

## Summary of June 19, 2018 BCC Workshop

### Strategic Planning Update

Charlotte County's strategic planning process runs in sync with our two-year Budget Process. With each new cycle we have made incremental improvements in the process and the product. For the coming 2020 / 2021 process the focus is on the Board's goal of "increasing the line of sight across the organization" to ensure that employees have an understanding of where the County is headed and how they contribute to that direction. On June 19, 2018 the Board of County Commissioners participated in a retreat to discuss recommendations toward advancing this goal as well as improvements to the process.

Those recommendations were:

- Simplify the structure of the plan – allowing a better understanding by both BCC staff and the public.
- Identify trends that are critical to the Board for setting futuristic goals.
- Enhance citizen involvement – to ensure both input and understanding.
- Focus on outcomes – meaningful indicators that tell us how we are doing.

#### **Simplifying the structure**

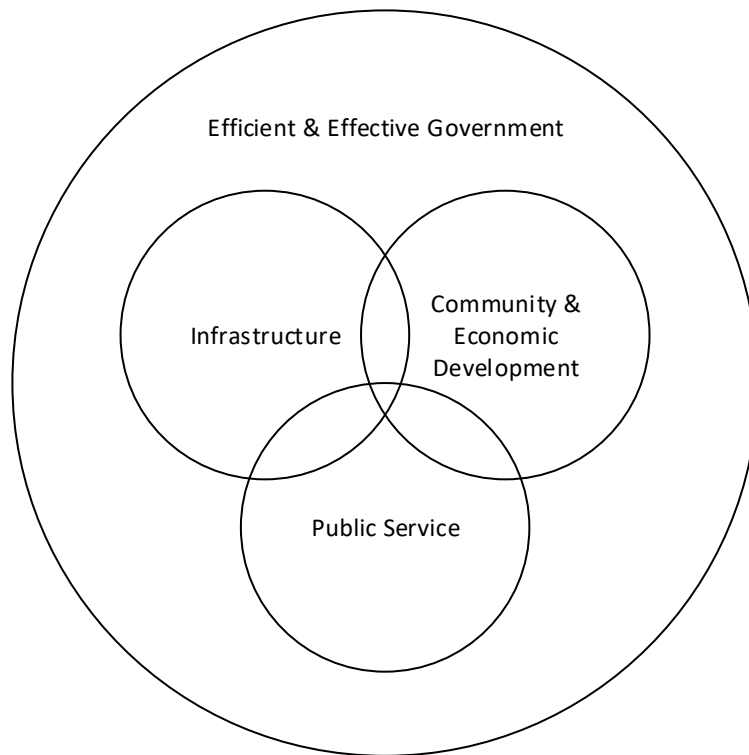
Currently the BCC has nine Strategic Focus areas with 70+ goals. The intent for the future is to streamline to four Focus areas:

- Infrastructure,
- Economic and Community Development,
- Public Service,
- Efficient and Effective Government.

These four focus areas identify the four major types of work that Charlotte County engages in and commits resources to. Because these four Focus areas are comprehensive, every employee will be able to readily understand how their work contributes to the strategic direction of the County.

Attached is a matrix that demonstrates how the current goals map over to the revised four areas. However, the recommendation is not to simply bring everything in to the new structure but really start from a broader perspective. Many of the goals listed are no longer strategic plan goals, rather they are tasks, directives or goals that have already been accomplished and are now incorporated into our processes. These elements should not be lost and will be a part of on-going work, but not listed as future goals within the Strategic Plan.

A revision suggested during the conversation was the first three Focus areas listed above could be considered subsets of the last (Efficient & Effective Government) as displayed below.



## Identifying Trends

- The second conversation focused on what are the trends that matter the most. What are those factors that will most impact us or are most critical to address. While recognizing that there can be considerable overlap within the Focus areas the two overarching trends are **population growth** and where **development** will occur. Within that context, the following trends were discussed.

### Infrastructure

- Greater use of sidewalks and bike paths
- Building automation and energy efficiency
- Evacuation considerations
- Impact of technology – vehicle automation, telemedicine, etc.
- Renewal of aging infrastructure – utilities, roads, bridges
- Hardening / codes / sea level rising

### Public Service

- The discussion was around the demographics that will make up the population growth
  - Aging population / isolation / mental health
  - Service workers and the working poor

- Technology advances impacting both services needed and how they are delivered

#### Community & Economic Development

- Hospital needs
- Education and workforce development
- Need for workforce housing
- Technology and automation
- (Part of the conversation focused on defining what role the Board can play in impacting each of these areas and the need to incorporate that into their strategic goals.)

#### **Citizen Engagement**

In an effort to increase citizen participation and input into the strategic planning process, the recommendation is to conduct focus groups of informed citizens. The primary purpose of the engagement is to validate the trends identified above and identify citizen concerns that may have been missed. The groups identified for input into this process were existing advisory groups, Together Charlotte, the local Chambers of Commerce, Medical Advisory Board, the 2016 Sales Tax Citizen Advisory Committee and the Economic Development Partnership (EDP).

#### **Outcomes**

A key component in the proposed changes is a focus on outcomes. This will be addressed through future conversations with the Board to identify key indicators that are meaningful to the Board and to the public. At the present, the key point is to define indicators that are understandable and important to the public and that assist the BCC in communicating the scope and impact of the public services they support. It is up to Administration to define management process and product indicators that provide useful information for the improvement of operations, cost efficiency, customer service and quality.

