



Charlotte County Government
"To exceed expectations in the delivery of public services."

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Advancing BCC Strategic Focus Areas

Workbook

2017/18 – 2018/19 Budget Process

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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.

Long-range Outcomes – long term desired outcomes as defined by the Board in the 2015/16 & 2016/17 Strategic Plan. Again, please review and make sure they align with your expectations.

2015/16 & 2016/17 Initiatives – 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.

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 Jan. 17th 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 for the 2015/16 & 2016/17 Strategic Plan. The diagram below lists those 4 results and then shows them as intersecting circles. Your prioritization should be based on which directives will have the most impact on your desired results.

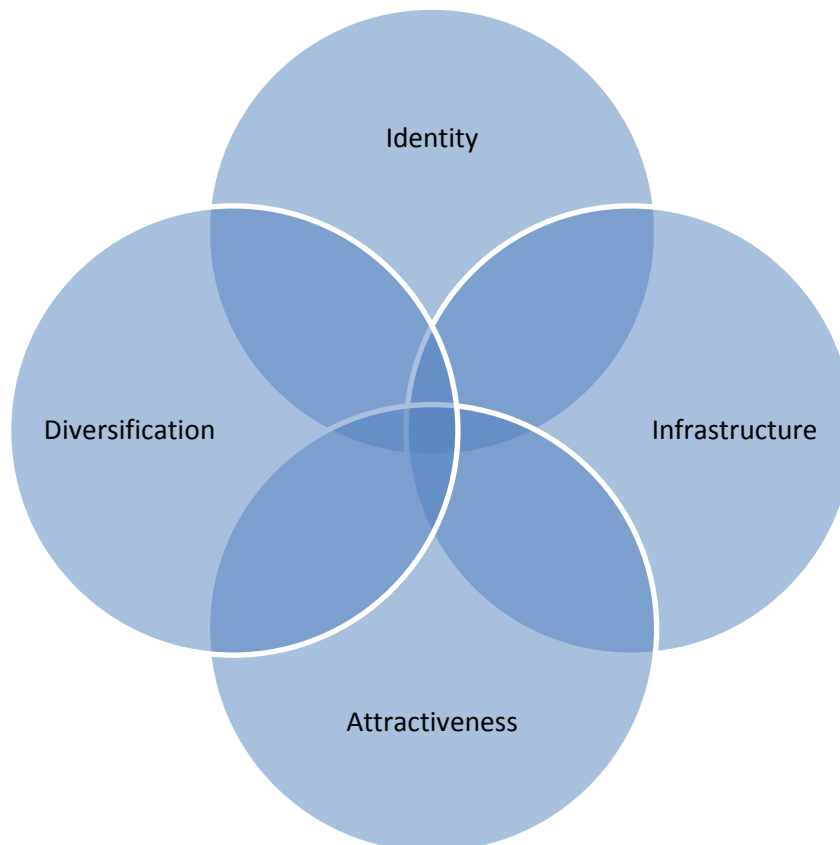
Priority Results from 1/26/15 Workshop

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.

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

2015/16 & 2016/17 Initiatives: Work in Process or Completed

- 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
-

Immediate Issues and Initiatives – from SWOT Analysis

- Funding the sewer gap
 - Explore grant funding opportunities
 - Monitor the potential change in direction at the federal level
 - Upgrading and implementation of technology
 - Expand public educational efforts
 - Begin planning for climate resiliency
-

Potential Projects or Issues

- Complete financial analysis of Utility – prioritize capital projects and maximize R&R work
 - Consider options around outsourcing
 - Continue to support water coalition (16 counties)
 - Determine and adopt a policy on how to prioritize and fund next sewer area
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Additional Thoughts or Ideas

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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: Work in Process or Completed

- 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
-

Immediate Issues and Initiatives – from SWOT Analysis

- Increased pressure on IT:
 - Key decisions and initiation of systems integration
 - Adequate staffing and resources 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
-

Potential Projects or Issues

- Identify areas to analyze outsourcing efficiencies
 - Succession planning analysis
 - Departmental dashboards
 - Continue significant involvement with FAC
 - Salary study
 - Analyze county space for projected needs
 - Explore contract options for citizen trash removal
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Additional Thoughts or Ideas

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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”

2015/16 & 2016/17 Initiatives: Work in Process or Completed

- 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
-

Immediate Issues and Initiatives – from SWOT Analysis

- 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
-

Potential Projects or Issues

- Increase County awareness – CCTV, videos, etc
 - Improve appearance on US41
 - Develop Integrated Shoreline Management strategy
 - Resources for future park maintenance)
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Additional Thoughts or Ideas

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Reference pages 15-16

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: Work in Process or Completed

- 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
-

Immediate Issues and Initiatives – from SWOT Analysis

- 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
-

Potential Projects or Issues

Increase “line of sight” between strategic goals and each employee

Additional Thoughts or Ideas

Reference pages 17-18

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: Work in Process or Completed

- 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
-

Immediate Issues and Initiatives – from SWOT Analysis

- Leadership in the face of opposition remains critical. This can be aided by improved management of information and community perceptions.
 - In anticipation of growth, reestablish acceptable levels of service, define effort and resources need, and empower staff within guidelines.
 - Direction on county-wide sewer/ septic issue
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Potential Projects or Issues

- Update on FEMA mapping
 - Measure being business-friendly and develop plan for improvement
 - Monitor activity on NFIP
 - Reevaluate resources needed for support of major developments
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Additional Thoughts or Ideas

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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: Work in Process or Completed

- 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
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Immediate Issues and Initiatives – from SWOT Analysis

- 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
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Potential Projects or Issues

- Funding plan for Station #10 (barrier island)
 - Review Fire MSBU for rate impact
 - Review response times (EMS)
 - Succession planning efforts
 - Define county role in Community Action Team (CAT)
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Additional Thoughts or Ideas

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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: Work in Process or Completed

- 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
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Immediate Issues and Initiatives – from SWOT Analysis

- 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
-

Potential Projects or Issues

- Policy for use of Tourism Development Tax funds/reserves
 - Develop Incubator/Innovation center partnership and begin strategic planning
 - Lack of turn key product in both sites and buildings
 - Promoting business brand for Charlotte County
 - Infrastructure design and construction for BTR Park at Murdock Village
 - Workforce Development and Attraction
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Additional Thoughts or Ideas

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Reference pages 23-24

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: Work in Process or Completed

- 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
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Immediate Issues and Initiatives – from SWOT Analysis

- 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
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Potential Projects or Issues

- Explore options for FQHC
 - Enhance partnership with Health Department
 - Develop a plan for the Family Services Center
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Additional Thoughts or Ideas

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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: Work in Process or Completed

- 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
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Immediate Issues and Initiatives – from SWOT Analysis

- 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).
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Potential Projects or Issues

- Discuss and consider next Sales Tax – timing and projects
 - Analyze and consider project management consolidation
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Additional Thoughts or Ideas

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Reference pages 27-28