



Advancing BCC Strategic Focus Areas

2017/18 – 2018/19 Budget Process

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Process and Purpose of Materials

The budget process is divided into four major stages:

Stage I – Establish Broad Goals to Guide Government Decision Making

Stage II – Develop Approaches to Achieve Goals

Stage III – Develop a Budget with Approaches to Achieve Goals

Stage IV – Evaluate Performance and Make Adjustments

Stage I is primarily the responsibility of the BCC and the purpose of this document is to provide a well rounded source of information as an update for direction to the organization for 2017/18 – 2018/19. The following pages summarize input from three critical sources: our citizens, our employees and our subject matter experts.

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 and 2010 giving the county the ability to compare not only with those results but also with 640+ governments across the nation. Those results are summarized on page 7.

Employee input: In October of 2016 we asked our employees to evaluate the organization through an on-line survey. Approximately half of the organization responded. This survey provided us with an assessment of our strengths and weaknesses as well as a comparison our results from 2014.

Subject matter expertise: To take advantage of the wide range of knowledge and expertise within the organization and our community we brought together subject matter experts from across County departments and other agencies 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.

Once the BCC has confirmed their direction to the organization, we will bring these same participants back together to discuss what plans and initiatives are or could be implemented to advance those goals. That information will be brought back to the BCC in a series of Budget Workshops in May.

This year we added an element called "the next big things", an environment scan that attempts to project ten to twenty years into the future and anticipate the major long range trends that will impact our community. This process and a summarization of the scan are provided on the next page 3.

Next Big Things

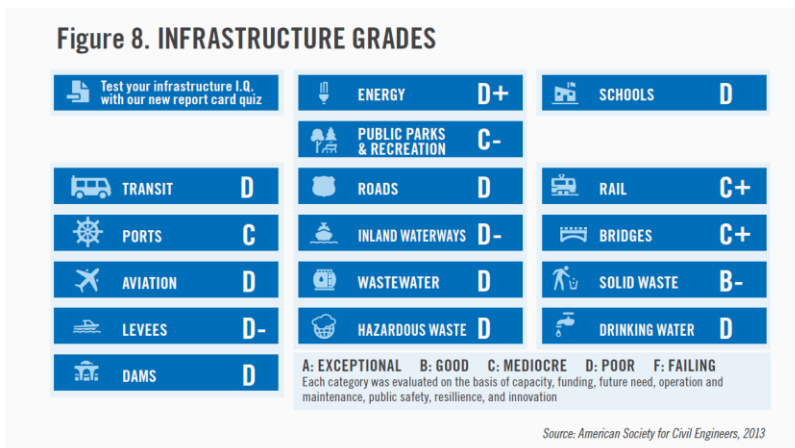
In an effort to assist governmental agencies in long-range planning, the Alliance for Innovation convened a panel comprised of representatives from the private sector, nonprofit professionals, city and county leaders, and university scholars, focusing on what communities need to be paying attention to now that might impact the next twenty years. An exhaustive literature scan was conducted to determine what else was being written and studied regarding the future of local government. Then, a team of experienced and emerging local government leaders worked alongside international architects, futurists, and innovators to develop scenarios for the future of communities.

The result was a report listing 44 trends (Exhibit A) in four categories — Resources, Technology, Demographics, and Governance — that could impact how local government operates in the next generation. Using that report we brought together County staff and industry representatives to review the 44 trends and collectively highlight those that could have the biggest impact on our community in the next 20 years. On Nov 3 40-plus senior county staff engaged in the exercise and on Nov 16 local representatives from a broad spectrum of industries (banking, real estate, non-profit, etc.) repeated the process. Although the results were similar, there were also marked differences as shown below.

County Staff	Business Community
1. Infrastructure overhaul (tie) Elder expense (tie)	1. Infrastructure overhaul
2. Fiscal uncertainty	2. Elder expense (tie) Water shortages & access (tie)
3. Citizen Engagement (tie) Climate change (tie)	3. Digital citizens / Direct democracy
4. Technology	4. Technology

Infrastructure Overhaul

Both groups felt the most important problem and opportunity facing our community is the overhaul of our infrastructure. The infrastructure issue is complicated by the fact that it overlaps local, state and national ownership and responsibility. “Every four years, the American Society for Civil Engineers grades America’s infrastructure, In the 2013 Report Card, they looked at 16 infrastructure categories (see image) and gave an overall grade of D+. America’s infrastructure is failing.” While this report card focuses primarily on physical infrastructure, both groups emphasized the increasing importance of energy and communication infrastructure in the future.



Elder Expense

Given our current population and our geographical location, both groups agreed that the expense of caring for the elderly would be a major issue into the next generation. A number of key points were raised during this discussion.

- Future uncertainty around Social Security and Medicare
- Baby boomers have not adequately saved for retirement
- Seniors are living longer after retirement (often outlasting their savings)
- Medical advances are increasing length of life but perhaps not the quality of life
- Technological advances will change the way we care for the elderly (robots, monitors, sensors)
- Fewer employers are providing pensions

Fiscal Uncertainty

For county staff fiscal uncertainty was, in part, the logical extension of finding a way to pay for infrastructure overhaul and elder expenses. In addition, local governments are disproportionately impacted by economic downturns and subject to the actions of state and federal agencies. Another point raised was how interrelated these trends are. For instance, if infrastructure fails, property values will decline, reducing ad valorem revenue. Or, if the elderly outlast their savings, local spending and revenues will decline.

