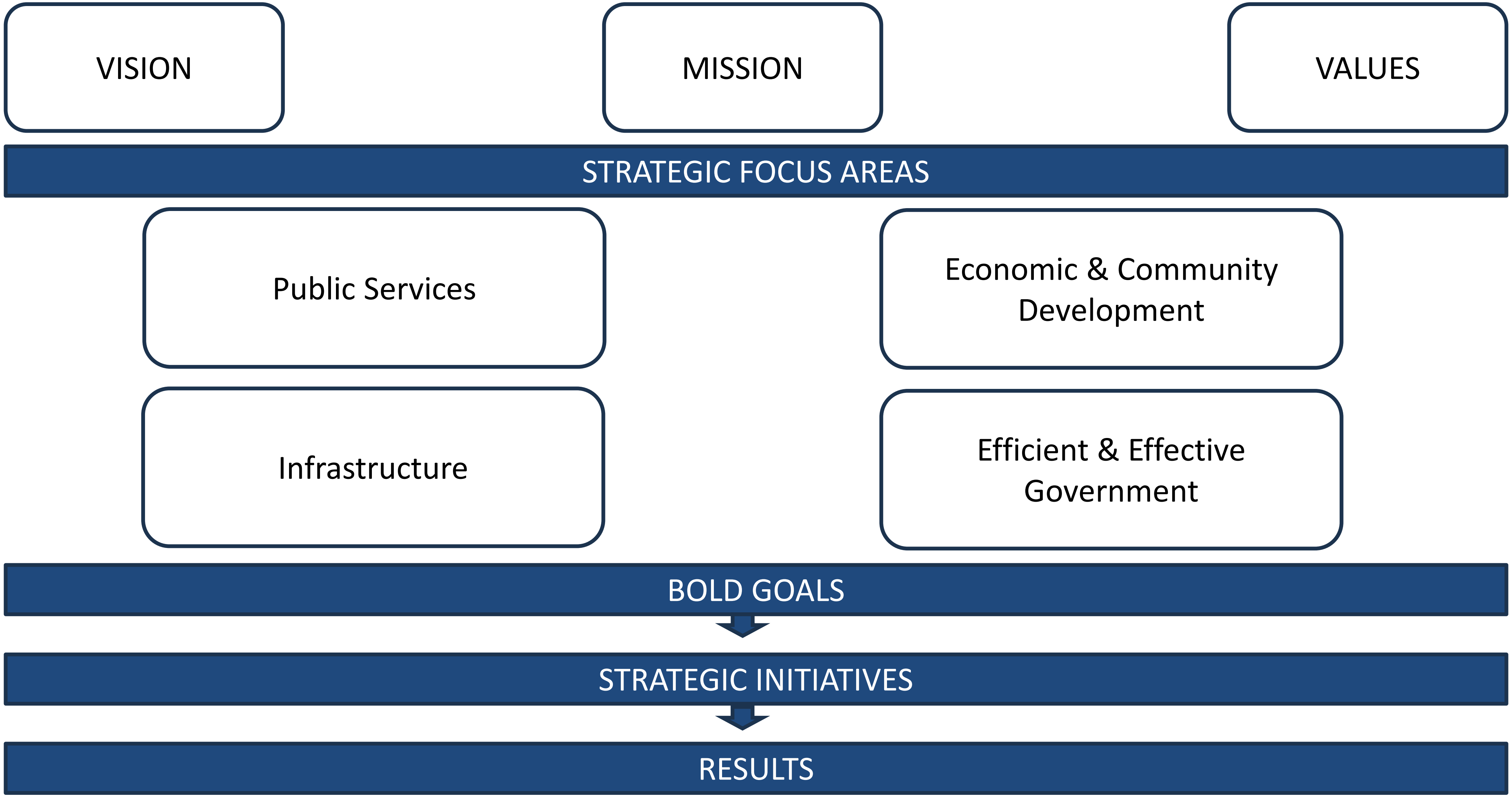
BCC Strategic Plan Update

BCC Workshop
May 12, 2026


VISION
MISSION
VALUES
STRATEGIC FOCUS AREAS
Public Services
Economic & Community Development
Infrastructure
Efficient & Effective Government
BOLD GOALS
STRATEGIC INITIATIVES
RESULTS

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 2031
- Define and maintain balance between Capital and Operating budgets
- Define levels of maintenance (LOM) by 2027
- Develop and implement local transportation plan

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Capital Needs Assessment

Funding and completion of Capital Needs Assessment (CNA) through 2031

Strategic Initiatives

- Maintain realistic picture of capital needs: Maintain & update the 20-year Capital Needs Assessment & 6-year Capital Maintenance Plan with each biennial budget process to insure they are current and accurate.
- Deliver 2020 1% local option sales tax extension projects: With voter approval of a six-year extension of the 1% local option sales tax in November 2020, staff has been planning, designing, budgeting and building facilities funded by the sales tax.

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Why it Matters

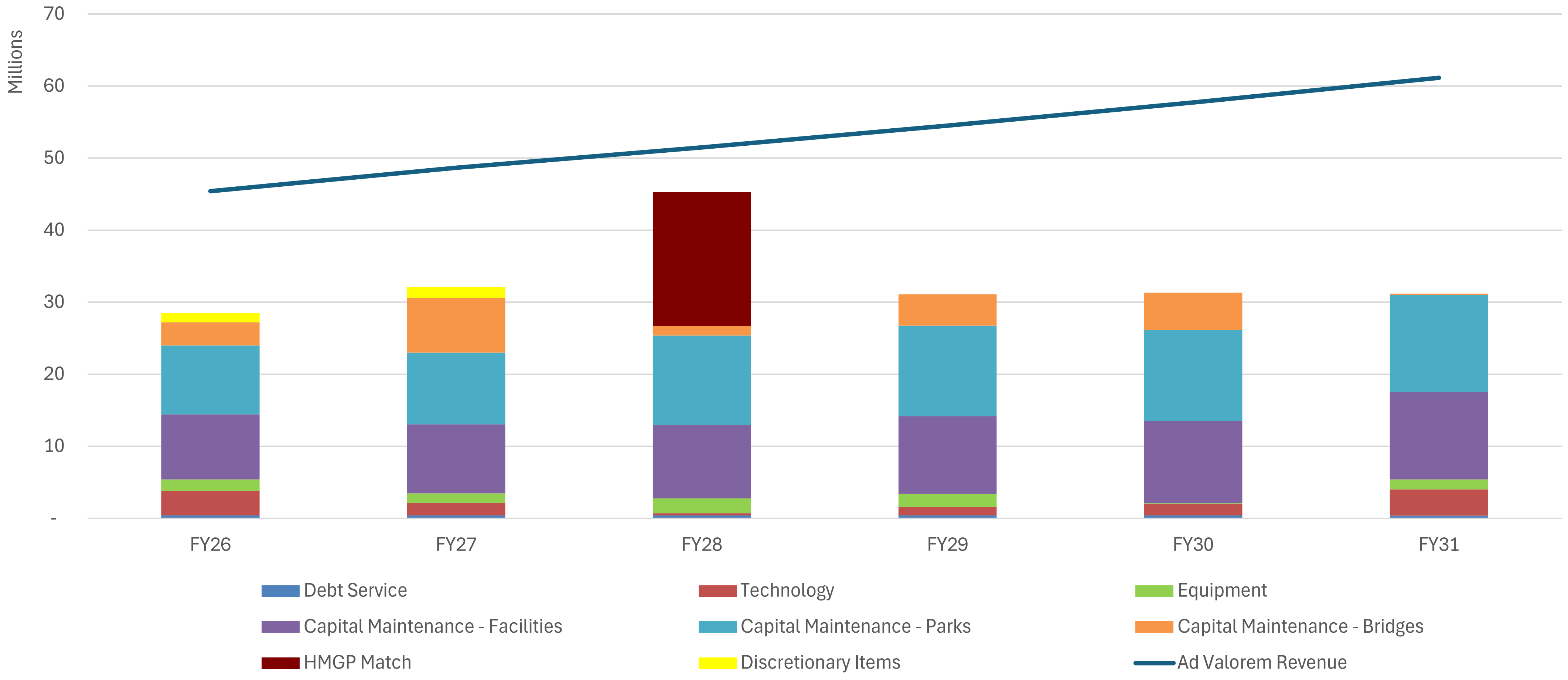
- Aligns Long-Range Planning & Funding Opportunities
- Prevents Maintenance Deferral & Asset Decline
- Prioritizes Resources Across Competing Needs
- Supports Growth, Workforce & Regional Coordination
- Strengthens Resilience, Funding Readiness & Public Confidence

Progress & Accomplishments

- Updated the 20-year CNA as part of the FY2026 & FY2027 two-year budget process
- Planning, design and construction is currently in progress on approved 2020 Sales Tax Projects

Capital Projects Fund

Projection



Progress & Accomplishments

Funding of General Government Projects

	FY26	FY27
Surplus from All Other	327	15,198
Surplus from HMGP	-	-
Shortfall after Sales Tax	-	(15,021)
Total Surplus / Shortfall	327	177

Progress & Accomplishments

2020 Sales Tax – Committed Funding

Project Name	2020 Sales Tax Budget	Funds Needed	Adjusted Sales Tax Funding
Infrastructure and Utilities			
Edgewater/Flamingo Phase 4 (construction)	30,412	0	30,412
Harborview - Melbourne to I75	18,725	0	18,725
Water Quality Infrastructure	3,711	0	3,711
- Lake View Midway Water Quality Project	3,289	0	3,289
Family Services Complex Phase 2 (Complete)	9,797	0	9,797
South County Annex Replacement	11,757	0	11,757
Public Safety			
New Fire Station 17	11,353	0	11,353
Fire Station 3 Replacement	10,333	0	10,333
Fire Station 6 Replacement	10,088	0	10,088
Airport Rescue Firefighting Training Ph2 (Complete)	5,155	0	5,155
Radio Management Warehouse	806	694	1,500
Sheriff Admin/911 Hardened	45,000	0	45,000
Sheriff District 4 Training Complex	13,319	0	13,319
Sheriff District 2 Murdock	5,939	5,761	11,700
Supervisor of Elections Warehouse Sheriff	3,500	0	3,500
Schools			
Charlotte Co. Public Schools Security Upgrades (Complete)	5,000	0	5,000
Quality of Life			
Port Charlotte Beach Recreation Center	23,300	0	23,300
Port Charlotte Beach Pool	8,200	0	8,200
GC Herring Park Phase 1	3,188	0	3,188
Wm R. Gaines Jr. VMP Phase 2	2,098	0	2,098
Regional Bicycle-Pedestrian Trails	6,000	0	6,000
Committed Project Totals	**230,970**	**6,455**	**237,425**

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Progress & Accomplishments

2020 Sales Tax – Uncommitted Funding **Project Name**	**2020 Sales Tax Budget**	**Funds Needed**	**Adjusted Sales Tax Funding**	**Uncommitted (Tier 2)**
Uncommitted 2020 Sales Tax (Tier 2)				
Water Quality Infrastructure	0	0	0	3,000
Edgewater/Midway to Collingswood Phase 3	0	0	0	10,000
Library Renovation	0	0	0	1,258
Sports Parks Renovation	0	0	0	7,156
Uncommitted Project Totals	**0**	**0**	**0**	**21,414**

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Next Steps

- CIP committee will review CNA and provide update as part of the FY2028 & 2029 budget cycle
- Quarterly Sales Tax Updates
- Impact Fee Study
- 2026 Sales Tax Initiative

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Next Steps

Capital Process Timeline (Year 1 of 2-yr budget cycle)													
Who	**Description**	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**
CIP Meeting	Meeting to discuss CNA process timeline and project years - yrs 7 & 8 in current CIP (yrs 5 & 6 in new window) and new projects to 20 year window.												
Fiscal	Fiscal updates Non-Utility CNA and Utility CNA for prior budget amounts, shifts 6 year CIP and 20 year CNA period, and posts on SharePoint Budget Site. Adjust inflation factors used on CNAs.												
Fiscal	Post template for new CIP sheets to include operating impact and FFE costs based on infrastructure type.												
Project timing and scope are reviewed during this portion of the process. No project cost changes in this part of the review.													
Departments	Departments review projects in years 5 & 6 of the new CIP window and identify new projects to be added to 20 year plan.												
CIP Meeting	Directors bring priority of their projects coming into 6 year window and new to 20 year CNA for discussion. Validate indices used for inflation factors on CNAs (buildings, roads, utilities.)												
Departments & CIP Manager	Departments review scope, specifications and project descriptions for **NEW** and **previously approved** projects in 6 year window with CIP Manager, sponsor departments and/or coordinating departments.												
CIP Meeting	Meeting to discuss scope and timing changes to CNA for new and previously approved projects and potential impacts to other departments.												
Project cost changes are reviewed during this portion of the process.													
Departments	Departments review their projects from the CNA for advancement to the CIP. Departments rank projects with their internal ranking methodology.												
Departments & CIP Manager	Departments review ranking matrix of their projects with CIP Manager.												
Departments	Departments enter new projects on CNA and update existing project amounts and year. *[Amounts are updated for project cost increases, if applicable.]*												
Fiscal	Post CIP sheets in excel to SharePoint Budget Site, grouped by infrastructure type, for department entry.												
Departments	Departments create CIP sheets for new projects within 6 year CIP window and update project sheets on existing projects to reflect changes in scope, amount, specifications, descriptions and FFE.												
Departments	Departments will coordinate with sponsor department on operating impacts and timing on when the project will go "in service."												
Departments	Deadline for departments to submit updates to CNA and CIP project sheets.												
Fiscal	Fiscal compiles CIP project sheets and CNAs and posts to SharePoint for CIP Review Committee discussion. Update inflation percentages used on CNAs.												
CIP Review Committee	Validate and prioritize submitted projects based on county needs, strategic focus areas, and available funding resources. Recommend ranking and allocation of resources to the Board for final approval. Ensure coordinating departments include impacts from each other in their project amounts and timing.												

