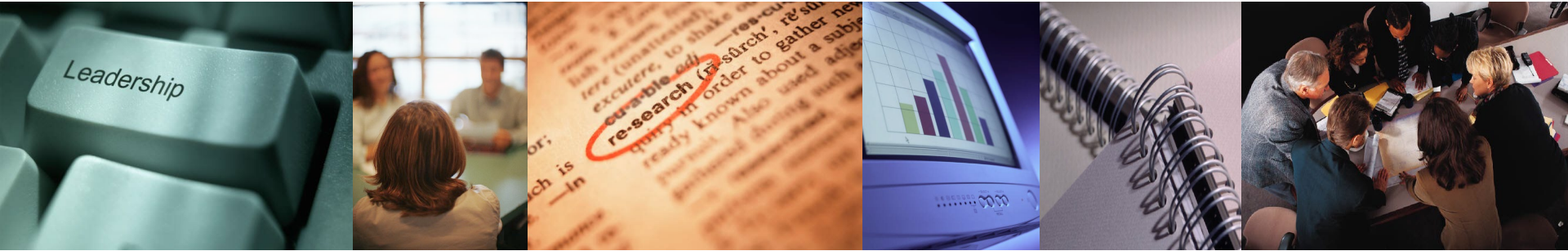


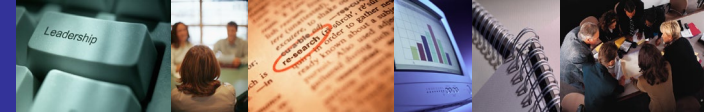


Lee County
Southwest Florida



Lee County Strategic Topics Workshop

John R. Streitmatter
Director
Leadership Research Institute (LRI)
813 785 2633
John.Streitmatter@LRI.com



Agenda

- Session Objectives
- Interview Theme synthesis
- Priorities
- Priority Discussions
- Synthesis



Session Objectives

Discuss selected Strategic Topics in depth

- Provide direction to Staff regarding additional information, development of ideas, and potential proposals to be brought back to the Commission

Future Workshops will be used for:

- Problem solving at the tactical or policy level



Interview Themes

How would you describe the County today:

- Great place
- Growing
- Recovering
- Complex
- Safe
- Fiscally conservative

How you would like it to be described in the future:

- Prepared for the future
- Able to accommodate growth
- Beautiful and safe place where you can live, work, and raise a family
- Attractive to business start up and growth
- Tap into the potential that lives here



Interview Themes

Points of broad agreement:

- Sensitive and attentive to the economic pressures (inflation, recovery/rebuild, and others) being experienced by citizens at present
- Believe that growth is a trend that will continue. The most important focus now is to make decisions to balance the growth with the revenue pressures growth creates
- Highly resistant to raising the property tax rate
- Openness to evaluating other revenue sources – though which revenue source varies
- Focusing on a few key priorities will be key to moving things forward



Interview Themes

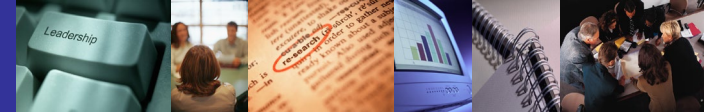
- Proactive approach to streamlining approvals (permitting etc.) and alignment with State and Federal agencies are an important lever to moving road projects forward more quickly, though difficult to implement
- Have been generous with a portion of Public Safety and now need to consider the needs of EMS, including technology, stations/equipment, and personnel
- Desire to proactively speak with one voice about issues of importance from a basis in fact



Interview Themes

Points of agreement:

- Likely that septic to sewer is an even bigger challenge than infrastructure / roads
- Civic Center is a generational opportunity - need to get that right
- Open to other funding sources / solutions
 - Debt financing (we use roads and other infrastructure over time, maybe we should pay over time)
 - Implementing a spending cap
 - Fees / taxes that are tied to the user of the service



Interview Themes

2 – 3 most important topics where the Commission should set long term direction:

Growth

- Road/traffic infrastructure
- Business formation

Water

- Septic to sewer

Affordability

- Keep taxes in check
- Broad spectrum of housing stock (though Government is only a part of the solution)



Overall Interview Theme Synthesis (aka 3250 words on one page)

- Lee County is a desirable place.
- As a result, all indications are that the County will continue to grow.
- Growth at the magnitude the County is experiencing puts pressure on virtually all aspects of local government.
- Managing the current growth and preparing for future growth should be the principal focus.
- Doing so will require the County to focus on a few key priorities and carefully evaluate the balance between investing in growth related projects and policies while also managing spending in light of the current economic climate and tax/fee load.



Priorities

Infrastructure

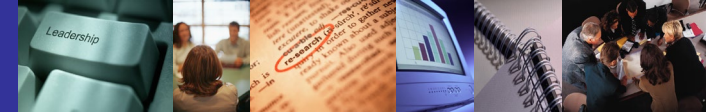
- Septic alternatives
- Regional water supply
- Economic corridor growth
- Roads / Bridges

Public Safety

- Maintain safe environment and support for Sheriff
- Enhance EMS

Fiscal

- Investigate additional revenue sources
- Consider a spending cap to manage expenses



Board Direction - Infrastructure

Roads and Bridges

- Expedite road projects

Septic Alternatives

- State mandates
- Next steps

Regional Water Supply

- Study
- Next steps

Civic Center

- Workshop

Hypothesis for Board
Input and Revision



Board Direction – Public Safety

Enhance EMS

- Add positions
- Stations/Equipment
- Technology

Hypothesis for Board
Input and Revision



Board Direction – Fiscal

Investigate additional revenue sources

- Evaluate debt/bonding capacity
- Consider user fees / toll revenue
- Bring options regarding the above and other sources to the Board

Consider a spending cap to manage expenses

- Evaluate expected future needs and revenue projections
- Evaluate timeline / expiration of cap
- Bring options regarding a spending cap to the Board

Hypothesis for Board
Input and Revision