



CHARLOTTE COUNTY FLORIDA

2024-2025

FISCAL YEAR 2024 ADOPTED BUDGET & 2025 APPROVED BUDGET



POST HURRICANE
BUILDING BACK
AFTER IAN



CHARLOTTE COUNTY
FLORIDA

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CHARLOTTE COUNTY

F L O R I D A



CHARLOTTE COUNTY

FLORIDA



CHARLOTTE COUNTY

BOARD OF COUNTY COMMISSIONERS



In an effort to better serve its residents and local interests, Charlotte County established its home rule charter. Read the full Home Rule Charter [HERE](#).



COUNTY COMMISSION



District 1: Ken Doherty



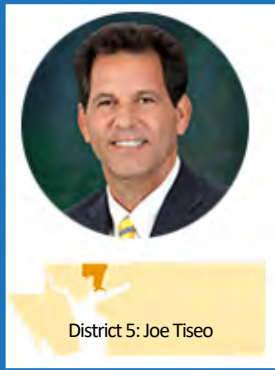
District 2: Christopher Constance



District 3: Bill Truex



District 4: Stephen R. Deutsch



District 5: Joe Tiseo

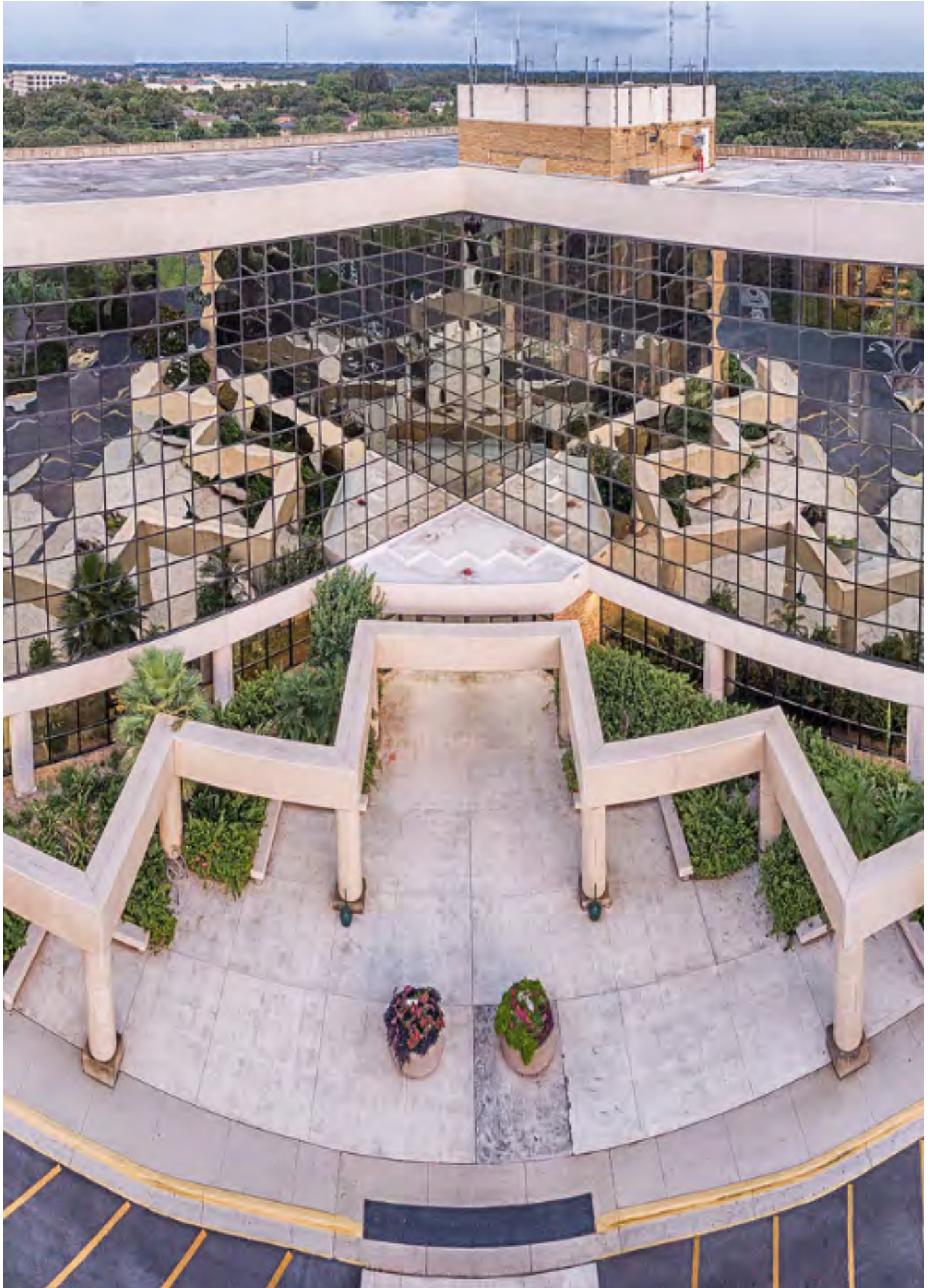
Under the Home Rule Charter, Charlotte County shall operate under an elected county commission and appointed county administrator form of government. The Charlotte County Commission is made up of five elected commissioners representing the five districts of the county.

Commissioners are elected and serve a four year term. Their appointments are governed by the Home Rule Charter, the County Commission Administrative Code and the state's Sunshine Laws.

The commission elects a chair and vice-chair to preside at all meetings, Bill Truex and Christopher Constance, respectively during the current term.



View more information about Charlotte County Commissioners [HERE](#)





HECTOR FLORES

COUNTY ADMINISTRATOR



Dear Commissioners and Citizens of Charlotte County,

I am pleased to present the Adopted Fiscal Year 2024 Charlotte County budget. This budget represents months of work by a dedicated leadership team and staff across all levels of the organization in alignment with the County's strategic plan. As is the case each year, we implement a fiscally sound approach to budgeting, with our responsibility to be financial stewards of County resources as its core. For local governments, the budget is far more than just a list of line items of what is going to be spent. The budget is how strategic direction, policy and priorities are set. It's a long-range financial plan and an operations guide.

Like all organizations, Charlotte County government has faced multiple challenges over the past several years which have put our resources and staff to the test. However, Charlotte County's financial soundness has demonstrated that wise financial decisions have been made.

During the Fiscal Year 2024 and Fiscal Year 2025 budget process, staff worked hard to launch initiatives to continue implementing the Board's vision and strategic focus areas. Our strategic, forward-looking budget addresses growth demands and expectations, remains focused on recovery and resiliency, right-sizing our staffing levels, and maintaining the assets we have.

On September 28, 2022, Charlotte County was hit with a Category 4 major hurricane. Hurricane Ian caused catastrophic damages to our communication and local government assets, including signage,

lighting, roads, bridges, parks and buildings. Debris removal after Ian cost the County more than \$100 million. We anticipate reimbursement from FEMA for the cost; however, the public assistance program is a lengthy process and often takes several years to complete. To date, even with an approved expedited project, we have only been reimbursed \$22 million. The rest could take numerous years to validate and receive.

In addition to working with federal and state agencies, County staff has been communicating with our insurance provider to assess the damage of more than 400 insured assets and begin repairs. Due to the volume of repairs, this process will also take several years to complete. This financial burden has been absorbed from county reserves for the time being, which is another example of conservative financial planning the organization has implemented to provide resiliency and stability to the taxpayers.

In conclusion, we have worked to overcome all obstacles encountered and continue to provide excellent customer service. This speaks highly of the dedication and drive of our dynamic workforce. The financial decisions made by the Charlotte County Board of County Commissioners have positioned the County to remain financially flexible with healthy reserves. We will continue to remain vigilant, monitoring and responding as needs arise. Citizens, elected officials and employees of Charlotte County should be proud of their efforts to date as we continue the implementation of the board's strategic plan. We are prepared for the new fiscal year full of opportunities to serve the community.

SIGNED,

HECTOR FLORES



CHARLOTTE COUNTY
FLORIDA



TABLE OF

09

COUNTY OVERVIEW

13

COUNTY
RESILIENCY

17

OVERVIEW/PRIORITIES
& LONG RANGE PLANS

47

STRATEGIC PLAN

67

THE BUDGET PROCESS



73

BASIS OF BUDGETING

79

DEPARTMENT AND
PROGRAM DESCRIPTIONS

205

FINANCIAL POLICIES

233

REVENUES

245

DEBT OVERVIEW



265

CAPITAL PROGRAM

283

**MUNICIPAL SERVICE
BENEFIT & TAXING UNITS**

289

**FUND DESCRIPTION
& STRUCTURE**

297

FUND BALANCE

303

**DEPARTMENT & FUND
RELATIONSHIP**



307

**CONSOLIDATED
FINANCIAL SCHEDULE**

319

**POSITION SUMMARY
SCHEDULE**

325

STATISTICS

345

GLOSSARY

367

ACRONYMS



CONTENTS





CHARLOTTE COUNTY

COUNTY OVERVIEW



'Charlotte' Harbor, in Charlotte County, was named in tribute to Britain's Queen Charlotte Sophia in 1775.



COUNTY OVERVIEW



Charlotte County is located in Florida between Tampa and Naples and geographically abuts Charlotte Harbor and the Gulf of Mexico. Much of the developed property today was former swamp land that was drained to take advantage of harvesting pine for turpentine and lumber.



The County describes itself as an eco-tourist destination, citing blue trails for canoeing and kayaking, biking and sailing as its best features.

Charlotte County, Florida was established in 1921, carved out of the once much larger Desoto County. The official county seat is within the City of Punta Gorda, and the county's court system is located there within the Justice Center.



However, most of the government offices were relocated several years ago out of Punta Gorda to a county administrative complex in an area called Murdock, about six miles away. The city is the only municipality in the county, which presents its own unique set of challenges in that the county provides most government services, such as street and drainage maintenance, parks and recreation, and public safety.

Charlotte uses the county form of government, with a five-person elected commission from five districts, with each commissioner elected at large, serving a staggered 4-year term. The current board consists of professional businessmen: a doctor, an upscale home builder, a professional engineer, a retired town planner, and a local business owner. All of the five commissioners have served multiple terms. The current county administrator has been with the county in various capacities since 1995, and although he directs the planning and presents the budget, he has no veto authority over it.

Along with the county administrator, the economic development director and county attorney, are appointed by the county commission. Other officials are elected and include the Tax Collector, Sheriff, Supervisor of Elections, Property Appraiser, and the Clerk of the Court who is also the county comptroller.

At the heart of Charlotte County is an area called Port Charlotte, and it is the largest non-city area in the county. Port Charlotte is bisected by US 41 and has no true town center.



This area was platted in the 1950's by Mackle Brothers, later known as General Development Corporation (GDC), who were Miami-based developers whose sales pitch sounded something like "Ten dollars down and ten dollars a month." This platting resulted in Charlotte County having upwards of 2,000 miles of roadways, about one hundred bridges, and over 4,000 miles of roadside drainage swales,



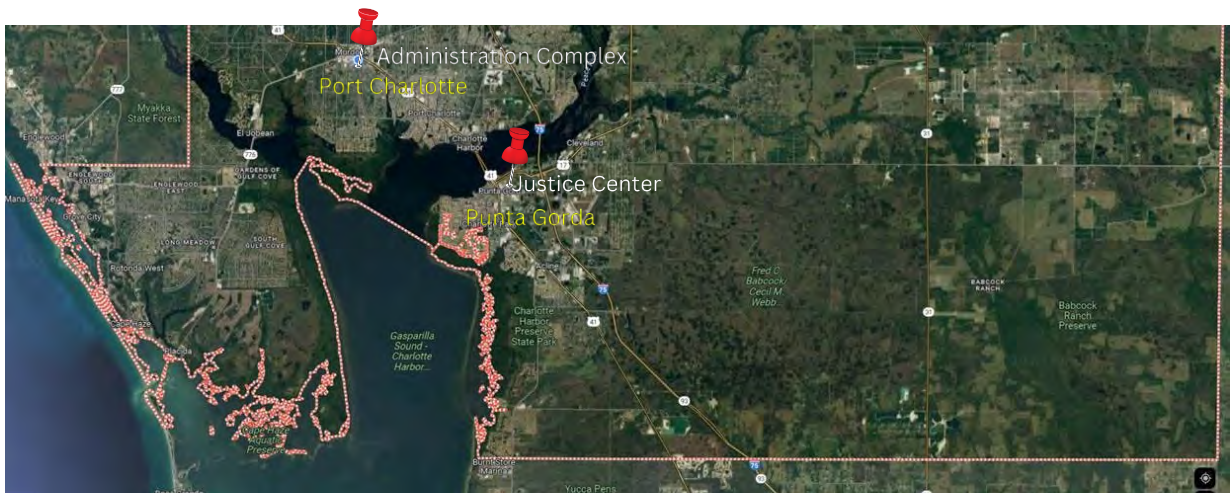
along with over 200,000 platted quarter-acre lots, most of which are still vacant. GDC bankrupted in the early 1990's ceding all of its roadways to the county and selling the county its water and sewer utility subsidiary through a quick-take condemnation financed through utility bonds, still being paid today.

Charlotte is a retirement community, there are no big corporate headquarters or manufacturing plants, though there have been initiatives to get them here. Having a population with a considerable number of retirees on fixed incomes, and few business enterprises outside the retail, service and the health industry, has required the county administration to look for diverse ways to bring in tax revenue without further burdening the residents.

The Charlotte County fiscal year runs from October 1 through September 30. Charlotte County budgets in 2-year cycles, using the "performance based" budget methodology, but the Board adopts the budgets one year at a time. The off-year gives administration and staff time to analyze data for efficiencies and review "performance measures" while not going through an in-depth budget preparation at the same time. Adjustments made to the "year two" budgets in the second year are clearly documented to the county commission. Charlotte County's website offers a wealth of information on budget transparency, strategic focus areas and initiatives, and survey responses on how well the government is doing. The Adopted Line Item Budget Book is uploaded to the County's website, which contains the two-year plan, as well as one year of actual expenditures and revenues.



See more on Charlotte County operations and spending on our transparency page. [HERE](#)





CHARLOTTE COUNTY

COUNTY RESILIENCY



On September 28th, 2022 Charlotte County was hit directly by Hurricane Ian, deemed a category 4 storm. The wind measurements were later revised to be category 5 at landfall.



COUNTY RESILIENCY



The last few years have been tumultuous for our county: COVID-19, shutdowns and shortages, social unrest, rising crime, inflation, federal deficit spending, polarized political views and locally, Hurricane Ian. All of these factors can be incredibly destabilizing, but Charlotte County government has taken them in stride and remained resilient throughout. From my perspective there are three major factors instrumental to that resilience: great leadership, great organization, and great planning. I have been in local government for 35 years and the leadership in this organization is the best I've seen; commissioners, county administration, emergency management and department directors all address the key issues and lead by example.

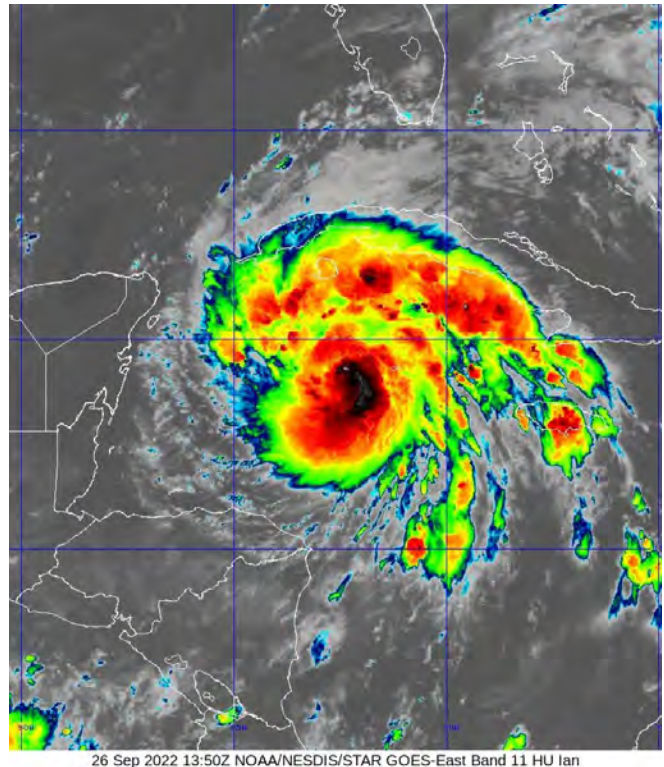


County staff are dedicated employees that take pride in what they do and in the fact that they are contributing to their community. But the factor I want to focus on is the planning that underlies everything we do.

This planning takes place across all aspects of operations and is exemplified by our budget process. Our current budget year began October 1 while the process for developing took nearly a year. We began that process by developing four different scenarios by which we would evaluate all requests and develop alternative financial projections. Those scenarios were: what if we continue to see rapid population growth; what if inflation continues for the next two years; what if we see a recession; and what are the long-range implications of hurricane recovery. Population growth: Over the past decade our population grew by 16%. That growth is projected to be more than 26% over this decade. If the current rate of growth continues, we will have added 50,000 citizens to the county by 2029. This will require a significant expansion of service delivery and not just in volume but in the geographic areas in which growth occurs.

Inflation: The rate of inflation has begun to decline but that decline is not uniform across the board. An area where we continue to see alarming increases is in construction. This is critical since over half of our budget is capital in nature. Recently, we went out for bid on a wastewater plant expansion. The engineer's estimate was \$56 million: however, the low bid was \$106 million. That's an 89% increase in less than a year

Recession: Economists grow more optimistic that the economy will make a "soft" landing but that certainly isn't guaranteed. How would a national recession translate to our local economy and how will it impact the services we provide?



Hurricane recovery: The last issue is not so much a scenario as a reality. On Sept. 28, 2022 we were struck by one of the largest hurricanes to ever make landfall. The clean-up alone after Ian cost the county over \$100 million. Eventually we will be reimbursed for that cost by FEMA, but it is a long, arduous process. A year later we have only been reimbursed \$22 million and the rest could take three to five years. Out of 800 insured assets, over half of them were damaged by the storm. We are working with our insurer to repair everything as quickly as possible, but the sheer magnitude of the damages will take at least another two years to complete.

These are all major issues, but we have a process in place to make sure they are addressed in a planned and comprehensive manner. This County Commission has made long-range fiscal stability a high priority over the past several years and the County is in very good financial position to deal with the ambiguities we face. We are in this position primarily because of three practices we have adopted. First, we provide the board with long-range financial projections so they can see the implication of their decisions. Secondly, we have developed 20-year capital improvement and capital maintenance plans and thirdly, we have maintained a strong reserve policy. It is this long-range planning that enables us to insure this remains a great community no matter what we face.

ARTICLE BY,

GORDON BURGER
BUDGET & ADMINISTRATIVE
SERVICES DIRECTOR



CHARLOTTE COUNTY
FLORIDA



See video of Hurricane Ian and the aftermath of the storm in Charlotte County [HERE](#)



CHARLOTTE COUNTY

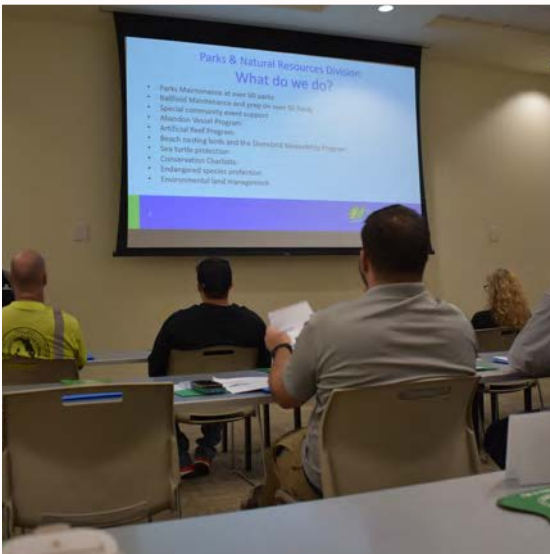
OVERVIEW/PRIORITIES & LONG RANGE PLANS



Cigna selected Charlotte County as a recipient of their Gold Level Healthy Workforce designation. Commissioners, administration and county leaders continue their strong commitment to improving the health and well-being of its employees through a workplace wellness program.



BUDGET OVERVIEW



This fiscal year's budgetary proceedings aimed to confront pivotal challenges facing the County, encompassing: (1) Hurricane Ian Impacts and Recovery Initiatives: Addressing the aftermath of Hurricane Ian, with a strategic focus on effective recovery efforts; (2) Organizational Optimization According to Service Levels: A commitment to streamlining the County's structure to enhance efficiency, aligning organizational components with the various levels of services provided; (3) Mitigating Long-Term Supply Chain Shortages: Proactively tackling persistent supply chain issues to ensure sustained availability of essential resources over the long term; (4) Navigating Escalating Costs: Adapting to the economic



landscape, particularly grappling with the rise in operating, construction, and equipment costs attributable to inflationary pressures; and finally, (5) Managing Accelerated Localized Population Growth: Addressing the challenges posed by the rapid and concentrated increase in the local population, strategizing to accommodate growth while maintaining the community's well-being.

Throughout the FY24 budgetary proceedings, Charlotte County methodically employed Performance-Based Budgeting practices to assess its financial landscape. Commencing with preliminary meetings between individual departments and Fiscal Services, the process progressed to subsequent sessions that included representatives from each department, Fiscal Services, and County Administration.

These collaborative meetings served as forums to delve into the intricacies of departmental budgets and evaluate the services offered by each department. Rigorous scrutiny was applied to ensure that each department's budget was linked to the Board's Strategic Plan. Furthermore, emphasis was placed on confirming that the financial blueprint of each department prioritized its goals, aligning them with the overarching objectives set forth by the Board. This approach aimed to synchronize departmental objectives with the broader goals of the Board, fostering a strategic and prudent financial plan.

The Performance-Based Budgeting process implemented by Charlotte County for the FY24 budget was founded on the four Strategic Focus Areas and Bold Goals established by the Charlotte County Board of County Commissioners. In alignment with this framework, each County department cataloged its core services and established clear links to the relevant Strategic Focus Area supported by each service.

This comprehensive approach involved defining specific results and measurements for each core service, grounded in historical data collected by individual County departments. For a detailed reference to the overarching Strategic Focus Areas and Goals, please consult the dedicated Strategic Plan section located on page 47. This transparent integration of strategic objectives, core services, and performance metrics underscores the county's commitment to aligning budgetary allocations with principal goals for optimal community impact.

The Board of County Commissioners formally adopted the budget and corresponding millage rates during their final public hearing on September 19, 2023. These rates, as predetermined in the FY24 budget, were endorsed to guide financial allocations. Additionally, the final rates for Municipal Service Benefit Units (MSBU) were approved on September 7, 2023, further solidifying the financial framework for the designated period.

Countywide property valuations surged by 13.12% as of January 1, 2023, encompassing the influence of newly added construction. This notable increase translates to an impressive influx of \$3,113,916,384 in new revenues. Despite the commendable growth, it's essential to note that the figures would have reflected an even more substantial 17.76% increase if not for the \$1,103,580,217 reduction attributed to the aftermath of the hurricane impact.

Notably, coastal areas experienced more pronounced effects, resulting in more conservative valuation increases. Specifically, the Manasota Key Street & Drainage Unit witnessed a modest decrease of -1.54%, reflecting the unique challenges posed in these areas.