The business community group had a different perspective. When asked why they did not see fiscal uncertainty as one of the top trends, their response was that the county was well managed and they were confident any fiscal issues would be appropriately handled.

Water Shortage & Access

While this trend was identified and discussed by the County staff, it was not elevated to the same level as the other issues identified. However, it was a major concern for the community group. As the population continues to grow and the majority of the growth along the coastline, they saw an increasing demand on a resource that already must be tightly managed. The potential for sea-level rise would only exacerbate the situation.

Citizen Engagement / Digital Citizen

These trends are really two sides of the same coin. County staff on one side of the coin cited citizen engagement as a critical trend, meaning it will be imperative to secure citizen engagement to gain input and buy-in for county projects and processes. The community group on the other side of the coin said citizens will be looking for engagement but it will be in different forum than in the past. Citizens of the future will demand instant access to services and information online. They will want to have input into governmental decisions but from the convenience of a device and on their own time frame. This group also saw the potential demand for direct democracy, such as online voting or participatory budgeting.

Climate Change

During the workshops, participants were assigned to tables of five to eight individuals to identify and discuss trends and then brought back together for prioritizing those trends. While nearly every table identified climate change as a trend to watch, it did not rise to the top when prioritize corporately. County staff primarily discussed the potential impact sea-level rise would have on coastal flooding and the subsequent ties to planning and zoning, construction, tourism, infrastructure, septic and sewers, health of the harbor, flooding, storm events and emergency management shelters. Discussions among community participants were focused more on the potential impact to water supply as identified earlier.

Technology

The Next Big Things study identified 18 distinct technology trends that will in some way shape our future. During discussions every table identified one or two of these technologies that would likely impact our community over the next 20 years but no consensus on one in particular (other than digital citizen). Those highlighted included:

- Unmanning — autonomous machines and decision making
- Education reform — delivery of education and skills needed
- Tech-enabled health care
- Decentralized manufacturing and 3-D printing

Summary

At each table, participants were asked to sort the trends based on two criteria: magnitude of potential impact and how certain is the occurrence. The entire group was then brought together to debrief and prioritize. Although many of the trends were highlighted and discussed from a variety of perspectives, the ones identified above quickly rose to the top. There was also consensus on how interrelated the trends were, that no one trend could be taken in isolation. Participants often clustered trends together in logical connections and then selected the dominant trend to represent the cluster.

The exercise concluded with participants identifying the questions that need to be answered to successfully shape our future. The groups identified more than 200 questions (including duplications) but the following were summarized and prioritized as most important.

What are the funding sources of the future?

How do we house an aging population?

How do we define the specific needs of infrastructure overhaul?

How are we going to interact with the digital citizen?

How do we measure digital engagement for effectiveness?

What is government going to be needed for?

Who leads?

How can or should we deal with cross jurisdictional/intergovernmental issues like education reform?

How will generational expectations affect our decisions around these core trends?

How do we measure future impact of climate change?

How do we prioritize?

How do we prepare for technological advances?

Exhibit A

Resource Trends

1. Climate Change
2. Food Insecurity
3. Water Shortages & Access
4. Energy Grid Disruption (U.S.)
5. Mining
6. The “NORC” Shift

Technology Trends

7. Digital Citizens
8. Sharing Economy
9. Education Reform
10. Open Innovation
11. Behavioral Insights
12. Unmanning
13. Decentralized Manufacturing & 3-D Printing
14. Global, Digital Currency
15. Carless Communities
16. Infrastructure Overhaul
17. New Financial Partnerships
18. Microgrids
19. Off-Gridding
20. Electric Vehicles
21. Water Recycling
22. Desalinization
23. Nanotechnology
24. Tech-Enabled Health Care
25. Biomimicry

Demographic Trends

26. Tribalism & Identity Politics
27. Structural (Youth) Unemployment
28. Civil Rights Spring
29. Mass Migration
30. Middle Class Map
31. Elder Expense
32. Urbanization: Mega & Mid-Sized
33. Rural v. Urban
34. Smart Citizens
35. Nomadic Workforce
36. Hyper-Localization

Governance Trends

37. Declining Federal Government Effectiveness
38. Trust in Government
39. City-to-City Collaboration
40. VUCA Leadership
41. Citizen Engagement
42. Direct Democracy
43. Corporate and Special Interest Influence
44. Fiscal Uncertainty

Overview of Citizen Input

The National Citizens Survey provides the opinions of a representative sample of Charlotte County residents about community quality of life, service delivery, civic participation and unique issues of local interest. A periodic sounding of resident opinion offers staff, elected officials and other stakeholders an opportunity to identify challenges and to plan for and evaluate improvements and to sustain services and amenities for long-term success.