Next Steps

Funding of General Government Projects

	FY28	FY29	FY30	FY31	Total
Surplus from All Other	20,787	22,184	13,380	28,738	100,614
Surplus from HMGP	(12,868)	-	-	-	(12,868)
Shortfall after Sales Tax	(100,392)	(86,068)	(17,518)	(2,638)	(221,637)
Total Surplus / Shortfall	(92,473)	(63,884)	(4,138)	26,100	(133,891)

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Capital vs Operating

Define and maintain balance between Capital and Operating budgets

Strategic Initiatives

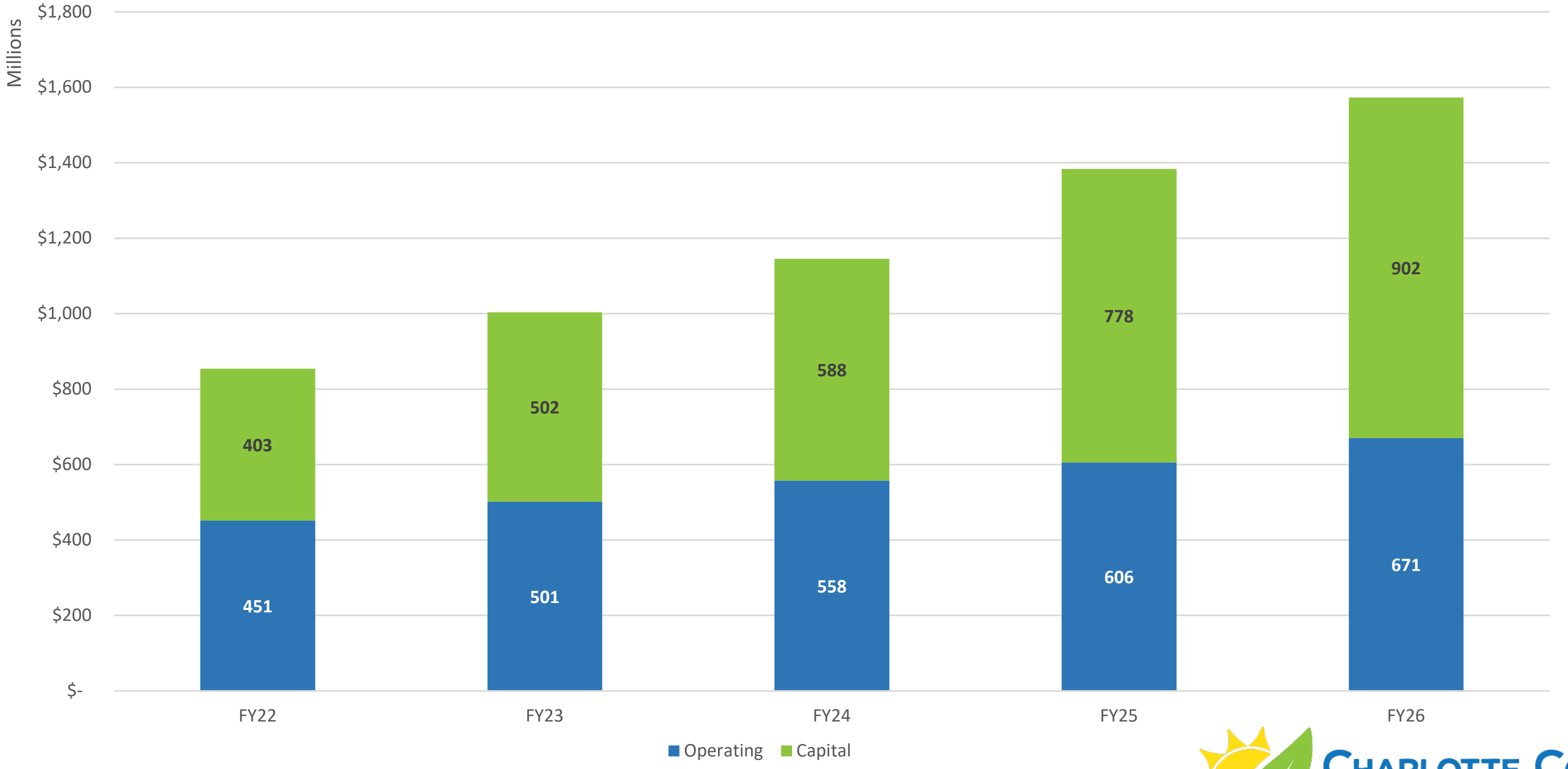
- Use budget process to reassess on biennial basis: To ensure long-range fiscal stability, use the biennial budget process to review the balance between operating and capital needs while maintaining flexibility in funding sources.

Why it Matters

- Sustains Services & Operations
- Prevents Unfunded Assets
- Protects Financial Health & Credit
- Supports Long-Term Planning
- Builds Resilience & Public Trust

Progress & Accomplishments

Net Budget Capital vs Operating



Progress & Accomplishments

- Long Range Financial Projections for Major Funds
- MSBU Rates
- Hurricane Financial Impacts
- Babcock Ranch Financial Impacts
- Interactive Growth Model
- Long Range Operational and Staffing Plan

Next Steps

- Long Range Financial Projections for Major Funds
- MSBU Rates
- Hurricane Financial Impacts
- Babcock Ranch Financial Impacts
- Interactive Growth Model
- Long Range Operational and Staffing Plan
- Property Tax Reform

Levels of Maintenance

Define levels of maintenance (LOM) by 2027

Strategic Initiatives

- <u>Develop levels of maintenance for assets:</u> Define and implement Levels of Maintenance for County assets that clearly establish the expected standard of maintenance, response times, and asset performance.

Why it Matters

- Establishing clear Levels of Maintenance ensures consistent service delivery across departments while balancing cost, risk, and asset performance
- Provides transparency to the Board and public on what level of service can be sustained with available funding
- Supports long-term asset preservation and reduces lifecycle costs by aligning maintenance practices with asset condition and criticality
- Enables data-driven decision-making for budgeting, capital planning, and resource allocation

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Progress & Accomplishments

- Identified priority asset classes for initial Levels of Maintenance development
- Establishing baseline maintenance activities and service expectations using the data within the County’s asset management software system
- Coordinating cross-department collaboration to define maintenance standards and performance expectations
- Began aligning maintenance activities with asset condition, risk, and operational priorities

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Next Steps

- Finalize Levels of Maintenance definitions for priority asset classes
- Establish performance metrics to monitor compliance with defined maintenance standards
- Incorporate Levels of Maintenance into asset management planning, lifecycle discussions, budgeting and capital planning processes
- Provide periodic updates to leadership and the Board on implementation progress

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Local Transportation Plan

Develop and implement local transportation plan

Strategic Initiatives

- Data collection: Charlotte County has an adopted roadway level of service. To ensure the level is maintained traffic data is collected to develop projected levels of service. Based on those projections, road projects will be planned in the capital needs assessment and capital improvement program.

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Why It Matters

- LOS Monitoring: Maintain database to evaluate the operational performance of roadway network to ensure compliance with the County's adopted level of service standards
- Growth-Driven Infrastructure Planning: Identifying roadway widening, new corridors, and intersection upgrades based on projected level of service deficiencies
- Safety & Vision Zero Alignment: Targeting high-crash locations with countermeasures such as improved lighting, access control, pedestrian refuge islands and turn-lane additions
- Mobility & Travel Time: Maintaining level of service prevents excessive congestion

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Progress & Accomplishments

Expanded Traffic Count Coverage:

- Staff increased the number of count stations and automated traffic recorders and maintains a database to evaluate the operational performance of our roadway network.
- This data is used to ensure compliance with the County's adopted level of service standards.

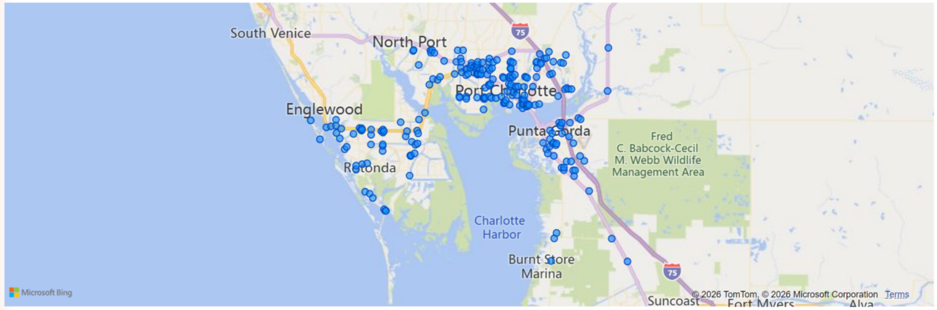
CHARLOTTE COUNTY TRAFFIC COUNTS DATABASE

245
Total Counts

Roadway

- ☐ Acline Road
- ☐ Airport Road
- ☐ Appleton Blvd
- ☐ Aqui Esta Drive
- ☐ Atwater Street
- ☐ Bayshore Road
- ☐ Beach Road
- ☐ Beach Road N
- ☐ Beacon Drive
- ☐ Beaver Lane
- ☐ Biscayne Drive
- ☐ Burnt Store Road
- ☐ Cape Haze Drive
- ☐ Capricorn Blvd
- ☐ Carmalita Street

Traffic Count Locations

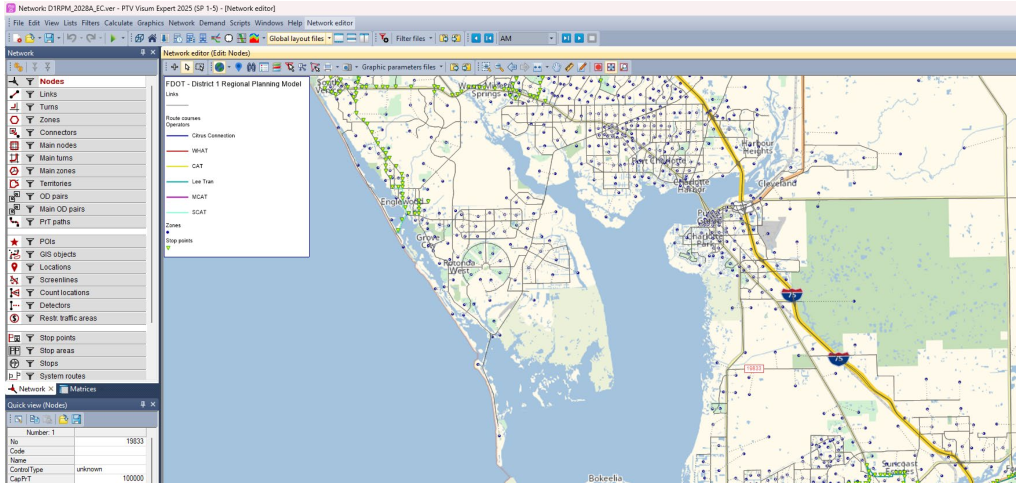


Station	Roadway	From	To	Context Classification	No of Lanes	2025 AADT	LOS
1	Biscayne Drive	Cornelius Blvd.	Chancellor Blvd.	C3R	2-Lane	3372	C
10	Gillot Blvd	Bluestone St.	S.R. 776	C3R	2-Lane	3668	C
101	Port Charlotte Blvd	Sunrise Waterway	Edgewater Dr.	C3R	2-Lane	2102	D
102	Harborview Road	Rio De Janiero Ave.	Highlands Rd.	C3C	2-Lane	10153	C
103	Harborview Road	I-75	Rio De Janiero Ave.	C3C	2-Lane	7135	C
104	Harborview Road	Date St.	I-75	C3R	2-Lane	9450	C
105	Kings Highway	Sandhill Blvd.	DeSoto Co. Line	C3C	2-Lane	15531	D

Progress & Accomplishments

Updated Level Of Service Models:

- Staff integrates new development data into countywide travel demand models annually to help determine projected level of service of roadways.
- County staff uses projected level of service deficiencies to identify roadway widening, new corridors, and intersection upgrades. This industry accepted approach ensures that impact fees collected as a result of development help fund infrastructure improvements.
- Projects are identified in the County's Capital Needs Assessment and then moves into the Capital Improvement Program and budgeted for when appropriate.



