



# FY2023-24 STRATEGIC PLAN CHARLOTTE COUNTY, FLORIDA



# STRATEGIC FOCUS AREAS

## Public Services

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

## 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.

## 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

Bold goals are big ideas that are difficult to achieve, but worth the effort. Bold goals require Charlotte County to encourage fresh ideas, identify ripe opportunities and forge new partnerships.

## STRATEGIC INITIATIVES

Strategic initiatives are projects that align with the county's strategic priorities. Strategic initiatives optimize the deployment of county resources to address current issues and to achieve the county's top goals.

## RESULTS

Results are identifiable metrics to measure the county's success in reaching its goals.



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# STRATEGIC FOCUS AREA: INFRASTRUCTURE

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

**BOLD GOAL:**  
Funding and  
completion of Capital  
Needs Assessment  
through 2029



Over the past few years the County Commission has prioritized infrastructure planning and investment. Staff developed a 20-year Capital Needs Plan and a 20-year Capital Maintenance Plan. While these needs are defined, resources are limited, requiring prioritization and effective management.

## STRATEGIC INITIATIVE: Maintain realistic picture of capital needs

Maintain & update the 20-year Capital Needs Assessment & 20-year Capital Maintenance Plan with each biennial budget process to insure they are current and accurate.

### RESULTS

Updating 20-year CNA as part of the FY2023-24 two-year budget process.

## STRATEGIC INITIATIVE: Deliver 2020 1% sales tax extension projects

With voter approval of a six-year extension of the 1% sales tax in November 2020, staff has begun planning, designing and budgeting facilities funded by the sales tax.

### RESULTS

Voters approved 1% sales tax referendum in Nov. 2020 by 67% percent of the vote. Planning, design and budgeting has begun on approved projects.



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## STRATEGIC FOCUS AREA: INFRASTRUCTURE

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

**BOLD GOAL:**  
Define and maintain  
a balance between  
operating and capital  
budgets



The County Commission has made it a high priority to clearly define and appropriately fund both capital maintenance and capital projects. This effort has been highly successful and the county has a clear long-range capital plan. However, some of the adjustments have shifted revenues from operating to capital and added expenses and subsidies to the operating budget. This has left the operating budget very constrained and is beginning to erode our reserve levels.

### STRATEGIC INITIATIVE: Use budget process to reassess on biennial basis

To ensure long-range fiscal stability, use the biennial budget process to review the balance between operating and capital needs while maintaining flexibility in funding sources.

### RESULTS

Capital/operational budget balance and stable reserves



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## STRATEGIC FOCUS AREA: PUBLIC SERVICES

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

**BOLD GOAL:**  
Define levels of  
maintenance  
by 2024



During the Great Recession, Charlotte County reduced its budget by 40%.

Since that time, the budget has steadily grown and service levels have been increased, but there has not been a comprehensive definition of what levels of service are expected and how those expectations are measured.

This effort would define the current level of service as a base line and attempt to delineate resources necessary to provide that level of service as conditions change.

### STRATEGIC INITIATIVE: Develop levels of maintenance for assets



Develop levels of maintenance for all facilities with a focus on preservation of the asset and take into consideration the balance between quality, timeliness and cost.

### RESULTS



Implementing CityWorks asset management program.



## STRATEGIC FOCUS AREA: PUBLIC SERVICES

**BOLD GOAL:**  
Optimize organization  
based on Levels of  
Service



### STRATEGIC INITIATIVE: Adjust staffing levels to meet Levels of Service



Use quarterly budget meeting process to identify positions required to meet levels of service, funding sources and present recommendations to the County Commission during budget workshops.

### RESULTS

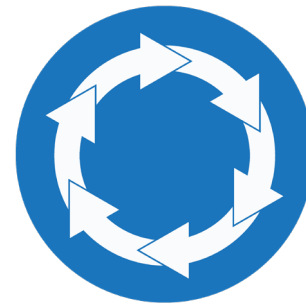


Align staffing and budget to meet needs and implement board policies and goals.

## STRATEGIC FOCUS AREA: EFFICIENT & EFFECTIVE GOVERNMENT

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

**BOLD GOAL:**  
Increase  
“line of sight”



In 2020, staff launched an outreach program to educate county personnel about the new Mission, Vision and Values statements and developed tools to improve line of sight between daily tasks and the County Commission’s strategic plan. Our employees are our most important asset and it is imperative we maintain a culture in which they can thrive and provide great customer service.



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STRATEGIC INITIATIVE: Improve line of sight between tasks and goals.

Create messaging and tools to instill improved line of sight at all levels of the organization.

RESULTS

Created videos to discuss line of sight practices. Dry-Erase boards distributed on which staff can link activities with board goals.

**BOLD GOAL:**  
Ensure culture as a  
“Great Place to Work”



STRATEGIC INITIATIVE: Implement Mission, Vision and Values outreach

In 2022, we continued implementing Phase 2 of our Mission, Vision and Values update with an outreach program focusing on line of sight and increased messaging, including videos, building signs and weekly administrator messages.

RESULTS

Expanded Mission, Vision and Values outreach. Conducted employee focus groups and surveys to update Connect@Work to make it more user-friendly.



**BOLD GOAL:**  
Ensure culture of  
continuous  
improvement



**STRATEGIC INITIATIVE: Implement asset management system**



Use the asset management system to track performance metrics and provide the desired levels of service in the most efficient, reasonable and effective manner.

**STRATEGIC INITIATIVE: Standardize project management procedures**



Standardize fundamental aspects of capital project delivery across the county’s departments by applying sound project management principles to ensure uniform results.

**RESULTS**



Reduction of risk and cost to county infrastructure.

**BOLD GOAL:**  
Strengthening the  
resiliency of the  
organization and  
community



**STRATEGIC INITIATIVE: Assess facility resiliency & mitigate risks**



Obtain grants and other funding to improve operational resiliency and develop policies and practices to ensure continuity of operations.





# STRATEGIC 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.

**BOLD GOAL:**  
Add 200 new affordable housing units per year over next five years



Access to safe, affordable housing is a critical component of a thriving community. The County Commission seeks to increase affordable housing in the county, by creating an “affordable housing tool box” that removes barriers, identifies incentives and addresses regulation.

## STRATEGIC INITIATIVE: Implement policies and processes



Develop and implement policies to incentivize the construction of affordable housing and to help low- and moderate-income renters and homeowners increase housing stability. Identify and remove barriers to building affordable housing.

## STRATEGIC INITIATIVE: Potential projects and partnerships



Increase community engagement efforts and solicit input from representatives from all departments and agencies that make housing-related policy decisions, and mechanisms to monitor and measure progress.

## STRATEGIC INITIATIVE: Funding and financing



Identify available land and funding sources. Create a financial toolbox, such as land donations, impact-fee waivers, low-interest loans, subsidies, gap financing, tax credits and incentives to lower housing costs.



**STRATEGIC INITIATIVE: Planning and zoning**

Update zoning regulations to make it cheaper to build housing while preserving the character of our neighborhoods.

**RESULTS**

Established Affordable Housing Trust Fund. 88-unit Jacaranda Place opening in June 2023. Palladium to begin 600-unit project in 2024. \$2.29 million allocated to four projects.

**BOLD GOAL:**  
Increase college internships to 20 students for FY 24-25



The County Commission recognizes the shortage of skilled workers and the importance of working with educational partners to attract, train, and retain skilled workers.

**STRATEGIC INITIATIVE: High school and college partnerships**

Work with local high schools and colleges to identify workforce and internship opportunities that will help close the gap in our skilled workforce by allowing the county to train workers in a variety of careers.

**STRATEGIC INITIATIVE: Connect CTC with businesses**

Networking events at the Charlotte Technical College is critical in connecting new businesses with a vital resource for training skilled workers.

**RESULTS**

Hired 13 interns in Fiscal Year 2022. Held internship event at CTC.



STRATEGIC INITIATIVE: School District partnership

Maintain partnership with schools to address skilled worker shortage.

RESULTS

Added four colleges to partnership efforts. Held student job fairs. Developed Big Brothers, Big Sisters mentoring program. Create a "Day in Government" event.

**BOLD GOAL:**  
Implement One Charlotte, One Water plan in FY2024



The County Commission recognizes water resources are one of the most important assets the county has and protection of those assets is a top priority for the board.

STRATEGIC INITIATIVE: Create partnerships and plan impactful projects

Utilize public outreach and interagency engagement to identify stakeholders who influence water quality-related activities and policy.

STRATEGIC INITIATIVE: Identify priority projects & funding

Leverage information from public meetings, interagency collaborations, research initiatives, and data collection/analysis activities to determine activities that can provide measurable improvement and/or protection of our water resources.

RESULTS

Integrate the output of these strategic initiatives to create the draft One Charlotte, One Water Plan for public review in 2023.



**STRATEGIC INITIATIVE: Countywide water quality monitoring program**



Using input from regional agencies and county citizenry, finalize the locations of surface water sampling sites, and commence the initial phase of the county's water quality monitoring strategy.

**STRATEGIC INITIATIVE: Review/refine water quality monitoring program**



After sufficient data have been collected following execution of the first phase of the water quality monitoring program, review the sample collection locations, processes, and data with external agencies to determine necessary refinements to the plan.

**RESULTS**



Began collecting data around the county. Data will be used to assess water quality and identify priority locations for improvement measures.

**STRATEGIC INITIATIVE: Inventory & spatially map current efforts**



Create an interactive map describing all active water quality monitoring and assessment activities in the county. Publicly accessible tool to be updated as new initiatives are added.

**STRATEGIC INITIATIVE: Develop online data reporting tools**



Develop an online water quality dashboard to provide Charlotte County citizenry with current information on the health of their waters.

**RESULTS**



Publish an online suite of products to keep the public informed of where, when, and how we are monitoring the waters of Charlotte County, and what insight the data is providing into the health of our waters.

