opportunities
  - Increase college partnerships
- 

**Additional Thoughts or Ideas**

---

- \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_
- 

Reference pages 19-20

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

**Strategic Results:**

- 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

**2013/14 BCC Goals or Directives: Work in Process or Completed**

---

- Monitor changes in Medicaid funding and requirements at state level
  - Monitor impacts of Affordable Health Care Act on service delivery and funding
  - Review of Public Health direction, services and funding
  - Review of transportation options for low income clients
  - Review affordable housing needs and options
  - Review of primary health care options in Englewood
  - Review of essential human services provided and funding sources
- 

**Immediate Issues and Initiatives – from SWOT Analysis**

---

- Development of a Human Service Master Plan is critical to integrating existing plans, coordination of legislative advocacy and collaborative service delivery.
  - Transportation – Implementation of fixed-route transit services as detailed in the Transit Development Plan.
  - Development of policies and ordinances that address predatory practices.
  - Shortage of primary care providers.
-

**Charlotte Assembly Feedback**

---

- Continue using the United Way as a conduit for funding of Nonprofit organizations.
  - Provide higher funding for the homeless shelter
  - Education on drug usage at all levels in order to make citizens aware of the harmful effects of drugs
  - Citizens—especially the elderly—should be made more aware of scams or attempted scams occurring within the County
- 

**Potential Projects or Issues**

---

- Assess the impact of the Affordable Health Care Act on uninsured and underinsured population
  - Support efforts to secure additional FQHC resources
  - Educate community and update the Community Needs Assessment
- 

**Additional Thoughts or Ideas**

---

- \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_
- 

Reference pages 21-22

**Infrastructure:** Stabilize and maintain County-wide infrastructure

**Strategic Results:**

- 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 for growth

**2013/14 BCC Goals or Directives: Work in Process or Completed**

---

- Stabilize and maintain our internal infrastructure and improve where opportunities occur
  - Review of MSBU and road classification system
  - Road plan for main arteries – align with concurrency
- 

**Immediate Issues and Initiatives – from SWOT Analysis**

---

- Infrastructure – insuring the future of our infrastructure requires developing master plans now and incorporating those plans into long term budgetary projections. Construction cost will continue to increase.
  - Sales Tax projects - PA25 Radio system, Sheriff west county facility, jail infirmary.
  - Planning and identification of funding for Justice Center expansion, Sheriff headquarter facility and aging Fire Stations.
-

**Potential Projects or Issues**

---

- Develop a 20 year CIP schedule and identify funding
  - Sustainable CIP for landscaping
  - Address results of asset management study
  - Expand 20 year CIP to include maintenance projects
  - Implementation of master plans (parks, library, facilities)
- 

**Additional Thoughts or Ideas**

---

- \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_
-