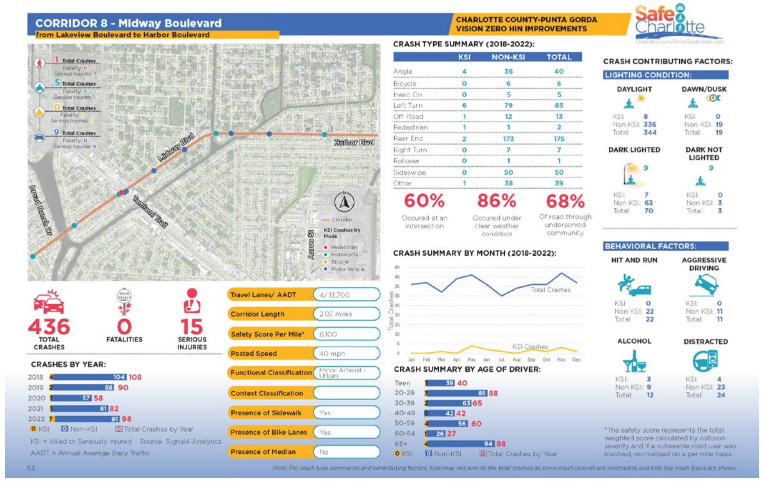
CHARLOTTE COUNTY ROADWAY LEVEL OF SERVICE - DEFICIENCY ANALYSIS

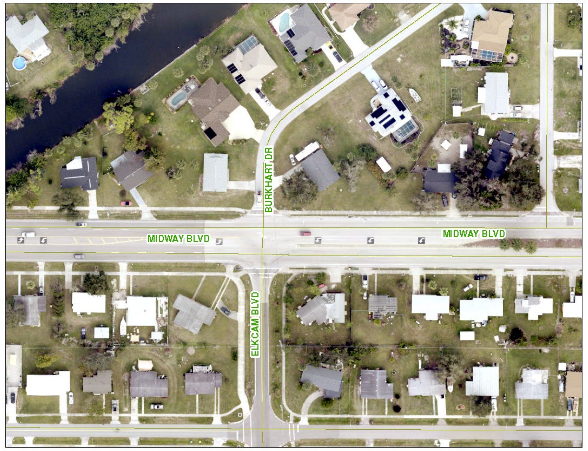
Roadway	Station	From	To	Current LOS	Growth	2026	2026 DHV	2026 LOS	2027	2027 DHV	2027 LOS	2028	2028 DHV
Acline Road	167	U.S. 41	Taylor Rd.	C	5%	2165	199.2170011	D or better	2264	208.2978898	D or better	2367	217.7927118
Acline Road	191	Burnt Store Rd.	U.S. 41	C	5%	1778	163.5776753	D or better	1866	171.6907234	D or better	1959	180.2061585
Airport Road	249	Cooper St.	Taylor Rd.	C	5%	7702	708.5616494	D or better	8095	744.7011032	D or better	8507	782.6838125
Airport Road	169	Taylor Rd	I-75	C	4%	7663	705.0113588	D or better	7970	733.2545792	D or better	8289	762.6292416
Airport Road	168	I-75	Golf Course Blvd.	C	5%	5596	514.8146835	D or better	5867	539.7800392	D or better	6152	565.9560615
Appleton Blvd	211	San Cruz Waterway	C.R. 771	C	5%	4490	413.0616	D or better	4714	433.71468	D or better	4950	455.400414
Aqui Esta Drive	170	Bal Harbor Blvd.	U.S. 41	C	2%	9065	833.95608	D or better	9246	850.6352016	D or better	9431	867.6479056
Aqui Esta Drive	250	U.S. 41	Airport Rd.	C	2%	4939	454.3660272	D or better	5014	461.2549413	D or better	5090	468.2483025
Atwater Street	25	Peachland Blvd.	Veterans Blvd.	C	5%	4678	430.4205203	D or better	4895	450.2941595	D or better	5120	471.0854166
Bayshore Road	27	Sibley Bay St.	Edgewater Dr.	C	3%	2028	186.58244	D or better	2089	192.1799132	D or better	2152	197.9453106
Bayshore Road	312	Edgewater Dr.	U.S. 41	C	2%	2798	257.40312	D or better	2854	262.5511824	D or better	2911	267.802206
Beach Road	118	Gulf Blvd.	S.R. 776	C	2%	7785	716.18688	D or better	7940	730.5106176	D or better	8099	745.12083
Beacon Drive	234	Westchester Blvd.	Elmira Blvd.	C	2%	3203	294.6576	D or better	3267	300.550752	D or better	3332	306.561767
Beacon Drive	235	Elmira Blvd.	Olean Blvd.	C	2%	3081	283.49064	D or better	3143	289.1604528	D or better	3206	294.9436619
Beacon Drive	220	Olean Blvd.	Midway Blvd.	C	2%	3222	296.44056	D or better	3287	302.3693712	D or better	3352	308.4167586
Beaver Lane	222	Hancock Ave.	Westchester Blvd.	C	2%	4541	417.77568	D or better	4632	426.1311936	D or better	4724	434.6538175
Biscayne Drive	1	Cornelius Blvd.	Chancellor Blvd.	C	4%	3889	357.777917	D or better	4036	371.3261562	D or better	4189	385.3874365
Biscayne Drive	3	SR-776	Cornelius Blvd.	C	5%	3495	321.5814	D or better	3670	337.66047	D or better	3854	354.5434935
Burnt Store Road	187	Lee County line	Zemel Rd.	C	5%	18207	1675.044	D or better	19117	1758.7962	D or better	20073	1846.73601
Burnt Store Road	186	Zemel Rd.	Notre Dame Blvd	C	5%	23254	2139.4002	D or better	24417	2246.37021	D or better	25638	2358.688721
Burnt Store Road	171	Acline Rd.	U.S. 41	C	5%	27202	2502.6162	D or better	28562	2627.74701	D or better	29991	2759.134361
Cape Haze Drive	161	Amberjack Cove Waterway	C.R. 775	C	2%	3853	354.43368	D or better	3930	361.5223536	D or better	4008	368.7528007
Capricorn Blvd	224	Rampart Blvd.	Sandhill Blvd.	C	4%	4758	437.7392648	D or better	4925	453.0735167	D or better	5097	468.944936
Carmalita Street	190	BMX Track	U.S. 41	C	3%	4937	454.1974913	D or better	5082	467.5439704	D or better	5231	481.2826323
Carmalita Street	311	Florida St.	BMX Track	C	2%	2713	249.6284436	D or better	2769	254.7311013	D or better	2825	259.9380626
Chamberlain Blvd	2	Cornelius Blvd.	US 41	C	5%	3578	329.2128	D or better	3757	345.67344	D or better	3945	362.957112
Chancellor Blvd	123	Campbell St.	Apollo Waterway	C	2%	5342	491.44008	D or better	5449	501.2688816	D or better	5558	511.2942592
Chancellor Blvd	124	Apollo Waterway	US-41	C	2%	7154	658.1562784	D or better	7332	674.5510259	D or better	7515	691.3541684
Cochran Blvd	15	Education Way	Collingswood Blvd.	C	3%	9776	899.3656113	D or better	10053	924.8832576	D or better	10338	951.1249146
Cochran Blvd	96	Pellam Blvd.	Education Way	C	2%	12618	1160.89464	D or better	12871	1184.112533	D or better	13128	1207.794783
Cochran Blvd	94	Lakeview Blvd.	Pellam Blvd.	F	4%	18530	1704.751606	E	19250	1770.975598	E	19998	1839.772173
Cochran Blvd	95	U.S. 41	Lakeview Blvd.	C	4%	18945	1742.949363	D or better	19725	1814.703949	D or better	20537	1889.412563
Cochran Blvd	259	U.S. 41 S.	Quesada Ave.	C	5%	24817	2283.171845	D or better	25950	2387.36287	D or better	27134	2496.308584

Progress & Accomplishments

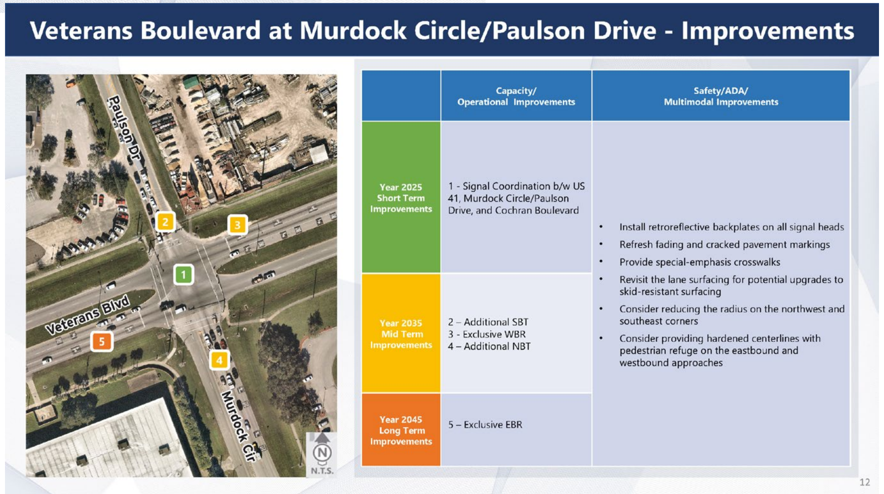
Intersection Improvements:

- County staff utilizes data to target high-crash locations with countermeasures to improve safety. Some examples might include improved lighting, access control, pedestrian refuge islands, signals, roundabouts, and turn-lane additions.





Progress & Accomplishments



Corridor Studies:

•County staff has identified roadway segments that would benefit from Corridor Studies and will hire a consultant to conduct them during their budgeted timeframe.

Next Steps

- Conduct Corridor Studies: County staff will continue to identify and plan for areas where corridor studies are necessary. The evaluations of major roadways help identify long-term capacity and safety needs.
- Conduct Safety Audits: County staff will continue to collect and analyze data collected to recommend projects through the capital improvement program.
- Level of Service Projections: County staff will continue to analyze level of service projections based on current counts and proposed development and adjust the County's capital needs assessment and capital improvement programs accordingly.

Charlotte County Florida

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 recommendations
- Increase opportunities for industrial development in Charlotte County while balancing open space
- Position Charlotte County as a hub for skilled professionals by expanding high-wage jobs in target industries, increasing workforce housing, and leveraging economic incentives for growth.

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Affordable Housing

Add 200 new affordable housing units per year over next five years

Strategic Initiatives

- 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.
- 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. Support the Community Land Trust and its work to become a Community Housing Development Organization.
- 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.
- Planning and zoning: Update zoning regulations to make it cheaper to build housing while preserving the character of our neighborhoods

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Why it Matters

Affordable housing is the foundation of a thriving community. When safe housing is attainable for all residents it strengthens community stability, health and quality of life.

- Supports a stable workforce and local economy
- Reduces strain on healthcare and emergency services
- Helps seniors age safely and affordably in place
- Enhances resilience to economic and natural disasters
- Expands access for people with disabilities and special needs

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Affordable Housing Added & Preserved

NEW AFFORDABLE RENTAL UNITS UNDER DEVELOPMENT

Villas at Scott St.	3 units	June 2026
Blue Deep Creek	70 units	June 2026
Paradise Rentals	10 units (18 total - mixed income)	June 2026
Vincentian Villas	32 units	Dec 2027
Sovereign at Parkside East	32 units	June 2028
Sovereign at Harbor West	32 units	June 2028

AFFORDABLE RENTAL UNITS UNDER REHAB/REPLACEMENT

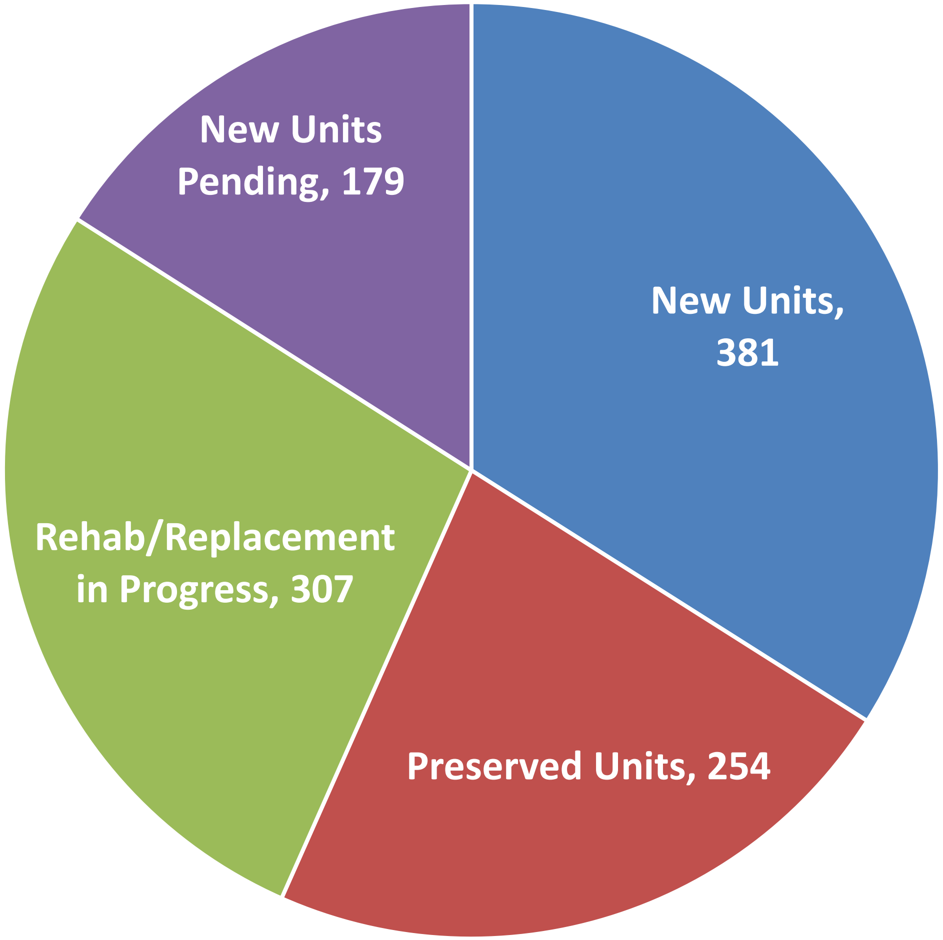
CASL – Stillwater	9 units	June 2026
Presbyterian Homes Port Charlotte	119 units	June 2028
Gulf Breeze Apartments (PGHA)	168 units	TBD
New Paradigm Catholic Charities	11 Units	Completed

NEW SINGLE-FAMILY UNITS PRODUCED

Purchase Assistance	101 units
Habitat for Humanity	116 units

AFFORDABLE RENTAL UNITS LOST TO RECENT HURRICANES

Oak Tree Village (PGHA)	30 units
Presbyterian Homes Port Charlotte	120 units



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Current Efforts & Initiatives

- Consolidated Plan/Action Plan for FY27 Community Development Block Grant (CDBG) funding
- Hurricane Housing Recovery (HHR)-Ian investments in rental rehab/new construction
- CDBG-Disaster Recovery (CDBG-DR) Ian, Idalia, Helene/Milton applications for infrastructure projects match
- 4% Bond deal in progress – Gulf Breeze Apts. re-syndication; Housing Finance Authority of Lee Co.
- Use of Incentive Density to increase affordable units at Blue Deep Creek phase 2
- Charlotte HOME website on County site
- Lenders' Consortium for Purchase Assistance program

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Proposed Next Steps

- Continue efforts to use County-owned land for affordable housing development opportunities
- 2026 Local Government Area of Opportunity (LGAO)
- Continue to explore opportunities with the Housing Finance Authority
- Purchase land for the purpose of affordable housing development
- Pursue educational and technical assistance opportunities around affordable housing development

Water Quality

Implement One Charlotte, One Water recommendations

Strategic Initiatives

- <u>Countywide water quality monitoring program:</u> Review the sample collection locations, processes and data with external agencies to determine necessary refinements to the plan. Expand the water elevation and flood risk monitoring network.
- <u>Set One Water goals:</u> Grow opportunities for research, pilot projects, and investments into our One Water goals.
- <u>Take action:</u> Advance review and consult with the public to produce actionable water measures from Comp Plan goals.
- <u>Educate the public:</u> Increase opportunities and partnerships for citizen education.

