

# Strategic Plan Workshop

Feb 20, 2025

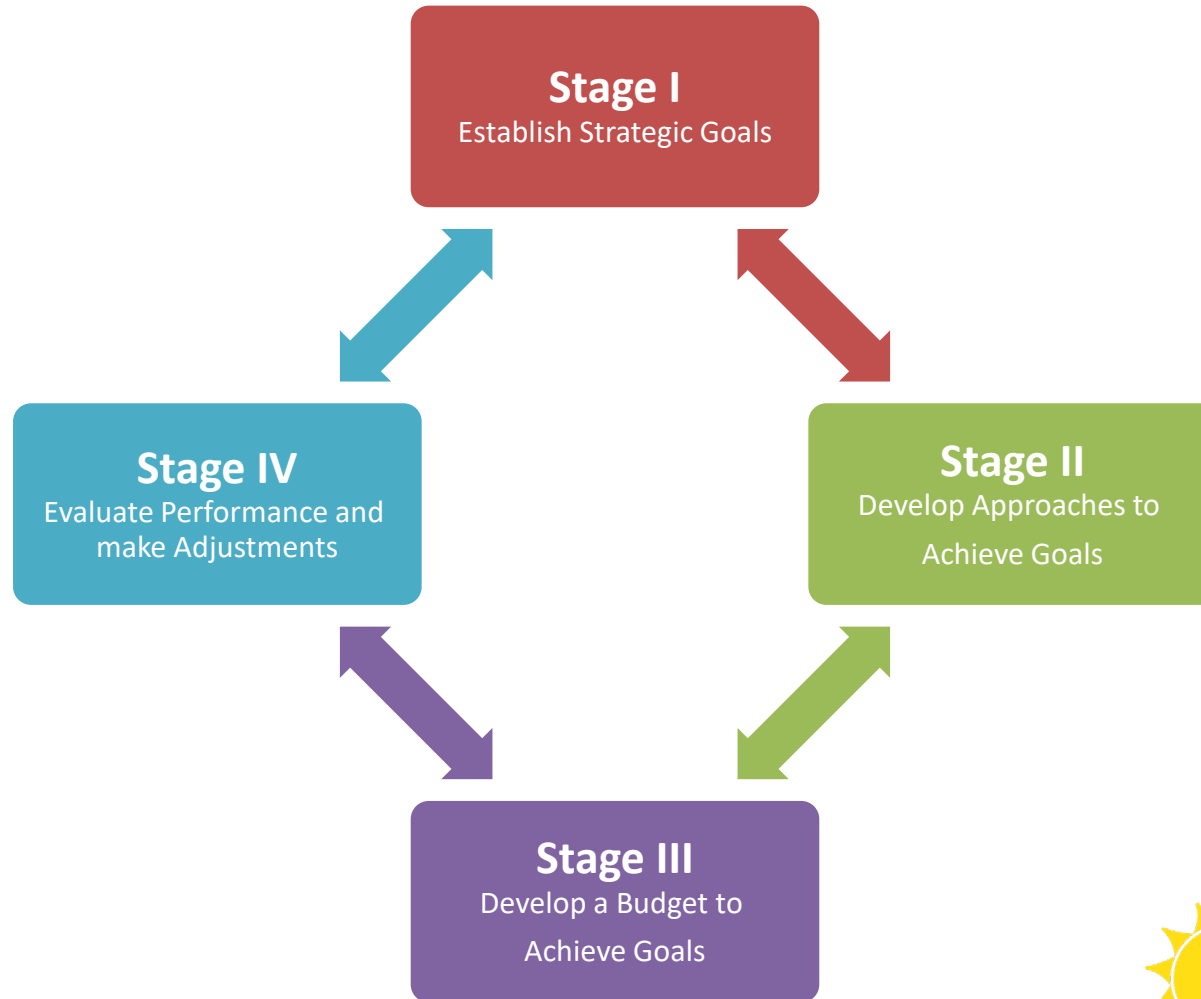


**CHARLOTTE COUNTY**  
FLORIDA

# Agenda

- Opening Remarks
- Review of Strategic Planning Process
- Review of Citizen Survey Results
- Next Big Things
- Scenario Planning
- Focus Area Reviews
  - Economic & Community Development
  - Infrastructure
  - Public Services
  - Efficient & Effective Government
- Next Steps

# Stages of the Budget Process



# Planning Process History

FY12/13	8 Focus Areas – 36 Goals
FY14/15	Citizen Survey, Employee Survey
FY16/17	9 Focus Areas – 48 Long-range Outcomes, 55 Initiatives
FY18/19	Next Big Things
FY20/21	4 Focus Areas – 8 Bold Goals
FY22/23	Scenario Planning (Post-COVID World)
FY24/25	Scenario Planning (Accelerated Growth, Extended Inflation, Recession, Hurricane Ian Recovery)

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# Charlotte County Citizen Survey Results



# Survey Summary

- Standardized random sample survey
- Conducted by Polco and National Research Center (NRC)
- Comparison of ratings from 2007, 2010, 2012, 2014, 2016, 2018 and 2020
- 2022 Survey was cancelled due to Hurricane Ian
- Benchmark comparison with other jurisdictions nationwide and statewide

# Survey Elements

Quality of Life

Governance

Economy

Mobility

Community Design

Utilities

Safety

Natural Environment

Parks and Recreation

Health and Wellness

Education, Arts and Culture

Inclusivity and Engagement

# 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
- Several significant variances from 2020 to 2024
- Although many areas declined, they are still "Similar" to other jurisdictions

# Benchmark Comparisons

## **Increases**

- Safety
- Garbage Collection
- Fire Services

## **Decreases**

- Cost of Living
- Natural Disasters
- Mobility

# Citizen Priorities

Utility Infrastructure	97%
Economic Health of County	90%
Public Safety	87%

# Utility Infrastructure

Service Provided	2024	2020	Variance	National	State
Overall quality of utility infrastructure	51%	62%	-11%	Lower	Similar
Affordable high-speed internet access	46%	65%	-19%	Similar	Similar
Storm drainage	44%	71%	-27%	Lower	Similar
Drinking water	60%	67%	-7%	Similar	Similar
Sewer services	71%	66%	5%	Similar	Similar
Garbage collection	93%	71%	22%	Higher	Higher
Recycling	71%	83%	-12%	Similar	Similar
Yard waste pick-up	80%	80%	0%	Similar	Similar



# Economic Health

<b>Service Provided</b>	<b>2024</b>	<b>2020</b>	<b>Variance</b>	<b>National</b>	<b>State</b>
Overall economic health	56%	64%	-8%	Similar	Similar
Overall quality of business establishments in County	60%	72%	-12%	Similar	Similar
Charlotte County as a place to work	43%	55%	-12%	Lower	Lower
Cost of living in Charlotte County	30%	58%	-28%	Similar	Similar
Overall built environment	44%	61%	-17%	Lower	Similar
Overall appearance of Charlotte County	47%	59%	-12%	Lower	Lower



# Public Safety

<b>Service Provided</b>	<b>2024</b>	<b>2020</b>	<b>Variance</b>	<b>National</b>	<b>State</b>
Overall feeling of safety in County	79%	78%	1%	Similar	Similar
Fire services	94%	83%	11%	Similar	Similar
Ambulance or emergency medical services	85%	86%	-1%	Similar	Similar
Traffic enforcement	51%	61%	-10%	Similar	Similar
Animal control	72%	78%	-6%	Similar	Similar

# Governance

<b>Service Provided</b>	<b>2024</b>	<b>2020</b>	<b>Variance</b>	<b>National</b>	<b>State</b>
Acting in the best interest of the community	43%	55%	-12%	Similar	Similar
Being honest	42%	57%	-15%	Similar	Similar
Treating residents fairly	52%	57%	-5%	Similar	Similar
Customer service by County employees	72%	82%	-10%	Similar	Similar
Public information services	69%	60%	9%	Similar	Similar

# Mobility

<b>Service Provided</b>	<b>2024</b>	<b>2020</b>	<b>Variance</b>	<b>National</b>	<b>State</b>
Overall quality of transportation	32%	47%	-15%	Lower	Lower
Ease of travel by car	58%	72%	-14%	Similar	Similar
Ease of travel by bicycle	28%	43%	-15%	Lower	Lower
Bus or transit services	22%	27%	-5%	Lower	Lower

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# Next Big Things



# FY 25/26 Planning Process

## Next Big Things

### Staff Feedback

2017 Ranking		2024 Ranking	
Infrastructure Overhaul	1	Growth/Population	1
Elder Expense		Infrastructure Overhaul	2
Fiscal Uncertainty	2	Cost of Living/Inflation	3
Citizen Engagement	3	Affordable Housing	4
Climate Change		Climate Change	5
Water Shortages	4	Transportation	6
Digital Citizens	5	Water Shortages	7

# FY 25/26 Planning Process

## Next Big Things

### Community Feedback

Staff		Community	
Growth/Population	1	Growth/Population	= 1
Infrastructure Overhaul	2	Transportation	↑ 2
Cost of Living/Inflation	3	Infrastructure Overhaul	↓ 3
Affordable Housing	4	Affordable Housing	= 4
Climate Change	5	Cost of Living/Inflation	↓ 5
Transportation	6	Climate Change	↓ 6
Water Shortages	7	Water Shortages	= 7

# Next Big Things

## Future Impacts of AI

### Impact on Service Delivery:

- **Automation and Efficiency:** AI is expected to enhance service delivery by automating tasks, improving efficiency, and allowing more focus on personalized customer service.
- **Ethical Decision-Making:** AI could aid in making ethical decisions and disseminating regulated information more effectively.
- **Adaptation and Personalization:** AI might allow for better anticipation of community needs and reshaping of services to meet those needs.
- **Workplace Restructuring:** The integration of AI into workplace operations is likely, potentially reducing the number of jobs but also creating new opportunities for efficiency and innovation in service delivery.

# Next Big Things

## Future Impacts of AI

### **Open AI**

- Publicly available
  - Analysis
  - Compilation
  - Synthesis
  - Creating
- 
- Policy
  - Promotion

### **Application AI**

- Built into software
  - Escalate quickly
  - Limited control
  - Limited skills needed
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- Adoption
  - Adaptation

### **Developmental AI**

- Very expensive
  - High level of skill
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- Longer range
  - AI developing AI

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# Scenario Planning



# FY 25/26 Planning Process

		Accelerated Growth	Extended Inflation	Storm Recovery
Public Services	Define Levels of Maintenance (LOM) by 2024			
	Optimize organization based on Levels of Service			
Infrastructure	Funding and Completion of Capital Needs Assessment (CNA) through 2029			
	Define and maintain balance between Capital and Operating Budgets			
Economic & Community Development	Add 200 new affordable housing units per year over next five years			
	Increase college internships to 20 students for FY 24-25			
	Implement One Charlotte, One Water management plan before end of FY2024			
Efficient & Effective Government	Ensure Culture as "Great Place to Work"			
	Ensure Culture of continuous improvement			
	Increase "Line of Sight"			
	Strengthening the resiliency of the organization and communication			

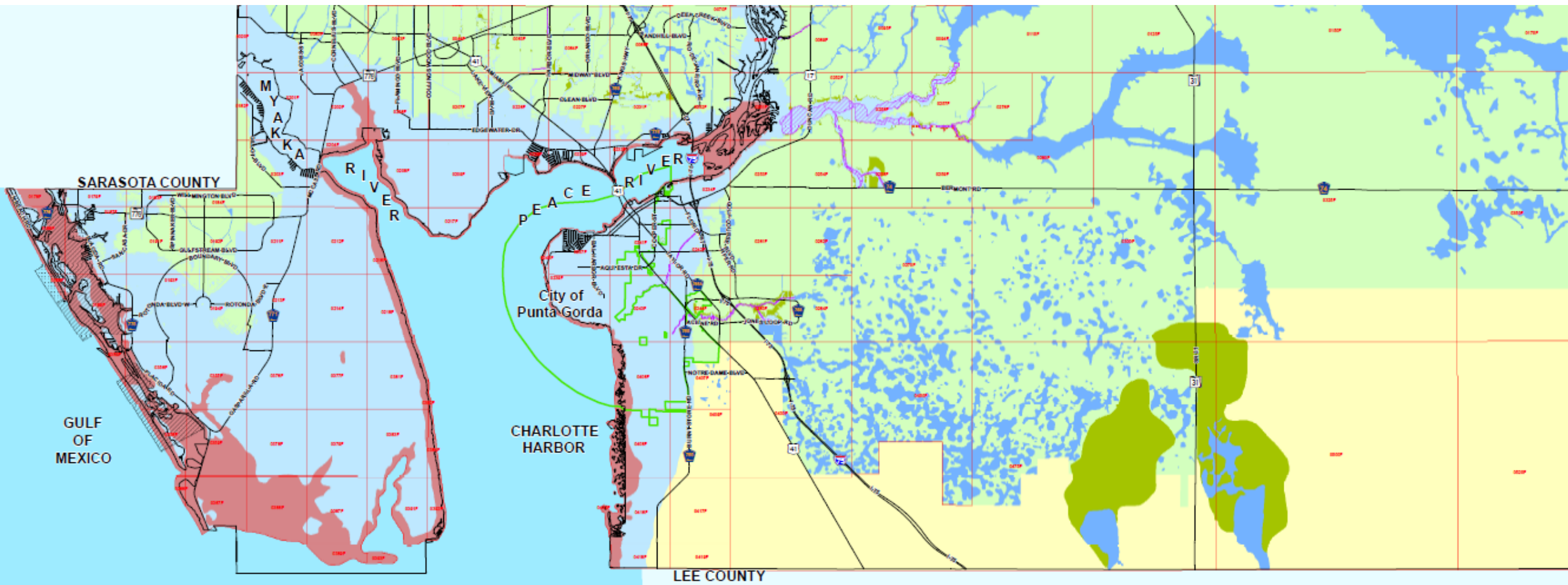
# Challenges & Opportunities

- Transformation population growth
- Inflation levels and increased costs
- Affordable housing
- Vacant land
- Attracting and retaining County employees
- Traffic flows and congestion
- Frequency of weather events

\*page 11 in workbook

# Potential Gaps in Goals

- Recovery vs resiliency
- Long-range plan for growth
- Transitional growth



### FEMA Zones

Stateplane Projection  
 Datum: NAD83  
 Units: Feet  
 Source: CCGIS, FEMA  
 Metadata available upon request

VE Zones  
 AE Zones  
 A Zones

D Zones  
 X Zones  
 X Zones (0.2% annual chance flood)

Coastal Barrier Resources System (CBRS) Area  
 Otherwise Protected Area (OPA)  
 Floodway Areas in Zone AE

City of Punta Gorda  
 FIRM Panel



(Not to Scale)

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# BCC Focus Areas





# 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

## **Bold Goals:**

- Add 200 new affordable housing units per year over next five years
- Increase college internships to 20 students for FY 24-25
- Implement One Charlotte, One Water management plan before end of FY2024

# Economic & Community Development

## Potential Revisions

### **Bold Goals:**

- Add 200 new affordable housing units per year over next five years
- ~~Increase college internships to 20 students for FY 24-25~~
- Implement One Charlotte, One Water **recommendations**
- **Increase opportunities for industrial development in Charlotte County**
- **Drive Charlotte County's transformation into a leading destination for skilled professionals, featuring thriving jobs, workforce housing, and vibrant opportunities.**

# 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

## **Bold Goals:**

- Funding and Completion of Capital Needs Assessment (CNA) through 2029
- Define and maintain balance between Capital and Operating Budgets

# Infrastructure Potential Revisions

## **Bold Goals:**

- Funding and Completion of Capital Needs Assessment (CNA) through **2031**
- Define and maintain balance between Capital and Operating Budgets
- **Develop and implement local transportation plan**

# Public Services

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



# Public Services

## **Bold Goals:**

- Define levels of maintenance (LOM) by 2024
- Optimize organization based on Levels of Service

# Public Services Potential Revisions

## Bold Goals:

- Define levels of maintenance (LOM) by **2027 (move to infrastructure)**
- Optimize organization based on Levels of Service
- **Ensure data driven decision making in the delivery of services to a changing community**

# Efficient & Effective Government

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



# Efficient & Effective Government

## **Bold Goals:**

- Ensure Culture as “Great Place to Work”
- Ensure Culture of continuous improvement
- Increase “Line of Sight”
- Strengthen the resiliency of the organization and communication

# Efficient & Effective Government

## Potential Revisions

### **Bold Goals:**

- Ensure Culture as “Great Place to Work”
- Ensure Culture of continuous improvement
- Increase “Line of Sight”
- Strengthen the resiliency and **recovery capacity** of the organization
- **Manage the complexities of a transitioning organization**

# Next Steps

Historical Trends and Affirmation of Goals

March 6<sup>th</sup>

Focus Area Budget Workshops

April - June