From a broad perspective our residents' responses were similar to those of other participating communities nation-wide. In terms of comparison to previous results, this marks the fifth time Charlotte County has engaged in this survey process: 2007, 2010, 2012, 2014 and 2016. The ratings received in 2010 were significantly higher than in the 2007 survey. In fact, Charlotte was recognized by ICMA as having the best overall improvement nation-wide. The change in ratings received since that time have been much less dramatic, but we continue to improve compared to the national benchmark. On almost all of the questions there was statistically no difference from the 2014 and 2016 ratings.

Most residents experienced a good quality of life in Charlotte County and believed the county is a good place to live. The overall quality of life in Charlotte County was rated as "excellent" or "good" by 83% (78% in 2014, 73% in 2012, 69% in 2010 and 57% in 2007) of respondents. A majority (92%) reported they plan on staying in Charlotte County for the next five years. Charlotte was higher than the benchmark as a place to retire, and lower than the benchmark as a place to raise children.

A variety of characteristics of the community was evaluated by those participating in the study. The characteristics receiving the most favorable ratings were the feeling of safety, the natural environment and opportunities to volunteer in Charlotte County. The characteristics receiving the least positive ratings were employment opportunities and ease of bus travel in Charlotte County. A few aspects of mobility decreased in ratings since 2014: traffic flow, the ease of travel by car and public parking. The most significant increases since 2014 were overall economic health and a sense of community.

In general, survey respondents demonstrated mild distrust in local government. For the first time, over half rated the overall direction being taken by Charlotte County as "good" or "excellent." This was similar to the benchmark. However, less than half felt that the County welcomed citizen involvement, which is also similar to the benchmark. Those residents who had interacted with an employee of Charlotte County in the previous 12 months gave high marks to those employees. Most rated their overall impression of employees as "excellent" or "good."

On average, residents gave somewhat favorable ratings to most local government services. County service ratings were able to be compared to the benchmark database. Of the 30 services for which comparisons were available, 2 were below the benchmark comparison and 28 were similar to the benchmark comparison. The following page contains a table that details for each service the rating for 2016 compared with 2014, 2012, 2010, 2007, and the national benchmark. Data that is significant to the BCC Focus Areas is also summarized in those sections.

Service Ratings

Service Provided	2016	2014	2012	2010	2007	Benchmark
Sheriff services	85%	87%	81%	79%	70%	Similar
Fire services	96%	90%	91%	93%	94%	Similar
Ambulance or emergency medical services	93%	92%	89%	92%	90%	Similar
Crime prevention	73%	78%	71%	61%	49%	Similar
Fire prevention and education	79%	75%	76%	72%	70%	Similar
Animal control	63%	63%	57%	57%	47%	Similar
Emergency preparedness	75%	74%	76%	77%		Similar
Traffic enforcement	67%	67%				Similar
Road repair	44%	49%	48%	45%	37%	Similar
Street lighting	51%	56%				Similar
Sidewalk maintenance	46%	56%				Similar
Traffic signal timing	44%	43%				Similar
Bus or transit services	33%	21%	26%	23%	21%	Lower
Garbage collection	89%	92%	90%	87%	77%	Similar
Recycling	90%	90%	87%	89%	77%	Similar
Yard waste pick-up	84%	90%	82%	85%		Similar
Storm drainage	49%	51%	55%	50%		Similar
Drinking water	54%	55%	54%	56%		Lower
Sewer services	67%	71%	72%	70%		Similar
County parks	78%	80%	84%	82%	67%	Similar
Recreation programs or classes	62%	57%	66%	57%	57%	Similar
Recreation centers or facilities	61%	58%	63%	68%	56%	Similar
Land use, planning and zoning	37%	33%	33%	32%	15%	Similar
Code enforcement	37%	33%	28%	27%	22%	Similar
Economic development	36%	33%	25%	32%	26%	Similar
Health services	61%	59%	60%	59%	49%	Similar
Public library services	82%	87%	82%	80%	80%	Similar
Public information services	62%	58%	60%	60%	55%	Similar
Preservation of natural areas	63%	69%	60%	60%		Similar
County open space	61%	56%				Similar

Overview of Employee Survey

The employee survey consisted of 25 statements grouped into 4 major categories: teamwork, communication, organization and personal. For each statement, employees were asked to evaluate the organizations capabilities and rank how critical it was for success. This is the second time we have self-administered this survey so we are able to compare results with 2014.

Strengths

Our greatest strength is an extremely dedicated workforce. An overwhelming majority of our employees not only rated themselves as being “committed to doing quality work” and “understanding how to be a good team player” but rated their fellow employees in the same way.

Further, they tell us that being “open for business” has become part of our culture. Employees say they “know what is expected of them”, have an “understanding of our business goals” and as an organization “we consistently try to improve our customer service for our external clients”. In addition, they understand how their role fits in with the organization’s future.

Additionally, there was upward movement in all but four of the survey questions.