FY24 Property Valuations

Figure 1-1

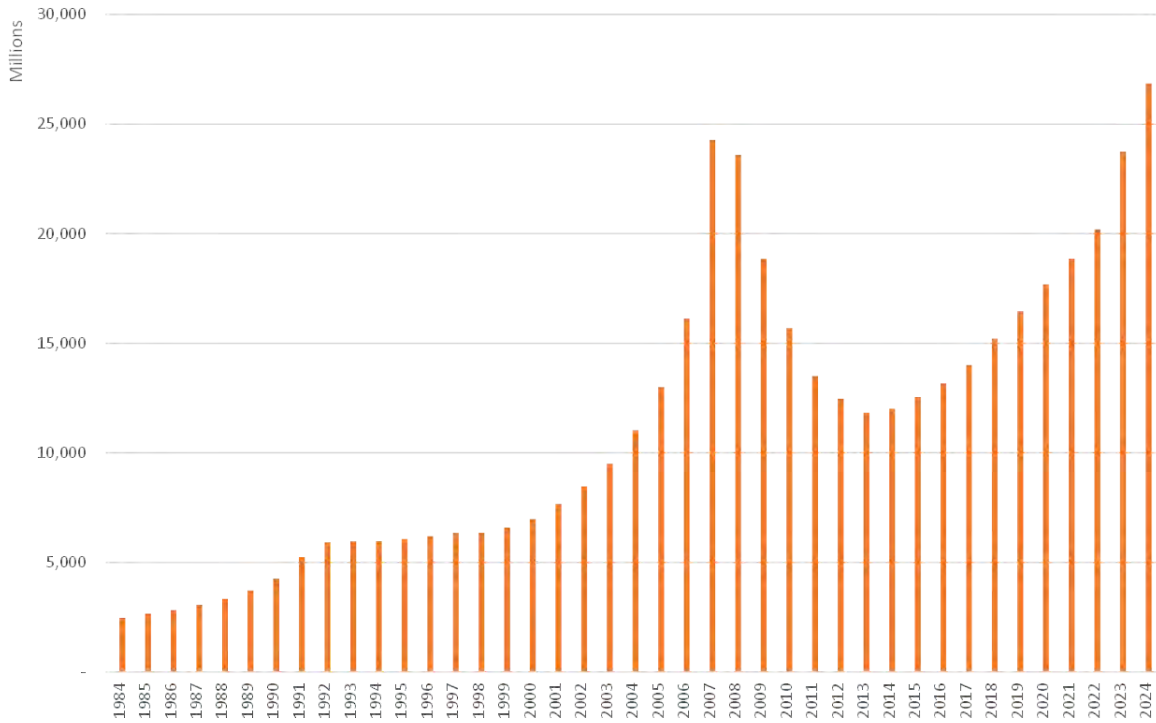
Charlotte County property tentative evaluations for FY24.

| | FY23 Tentative | FY23 Final | FY24 Tentative | Variance | % Variance |
|--|-------------------|----------------|-------------------|---------------|------------|
| County-wide | 23,454,406,337 | 23,740,638,355 | 26,854,554,739 | 3,113,916,384 | 13.12% |
| Environmentally Sensitive Land Program | 23,680,519,846 | 23,981,458,433 | 27,104,813,424 | 3,123,354,991 | 13.02% |
| Greater Charlotte Street Lighting District | 17,254,704,811 | 17,370,123,321 | 19,601,360,994 | 2,231,237,673 | 12.85% |
| Charlotte Public Safety Unit | 19,578,257,499 | 19,814,328,722 | 22,484,392,628 | 2,670,063,906 | 13.48% |
| Don Pedro/Knight Island Street/Drainage | 455,418,090 | 459,838,637 | 510,047,763 | 50,209,126 | 10.92% |
| Manasota Key Street & Drainage Unit | 698,863,593 | 709,632,931 | 698,725,904 | (10,907,027) | -1.54% |
| Stump Pass/Beach Renourishment | 8,323,766,680 | 8,410,767,598 | 9,068,920,840 | 658,153,242 | 7.83% |
| Sandhill Municipal Service Taxing Unit | 211,745,057 | 212,344,962 | 262,705,859 | 50,360,897 | 23.72% |



Assessed Valuation Figure 1-2

Historical data of Charlotte County assessed valuation.



Valuations have returned to the levels observed in 2007; however, this resurgence differs significantly from the past, characterized by gradual increments spanning a 17-year period. In contrast to the rapid surge experienced from 2005 to 2007, which was largely fueled by speculative market purchasing, the current trajectory reflects a more measured and sustained ascent.





Ad Valorem Variance

Figure 1-3

Sources of Ad Valorem (Estimated)

| | |
|-------------------------|--------------------|
| Homestead | 2,893,528 |
| New Construction | 7,524,635 |
| Non Residential | 5,815,652 |
| Other | 20,022,158 |
| Hurricane Ian | (9,070,156) |
| Total | 27,185,817 |

The Ad valorem increase is categorized into five primary segments: (1) Homestead, (2) New construction, (3) Non-residential, (4) Other, and (5) Hurricane Ian. Noteworthy is the context of inflation over the last decade, where it has consistently maintained a rate of 2% or less. However, in the current economic landscape characterized by an inflation rate surpassing 3%, a valuation cap of 3% has been instituted on homesteaded properties. This responsive approach aims to balance the impact of inflation on property values, ensuring stability and fairness in the assessment process. Refer to Florida Statute §193.155 for information on homestead assessments.

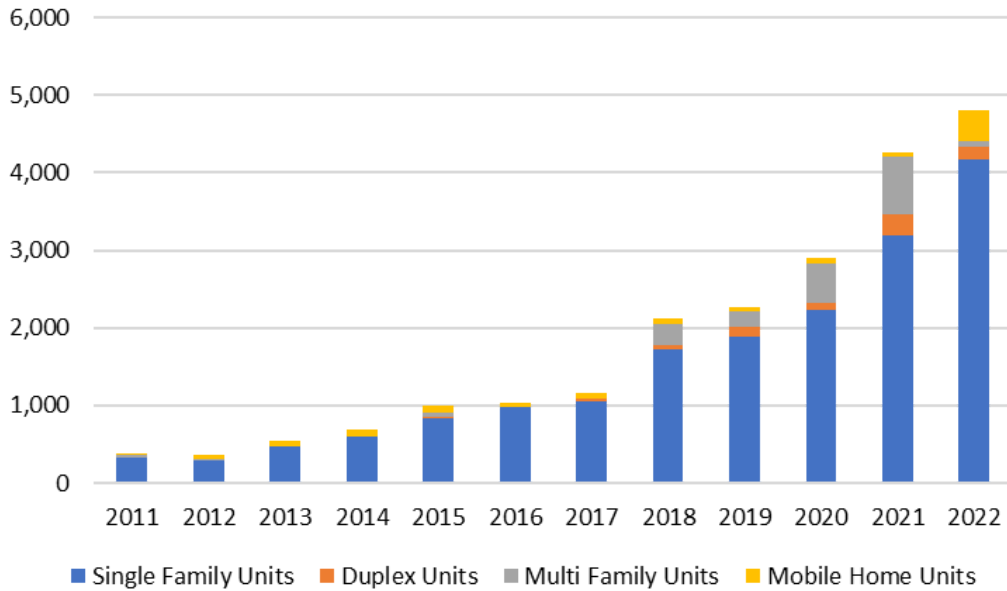




Charlotte County - Residential Permits - Historical

Figure 1-4

Historical data for Charlotte County for residential permits.



New Construction has experienced a notable uptick compared to the previous year, primarily fueled by a surge in residential permits. This trend is poised to persist over the next two years, given the current uptrend in permits. The anticipation stems from the inherent two-year lag in the process, as there is a delay between the issuance of permits and the inclusion of the constructed properties on the tax roll for valuation.

Simultaneously, the Non-Residential sector, encompassing commercial properties, has also witnessed a growth trajectory, surpassing the figures from the preceding year. This dual expansion in both residential and commercial construction underscores a robust and dynamic phase in the local development landscape.

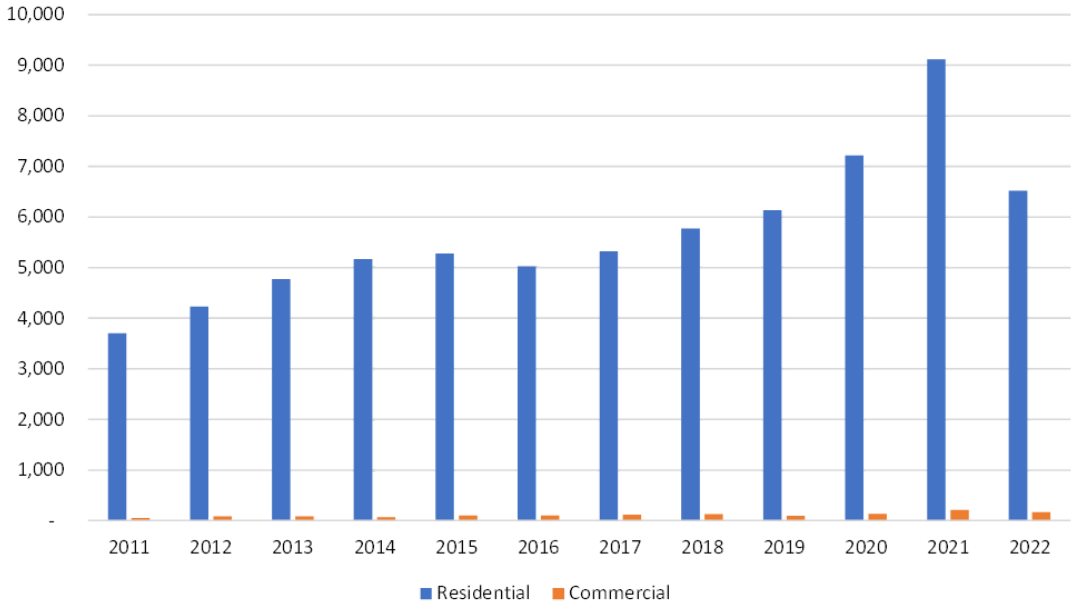




Charlotte County - Number of Units Sold per Calendar Year - Historical

Figure 1-5

Historical data for Charlotte County for residential and commercial number of units sold per calendar year.



The "Other" category remains notably elevated, driven by the unprecedented surge in Charlotte County's population. Since the onset of the pandemic, the influx of out-of-state homebuyers acquiring properties in the county has reached unparalleled levels. The substantial increases in this category are predominantly attributed to valuation adjustments made during property ownership changes.

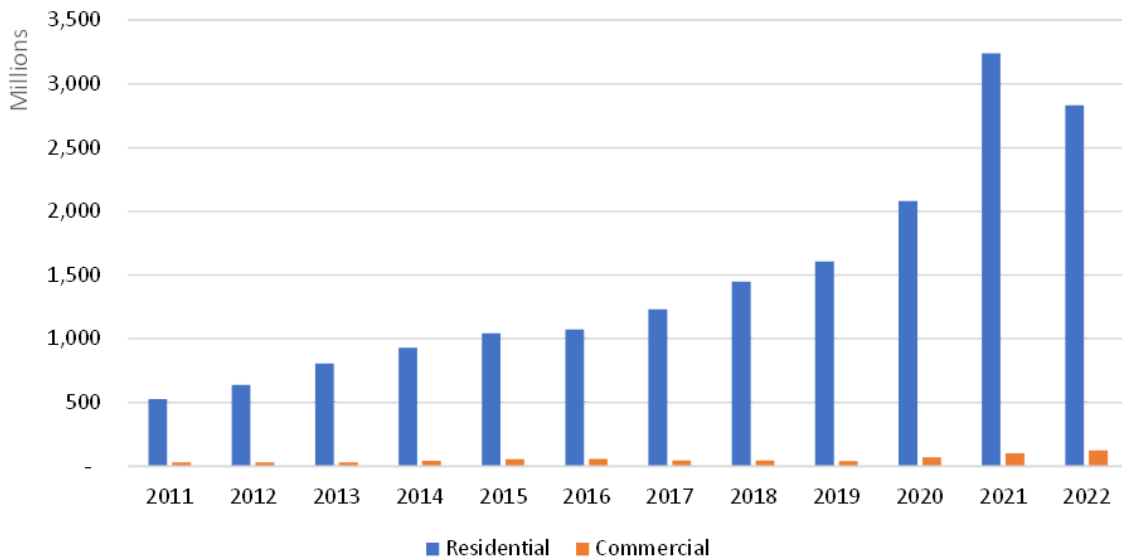
The county has witnessed a marked shift as many previous homeowners acquired properties at considerably lower values, benefitting from homestead status. However, when ownership changes hands, the Property Appraiser reevaluates the property at its market rate unless the buyer qualifies for Florida homestead portability. This dynamic has created an anomaly that raises concerns about its long-term sustainability. Although real estate transactions have decreased compared to the previous year, the average and median prices of homes sold have continued to rise, contributing to the heightened valuation experienced this year.



Charlotte County - Real Estate Transaction in US Dollars - Historical

Figure 1-6

Historical data for Charlotte County for real estate transactions in US Dollars per calendar year.



On a different note, Hurricane Ian made landfall just south of the county's border on September 28, 2022, carving a path through Charlotte County and causing extensive property damage countywide. This catastrophe resulted in a substantial \$1.3 billion reduction in taxable valuations, with the coastal regional area bearing the brunt of the losses. The recovery and rebuilding process is anticipated to span several years, and the return of the lost valuation to the tax rolls will be gradual. Over the next several years, the county expects minimal increases in valuation as homes and properties are slowly repaired and reconstructed.





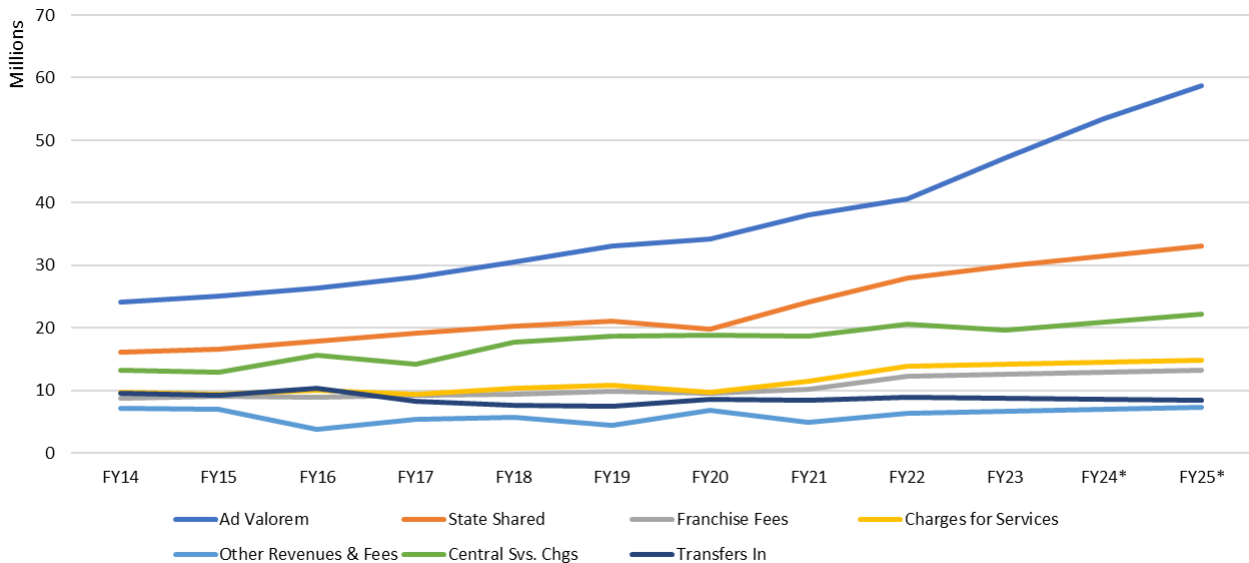
General Fund

The primary sources of revenue bolstering the General Fund encompass Property Tax (ad valorem), State Shared Sales Tax, and Franchise Fees. This fund plays a pivotal role in sustaining essential functions by providing support to Constitutional Officers and specific operating departments falling under the purview of the Board of County Commissioners.

Charlotte County BOCC - General Fund Revenues - Historical

Figure 1-7

Major revenue projection for general fund.



*FY24 on are projected values.

The repercussions of Hurricane Ian, coupled with ongoing recovery efforts, are exerting a notable impact on the General Fund. While the associated costs are initially funneled into a distinct fund, the ultimate responsibility for any unreimbursed expenses falls upon the General Fund. Preliminary estimates project a total ad valorem requirement for recovery in the range of eight to ten million dollars over a three-year period. Notably, the FY24 budget allocates four million dollars specifically designated for Hurricane Ian recovery.

Beyond the challenges posed by hurricane recovery, several other factors have contributed to an escalation in the General Fund budget. Noteworthy increases in expenses this fiscal year encompass contributions to the Florida Retirement System, the Medical Examiner’s contract, not-for-profit requests, and positions related to the courts. The enactment of new legislation dictating retirement contributions to each

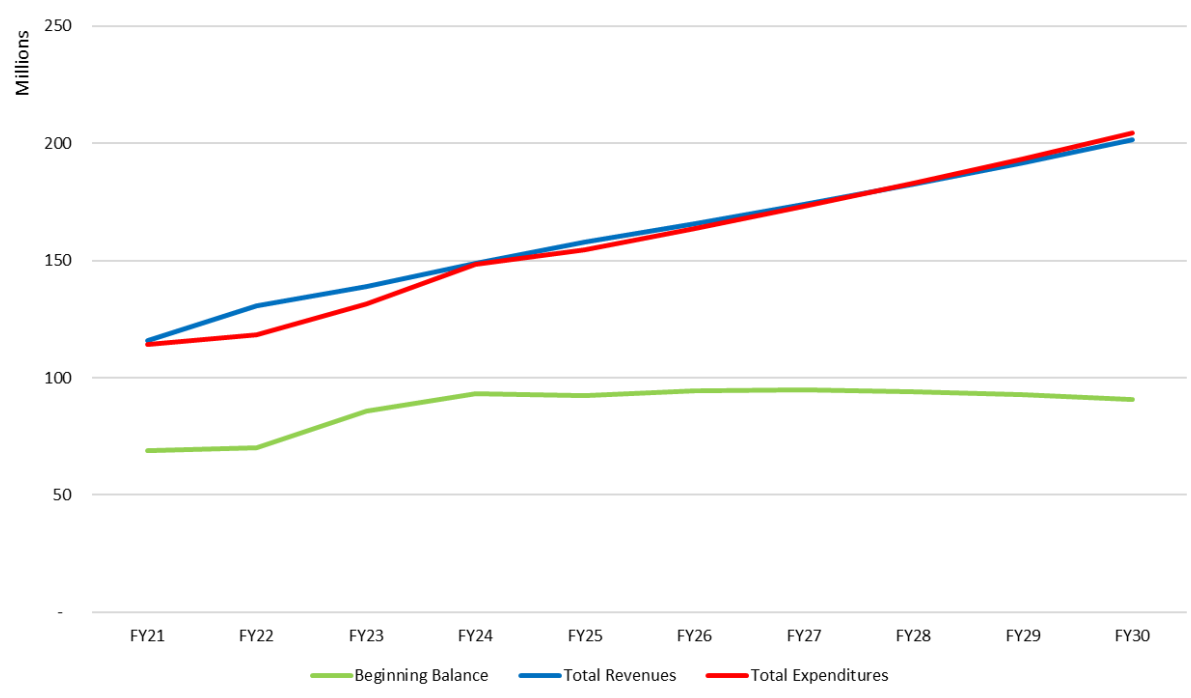


employer mandated an additional \$1,720,522 in the General Fund alone. The cumulative impact on Charlotte County amounts to \$4,296,637. Amidst these financial considerations, prudent fiscal management becomes paramount for ensuring sustained stability.

In FY23, Charlotte County faced significant changes, including the retirement of the longstanding Medical Examiner, leading to the initiation of a new annual contract at a notable cost increase of \$326,634. Additionally, the county annually supports specific nonprofits providing county-wide services, and this year, several of these organizations requested augmented funding to address inflationary pressures, resulting in a \$432,546 impact on the General Fund. Moreover, the Public Defender sought and received approval for three additional positions, not funded by the State, contributing to a net effect of \$215,828 on the General Fund.

Charlotte County BOCC - General Fund - Projections Figure 1-8

Projected beginning balances for general fund.



*FY24 on are projected values.



The General Fund is further challenged by accelerated growth, with a post-recession surge of approximately 40,000 residents in Charlotte County. The transformation of previously rural, unincorporated areas into newly developed regions necessitates expanded services, and the increased demand for such services incurs elevated costs. Residential permits have exhibited an unprecedented doubling over the last five years, reflecting a county-wide trend. With only one municipality to provide services, the responsibility falls squarely on the county.

To meet the escalating demands and maintain service levels, the addition of employees became imperative, impacting the General Fund by approximately \$5.5 million in FY24. This proactive measure is crucial for accommodating the burgeoning population, sustaining service quality, and addressing the evolving needs of the community in the face of rapid growth.



Public Safety Fund

The FY24 Operating Budget Submission for the Sheriff's Office totals \$109,758,083, marking a substantial increase of \$15 million, or 15.9%, compared to the approved FY23 budget of \$94,714,360. The Sheriff's budget is compartmentalized into four key functions: Law Enforcement, Courts, Detention, and Communications/E911.

Within personnel expenditures, notable considerations include a 5% pay increase and the ongoing negotiation of longevity pay for three out of the four bargaining units. Furthermore, the Florida Retirement System (FRS) experienced an increase of \$3,732,586. Additionally, inflationary pressures have impacted the majority of contracts associated with the Sheriff's Office, as well as the costs of consumables, contributing to the overall budget increase. These adjustments are vital for sustaining the operational efficiency and effectiveness of the Sheriff's Office in fulfilling its multifaceted responsibilities.

Sheriff Budget FY24 Figure 1-9

Sheriff budget by division for FY24 in US Dollars.

| Description | Law Enforcement | Courts | Constitutional Office of the Sheriff** | Charlotte County Detention Facility* | Dispatch Center* | Total |
|-----------------------------|-----------------|-----------|--|--------------------------------------|------------------|-------------|
| Personal Services | 58,669,847 | 4,145,742 | 62,815,589 | 25,356,328 | 4,795,635 | 92,967,552 |
| Operating Expenses | 7,368,058 | 436,515 | 7,804,573 | 8,080,485 | 663,486 | 16,548,544 |
| Capital Outlay | 2,903,764 | 5,662 | 2,909,446 | 349,757 | 9,910 | 3,269,113 |
| Less: Inmate Fees Revenues | - | - | - | (250,000) | - | (250,000) |
| Less: Federal Fees Revenues | - | - | - | (750,000) | - | (750,000) |
| Less: Fire/EMS & 911 Svcs | - | - | - | - | (2,027,126) | (2,027,126) |
| Total Before Reserves | 68,941,689 | 4,587,919 | 73,529,608 | 32,786,570 | 3,441,905 | 109,758,083 |

*Additional services provided by Sheriff Office

**Constitutional Office of the Sheriff is made up of Law Enforcement and the Courts.



Sheriff Revenue Projections

Figure 1-10

Ad Valorem – 10 year Projection.

| | Sheriff Operations | Law Enforcement MSTU | Total Sheriff Millage |
|---------|-----------------------|-------------------------|--------------------------|
| Millage | 2.7419 | 2.4232 | 5.1651 |
| FY23 | 65,424 | 48,937 | 114,361 |
| FY24 | 71,312 | 53,341 | 124,653 |
| FY25 | 78,443 | 53,341 | 131,784 |
| FY26 | 83,542 | 56,808 | 140,350 |
| FY27 | 88,972 | 60,501 | 149,473 |
| FY28 | 94,755 | 64,433 | 159,189 |
| FY29 | 100,914 | 68,622 | 169,536 |
| FY30 | 107,474 | 73,082 | 180,556 |
| FY31 | 114,460 | 77,832 | 192,292 |
| FY32 | 121,900 | 82,892 | 204,791 |
| FY33 | 129,823 | 88,279 | 218,103 |
| FY34 | 138,262 | 94,018 | 232,279 |

In response to current growth trends and ongoing community development, the demand for certified officers has surged. However, the Sheriff's Office is grappling with challenges in filling these crucial positions. To enhance operational efficiency, the Sheriff is strategically increasing the civilian staff and redistributing responsibilities among sworn personnel.

The Sheriff's comprehensive 10-Year long-range budget projection anticipates the addition of staff for District 5 and the forthcoming Babcock district, aligning with the creation of extra policing zones to accommodate the county's rising population. The budget also includes provisions for software changes and upgrades, as well as mandated aviation maintenance over time.

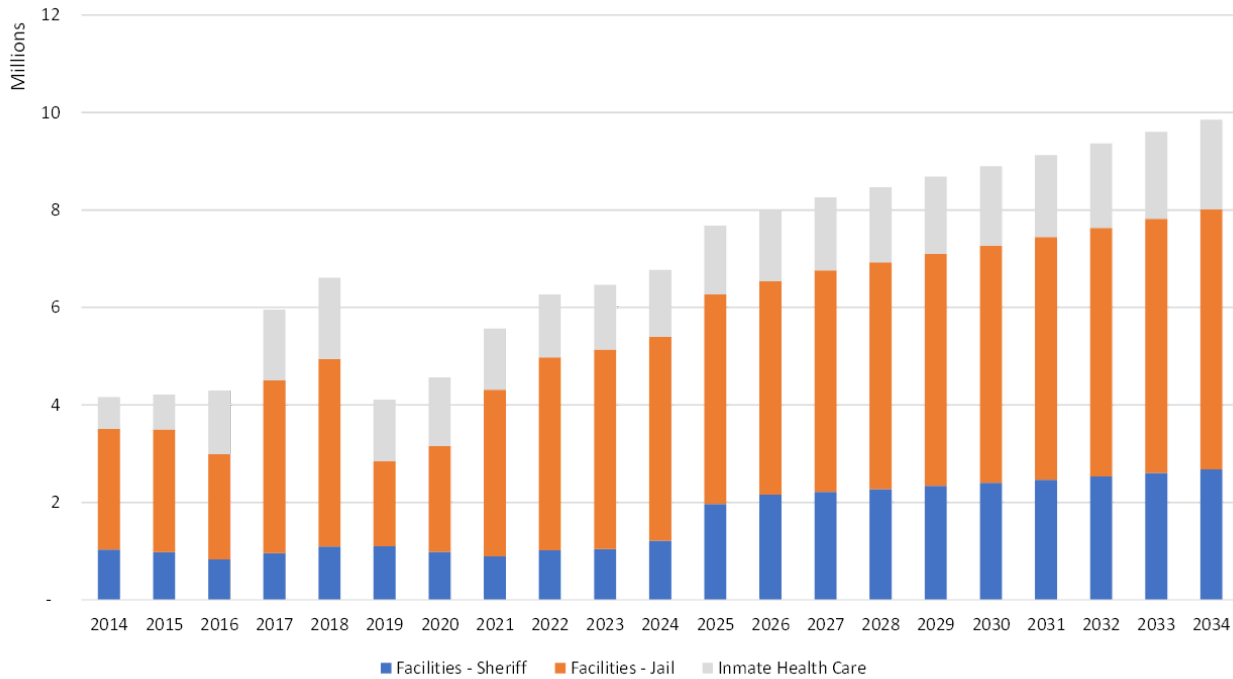
Significant considerations beyond the current projections involve the potential establishment of an office or storefront station at Burnt Store Road and the imperative for jail expansion within the next decade. These anticipated developments underscore the proactive approach taken in addressing future challenges and aligning resources with the evolving needs of the community.



