
Strategic Budget Plan: Shaping the Strategic Core-Direction of Charlotte County Government

Kick-off Meeting
January 8th, 2008

Purpose

- **Develop and adopt an action plan re long term budget strategies for managing Charlotte County Government in response to major forces and trends affecting the County, including property tax reforms, property re-valuations and other changes.**

Understanding the Challenges: A period of high uncertainty

- January 29th referendum
- Potential future referenda
 - Taxation and Reform Commission
 - Speaker Rubio
 - Other?
- Economic Forces
 - Housing market and property re-valuation
 - Growth Management Reforms
- Environmental Pressures
 - Potable water supply
 - Water quality

Major Components of the Action Plan: A Decision-making Framework – Contextual issues

- **Blinking red lights**: These are policies, services or capital projects known to be in funding jeopardy or otherwise of high priority for BCC direction.
- **Strategic Investments** in services and infrastructure deemed critical to attainment of the County's vision and mission: major capital and program investments that must be made.
- **Federal or State Legislative Action**. These are actions the federal or state governments are likely to take which will impact County government.
- **Understanding and meeting public expectations realistically**. This includes information about public expectations and preferences. The over-arching purpose is to align what the BCC does with what citizens need, aspire to, and value.

Major Components of the Action Plan: A Decision-making Framework – The Strategies

- Level of service reductions: identification of areas where levels of existing services can be reduced to save money without compromising Charlotte's core mission.
- Leveraging service delivery roles and relationships among the BCC and other public, non-profit, and private sector stakeholders countywide, and within the region. These are ideas for collaborative service delivery arrangements. These may include functional consolidation of services, outsourcing, or establishing new structures to deliver services.
- Re-scheduling of capital projects.

Major Components of the Action Plan: A Decision-making Framework – The Strategies

- Cost savings, containment, avoidance and work elimination. These are ideas that would save money, contain costs in rapidly escalating areas, or avoid future cost increases. Outsourcing would be considered here also.
- Redesign and re-engineering of service delivery systems and processes. This involves micro-level changes to systems and processes to achieve more efficiency and productivity.
 - New technologies. This task involves deployment of technology to positively affect costs, productivity and efficiency.
- Alternative Funding Approaches – existing and new. Alternative ways to fund services other than through the General Fund or changes in existing funding sources to more accurately capture costs.
- Drawdown of reserves. This would involve using reserve funds to smooth out a transition.

Strategy Portfolio

- Changing how we work
 - Productivity and efficiency
 - New technologies
 - New ways of doing work –Leveraging
 - Level of Service reductions
 - Work elimination
 - Operational
 - Policy
- Changes in HR policy
- Change how we fund
 - Use of reserves
 - Existing Revenue Enhancements: Fees and charges
 - New Funding Tools

Work Types

- Mandated
- Local Choice
- Enterprise Funds
- Internal Support Funds

The Strategy Matrix - Overview

| | Mandates | Local Choice | Enterprise | Support |
|--------------------|----------|--------------|------------|---------|
| Change how we work | | | | |
| Change HR policy | | | | |
| Change how we fund | | | | |

Strategy Matrix

| Work types/ Strategies | Mandated at minimum LOS | Mandated exceed Min. LOS | Optional with match | Optional all GR | Non-GR | Support Functional |
|------------------------------|----------------------------|--------------------------------|------------------------|-----------------|--------|-----------------------|
| LOS reductions | | x | x | x | x | x |
| Work Elimination | | | x | x | | |
| Productivity & Efficiency | x | x | x | x | x | x |
| HR policy | x | x | x | x | x | x |
| Reserves | x | x | x | x | | |
| Revenue Enhancement | x | x | x | x | x | |
| Alt Funding Structure | x | x | x | x | | |

Action Plan: Methodology

- **Departmental Workshops**
 - Draft analysis form
- **BCC meetings**
 - Review level of service and work elimination options
- **Resident focus group**
 - Test level of service and service elimination preferences
- **Staff focus group**
 - Ideas for improvements
- **BCC workshops to develop strategies**

A Guiding Insight

- Traditional ways of addressing revenue reductions--- adoption of replacement alternative revenues, across-the-board percentage reductions, attempts to prioritize or categorize essential versus non-essential services, and elimination of targeted programs and workforce reductions---must be augmented by more comprehensive, thoughtful, and multi-pronged strategies. These strategies must further the fundamental vision and mission the BCC seeks to serve.