Opportunities

Just as important, we also received feedback on where we need to improve. In 2014, while most employees felt there was “a high level of teamwork” within their department, they didn’t feel that existed across departments or for the organization as a whole. The County is a large diverse organization and communication is a challenging task. Our employees told us that we need to improve our efforts across the organization, between departments and also within departments when changes occur. Over the past two years there has been a conscious and concerted effort to improve this coordination and communication. As a result, those employees that felt there is “a high level of teamwork” across the organization increased by 11% and the rating of organization-wide communication increased by 7%.

We have also seen an increase in employee morale. The percentage of employees that said they “would recommend my organization to friends and family as a good place to work” increased by 8% and “my employer is helping me meet my career objectives” by 10%.

There is still room for greater efficiency as employees tell us we can improve in terms of having “consistent, usable work practices”.

Focus Area Analysis

The County has a great resource in the knowledge and expertise of employees. We want to make full use of that knowledge at the beginning of this process. During December, 2016 we brought together the subject area experts around each of the BCC Focus Areas. Where applicable we also included representatives from other agencies. Our goal was to get all the players in the room at the same time and have a focused conversation about where we are and what the future could look like.

Prior to the meeting each participating department prepared a SWOT analysis from the perspective of that particular Focus Area. A SWOT analysis is a process to identify Strengths and Weaknesses (internal) and Opportunities and Threats (these are usually external) to develop a well rounded perspective of our current environment. Participants brought their work to the meeting and took turns presenting their perspective. The entire group then prioritized what they considered to be the most important elements for each category.

Having that work as a background we then asked them to think 10 years out and identify what they thought were the most critical issues or trends we would be facing. We then backed up to 5 years and then 2 years to distinguish between long range issues that can guide policy and short term issues and initiatives that will shape this next budget process.

Once the BCC has confirmed their direction to the organization, we will bring these same individuals back together to develop a comprehensive list of programs and initiatives that are, or could be put in place. The goal is to demonstrate clearly how our various initiatives and plans are interrelated, improve communication and coordination, and provide the BCC with options for advancing their goals.

The following pages contain an executive summary of the work that was done at the December meetings. Each contains the prioritized list of our Strengths, Weaknesses, Opportunities and Threats, a summary of forecasted long range issues as well as short term issues and initiatives that will impact the 2017/18 – 2018/19 Budget. At the end of each summary there is also a list of the Board's current directional statements and progress made toward them.

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

Long-range Outcomes:

- Develop a Central Sewer System
- Improve water quality in the Harbor
- 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 CCUD

Strengths

- Over the past few years community awareness and desire to preserve water quality have increased.
- The Board of Commissioners has made Water Resources a priority and have established a commitment to county-wide sewer expansion.
- Sufficient potable water resources to satisfy demand through 2035.

Weaknesses

- While there are many plans and actions they are not comprehensive across the various disciplines.
- We have an aging workforce with the need for succession plan coupled with the inability to attract and retain younger employees because of uncompetitive salary levels.
- No “water quality” expert on staff and must rely on others for monitoring/interpretation.

Opportunities

- Create partnerships (departments, agencies, developers) for coordinated efforts around water quality and systems reliability.
- Upgrade technology, particularly to improve SCADA system and hydraulic modeling.
- Continuing education of public and staff on water quality and environmental impacts.

Threats

- While there is a commitment to a county-wide sewer plan funding may not be sufficient.
- New leadership at the Federal and State level may change direction, funding and priorities.
- Changes in climate patterns could impact water resources on multiple levels (sea level rise, salt water infiltration, drought).

Long-range Issues & Trends

As development within the County increases demand for infrastructure and staffing will correspond. The increase in impervious surface will add to drainage issues. On the positive side, adding customers to the existing infrastructure will provide for better water circulation and management.

The water quality within Charlotte Harbor is intricately tied to many of the BCC focus areas. If we are to positively impact it in 10 years it will require action now.

Sewer expansion – an increasing number of aging septic systems will fail with replacement being both expensive and impractical. The primary strategy for dealing with this issue is to implement the County’s Wastewater and Water Master Plans expanding connectivity to water and sewer. The major issue will be identifying a funding strategy that is equitable and sustainable.

Immediate Issues and Initiatives

Funding the sewer gap – this is the gap between what is affordable and acceptable for the customer and what the project actually costs.

Explore grant funding opportunities.

Monitor the potential change in direction at the federal level with new leadership.

Upgrading and implementation of technology – SCADA system, hydraulic modeling, asset management and workflow.

Expand public educational efforts

Begin planning for climate resiliency.

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

Citizen Survey Responses

Survey Question	2016	2014	2012	2010	2007	Benchmark
Percent that rated the following services favorably:						
Preservation of natural areas	63%	69%	60%	60%		Similar
Rating of storm drainage	49%	51%	55%	50%		Similar
Rating of drinking water	54%	55%	54%	56%		Lower
Rating of sewer services	67%	71%	72%	70%		Similar
Overall natural environment	79%	83%				Similar
Conserved water at home	89%	93%				Similar

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)

Strengths

- Strong, stable and approachable leadership – Board, Administration and Directors.
- We have a dedicated workforce with high level of experience and knowledge – both institutional and in subject area.