Charlotte County BOCC Facilities for Sheriff - Projection

Figure 1-11

This graph depicts historical data for Charlotte County Sheriff Facilities and future projection.



*FY24 on are projected values.

The Sheriff facility costs encompass expenses incurred by the County outside of the Sheriff’s direct budget, specifically for staffing and operational necessities. These costs cover the personnel and maintenance outlays associated with Sheriff’s buildings, including the Jail Facilities, a responsibility overseen by the County’s Facilities Department. Additionally, the Sheriff Facility costs factor in Inmate Health Costs, which pertain to emergency medical services provided to inmates.

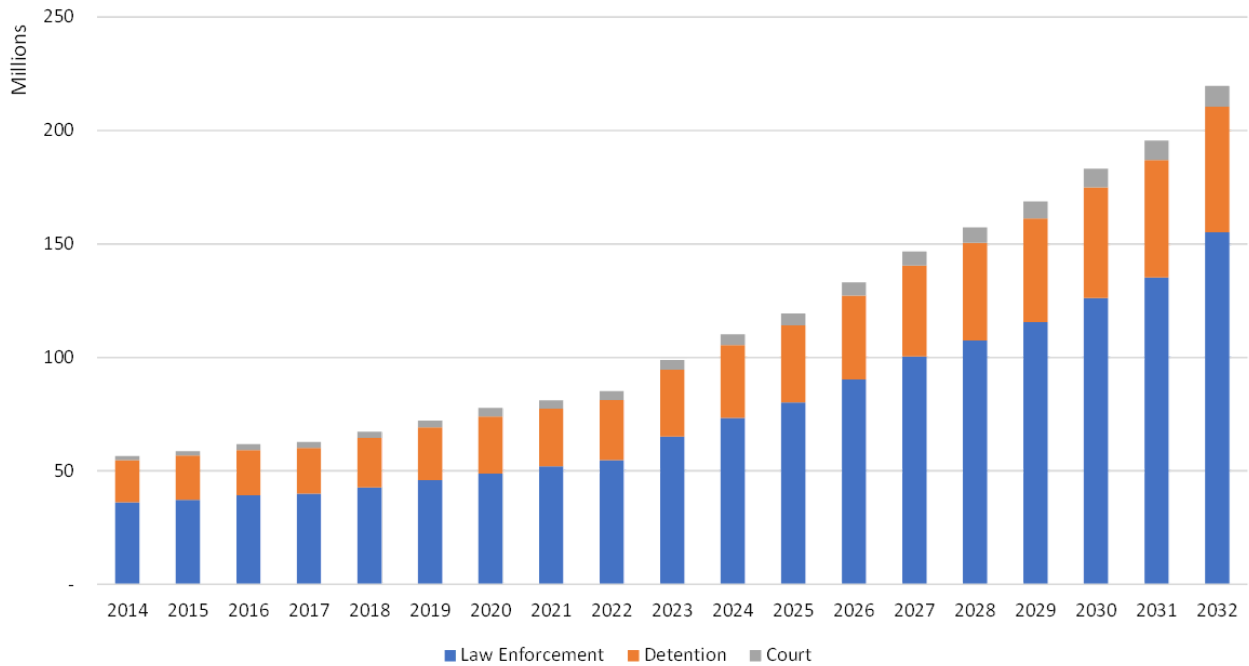
In FY25, the heightened facility costs are strategically incorporated to synchronize with the Sheriff’s Babcock expansion. Important strategic adjustments, such as the restructuring of contracts and insurance for Inmate Medical costs and the expansion of the infirmary in FY19, have played a pivotal role in significantly reducing costs in FY20 and stabilizing them at an approximate annual sum of \$1 million. The Sheriff facility budget is estimated to total around \$6.5 million for FY24, reflecting a comprehensive allocation for the efficient functioning of Sheriff facilities and the well-being of incarcerated individuals.



Charlotte County Sheriff Office - Operating Costs - Projections

Figure 1-12

This graph depicts historical data for Charlotte County and projection by division.



*FY24 on are projected values.

The Sheriff's budget projections are on a trajectory of approximately 8% annual growth, surpassing the projected long-term property tax increases of around 6.5% per year. While this misalignment is currently sustainable in the short term, owing to the elevated valuation increases of 17.6% and 13.1% experienced by the county in the last two years, it's important to note that such exceptionally high valuation increases are not sustainable in the long run.

Recognizing the need for a more viable and stable funding strategy to accommodate the Sheriff's long-term projected growth rate of 8%, staff members are actively engaged in identifying alternative funding sources. The goal is to explore and present these alternatives to the board for thoughtful consideration, ensuring the Sheriff's operational needs are met in a financially sustainable manner over the long term.



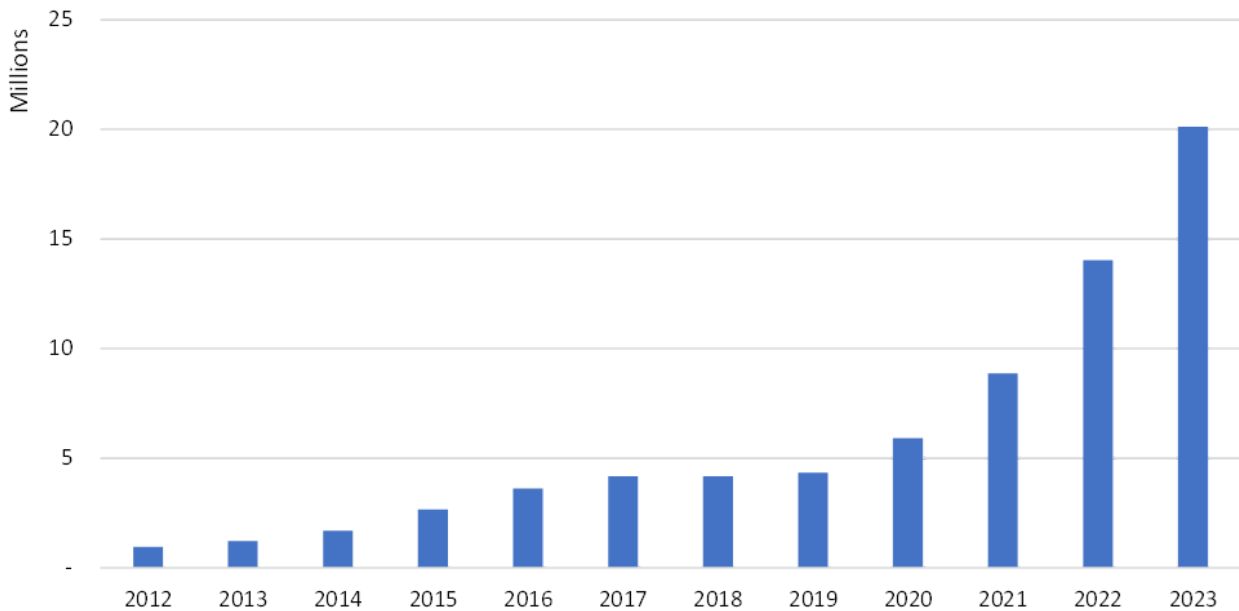
Building and Construction Services Fund

The main revenue stream for the Building and Construction Services Fund is derived from permits issued to both contractors and homeowners. The significant catalyst for the growth in revenue is the robust activity in residential construction. The total number of permits for FY23 is 81,910, nearly doubling the 41,319 permits issued in the previous fiscal year (FY22). This substantial increase can be attributed not only to the ongoing expansion in residential construction but also to the demand for repairs stemming from Hurricane Ian. The surge in workload has prompted the Department to outsource certain inspection and permitting tasks to efficiently meet the escalating demand for its services.

Charlotte County BOCC - Building Construction Fund - Historical

Figure 1-13

This graph shows the growth of the fund balance over the past decade (US Dollars).





As the county's growth stabilizes, it is anticipated that the observed trend will also plateau. The statutory framework, specifically Florida Statute §553.80, imposes a cap on the reserves allocated to this fund type. The Building Industry Oversight Committee (BIOC) convenes monthly to scrutinize the status of reserves and fund activities. Comprising construction professionals actively engaged in county business, these individuals contribute regularly to the fund. The BIOC assumes the role of overseeing the fund, offering recommendations on expenses, and determining appropriate service levels.

Recently, the committee decisively voted to uphold the reserve funding, aiming to preemptively address the potential impacts of an economic downturn or natural disaster. Additionally, they are strategically planning to allocate a significant portion of the reserves for imminent building expansion. This forward-looking initiative is designed to accommodate the growing demands for services, demonstrating the Committee's proactive approach to sustaining and enhancing the fund's effectiveness.



Landfill Enterprise Fund

The primary revenue sources for the Landfill Enterprise Fund are derived from two distinct fees: Tipping fees and the Sanitation Assessment Fee. The latter is a non-ad valorem assessment applicable to properties with residential dwellings, covering the collection of yard waste, recyclables, garbage, disposal, and administrative costs. Tipping fees, conversely, are levied based on the weight of materials disposed of at the Landfill. These fee rates are assessed periodically by a third-party consulting firm to ensure the accumulation of sufficient reserves for the Landfill's future requirements.

Presently, the Landfill Enterprise Fund maintains a robust and growing balance, strategically building reserves to cater to the eventual closure of the Landfill and other future needs. In compliance with statutory requirements (FS §403.724), Charlotte County holds a restricted reserve equivalent to the current closure costs. Anticipating annual growth in these closure costs, projections factor in these increases, with the current landfill expected to reach the end of its operational life in FY32.

Despite challenges, such as the influx of disposable and recycled materials following Hurricane Ian, the Landfill has effectively managed increased volumes. A substantial 93,606 tons of debris, solely from the County's debris vendor, were processed at the landfill. To meet the hurricane-related demands, temporary staffing needs were met by reallocating staff from various Public Works divisions to temporary debris sites and the landfill. The associated increase in costs was offset by a corresponding rise in revenue.

Future projections indicate a realignment of landfill revenue and expenses to pre-hurricane levels, with a steady year-over-year increase. Taking a proactive stance, the landfill has expanded its workforce with new positions to uphold the county's service standards to the satisfaction of its residents. This hands-on approach underscores the landfill's commitment to sustaining and enhancing service levels despite external challenges.

As the impending closure of the existing landfill looms, a significant forthcoming expenditure for the Landfill Enterprise Fund involves the construction of a new

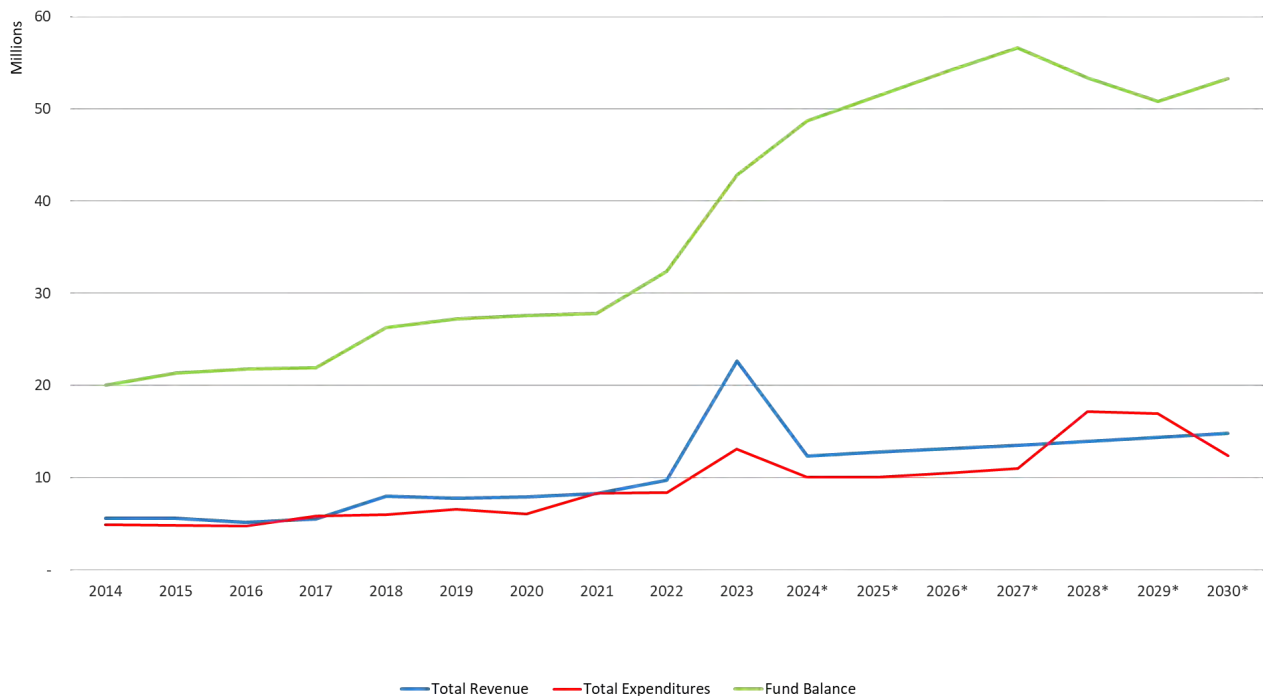


disposal area. The estimated construction costs are approximately \$750,000 per acre, and a 20-acre cell is currently under consideration. Recognizing that construction projects of this scale entail a substantial time commitment, the entire process—from design and permitting to construction—is projected to span six years.

This extended timeline emphasizes the comprehensive nature of the endeavor and anticipates potential impacts on the Landfill Enterprise Fund Balance as these construction costs are gradually incurred. The allocation of resources and financial planning during this period will play a crucial role in ensuring a smooth transition to the new disposal area while maintaining the fiscal health of the Landfill Enterprise Fund.

Charlotte County BOCC - Landfill Enterprise Fund - Projections Figure 1-14

Historical data and projections of the landfill enterprise fund.



*FY24 on are projected values.



Transportation Fund

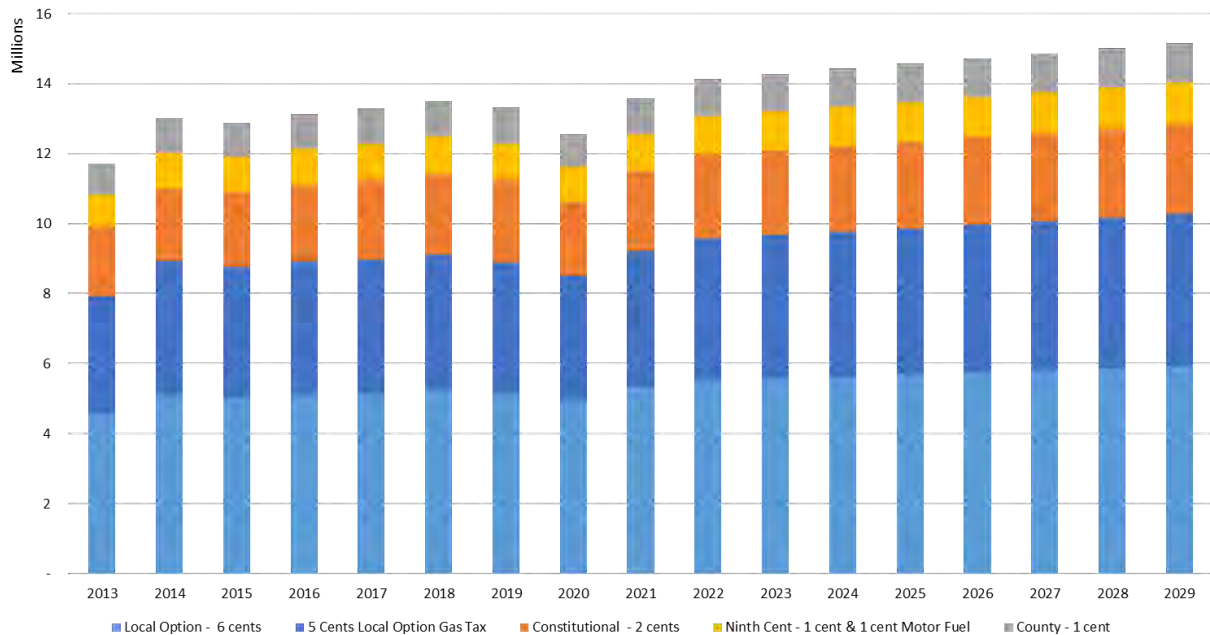
The Transportation Fund draws its resources from the gas tax and departmental reimbursements sourced from internal, external, and MSBU billings. Departmental reimbursements are methodically recorded through project and work order time tracking, encompassing labor, materials, and tools expended in their completion.

An area of concern regarding Transportation Fund revenue centers on gas tax's growth. The fund receives various components of state and local gas tax, including the Constitutional Fuel Tax, County Fuel Tax, 1 to 6 Cents Local Option Fuel Tax, and the Ninth-Cent Fuel Tax. However, with the proliferation of electric vehicles and legislative emphasis on fuel efficiency, traditional unleaded gasoline and diesel fuel sales are showing stagnation and are projected to decline. This scenario implies reduced gas tax revenue for the county and state, affecting the funds available for road maintenance.

Charlotte County BOCC - Gas Tax - Projections

Figure 1-15

Historical data and projections of the Gas Tax.



The fund's expenses encompass Public Works Engineering and Public Works Maintenance. Public Works Engineering includes five divisions—Stormwater Management, Maintenance and Engineering Project Management, Transportation

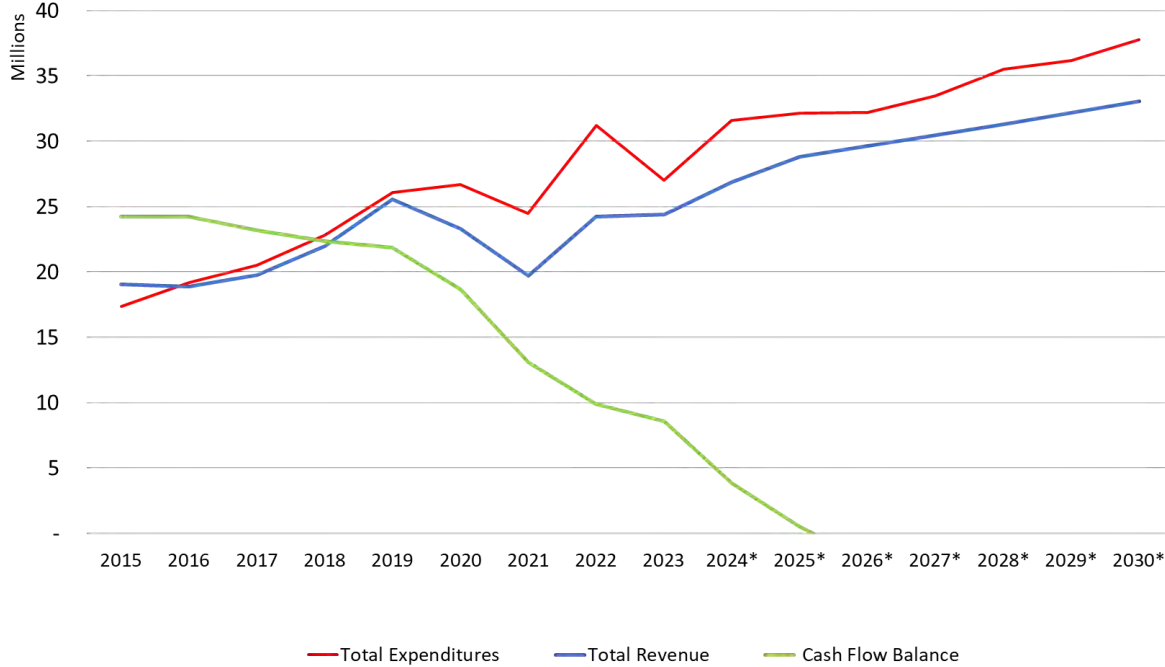


Engineering, Traffic, Signs, and Markings, and Capital Roads Project Management. The Public Works Maintenance division comprises Maintenance and Operations, and Road and Bridge, collectively responsible for maintaining drivable and safe roads.

Charlotte County BOCC - Transportation Trust Fund - Projections

Figure 1-16

Historical data and projections of transportation trust fund.



*FY24 on are projected values.

Given escalating material and labor costs and heightened demand for enhanced services, the Transportation Fund consistently operates at a deficit, utilizing reserves to sustain existing service levels. This year, addressing the imperative to preserve service levels involved augmenting operational capacity by creating new positions and acquiring associated equipment. These measures empower the maintenance and operations division to bolster work crews, particularly in areas experiencing recent growth and development.

In the upcoming year, dedicated efforts will be directed toward presenting both short- and long-term solutions to Administration and the BCC. The primary objective is to stabilize the Transportation Fund and foster financial stability, ensuring its capacity to meet the evolving needs of the county.



Tourist Development Fund

Florida Statutes §125.0104 empowers county governments to impose five distinct tourist development taxes on transient rental transactions. In Charlotte County, this includes a 2 Percent Tax (FS §125.0104(3)(c)), an additional 1 Percent Tax (FS §125.0104(3)(d)), a Professional Sports Franchise Facility Tax (FS §125.0104(I)), and an Additional Professional Sports Franchise Facility Tax (FS §125.0104 (3)(n)). The utilization of funds collected varies based on the imposed tax, covering maintenance and operations of tourism-related facilities/parks, capital projects, debt service, beach improvements, and support for convention or tourist bureaus. Moreover, Charlotte County's tourism dollars play a crucial role in promoting and advertising tourism on both national and international scales.

As with several county departments, Hurricane Ian has left its mark on the Tourism sector and its budget. The storm caused significant damage to local hotels, leading to temporary closures. Although most businesses have reopened a year after the storm, some are still in the process of recovery. Furthermore, Hurricane Ian impeded the construction progress of new hotels scheduled to come online. Despite these challenges, current revenue projections remain promising, with the delayed completion of new constructions and some inventory still closed. Long-range forecasts paint an optimistic picture, indicating a nearly threefold increase in revenue over the next decade. These projections underscore the resilience and potential for growth in Charlotte County's tourism sector.

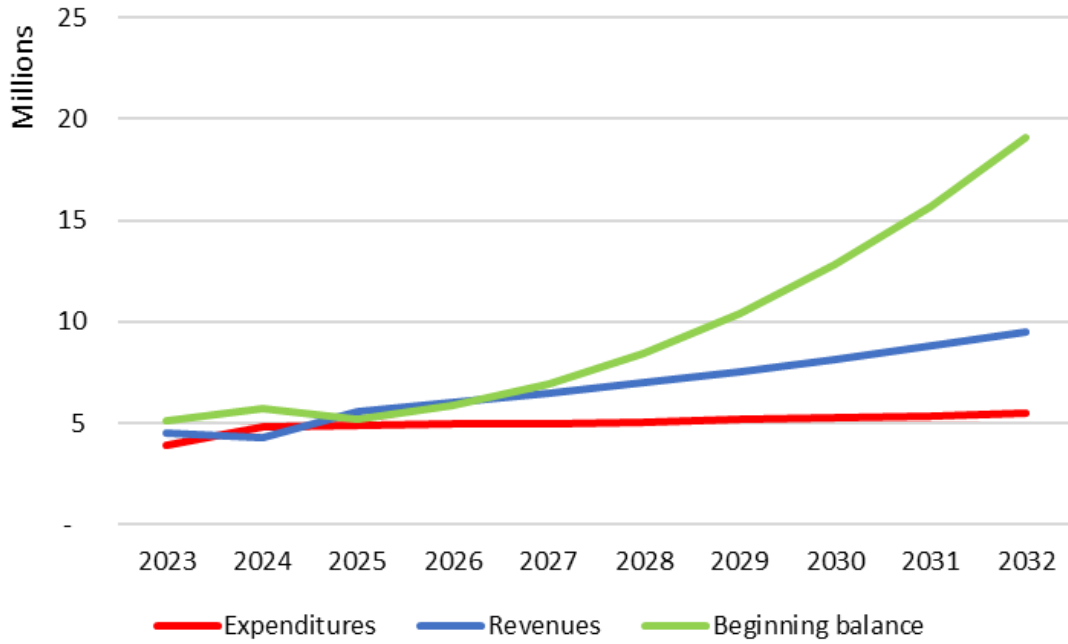




Charlotte County BOCC - Tourism Development Tax - Projections

Figure 1-17

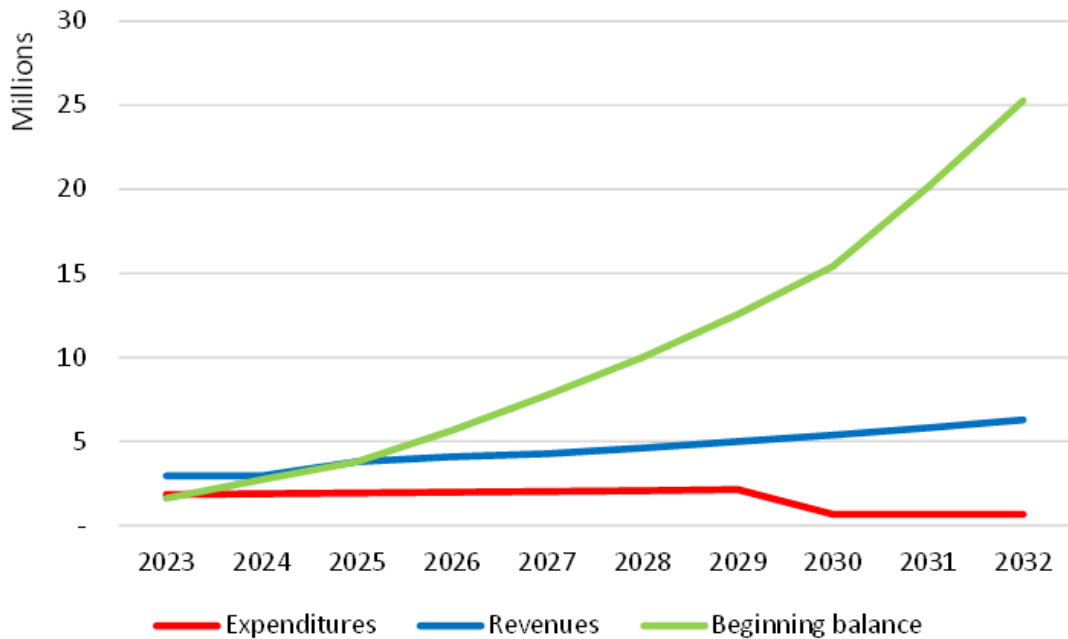
This chart describes expenditure revenues and beginning balance for the tourism development tax for 1st 3 cents.



