

Strategic Plan Workshop

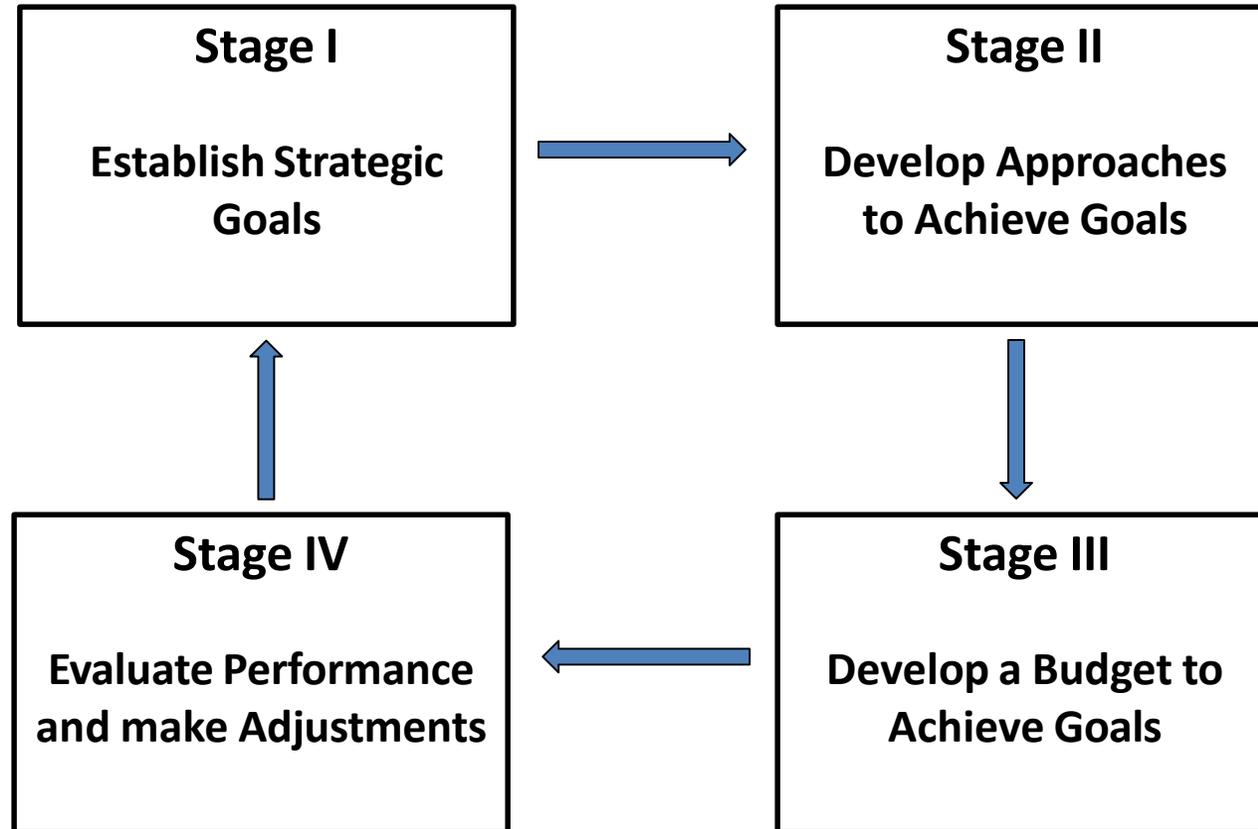
Feb 21, 2023



Agenda

- Opening remarks
- Review of Strategic Planning Process
- 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)

FY 24/25 Planning Process

	Accelerated Growth	Extended Inflation	Recession	Ian Recovery
Public Services				
Infrastructure				
Economic & Community Development				
Efficient & Effective Government				



Potential Gaps in Goals

- Right size organization based on Levels of Service
- Strengthening the resiliency of the organization and community

Resiliency

The ability of an organization to absorb and adapt to a rapidly changing environment. (To enable it to deliver its objective and to survive and prosper)

Resiliency in Charlotte County

- Emphasis on strategic planning
- Fiscal stabilization
- Definition of levels of service/maintenance
- Agile leadership and workforce – ability to quickly adapt
- Leaders in resiliency to changing climate threats
- Make tough decisions to mitigate future risks

Bold Goal – Efficient and Effective Government

- Enhance the resiliency of the organization

Long Term Recovery

- Suggested areas of a Long Term Recovery Plan (FEMA)
 - Unmet needs
 - Health and Human Services
 - Housing
 - Economic Development
 - Infrastructure
 - Community Planning
 - Resiliency

Long Term Recovery

- Aligned with the county's strategic plan
- Aspirational planning document
- Aligned with other planning documents
 - Local Mitigation Strategy
 - Comprehensive Plan
- Details projects to align with potential funding sources

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Building a Resilient Organization

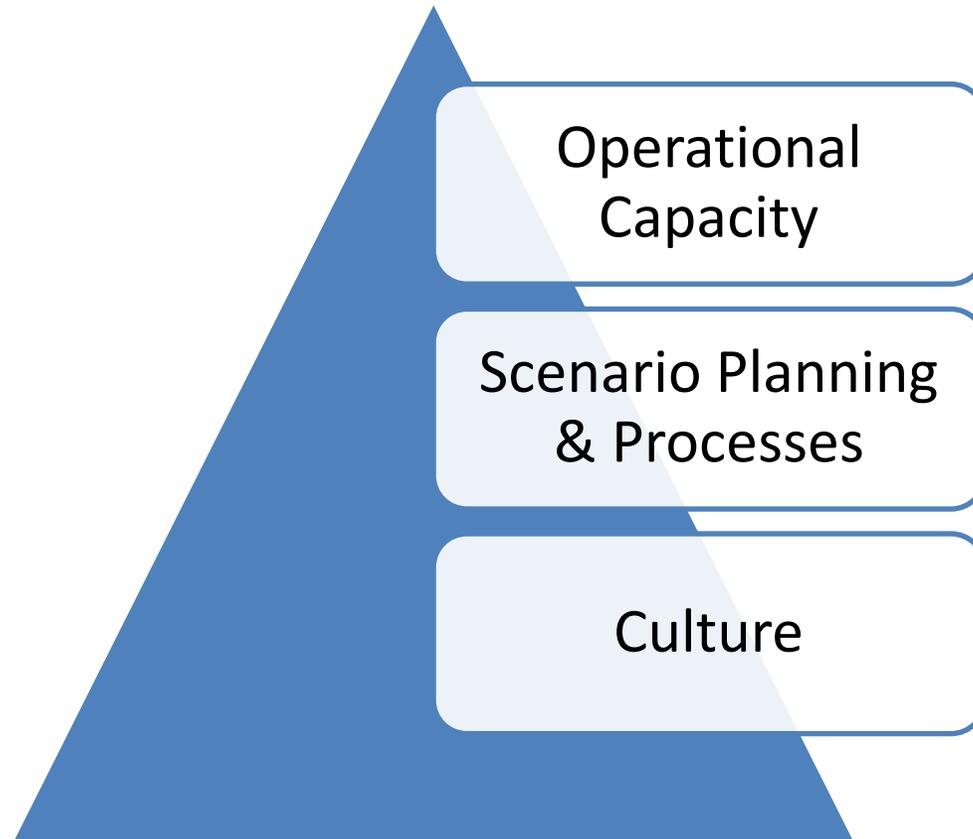
Three Key Factors



Resiliency and Re-generativity

- Resiliency is the capacity to respond effectively to a crisis or disruption and to “bounce-back”
- Re-generativity is the ability to use that experience to strengthen and improve performance

The 3 levels of organizational resilience



Operational Capacity

- Meaning: The systems and tools of the organization that enable it to function
- Example: Backup Generators
- Key Concept: Redundancy

Scenario Planning & Processes

- Meaning: Plans and Processes that are designed to address various contingencies
- Example: Emergency Planning, Budget Planning for Recession, Processes to manage information in case of cyber-attack
- Key Concept: Plan B

Culture

- Meaning: The values and norms of the organization
- Example: Teamwork under stress, Communication patterns
- Key Concept: The neuroscience of trust and organizational performance. The level of trust in an organization is directly related to its capacity to perform, particularly under conditions of stress. Increasing organizational resilience means an intentional focus on trust building.

Developing a Resiliency Plan

- Level One: Analysis of redundancy.
 - If “X” fails, what happens?
 - Focus is on physical facilities and the tools of the organization
- Level Two: Analysis of intellectual readiness
 - If “X” happens, how will we respond?
 - Focus is on the readiness of the organization to pivot
- Level Three: Trust
 - If “X” happens, how do we work together
 - Focus is on understanding and building trust

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Challenges & Opportunities



Challenges & Opportunities

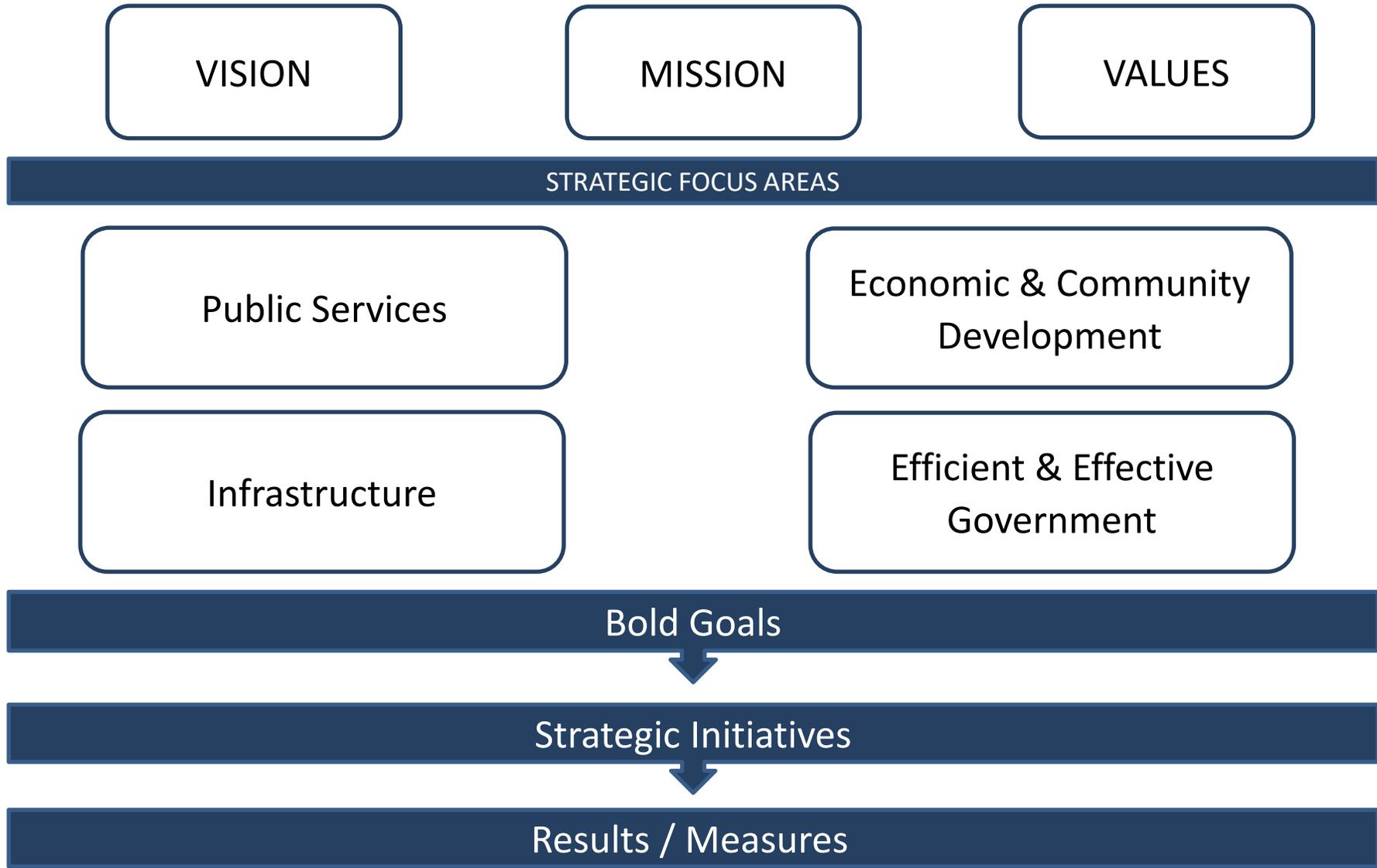
(Stakeholder Input)

- Even if there is a national recession, Southwest Florida will likely continue to see a population influx and associated growth.
- Regardless of inflation levels, our location and the impact of Hurricane Ian ensure we will continue to see long delays in provision of goods and services.
- Affordable housing will continue to be a primary need. Hurricane Ian impacts and subsequent funding offer an opportunity to reassess how that need is addressed.
- Hurricane Ian provides an opportunity to re-envision the Cultural Center.
- Demographics of the population influx will largely determine whether we have a surplus or shortage of workers.
- Traffic flows and congestion will escalate even higher as an issue with citizens and visitors

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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
- Implement One Charlotte, One Water management plan before end of FY2023
- Increase college internships to 15 students for FY22 and 20 for FY23

Economic & Community Development

Potential Revisions

Bold Goals:

- Add 200 new affordable housing units per year over next five years
- Implement One Charlotte, One Water management plan before end of FY2024
- Increase college internships to 15 students for FY22 and 20 for FY23 - *(move to Efficient & Effective Government?)*

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 2026
- Define and maintain balance between Capital and Operating Budgets

Infrastructure Potential Revisions

Bold Goals:

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

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 by 2022

Public Services Potential Revisions

Bold Goals:

- Define levels of maintenance by **2024**
- **Right size organization based on Levels of Service**

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
- Strengthening the resiliency of the organization and community

Next Steps

Historical trends and affirmation of goals

Mar 9th

Focus area budget workshops

Apr - June