## Realignment of Board Goals

Goal		Infrastructure	Community & Economic Development	Public Service	Efficient & Effective Government
QL 1	Enhance aesthetics of the County (gateways, US 41, SR 776)	X			
QL 1a	Gateways, U.S. 41, State Road 776	X			
QL 1b	Landscape discussion for every project	X			
QL 2	Evaluate needs of active lifestyle community			X	
QL 2a	Multiuse path opportunities	X		X	
QL 2b	New/emerging sports as a niche for active lifestyle			X	
QL 2c	Explore outdoor arts facility through a public/private partnership			X	
QL 3	Long-range strategy for beach erosion/renourishment	X			
QL 4	Explore options for enforcement of tourism development tax				X
IN 1	Develop a 20-year capital schedule and identify funding	X			
IN 1a	Expand to include maintenance projects (5-, 10-, 20-year schedules)	X			
IN 1b	Incorporate results of asset management study and master plans (parks, library, facilities,	X			
IN 1c	Seek all means of alternative funding (including state and federal)				X
IN 2	Discuss and consider next sales tax – review efforts around the state				X
IN 3	Explore project management consolidation				X
IN 4	Analyze federal changes in HUD				X
IN 5	Briefing on fixed-asset management system	X			
ED 1	Murdock Village		X		
ED 1a	Secure “first” large scale project and develop alternative configurations		X		
ED 1b	Infrastructure - Toledo Blade as front door		X		
ED 1c	Business & Technology Park		X		
ED 2	Parkside – medical corridor		X		
ED 3	Charlotte Harbor – linkage to Punta Gorda		X		
ED 4	Comprehensive approach to working with education partners – CCPS, CTC, FSW, WMU		X		
ED 4a	Communication strategy about educational options		X		
	• Availability of local programs		X		
	• Traditional vs. technical paths		X		
ED 4b	Continued support of Western Michigan University		X		
ED 5	Promote business brand for Charlotte County		X		
ED 6	Explore options for improved Visitor Center		X		

## Realignment of Board Goals

Goal		Infrastructure	Community & Economic Development	Public Service	Efficient & Effective Government
ED 7	Explore options to address hospital overcrowding		X		
	<ul style="list-style-type: none"> <li>• Assemble team to develop conceptual plan</li> <li>• Explore options for attracting a teaching hospital</li> </ul>		X		
			X		
ED 8	Explore incubator opportunities		X		
WR 1	Develop “Blue Water” strategy	X			
WR 1a	Drinking water – Pursue interconnects (RO plant, Tuckers Grade and Babcock Ranch)	X			
WR 1b	Wastewater – Develop next stage of Wastewater/Sewer Master Plan (SMP)	X			
WR 1c	Wastewater – Educate citizens on benefits of having sewers in population dense areas			X	
WR 1d	Reuse – Education and promotion of reuse water			X	
WR 1e	Reuse – Evaluate as long-term supply source			X	
WR 1f	Stormwater – Proactive strategies for TMDL	X			
GM 1	Continued progress in becoming “business-friendly”		X		
GM 1a	Improve consistency and predictability of regulations		X		
GM 1b	Ensure regionally consistent on codes		X		
GM 2	Monitor activity on National Flood Insurance Program (NFIP)		X		
GM 3	Next stage of FEMA mapping		X		
PS 1	Review systemic healthcare issues and impacts to public safety			X	
	<ul style="list-style-type: none"> <li>• Work with hospitals to maximize EMS availability</li> <li>• Manage rehab facility calls (lift assist)</li> </ul>			X	
				X	
PS 2	Review EMS response times and gaps in service			X	
PS 3	Implement sheriff’s master facility plan	X			
PS 4	Implement “fit for duty” standards				X
PS 5	Master plan for CCSO marine division			X	
HS 1	Make use of Together Charlotte for coordination on issues		X		
HS 1a	Review of homelessness		X		
HS 1b	Plan for Family Services Center		X		
HS 2	Assess capabilities to meet medical needs of uninsured and underinsured population		X		
HS 3	Support efforts to secure additional FQHC resources		X		
HS 4	Encourage medical education and training		X		
HS 5	Support development of continuum of housing options including low income and workforce		X		

### Realignment of Board Goals

Goal		Infrastructure	Community & Economic Development	Public Service	Efficient & Effective Government
HS 6	Monitor implementation of autonomous vehicles				X
EG 1	Learn from other county's best practices				X
EG 2	Actively engage in Peace River Manasota Regional Water Authority policy direction				X
EG 3	Provide SWFWMD participation				X
EG 4	Improve communication and correct misinformation				X
EG 4a	Develop one page data sheets for public hearing issues				X
EG 4b	Utilization of social media				X
EG 5	Promote benefit of employee health center				X
EG 6	Payment structure to retain employees				X
FP 1	Enhance "line of sight" between various levels of county operations				X
FP 2	Integrate strategic goals into long range financial planning				X
FP 3	Educate public on financial stability				X
FP 3a	Periodic financial updates				X
FP 3b	Provide education on specific issues prior to and at public hearings				X
FP 4	Include review of debt in budget presentations				X
FP 5	Update reserve policy to include non ad valorem funds				X
FP 6	Monitor federal infrastructure and market impacts on capital project costs				X