Charlotte County BOCC - Tourism Development Tax - Projections

Figure 1-18

This chart describes expenditure revenues and beginning balance for the tourism development tax for 4th and 5th Cents.





The projected increase in revenues, coupled with the planned debt defeasance in 2028, will afford the board various options for allocating uncommitted funds in future budgets. The Tourism Department aims to persist in its strategy of broadening marketing efforts to boost sports sales, enhance advertising, facilitate meetings and conferences, and expand international sales. Simultaneously, the department intends to uphold a prudent reserve balance equivalent to one year of expenditures. This precautionary measure acknowledges the inherent volatility of the industry and anticipates potential impacts from continued inflation and the prospect of a recession.



Utilities Operations and Maintenance Fund

The primary revenue source for the Utilities Operations and Maintenance fund is the collection of rate revenues from CCU customers connected to the water and/or wastewater system. Additional revenue streams include connection fees, the Accrued Guaranteed Revenue Fee (AGRF), developer agreements, interest earnings, septage billings, and various miscellaneous sources.

In the past year, CCU has experienced escalating costs in several areas. Maintaining an aging system remains a significant factor, and the imperative of addressing the demands of expansion due to population growth adds to the financial considerations. Inflationary pressures have further contributed to increased expenses, impacting labor costs, contracted services, chemicals, parts, and the procurement of water from the Peace River Manasota Regional Water Supply Authority.

Annually, Fiscal Services and Charlotte County Utilities collaborate with a third-party rate consultant to furnish the BCC with updated financial models. The rate consultant compiles historical data, debt schedules, project updates, and current projections to formulate the annual model. For this year's model, factors such as the substantial capital improvement projects of the East Port and Burnt Store Water Reclamation Facility expansions were taken into account. Given the upcoming bond issuance, evaluating the Utility's reserves in terms of days of cash on hand and debt service emerged as a priority. The BCC received the annual model on June 20th during the quarterly Utilities update to the board meeting.

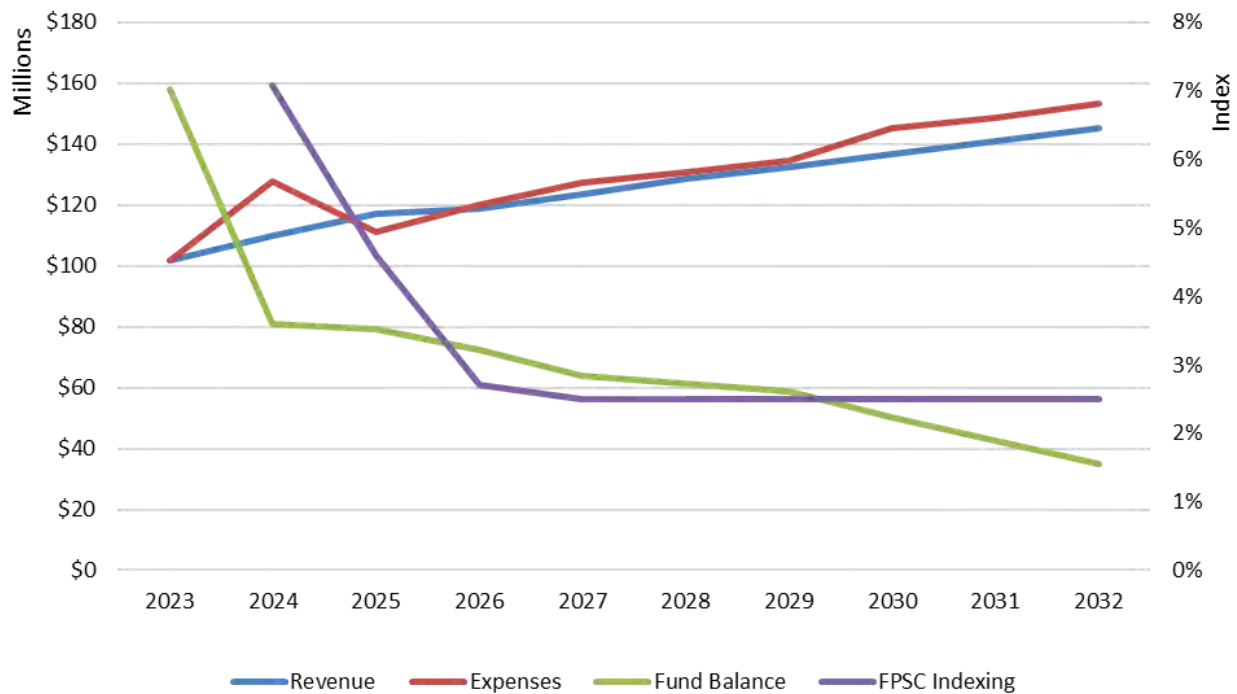




Beyond the base case scenario, the Commissioners were presented with three additional scenarios for review and consideration. Approved during the June meeting was Scenario 1, which includes an increase in staffing per the Utilities man-power study and the annual indexing of rate revenues based on the Florida Public Service Commission (FPSC) Index. This decision reflects a comprehensive and forward-looking approach to meet the operational and financial challenges of the Utilities Operations and Maintenance fund.

Charlotte County BOCC - Utilities - Projections Figure 1-19

This graph shows the CCU Scenario 1 projections that were accepted by the BCC on June 20th, 2023.





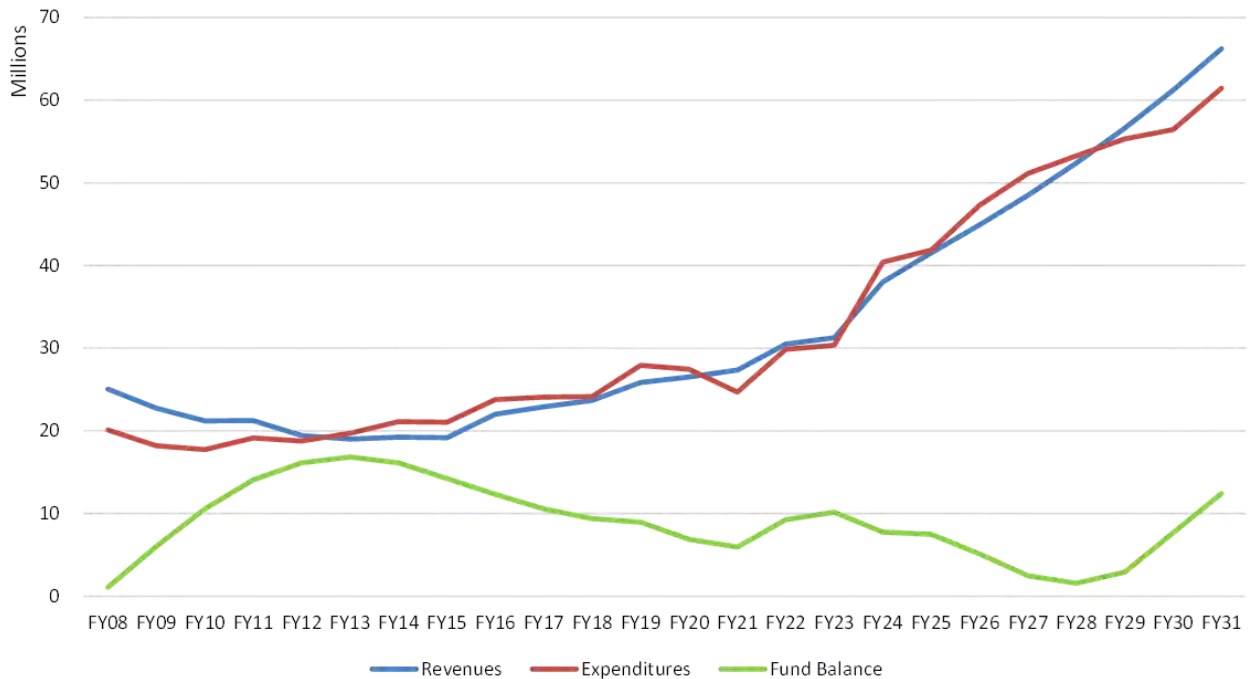
Fire Fund

The Fire Fund has faced financial strain over the past several years, attributable to a surge in population, expanding construction activities, inflationary pressures, the challenges posed by the COVID-19 pandemic, and the repercussions of hurricanes, all of which have led to an elevated demand for firefighting services. Throughout this period, expenses have consistently outpaced revenues generated from assessments. In response to these challenges and to adequately address the heightened demand for services, the Fire Chief proposed, and the Board approved the inclusion of additional positions as part of the budget process.

Charlotte County BOCC - Fire - Projections

Figure 1-20

Projected revenues of Charlotte County fire fund (15% in 2024, 12% in 2025, then 6% annually).

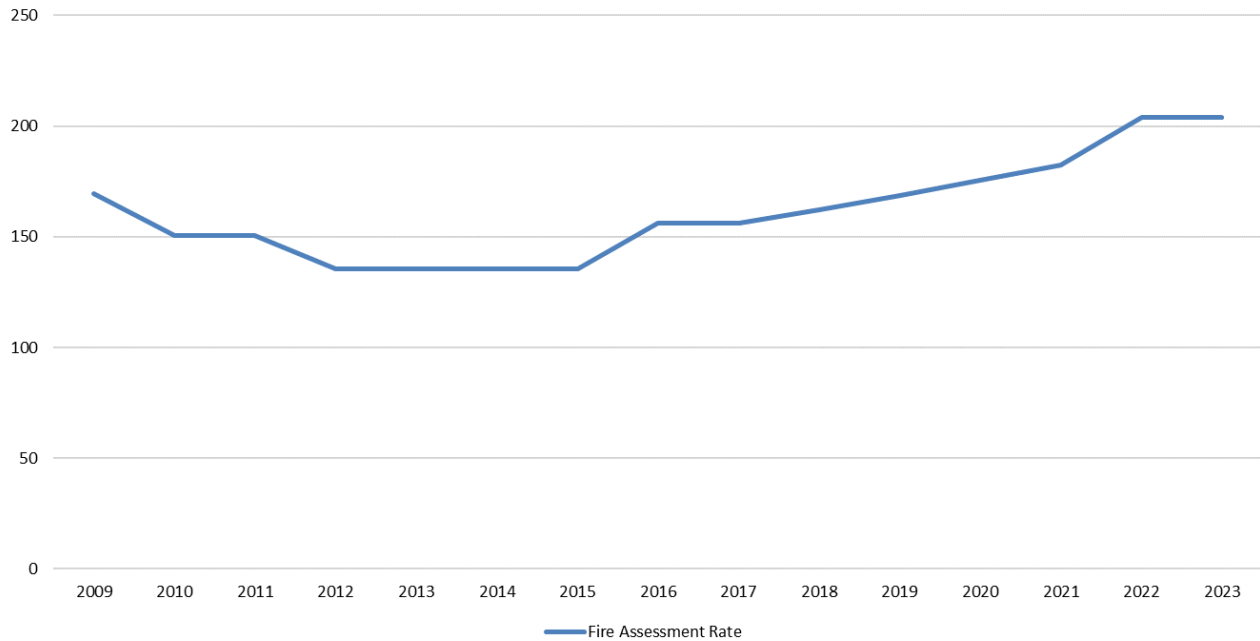




Charlotte County BOCC - Fire Assessment Rates - Historical

Figure 1-21

Historical data of Charlotte County Fire Rescue assessment rates in US Dollars.



In addition, as part of the FY24 budget deliberations, it became evident that a rate increase was essential to counterbalance the escalating expenses, thereby supporting the fire fund balance to align with the Board's approved minimum reserve policy. The adopted fire assessment revenue for FY24 is anticipated to generate approximately \$34.1M in gross revenues, effectively covering the increased operational costs for firefighting services and contributing roughly \$4M to the fund balance.

To facilitate this financial adjustment, the rates for occupied residential and vacant residential units, currently set at \$203.77 and \$86.79 per unit, respectively, will be adjusted to \$234.34 and \$99.81 per unit. Additionally, the commercial rate, currently at \$0.25 per square foot, will see an increase to \$0.29 per square foot. These rate adjustments are deemed necessary to ensure the sustained financial health of the Fire Fund, fortifying its ability to provide essential services to the community while adhering to established fiscal guidelines.





CHARLOTTE COUNTY

STRATEGIC PLAN



The Charlotte County Property Appraiser logged a county property valuation of \$48,799,667,124 as of July 2023.



STRATEGIC PLAN



Every budget cycle Administration works with the Board of County Commissioners (BCC) and staff to review the organization's strategic plan. A strategic plan is a comprehensive roadmap that defines an organization's goals and the actions needed to achieve those goals. In Charlotte County the strategic plan outlines the organization's mission, vision, core values and is updated simultaneously with the two-year budget process.

In February, we host a strategic workshop that is a working session for commissioners to review citizen and employee input on what is important to them. During these workshops the objectives are broken into strategic focus areas, by first reviewing the organization's current plan.

All this information is collected, then they refine the areas if necessary and establish or modify their bold goals. Staff then work to create initiatives to meet those bold goals and present them in a series of workshops through the spring. These strategic initiatives and bold goals are defined for the two-year budget cycle and allow the organization to assign accountability and track performance.

Conversely, the strategic focus areas have a long-term outlook on impacts in the community. By providing clear direction and a framework for decision-making, the county's strategic plan guides the organization's activities and resource allocation. Additionally, focus is placed on outside and/or unanticipated factors influencing the organization, such as environmental, economic, or political factors. These influences may cause the need for the organization to pivot and require an update to the initiatives, bold goals, or the focus areas of the strategic plan.

Importantly, a strategic plan enhances communication within the organization, ensuring that everyone understands their roles and responsibilities in achieving the shared objectives. In Charlotte County this is called "Line of Sight" and is a strategic initiative within the Efficient and Effective Government strategic focus area. The strategic plan allows Charlotte County to adapt to changing circumstances and make informed decisions, fostering long-term sustainability and resiliency.

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.





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 Assessment 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 and update the 20-year Capital Needs Assessment and 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 FY2024-25 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.





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.



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.

STRATEGIC INITIATIVE:

IMPROVE LINE OF SIGHT BETWEEN TASKS AND GOALS

Create messaging and tools to install 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.



Visit the Charlotte County website to learn more about Mission, Vision and Values [HERE](#)



STRATEGIC FOCUS AREA:

EFFICIENT & EFFECTIVE GOVERNMENT

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 Value outreach. Conducted employee focus groups and surveys to update Connect@Work to make it more user-friendly.





STRATEGIC FOCUS AREA:

EFFICIENT & EFFECTIVE GOVERNMENT

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.



STRATEGIC FOCUS AREA:

EFFICIENT & EFFECTIVE GOVERNMENT

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.

RESULTS:

Reduction of risk and cost to county infrastructure.





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 INTIATIVE:

IMPLEMENT POLICIES & 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 INTIATIVE:

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 & 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 & ZONING

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

RESULTS:

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





STRATEGIC FOCUS AREA:

ECONOMIC & COMMUNITY DEVELOPMENT

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 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 Brother, Big Sisters mentoring program. Created a "Day in Government" event.





STRATEGIC FOCUS AREA:

ECONOMIC & COMMUNITY DEVELOPEMENT

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 INTIATIVE:

CREATE PARTNERSHIPS AND PLAN IMPACTFUL PROJECTS

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

STRATEGIC INTIATIVE:

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 and continue in 2024.

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 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 for improvement measures.



Learn more about Charlotte County’s One Charlotte, One Water Program [HERE](#)

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.

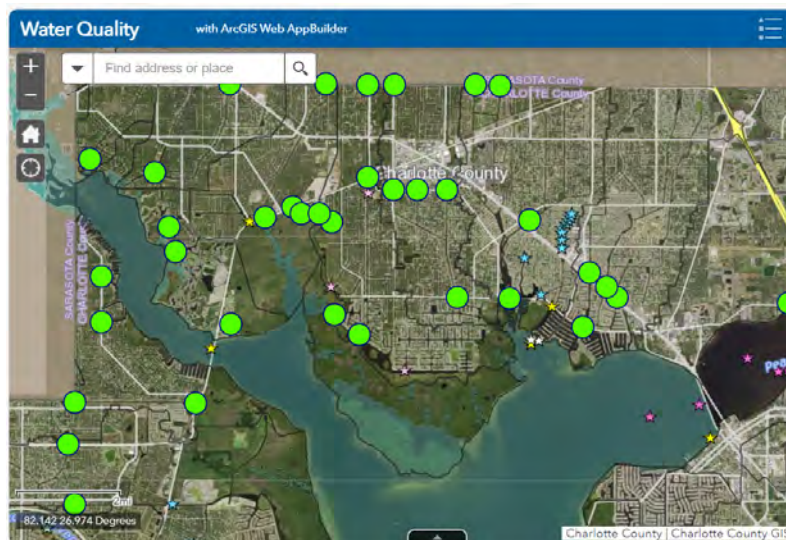
STRATEGIC INITIATIVE:

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.



Visit Charlotte County's One Charlotte, One Water interactive map [HERE](#)



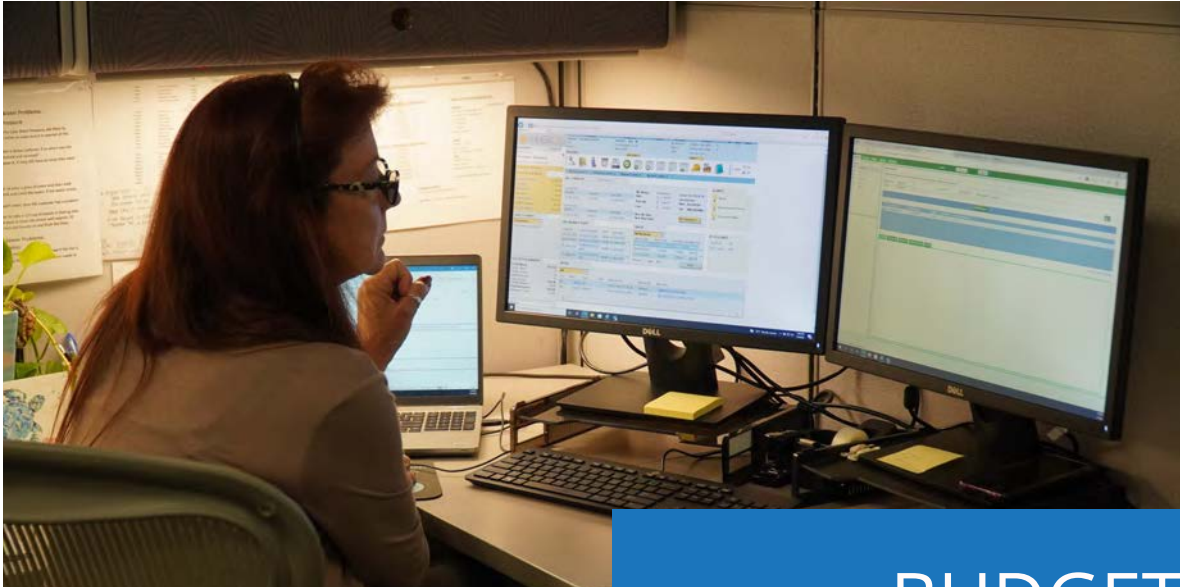
CHARLOTTE COUNTY

THE BUDGET PROCESS



“

Charlotte County Fire and EMS responded to 37,868 calls between October 2022 and September 2023 with a fleet of 31 emergency response vehicles.



BUDGET PROCESS



The purpose of a budget is to plan for future revenues and expenditures. Budgets help with the ability to stay on track toward financial goals and provide the ability to monitor spending. The budget process is a critical piece to ensure fiscal stability for the county.



Charlotte County has a biennial planning process to implement the budget. The first year of the budget process sets goals and priorities for the next two years. The second year focuses on evaluation and progress toward the goals. During the second year, the planned budget is adjusted for revised revenue projections and BCC actions that have taken place.



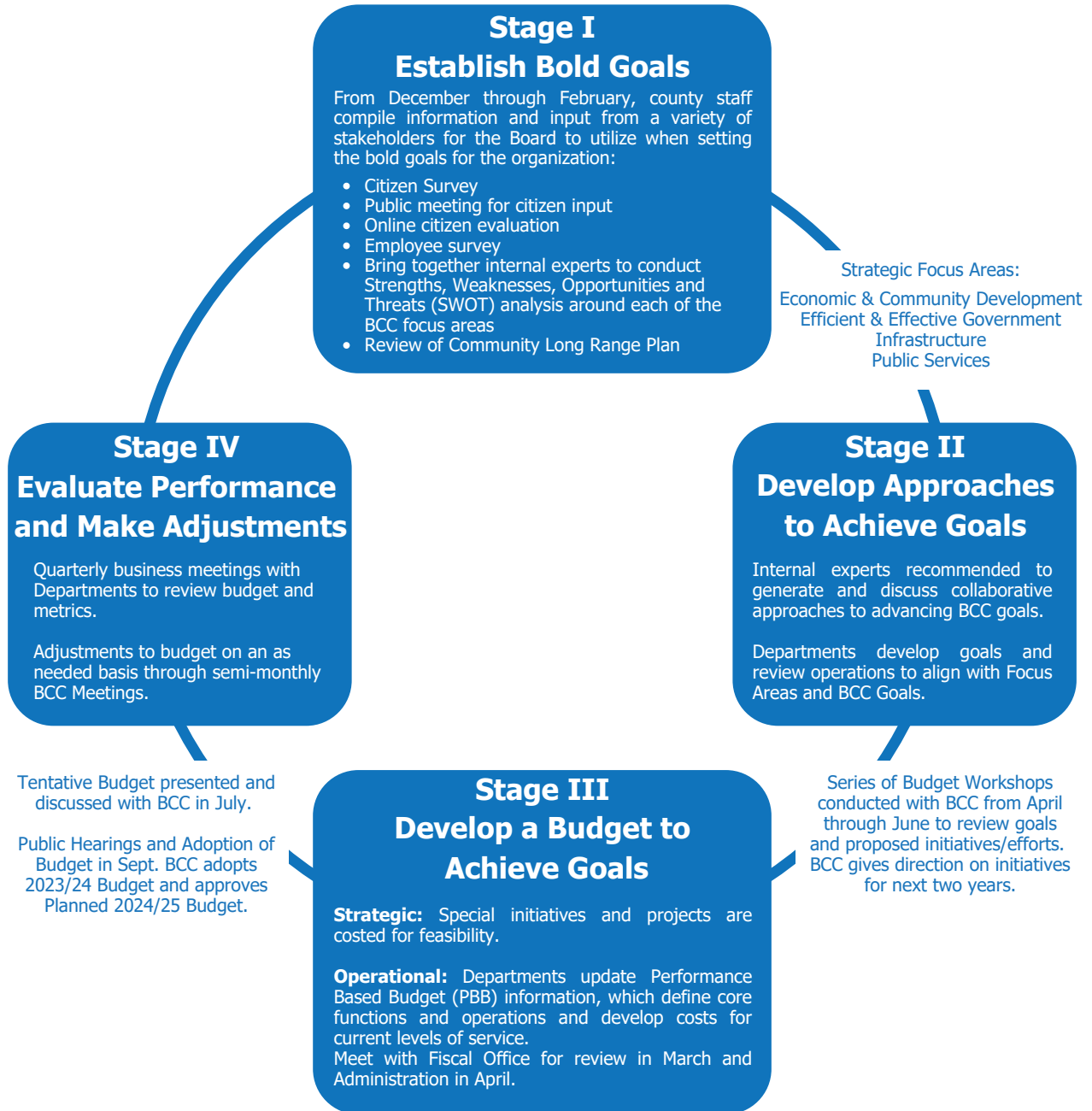
Budget Steps

Beginning in early January, the County's Fiscal division develops area-specific economic data that is useful in preparing revenue and expenditure forecasts for the current and upcoming budget years.

Stages in the Budget Process

Figure 2-1

The flowchart below further describes the different stages of the Budget Process.