Weaknesses

- Lack of staffing – both because of increased demand and difficulty attracting and retaining new employees.
- Aging workforce and lack of succession planning.
- Lack of participation by citizens in community outreach efforts – we only hear the vocal minority.

Opportunities

- Increased focus and investment in technology, especially automation of processes, increased mobility and remote access.
- Continued efforts in accreditation and awards, both to improve operations and demonstrate competency.
- Focus on succession planning.

Threats

- Cyber incident – especially as we move more to the cloud and increased mobility.
- Competition for qualified staff (compounded by shortage of housing options).
- Key position loss as older, experienced employees retire.

Long-range Issues & Trends

Convergence of technology – Everything will be touch by technology with a blurring of the lines between the physical and digital worlds, most processes will be automated, we will have the internet of everything, every worker will be a technology worker, a technically savvy public will demand on-line information, services and involvement. The pace of innovation and subsequent obsolescence of technology will continue, making it difficult to project “what’s next”. Integration of systems and sharing of data critical to meeting growth and demands.

Employee related – over the next 5 to 10 years there will be a large exodus of long-term experienced employees. Employees of the future will have a different mentality about workplace needs and demands. The workforce will be increasingly mobile and/or home based.

Immediate Issues and Initiatives

Increased pressure on IT:

- Key decisions and initiation of systems integration in the next 2 years to avoid crisis mode.
- Adequate staffing and resources must be available to implement.
- Technical training and cultural transformation within organization to take advantage of tools.
- Service delivery online.

Staffing needs and new workforce (millennials) require a rethinking of pay and benefits structure.

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

Citizen Survey Responses

Survey Question	2016	2014	2012	2010	2007	Benchmark
Percent that rated the following services favorably:						
Value of services for the taxes paid to Charlotte County	46%	52%	47%	38%	30%	Similar
Overall rating of services provided by Charlotte County	72%	68%	64%	61%	44%	Similar
Overall rating of services provided by Federal Government	35%	36%	38%	33%	28%	Similar
Overall direction Charlotte County is taking	52%	47%	43%	36%	29%	Similar
Confidence in County government	44%	39%				Similar
Welcoming citizen involvement	39%	35%				Similar
Acting in best interest of Charlotte County	46%	45%				Similar
Overall customer service of County employees	75%	75%	79%	80%	69%	Similar

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.

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”

Strengths

- Charlotte’s natural resources are one of our greatest assets with the Gulf of Mexico, Charlotte Harbor, multiple waterways and large expanses of unspoiled natural habitats.
- The county offers a wide diversity of recreational opportunities for all ages. This is available through programs and facilities in addition to the natural resources stated above. A great example is the Rays’ spring training and Stone Crabs minor league baseball.
- Charlotte County boasts an affordable cost of living and a safe community.

Weaknesses

- With no real town center and a large volume of platted lots Charlotte County has poor development patterns and lacks a community identity and cohesiveness.
- Work industry is primarily limited to health care and retail.
- Shortage of amenities that attract and retain young adults and families.

Opportunities

- Develop and market community identity branding.
- With the development of Murdock Village we can increase the stock of affordable housing and potentially create more of a “downtown” destination.
- Emerging technologies and tools provide the opportunity to introduce new skills and industries through makerspaces and/or incubators.

Threats

- If water quality deteriorates we could lose our greatest attraction.
- We could lose the ability to define our own identity through unregulated development or encroachment by surrounding communities.
- Lack of community diversity could make the status quo a viable option.

Long-range Issues & Trends

If water quality issues are not addressed and managed, the great asset of Charlotte Harbor could become a liability.

Developing a continuum of housing options – due to the way Charlotte County was platted we have sprawling neighborhoods of single family homes with few rental options available. In addition we have a large inventory of aging housing stock that is small and cost prohibitive of bringing up to code.

The current Board has taken positive steps toward stabilizing our infrastructure but it is a fragile stability. In particular, meeting the mobility needs of a growing population and addressing the renewal of aging water/wastewater infrastructure will require diligence.

Immediate Issues and Initiatives

Build on the positive momentum gained through long range action vs short term reaction.

Community consensus on water quality – the need, actions to be taken, how to fund.

City of Punta Gorda facing a declining growth and fiscal status.

Reestablish levels of service/capital needed to keep pace with growth.

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

Citizen Survey Responses

Survey Question	2016	2014	2012	2010	2007	Benchmark
Favorable rating of the following characteristics:						
The overall quality of life in Charlotte County	83%	78%	73%	69%	57%	Similar
Charlotte County as a place to live	84%	82%	80%	78%	64%	Similar
Ease of car travel	56%	68%	66%	66%	47%	Similar
Availability of paths and walking trails	45%	51%	41%	36%	44%	Lower
Overall ease of travel	72%	78%				Similar
Availability of recreational opportunities	61%	61%	54%	54%	44%	Similar
Visited a neighborhood park or County park	77%	80%	80%	86%	81%	Similar
Shopping opportunities	61%	54%	47%	60%	60%	Similar
Opportunities to attend cultural activities	61%	54%	52%	48%		Similar
Overall education and enrichment	51%	52%				Similar
Sense of community	57%	47%	56%	59%	46%	Similar
Charlotte County as a place to raise children	63%	57%	56%	53%	47%	Lower
Charlotte County as a place to retire	85%	78%	83%	80%	63%	Higher
Availability of housing options	50%	52%				Similar
Overall natural environment	79%	83%				Similar

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

Strengths

- We have long range financial plans at multiple levels and have built adequate reserves. Charlotte County was proactive in making reductions early in the economic downturn and continues to be “forward thinking”.
- We have talented staff that continuously look to improve processes and information.
- We have a broad mix of revenue sources (Ad Valorem, Sales Tax, MSBUs, enterprise funds).
- Strong technology foundation.

Weaknesses

- Facing a large number of employee retirement county-wide.
- Recruitment and retention of qualified finance professionals.
- Lack of systems integration / data sharing between key information systems.

Opportunities

- Systems integration could provide better data sharing and efficiencies.
- Hiring staff prior to retirements would allow overlap and knowledge transfer.
- Not bound by status quo – lots of room for innovation.

Threats

- Unfunded mandates and regulatory burdens.
- Security of employees, buildings and other infrastructure.
- Economic uncertainties can impact property values and employment levels.

Long-range Issues & Trends

Employee related – over the next 5 to 10 years there will be a large exodus of long-term experienced employees. 238 employees are currently eligible to retire. 63% of employees are between 45 and 74 years of age (31% are 55 years of age and over, with 16% at 60 and older). We face increased competition for qualified staff.

Population & demographics – sometime in the next 10 years there will be dramatic growth in population and a large portion of that will be retirees. Baby-boomers will have higher expectations and be more vocal. Current research indicates they have not prepared adequately for retirement and will be just as needy as current retirees, if not more.

Sprawling growth patterns could impact service delivery and potentially how it is funded.

Rapidly changing technology and automation will transform our community, our work force and the way we deliver service.

Immediate Issues and Initiatives

With the revision of our CIP policy and process, we have made dramatic steps toward securing our infrastructure over the past year. The next two years require balancing a commitment to implementing the capital maintenance schedules while also completing multiple expansionary projects.

Staffing – focus on succession planning, recruitment and retention, and hiring staff prior to retirees leaving.

If there is a federal push for rebuilding infrastructure there will be increased competition for construction services and project bids will continue to escalate.

Key decisions on technology and systems integration will be made in next two years.

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

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

Strengths

- Strong leadership from the top down – BCC, Administration, Directors
- Revisions to Comp Plan and regulations demonstrate being “open for business”.
- County has in-house subject matter expertise.

Weaknesses

- Impractical development patterns inherited from GDC - 117,000 vacant single family lots, few large parcels and it is difficult to assemble from many owners, shallow commercial lot depth along US 41, lack of connectivity between areas.
- Lack of infrastructure (or aging infrastructure) hampers development.
- Difficult hiring licensed, qualified staff. In turn limited staff reduces ability to be proactive.

Opportunities

- View “growth management” as an economic development driver.
- Develop clear, communicable pathways/processes that do not change unless the regulations change.
- Development of Murdock Village and Babcock Ranch.

Threats

- Lack of diversity – demographics, industry, development.
- Misinformation and lack of knowledge.
- Lack of skilled labor force.

Long-range Issues & Trends

Condition of our natural resources:

- Continued environmental species protection regulations.
- Increased concern over land based water quality issues.
- Impact of septic systems on water quality of harbor.

Traffic Management & Circulation – as the County grows keeping pace with multi modal transportation needs will become a greater challenge.

How Babcock Ranch develops will change the nature of our community. Will we be able to maintain a county identity?

Immediate Issues and Initiatives

Leadership in the face of opposition remains critical. This can be aided by improved management of information and community perceptions.

In anticipation of growth the County needs to reestablish acceptable levels of service, define effort and resources need, and empower staff within guidelines.

Direction on county-wide sewer/ septic issue needs to be set now to avoid the environmental consequences reference above.

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

Citizen Survey Responses

Survey Question	2016	2014	2012	2010	2007	Benchmark
Favorable rating of the following characteristics:						
Quality of new development in Charlotte County	44%	42%	41%	44%	39%	Similar
Overall built environment	50%	52%				Similar
Traffic flow on major streets	46%	63%				Similar
Land use, planning and zoning	37%	33%	33%	32%	15%	Similar
Code enforcement	37%	33%	28%	27%	22%	Similar

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

Strengths

- High level of knowledge and experience both in staff and leadership.
- Strong relationships between local agencies and with the public.
- Strong focus on customer service.
- All Public Safety administration in a single location enhances communication and coordination.

Weaknesses

- Employee recruitment and retention is problematic but in particular there is a lack of qualified applicants for specialized skills.
- Lack of physical security at key facilities and integrated security procedures.
- Increased demand for service with limited resources.

Opportunities

- Redesign payroll structure and hiring practices to increase ability to recruit and retain staff.
- Update existing information systems and explore opportunities for systems integration.
- County-wide growth could provide resources to expand and better manage service delivery.

Threats

- Loss of institutional knowledge through retirements compounded by competition for staffing with private sector and surrounding agencies. We are all competing for the same talent pool.
- Unfunded mandates and/or loss of state funding.
- Growing homeless population.

Long-range Issues & Trends

Nation-wide there has been an increase in social unrest, if this trend continues it will tax the public safety system and also reduce the number of people considering public safety as a career. This will further diminish the ability to recruit and retain staffing.

Public Safety will see significant facilities expansions and upgrades within the next 10 years: Justice Center expansion, Jail expansion, Sheriff headquarter facilities, Fire Station upgrades and expansion in developing areas, security upgrades to public buildings.

Technological innovation and automation is advancing rapidly. Public safety operations could change dramatically and the skill set need by staff will be different.

Growing threat of cyber-attacks and/or data vulnerability.

Immediate Issues and Initiatives

Infrastructure projects (PA25 Radio system, Sheriff west-county facility, jail infirmary, Justice Center expansion) will require realignment of staffing and services.

Shortage of specialized skill sets in the job market coupled with retirements will require increased attention to recruitment and retention.

Technology – upgrades of existing systems and expanding integration will require additional technical support.

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

Citizen Survey Responses

Survey Question	2016	2014	2012	2010	2007	Benchmark
Percent that feel safe in the following situations:						
Overall feeling of safety	82%	81%				Similar
Safety in your neighborhood	97%	94%	93%	92%	88%	Similar
Safety in downtown/commercial areas	92%	87%	84%	84%	78%	Similar
Sheriff	85%	87%	81%	79%	70%	Similar
Fire services	96%	90%	91%	93%	94%	Similar
Ambulance or emergency medical services	93%	92%	89%	92%	90%	Similar
Crime prevention	73%	78%	71%	61%	49%	Similar
Fire prevention and education	79%	75%	76%	72%	70%	Similar
Emergency preparedness	75%	74%	76%	77%		Similar

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

Strengths

- Strategic location – proximity to airports, between 2 metropolitan markets, geographic diversity, recreational opportunities, low cost of living and great weather.
- Multiple venues for sports tourism and eco-tourism.
- Currently have a pro-business political climate and it is an opportune time for companies to locate here. They have the opportunity to be the “big fish in a little pond”.

Weaknesses

- Lack of high skilled labor force or the jobs that might attract them.
- Limited housing options for low income work force. Very few rental options at all income levels.
- Lack of utilities infrastructure in key development areas.

Opportunities

- Introduction of Western Michigan University and collaborative efforts with FSW College and Charlotte Technical College can provide training for emerging and existing workforce.
- Development of Babcock Ranch and Murdock Village can provide infrastructure, housing and workforce.
- Increase amenities that attract younger, skilled workforce.

Threats

- Community opposition to growth or development (status quo is good enough).
- Political climate can change quickly in local government.
- Continued deterioration of water quality, in part due to septic systems and aging utility infrastructure.

Long-range Issues & Trends

There will be significant change in the nature of the job market, work and pay structure over the next 10 years. In addition, what motivates workers will change as millennials become a greater percentage of the workforce.

Expanding educational opportunities and technology advances will increase the industry options for our community. In particular, tech-enabled health care will change the way seniors are cared for.

The development of Babcock Ranch will require a reevaluation of the entire overlay for the eastern side of the county.

Both water quality and quantity could be problematic due to a combination of rapid growth, unfunded maintenance and delayed sewer expansion.

Immediate Issues and Initiatives

As a community and government we need the data, process and resolve to make decisions based on data.

Plan for the expansion of our transportation network, both for increased road traffic and need for bike and pedestrian paths as infill occurs.

Now is the time to plan for infrastructure in Murdock Village, particularly the Business & Technology Park area.

If we are to grow businesses and maintain the attraction of Charlotte Harbor, the funding gap for sewer expansion must be solved.

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

Citizen Survey Responses

Survey Question	2016	2014	2012	2010	2007	Benchmark
Favorable rating of the following characteristics:						
Rating of employment opportunities	26%	21%	13%	11%	13%	Similar
Overall economic health	44%	36%				Similar
Quality of K-12 education	67%	60%				Similar
Adult education	51%	52%				Similar
Overall quality of business establishments in County	58%	55%	53%	57%		Similar
Charlotte County as a place to work	42%	36%	33%	24%	29%	Lower
Charlotte County as a place to visit	72%	70%				Similar
Cost of living in Charlotte County	48%	48%				Similar
Overall quality of new development in County	44%	42%	41%	44%	39%	Similar
Overall appearance of Charlotte County	62%	59%	51%	58%	43%	Similar
Overall impression/reputation of Charlotte County	64%	58%	53%	54%	38%	Similar
Overall built environment	50%	52%				Similar

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

Strengths

- Strong relationships and collaboration between non-profits, government and private sector, both for planning and service delivery.
- Commitment to client focused service with evidence based programs and measurable outcomes.

Weaknesses

- Lack of consistent funding streams for the system as a whole. This is compounded by increased demand for services.
- Limited workforce housing options.
- Lack of skilled workforce.

Opportunities

- Make use of higher education resources for both staff and workforce development.
- Identify and pursue new funding sources.
- Focus on public education to 1) create awareness of programs/resources and 2) combat the stigma related to mental illness and substance abuse.

Threats

- Change in political climate – what happens with Affordable Health Care Act, funding reductions or redirection, unfunded mandates.
- Increase in baby boomers will keep our demographics retirement based. Cost of caring for seniors will continue to escalate.

Long-range Issues & Trends

The Affordable Health Care Act is still being defined, regardless of the direction it takes affordable, quality healthcare for the aging and uninsured will be an issue to deal with. Complicating the matter is the potential reduction in skilled health care works and greater reliance on tele-med services.

Transportation – In a county that is geographically disperse and lacks fixed route transit, transportation will continue to be a problem for low income and other disadvantaged individuals. The introduction of autonomous vehicles will be a consideration.

Baby boomer population – cost of care for senior citizens will continue to escalate.

Technology is changing rapidly and with limited funding Human Service agencies will have difficulty keeping pace and taking advantage of advancements.

Immediate Issues and Initiatives

Stakeholders within Health and Human Services have formed Together Charlotte and have developed a community-wide, collaborative framework for action.

County needs a continuum of housing options including low income housing and workforce housing.

Lack of funding for affordable, quality healthcare for seniors/uninsured.

Increase in substance abuse and exploration of alternative treatment options.

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

Citizen Survey Responses

Survey Question	2016	2014	2012	2010	2007	Benchmark
Favorable rating of the following characteristics:						
Ease of bus travel in Charlotte County	16%	15%	13%	13%	8%	Lower
Rating of bus or transit services	33%	21%	26%	23%	21%	Lower
Availability of affordable quality housing	35%	43%	44%	41%	19%	Similar
Availability of affordable health care	56%	57%	49%	37%	37%	Similar
Availability of affordable mental health care	37%	40%				Similar
Rating of health services	61%	59%	60%	59%	49%	Similar
Affordable childcare / preschool	50%	47%	25%	32%	47%	Similar
Availability of affordable quality food	65%	68%				Similar

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

Strengths

- Having developed a 20 year capital plan we now have a long range planning tool and the ability to identify funded and unfunded needs. Updated CIP policy insures periodic updates coupled with the flexibility to adjust for emergencies.
- Multiple funding sources provide continuity and flexibility (Sales Tax, Ad Valorem, MSBU, etc).

Weaknesses

- County has an aging infrastructure, keeping pace with both maintenance and expansion will be problematic.
- Lack of staffing to keep up with the volume of capital projects needed, both because of inability to recruit and retain qualified people but also just a lack of positions.
- Although we have diverse funding streams they are not adequate to meet all needs, particularly for Utilities.

Opportunities

- Implementation of new technology, such as an integrated fixed asset / work order system could greatly increase shared knowledge and efficiency. Coupled with this, staff could benefit from education and training on the potential of technical solutions.
- Expand funding sources (longer range Sales Tax, increase Impact Fees, line cost maintenance MSBU).
- Development of Murdock Village can provide critical infrastructure in a deficient area.
- Explore public / private partnerships, such as “municipal broadband”

Threats

- Citizen perception and expectations – the county’s infrastructure is vast and varied, it is difficult for citizens to understand why certain decisions are made.
- Loss of institutional knowledge with retirements and competition for staff to replace them.
- Unfunded mandates, particularly in the form of regulation.

Long-range Issues & Trends

Charlotte County will experience significant growth in the next 5 to 10 years. This will require balancing dual priorities of expanding infrastructure to areas developed as well as keeping pace with maintenance and replacement of existing aging infrastructure.

To manage the volume and complexity of infrastructure maintenance and expansion, updated technology such as an integrated asset management and mobile access capabilities must be in place.

Resources will continue to be a challenge, both in terms of funding and staffing.

Immediate Issues and Initiatives

Although we have established capital maintenance schedules and identified funding, keeping pace will be problematic due to lack of staffing and existing staff focusing attention on large expansionary projects.

The exception to capital maintenance is the Utilities Department where prioritization will be necessary to stay within funding limits.

In the next 2 years we must make a decision and begin implementing an integrated fixed asset management system. The amount of staff time and resources required will compound the issue of capital maintenance identified above.

Critical decisions will need to be made on the expansion of sewers and how to fund. A comprehensive strategy to manage perception and expectations is needed.

Update 5 year capital expansion needs and identify funding in 2017 (second year of budget process).

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
 - Seek all means of alternative funding (including state and federal)
- Create policy on landscaping / streetscaping

Citizen Survey Responses

Survey Question	2016	2014	2012	2010	2007	Benchmark
Percent that feel safe in the following situations:						
Traffic flow	46%	63%				Similar
Public places	63%	60%				Similar
Street repair	44%	49%	48%	45%	34%	Similar
Street lighting	51%	56%				Similar
Sidewalk maintenance	46%	56%				Similar
Used Charlotte County recreation centers	55%	63%	61%	61%	60%	Similar
Visited Charlotte County park	77%	80%	80%	86%	81%	Similar
Used Charlotte County public libraries	61%	54%	67%	70%	72%	Similar