



# Strategic Plan Workshop

Jan 15, 2019

# Agenda

- Opening remarks
- Review of Citizen Survey results
- Focus Area reviews
  - Economic & Community Development
  - Infrastructure
  - Public Services
  - Efficient & Effective Government
- Next steps

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# Charlotte County Citizen Survey Results

BCC Workshop  
Jan. 15, 2019



CHARLOTTE COUNTY  
FLORIDA

# Survey Summary

- Standardized random sample survey
- Conducted by ICMA and National Research Center (NRC)
- Comparison of ratings from 2007, 2010, 2012, 2014 and 2016
- Benchmark comparison with other jurisdictions nationwide and statewide

# Survey Elements

General	Community Characteristics	Governance	Participation
Safety			
Mobility			
Natural Environment			
Built Environment			
Economy			
Recreation and Wellness			
Education and Enrichment			
Community Engagement			

# Benchmark Comparisons

	Higher	Similar	Lower
<b>Community Characteristics</b>	1	44	6
<b>Governance</b>	3	37	1
<b>Participation</b>	2	29	3

# Trend Comparisons Over Time

- Dramatic improvement from 2007 to 2010 – (Best overall improvement nationwide)
- Little statistically valid change for each 2 year cycle since 2010
- Cumulatively there has been significant change since 2010 – especially in benchmark comparison

# Benchmark Comparisons

2010 - 2018

		Higher	Similar	Lower
<b>Community Characteristics</b>	<b>2010</b>	1	8	19
	<b>2018</b>	1	24	3
<b>Governance</b>	<b>2010</b>	5	17	10
	<b>2018</b>	3	28	1
<b>Participation</b>	<b>2010</b>	4	10	1
	<b>2018</b>	0	25	0



# Governance

2010 – 2018

Quality of life	+10%
Services provided	+ 9%
Overall direction	+ 22%
Value for taxes paid	+ 18%
Opportunities to participate	+ 19%
Welcome citizen involvement	+ 8%
Public information	+ 11%

# Citizen Participation

2010 – 2018

Recommend Charlotte County	+ 7%
Sense of community	- 7%
Contacted County employees	- 9%
Contacted elected officials	- 8%
Volunteered	- 18%
Watched public meeting	- 28%
Attended public meeting	- 11%
Use of public library	- 15%

\* 94% of citizens read or watch local news



# Mobility

2014 – 2018

	<b>2018</b>	<b>2016</b>	<b>2014</b>
Overall ease of travel	79%	72%	78%
Travel by car	64%	56%	68%
Public parking	68%	58%	69%
Traffic flow	50%	46%	63%
Sidewalk maintenance	57%	46%	56%
Street repair	53%	44%	49%
Street lighting	64%	51%	56%
Traffic signal timing	50%	44%	43%

A large, stylized graphic in the background featuring a yellow sun with rays on the left and three green leaves on the right, all set against a white background. The text "BCC Focus Areas" is overlaid on this graphic.

# BCC Focus Areas



VISION

MISSION

VALUES

STRATEGIC FOCUS AREAS

Public Services

Economic & Community  
Development

Infrastructure

Efficient & Effective  
Government

Bold Goals

Strategic Initiatives

Results / Measures

# Focus Area Discussions

- **Key successes (past)** – what do we have to build on?
- **Momentum (present)** – what do we want to keep doing well?
- **Bold Goals (future)** – where do we go next?

# Economic & Community Development

To create a business climate that promotes a diversified, growing economy consistent with sustainable growth management plans, environmental stewardship and enhanced quality of life.



# Economic & Community Development

## Trends & Issues

- Hospital needs
  - Education and workforce development
  - Need for affordable / workforce housing
- 
- Traffic / Public transportation
  - Water and sewer
  - Zoning – particularly rural
  - Economic diversification



# Economic & Community Development

## Citizen Survey

Survey Question	2018	2016	2014	Benchmark
<b>Favorable rating of the following characteristics:</b>				
Rating of employment opportunities	36%	26%	21%	Similar
Overall economic health	52%	44%	36%	Similar
Quality of K-12 education	52%	67%	60%	Lower
Adult education	53%	51%	52%	Similar
Overall quality of business establishments in County	62%	58%	55%	Similar
Charlotte County as a place to work	49%	42%	36%	Similar
Charlotte County as a place to visit	74%	72%	70%	Similar
Cost of living in Charlotte County	50%	48%	48%	Similar
Overall quality of new development in County	55%	44%	42%	Similar
Overall appearance of Charlotte County	68%	62%	59%	Similar
Overall impression/reputation of Charlotte County	63%	64%	58%	Similar
Overall built environment	53%	50%	52%	Similar
Affordable quality housing	35%	35%	43%	Similar
Housing options	49%	50%	52%	Similar
Land use, planning and zoning	33%	37%	33%	Similar
Code enforcement	39%	37%	33%	Similar
Economic development	53%	36%	33%	Similar

# Potential Goals

## Economic & Community Development

- Add 3,650 affordable housing units by 2024
- Increase tax base of primary industries by 5%
- Improve water quality by 5%
- Increase accommodation tax revenue by 15%
- Increase enrollment in secondary education by 5%

# Economic & Community Development

- **Key successes (past)** – what do we have to build on?
- **Momentum (present)** – what do we want to keep doing well?
- **Bold Goals (future)** – where do we go next?

# Infrastructure

To build and maintain countywide infrastructure that meets our evolving needs and enhances our community appearance, improves public safety and protects our natural resources.

# Infrastructure

## Trends & Issues

- Sidewalks and bike paths
- Evacuation considerations #3
- Renewal of aging infrastructure #1
- Hardening / addressing codes
- Sea level rising
- Water and sewer #2
- Growth plan / traffic #3
- Aesthetics #3

# Infrastructure

## Citizen Survey

Survey Question	2018	2016	2014	Benchmark
<b>Favorable rating of the following characteristics:</b>				
Traffic flow	50%	46%	63%	Similar
Overall ease of travel	79%	72%	78%	Similar
Public places	63%	63%	60%	Similar
Street repair	53%	44%	49%	Similar
Street lighting	64%	51%	56%	Similar
Sidewalk maintenance	57%	46%	56%	Similar
Used Charlotte County recreation centers	56%	55%	63%	Similar
Visited Charlotte County park	76%	77%	80%	Similar
Used Charlotte County public libraries	55%	61%	54%	Similar
Storm drainage	53%	49%	51%	Similar
Drinking water	57%	54%	55%	Similar
Sewer services	80%	67%	71%	Similar

# Infrastructure

## Citizen Survey

### Support for future Sales Tax projects

	High	Medium	Low
<b>Priority on future Sales Tax projects:</b>			
Public safety projects	56%	33%	11%
Road projects	54%	39%	7%
Quality of life projects	43%	42%	15%
School projects	47%	36%	17%
Water quality projects	73%	22%	5%

# Potential Goals

## Infrastructure

- Funding and completion of Capital Needs Assessment through 2026.
- Define and maintain balance between Capital and Operating budgets.



# Infrastructure

- **Key successes (past)** – what do we have to build on?
- **Momentum (present)** – what do we want to keep doing well?
- **Bold Goals (future)** – where do we go next?

# Public Services

To maintain a safe and healthy community by delivering essential services from skilled, professional and dedicated public servants.



# Public Services

## Trends & Issues

- Aging population #2
- Service workers and the working poor #1
- Population growth #2
- Technology
- Development patterns

# Public Services

## Citizen Survey

Service Provided	2018	2016	2014	Benchmark
Sheriff services	86%	85%	87%	Similar
Fire services	97%	96%	90%	Similar
Ambulance or emergency medical services	94%	93%	92%	Similar
Crime prevention	77%	73%	78%	Similar
Fire prevention and education	81%	79%	75%	Similar
Animal control	67%	63%	63%	Similar
Emergency preparedness	77%	75%	74%	Higher
Traffic enforcement	71%	67%	67%	Similar
Road repair	53%	44%	49%	Similar
Street lighting	64%	51%	56%	Similar
Sidewalk maintenance	57%	46%	56%	Similar
Traffic signal timing	50%	44%	43%	Similar
Bus or transit services	36%	33%	21%	Lower
Garbage collection	94%	89%	92%	Similar
Recycling	93%	90%	90%	Higher

# Public Services

## Citizen Survey

Service Provided	2018	2016	2014	Benchmark
Yard waste pick-up	87%	84%	90%	Higher
Storm drainage	53%	49%	51%	Similar
Drinking water	57%	54%	55%	Similar
Sewer services	80%	67%	71%	Similar
County parks	78%	78%	80%	Similar
Recreation programs or classes	65%	62%	57%	Similar
Recreation centers or facilities	67%	61%	58%	Similar
Land use, planning and zoning	33%	37%	33%	Similar
Code enforcement	39%	37%	33%	Similar
Economic development	53%	36%	33%	Similar
Health services	65%	61%	59%	Similar
Public library services	86%	82%	87%	Similar
Public information services	71%	62%	58%	Similar
Preservation of natural areas	61%	63%	69%	Similar
County open space	59%	61%	56%	Similar

# Public Services

## Level of Service

$$\text{Quality} \times \text{Quantity} = \text{Cost}$$

- Benchmark
  - Higher
  - Lower
  - Similar
- Is current level the standard?

# Potential Goals

## Public Services

- Define levels of service for both quality and quantity by 2020.
- Improve customer satisfaction by x% - specific services and targets from survey results
- Improve access to service by x% - specific services and targets from survey results

# Public Services

- **Key successes (past)** – what do we have to build on?
- **Momentum (present)** – what do we want to keep doing well?
- **Bold Goals (future)** – where do we go next?



# Efficient & Effective Government

To manage fiscally sound county operations with a culture of transparency, accountability, citizen engagement and innovation.



# Efficient & Effective Government

## Citizen Survey

Survey Question	2018	2016	2014	Benchmark
<b>Favorable rating of the following characteristics:</b>				
Value of services for the taxes paid to Charlotte County	56%	46%	52%	Similar
Overall rating of services provided by Charlotte County	70%	72%	68%	Similar
Overall rating of services provided by Federal Government	46%	35%	36%	Similar
Overall direction Charlotte County is taking	58%	52%	47%	Similar
Confidence in County government	46%	44%	39%	Similar
Welcoming citizen involvement	45%	39%	35%	Similar
Acting in best interest of Charlotte County	46%	46%	45%	Similar
Overall customer service of County employees	77%	75%	75%	Similar

# Goals

## Efficient & Effective Government

### **Positioning technology for the future**

- Increase % of services provided online
- Target % of budget spent on run, grow, transform

### **Efficiencies**

- Each department identify core processes and Key Performance Indicators (KPIs) by 2020
- Identify process improvement targets by 2020

### **Culture (Great place to work)**

- Update and integrate Mission, Vision and Values

# Next Steps

- Historical trends and affirmation of goals Feb 19<sup>th</sup>
- Focus area budget workshops May - June