Examples of such data are, but not limited to, sales tax trends, interest rate patterns, Consumer Price Index movement, statewide and local housing statistics, and internal cost and revenue trends. This data is compiled, analyzed, and applied in the preparation of detailed revenue and expenditure forecasts for the current and upcoming budget year. This forecast is a useful tool for administration and the board during the strategic planning workshop held in February. This data will help administration and the board identify when and where it may be necessary to pivot on Strategic Initiatives, Bold Goals and even Strategic Focus Areas within the Strategic Plan. This is an extremely important part of the budget process as the county budget is derived from the operational plan put in place to implement and achieve the board’s initiatives and bold goals.

After budgets are submitted by departments for review in late January, Fiscal staff analyzes each submission for accuracy, content, and compliance with the previously determined priorities and policies. Funding levels to be recommended to the Board are determined in departmental budget reviews with the County Administrator. These staff meetings provide each department head with the opportunity to discuss the resources they need to implement strategic initiatives and achieve the board’s bold goals. These meetings also provide a forum for the explanation of revisions to budget submissions made by Fiscal staff and/or the County Administrator. Such revisions are usually made to bring individual budget submissions in line with the resources required for the operational plan of the county.

As these submissions become ready for Commission consideration, the Board reviews the requests in a series of Strategic Focus Area workshops that present the budget by each focus area of the board’s strategic plan. These workshops take place from March through June.

Following departmental budget reviews and the strategic focus area workshops, Fiscal staff prepare the proposed budget along with recommended millage rates for submission to the Board for review and approval. The proposed budget and recommended millage rates are submitted to the Board in July.



See more on Charlotte County operations and spending on our transparency page. [HERE](#)

This tentative budget meeting provides a forum for the finalization of spending plans, the establishment of proposed tentative millage rates and the formalization of board’s Strategic Plan, Focus Areas, Initiatives and Bold Goals. Copies of the proposed budget are distributed to the board, administration, department heads and are made available for inspection by the public prior to the final budget hearings held in September.

FY24 Budget Calendar

Figure 2-2

The chart below outlines the timeline of the FY24 Budget Process

| | |
|------------------|---|
| December | Review of proposed process with BCC Results from Employee Survey |
| January | Prepare review packet for BCC <ul style="list-style-type: none"> • Employee Survey • Financial Trends and Projections • Organization and Community Plan |
| February | BCC Strategic Plan Workshop (BCC Retreat) Board Workshop for Capital Projects Department to update Performance Based Budget Information (PBB) |
| March | Budget Process Update <ul style="list-style-type: none"> • Assumptions and projected financial status • Confirm direction to organization • Review of Policies Goals Workshop each Focus Area Department budget submission due Department meetings with Budget to review operations and programs, confirm requests and prepare for meeting with Administration |
| April | Departmental Budget meetings with Administration |
| May | BCC Workshop <ul style="list-style-type: none"> • Review of operations, service levels and cost by strategic focus area • Review efforts to advance BCC Goals • Update Revenue Picture |
| May-June | Internal balancing of budget |
| July | Presentation of Recommended Budget MSBU Public Hearings |
| September | Public Hearings on Recommended 2023/24 – 2024/25 Budget BCC adoption of 2023/24-2024/25 Budget |



Per Florida Statutes §129.03(3)a, any changes made to the proposed budget after the tentative budget meeting must be included in the board resolution and minutes at the public hearing to adopt the final budget in September. Below is a summary of changes that were included for the Fiscal Year 2024 budget presented with the final budget on September 19, 2023.

FY24 Budget Change Sheet

Figure 2-3

| CHARLOTTE COUNTY PROPOSED BUDGET SEPTEMBER 19, 2023 PUBLIC HEARING CHANGES FROM FIRST PUBLIC HEARING | | |
|---|-------------|----------------------|
| ALL CHANGES TO APPROVED FY24 PROPOSED BUDGET | | |
| As of First Public Hearing - September 7, 2023 | | |
| TOTAL FY24 TENTATIVE COUNTY BUDGET - September 7, 2023 | | 1,888,011,890 |
| GENERAL FUND - As of First Public Hearing - September 7, 2023 | 229,958,768 | |
| | - | |
| | - | |
| | - | |
| Total Change to General Fund | | - |
| SPECIAL REVENUE FUNDS - As of First Public Hearing - September 7, 2023 | 616,445,651 | |
| West Charlotte Stormwater Rate Reduction | (497,726) | |
| Suncoast Waterway Rate Reduction | (74,833) | |
| Charlotte Fire Rate Reduction | (3,184,493) | |
| Total Change to Special Revenue Funds | | (3,757,052) |
| DEBT SERVICES FUNDS - As of First Public Hearing - September 7, 2023 | 13,097,292 | |
| | - | |
| Total Change to Debt Services Fund | | - |
| CAPITAL FUNDS - As of First Public Hearing - September 7, 2023 | 321,616,848 | |
| | - | |
| Total Change to Capital Funds | | - |
| ENTERPRISE/INTERNAL SERVICE FUNDS - As of First Public Hearing - September 7, 2023 | 706,893,331 | |
| | - | |
| Total Change to Enterprise/Internal Service Fund | | - |
| TENTATIVE TOTAL COUNTY BUDGET - September 19, 2023 | | 1,884,254,838 |
| Less Interdepartmental / Interfund Transfers and Reserves | | (738,811,918) |
| TENTATIVE TOTAL NET COUNTY BUDGET - September 19, 2023 | | 1,145,442,920 |

*There we no budget changes from the tentative budget to the first public hearing



CHARLOTTE COUNTY

BASIS OF BUDGETING



Charlotte County welcomes an estimated 1 million visitors each fiscal year. Visitors, through local Tourist Development Taxes help pay for our important infrastructure, arts and culture, schools, public safety, and environmental programs saving local residents on average \$1,083 per household in taxes every year.



BASIS OF BUDGETING



Charlotte County prepares its annual budget on a basis consistent with generally accepted accounting principles. In the Operating Financial Plan, the current fiscal year is adopted and the second year is planned. Appropriations in the Capital Improvement Program are prepared for the life of the project and lapse upon completion of the project.



Budgets for Governmental Funds (General Fund, Special Revenue Funds, Debt Service Funds, Capital Projects Funds) are developed on a modified accrual basis. Under the modified accrual basis of budgeting, revenues are recognized in the period when they are anticipated to become measurable and available to finance expenditures.



Projected primary revenue sources subject to accrual include charges for service, interest earnings and certain other revenues such as taxes and other intergovernmental revenues. Expenditures are budgeted in the year in which the liability is expected to occur. Typical exceptions include principal and interest on long-term debt, which is recognized when due, and certain portions of uncompensated absences. Proprietary Funds (Enterprise and Internal Service Funds) utilize the accrual basis of accounting. Revenues are recognized in the period in which they are earned and measurable. Expenses are recognized in the period in which the related liability is incurred, regardless of the timing of related cash flows.

The Annual Comprehensive Financial Report (ACFR) prepared by the Clerk of the Court's Finance Department shows the status of the county's finances on the basis of generally accepted accounting principles. In most cases, this conforms to the way the county prepares its budget. Two exceptions are the treatment of depreciation and accounting for assets in Enterprise Funds. Depreciation expenses are not shown in the budget. The full purchase price of equipment and capital improvements are depreciated in the ACFR for Enterprise Funds. All assets in the Enterprise Funds are transferred to operating funds through interfund transfers that are not included in the budget. In addition, the Finance Department's accounting treatment of individual accounts differs from the budget treatment of accounts, although fund totals match in both systems.

The Board adopts budgets for all Board funds. The Property Appraiser and the Tax Collector adopt budgets for their General Funds independently of the Board, which are approved by the Florida Department of Revenue. The Sheriff, Supervisor of Elections and Clerk of the Circuit Court (to the extent of his function as ex officio Clerk to the Board and amounts above his fee structure as Clerk of the Circuit Court) prepare budgets for their General Fund, which are submitted to, and approved by the Board, and are included in the General Fund.

Chapters 129 and 200 of the Florida Statutes govern the preparation, adoption and administration of the County's annual budget. The budget is required to be balanced; that is, the total of the estimated revenues, including balances brought forward, shall equal the total of the appropriations and reserves. The following procedures are followed by the Board in establishing the operating budget:

1. Before August 1st, a tentative budget for the fiscal year commencing the following October 1 is presented to the Board.
2. The tentative budget is then reviewed by the Board and any necessary changes are made.
3. Public hearings are conducted to inform the taxpayers of the tentative budget and proposed tax levies and to obtain taxpayer comments.
4. On or before September 30, the budget is legally adopted through passage of resolutions.
5. Transfers among expenditure or revenue accounts may be made during the fiscal year with Board approval if a division remains within its total operating budgets.
6. Transfers between funds, or reserves in any fund, require approval of the Board of County Commissioners. Changes in the adopted total budget of a fund are made only with Board approval of a budget amendment. Such amendments are made for a receipt from a source not anticipated in the budget and received for a particular purpose, including, but not limited to grants, donations, or reimbursements.
7. Section 129.07 of the Florida Statutes prohibits incurring expenditures in excess of total fund appropriations.
8. Appropriations lapse at year-end.





Budgets are adopted on a basis consistent with accounting principles generally accepted in the United States for all Governmental Fund Types. Municipal Services Benefit Unit budgets are based on the year of collections pursuant to §197.3632, Uniform method for the levy, collection, and enforcement of non-ad valorem assessments. Capital project costs are budgeted in the year they are anticipated to be obligated. In subsequent years, the unused budget is reappropriated until the project is completed. Proprietary Funds are budgeted on a basis consistent with accounting principles generally accepted in the United States, except that capital and debt related transactions are based on cash receipts and disbursements. Estimated beginning fund balances are considered in the budgetary process. Differences between estimated beginning fund balances and actual fund balances, if material, are submitted to the Board as budget amendments.







CHARLOTTE COUNTY

DEPARTMENTAL & PROGRAM DESCRIPTIONS



Charlotte County has been designated a 'Purple Heart County' along the Purple Heart Trail. The purpose of the Purple Heart Trail is to create a symbolic and honorary system of roads, highways, bridges, and other monuments that give tribute to the men and women who have been awarded the Purple Heart medal.





PERFORMANCE MEASURES



To develop the budget, Charlotte County uses Performance Based Budgeting. It includes PBB Summaries, Level of Service and Goals. The Performance Based Budgeting helps guide departments in the budgeting process. Each Department establishes goals to be obtained each fiscal year and tracks these goals as they develop their budget. Levels of Service are being used to justify operational budgets. There are also other performance indicators that departments measure within their line of sight that impact their normal operations.

Once the department budgets have been developed, Fiscal Services compile the budget data and other department information into a PBB

Summary. This summary is a tool used by the departments to present their budget to the County Administration Team. The PBB summaries, LOS and Goals book is distributed to the BCC as a tool to help them accept the department budget.

Included are the performance based budgeting (PBB) reports for the following departments:

- Administration
- Budget and Administrative Services
- Community Development
- Community Services
- County Attorney
- Economic Development
- Facilities Construction and Maintenance
- Human Resources
- Human Services
- Public Safety
- Public Works
- Tourism
- Utilities

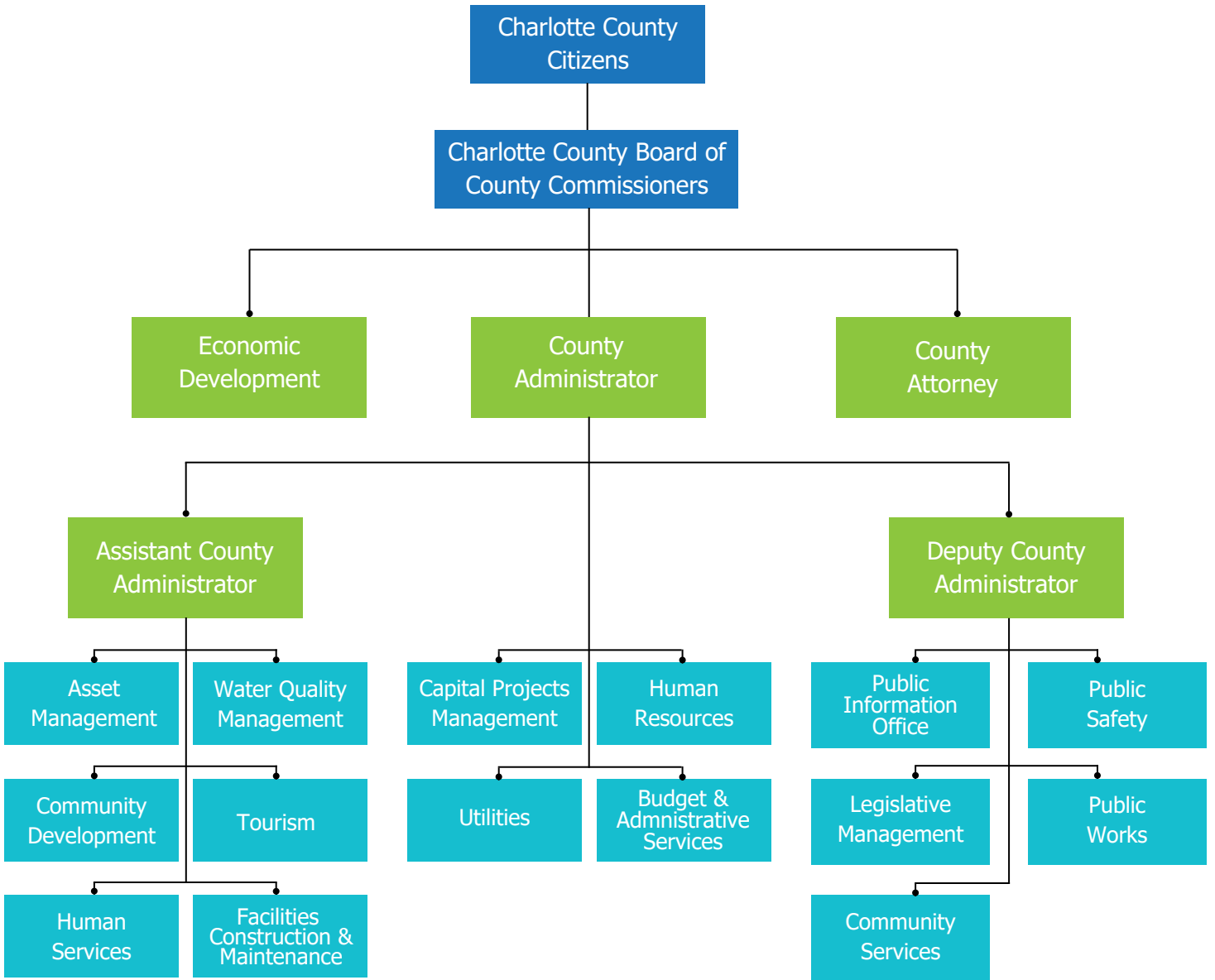




Charlotte County Organization Chart

Figure 3-1

This diagram displays the County Organizational Chart, from the citizens to the Administrators for each of the departments in the county.



View the full Charlotte County Organization by department [HERE](#)



Administration

Mission

County Administration --- The County Administrator is appointed by the Charlotte County Board of County Commissioners. It is the responsibility of the County Administrator to implement all decisions, policies, ordinances and motions made by the Board. This is done through the department directors and administrative personnel who report directly to the County Administrator.

Linkage to Strategic Goals

Efficient and Effective Government

Core Functions

Administer BCC Policies and Programs

Provides direction and coordination of all County functions under the Board of County Commissioners.

Communications

Media and public relations; design and distribute materials promoting County programs and services; Design and manage content of two websites; write and distribute mass emails. Create marketing campaigns; supervise County branding, support promotion and communication for other County departments; monitor and guide county social media; provide support and coordination of events; provide PIO support services for EOC.

CC-TV Government Television

Produce and broadcast all board, budget workshops, code enforcement, and other meetings as required; produce original videos on County issues and events; Broadcast public service messages on community events, activities, and announcements. Produce live streaming videos, Facebook Live videos and maintain archives; provide broadcast engineering service to support full service government access TV channel in compliance with FCC regulations. Provide live production and broadcast from EOC.

FY 24 - First Year Operating Budget

| | | |
|-------------------------|-------------|--------------------|
| State Mandated | 64% | \$1,869,430 |
| Discretionary | 21% | \$613,407 |
| Critical | 15% | \$438,148 |
| Operating Budget | 100% | \$2,920,984 |

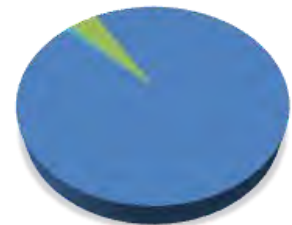
| Revenues by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|---------------------|---------------------|---------------------|---------------------|
| BCC General Revenues | \$ 2,300,982 | \$ 2,602,614 | \$ 2,915,984 | \$ 3,004,835 |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Fees & Assessments | \$ - | \$ - | \$ - | \$ - |
| State & Federal Revenue | \$ - | \$ - | \$ - | \$ - |
| Charges for Services | \$ 3,190 | \$ 5,000 | \$ 5,000 | \$ 5,000 |
| Misc. | \$ - | \$ - | \$ - | \$ - |
| Transfers | \$ - | \$ 176,000 | \$ 132,000 | \$ 132,000 |
| Beginning Balances | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 2,304,171 | \$ 2,783,614 | \$ 3,052,984 | \$ 3,141,835 |

| Expenses by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|----------------------|---------------------|---------------------|---------------------|---------------------|
| Salaries & Benefits | \$ 2,106,953 | \$ 2,464,317 | \$ 2,729,923 | \$ 2,818,021 |
| Services & Charges | \$ 125,347 | \$ 109,012 | \$ 139,576 | \$ 140,329 |
| Operating Expenses | \$ 71,871 | \$ 34,285 | \$ 51,485 | \$ 51,485 |
| Capital | \$ - | \$ 176,000 | \$ 132,000 | \$ 132,000 |
| Other | \$ - | \$ - | \$ - | \$ - |
| Debt | \$ - | \$ - | \$ - | \$ - |
| Transfers | \$ - | \$ - | \$ - | \$ - |
| Reserves | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 2,304,171 | \$ 2,783,614 | \$ 3,052,984 | \$ 3,141,835 |

| Positions | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|-----------|-----------|
| Full Time | 16 | 17 | 17 | 17 |
| Part Time | 0 | 0 | 0 | 0 |
| Total | 16 | 17 | 17 | 17 |

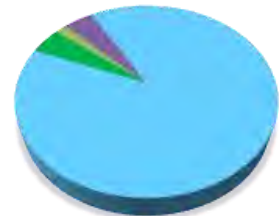
Notes

FY24 Budgeted Revenue



- BCC General Revenues 95%
- Charges for Services 1%
- Transfers 4%

FY24 Budgeted Expenditures



- Salaries & Benefits 90%
- Services & Charges 5%
- Operating Expenses 1%
- Capital 4%



ADMINISTRATION

Levels of Service - 6 Year Metrics

| Administer BCC policies and programs | | | | | | | | |
|---|--|---------------------------------------|-------|-------|-------|-------|-------|-------|
| Who is your primary Customer? | The Board of County Commissioners | | | | | | | |
| What is the primary service they receive from you? | Information, recommendations, policy suggestions, execution of policies and programs | | | | | | | |
| What is the main aspect of the service they care about? | Did it get done, timing, truth and transparency, cost | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Completion of Tasks | Administrator's Evaluation Scores | Administrator's evaluation and report | 35.92 | 36.83 | 37.40 | 36.05 | 36.97 | 40.00 |

| Public Information Office | | | | | | | | |
|---|---|---|--|-------|-------|---|-----------|--------|
| Who is your primary Customer? | General public, internal staff | | | | | | | |
| What is the primary service they receive from you? | Information about county policies and programs | | | | | | | |
| What is the main aspect of the service they care about? | Accuracy and timeliness, available and accessible | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Engagement | # of Press Releases | P-drive press release folder: Internal data tracking; Outreach events; National Citizen Survey (every two years) | 223 | 189 | 190 | 219 | 248 | 390*** |
| | # of Surveys | | 437 | 554 | 692 | N/A* | 692 | N/A |
| | NCS watched Meetings | | N/A | 24% | N/A | 0.23 | N/A | N/A |
| | NCS Comm Engagement | | N/A | 71% | N/A | 0.6 | N/A | N/A |
| | # of CCTV Videos | | 56 | 51 | 60 | 48 | 36 | 60 |
| | # of Facebook Follows | | 6,981 | 8,460 | 9,558 | 12,818 | 16,078 | 22,000 |
| | # of Facebook Likes | | 6,511 | 7,855 | 8,831 | 10,721 | 12,611 | N/A |
| | Social media engagement- Impressions 1 | | Platform analytics/Digital Communications Report | N/A | N/A | N/A | N/A | N/A |
| Social media engagement Posts 1 | Platform analytics/Digital Communications Report | N/A | N/A | N/A | N/A | N/A | 9,473 | |
| Website sessions | Google Analytics | N/A | N/A | N/A | N/A | N/A | 2,418,403 | |
| Availability | ADA compliance/Website usability | Monsido website monitor; Internal tracking | N/A | N/A | N/A | New website w/accessibility functionality | N/A | N/A |

* Suspended during COVID ** As of October 2021; metric no longer used *** PIO and JIC combined 1-Jan.-June 2022





Administration Goals FY24 and FY25

FY24 and FY25 GOALS:

1. Implement Phase 2 of Cityworks Asset Management program and integrate data with levels of service and levels of maintenance.

2. Develop a Strategic Asset Management Plan and develop format for departments to develop their own asset management plans.

3. Create workplan and priority for the projects that come out of the 'One Charlotte, One Water' plan and determine funding sources.

4. Develop implementation plans for updated BCC Strategic Plan to include any new or revised goals.

5. Coordinate County tasks required for a 2026 1% Local Option Sales Tax referendum.

FY23 GOALS AND PROGRESS:

1. Implement Cityworks Asset Management program and integrate data with defined levels of service.

Phase 1 will be completed by the end of FY22 and planning has started for Phase 2.

2. Continue to implement the BCC Strategic Plan and provide periodic report of outcomes.

Administration has continued to focus staff on carrying out the priorities outlined within the Board's strategic plan. This year significant progress was made on affordable housing, water quality, defining levels of maintenance and culture and engagement of our workforce.

3. Integrate Mission, Vision, Values messaging in consistent communications to support culture of continuous improvement.

Mission, Vision and Values messaging has been integrated into our internal communications plan. In addition to signage, MVV is incorporated into weekly messages to staff, integrated into our orientation process and we've developed video messaging to help keep a focus online of sight and continuous improvement.

4. Implement Project Management Governance Structure and pilot new project planning model for new capital projects.

This will be completed by the end of Q3 FY22.

5. Develop the One Charlotte, One Water plan by end of FY23

This is currently underway - 1st phase being the water quality monitoring strategy which forms part of the plan. The formal plan will be completed by the end of FY23

FY22 ACCOMPLISHMENTS:

1. Coordinate the tasks required for a 2020 1% local option sales tax extension referendum.

Sales tax referendum passed in Nov 2020.

2. Implement and track the new strategic plan process.

Completed.

3. Update the organizational Mission, Vision, Values.

Completed and outreach strategy launched.



PIO
Goals FY24 and FY25

FY24 and FY25 GOALS:

1. Continue Mission, Vision, Values outreach, with emphasis on line of sight. Create videos with staff and administration discussing line of sight.
2. Continue to expand social media reach and engagement.
3. Implement Strategic Communications Plan.
4. Continue to increase applications for countywide awards and promote award-winning stature of county government.

FY23 GOALS AND PROGRESS:

1. Continue Mission, Vision, Values outreach, with emphasis on line of sight.
Created videos with staff and administration discussing line of sight; published multiple administrator newspaper columns discussing line of sight management; working with MVV committee to develop outreach projects focused on demonstrating line of sight concepts and how staff work helps the organization meet commission strategic goals.
2. Continue to expand social media reach and engagement.
County Facebook page recently surpassed 17,000 followers.
3. Continue to improve functionality of Connect@Work.
Conducted an employee survey on C@W; creating video tutorials; creating Documents links to improve user experience; fixed hyperlink visibility.
4. Implement Strategic Communications Plan.
Initiated or completed 11 of 12 Action Items.
5. Continue to increase applications for countywide awards and promote award-winning stature of county government.
Solicited, organized, edited and/or wrote and submitted nominations for 22 county programs and projects to the National Association of Counties' Achievement Award contest.



PIO (Continued)

FY22 ACCOMPLISHMENTS:

1. Continue to implement Strategic Communications Plan action items.

Relaunched its Mission, Vision & Values outreach efforts in May 2021 following its suspension at the beginning of the COVID-19 pandemic in March 2020. The effort included designing and installing murals and signs at county facilities to ensure the county’s mission, vision and values were visible and accessible to employees and the public. MVV materials, including Meeting In A Box content were distributed to departments for use in staff meetings as employees returned to offices.

2. Produce Social Media assessment annual report.

Published first digital communications quarterly report in August 2021 with social media and website analytics.

3. Continue to increase applications for countywide awards and promote award-winning stature of county.

Solicited, organized, edited and/or wrote and submitted nominations for 22 county programs and projects to the National Association of Counties’ Achievement Award contest. In May 2021, the county received 13 Achievement

4. Produce original videos for CC-TV and social media to increase awareness of both.

Launched TikTok account.





Budget and Administrative Services

Mission

Continue to increase the effectiveness of local government and maintain a strong financial condition.

Division Summary

-Fiscal Services Division --- Provide professional, financial advice necessary to maintain fiscal stability and transparency in government.