Strategic Initiatives

- Create partnerships and plan impactful projects: Utilize public outreach and interagency engagement to identify stakeholders who influence water quality-related activities and policy.
- 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.
- Advocate regionally: Advocate, lead, and participate in regionalized efforts to address systemic water quality/quantity issues in Charlotte Harbor and contributing basins.

Why it Matters

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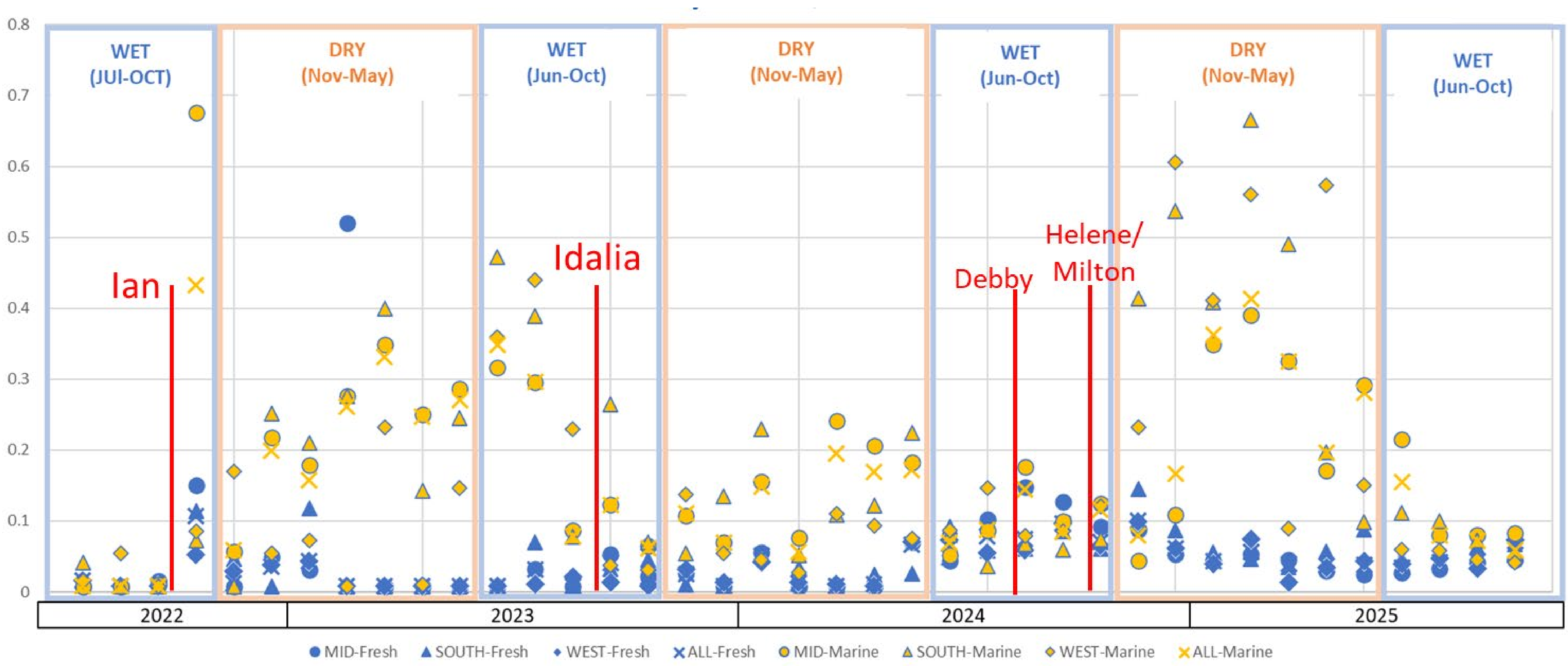
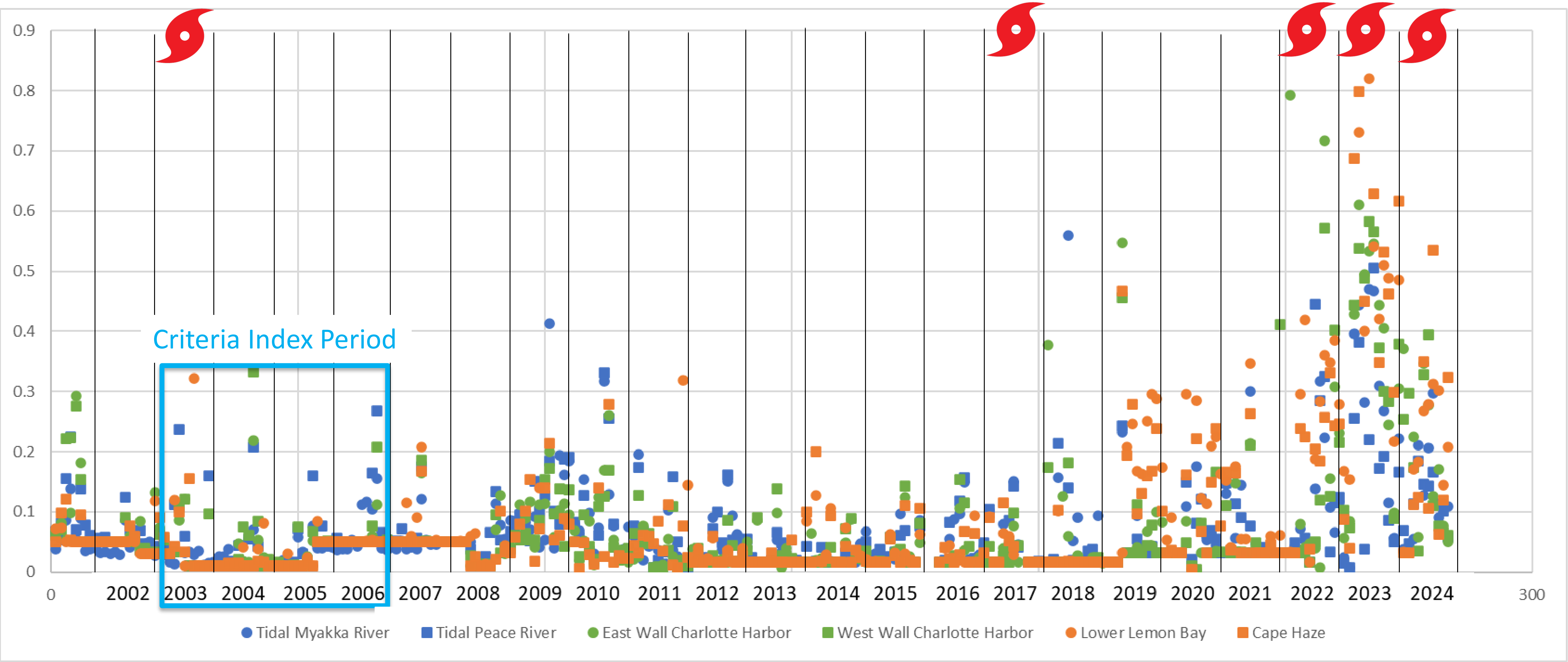
Progress & Accomplishments- Water Quality



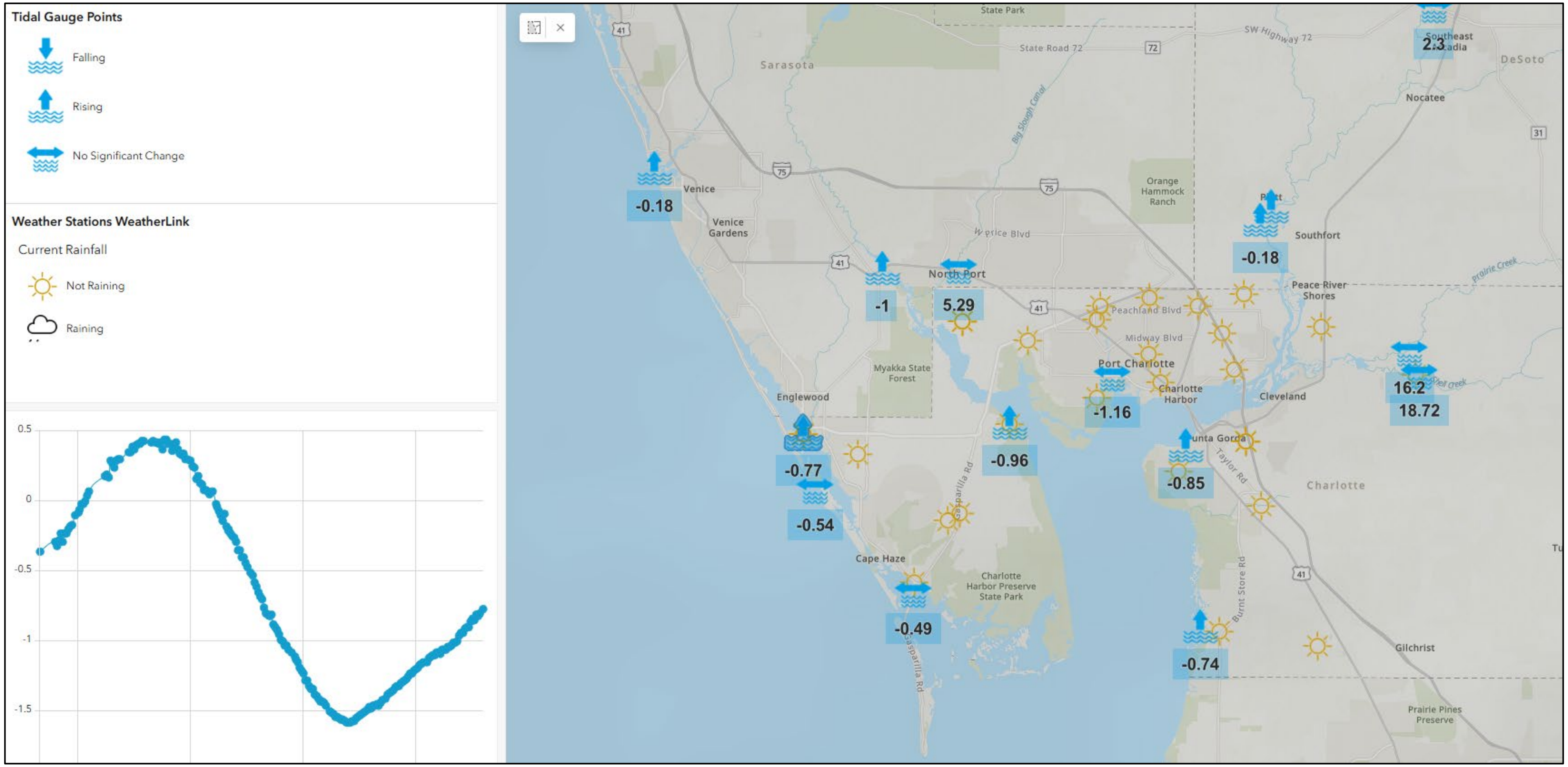
Median Monthly Ammonia, Fresh vs Tidal Creeks

Progress & Accomplishments- Water Quality



Average Monthly Ammonia, Charlotte Harbor/Lemon Bay

Progress & Accomplishments- Water Data



Progress & Accomplishments- Impactful Projects

CHARLOTTE COUNTY
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Progress & Accomplishments-Outreach

Charlotte County — UF | IFAS UNIVERSITY of FLORIDA

FERTILIZING 123's

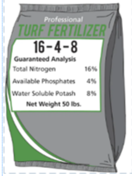
1 **Do I need fertilizer?**
Fertilizer is NOT plant food, but can help plants make their own food by supplying nutrients that otherwise might be lacking in the soil. Use fertilizer only if plants show signs of nutrient deficiency.

2 **What kind should I apply?**
Most fertilizers contain a combination of quick-release and slow-release nutrients. Generally, slow-release fertilizer is better because it supports healthy plant growth while also preventing water pollution.

3 **How much should I apply?**
Follow label instructions**. Protect our waters by using less than 4 pounds of nitrogen and 1/2 pound of phosphorous per 1,000 square feet of lawn/ landscape per year (check rates on the back of this card)

Go slow, by half: Charlotte County requires at least 50 percent slow-release nitrogen in lawn/landscape fertilizer. ***** Please note that fertilizer use is restricted across Charlotte County during the June 1 through Sept. 30 rainy season.***
For more information visit charlottecountyfl.gov (keyword: one)

Understanding the fertilizer label
Fertilizer labels list primary nutrients of nitrogen, phosphorous and potassium, often in a three-number format (e.g., 16• 4• 8). This is the "guaranteed analysis" noting quick vs slow release nitrogen levels, if applicable, and other nutrients/ingredients.



Guaranteed Analysis
N— Total Nitrogen…….16%
8% Urea nitrogen
8% Polymer coated urea
P—Phosphate …………..4%
K—Soluble potash……..8%

Total N combines quick- and slow-release formulations. Polymer-coated urea is a slow-release form.

Remember: Charlotte County has a year round requirement to use fertilizers with at least 50 % slow-release nitrogen.

Quick reference guide
Use the following table to identify how much slow-release fertilizer needed to deliver 1 lb of N per 1,000 square feet of lawn.

Pounds of fertilizer (50% slow-release N form)*

Lawn (sq/ft)	Percent total nitrogen in fertilizer 6	10	12	15	16	23	27
1,000	16.5	10	8.5	6.5	6	4.5	4
1,500	25	15	12.5	10	9.5	6.5	5.5
2,500	41.5	25	21	16.5	15.5	11	9.5
3,000	50	30	25	20	19	13	11

*Reduce rates by 1/2 when using quick release N sources

To calculate fertilizer application for other formulations or lawn sizes:
(100% / total N %) x (lawn square feet/ 1,000)
e.g. for 16-4-8 form, (100% / 16%) x (5,000 / 1,000) = 31.25 pounds to deliver 1 lb N per 1,000 sq ft

Actions for Resilient Charlotte FLOod and Storm Water System - ARC-FLOWS

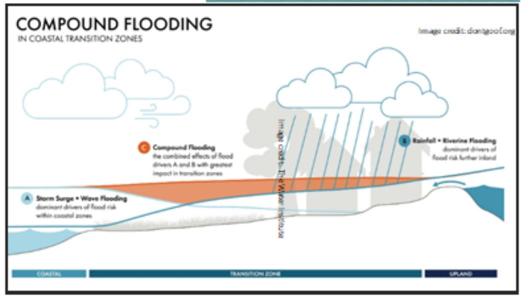
What is ARC-FLOWS

ARC-FLOWS is a part of the Charlotte County Flood Monitoring and Response Network that will use two disciplines—Hydrology and Hydraulics (H&H) —to simulate and predict the movement and behavior of water, whether it's storm-water runoff across a parking lot or a riverine system with subsequent floodplains.

Based on real data collected throughout the County, H&H modeling will examine the performance of the County's stormwater system during weather events at certain intensities and scenarios. These scenarios are in line with State and Federal recommendations and are consistent throughout similar resiliency planning initiatives currently underway in the County

These scenarios will include:

- River and stream flooding
- Tide events—Storm surge , King tide, and changes in sea level elevations
- **10%**(10 yr); **4%**(25 yr); **1%**(100yr) and **0.2%**(500yr) rain events
- Compounding flooding



Who is conducting the study?

Funded in part by a State Appropriations received in 2025, the County's Water Quality and Resiliency Department in partnership with Public Works is seeking expert assistance with the ACES (Advanced Coastal Environment Simulations) Laboratory of the University of Florida (UF), a leading coastal and compound flood risk and impact modeling team, to carry out the work.

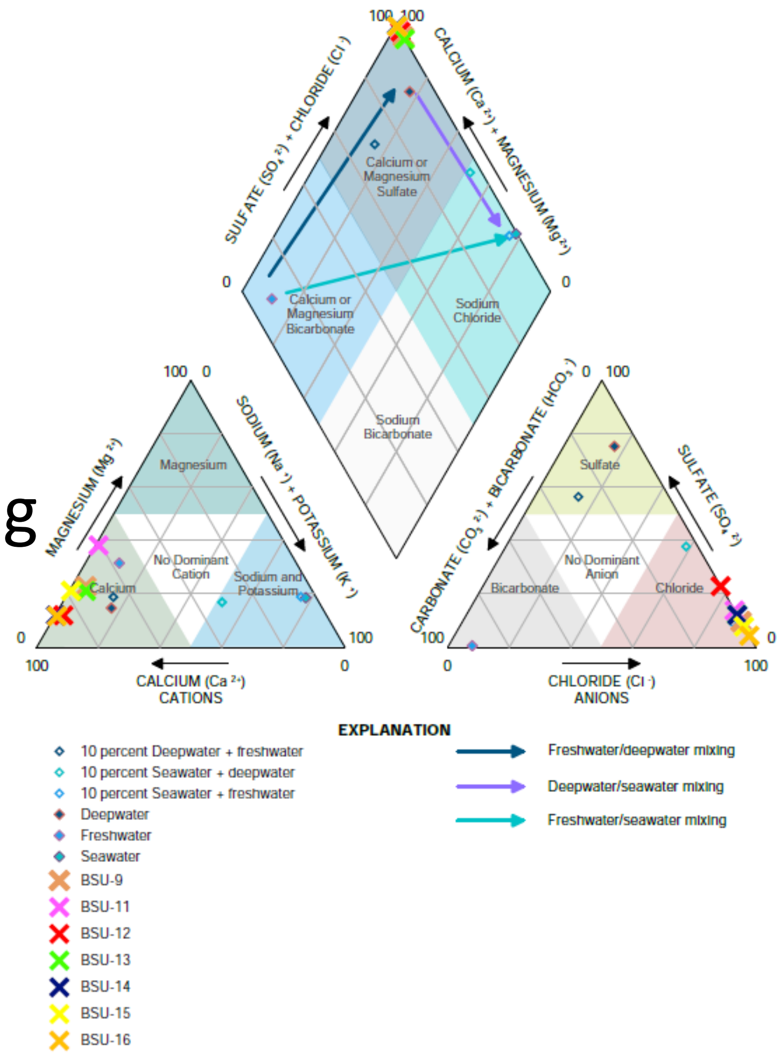
One Charlotte One Water

UF Engineering School of Sustainable Infrastructure & Environment

CHARLOTTE COUNTY FLORIDA

Next Steps

- <u>Resiliency:</u> Public meeting on 5/21, Vulnerability Assessment presentation to BOCC on 6/23
- <u>Water Quality:</u> Groundwater, micronutrients and bacteria microbial source tracking surveys ongoing
- <u>Projects:</u>
  - Water level network
  - ARC-FLOWS
  - Resiliency Adaptation Strategy
  - Eelgrass Expansion Exploration
  - Septic to Sewer Needs Assessment with ArcNLET



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Economic & Community Development

Increase opportunities for industrial development in Charlotte County while balancing open space

Strategic Initiatives

- Expand industrial areas: Create strategies to expand industrial areas and target development initiatives with a goal of securing $50 million in new business capital investment.

Why it Matters

- Deficiency in industrial lands
  - Metro Forecasting Study- Charlotte County has 30 square feet of industrial land per resident while neighboring counties average 57 square feet per resident.
- The deficiency places extra burden on the residential tax base
- Balancing and creating open space is important to the community
- Focusing industrial areas in targeted locations (e.g., ECAP)

Progress & Accomplishments

<u>Public-Private Partnerships (PPPs)</u>

- Exploring PPPs to expand industrial areas
- Focus near airport and major interchanges
- Helps fund infrastructure and ready sites for development

<u>Land Use & Zoning Review</u>

- Evaluating zoning and future land use changes
- Targeting underutilized and strategic sites
- Supporting job-generating uses while protecting communities

<u>Area Plans (e.g., US 17)</u>

- Allow industrial uses with planned design
- Require open space preservation
- Promote coordinated, balanced growth

<u>Planned Developments (PDs)</u>

- Flexible tool for industrial/mixed-use projects
- Can require added open space and design features
- Balances development with environmental and aesthetic goals

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Next Steps

Expansion Opportunities & PPPs

- Continue evaluating sites for industrial growth
- Focus on infrastructure, access, and compatibility
- Use PPPs to advance projects efficiently

Developer Collaboration

- Promote efficient site design
- Maximize usable land, preserve open space
- Encourage clustering and shared infrastructure

Targeted Industrial Areas (e.g., ECAP)

- Focus growth in and around planned industrial zones
- Support economic development goals
- Continue to incorporate open space and landscape buffers

Workforce Development

Position Charlotte County as a hub for skilled professionals by expanding high-wage jobs in target industries, increasing workforce housing, and leveraging economic incentives for growth

Strategic Initiatives

- <u>High-wage job creation:</u> Facilitate the creation of at least 100 net new high-wage positions through targeted industry recruitment and employer partnerships.
- <u>Enhance visibility:</u> Increase marketing reach and stakeholder engagement by 20% year-over-year to strengthen the County's profile as a destination for skilled professionals.
- <u>Workforce Housing:</u> Coordinate housing strategies that support an influx of working-age residents, aligned with the projection of ~17,000 new units by 2030.

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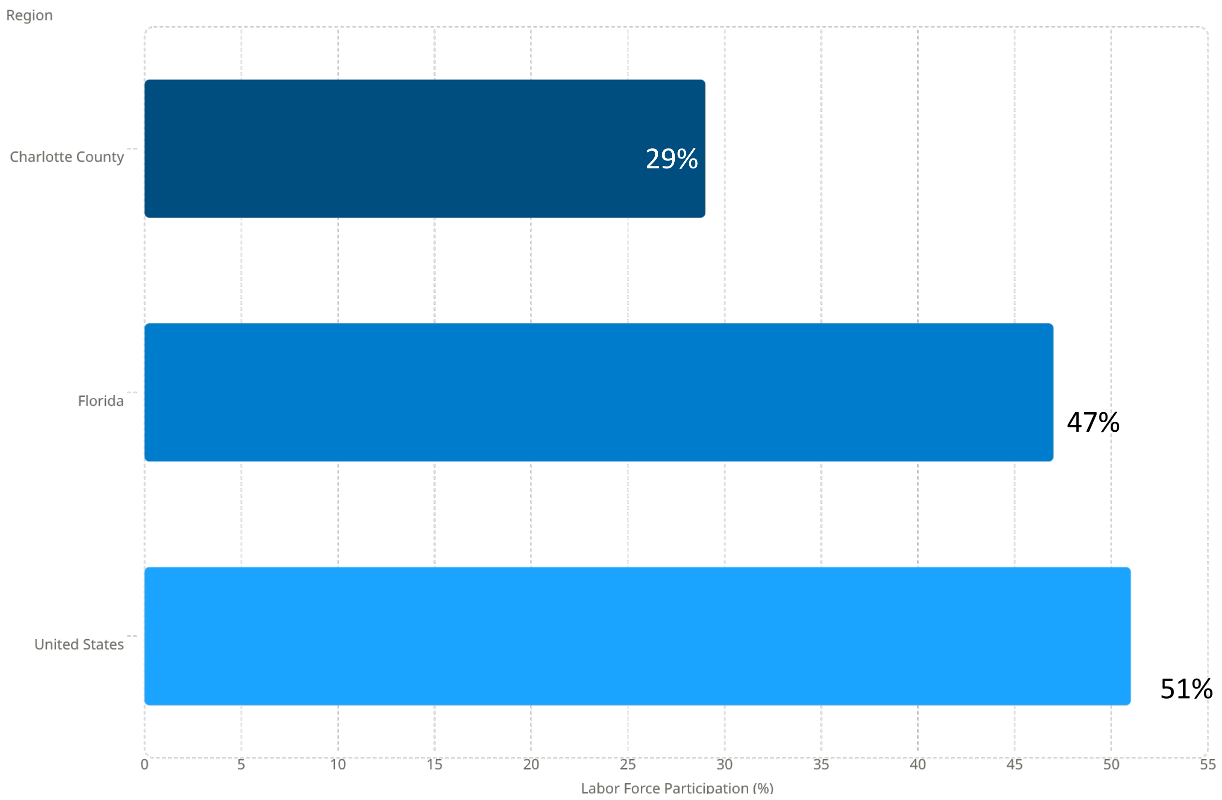
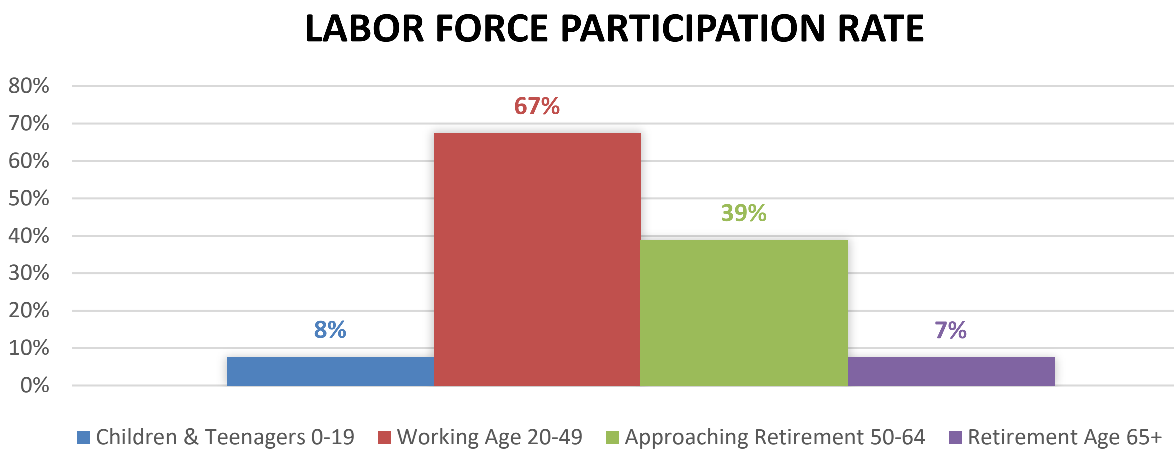
Why It Matters: The Workforce Gap

Charlotte County faces a structural labor force challenge. With only 29% labor force participation, compared to 47% statewide and 51% nationally, fewer than one in three residents are actively working. This gap signals both an economic vulnerability and an opportunity for strategic intervention.



Age Imbalance

Nearly 50% of the workforce is age 45 or older. Baby Boomers represent approximately 40% of the total population and the Silent Generation is 11%, a demographic skew that signals accelerating retirements and a shrinking active labor pool in the years ahead.



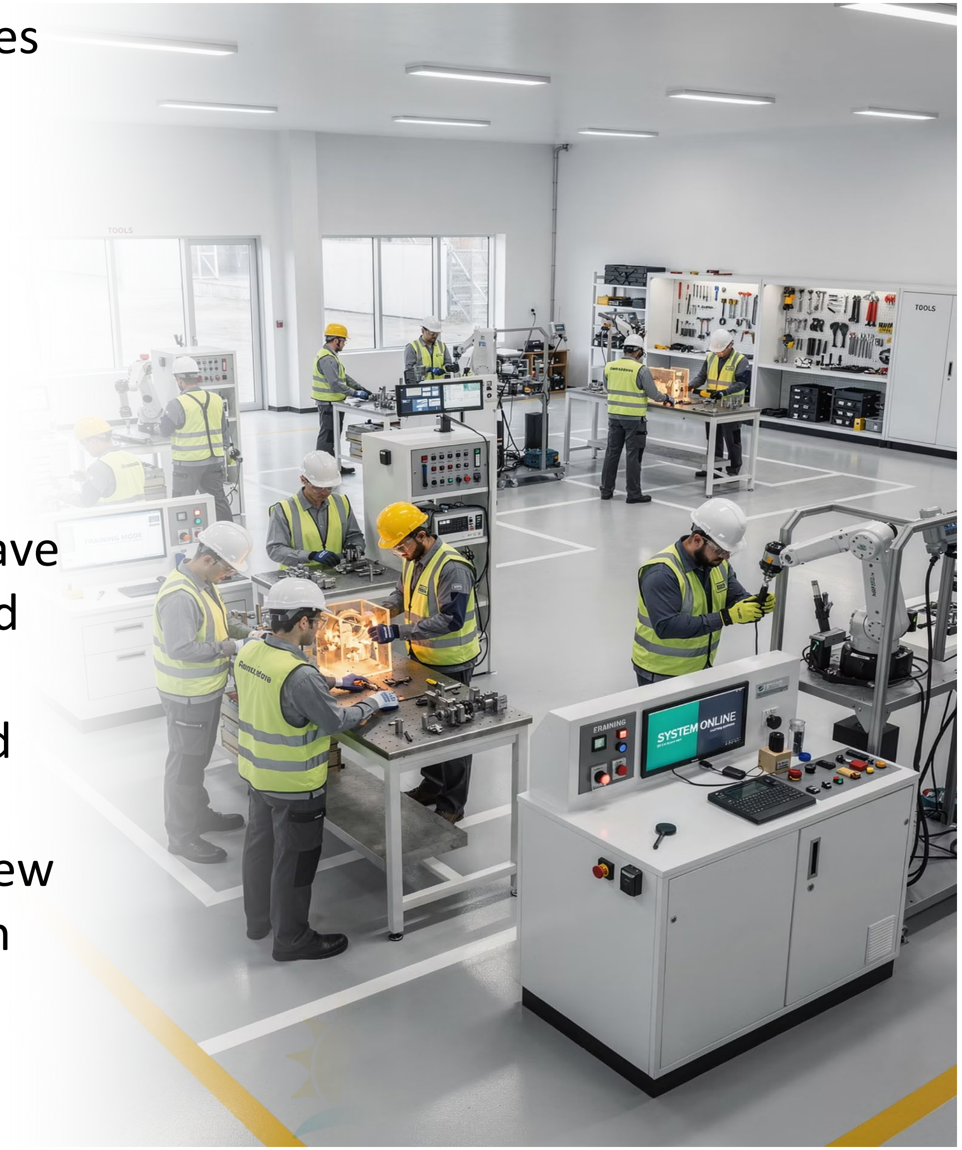
Progress & Accomplishments

Target Industry Recruitment: Efforts to recruit targeted industries have strengthened pipelines for high-wage job creation, positioning the County to attract employers that support long-term career pathways.

Education & Workforce Partnerships: Partnerships with educational institutions and workforce training providers have expanded, helping better align skills development with industry demand.

Marketing & Engagement: Marketing and branding initiatives have significantly increased the County's visibility as a place to live and work. Engagement and outreach efforts are reaching broader audiences, including prospective workers and businesses beyond the immediate region.

Workforce Housing Coordination: With approximately 17,000 new units projected between 2025 and 2030 . Early coordination with stakeholders is helping ensure that a portion of this growth supports workforce and family-oriented housing, not solely retirement demand.



Next Steps

Building on early momentum, the following priorities will drive measurable progress toward Charlotte County's workforce goals over the next strategic period.

- Intensify targeted recruitment of the next generation of skilled workers, families, and remote professionals
- Support creation of at least 100 high-wage jobs in targeted industries
- Expand partnerships with our local schools including the technical colleges, state colleges and universities to strengthen our workforce pipelines
- Accelerate workforce housing strategies, including site identification and development partnerships
- Refine incentive programs to prioritize employers that provide high wage, long-term career pathways and workforce stability
- Leverage data-driven marketing to sustain 20% year-over-year growth in engagement and lead generation

Public Services

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

Public Services

Bold Goals

- Optimize organization based on Levels of Service
- Ensure data driven decision making in the delivery of services to a changing community
- Strengthen the resiliency and recovery capacity of the community
- Manage and communicate the complexities of the provision of public services

CHARLOTTE COUNTY
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Levels of Service

Optimize the organization based on levels of service

Strategic Initiatives

- Data Collection: Enhance data collection practices across departments to support informed decision-making, improve forecasting accuracy, and strengthen performance measurement.
- Long-Range Operational Planning: Maintain and update the Long-Range Operational and Staffing Plan with each biennial budget process to ensure alignment with service demands, workforce capacity, and fiscal sustainability
- County Fee Policy: Adopt County Fee Policy to ensure county service fees reflect true costs, support fiscal sustainability, and align with affordability and policy goals

Why it Matters

- Strengthens Fiscal Responsibility & Defensible Budgeting
- Supports Growth & Service Demand
- Enhances Resilience & Infrastructure Accountability
- Improves Coordination, Efficiency & Workforce Planning
- Builds Transparency, Equity & Public Trust

CHARLOTTE COUNTY
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Progress & Accomplishments

- Metro Forecasting biannual updates
- Utilization of Long Range Operational & Staffing Plan as part of the FY26 & FY27 Budget Process
- County Fee Study kick off
- Core Function Classifications in progress

Progress & Accomplishments

Data Collection

Public Safety

- Community Risk Assessment & Standard of Cover – 2023
- Department Strategic Plan - 2024

Community Services

- Parks Master Plan – 2024
- Library Master Plan – 2026

Public Works

- TBD - near future

Utilities

- Manpower Study – 2023
- **Rate Model – annually**

Countywide

- **Metro Forecasting – biannually**

CHARLOTTE COUNTY FLORIDA

Progress & Accomplishments

Metro Forecasting 2025 Population Forecast

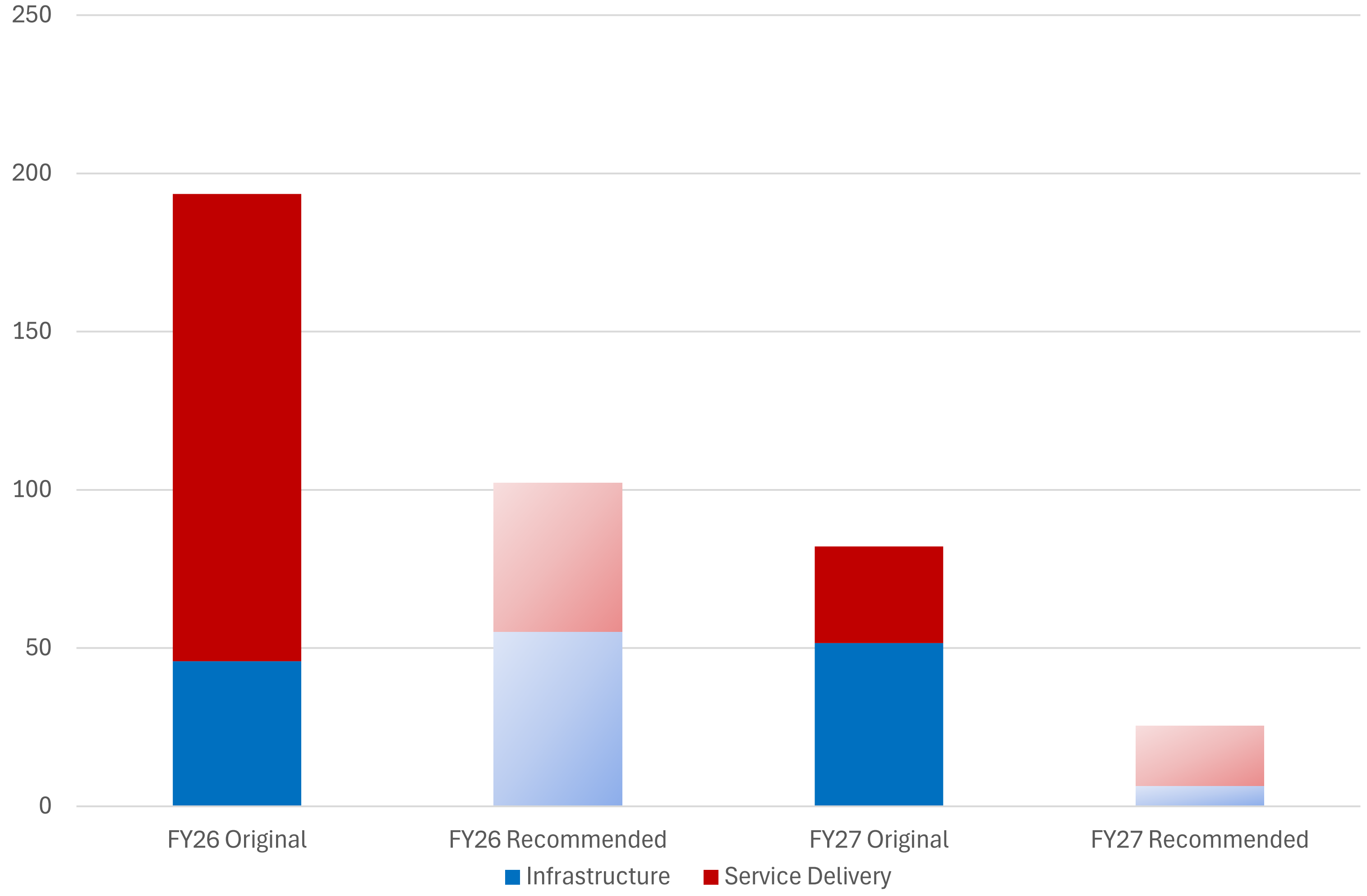
Population Forecast							
	2025	2030	2035	2040	2045	2050	9995
Babcock Ranch	13,398	25,824	35,147	39,202	40,540	40,941	41,105
Burnt Store Road	7,364	10,675	15,865	20,162	22,398	23,763	34,752
East	19,520	21,774	23,339	24,627	26,105	27,519	68,078
Mid	112,790	120,080	127,299	134,747	141,494	147,057	201,702
Punta Gorda	25,589	26,987	28,409	29,815	30,978	31,792	37,101
West	56,594	63,248	69,544	75,631	81,737	87,920	123,968
Sum	235,255	268,588	299,603	324,184	343,252	358,992	506,706

CHARLOTTE COUNTY
FLORIDA

Progress & Accomplishments

Long Range Operational Planning

Staffing Needs



Progress & Accomplishments

County Fee Policy

Purpose:

Ensure county service fees reflect true costs, support fiscal sustainability, and align with affordability and policy goals

Scope:

Applies to all departmental user fees not otherwise established by schedule, statute, ordinance, or resolution

Key Policy Elements:

- Annual Indexing: Fees adjusted annually with County Administrator approval
- External Review Cycle: Reviewed annually; full fee analysis every 4 years aligned with the budget process
- Transparency: Approved fee schedules published publicly
- Accountability:

  Fiscal Services: Contractor management, report facilitation
  Departments: Data provision, compliance
  County Administrator: Consolidates recommendations for Board

CHARLOTTE COUNTY FLORIDA

Next Steps

- Metro Forecasting biannual updates
- Review & Update Long Range Operational & Staffing Plan as part of the FY28 & FY29 Budget Process
- County Fee Study
- Core Function Classifications

Data Driven Decision Making

Ensure data driven decision making in the delivery of services to a changing community

Why it Matters

- Optimizes resource allocation
- Aligns services with evolving community needs
- Enables proactive planning
- Strengthens transparency and public trust
- Measures impact and performance
- Supports adaptability and innovation

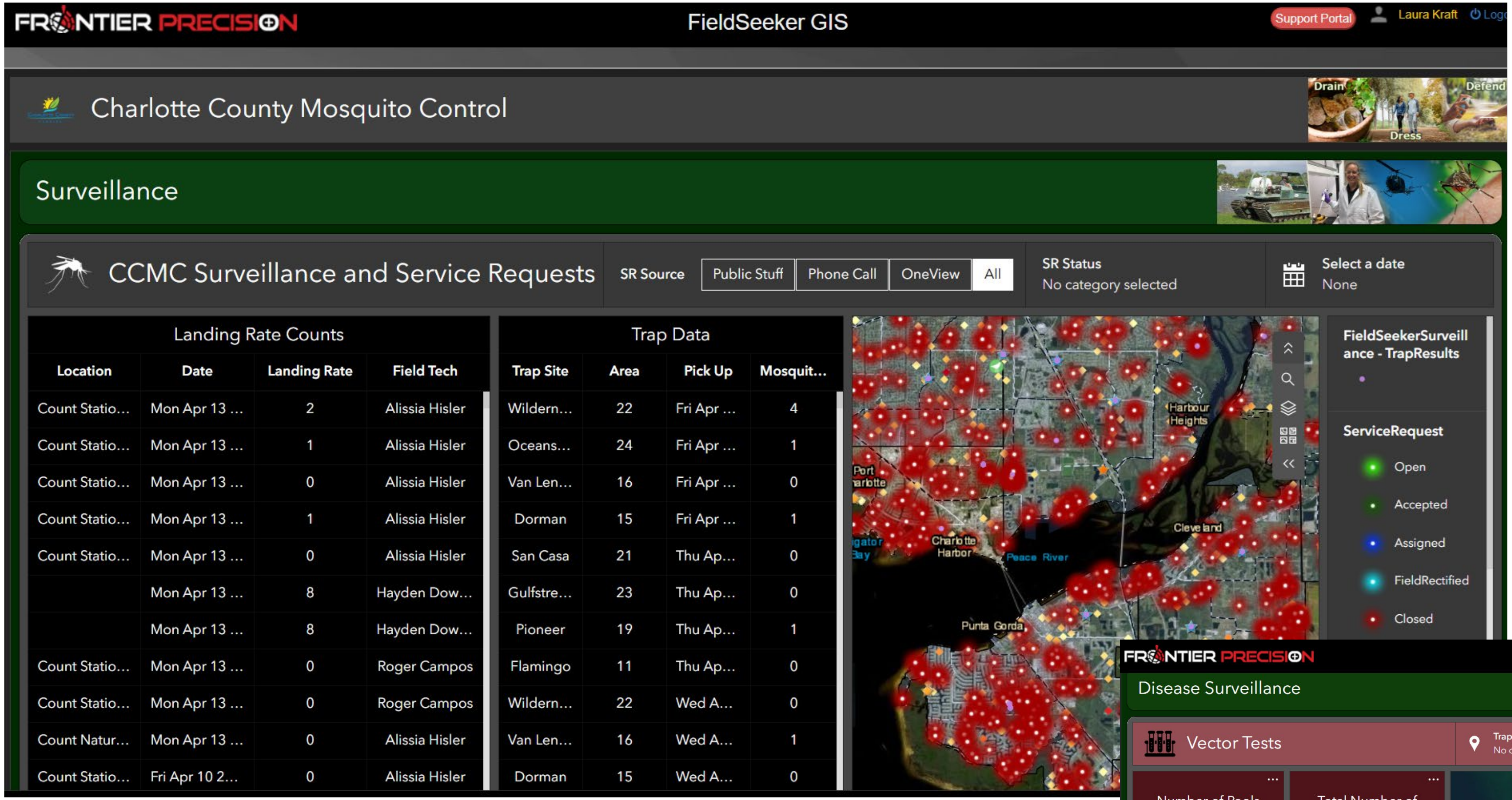
Progress & Accomplishments

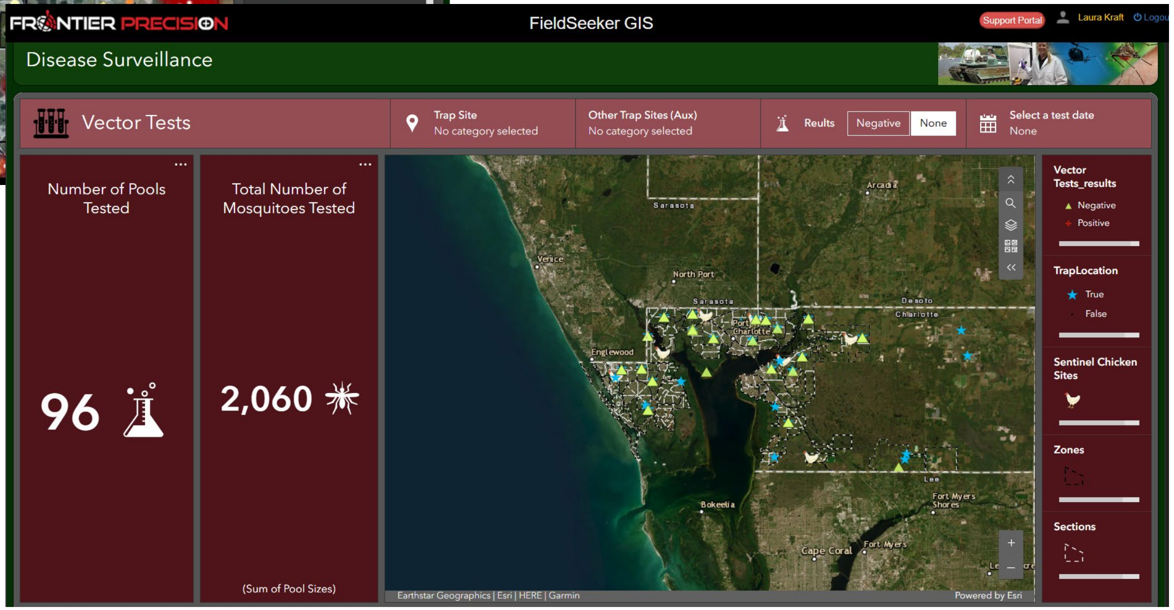
Public Works

- Engineering / Transportation: Using pneumatic traffic counters and monitoring cameras to gather data and prioritize recommendations to the BCC.

- Mosquito Control: Developing and improving an ArcGIS-run data-driven dashboard to monitor data collected over time.

CHARLOTTE COUNTY FLORIDA


FRONTIER PRECISION
FieldSeeker GIS
Support Portal
Laura Kraft
Charlotte County Mosquito Control
Drain
Defend
Dress
Surveillance
CCMC Surveillance and Service Requests
SR Source
Public Stuff
Phone Call
OneView
All
SR Status
No category selected
Select a date
None
Landing Rate Counts
Location | Date | Landing Rate | Field Tech
Count Statio... | Mon Apr 13 ... | 2 | Alissia Hisler
Count Statio... | Mon Apr 13 ... | 1 | Alissia Hisler
Count Statio... | Mon Apr 13 ... | 0 | Alissia Hisler
Count Statio... | Mon Apr 13 ... | 1 | Alissia Hisler
Count Statio... | Mon Apr 13 ... | 0 | Alissia Hisler
Mon Apr 13 ... | 8 | Hayden Dow...
Mon Apr 13 ... | 8 | Hayden Dow...
Count Statio... | Mon Apr 13 ... | 0 | Roger Campos
Count Statio... | Mon Apr 13 ... | 0 | Roger Campos
Count Natur... | Mon Apr 13 ... | 0 | Alissia Hisler
Count Statio... | Fri Apr 10 2... | 0 | Alissia Hisler
Trap Data
Trap Site | Area | Pick Up | Mosquit...
Wildern... | 22 | Fri Apr ... | 4
Oceans... | 24 | Fri Apr ... | 1
Van Len... | 16 | Fri Apr ... | 0
Dorman | 15 | Fri Apr ... | 1
San Casa | 21 | Thu Ap... | 0
Gulfstre... | 23 | Thu Ap... | 0
Pioneer | 19 | Thu Ap... | 1
Flamingo | 11 | Thu Ap... | 0
Wildern... | 22 | Wed A... | 0
Van Len... | 16 | Wed A... | 1
Dorman | 15 | Wed A... | 0
Harbour Heights
Port Charlotte
Charlotte Harbor
Peace River
Cleveland
Punta Gorda
FieldSeekerSurveillance - TrapResults
ServiceRequest
Open
Accepted
Assigned
FieldRectified
Closed


FRONTIER PRECISION
FieldSeeker GIS
Support Portal
Laura Kraft
Disease Surveillance
Vector Tests
Trap Site
No category selected
Other Trap Sites (Aux)
No category selected
Reults
Negative
None
Select a test date
None
Number of Pools Tested
96
Total Number of Mosquitoes Tested
2,060
(Sum of Pool Sizes)
Vector Tests_results
Negative
Positive
TrapLocation
True
False
Sentinel Chicken Sites
Zones
Sections
Sarasota
North Port
Englewood
Port Charlotte
Boca Grande
Cape Coral
Fort Myers
Earthstar Geographics | Esri | HERE | Garmin
Powered by Esri

Progress & Accomplishments

Utilities

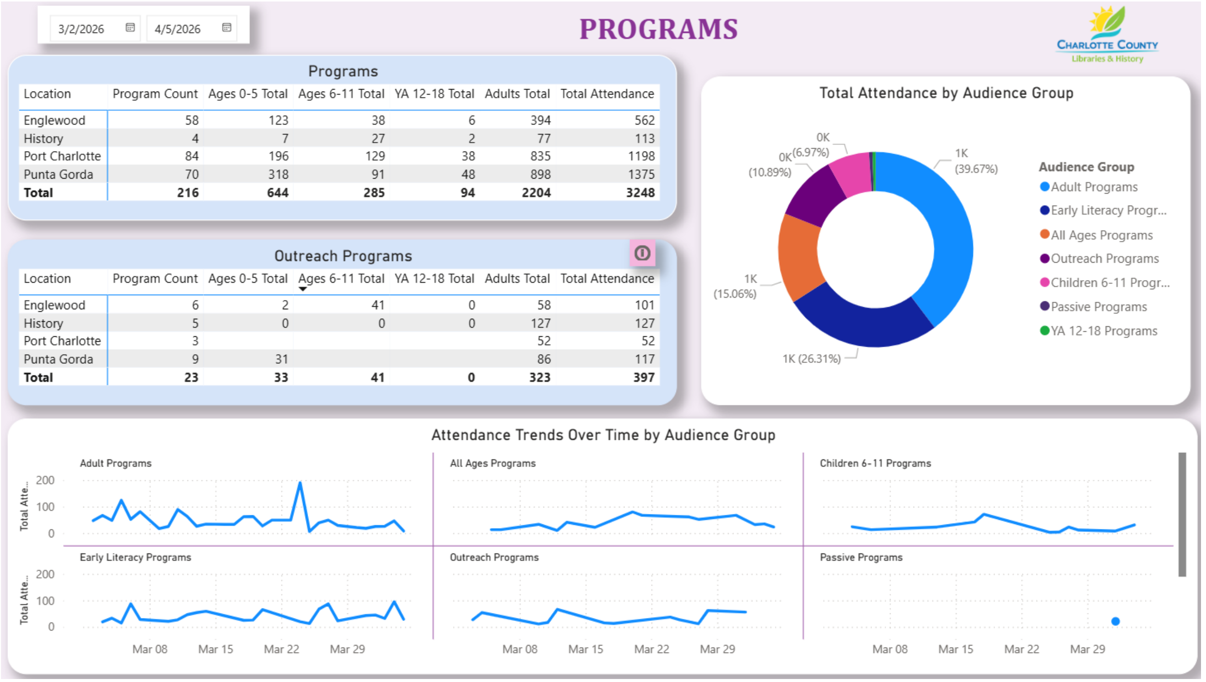
- Customer Service: Use call volume, response times, and error trends to align staffing, improve training, and streamline processes. This has led to faster response times and improved service consistency.
- Treatment Facilities: Use SCADA and laboratory data to optimize treatment processes, enabling early issue identification and maintaining compliance while improving system reliability.
    - For example, trending influent conditions has enabled proactive process adjustments, reducing risk and improving performance.

CHARLOTTE COUNTY
FLORIDA

Progress & Accomplishments

Community Services

- Libraries & History: Track participation in library programming to align offerings with patron and community interests. Program attendance by type of program, topic, size, and location.



PROGRAMS

3/2/2026 4/5/2026

Programs

Location	Program Count	Ages 0-5 Total	Ages 6-11 Total	YA 12-18 Total	Adults Total	Total Attendance
Englewood	58	123	38	6	394	562
History	4	7	27	2	77	113
Port Charlotte	84	196	129	38	835	1198
Punta Gorda	70	318	91	48	898	1375
Total	**216**	**644**	**285**	**94**	**2204**	**3248**

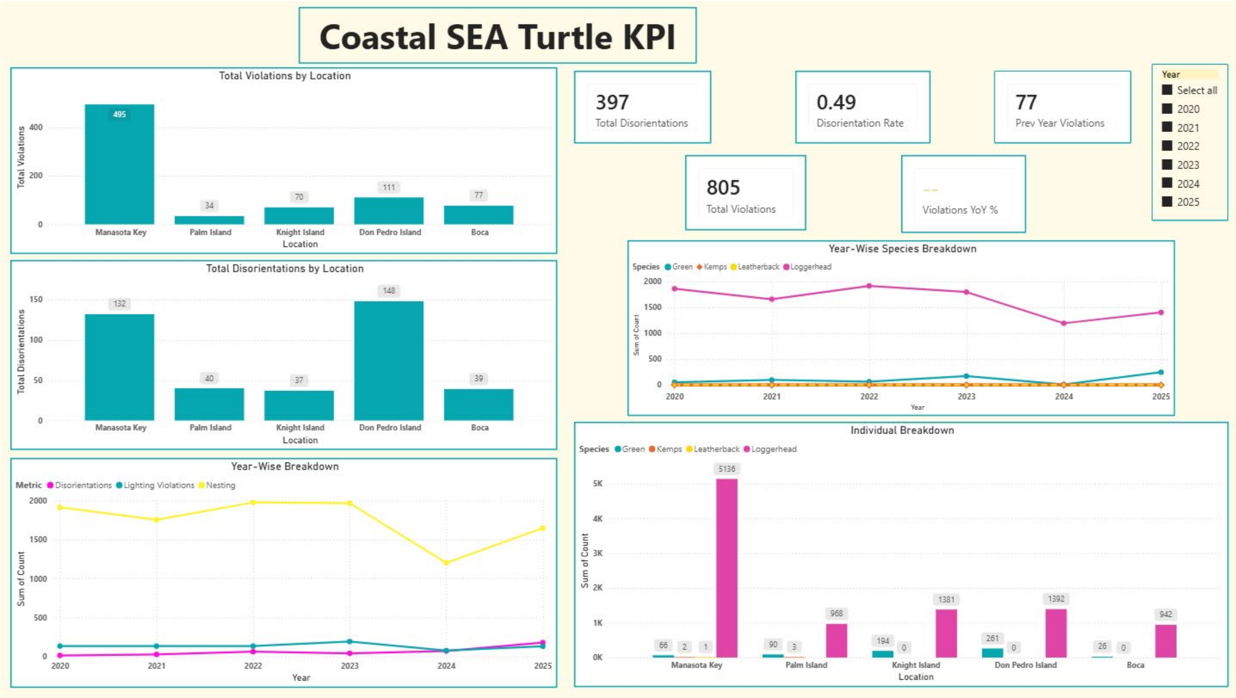
Outreach Programs

Location	Program Count	Ages 0-5 Total	Ages 6-11 Total	YA 12-18 Total	Adults Total	Total Attendance
Englewood	6	2	41	0	58	101
History	5	0	0	0	127	127
Port Charlotte	3				52	52
Punta Gorda	9	31			86	117
Total	**23**	**33**	**41**	**0**	**323**	**397**

Progress & Accomplishments

Community Services

- Parks & Natural Resources: Track seasonal lighting compliance issues that affect sea turtle nesting and hatchling orientation. Used to decide inspection frequency, code changes, and grant applications for retrofit funding.



Progress & Accomplishments

Community Development

- Forerunner software: Uses property-level flood and damage data to support faster disaster response, improve public information, and guide floodplain management decisions
- Atlas: Uses real-time data (location, workload, and licensure) to automatically schedule inspections—reducing delays and increasing daily inspection capacity.
- Monthly BIOC Meetings: Apply permitting, performance, and financial data to guide process improvements, staffing decisions, and fiscal strategy in collaboration with industry partners.

CHARLOTTE COUNTY FLORIDA

Next Steps

- Promote a data-driven culture: Encourage the routine use of data in planning, operations, and evaluation at all levels of the organization.
- Continuously evaluate and refine: Regularly assess data practices and tools to improve accuracy, relevance, and impact.
- Enhance data tools and dashboards: Build and refine user-friendly dashboards to support real-time insights and decision-making.

Charlotte County
Florida

Resiliency & Recovery

Strengthen the resiliency and recovery capacity of the community

Strategic Initiatives

- Embrace the *Whole Community* approach while creating a *Culture of Preparedness*: Engage stakeholders across all facets of our community. Disaster preparedness, response, recovery and mitigation is a shared responsibility and enhanced by integrating external partners through regular engagement and participation.
- Perform focused outreach to our most vulnerable populations: Strengthen the resiliency of our community through initiatives like the Safety Networks initiative.

CHARLOTTE COUNTY
FLORIDA

Why it Matters

Enhancing community resilience reduces the overall impact of disasters and speeds recovery. Strong community resilience lessens the burden on emergency services, minimizes economic disruption, and ensures that vulnerable populations, who are often disproportionately affected, have the support needed to safely withstand and recover from hazards.

Ultimately, a resilient community can adapt, endure, and bounce back more quickly from disasters.

Progress & Accomplishments

- Public Outreach
  - ✓ Be a Hero
  - ✓ Businesses
  - ✓ Civic organizations, faith based, communities
- Partnerships-COAD
- Community Emergency Response Team
- Employee Preparedness
- Food Drive
- <u>Safety Networks</u>

Next Steps

- Expansion of Safety Networks program
- Coordinated business outreach program
- Resource awareness
  - ❑ Financial assistance
  - ❑ Mental health
  - ❑ Voluntary agencies
- Planning templates
  - ❑ Family
  - ❑ Community
  - ❑ Business
- COAD awareness

Charlotte County
Florida

Communication

Manage and communicate the complexities of the provision of public services

Strategic Initiatives

- Revise and implement Strategic Communications Plan: Reach people how they want to be reached using traditional media, social media, streaming, and website. Strengthen internal communication by adding a new position. Engage the community through planned events.

CHARLOTTE COUNTY
FLORIDA

Why it Matters

- Builds public trust and transparency
- Improves access to services
- Reduces confusion and misinformation
- Enhances community engagement

Progress & Accomplishments

Expand Communication Channels

- Social media generated 1.2 to 3 million impressions per month, significantly expanding reach
- Increased use of video and short-form content improved engagement
- Website traffic remained strong, particularly for utilities, permits, and employment services
- CC-TV expanded to online streaming and Smart TV platforms, increasing accessibility to meetings and programming

Strengthen Communication Delivery

- 1.35 million emails delivered (+139%)
- Monthly email distribution ranged from 25,000 to over 100,000 messages
- Strong engagement metrics:
  - Open rates: 45–52%
  - Click-through rates: 10–16%

CHARLOTTE COUNTY FLORIDA

Progress & Accomplishments

Constant Contact Partnership Expansion
- Transitioned from a single-user account to a multi-department partnership model
- Established accounts supporting Communications, Community Services, Community Development, Public Works, and internal employee communications
- Improved audience segmentation, targeting, and performance tracking across departments

Improve Access to Services
- 8,585 service requests submitted through the County mobile application
- Enhanced direct connection between residents and County services
- Continued growth in digital platform usage for accessing services

Increase Community Engagement
- 30,000 Facebook followers (+22%)
- 764 Nextdoor posts (+143%) generating 494,500 impressions (+777%)
- Strong engagement across digital platforms and in-person events
- Support of County initiatives through community outreach and events

CHARLOTTE COUNTY
FLORIDA

Ribbon Cuttings

CHARLOTTE COUNTY
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Next Steps

- Community Speaker Program: Developing a roster of staff subject matter experts available to present to homeowners' associations, civic groups, schools, and other community groups, expanding community engagement.
- Community education and outreach: Delivering timely, accessible information on key initiatives such as sales tax projects, Conservation Charlotte, and state property tax reform efforts utilizing multiple communication channels

.

Charlotte County Florida

Efficient & Effective Government

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

Efficient & Effective Government

Bold Goals

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

CHARLOTTE COUNTY
FLORIDA

Changing Organization

Manage and communicate the complexities of a changing organization

Strategic Initiatives

- Multi-Channel Internal Outreach: Delivering information through multiple platforms, i.e., email, newsletters, intranet, video updates, and message boards, to reach employees in the way they prefer.
- Department Realignment: Realigning organizational structure and functions to improve efficiency, strengthen service delivery, and better meet evolving operational needs and strategic priorities.

Why it Matters

- Provides clarity during change
- Maintains productivity and focus
- Strengthens trust in leadership
- Improves coordination across departments
- Enables smoother implementation of initiatives

Progress & Accomplishments

Department Realignment

- Communications: Expanded capacity to strengthen internal and external communications and enhance engagement.
  - Coordination with department Public Relations Managers to align messaging
- People Operations: Centered on employee experience, with a focus on employee development, organizational strategy, and a strong collaboration with departments.
- Emergency Management: Elevated focus, coordination, and readiness for all-hazards response.
- Budget & Admin: Divisions within Budget & Administration department are realigning for future needs and capacity

CHARLOTTE COUNTY FLORIDA

Next Steps

Department Realignment

- Continuing efforts to assess and realign where necessary to better meet operational needs and enhance service delivery.

Communication

- Improve Intranet (Connect@Work): Current efforts focus on improving site navigation, content organization, mobile-friendliness, and search functionality to create a more intuitive user experience.
- Multi-Channel Internal Outreach: Ongoing assessment of message delivery to reach employees in the way they prefer. Continuing to provide info in multiple formats to improve employee awareness and understanding of organizational updates and initiatives.
- Alignment: Strengthening coordination between Communications and departmental staff by increasing early involvement of the Communications Department in projects and initiatives

Organizational Culture

Ensure culture as “Great Place to Work”

Strategic Initiatives

- Supporting employees physical and mental well-being: Promote a healthy workforce by providing resources, programs, and a work environment that supports employees' physical health, mental wellness, and work-life balance.
- Employee Development: Deliver a structured onboarding experience and increase ongoing learning opportunities. Utilize a centralized platform to equip employees with the tools, knowledge, and support needed to succeed, grow, and stay engaged.
- Employee Recognition: Create consistent and meaningful ways to acknowledge and celebrate employee contributions, achievements, and milestones to reinforce engagement, motivation, and a positive workplace culture.

Why it Matters

- Attracts and retains talent
- Increases employee engagement
- Enhances employee well-being
- Improves performance and productivity
- Strengthens organizational alignment
- Drives better service outcomes

Progress & Accomplishments

Supporting employees physical and mental well-being

- Awards:
  - Gold Level Cigna Healthy Workforce Designation
  - Platinum Level Bell Seal for Workplace Mental Health
  - 7th place Healthiest Employer for Florida

- My Pharmacy

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Progress & Accomplishments

Employee Recognition

- **Administrative Professionals Day:** Recognize Administrative Professionals and encourage collaboration.
- **Years of Service Recognition:** Honorees are invited to a pre–Board Meeting reception hosted by People Operations, providing an opportunity to celebrate their service in a more personal and meaningful setting.

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Progress & Accomplishments

Employee Development

- New Employee Orientation: Implemented an enhanced onboarding experience to better integrate new employees into the organization, including a one and one-half-day session with People Operations to cover foundational information and a half-day county tour to provide insight into services and community impact.
- Learn: A centralized platform for employee training, including online courses, live class registration, safety training, and certification and license tracking.
- STTAR (Strategically Targeted Talent Aligned for Retention): Initiative started in 2022, designed to promote and support employees assigned to supplemental workforce employment statuses with reassignment to a regularly scheduled full-time and/or part-time position
- Employee Development Programs: Supported employees through internal and external learning and development programs
    - Certified Public Manager
    - NACo High Performance Leadership Academy
    - Leadership Development Program
    - Management University

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Next Steps

- Benefits, Employee Safety and Wellness moved under People Operations
- Excellence through CARES: Supervisor Development Program
- Learn: Learning and development plans for tailored for positions and departments
- Career Pathways: Supports employee growth and long-term career development within the organization

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Organizational Culture

Increase “Line of Sight”

Strategic Initiatives

- Improve line of sight between tasks and goals: Ensure employees clearly understand how their day-to-day work connects to strategic priorities, reinforcing purpose, alignment, and organizational impact.
- Update the employee evaluation tool: Embed organizational mission and values into every employee's evaluation.
- Quarterly Managers and Supervisors Meetings: Ensure strategic goals are emphasized at all levels

Why it Matters

- Connects daily work to bigger goals
- Reinforces purpose and value
- Improves performance and accountability
- Drives employee engagement and motivation
- Enhances service delivery to the community

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Progress & Accomplishments

Quarterly Managers and Supervisors Meetings

- Average attendance: 140
- Topics covered include: organizational alignment, supporting employees, mental health, sharing best practices, organizational initiatives, improving communication

Evaluation Form

- Engaged workforce with the development of the new form
- 2025 was the first year with the new form
- Incorporates mission, vision and values as the competencies and behaviors for exceptional performance

Emergency Response Duties

Ensuring continuity of service delivery during times of crisis, providing a clear connection between every task and community impact

Next Steps

- Continue reinforcing Line of Sight with employees
- by partnering with internal communications
- Reinforcing Line of Sight with Managers and Supervisors through focused sessions at Quarterly meetings
- Incorporating Line of Sight into new training and development programs

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Organizational Culture

Ensure culture of continuous improvement

Organizational Culture

- Implement asset management system: Use the asset management system to track performance metrics and levels of service.
- 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.
- Bright Ideas: Employees share ideas for improving County programs, processes and services.

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Why it Matters

- Encourages innovation and problem-solving
- Drives better outcomes over time
- Increases efficiency and reduces waste
- Enhances adaptability
- Builds a proactive organizational mindset

Progress & Accomplishments

Bright Ideas

- 133 submissions
- Adopted suggestions include: AI taskforce, evening water aerobics, reinstatement of Administrative Professionals Day, travel reimbursement automation

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Progress & Accomplishments

Asset Management

- Successfully implemented the asset management system across multiple departments
- Established standardized processes for tracking maintenance activities and asset performance
- Expanded use of the system to support operational decision-making and improve visibility into asset condition and work history
- Increased staff utilization of the system to support consistent documentation and reporting of asset-related activities
- Began using system data to support performance monitoring and service level discussions

Next Steps

Asset Management

- Continue improving data quality and consistency within the asset management system
- Expand performance metrics and reporting capabilities to better track levels of service
- Increase staff training and adoption to ensure consistent use of the system across departments
- Enhance dashboards and reporting tools to support leadership and Board-level decision-making
- Integrate system data more fully into budgeting, planning, and performance management processes

Progress & Accomplishments

Project Management

- Project Management Software:
  - Working Group selected Trimble Unity Construct selected as our Enterprise Project Management System.
  - Currently in the discovery phase and outlining a phased implementation approach.

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Next Steps

Project Management

- Project Management Software:
  - Anticipate first department to go live in Q2 FY27.
- Procedures:
  - Steering Committee to review processes and procedures to determine standardized organizational best practices

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Resiliency & Recovery

Strengthen the resiliency and recovery capacity of the organization

Strategic Initiatives

- Assess facility resiliency and mitigate risks: Obtain grants and other funding to improve operational resiliency and develop policies and practices to ensure continuity of operations
- Recovery and resiliency initiative: Foster a culture of preparedness that embraces resiliency in everything we do. Enhance the overall resiliency of our organization and community through a coordinated recovery process

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Why it Matters

Maintaining a strong organizational focus on resiliency, to include employee resiliency, and enhancing recovery capacity and capability, is essential to effectively prepare for and respond to the hazards we face. By investing in resilient infrastructure, coordinated planning, workforce readiness, and robust recovery systems, the County ensures it can sustain critical operations during disasters and restore services rapidly afterward.

<u>Strengthening organizational resiliency and recovery capacity enables faster, more efficient stabilization of government functions and community lifelines, ultimately reducing impacts from disasters and accelerating long-term recovery</u>.

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Progress & Accomplishments

- Recovery and Resiliency positions
- Local Mitigation Strategy (LMS) 5-Year update
- Infrastructure focus group
- Florida Recovery Obligation Calculation (F-ROC) training
- Disaster roles and training
- Threat & Hazard Identification and Risk Assessment (THIRA)
- Damage assessment roadmap
- Hazard Mitigation Grant Program (HMGP) Awards
- Annual risk assessment
- Recovery EOC

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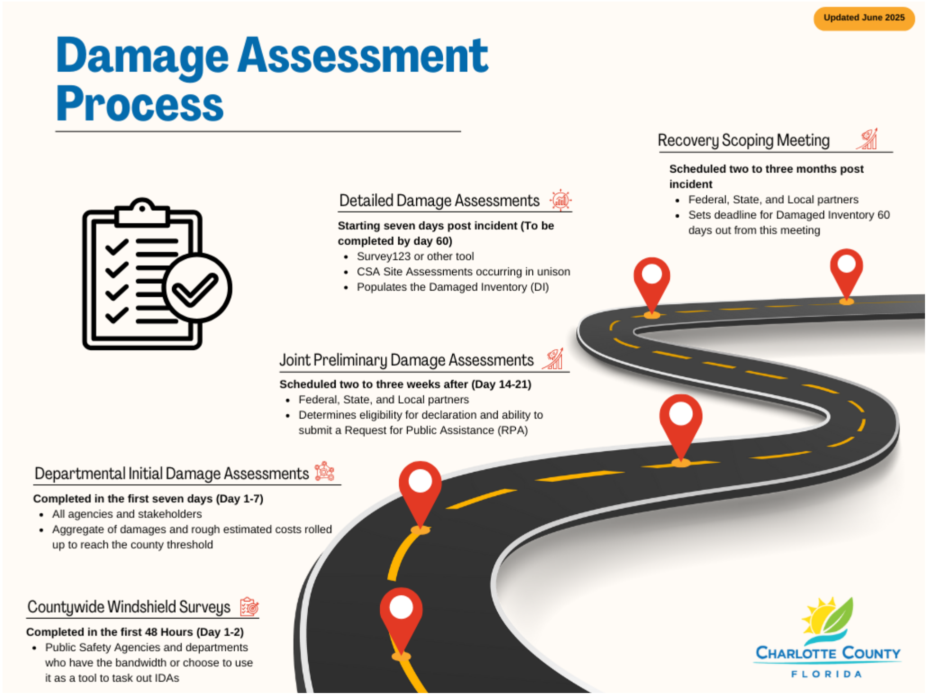
Next Steps

- Process development
- Internal training capacity
- F-ROC implementation
- Resiliency library
- Recognition and internal alignment of resources and investments through the lens of resiliency – cultural shift



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FY 2026-27 STRATEGIC PLAN

Charlotte County, Florida