



# **Advancing BCC Strategic Focus Areas**

2019/20 – 2020/21 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 2019/20 – 2020/21. 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 every two years since 2008 giving the county the ability to compare not only with those results but also with governments across the nation. Those results are summarized on page 9.

**Employee input:** In October of 2018 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 of our results from 2014 and 2016 (page 11).

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

**Update to process:** This year marks a distinct change in the Board's process. Every two years the Board has made incremental changes toward establishing a true strategic plan. On June 19, 2018 the Board met to discuss proposed improvements for the 2019/2020 – 2020/21 Planning Process. A summary of that discussion is provided on the next page.

## 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**

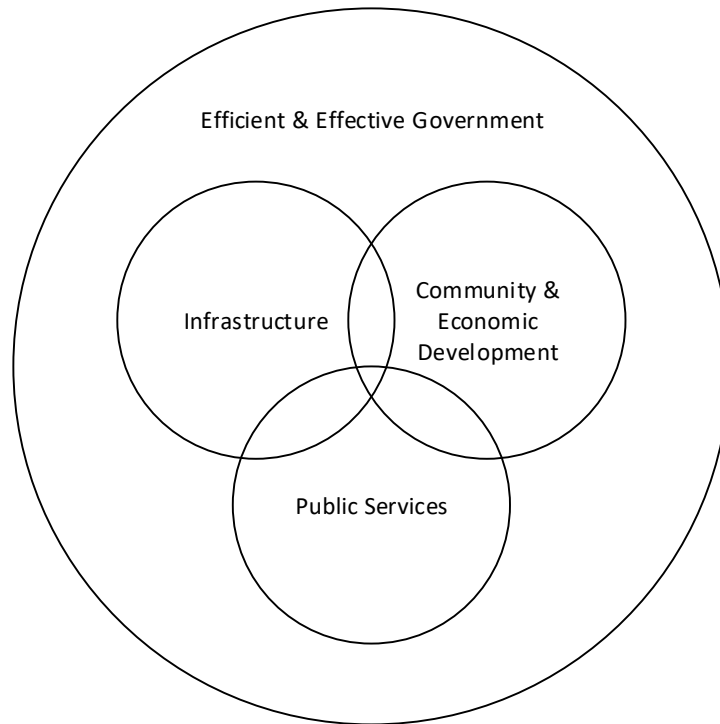
Currently the BCC has nine Strategic Focus areas with 70+ goals. The intent for the future is to streamline to four Focus areas:

- Infrastructure
- Economic and Community Development
- Public Services
- 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.

The Board has received 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 Services

- 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 affordable/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 was 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.

## **Follow-up**

At the September 18 Board Workshop, this summary and the schematic on the next page were presented by staff. During the Board's 2019/20 - 2020/21 Strategic Planning Workshop the Board will be establishing two or three Big Bold Goals for each area to be achieved over the next three to five years. It will then be Administration's responsibility to bring back recommended Strategic Initiatives to accomplish these goals at the Board's Budget Workshops in May to be incorporated into the 2019/20 – 2020/21 Budget.

VISION

MISSION

VALUES

STRATEGIC FOCUS AREAS

**Public Services**

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

**Econ. & 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.

**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.

**Efficient & Effective Government**

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

Bold Goals



Strategic Initiatives



Results / Measures

## **Citizen Engagement**

As directed in the Board’s workshop, a number of “informed citizens” were invited to participate in focus groups for the purpose of validating the trends identified by the Board and identify citizen concerns that may have been missed. During the month of October three focus groups were conducted bringing together representatives from the following affiliations:

- Building Industry Association
- Economic Development Partnership
- Board of Realtors
- Punta Gorda Chamber of Commerce
- Charlotte County Chamber of Commerce
- Englewood Chamber of Commerce
- Together Charlotte
- Youth Sports Council
- Graduates of Charlotte Citizen Academy

While these groups validated the trends identified by the Board they also added the following.

### **Economic & Community Development**

- Traffic / Public transportation
- Water and sewer
- Zoning – particularly rural
- Economic diversification

### **Infrastructure**

- Water and sewer
- Growth plan / traffic
- Aesthetics



## **Prioritization**

Focus groups were then asked to prioritize the issues or trends that were most important to them in each of the focus areas. Each participant was asked to rank their top three issues.

## **Community & Economic Development**

For this focus area the groups were unanimous in rating the priorities with every participant voting the top two issues as

- Education and workforce development
- Need for affordable/workforce housing

## **Infrastructure**

In this focus area the priorities were more diverse with a clear first and second but a three way tie for the third priority.

1. Renewal of aging infrastructure – utilities, roads, bridges
2. Water & sewer
3. Evacuation considerations
3. Growth plan / traffic
3. Aesthetics

## **Public Services**

For this focus area, prioritization was again very clear. All participants ranked “service workers and the working poor” as one of their top three priorities with the next two issues tied for a distant second.

1. Service workers and the working poor
2. Population growth
2. Aging population

## 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, and civic participation. 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 sixth time Charlotte County has engaged in this survey process: 2007, 2010, 2012, 2014, 2016, and 2018. 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.

Most residents experienced a good quality of life in Charlotte County with 86% of respondents rating the County as an excellent or good place to live. A majority (87%) 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.

As in 2016, residents identified Safety and Economy as priorities for the Charlotte County community in the coming two years. The overall feeling of safety within the community was 84%, and 97% for feeling safe within their neighborhood. Both of these ratings are similar to 2016 and to the national benchmark. The rating for overall economic health increased to 52% (44% in 2016) and is similar to the national benchmark.

A variety of characteristics of the community were 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, affordable housing and ease of bus travel in Charlotte County.

In general, survey respondents demonstrated increased trust in local government with 58% rating the overall direction being taken by Charlotte County as "good" or "excellent." (52% in 2016 and 47% in 2014). 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 (77%) rated their overall impression of employees as "excellent" or "good."

On average, residents gave 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, 1 was below the benchmark comparison, 3 were higher and the rest were similar to the benchmark comparison.

The table below provides an overview of the ratings for livability and governance for 2018 compared with previous years and the national benchmark. Data that is significant to the BCC Focus Areas is also summarized in those sections.

## Service Ratings

Survey Question	2018	2016	2014	2012	2010	2007	Benchmark
<b>Favorable rating of the following characteristics:</b>							
The overall quality of life in Charlotte County	79%	83%	78%	73%	69%	57%	Similar
Charlotte County as a place to live	86%	84%	82%	80%	78%	64%	Similar
Overall ease of travel	79%	72%	78%				Similar
Overall education and enrichment	53%	51%	52%				Similar
Sense of community	52%	57%	47%	56%	59%	46%	Similar
Charlotte County as a place to raise children	47%	63%	57%	56%	53%	47%	Lower
Charlotte County as a place to retire	87%	85%	78%	83%	80%	63%	Similar
Overall natural environment	72%	79%	83%				Similar
Overall appearance	68%	62%	59%	51%	58%	43%	Similar
Value of services for the taxes paid to County	56%	46%	52%	47%	38%	30%	Higher
Overall rating of services provided by County	70%	72%	68%	64%	61%	44%	Similar
Overall direction Charlotte County is taking	58%	52%	47%	43%	36%	29%	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
Being honest	50%	45%	43%				Similar
Treat all residents fairly	52%	47%	43%				Similar
Public information services	71%	62%	58%	60%	60%	55%	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. We conducted our first self-administered survey in 2014 which provided us with a baseline against which to measure progress. We are now able to compare results for 2014, 2016 and 2018.

### 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 “increasing the line of sight” 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 one 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. Since 2014 there has been a conscious and concerted effort to improve this coordination and communication. As a result, in 2018 those employees that felt there is “a high level of teamwork” across the organization increased by 11% and the rating of communication within their department increased by 12%. We have not seen an increase in organization-wide communication.

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” and “my employer is helping me meet my career objectives” have both increased by 15% since 2014.

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, 2018 we brought together the subject area experts around each of the BCC Focus Areas. 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 established their goals, 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 2019/20 – 2020/21 Budget. At the end of each summary there is also a list of potential goals for the Board's consideration.

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

**Strengths**

- Dedicated employees with a diverse range of knowledge, skills and abilities.
- Strong leadership from the top down – BCC, Administration, Directors
- Strong relationships and collaboration between non-profits, government and private sector.
- Adaptive use of mature technology for service access.

**Weaknesses**

- Limited affordable housing options.
- Lack of defined “Levels of Service” (LOS) leads to inconsistent service delivery and disparate community expectations.
- Shortage of qualified workforce – particularly in technical areas.

**Opportunities**

- Emerging technologies and tools provide the opportunity to improve both access and quality of services.
- Large turnover of staffing in next few years affords an opportunity to create an internal culture of innovation.
- Rethink service delivery to provide targeted and personalized service.

**Threats**

- Rise in social media creates a greater opportunity for misinformation and rapidly changing expectations.
- Rapid growth and unpredictable development could push us beyond our service capacity.
- “Not in my backyard” mentality (NIMBY).

**Long-range Issues & Trends**

We will have an even older population, outliving their retirement savings and putting a greater burden on service delivery.

Over the next 10 years a majority of the County’s workforce will retire. The work force, both in the nature of work and how to manage workers will change dramatically.

Exponential changes in technology will have multiple impacts:

- Nature of transportation,
- Services that don’t currently exist,
- Rising expectations.

### Immediate Issues and Initiatives

A sustainable revenue structure to support the operating budget while allowing for capital expansion. The 2020 Local Sales Tax extensions could impact this balance in multiple ways.

Defining “Levels of Service” (LOS) is necessary for the management of expectations and to ensure adequacy of the operating budget.

### Potential Goals

Define levels of service for both quality and quantity by 2020.

Improve customer satisfaction by x% - specific services and targets to come from survey results

Improve access to service by x% - specific services and targets to come from survey results

### Citizen Survey Responses

Service Provided	2018	2016	2014	2012	2010	2007	Benchmark
Sheriff services	86%	85%	87%	81%	79%	70%	Similar
Fire services	97%	96%	90%	91%	93%	94%	Similar
Ambulance or emergency medical services	94%	93%	92%	89%	92%	90%	Similar
Crime prevention	77%	73%	78%	71%	61%	49%	Similar
Fire prevention and education	81%	79%	75%	76%	72%	70%	Similar
Animal control	67%	63%	63%	57%	57%	47%	Similar
Emergency preparedness	77%	75%	74%	76%	77%		Higher
Traffic enforcement	71%	67%	67%				Similar
Road repair	53%	44%	49%	48%	45%	37%	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%	26%	23%	21%	Lower
Garbage collection	94%	89%	92%	90%	87%	77%	Similar
Recycling	93%	90%	90%	87%	89%	77%	Higher
Yard waste pick-up	87%	84%	90%	82%	85%		Higher
Storm drainage	53%	49%	51%	55%	50%		Similar
Drinking water	57%	54%	55%	54%	56%		Similar
Sewer services	80%	67%	71%	72%	70%		Similar
County parks	78%	78%	80%	84%	82%	67%	Similar
Recreation programs or classes	65%	62%	57%	66%	57%	57%	Similar
Recreation centers or facilities	67%	61%	58%	63%	68%	56%	Similar
Land use, planning and zoning	33%	37%	33%	33%	32%	15%	Similar
Code enforcement	39%	37%	33%	28%	27%	22%	Similar
Economic development	53%	36%	33%	25%	32%	26%	Similar
Health services	65%	61%	59%	60%	59%	49%	Similar
Public library services	86%	82%	87%	82%	80%	80%	Similar
Public information services	71%	62%	58%	60%	60%	55%	Similar
Preservation of natural areas	61%	63%	69%	60%	60%		Similar
County open space	59%	61%	56%				Similar

**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.

**Strengths**

- Strong partnerships with business, education and community.
- Positive momentum – new development and improved reputation make Charlotte a desirable place to come. Development feeds development.

**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.
- Demographics – the age of our population accentuates the first two weaknesses.

**Opportunities**

- Leverage new developments to build infrastructure and attract further development. Particularly, the synthesis between Sunseeker Resort and Allegiant Airlines could open new markets.
- SMART growth - improving technology infrastructure to manage services and attract businesses, entrepreneurs and workers.
- Expand on educational partnerships to create apprentice and internship programs.

**Threats**

- Aging population opposed to growth or development (status quo is good enough).
- Competition for already limited skilled workforce.
- 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**

The significant number of new developments and the associated population growth will necessitate evaluating and realigning revenue sources and service provision. The capacity of infrastructure, both physical and digital will be challenged.

Transitioning an aging housing stock – a significant portion of mid-county housing was geared to retirees of a past era and is no longer the appropriate size, standard or style.



### Immediate Issues and Initiatives

Projects for the 2020 Local Sales Tax extension could impact the capacity and attractiveness to drive development.

Lack of affordable housing will make it increasingly difficult to attract and retain workers. Lack of diversity in our job market will exacerbate the housing shortage.

We will see the beginning growing pains of new developments.

### Potential Goals

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%

### Citizen Survey Responses

Survey Question	2018	2016	2014	2012	2010	2007	Benchmark
<b>Favorable rating of the following characteristics:</b>							
Rating of employment opportunities	36%	26%	21%	13%	11%	13%	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%	53%	57%		Similar
Charlotte County as a place to work	49%	42%	36%	33%	24%	29%	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%	41%	44%	39%	Similar
Overall appearance of Charlotte County	68%	62%	59%	51%	58%	43%	Similar
Overall impression/reputation of Charlotte County	63%	64%	58%	53%	54%	38%	Similar
Overall built environment	53%	50%	52%				Similar
Affordable quality housing	35%	35%	43%	44%	41%	19%	Similar
Housing options	49%	50%	52%				Similar
Land use, planning and zoning	33%	37%	33%	33%	32%	15%	Similar
Code enforcement	39%	37%	33%	28%	27%	22%	Similar
Economic development	53%	36%	33%	25%	32%	26%	Similar

**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.

**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. Adding the capital maintenance component insures that existing infrastructure remains stable.
- Multiple funding sources provide continuity and flexibility. Public support for the local sales tax has been especially valuable.

**Weaknesses**

- County has an aging infrastructure, keeping pace with both maintenance and expansion will be problematic.
- County currently does not have an adequate system to track and manage capital assets.
- A specific weakness is the lack of disaster sheltering.

**Opportunities**

- Implementation of new technology, the planned integrated fixed asset / work order system could greatly increase shared knowledge and efficiency.
- Expand funding sources (longer range Sales Tax, increase Impact Fees, grants).
- Currently, both Federal and State governments are interested in capital projects.

**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.
- Capital needs driven by growth and aging infrastructure could outpace the growth in resources.
- Changes in climate could impact existing infrastructure as well as place restrictions on future projects.
- Increasing security threats, both physical and digital are costly to address and distract from core functions.

**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.

Projected changes in climate could change the nature of our shorelines and place additional restrictions on where and how we build.

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

### Immediate Issues and Initiatives

The focus on funding capital needs over the last few years has shifted resources from operations. Many functions within the County do not have established service levels, this will need to be revisited to insure operational needs are met at an acceptable level.

The next Local Sales Tax extension vote will occur in 2020.

There will be a significant number of retirements in the next 2-5 years that will reduce the level of skills and knowledge within the organization. With the current labor pool available, filling these gaps will be problematic.

Implementation of an integrated fixed asset management system will occur over the next 2 years. The amount of staff time and resources required will compound the issue of capital maintenance identified above.

### Potential Goals

Funding and completion of next 5 years of Capital Needs Assessment.  
Define and maintain balance between Capital and Operating budgets.

### Citizen Survey Responses

Survey Question	2018	2016	2014	2012	2010	2007	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%	48%	45%	34%	Similar
Street lighting	64%	51%	56%				Similar
Sidewalk maintenance	57%	46%	56%				Similar
Used Charlotte County recreation centers	56%	55%	63%	61%	61%	60%	Similar
Visited Charlotte County park	76%	77%	80%	80%	86%	81%	Similar
Used Charlotte County public libraries	55%	61%	54%	67%	70%	72%	Similar
Storm drainage	53%	49%	51%	55%	50%		Similar
Drinking water	57%	54%	55%	54%	56%		Similar
Sewer services	80%	67%	71%	72%	70%		Similar

**Efficient and Effective Government** - To manage fiscally sound county operations with a culture of transparency, accountability, citizen engagement and innovation.

#### **Strengths**

- Strong, stable and approachable leadership – Board, Administration and Directors.
- Dedicated workforce with high level of experience and knowledge – both institutional and in subject area.
- Organizational culture is a priority, typified by teamwork, communication, transparency and a drive for excellence.

#### **Weaknesses**

- Employee retention – we are often a training ground for our competitors.
- Processes are sometimes inconsistent and lack documentation. When they are well defined, they tend to be slow and bureaucratic.

#### **Opportunities**

- Increased focus and investment in technology, especially automation of processes, increased mobility and remote access.
- Large turnover of staffing in next few years affords an opportunity to create an internal culture of innovation.
- Define “levels of service” (LOS) for each service.
- Explore revenue mix- especially fee schedules and cost recovery.

#### **Threats**

- Dependence on technology has a number of pitfalls – our ability to keep pace because of both regulation and cost, cyber-attacks.
- Competition for qualified staff (compounded by shortage of housing options).
- Rapid development and population growth outpacing our ability to service or impacting our levels of service.

#### **Long-range Issues & Trends**

Convergence of technology – Everything will be touched 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 accelerated 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.

Over the past few years we have developed long-range capital expansion and capital maintenance plans. It is critical to maintain the commitment to these plans during rapid growth, political shifts and economic downturns.

The need to address security, both physical and digital, will continue to increase.

### Immediate Issues and Initiatives

Increased reliance on the Local Sales Tax is a two-edged sword. While it provides the means to meet capital needs, the necessary costs for operating these expansions puts additional pressure on the operating budget.

There will be a significant number of retirements in the next 2-5 years that will reduce the level of skills and knowledge within the organization. With the current labor pool available, filling these gaps will be problematic.

County government is a conglomeration of many varied businesses. The ability to keep pace with technology in each of these businesses simultaneously is increasingly difficult. Over the next two years the priority will be implementing a fixed asset management / work order system and assisting in the conversion to a new financial system.

### Citizen Survey Responses

Survey Question	2018	2016	2014	2012	2010	2007	Benchmark
<b>Favorable rating of the following characteristics:</b>							
Value of services for the taxes paid to Charlotte County	56%	46%	52%	47%	38%	30%	Similar
Overall rating of services provided by Charlotte County	70%	72%	68%	64%	61%	44%	Similar
Overall rating of services provided by Federal Government	46%	35%	36%	38%	33%	28%	Similar
Overall direction Charlotte County is taking	58%	52%	47%	43%	36%	29%	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%	79%	80%	69%	Similar