-Information Technology Division --- Promotes, manages and supports information technology solutions and services which facilitate the vision, goals and objectives of the Board of County Commissioners.

-Purchasing Division --- Acquire at the best possible price, consistent with specific quality, the goods, and services necessary for proper and efficient operations of County Government, at the least overall cost to the taxpayer.

-Real Estate Services Division --- Provides expertise in County acquisitions, disposals, leases, easements, and BCC approved projects.

-Risk Management Division --- To provide active direction and leadership in the planning, development, and administration of programs and processes.

-Fleet Division --- To establish efficient and effective delivery of Charlotte County Fleet Management services (with a blend of outsourcing and in-house work) by providing customer agencies with safe, reliable, economically and environmentally sound transportation and related support services that are responsive to the needs of customer departments and that conserve vehicle value and equipment investment.

-Transit Division --- Charlotte County Transit provides public transportation that is a high quality, low cost curb-to-curb bus service that is safe, convenient and available to all. It also offers transportation to individuals who cannot do so for themselves due to economic, mental, or physical disability.

FY 24 - First Year Operating Budget

| | | |
|-------------------------|-------------|---------------------|
| | 5% | \$3,699,211 |
| | 13% | \$8,823,367 |
| | 2% | \$1,434,761 |
| | 1% | \$680,334 |
| | 64% | \$44,020,528 |
| | 9% | \$6,366,680 |
| | 6% | \$3,444,165 |
| Operating Budget | 100% | \$68,469,046 |

| Revenues by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|----------------------|----------------------|----------------------|----------------------|
| BCC General Revenues | \$ 11,665,018 | \$ 12,946,378 | \$ 14,150,038 | \$ 14,368,197 |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Fees & Assessments | \$ - | \$ - | \$ - | \$ - |
| State & Federal Revenue | \$ 3,654,554 | \$ 2,280,938 | \$ 3,184,809 | \$ 1,986,347 |
| Charges for Services | \$ 45,869,435 | \$ 47,098,348 | \$ 51,901,312 | \$ 51,510,169 |
| Misc. | \$ 578,979 | \$ 659,000 | \$ 650,000 | \$ 650,000 |
| Transfers | \$ 414,625 | \$ 1,147,602 | \$ 1,157,924 | \$ 1,198,076 |
| Beginning Balances | \$ - | \$ 18,626,001 | \$ 21,976,027 | \$ 22,247,376 |
| Total | \$ 62,182,611 | \$ 82,758,267 | \$ 93,020,110 | \$ 91,960,165 |

| Expenses by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|----------------------|----------------------|----------------------|----------------------|----------------------|
| Salaries & Benefits | \$ 10,503,828 | \$ 11,505,185 | \$ 11,982,095 | \$ 12,362,981 |
| Services & Charges | \$ 45,573,288 | \$ 45,674,401 | \$ 51,372,377 | \$ 53,290,445 |
| Operating Expenses | \$ 4,460,689 | \$ 4,712,450 | \$ 5,114,574 | \$ 4,954,674 |
| Capital | \$ 1,305,219 | \$ 553,090 | \$ 1,897,568 | \$ 870,000 |
| Other | \$ - | \$ - | \$ - | \$ - |
| Debt | \$ 56,636 | \$ - | \$ 15,228 | \$ 15,228 |
| Transfers | \$ 44,877 | \$ 54,258 | \$ 44,877 | \$ 44,877 |
| Reserves | \$ - | \$ 20,258,883 | \$ 22,593,391 | \$ 20,433,892 |
| Total | \$ 61,944,538 | \$ 82,758,267 | \$ 93,020,110 | \$ 91,972,097 |

| Positions | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|------------|------------|
| Full Time | 116 | 119 | 141 | 141 |
| Part Time | 2 | 2 | 2 | 2 |
| Total | 118 | 121 | 143 | 143 |

Notes

FY24 Budgeted Revenue



FY24 Budgeted Expenditures





Budget and Administrative Services

Fiscal Services

Mission

Fiscal Services Division --- Provide professional, financial advice necessary to maintain fiscal stability and transparency in government.

Linkage to Strategic Goals

Efficient and Effective Government

Infrastructure

Core Functions

Operations Support

Provides oversight of the two-year budget cycle including TRIM (truth in millage), budgetary public hearings, cost allocations, and departmental budget preparation and monitoring.

Capital Improvement Program

Provides oversight of capital budgets, 6-yr CIP and MSBUs including database, rates and certification of assessment roll.

Grants Support

Provides financial oversight including maintaining the grant in the financial system, compliance and audits.

AP/AR Support

Provides processing, tracking, reporting and support of procurement functions, accounts payable and accounts receivable. Additionally, this group supports the other Fiscal Services core sections and Board Departments.

FY 24 - First Year Operating Budget

| | | |
|-------------------------|-------------|--------------------|
| State Mandated | 28% | \$1,039,478 |
| State Mandated | 28% | \$1,043,178 |
| Critical | 15% | \$554,882 |
| Critical | 29% | \$1,061,674 |
| Operating Budget | 100% | \$3,699,211 |

| Revenues by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|---------------------|---------------------|---------------------|---------------------|
| BCC General Revenues | \$ 3,049,740 | \$ 3,469,646 | \$ 3,714,439 | \$ 3,838,126 |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Fees & Assessments | \$ - | \$ - | \$ - | \$ - |
| State & Federal Revenue | \$ 1,790 | \$ - | \$ - | \$ - |
| Charges for Services | \$ - | \$ - | \$ - | \$ - |
| Misc | \$ 1,725 | \$ - | \$ - | \$ - |
| Transfers | \$ - | \$ - | \$ - | \$ - |
| Beginning Balances | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 3,053,255 | \$ 3,469,646 | \$ 3,714,439 | \$ 3,838,126 |

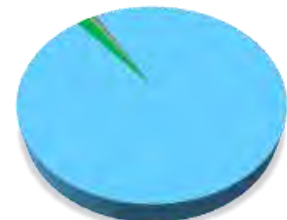
FY24 Budgeted Revenue



■ BCC General Revenues 100%

| Expenses by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|----------------------|---------------------|---------------------|---------------------|---------------------|
| Salaries & Benefits | \$ 2,960,495 | \$ 3,378,112 | \$ 3,607,677 | \$ 3,731,364 |
| Services & Charges | \$ 65,265 | \$ 71,744 | \$ 71,744 | \$ 71,744 |
| Operating | \$ 12,266 | \$ 19,790 | \$ 19,790 | \$ 19,790 |
| Expenses Capital | \$ - | \$ - | \$ - | \$ - |
| Other | \$ - | \$ - | \$ - | \$ - |
| Debt | \$ 15,228 | \$ - | \$ 15,228 | \$ 15,228 |
| Transfers | \$ - | \$ - | \$ - | \$ - |
| Reserves | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 3,053,255 | \$ 3,469,646 | \$ 3,714,439 | \$ 3,838,126 |

FY24 Budgeted Expenditures



■ Salaries & Benefits 97%

■ Services & Charges 1%

■ Operating Expenses 1%

■ Debt 1%

| Positions | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|-----------|-----------|
| Full Time | 37 | 37 | 43 | 43 |
| Part Time | 0 | 0 | 0 | 0 |
| Total | 37 | 37 | 43 | 43 |

Notes

Four positions are partially charged to Grants.



Budget and Administrative Services

Fleet

Mission

Fleet Division --- To establish efficient and effective delivery of Charlotte County Fleet Management services (with a blend of outsourcing and in-house work) by providing customer agencies with safe, reliable, economically and environmentally sound transportation and related support services that are responsive to the needs of customer departments and that conserve vehicle value and equipment investment.

Linkage to Strategic Goals

Efficient and Effective Government

Core Functions

Fleet Management

Fleet Management is responsible for "Cradle to Grave" diverse collection of vehicles and equipment, repairs and maintenance totaling 1,140 units, and 71 divisions.

Fuel Service

Fleet Management staff is also responsible for two fueling sites with a total capacity of fuel of almost 48,000 gallons county-wide. With a total usage for FY22 at approximately 918,000 gallons, for unleaded and diesel. With over 860 plus vehicles and equipment using the fuel sites and both of them being a 24/7 site.

FY 24 - First Year Operating Budget

| | | |
|-------------------------|-------------|--------------------|
| Critical | 90% | \$5,704,545 |
| Critical | 10% | \$662,135 |
| Operating Budget | 100% | \$6,366,680 |

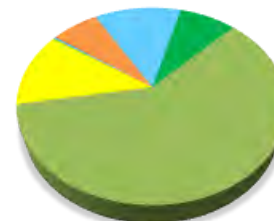
| Revenues by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|---------------------|---------------------|---------------------|---------------------|
| BCC General Revenues | \$ - | \$ - | \$ - | \$ - |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Fees & Assessments | \$ - | \$ - | \$ - | \$ - |
| State & Federal Revenue | \$ - | \$ - | \$ - | \$ - |
| Charges for Services | \$ 5,178,912 | \$ 5,600,731 | \$ 6,588,965 | \$ 6,845,328 |
| Misc | \$ (2,003) | \$ 9,000 | \$ - | \$ - |
| Transfers | \$ 4,250 | \$ - | \$ - | \$ - |
| Beginning Balances | \$ - | \$ 1,224,514 | \$ 1,313,780 | \$ 190,109 |
| Total | \$ 5,181,158 | \$ 6,834,245 | \$ 7,902,745 | \$ 7,035,437 |

FY24 Budgeted Revenue



| Expenses by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|----------------------|---------------------|---------------------|---------------------|---------------------|
| Salaries & Benefits | \$ 1,023,526 | \$ 949,006 | \$ 986,025 | \$ 1,015,319 |
| Services & Charges | \$ 297,535 | \$ 336,022 | \$ 641,182 | \$ 515,624 |
| Operating | \$ 4,089,584 | \$ 4,395,017 | \$ 4,739,473 | \$ 4,579,473 |
| Expenses Capital | \$ - | \$ 444,831 | \$ 974,000 | \$ 870,000 |
| Other | \$ - | \$ - | \$ - | \$ - |
| Debt | \$ - | \$ - | \$ - | \$ - |
| Transfers | \$ 29,691 | \$ 29,691 | \$ 29,691 | \$ 29,691 |
| Reserves | \$ - | \$ 679,678 | \$ 532,374 | \$ 37,262 |
| Total | \$ 5,440,336 | \$ 6,834,245 | \$ 7,902,745 | \$ 7,047,369 |

FY24 Budgeted Expenditures



| Positions | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|-----------|-----------|
| Full Time | 12 | 12 | 14 | 14 |
| Part Time | 0 | 0 | 0 | 0 |
| Total | 12 | 12 | 14 | 14 |

Notes

Salaries & Benefits increased due to pay for performance increases as well as the compensation study. Services & Charges increased due to the full implementation of GPS Systems in vehicle/equipment. Operating Expenses increased due to inflationary increases in vehicle/equipment maintenance & repairs, fuel costs, and upgrade to Web-Based Faster Software. Capital increased due to fuel tank replacements and vehicle lift upgrades.



Budget and Administrative Services Information Technology

Mission

Information Technology Division --- Promotes, manages and supports information technology solutions and services which facilitate the vision, goals and objectives of the Board of County Commissioners.

Linkage to Strategic Goals

Efficient and Effective Government

Core Functions

Client Services

First contact for all IT issues; support for desktop computing related requests and issues, process mapping, pre/post project support of all IT projects, and needs analysis of software/hardware requests.

Network Services

Provides support in the implementation, usage and maintenance of all voice and data communications. The NSG also provides third level support al all network, server, and telecommunication issues.

GIS

The Geographic Information Systems Group provides support for the coordination, maintenance and development of an Enterprise GIS for all County departments, constitutional offices and its residents.

Information Services

Provides services include application development, application support, business intelligence, integration services, database administration and workflow automation.

Security

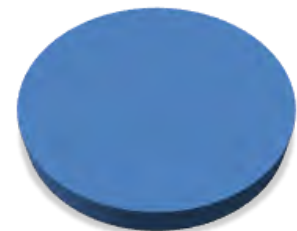
Install/maintain cybersecurity related infrastructure. Develop/enforce policies to ensure the confidentiality and integrity of County data; create/maintain documentation; provide advanced technical support.

FY 24 - First Year Operating Budget

| | | |
|-------------------------|-------------|--------------------|
| Critical | 27% | \$2,382,309 |
| Critical | 26% | \$2,294,075 |
| Critical | 14% | \$1,235,271 |
| Critical | 24% | \$2,117,608 |
| Critical | 9% | \$794,103 |
| Operating Budget | 100% | \$8,823,367 |

| Revenues by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|---------------------|---------------------|---------------------|---------------------|
| BCC General Revenues | \$ 7,306,073 | \$ 8,031,072 | \$ 8,831,573 | \$ 8,874,623 |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Fees & Assessments | \$ - | \$ - | \$ - | \$ - |
| State & Federal Revenue | \$ - | \$ - | \$ - | \$ - |
| Charges for Services | \$ - | \$ - | \$ - | \$ - |
| Misc | \$ 238 | \$ - | \$ - | \$ - |
| Transfers | \$ - | \$ - | \$ - | \$ - |
| Beginning Balances | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 7,306,312 | \$ 8,031,072 | \$ 8,831,573 | \$ 8,874,623 |

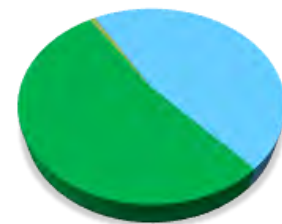
FY24 Budgeted Revenue



■ BCC General Revenues 100%

| Expenses by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|----------------------|---------------------|---------------------|---------------------|---------------------|
| Salaries & Benefits | \$ 3,517,823 | \$ 3,921,723 | \$ 4,116,189 | \$ 4,249,416 |
| Services & Charges | \$ 3,691,228 | \$ 4,020,211 | \$ 4,634,985 | \$ 4,544,808 |
| Operating | \$ 47,647 | \$ 71,551 | \$ 72,193 | \$ 72,193 |
| Expenses Capital | \$ - | \$ - | \$ - | \$ - |
| Other | \$ - | \$ - | \$ - | \$ - |
| Debt | \$ 41,408 | \$ - | \$ - | \$ - |
| Transfers | \$ 8,206 | \$ 17,587 | \$ 8,206 | \$ 8,206 |
| Reserves | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 7,306,312 | \$ 8,031,072 | \$ 8,831,573 | \$ 8,874,623 |

FY24 Budgeted Expenditures



■ Salaries & Benefits 46%

■ Services & Charges 52%

■ Operating Expenses 1%

■ Transfers 1%

| Positions | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|-----------|-----------|
| Full Time | 37 | 40 | 54 | 54 |
| Part Time | 0 | 0 | 0 | 0 |
| Total | 37 | 40 | 54 | 54 |

Notes

Five positions are charged to other departments. One to Fire/EMS, two to Utilities, one to Building Construction Services and one to Purchasing.



Budget and Administrative Services Purchasing

Mission

Purchasing Division --- Acquire at the best possible price, consistent with specific quality, the goods, and services necessary for proper and efficient operations of County Government, at the least overall cost to the taxpayer.

Linkage to Strategic Goals

Efficient and Effective Government

Core Functions

Procurement Activities

Purchasing deals with Process coordination for Request for Bids, Quotes and Proposals; Accounts Payable Coordination; Training and Assistance to departments; Procurement Card Program Oversight.

Fixed Asset Oversight and Coordination

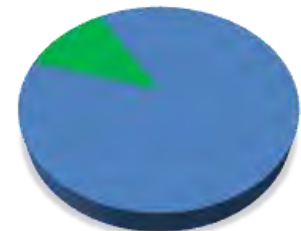
Oversight of the tangible property inventory records, physical inventories and redistribution or disposal of surplus tangible property.

FY 24 - First Year Operating Budget

| | | |
|-------------------------|-------------|--------------------|
| State Mandated | 91% | \$1,304,198 |
| Locally Mandated | 9% | \$130,563 |
| Operating Budget | 100% | \$1,434,761 |

| Revenues by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|---------------------|---------------------|---------------------|---------------------|
| BCC General Revenues | \$ 1,058,648 | \$ 1,147,264 | \$ 1,259,761 | \$ 1,296,563 |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Fees & Assessments | \$ - | \$ - | \$ - | \$ - |
| State & Federal Revenue | \$ - | \$ - | \$ - | \$ - |
| Charges for Services | \$ - | \$ - | \$ - | \$ - |
| Misc | \$ 182,629 | \$ 175,000 | \$ 175,000 | \$ 175,000 |
| Transfers | \$ - | \$ - | \$ - | \$ - |
| Beginning Balances | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 1,241,276 | \$ 1,322,264 | \$ 1,434,761 | \$ 1,471,563 |

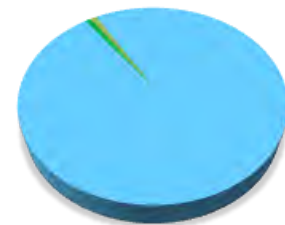
FY24 Budgeted Revenue



■ BCC General Revenues 88% ■ Misc 12%

| Expenses by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|----------------------------|---------------------|---------------------|---------------------|---------------------|
| Salaries & Benefits | \$ 1,224,548 | \$ 1,299,800 | \$ 1,409,797 | \$ 1,446,599 |
| Services & Charges | \$ 7,486 | \$ 10,439 | \$ 11,439 | \$ 11,439 |
| Operating Expenses Capital | \$ 9,243 | \$ 12,025 | \$ 13,525 | \$ 13,525 |
| Other | \$ - | \$ - | \$ - | \$ - |
| Debt | \$ - | \$ - | \$ - | \$ - |
| Transfers | \$ - | \$ - | \$ - | \$ - |
| Reserves | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 1,241,276 | \$ 1,322,264 | \$ 1,434,761 | \$ 1,471,563 |

FY24 Budgeted Expenditures



■ Salaries & Benefits 98%
■ Services & Charges 1%
■ Operating Expenses 1%

| Positions | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|-----------|-----------|
| Full Time | 11 | 11 | 11 | 11 |
| Part Time | 1 | 1 | 1 | 1 |
| Total | 12 | 12 | 12 | 12 |

Notes



Budget and Administrative Services

Real Estate Services

Mission

Real Estate Services Division --- Provides expertise in County acquisitions, disposals, leases, easements, and BCC approved projects.

Linkage to Strategic Goals

Efficient and Effective Government

Core Functions

Land Acquisition

Real Estate Services acquires land and property interests for BCC approved sales tax and capital projects (Roads, Drainage, Utilities, Facilities, etc.).

Occupations and Releases of Easements

Real Estate Services processes occupations and releases of easements that are required for permitting of homes, commercial and new development projects.

Surplus Property

Real Estate Services processes surplus properties for sale by sealed bid from the County's inventory that are needed for any County use.

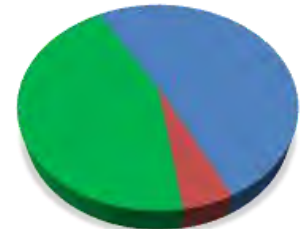
FY 24 - First Year Operating Budget

| | | |
|-------------------------|-------------|------------------|
| Critical | 67% | \$453,102 |
| Critical | 25% | \$170,084 |
| Critical | 8% | \$57,148 |
| Operating Budget | 100% | \$680,334 |

Revenues by Category

| | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|-------------------|-------------------|-------------------|-------------------|
| BCC General Revenues | \$ 250,557 | \$ 298,396 | \$ 344,265 | \$ 358,885 |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Fees & Assessments | \$ - | \$ - | \$ - | \$ - |
| State & Federal Revenue | \$ - | \$ - | \$ - | \$ - |
| Charges for Services | \$ 110,440 | \$ 55,000 | \$ 40,000 | \$ 45,000 |
| Misc | \$ 178,013 | \$ 300,000 | \$ 300,000 | \$ 300,000 |
| Transfers | \$ - | \$ - | \$ - | \$ - |
| Beginning Balances | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 539,010 | \$ 653,396 | \$ 684,265 | \$ 703,885 |

FY24 Budgeted Revenue



■ BCC General Revenues 51%

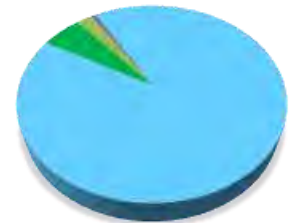
■ Charges for Services 5%

■ Misc 44%

Expenses by Category

| | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|---------------------|-------------------|-------------------|-------------------|-------------------|
| Salaries & Benefits | \$ 496,034 | \$ 617,869 | \$ 625,884 | \$ 645,469 |
| Services & Charges | \$ 33,281 | \$ 14,677 | \$ 38,644 | \$ 38,679 |
| Operating | \$ 5,764 | \$ 16,919 | \$ 15,806 | \$ 15,806 |
| Expenses Capital | \$ - | \$ - | \$ - | \$ - |
| Other | \$ - | \$ - | \$ - | \$ - |
| Debt | \$ - | \$ - | \$ - | \$ - |
| Transfers | \$ 3,931 | \$ 3,931 | \$ 3,931 | \$ 3,931 |
| Reserves | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 539,010 | \$ 653,396 | \$ 684,265 | \$ 703,885 |

FY24 Budgeted Expenditures



■ Salaries & Benefits 91%

■ Services & Charges 6%

■ Operating Expenses 2%

■ Transfers 1%

Positions

| | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|----------|----------|
| Full Time | 6 | 6 | 6 | 6 |
| Part Time | 0 | 0 | 0 | 0 |
| Total | 6 | 6 | 6 | 6 |

Notes



Budget and Administrative Services Risk Management

Mission

Risk Management Division --- To provide active direction and leadership in the planning, development, and administration of programs and processes.

Linkage to Strategic Goals

Efficient and Effective Government

Core Functions

Health Insurance and Benefits

Administration of all benefit products including annual renewal, billing and eligibility, open and new-hire open enrollment, claims handling, customer service, HIPAA, Medicare Affordable Care Act, and IRS Section 125 compliance

Property and Casualty Insurance

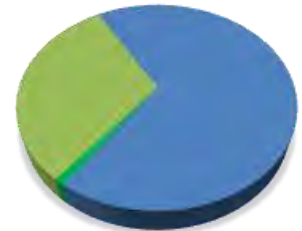
Administration of property and casualty insurance including management of all claims presented to County, safety and loss control activities designed to minimize loss to County, ADA compliance, drug testing, training, DEP compliance, customer service

FY 24 - First Year Operating Budget

| | | |
|-------------------------|-------------|---------------------|
| Locally Mandated | 33% | \$14,658,836 |
| State Mandated | 67% | \$29,361,692 |
| Operating Budget | 100% | \$44,020,528 |

| Revenues by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|----------------------|----------------------|----------------------|----------------------|
| BCC General Revenues | \$ - | \$ - | \$ - | \$ - |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Fees & Assessments | \$ - | \$ - | \$ - | \$ - |
| State & Federal Revenue | \$ - | \$ - | \$ - | \$ - |
| Charges for Services | \$ 40,547,693 | \$ 41,417,617 | \$ 45,247,347 | \$ 44,594,841 |
| Misc | \$ 130,007 | \$ 175,000 | \$ 175,000 | \$ 175,000 |
| Transfers | \$ - | \$ - | \$ - | \$ - |
| Beginning Balances | \$ - | \$ 17,401,487 | \$ 20,662,247 | \$ 22,057,267 |
| Total | \$ 40,677,700 | \$ 58,994,104 | \$ 66,084,594 | \$ 66,827,108 |

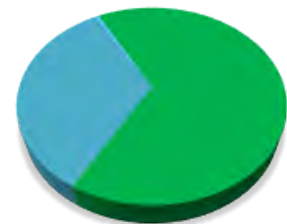
FY24 Budgeted Revenue



- Charges for Services 68%
- Misc 1%
- Beginning Balances 31%

| Expenses by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|----------------------|----------------------|----------------------|----------------------|----------------------|
| Salaries & Benefits | \$ 465,261 | \$ 384,313 | \$ 313,670 | \$ 323,501 |
| Services & Charges | \$ 39,613,228 | \$ 39,000,524 | \$ 43,672,571 | \$ 46,069,541 |
| Operating | \$ 26,387 | \$ 27,013 | \$ 34,287 | \$ 34,387 |
| Expenses Capital | \$ - | \$ - | \$ - | \$ - |
| Other | \$ - | \$ - | \$ - | \$ - |
| Debt | \$ - | \$ - | \$ - | \$ - |
| Transfers | \$ 3,049 | \$ 3,049 | \$ 3,049 | \$ 3,049 |
| Reserves | \$ - | \$ 19,579,205 | \$ 22,061,017 | \$ 20,396,630 |
| Total | \$ 40,107,925 | \$ 58,994,104 | \$ 66,084,594 | \$ 66,827,108 |

FY24 Budgeted Expenditures



- Salaries & Benefits 1%
- Services & Charges 66%
- Operating Expenses 1%
- Transfers 1%
- Reserves 31%

| Positions | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|----------|----------|
| Full Time | 3 | 3 | 3 | 3 |
| Part Time | 0 | 0 | 0 | 0 |
| Total | 3 | 3 | 3 | 3 |

Notes



Budget and Administrative Services Transit

Mission

Transit Division --- Charlotte County Transit provides public transportation that is a high quality, low cost curb-to-curb bus service that is safe, convenient and available to all. It also offers transportation to individuals who cannot do so for themselves due to economic, mental, or physical disability.

Linkage to Strategic Goals

Efficient and Effective Government

Public Services

Core Functions

Provide Transportation Service

Provide high quality, low cost curb-to-curb public bus service that is safe, convenient and accessible to all.

FY 24 - First Year Operating Budget

Critical 100% \$3,444,165

Operating Budget 100% \$3,444,165

| Revenues by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|---------------------|---------------------|---------------------|---------------------|
| BCC General Revenues | \$ - | \$ - | \$ - | \$ - |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Fees & Assessments | \$ - | \$ - | \$ - | \$ - |
| State & Federal Revenue | \$ 3,652,764 | \$ 2,280,938 | \$ 3,184,809 | \$ 1,986,347 |
| Charges for Services | \$ 32,390 | \$ 25,000 | \$ 25,000 | \$ 25,000 |
| Misc | \$ 88,370 | \$ - | \$ - | \$ - |
| Transfers | \$ 410,375 | \$ 1,147,602 | \$ 1,157,924 | \$ 1,198,076 |
| Beginning Balances | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 4,183,900 | \$ 3,453,540 | \$ 4,367,733 | \$ 3,209,423 |

| Expenses by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|----------------------|---------------------|---------------------|---------------------|---------------------|
| Salaries & Benefits | \$ 816,141 | \$ 954,362 | \$ 922,853 | \$ 951,313 |
| Services & Charges | \$ 1,865,266 | \$ 2,220,784 | \$ 2,301,812 | \$ 2,038,610 |
| Operating | \$ 269,798 | \$ 170,135 | \$ 219,500 | \$ 219,500 |
| Expenses Capital | \$ 1,305,219 | \$ 108,259 | \$ 923,568 | \$ - |
| Other | \$ - | \$ - | \$ - | \$ - |
| Debt | \$ - | \$ - | \$ - | \$ - |
| Transfers | \$ - | \$ - | \$ - | \$ - |
| Reserves | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 4,256,423 | \$ 3,453,540 | \$ 4,367,733 | \$ 3,209,423 |

| Positions | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|-----------|-----------|
| Full Time | 10 | 10 | 10 | 10 |
| Part Time | 1 | 1 | 1 | 1 |
| Total | 11 | 11 | 11 | 11 |

Notes

Other Contractual Srvs increase - Transportation Development Plan (TDP) update that's completed every 5 years.

Lawn Maint increase - going out to bid for contractor

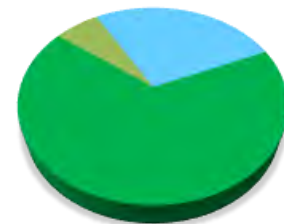
Equipment increase - purchase of new busses

FY24 Budgeted Revenue



- Charges for Services 68%
- Misc 1%
- Beginning Balances 31%

FY24 Budgeted Expenditures



- Salaries & Benefits 1%
- Services & Charges 66%
- Operating Expenses 1%
- Transfers 1%
- Reserves 31%



Budget and Administrative Services

Levels of Service - 6 Year Metrics

FISCAL SERVICES

Operation Support

| | | | | | | | | |
|--|--|---|-------------|-------------|-------------|-------------|-------------|-------------|
| Who is your primary Customer? | Operational Departments, Administration, BCC and Citizens | | | | | | | |
| What is the primary service they receive from you? | Budget/ Financial information support | | | | | | | |
| What is the main aspect of the service they care about? | Accuracy, transparency timeliness | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Accuracy | % variance of 3rd Quarter Projections to Actual | Projections report | 104.20% | 102.21% | 100.49% | 107.73% | 101.69% | 102.01% |
| Transparency | SharePoint Fiscal Budget site visits | Site counter | N/A | 5,919 | 33,453 | 32,845 | 33,854 | 78,571 |
| Timeliness | % of Procurement Card coding and approvals within set time frame | Bank of America Works | 83% | 66% | 83% | 87% | 81% | 87% |
| | # of VISA transactions | | 37,771 | 39,356 | 41,070 | 39,288 | 39,943 | 37,717 |

Capital Improvement Program Support

| | | | | | | | | |
|--|---|---|----------------|----------------|----------------|----------------|----------------|----------------|
| Who is your primary Customer? | Operational departments | | | | | | | |
| What is the primary service they receive from you? | Planning, funding and monitoring of the capital program | | | | | | | |
| What is the main aspect of the service they care about? | Accuracy, transparency, timeliness | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Transparency | # of Capital Improvement Projects | Adopted CIP Book | 197 | 100 | 118 | 113 | 94 | 189 |
| | Value of total annual CIP | | \$ 383,993,000 | \$ 396,852,001 | \$ 383,010,036 | \$ 400,485,452 | \$ 355,198,416 | \$ 420,779,985 |
| Accuracy | Value of correcting journal entries as % of total CIP | Journal Entry log | 0.223% | 0.393% | 0.560% | 0.077% | 0.141% | 0.200% |
| | # of records on final assessment roll | MSBU database | 673,408 | 678,391 | 663,741 | 659,603 | 663,991 | 658,613 |
| | # of Certificate of Corrections (COC) | COC log and Certificates | 26 | 39 | 349 | 99 | 84 | 127 |
| Transparency | % of corrections to Non-Ad Valorem Assessment Roll | COC and Final Roll | 0.004% | 0.006% | 0.053% | 0.015% | 0.013% | 0.019% |
| Transparency | % of reports supplied to MSBU committees within set time frames | MSBU submission log | 100% | 100% | 100% | 100% | 100% | 100% |
| Timeliness | % of CIP monthly reports issued within set time frame | Project status reports | 100% | 100% | 90% | 100% | 100% | 100% |

Grant Support

| | | | | | | | | |
|--|---|---|-------------|-------------|-------------|-------------|-------------|-------------|
| Who is your primary Customer? | Operational departments, granting agencies, administration | | | | | | | |
| What is the primary service they receive from you? | Financial reporting, analysis, and compliance of grant funds | | | | | | | |
| What is the main aspect of the service they care about? | Compliance, accuracy, transparency and timeliness | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Compliance | Number of Fiscal Audit findings (single audit and Grantor monitoring) | Audit reports - manual tracking | 0 | 0 | 0 | 0 | 0 | 0 |
| Accuracy | % of reports returned for calculation errors (or unallowable costs) | Number of reports | N/A | N/A | N/A | 178 | 221 | 213 |
| | | Manual tracking of reports | N/A | N/A | N/A | 1.69% | 0.90% | 1.41% |
| Transparency | % of grants with documentation available on shared site | Number of Grants | 139 | 143 | 135 | 144 | 147 | 173 |
| | | Grants SharePoint Site | 91% | 97% | 96% | 99% | 96% | 100% |
| Timeliness | Average number of days to approve Grants Admin Approvals | New Grants SharePoint site | N/A | 0.95 | 0.99 | 0.92 | 0.85 | 1.21 |

AP/AR Support

| | | | | | | | | |
|--|---|---|-------------|-------------|-------------|-------------|-------------|-------------|
| Who is your primary Customer? | Operational departments, Clerk/Comptroller | | | | | | | |
| What is the primary service they receive from you? | Accounting and procurement transactions, tracking/reporting | | | | | | | |
| What is the main aspect of the service they care about? | Accuracy, transparency, timeliness | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Accuracy | % of Procurement Card transactions without errors | Procurement Card exceptions reports | 99.66% | 99.65% | 99.74% | 99.62% | 99.42% | 99.49% |
| Transparency | % of Internal Billing summaries posted on SharePoint within 30 days of end of month | SharePoint | 67% | 61% | 39% | 67% | 81% | 91% |
| Timeliness | % of Requisitions entered into EDEN within 2 business days | SharePoint (data available) | N/A | N/A | N/A | 91% | 97% | 90% |
| | # of Requisitions Processed | | N/A | N/A | N/A | 2,066 | 1,994 | 2,138 |

FLEET MANAGEMENT

| Fleet Management | | | | | | | | |
|---|--|---------------------------------|-------|-------|-------|-------|-------|-------|
| Who is your primary Customer? | Operational Departments | | | | | | | |
| What is the primary service they receive from you? | Fleet Maintenance | | | | | | | |
| What is the main aspect of the service they care about? | Safe, effective and efficient equipment in a timely manner | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of the data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Effective and Efficient | % of customer satisfaction | Survey | N/A | N/A | N/A | 1 | N/A | N/A |
| | Total number of repairs | | 3,398 | 3,404 | 2,825 | 2,017 | 3,620 | 3,798 |
| | Total number of sublets | | 1,269 | 2,009 | 3,644 | 3,822 | 2,473 | 1,794 |
| Timeliness | Average internal repair time (In Hours) | Faster Software | N/A | N/A | N/A | 1.4 | 2.2 | 3.1 |

| Fuel Services | | | | | | | | |
|---|-------------------------------|----------------------------------|------|------|------|---------|---------|---------|
| Who is your primary Customer? | Operational Departments | | | | | | | |
| What is the primary service they receive from you? | Fuel | | | | | | | |
| What is the main aspect of the service they care about? | Available and on demand | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Effective and Efficient | Total number of transactions | Ward fuel system | N/A | N/A | N/A | 42,998 | 44,863 | 47,658 |
| | Total fuel usage in gallons | | N/A | N/A | N/A | 657,407 | 757,743 | 918,495 |
| | % of system updatime | | N/A | N/A | N/A | 0.98 | 100 | 100 |

INFORMATION TECHNOLOGY

| Client Services | | | | | | | | |
|---|---|----------------------------------|--------|--------|--------|--------|--------|--------|
| Who is your primary Customer? | Charlotte County Staff | | | | | | | |
| What is the primary service they receive from you? | Computer Support | | | | | | | |
| What is the main aspect of the service they care about? | Resolving computer issues in a timely manner and responsiveness to service requests | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Timeliness | Percentage of unresolved tickets > 8 days | FootPrints | 17.60% | 16.80% | 10.30% | 16.43% | 15.34% | 29.10% |
| | Survey Results (Closed tickets) | | 96.69% | 97.31% | 98.58% | 97.70% | 98.07% | 97.00% |
| | # of Service Requests/Break Fix | | 7,946 | 7,079 | 8,127 | 10,308 | 10,026 | 11,272 |
| Responsiveness to Service Requests | # of Open Service Tickets at end of FY | | 384 | 234 | 218 | 331 | 331 | 474 |

| Network Services | | | | | | | | |
|---|--|--|------|------|------|--------|-------------|------------|
| Who is your primary Customer? | Charlotte County Staff, CCSO, Tax Collector, Property Appraiser, SoE, Justice Center, CHNEP, Guardian at Litem, Medical Examiner | | | | | | | |
| What is the primary service they receive from you? | Network, server, storage, telephony support | | | | | | | |
| What is the main aspect of the service they care about? | Availability, Data integrity | | | | | | | |
| How do we measure "what customers care about"? | What is(or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Availability/Services | Network Uptime (%) | Monthly Report | N/A | N/A | N/A | 99.40% | 99.10% | 99.70% |
| Availability/Patch Management (Servers) | Patch Levels (%) | System Center Configuration Manager (SCCM) Reports | N/A | N/A | N/A | 92.00% | 94.00% | 95.00% |
| Data Communications | Network Devices | Inventory Report | N/A | N/A | N/A | 530 | 821 | 848 |
| Voice Communications | Wired Telecommunications Devices | | N/A | N/A | N/A | 3140 | 3822 | 4172 |
| Mobile Communications | Wireless Communications Devices Inventory Report | | N/A | N/A | N/A | N/A | 405/115/526 | 486/73/796 |
| Availability/Patch Management (servers) | Servers | | N/A | N/A | N/A | 340 | 402 | 412 |

| GIS | | | | | | | | |
|---|--|---|------|------|------|------|------|------|
| Who is your primary Customer? | County staff, citizens, Property Appraiser, 911, City of Punta Gorda | | | | | | | |
| What is the primary service they receive from you? | Accurate GIS Data, mapping services, website, field mobile application | | | | | | | |
| What is the main aspect of the service they care about? | Accuracy, Availability and Integration with other systems | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Accuracy | Accuracy of GIS Data layers | Integrity checks | N/A | N/A | N/A | 92% | 95% | 98% |
| | | GIS User feedbacks (error reporting) | N/A | N/A | N/A | 99% | 98% | 98% |
| | | Footprints tickets | N/A | N/A | N/A | 99% | 99% | 99% |
| Availability | Uptime of GIS Website, Web and Mobile Services and Applications | Monitored through automated web monitoring scripts, Analytics | 97% | 99% | 99% | 99% | 99% | 99% |
| | Accessibility to GIS data and licenses | Monitoring scripts, GIS User feedbacks, Footprints tickets, GIS | 99% | 99% | 99% | 99% | 95% | 98% |



Information Services

| | | | | | | | | |
|--|--|---|-------------|-------------|-------------|-------------|-------------|-------------|
| Who is your primary Customer? | Charlotte County staff | | | | | | | |
| What is the primary service they receive from you? | Software development/support, database maintenance, business intelligence/data analytics | | | | | | | |
| What is the main aspect of the service they care about? | Increasing efficiency, accessibility of data, user experience | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2018 | 2018 | 2019 | 2020 | 2021 | 2022 |
| User experience | Ratio of # of feasible feature requests submitted to number of features deployed over a period of time | Footprints | N/A | N/A | N/A | 0.3 | 0.9 | 90% |
| Accessibility of data | Number of subject areas modeled for the Enterprise Data Model (data dictionary) | Reports | N/A | N/A | N/A | 14 | 202 | 447 |
| Volume | # of applications supported/ # of non-mgmt staff | Master Software List | N/A | N/A | N/A | 2.6:1 | 5.6:1 | 5:01 |
| Increasing efficiency | % of time spent on tasks in the Grow or Transform categories over a period of time | Daily reporting | N/A | N/A | 43% | 49% | 47% | 26% |

Security

| | | | | | | | | |
|--|---|---|-------------|-------------|-------------|-------------|----------------|---------------|
| Who is your primary Customer? | Charlotte County Staff, CCSO, Tax Collector, Property Appraiser, SoE, CHNEP, Guardian at Litem, Medical Examiner | | | | | | | |
| What is the primary service they receive from you? | Boundary Firewall, Remote Access, Endpoint Protection, Cybersecurity training, Anti-Phishing campaigns, Penetration Testing, Vulnerability Assessments, Security Information and Event Management (SIEM), Incident Response | | | | | | | |
| What is the main aspect of the service they care about? | Data Confidentiality, Integrity and Availability | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Availability and Data Integrity/Incident Responses | Malware/Spyware/Malicious Sites Blocked | | N/A | N/A | N/A | 308,835,250 | 15,115,751,460 | 2,594,044,612 |
| | Volume Spam/Phishing Blocked | Office 365 | N/A | N/A | N/A | 6,267,472 | 8,796,216 | 7,921,752 |
| Boundary Protection | Firewalls | Inventory Report | N/A | N/A | N/A | 24 | 30 | 33 |
| Devices protected | Servers and End-user Devices | | N/A | N/A | N/A | 2,711 | 3,084 | 3,216 |

PURCHASING

Procurement Activities

| | | | | | | | | |
|--|---|---|-------------|-------------|-------------|-------------|-------------|-------------|
| Who is your primary Customer? | Internal County Departments | | | | | | | |
| What is the primary service they receive from you? | Coordination and oversight of the procurement process in the obtainment of goods and services | | | | | | | |
| What is the main aspect of the service they care about? | To purchase goods and services at the lowest total cost consistent with the needs of the department, using specifications to attract wide competition | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Quality of Service | % of Customer Satisfaction | Internal /External Survey | N/A | N/A | N/A | N/A | 91% | N/A |
| Timeliness | % of Average Conversion times for RFB RFQ and RFP within set timeframe | Eden/Contract Management | 100% | 100% | 100% | 100% | 100% | 100% |
| Volume | # of Files for RFB RFQ and RFP, Piggybacks, Sole Source and Miscellaneous | | 493 | 493 | 630 | 650 | 646 | 670 |

Fixed Asset Oversight

| | | | | | | | | |
|--|---|---|-------------|-------------|-------------|-------------|-------------|-------------|
| Who is your primary Customer? | Internal County Departments | | | | | | | |
| What is the primary service they receive from you? | Coordination in the management of fixed assets | | | | | | | |
| What is the main aspect of the service they care about? | To be in compliance with the Florida State Statutes | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Compliance | % of audits completed within compliance | Eden/Excel/Audit | 100% | 100% | 100% | 100% | 100% | 100% |
| Volume | # of active assets | Eden/Excel | N/A | 13,590 | 14,571 | 14,796 | 9,452 | 9,721 |

REAL ESTATE SERVICES

Land Acquisition

| | | | | | | | | |
|--|--|---|-------------|-------------|-------------|-------------|-------------|-------------|
| Who is your primary Customer? | Public Works, Utilities and Facilities | | | | | | | |
| What is the primary service they receive from you? | Acquire real property interests for county projects | | | | | | | |
| What is the main aspect of the service they care about? | Acquire the property in a timely manner and within budget restraints | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Customer Satisfaction | % of customer satisfaction | Internal/external surveys | N/A | N/A | 97% | 98% | 98% | 98% |
| Volume | # of transactions (Right of Entry, Easements, Sales and Purchases) | Spreadsheets/internal tracking logs | N/A | N/A | 570 | 588 | 789 | 965 |



| Occupations and Releases of Easements | | | | | | | | |
|---|---|----------------------------------|------|------|------|------|------|------|
| Who is your primary Customer? | Public | | | | | | | |
| What is the primary service they receive from you? | Process the releases and the occupations | | | | | | | |
| What is the main aspect of the service they care about? | Process in a timely manner so they can move forward with their own projects | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Timeliness | % of transactions completed within a set timeframe | Tracking Log/Spreadsheet | N/A | N/A | 79% | 98% | 100% | 100% |
| Volume | # of transactions | | 302 | 422 | 362 | 384 | 494 | 528 |

RISK MANAGEMENT

| Health Insurance and Benefits | | | | | | | | |
|---|--|--|-------------|------------|-------------|-------------|-------------|------|
| Who is your primary Customer? | Employees, Spouses, Dependents, and Retirees. Insurance Carriers and Medical Providers | | | | | | | |
| What is the primary service they receive from you? | Administration of Health Benefits | | | | | | | |
| What is the main aspect of the service they care about? | Effective, efficient and affordable care | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2018 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Effective | % of customer satisfaction | Employee survey | TBD | TBD | TBD | TBD | 92% | TBD |
| Efficient | Annual Cost per covered life | Budget and Expense Report along with Cigna | 8061.408811 | 7748.85502 | 8372.062849 | 8385.482941 | 8942.330552 | 9548 |
| | Annual Cost for Employee Only Coverage | | 312 | 312 | 312 | 312 | 312 | 312 |
| Affordable | % of cost increase compared to national average (per employee cost) | Employee survey | -0.053 | -0.09 | 3% | -6% | 2% | 0% |

Property and Casualty Insurance

| | | | | | | | | |
|---|---|----------------------------------|-----------|-------------|-----------|-------------|-----------|-----------|
| Who is your primary Customer? | Employees and the General Public | | | | | | | |
| What is the primary service they receive from you? | Employees Workers' Compensation Administration, General Public management of all incidents resulting of County Operations | | | | | | | |
| What is the main aspect of the service they care about? | Efficient and effective management of all incidents and claims | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Efficient | Safety / Workers' Compensation: Total Incurred Valuation Date 03/14/23 | Origami software | \$600,716 | \$1,226,920 | \$851,083 | \$1,455,471 | \$692,543 | \$371,976 |
| | Liability: Total Incurred Valuation Date 03/15/23 | | \$187,946 | \$105,377 | \$135,311 | \$135,311 | \$262,631 | \$195,254 |
| | Safety WC Incidents: # of accidents reported | | 121 | 137 | 142 | 134 | 100 | 96 |
| Effective | Workers' Compensation: experience modification factor | Department of Financial Services | 0.65% | 0.80% | 0.81% | 0.88% | 0.88% | 0.80% |
| | Liability: # of Liability Claims | Claims Data | 77 | 83 | 63 | 49 | 91 | 96 |

TRANSIT

| Public & Transportation Disadvantaged (TD) | | | | | | | | |
|---|--|---|---------|---------|---------|--------|--------|--------|
| Who is your primary Customer? | Transportation disadvantaged of Charlotte County | | | | | | | |
| What is the primary service they receive from you? | Transportation from point A to point B | | | | | | | |
| What is the main aspect of the service they care about? | Courteous drivers, easy to schedule and on time | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Courteous / Good Customer Service | % of Rider satisfaction | Surveys (FY19 includes only Public Transportation; MPO did not conduct a survey in FY19 for TD) | 95% | 88% | 85% | 96% | 98% | 89% |
| | # of complaints | | 93 | 122 | 99 | 27 | 17 | 67 |
| Easy to Schedule | Total calls | Phone system | N/A | N/A | 84,114 | 64,749 | 43,798 | 36,799 |
| | Average queue time | | 5:39 | 3:49 | 4:09 | 7:50 | 5:15 | 4:18 |
| Timeliness | Average handling time | | 5:46 | 5:26 | 5:53 | 3:55 | 2:36 | 3:34 |
| | % of pickups within 15 minutes of schedule | Routematch software | 88% | 84% | 87% | 86% | 89% | 92% |
| | # of Trips per Year | | 133,258 | 134,554 | 130,125 | 86,149 | 56,795 | 60,804 |
| # of Trips per Hour | 2.31 | | 2.57 | 2.56 | 2.39 | 2.26 | 2.10 | |



Fiscal Services
Goals FY24 and FY25

FY24 and FY25 GOALS:

1. Compile Budget Book for Fiscal Years 2024 and 2025 and submit application to the Government Finance Officers Association for the Distinguished Budget Presentation Award.

2. Enterprise Resource Planning Transition - Assist in the implementation of Tyler Munis, providing process mapping and testing for financial and budgetary functions, in order to leverage industry best practices, and improve the efficiency and effectiveness of County's business processes.

3. CityWorks - Assist departments with implementation and testing of financial and budgetary components within the new Asset Management System. Continue to provide support around those functions and integration after full implementation.

4. Assist departments in project implementation and administration of the Hazard Mitigation Grant Program (HMGP) funds. These funds are being authorized through the recent Presidential Disaster Declaration for Hurricane Ian to increase resiliency and reduce and mitigate future losses through hardening of county facilities.

FY23 GOALS AND PROGRESS:

1. Mentoring Program - Develop and Implement Mentoring Program to assist employees in achieving their highest potential as members of the Fiscal Services team and prepare them for career growth opportunities within Fiscal Services and the County.

Fiscal Services plans to finalize the mentoring program in the Summer of 2023. Have currently completed an employee survey to identify possible candidates for the program and determine their needs. Still need to complete a timeline for the program. Targeting launch of program for Fiscal Year 2024.

2. Enterprise Resource Planning Transition - Assist in the implementation of Tyler Munis, providing process mapping and testing for financial and budgetary functions, in order to leverage industry best practices, and improve the efficiency and effectiveness of County's business processes.

Currently deep into the Munis implementation. Financial modules are progressing and starting to move forward with Purchasing and Human Capital. Current timeline of going live 4/1/2024 is on target.

3. CityWorks - Assist departments with implementation and testing of financial and budgetary components within the new Asset Management System. Continue to provide support around those functions and integration after full implementation.

Public Works went live in CityWorks at the start of Fiscal Year 2023. Fiscal is currently working with the County Assets Manager to finalize CityWorks reporting on work order materials, equipment and labor totals for MSBU and other billings. Current target of FY2024 for go live on CityWorks with Facilities and Utilities.



Fiscal Services (Continued)

FY22 ACCOMPLISHMENTS:

1. Strategic Planning - Schedule field trips to 3 locations during FY20 and FY21 to increase Line of Sight.

Fiscal visited Public Safety and received a demo of Marine 2 in November 2019. This goal faced setbacks in 2020 due to the pandemic. However, by December 2020, our Line of Sight committee did arrange a "virtual" Line of Sight tour with the Peace River Manasota Regional Water Authority. Additionally, they have scheduled a second "virtual" LOS with Babcock Ranch for April 2021.

2. Process Improvement - Identify and improve 3 processes through the creation of process improvement teams.

Process Improvement Teams have been put together and have started working on improving the following processes: Projections, Water Calc, New Position Workflow and Uniform Payment Processing. The Water Calc team has completed their project which will save staff countless hours each year and reduce the risk of human error by automating the process. The other teams are on track to be completed in FY2021.

3. Assist departments with implementation and testing of financial and budgetary components within the new Asset Management System.

This is currently underway. Fiscal has a liaison on the Implementation committee. That liaison is then coordinating with a larger group of Fiscal staff to ensure that all Fiscal needs are being addressed during implementation. The team worked together with the consultant to develop new equipment and labor rates for CityWorks that will ensure we are accurately capturing all costs. Our involvement will continue until CityWorks is fully implemented.





Fleet Management Services Goals FY24 and FY25

FY24 and FY24 GOALS:

1. Increase focus on employee cross training in all areas.

2. Increase mobile PM services for lube & inspections for all off road heavy equipment. This will be a savings on transport costs, lessen or avoid down times and provide higher level of service.

3. Increase JB yard fuel tanks to increase holdings and save cost of fuel from tank wagon contract.

4. Replace antiquated shop equipment, increase shop floor space to accommodate changes in technology and growth.

5. Decrease sublet repairs, increase in house repairs. Increasing savings on parts & labor.

FY23 GOALS AND PROGRES

1. Work with NAPA to increase levels of service due to vehicle & parts shortages.

Continuously working with NAPA to maximize levels of service.

2. Refining remote fuel monitoring systems.

Working to refine the process.

FY22 ACCOMPLISHMENTS:

1. Developed a replacement for all county fuel storage tanks. This will include any tank 500 gallons and above.

Completed.

2. Implement an automated PM scheduling and notification reminder system with all of our existing software.

Completed.

3. Streamline the entire departments current processes. Scheduling, Work Orders, Parts Processing and Billing.

Completed.

4. Monitor and improve Vendor relationships and sublet process.

Completed.

5. Bring more sublet in house for repairs.

Completed.



Information Technology Division Goals FY24 and FY25

FY24 and FY25 GOALS:

1. **a.** Switch focus of Business analysts to become internal consultants for IT related matters in the county by creating a separate Business Analyst group within IT led by a Business Relationship Manager.
- b.** Work to develop a better relationship between IT and the departments and ensure our strategic goals align as part of a separate Business Relationship group.
- c.** Initiate a SharePoint education/training program aimed at guiding departments/divisions in developing their intranet sites to increase communication effectiveness. We've requested an additional programmer position to assist in the completion of this goal.
- d.** Develop a strategy to assist/guide departments in mapping and measuring the processes for their core services as part of a new Business Relationship group.

2. Develop an Enterprise wide set of GIS Policies and SOPs for an effective standardization and optimization of the County GIS environment, with monitoring and coordination through the addition of a GIS Coordinator position.

3. Establish redundant fiber optic loop in South County to improve service delivery and continuity of operations in the event of fiber cuts, disaster related outages, and during scheduled maintenance operations. We will be working with Emergency Management to obtain mitigation grant funding to accomplish this goal.

4. Continue migration to a zero network access solution to provide more secure, flexible and supportable access to users by building upon access for remote users/devices and expanding the implementation of Network Access Control (NAC) in County facilities. Zero trust is a security concept where every user and device that tries to access a network is checked and verified, regardless of whether they are inside or outside the network. In simple terms, it means that no one is automatically trusted and everything is treated as a potential threat until proven otherwise.

5. Banner - Working with the Utilities department, develop a plan for the upgrade/migration or replacement the current Utilities billing program and beginning the process of implementing the plan by the end of the FY.

FY23 GOALS AND PROGRESS:

1. Develop a strategy to assist/guide departments in mapping and measuring the processes for their core services.

Unable to accomplish due to staffing levels. Planning to implement a separate group in IT for an expanded Business Analysts capability headed by a Business Relationship Manager.

2. Initiate a SharePoint education/training program aimed at guiding departments/divisions in developing their intranet sites to increase communication effectiveness.

IT staff participated in multiple workshops conducted by Microsoft to assist us in creating a center of excellence that will guide us in creating roadmap to support citizen developers. We've requested an additional programmer position to assist in the completion of this goal.

3. Follow-up on revised pilot project on chat bots for the county, including internal chat bot for IT support.

Determined that a chatbot would be labor intensive not only for IT, but also for the department to maintain. Will be implementing a new ticketing system in FY23 that will include a ChatBot that will integrate with Teams.



Information Technology Division (Continued)

4. Establish redundant fiber optic loop in South County to improve service delivery and continuity of operations in the event of fiber cuts and during scheduled maintenance operations.

Worked with Utilities to develop a coordinated plan for fiber connectivity to the Burnt Store facility and a redundant loop in South County that will eventually support the BCC network as a whole. The project can move forward once funding is identified. Working with Emergency Management on feasibility of using mitigation grant monies to accelerate project.

5. Develop a zero trust network access solution to provide more secure, flexible and supportable access to users.

Steps towards the implementation of a fully zero trust solution were accomplished with the implementation of mandatory Global Protect VPN connections from untrusted networks for County issued Windows devices and the implementation of Multifactor authentication via DUO for access to County resources from untrusted devices, networks, and VPN connections.

FY22 ACCOMPLISHMENTS:

1. Develop a strategy to assist/guide departments in mapping and measuring the processes for their core services.

Unable to accomplish due to staffing levels. Planning to implement a separate group in IT for an expanded Business Analysts capability headed by a Business Relationship Manager.

2. Initiate a SharePoint education/training program aimed at guiding departments/divisions in developing their intranet sites to increase communication effectiveness.

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Purchasing
Goals FY24 and FY25

FY24 and FY25 GOALS:

1. Review Purchasing Manual on an annual basis to accommodate any required revisions or updates, if necessary.

2. Average Conversion Times and Cost Avoidance is tracked for all Request for Quotes, Request for Bids, Request for Proposals and "Piggyback" Bids/Quotes.

3. Support upgrade and implementation of Munis for the Purchasing portion of the software.

FY23 GOALS AND PROGRESS:

1. Review Purchasing Manual on an annual basis to accommodate any required revisions or updates, if necessary.

Purchasing Manual was reviewed and no updates were required this year.

2. Average Conversion Times and Cost Avoidance is tracked for all Request for Quotes, Request for Bids, Request for Proposals and "Piggyback" Bids/Quotes.

Conversion times are tracked and reviewed on a regular basis.

3. Support upgrade of Eden to Munis for the Purchasing portion of the software.

Participating in the Munis setup meetings for Purchasing, Contract Management, and Accounts Payable Modules.

FY22 ACCOMPLISHMENTS:

1. Review Purchasing Manual on an annual basis to accommodate any required revisions or updates, if necessary.

Purchasing Manual was reviewed, updated and approved by the County Administrator.

2. Average Conversion Times and Cost Avoidance is tracked for all Request for Quotes, Request for Bids, Request for Proposals and "Piggyback" Bids/Quotes.

Conversion times are tracked and reviewed on a regular basis.

3. Support upgrade of Eden to Munis for the Purchasing portion of the software.

Participated in discussions and review meetings for the introduction of the Munis product upgrade from Eden.



Real Estate Services Division
Goals FY24 and FY25

FY24 and FY25 GOALS:

1. Effective management of the land acquisition program for County Capital Projects.

2. Effective Management of the Occupation and Release of Easement Program.

3. Effective Management of the disposal of surplus land program.

4. Effective management of the HCP program.

5. Maintain running list of Real Property and Lease Inventory.

FY23 GOALS AND PROGRESS:

1. Effective management of the land acquisition program for County Capital Projects.

Real Estate Services continues to acquire parcels and/or easements for County needs. (32 through Mar 30 - many projects delayed due to Hurricane Ian).

2. Effective Management of the Occupation and Release of Easement Program.

169 applications to date (through March 30). Numbers significantly down due to Hurricane Ian.

3. Effective Management of the disposal of surplus land program.

Presenting first sale of fiscal year to the BCC April 2023 - delay due to Hurricane Ian.

4. Effective Management of the Peace River Preserve and Habitat Conservation Program.

Acquired 1 acre+/- in FY 23 thus far (Oct-Mar). Projects slowed due to Hurricane Ian.

5. Effectively maintain County's Real Property and Lease Inventory Reports.

Maintain an active list of parcels acquired and leases managed on an ongoing basis.

FY22 ACCOMPLISHMENTS:

1. Effective management of the land acquisition program for County Capital Projects.

Real Estate Services continues to acquire parcels and/or easements for County needs. (227 in FY 22)

2. Effective Management of the Occupation and Release of Easement Program.

528 applications processed in FY 22.

3. Effective Management of the disposal of surplus land program.

Sold 81 properties for \$5,412,854 in FY 22 (PG Library & 5000 Tamiami Tr).

4. Effective Management of the Peace River Preserve and Habitat Conservation Program.

Acquired 30.5 acres of properties in FY 22.

5. Effectively maintain County's Real Property and Lease Inventory Reports.

Maintained running list of inventory acquired or sold.



Risk Management Division
Goals FY24 and FY25

FY24 and FY25 GOALS:

1. Controlling Total Cost of Risk across the Health Benefits, and Property & Casualty Risk Management Programs.

2. Continued integration of the Wellness Program into the organization's culture.

3. Continue to comply with regulatory requirements governing our Health and Workers' Compensation Programs.

4. Continue effective communication and enhance our Safety Culture across the Organization.

FY23 GOALS AND PROGRESS:

1. Controlling Total Cost of Risk across the Health Benefits, and Property & Casualty Risk Management Programs.

Total Cost of Risk has continued to be near flat relating to Health Benefits cost projections and below industry norms. Property and Casualty insurance costs at last renewal increased approximately 15% as did our total insured values. Three claims have breached the \$300,000 retention and we have recovered over \$811,000 from our excess carrier which is roughly two years of premiums from FY16-20.

2. Continued integration of the Wellness Program into the organization's culture.

The Wellness Program is assimilating into the organization's culture by fostering a unified approach to the work environment. This is accomplished by supporting the specific needs of the individuals, their families, and co-workers, while expanding to a 'growth mindset'.

3. Continue to comply with regulatory requirements governing our Health and Workers' Compensation Programs.

Risk Management continues to comply with the Affordable Care Act, HIPAA and Workers' Compensation Law as prescribed in FL. Statute 440 by working closely with our vendor partners, as well as internally, to stay current and in compliance with Regulations.

FY22 ACCOMPLISHMENTS:

1. Fewer WC Claims.

In FY 22 the County had 96 WC claims, the lowest incident rate in the last Seven years.

2. Lowered WC Experience Modification Factor.

In FY 22 the WC Experience Modification Factor reduced to 0.80 from 0.88.

3. Wellness.

The Wellness Program continues to assimilate into the organization's culture by fostering a unified approach to the work environment. This is accomplished by supporting the specific needs of the individuals, their families, and co-workers, while expanding to a 'growth mindset'.



Transit Division
Goals FY24 and FY25

FY24 and FY25 GOALS:

1. Implement new scheduling software which will assist in increasing ridership by at least 10%, reduce scheduling time by 3% and begin providing on-demand service within designated zones.

2. Prepare 10-Yr Transportation Development Plan (TDP) which will include a fare study and post-COVID marketing strategy.

FY23 GOALS AND PROGRESS:

1. To increase ridership by 12% after Covid-19 ridership losses.

Ridership has exceeded this goal following Covid-19 ridership losses.

2. To increase Rural Ridership by 5-7%.

Rural ridership has increased significantly.

3. To reduce Urban cost per trip by 3%.

Urban cost per trip has decreased by over 3% due to savings in fuel, repair/maintenance and driver contract.

4. To increase on-time performance by 2%.

On-time performance has been increased by utilizing scheduling optimization and making minor scheduling improvements.

FY22 ACCOMPLISHMENTS:

1. To reduce customer call waiting time by 8%.

Staff continues to utilize scheduling software to reduce the customer call wait time.

2. To replace the remaining fleet with a 10-year useful life, with vans and cutaways with a 4-5 year useful life.

New fleet in place to meet the current needs of the community ridership. These new vehicles have a useful life of 4 -5 years.

3. To continue to optimize the Federal Transit Administration (FTA) grant programs for their financial assistance and training.

Staff has attended several online webinars as well as workshops offered by the Federal Transit Administration (FTA) and Florida Department of Transportation (FDOT). Additionally, staff has been recognized by the FTA for completing

4. To assist Facilities with the new Transit Operations and Administrative Building.

Construction of the new Transit Operations and Administrative Building is complete and staff began working from the 545 Theresa Blvd. location in January 2022.



Community Development

Mission

Advance the County's mission by anticipating challenges and forging solutions associated with community growth and infrastructure while protecting the life safety, health and welfare of the citizens and promoting the long term livability of the community.

Division Summary

-Planning and Zoning --- Maintain the County's Comprehensive Plan; process DRI; process County initiatives, assist the public with the submission, review of large & small-scale plan amendments. Compliance with local, state & federal regulations relating to land use, zoning, natural resources for all permitted development. Land Development Regulations accurately reflect the requirements of the comprehensive plan & maintained as needed.

-Land Information Services --- Maintain all planning, zoning, concurrency, environmental & related data spatially for use in implementing ordinances, resolutions, community plans, overlays, and policy changes that promote the County's vision for the future of Charlotte County. Maintain the core address layer used by E-911, county agencies. Create & provide specialized maps, data, & detailed analyses to local consultants, developers, & the general public.

-Enforcement --- Commercial & residential properties are in compliance with the local zoning regulations through effective complaint resolution and inspections of new & remodeled structures. All unsafe residential structures made safe through the local unsafe building abatement code. All contracting work completed in compliance with local & state contractor licensing requirements.

-Building Construction Services --- All newly constructed or remodeled structures are built in full compliance with the provisions of the Florida Building Code & NFPA fire codes. Unsafe structures or areas of the County are identified & appropriately handled following an emergency event to protect the life safety, health, & welfare of the citizens of Charlotte County.

FY 24 - First Year Operating Budget

| | | |
|-------------------------|-------------|---------------------|
| | 16% | \$3,355,483 |
| | 3% | \$568,721 |
| | 15% | \$3,152,717 |
| | 66% | \$13,798,577 |
| Operating Budget | 100% | \$20,875,498 |

| Revenues by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|----------------------|----------------------|----------------------|----------------------|
| BCC General Revenues | \$ 3,465,333 | \$ 5,452,851 | \$ 5,384,117 | \$ 5,619,512 |
| Taxes | \$ 48,862 | \$ 150,000 | \$ 150,000 | \$ 150,000 |
| Fees & Assessments | \$ 13,288,561 | \$ 8,286,242 | \$ 13,090,000 | \$ 13,090,000 |
| State & Federal Revenue | \$ 129,390 | \$ 70,000 | \$ 70,000 | \$ 70,000 |
| Charges for Services | \$ 2,049,151 | \$ 995,780 | \$ 1,238,780 | \$ 1,238,780 |
| Misc | \$ 623,660 | \$ 530,000 | \$ 455,000 | \$ 455,000 |
| Transfers | \$ 23,386 | \$ - | \$ - | \$ 18,000 |
| Beginning Balances | \$ - | \$ 14,806,531 | \$ 12,724,242 | \$ 11,325,032 |
| Total | \$ 19,628,342 | \$ 30,291,404 | \$ 33,112,139 | \$ 31,966,324 |

FY22 Budgeted Revenue



FY22 Budgeted Expenditures



| Expenses by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|----------------------|----------------------|----------------------|----------------------|----------------------|
| Salaries & Benefits | \$ 9,694,475 | \$ 11,906,408 | \$ 13,939,519 | \$ 14,375,372 |
| Services & Charges | \$ 4,281,716 | \$ 4,378,478 | \$ 6,640,413 | \$ 6,548,702 |
| Operating Expenses | \$ 271,630 | \$ 374,014 | \$ 295,566 | \$ 295,566 |
| Capital | \$ - | \$ - | \$ - | \$ 18,000 |
| Other | \$ - | \$ - | \$ - | \$ - |
| Debt | \$ 5,606 | \$ - | \$ - | \$ - |
| Transfers | \$ 223,608 | \$ 245,408 | \$ 223,608 | \$ 223,608 |
| Reserves | \$ - | \$ 13,387,096 | \$ 12,013,033 | \$ 10,505,076 |
| Total | \$ 14,477,035 | \$ 30,291,404 | \$ 33,112,139 | \$ 31,966,324 |

| Positions | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|------------|------------|
| Full Time | 129 | 133 | 153 | 153 |
| Part Time | 0 | 0 | 0 | 0 |
| Total | 129 | 133 | 153 | 153 |

Notes



Community Development Building Construction Services

Mission

Building Construction Services --- All newly constructed or remodeled structures are built in full compliance with the provisions of the Florida Building Code & NFPA fire codes. Unsafe structures or areas of the County are identified & appropriately handled following an emergency event to protect the life safety, health, & welfare of the citizens of Charlotte County.

Linkage to Strategic Goals

Efficient and Effective Government

Economic & Community Development

Core Functions

Compliance of Florida Building Code

Newly constructed or remodeled structures are built in compliance with the Florida Building & NFPA fire codes.

Damage Assessment

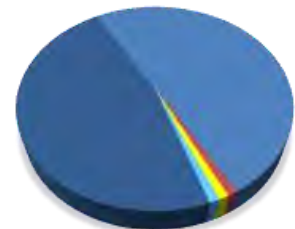
Identify unsafe structures or areas of the County following an emergency event to protect citizens of Charlotte County.

FY 24 - First Year Operating Budget

| | | |
|-------------------------|-------------|---------------------|
| State Mandated | 95% | \$13,108,648 |
| Critical | 5% | \$689,929 |
| Operating Budget | 100% | \$13,798,577 |

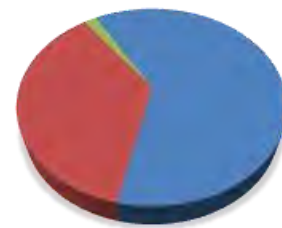
| Revenues by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|----------------------|----------------------|----------------------|----------------------|
| BCC General Revenues | \$ - | \$ - | \$ - | \$ - |
| Taxes | \$ 120 | \$ - | \$ - | \$ - |
| Fees & Assessments | \$ 13,247,535 | \$ 8,270,742 | \$ 13,066,500 | \$ 13,066,500 |
| State & Federal Revenue | \$ 79,390 | \$ 70,000 | \$ 70,000 | \$ 70,000 |
| Charges for Services | \$ 53,873 | \$ 114,580 | \$ 118,580 | \$ 118,580 |
| Misc | \$ (170,315) | \$ 102,000 | \$ 2,000 | \$ 2,000 |
| Transfers | \$ 23,386 | \$ - | \$ - | \$ - |
| Beginning Balances | \$ - | \$ 14,806,531 | \$ 12,724,242 | \$ 11,325,032 |
| Total | \$ 13,233,989 | \$ 23,363,853 | \$ 25,981,322 | \$ 24,582,112 |

FY24 Budgeted Revenue



- Fees & Assessments 50%
- State & Federal Revenue 1%
- Fees/Charges for Services 1%
- Miscellaneous 1%
- Beginning Balances 47%

FY24 Budgeted Expenditures



- Salaries & Benefits 33%
- Services & Charges 19%
- Operating Expenses 1%
- Transfers 1%
- Reserves 46%

| Expenses by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|----------------------|---------------------|----------------------|----------------------|----------------------|
| Salaries & Benefits | \$ 5,083,038 | \$ 6,817,891 | \$ 8,526,006 | \$ 8,727,345 |
| Services & Charges | \$ 2,614,936 | \$ 2,664,910 | \$ 5,038,427 | \$ 4,945,835 |
| Operating | \$ 209,390 | \$ 317,067 | \$ 234,144 | \$ 234,144 |
| Expenses Capital | \$ - | \$ - | \$ - | \$ - |
| Other | \$ - | \$ - | \$ - | \$ - |
| Debt | \$ 5,606 | \$ - | \$ - | \$ - |
| Transfers | \$ 169,712 | \$ 176,889 | \$ 169,712 | \$ 169,712 |
| Reserves | \$ - | \$ 13,387,096 | \$ 12,013,033 | \$ 10,505,076 |
| Total | \$ 8,082,682 | \$ 23,363,853 | \$ 25,981,322 | \$ 24,582,112 |

| Positions | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|-----------|-----------|
| Full Time | 57 | 77 | 90 | 90 |
| Part Time | 0 | 0 | 0 | 0 |
| Total | 57 | 77 | 90 | 90 |

Notes



Community Development Growth Management

Mission

Advance the County's mission by anticipating challenges and forging solutions associated with community growth and infrastructure while protecting the life safety, health and welfare of the citizens and promoting the long term livability of the community.

Linkage to Strategic Goals

Efficient and Effective Government

Economic & Community Development

Core Functions

Planning and Zoning

Long Range Planning (Comprehensive Plan); Review & interpret the Zoning Code while meeting local regulations;

Land Information Services

Maintain the core address data; Internal and Interdepartmental maps, analysis, presentation materials and reports; External maps, analysis, presentation materials and reports; Create and maintain web maps and applications

Enforcement of local zoning and licensing codes

Zoning Regulations; Building Abatement; Local & State Contractor Licensing Requirements

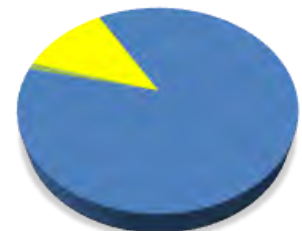
FY 24 - First Year Operating Budget

| | | |
|-------------------------|-------------|--------------------|
| State Mandated | 50% | \$3,538,461 |
| State Mandated | 11% | \$792,615 |
| Locally Mandated | 39% | \$2,745,845 |
| Operating Budget | 100% | \$7,076,921 |

Revenues by Category

| | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|---------------------|---------------------|---------------------|---------------------|
| BCC General Revenues | \$ 3,465,333 | \$ 5,452,851 | \$ 5,384,117 | \$ 5,619,512 |
| Taxes | \$ 48,742 | \$ 150,000 | \$ 150,000 | \$ 150,000 |
| Fees & Assessments | \$ 41,026 | \$ 15,500 | \$ 23,500 | \$ 23,500 |
| State & Federal Revenue | \$ 50,000 | \$ - | \$ - | \$ - |
| Charges for Services | \$ 1,995,278 | \$ 881,200 | \$ 1,120,200 | \$ 1,120,200 |
| Misc | \$ 793,975 | \$ 428,000 | \$ 453,000 | \$ 453,000 |
| Transfers | \$ - | \$ - | \$ - | \$ 18,000 |
| Beginning Balances | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 6,394,353 | \$ 6,927,551 | \$ 7,130,817 | \$ 7,384,212 |

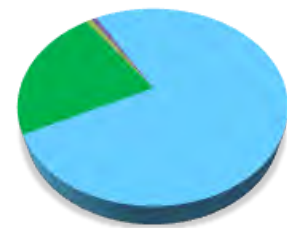
FY24 Budgeted Revenue



Expenses by Category

| | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|---------------------|---------------------|---------------------|---------------------|---------------------|
| Salaries & Benefits | \$ 4,611,437 | \$ 5,088,517 | \$ 5,413,513 | \$ 5,648,027 |
| Services & Charges | \$ 1,666,780 | \$ 1,713,568 | \$ 1,601,986 | \$ 1,602,867 |
| Operating | \$ 62,240 | \$ 56,947 | \$ 61,422 | \$ 61,422 |
| Expenses Capital | \$ - | \$ - | \$ - | \$ 18,000 |
| Other | \$ - | \$ - | \$ - | \$ - |
| Debt | \$ - | \$ - | \$ - | \$ - |
| Transfers | \$ 53,896 | \$ 68,519 | \$ 53,896 | \$ 53,896 |
| Reserves | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 6,394,353 | \$ 6,927,551 | \$ 7,130,817 | \$ 7,384,212 |

FY24 Budgeted Expenditures



Positions

| | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|-----------|-----------|
| Full Time | 72 | 56 | 63 | 63 |
| Part Time | 0 | 0 | 0 | 0 |
| Total | 72 | 56 | 63 | 63 |

Notes



Community Development Planning and Zoning

Mission

Planning and Zoning --- Maintain the County's Comprehensive Plan; process DRI; process County initiatives, assist the public with the submission, review of large & small-scale plan amendments. Compliance with local, state & federal regulations relating to land use, zoning, natural resources for all permitted development. Land Development Regulations accurately reflect the requirements of the comprehensive plan & maintained as needed.

Linkage to Strategic Goals

Efficient and Effective Government

Economic & Community Development

Core Functions

Long Range Planning (Comprehensive Plan)

Enforce the Florida statutory & administrative rules regarding comprehensive plan & LDR.

Current Planning

Review & interpret the Zoning Code while meeting local regulations.

FY 24 - First Year Operating Budget

State Mandated 50% \$1,677,742

State Mandated 50% \$1,677,742

Operating Budget 100% \$3,355,483

Revenues by Category

| | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|------------------------------|---------------------|---------------------|---------------------|---------------------|
| BCC General Revenues | \$ 1,151,941 | \$ 2,353,082 | \$ 2,289,798 | \$ 2,454,057 |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Fees & Assessments | \$ 37,801 | \$ 14,000 | \$ 20,000 | \$ 20,000 |
| State & Federal | \$ - | \$ - | \$ - | \$ - |
| Revenue Charges for Services | \$ 1,599,707 | \$ 700,000 | \$ 900,000 | \$ 900,000 |
| Misc | \$ 276,607 | \$ 125,000 | \$ 150,000 | \$ 150,000 |
| Transfers | \$ - | \$ - | \$ - | \$ - |
| Beginning Balances | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 3,066,055 | \$ 3,192,082 | \$ 3,359,798 | \$ 3,524,057 |

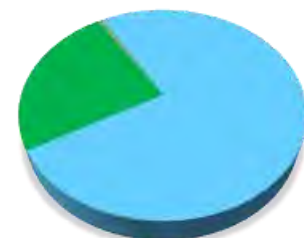
FY24 Budgeted Revenue



Expenses by Category

| | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|---------------------|---------------------|---------------------|---------------------|---------------------|
| Salaries & Benefits | \$ 2,230,870 | \$ 2,305,544 | \$ 2,520,246 | \$ 2,684,299 |
| Services & Charges | \$ 810,490 | \$ 865,856 | \$ 819,231 | \$ 819,437 |
| Operating | \$ 20,381 | \$ 16,367 | \$ 16,006 | \$ 16,006 |
| Expenses Capital | \$ - | \$ - | \$ - | \$ - |
| Other | \$ - | \$ - | \$ - | \$ - |
| Debt | \$ - | \$ - | \$ - | \$ - |
| