



Advancing BCC Strategic Focus Areas

2025/26 – 2026/27 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 2025/26- 2026/27. 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 Polco 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. Due to Hurricane Ian making landfall late in 2022 we were unable to complete the survey that year, thus there is a four-year spread since the last survey. Those results are summarized on page 4.

Employee input: In November 2024, we asked our employees to evaluate the organization through an online 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 previous cycles (page 6).

Subject matter experts: Each cycle we conduct exercises to take advantage of the wide range of knowledge and expertise within the organization. In 2022 we asked our colleagues to consider four alternative scenarios and the potential impact they could have on the Board's goals. Since 2022, three of those scenarios have become reality: accelerated population growth, persistent inflation, and storm recovery. Beginning on page 13 is summary of how those factors impact the BCC goals and how they are being addressed.

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.

Charlotte County conducts this survey process every two years in alignment with our strategic planning process. However, the landfall of Hurricane Ian in late 2022 prohibited the execution in that year, thus it has been four years since the last survey. The change in ratings over the years has trended upward and shown progressive improvement. That is not the case in the 2024 results. Since 2020 Charlotte County has experienced the impact of three major storm events (Hurricane Ian in 2022 and Hurricanes Helene and Milton in 2024) and their influence on citizen perspective is pronounced. Only 33% of residents said they *felt safe from fire, flood, or other natural disaster* (down from 67% in 2020).

Additional, results were unfavorably impacted by the rapid population growth we are seeing (17% increase since 2020) and the post-Covid inflation. Mobility rates declined dramatically with *ease of travel by car* dropping 14%. The overall rating of the *cost of living in Charlotte County* dropped by 28%. The composite impact of these factors is that the overall rating of *Charlotte County as a place to live* declined from 87% to 75% but is still on par with other communities across the county and within Florida.

In fact, despite the widespread decline in the survey Charlotte County is still rated **Similar** to other communities across the county and within Florida across most categories. Conversations with the National Research Center confirmed that there has been decline in citizen satisfaction with government since 2020.

As in previous years, residents identified Safety, Utilities and Economy as the highest priorities for Charlotte County community in the coming two years. The overall *feeling of safety within the community* was 79%, and 94% for *feeling safe within their neighborhood*. Both ratings are similar to the national benchmark. The rating for *overall economic health* decreased to 56% (64% in 2020) and is similar to the national benchmark. The *overall quality of the utility infrastructure* declined from 62% to 51% and is lower than the benchmark.

A variety of characteristics of the community and services provided were evaluated by those participating in the study. The characteristics receiving the most favorable ratings were *the feeling of safety* (94%), *fire services* (94%) and *garbage collection* (93%). The characteristics receiving the least positive ratings were *land use, planning and zoning* (22%), *affordable housing* (17%) and *ease of bus travel* (22%) in Charlotte County.

In general, survey respondents demonstrated decreased trust in local government with 41% saying they have *confidence in County government* (similar to the benchmark). The same percentage 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 higher marks to those

employees. Most (72%) rated their overall impression of employees as “excellent” or “good”, but that was down from 82% in 2020.

A notable highlight was the level of citizen support for the local one cent sales tax. 79% of participants said they would support another six-year extension of the sales tax, that percentage declined to 62% for a ten-year extension and 44% for twenty years. The highest level of support was for projects improving water quality (84%) and transportation (74%).

The table below provides an overview of the ratings for livability and governance for 2024 compared with previous years and the national and Florida benchmarks. Data that is significant to the BCC Focus Areas is also summarized in those sections.

Overall Ratings

Survey Question	2024	2020	2018	2016	2014	National	State
Favorable rating of the following characteristics:							
The overall quality of life in Charlotte County	75%	84%	79%	83%	78%	Similar	Similar
Charlotte County as a place to live	75%	87%	86%	84%	82%	Similar	Similar
Overall education and enrichment	35%	53%	53%	51%	52%	Similar	Similar
Sense of community	53%	61%	52%	57%	47%	Similar	Similar
Charlotte County as a place to raise children	60%	66%	47%	63%	57%	Lower	Lower
Charlotte County as a place to retire	73%	86%	87%	85%	78%	Similar	Similar
Overall natural environment	65%	77%	72%	79%	83%	Similar	Similar
Overall appearance	61%	68%	68%	62%	59%	Similar	Similar
Overall feeling of safety	79%	78%	84%	82%	81%	Similar	Similar
Safety in your neighborhood	94%	97%	96%	97%	94%	Similar	Similar
Value of services for the taxes paid to County	45%	58%	56%	46%	52%	Similar	Similar
Overall rating of services provided by County	60%	69%	70%	72%	68%	Similar	Similar
Overall direction Charlotte County is taking	41%	54%	58%	52%	47%	Lower	Similar
Confidence in County government	41%	51%	46%	44%	39%	Similar	Similar
Welcoming citizen involvement	41%	45%	45%	39%	35%	Similar	Similar
Acting in best interest of Charlotte County	43%	55%	46%	46%	45%	Similar	Similar
Being honest	42%	57%	50%	45%	43%	Similar	Similar
Treat all residents fairly	52%	57%	52%	47%	43%	Similar	Similar

Overview of Employee Survey

The employee survey consisted of 29 statements grouped into four major categories: teamwork, communication, organization and personal. For each statement, employees were asked to evaluate the organization's 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, 2018, 2020, 2022 and 2024.

The most significant finding of this year's survey was how little change there was from either 2020 or 2022. For an organization that has been through a pandemic and three hurricanes, our scores were remarkably stable. We believe this is a testimony of the stability and resiliency of the organization and our employees.

Strengths

Our greatest strength remains an extremely dedicated workforce. An overwhelming majority of our employees rate themselves as being "committed to doing quality work" and "understanding how to be a good team player."

High marks for our managers: "I know what is expected of me by my manager," "My manager is fair and even-handed in the treatment of employees," and "My manager cares about me as an individual" are evidence that our Management Institution program is working.

Further, employees 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." In addition, they understand how their role fits in with the organization's future.

Opportunities

Just as important, we also received feedback on where we need to improve. As in any organization, communication is always an area that can be improved. The county is a large diverse organization and communication is a challenging task. Our employees have told us we need to improve our efforts across the organization, between departments and within departments when changes occur.

Just as important is who participated in the survey. Of those employees who function in an office or administrative capacity 87% of them completed the survey. However, of those employees who are in the field or directly delivering service, only 17% completed the survey. This is the first year we have collected this demographic, and it has informed us of the need to engage this portion of the workforce.

Next Big Things

In 2017 we brought together County staff and industry representatives to review 44 trends and collectively highlight those that could have the biggest impact on our community in the next 20 years. Senior county staff engaged in the exercise and then we brought together local representatives from a broad spectrum of industries (banking, real estate, non-profit, etc.) repeated the process. Although the results were similar, there were also marked differences as shown below.

County Staff	Business Community
1. Infrastructure overhaul (tie) Elder expense (tie)	1. Infrastructure overhaul 2. Elder expense (tie)
2. Fiscal uncertainty	Water shortages & access (tie)
3. Citizen Engagement (tie) Climate change (tie)	3. Digital citizens / Direct democracy
4. Technology	4. Technology

Much has changed over the past seven years so as part of the 2025/26 planning process we revisited this exercise. At a quarterly meeting we collectively engaged the organization’s managers and supervisors to discuss and rank the major trends Charlotte County will face over the next 20 years. The chart below gives a comparison of 2017 results next to 2024, only the three highlighted items are carry-overs from 2017.

2017	2024
1. Infrastructure overhaul Elder expense (tie)	1. Population growth 2. Infrastructure overhaul
2. Fiscal uncertainty	3. Inflation
3. Citizen engagement Climate change (tie)	4. Affordable housing 5. Climate change
4. Water shortages	6. Transportation / traffic
5. Digital citizens	7. Water shortages

Population Growth

In the decade from 2010 through 2020 Charlotte County grew by 16%, an increase of 26,000 residents. In the decade we are halfway through our population will grow by 33%, an increase of 62,600 residents. Keeping pace with this growth will be our number one challenge. Over the past two years Charlotte County has engaged Metro Forecasting to conduct an in-depth analysis of our growth patterns and projected growth both in volume and geographic distribution.

County departments have used this data to project long-range operating and staff plans that will be incorporated into the planning process. The first stage will be a draft 10-year staffing plan and financial projections to be presented to the BCC in March 2025. Long-range planning will allow us to proactively adapt and maintain the levels of service our community has come to expect.

It should be noted that this magnitude of growth is not incremental, it is transformational. Charlotte County is transitioning from a rural county to an urban county and this transition will not allow us to simply do more of the same, we will have to do many things entirely different.

Infrastructure Overhaul

Charlotte County has made significant strides in how we address our infrastructure in the past seven years. We have greatly enhanced our policy and process to provide 20-year Capital Needs schedule as well as 20-year Capital Maintenance schedules. We have secure funding strategy through a dedicated Capital Projects millage, Impact Fees and citizen supported Sales Tax.

However, keeping pace with population expansion at inflated construction cost will still be a challenge. This challenge has been complicated by the impact of three major hurricanes in two years.

Inflation

As stated above construction costs have increased dramatically over the past few years. In some cases, we have seen cost increases of over 100% and while the rate of increase seems to be slowing there is no indication it will stop or decrease. Cost pressures are exacerbated locally by the rapid growth that drives up demand while at the same time creating a shortage of materials and labor. Hurricane Ian damaged tens of thousands of buildings and while the range of damage from Helene and Milton was less, the degree of damage to those buildings impacted was greater.

More than just construction cost has been impacted. Any operating costs reliant on equipment, chemicals or labor have seen significant increases.

Affordable Housing

Although this is a nation-wide problem it is again magnified by both our rapid population growth and the large number of dwellings temporarily or permanently removed by storms. New construction has been at a record pace, but the inflationary impacts and demand have driven the cost of renting or owning out of range for a greater number of residents. Additionally, the seasonality of our community decreases affordable year-round rental opportunities.

“Cost Burden” is a term that refers to the amount of money a household spends all housing costs (rent or mortgage, utilities, insurance, etc.) and a household is considered cost burdened when housing costs exceed 30% of income, and extremely cost burdened when housing costs exceed 50% of income. According to the Shimberg Center for Housing Studies, 11.5% of Charlotte County residents are considered cost burdened and an additional 10% are considered extremely cost burdened. This means that over 20% of county residents have less money for essentials like food and healthcare, increased stress and mental health issues, housing instability and limited economic mobility. Natural disasters compound these issues.

Climate Change

Charlotte County has been directly impacted by three major storms in two years. As a low lying, coastal community the impact of increased storm activity and/or sea level rise would be significant. The

impacts are widespread, but the additional effort and cost of repeated preparation, evacuation and recovery puts an enormous strain on the community and its local government.

Transportation / Traffic

Charlotte County was planned and developed primarily by private enterprise. It was designed as a network of communities you drove into and out of, not through. Consequently, there are very few thoroughfares and connectivity relative to our overall population and very few expansion options available to accommodate growth. As the population grows traffic will simply become more congested.

Water Shortages

Roughly 70% of Florida's population lives within 10 miles of the coast but the vast majority of fresh water resides in the central portion of the state in both surface waters (rivers) and underground aquifers. With the rapid level of development access to potable water will be a growing concern.

Strategic Planning Update

In our last planning process in 2022, we conducted an exercise to project the impacts of four alternative scenarios.

- Accelerated population growth
- Persistent inflation
- Recession
- Hurricane recovery

Since that time three of these have become part of our on-going reality. Two were addressed in the previous section but reiterated here.

Population Growth

In the decade from 2010 through 2020 Charlotte County grew by 16%, an increase of 26,000 residents. In the decade we are halfway through our population will grow by 33%, an increase of 62,600 residents.

Persistent Inflation

As stated above construction cost have increased dramatically over the past few years. In some cases, we have seen cost increases of over 100% and while the rate of increase seems to be slowing there is no indication it will stop or decrease.

The third factor is **storm recovery**. In the past 2 years Charlotte County has been impacted by 5 storms and 3 of them (Ian, Helene ad Milton) made landfall. Recovery is not just costly in terms of dollars, but also in time, effort, and planning.

We met with each departments management team to discuss the impact these three factors have on their operations but more specifically, how do they impact our ability to address the Board's Bold Goals. We used the following format to gather input and a summary by Focus Area begins on page 11.

		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			

Global Issues

In reviewing the Board's goals, participants identified two potential gaps for the BCC to consider in updating this year's plan.

Recovery: In 2023, after Hurricane Ian **strengthening resiliency** was added as **Bold Goal**. Since that time Charlotte has been impacted by two additional major storms and currently has seven active FEMA events. While we have learned much and has demonstrated incredible resiliency as individuals and as an organization it has become apparent that we must also adapt mentally and structurally for the long haul. Even without additional future events, rebuilding will take years and \$120 million of HMGP grant projects will add to that. The reimbursement process through insurance, FEMA and other agencies is arduous. We cannot continue to approach this as a temporary situation or a "one-off" event, as an organization we must get better and faster at rebuilding and subsequent reimbursement.

Transitioning to an urban county: The population growth we are seeing is transformational in nature and Charlotte County is moving from a rural county to an urban one. This is not a transformation that can be accomplished incrementally. Many of the systems and structures of the organization have been developed incrementally over time, but we are finding to rethink the way we do things. As part of analysis of population growth and land use patterns in the County, Metro Forecasting has identified challenges around the availability and distribution of non-residential land in the county inhibiting investment in the county with a specific focus on land available for industrial development. Human Services is currently in the process of applying for entitlement community status. Transit operations and funding will dramatically change with the next census. Functions like asset management, training and space allocation need to be reconsidered from an organization-wide perspective.

Right sizing based on Levels of Service: This was established as goal two years ago and departments have identified Level of Service metrics. Now that we have population forecasts from Metro Forecasting each department has develop 10-year staffing plans that would safeguard our levels of service over that timeframe. These projections will be presented to the Board at the March 6th workshop.

Challenges & Opportunities

Participants identified several high-level challenges and opportunities for the Board to take into consideration.

- The population growth we are seeing is transformational in nature. Charlotte County is projected to add 62,000 citizens this decade.
- Inflation levels have begun to flatten but it is unlikely that prices will decline. Cost projections for capital projects will still outpace the budget.
- Affordable housing will continue to be a primary need. Since this is a nation-wide issue, it is unlikely that we will see improvement.
- With the projected development level, vacant land is becoming scarce. We will need to begin a "land pool" to accommodate future parks and facilities.

- Attracting and retaining County employees is a continuing concern. We often cannot attract experienced workers and thus must train our own (in many cases this is a multi-year process).
- Traffic flows and congestion will escalate even higher as an issue with citizens and visitors.
- The frequency of weather events seems to be increasing and needs to be addressed proactively.

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

Focus Area: Public Services

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

Service Provided	2024	2020	2018	2016	2014	National	State
Sheriff services	79%	81%	86%	85%	87%	Similar	Similar
Fire services	94%	83%	97%	96%	90%	Similar	Similar
Ambulance or emergency medical services	85%	86%	94%	93%	92%	Similar	Similar
Crime prevention	74%	77%	77%	73%	78%	Similar	Similar
Fire prevention and education	72%	76%	81%	79%	75%	Similar	Similar
Animal control	72%	78%	67%	63%	63%	Similar	Similar
Emergency preparedness	79%	73%	77%	75%	74%	Similar	Similar
Traffic enforcement	51%	61%	71%	67%	67%	Similar	Similar
Road repair	44%	54%	53%	44%	49%	Similar	Similar
Street lighting	50%	57%	64%	51%	56%	Lower	Similar
Sidewalk maintenance	40%	51%	57%	46%	56%	Similar	Similar
Traffic signal timing	43%	46%	50%	44%	43%	Similar	Similar
Bus or transit services	22%	27%	36%	33%	21%	Lower	Lower
Garbage collection	93%	71%	94%	89%	92%	Higher	Higher
Recycling	71%	83%	93%	90%	90%	Similar	Similar
Yard waste pick-up	80%	80%	87%	84%	90%	Similar	Similar
Storm drainage	44%	71%	53%	49%	51%	Lower	Similar
Drinking water	60%	67%	57%	54%	55%	Similar	Similar
Sewer services	71%	66%	80%	67%	71%	Similar	Similar
County parks	67%	73%	78%	78%	80%	Similar	Similar
Recreation programs or classes	46%	65%	65%	62%	57%	Lower	Similar
Recreation centers or facilities	46%	62%	67%	61%	58%	Similar	Similar
Land use, planning and zoning	22%	36%	33%	37%	33%	Lower	Similar
Code enforcement	35%	44%	39%	37%	33%	Similar	Similar
Economic development	37%	51%	53%	36%	33%	Similar	Similar
Health services	49%	74%	65%	61%	59%	Similar	Similar
Public library services	77%	80%	86%	82%	87%	Similar	Similar
Public information services	69%	60%	71%	62%	58%	Similar	Similar
Preservation of natural areas	46%	62%	61%	63%	69%	Lower	Lower
County open space	47%	71%	59%	61%	56%	Lower	Similar

Public Services			
	Accelerated Growth	Extended Inflation	Storm Recovery
Define Levels of Maintenance (LOM) by 2024	Slowed process and creating reactionary maintenance from increased equipment stress and rushed construction. Customized service level expectations complicate the MSBU model. Making reevaluating asset replacement schedules based on usage essential and highlighting the need for operational regionalization.	Creating staff shortages, rising costs for contracted work, increased material expenses, and budget constraints, resulting in slower response times.	Slowed the process, as most efforts are directed toward hurricane repairs. There is ambiguity regarding funding responsibilities, and repairs are altering the maintenance path, necessitating additional staff while balancing staffing needs against contractual obligations.
Optimize organization based on Levels of Service	New technology is helping to maintain adequate staffing levels to meet growing demands. This highlights the importance of assessing the operational impacts of growth and developing a long-term plan. The situation creates ongoing upward pressure, which becomes even more pronounced during times of crisis.	Increasing the required funding while grant amounts remain unchanged, creating financial strain and limiting available resources for necessary services.	Closing beaches and taking vacation rentals offline, which directly affects service levels. This creates urgency for recovery, and while funding sources typically increase after a storm, there is a growing need for a community liaison to communicate partner information to citizens.

Focus Area: 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.

Survey Question	2024	2020	2018	2016	2014	National	State
Favorable rating of the following characteristics:							
Traffic flow	43%	54%	50%	46%	63%	Similar	Similar
Ease of travel by car	58%	72%	64%	56%	68%	Similar	Similar
Public places	40%	61%	63%	63%	60%	Similar	Similar
Street repair	44%	54%	53%	44%	49%	Similar	Similar
Street lighting	50%	57%	64%	51%	56%	Lower	Similar
Sidewalk maintenance	40%	51%	57%	46%	56%	Similar	Similar
Storm drainage	44%	71%	53%	49%	51%	Lower	Similar
Drinking water	60%	67%	57%	54%	55%	Similar	Similar
Sewer services	71%	66%	80%	67%	71%	Similar	Similar

Infrastructure			
	Accelerated Growth	Extended Inflation	Storm Recovery
Funding and Completion of Capital Needs Assessment (CNA) through 2029	Identified need for additional space on the CNA, including plant expansions and new sites to enhance regionalization. A review of current sites is necessary to assess efficiency and accommodate larger space requirements.	Increase cost for projects identified on th CNA.	Escalating the need and frequency for beach renourishment and HMGP grant projects.
Define and maintain balance between Capital and Operating Budgets	Rising service demands and expanding areas are straining resources, as entitlement community status limits funding until the next census. There is increased difficulty in securing qualified bids and a growing need for additional staffing.	Facing higher costs for contracts and supplies, reduced service levels, and ongoing supply chain challenges. Additionally, there are significant difficulties in recruiting and retaining staff.	Heightened competition for materials and contractors is straining resources, while restoration efforts divert attention from daily operational needs.

Focus Area: 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.

Survey Question	2024	2020	2018	2016	2014	National	State
Favorable rating of the following characteristics:							
Rating of employment opportunities	35%	40%	36%	26%	21%	Similar	Similar
Overall economic health	56%	64%	52%	44%	36%	Similar	Similar
Quality of K-12 education	53%	59%	52%	67%	60%	Similar	Similar
Adult education	30%	46%	53%	51%	52%	Lower	Lower
Overall quality of business establishments in County	60%	72%	62%	58%	55%	Similar	Similar
Charlotte County as a place to work	43%	55%	49%	42%	36%	Lower	Lower
Charlotte County as a place to visit	59%	74%	74%	72%	70%	Similar	Lower
Cost of living in Charlotte County	30%	58%	50%	48%	48%	Similar	Similar
Overall quality of new development in County	38%	52%	55%	44%	42%	Similar	Similar
Overall appearance of Charlotte County	47%	59%	68%	62%	59%	Lower	Lower
Overall impression/reputation of Charlotte County	61%	68%	63%	64%	58%	Similar	Similar
Overall built environment	44%	61%	53%	50%	52%	Lower	Similar
Affordable quality housing	17%	39%	35%	35%	43%	Similar	Similar
Housing options	33%	53%	49%	50%	52%	Similar	Similar
Land use, planning and zoning	22%	36%	33%	37%	33%	Lower	Similar
Code enforcement	35%	44%	39%	37%	33%	Similar	Similar
Economic development	37%	51%	53%	36%	33%	Similar	Similar

Economic & Community Development			
	Accelerated Growth	Extended Inflation	Storm Recovery
Add 200 new affordable housing units per year over next five years	The demand for goods and services increases, leading to increased costs.	Extended inflation has made a living expenses more burdensome, particularly affecting the availability of affordable housing, as developers struggle to make projects financially viable due to escalating costs.	Impacted by the high costs associated with providing temporary housing for those affected by damage, alongside the loss of inventory. The storm recovery efforts highlight the need to prioritize the development of resilient affordable housing solutions.
Implement One Charlotte, One Water management plan before end of FY2024	Increased growth, pollution, and impervious surfaces pose challenges to water quality, fisheries, and meeting Charlotte One Water objectives. Growth contributes to increase demand for leisure activities.	Extended inflation has lead to increased costs for septic to sewer projects and aquatic weed removal, while expenses for green space and acquire conservation lands has risen significantly.	Storms cause stormwater overflow that contaminates waterways, leading to closures and negatively impacting leisure and commercial fishing, water sports, and beach use, while introducing pollutants and nutrients that degrade water quality.
Increase college internships to 20 students for FY 24-25	Accelerated Growth in Charlotte County would further increase the need for Interns. Several interns have been hired as full time employees.	Internships has assisted filling department staffing needs during difficulties filling full time postions due to competitive job market.	Temporary staff provided relief to staff during storm recovery.

Focus Area: Efficient & Effective Government

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

Survey Question	2024	2020	2018	2016	2014	National	State
Favorable rating of the following characteristics:							
Value of services for the taxes paid to Charlotte County	45%	58%	56%	46%	52%	Similar	Similar
Overall rating of services provided by Charlotte County	60%	69%	70%	72%	68%	Similar	Similar
Overall rating of services provided by Federal Government	36%	41%	46%	35%	36%	Similar	Similar
Overall direction Charlotte County is taking	41%	54%	58%	52%	47%	Lower	Similar
Confidence in County government	41%	51%	46%	44%	39%	Similar	Similar
Welcoming citizen involvement	41%	45%	45%	39%	35%	Similar	Similar
Acting in best interest of Charlotte County	43%	55%	46%	46%	45%	Similar	Similar
Overall customer service of County employees	72%	82%	77%	75%	75%	Similar	Similar

Efficient & Effective Government			
	Accelerated Growth	Extended Inflation	Storm Recovery
Ensure Culture as “Great Place to Work”	Drives up living costs, increases workloads, and risks burnout, emphasizing the need for affordable housing, mental health support, balanced decision-making, and proactive communication to sustain employee morale and well-being.	Impacting wage competitiveness, staff retention, recruitment, and employee trust amid rising costs and scrutiny.	Initiatives such as fostering camaraderie, utilizing temporary staff, and implementing Kelly Days provide some relief, but prolonged crises still significantly impact morale and efficiency.
Ensure Culture of continuous improvement	Driving the adoption of AI, new technologies, and accreditation standards. It has created opportunities for training, education, certification, and awards while emphasizing standardization. However, limited time to focus on improvements poses a challenge to sustaining progress.	Necessitating the hiring of less experienced staff, requiring additional training to maintain standards and ensure growth.	Limiting adequate space for positions due to damaged facilities.
Strengthening the resiliency of the organization and communication	Enhanced importance of resilient construction, infrastructure built to flood standards, and the creation of a design manual. It includes exploring generator alternatives, enhancing training and succession planning with a focus on diversity, and developing staffing and capital plans. Trust within departments is being reinforced, and improved communication methods, and mental health training, are being implemented to support staff and the community.	Increasing the availability of resiliency funding. It emphasizes the importance of documenting processes and reviewing lessons learned to improve future responses and strategies.	Highlighting the importance of early communication and adopting new damage assessment software and a hybrid remote work schedule for improved efficiency. Key initiatives include integrating hurricane plans into event bids and exploring new technologies. Emergency action plans and annual storm training enhance preparedness, while involving all staff fosters a culture of resilience. Clear communication, feedback, and proactive resource planning, are essential for enhancing resilience.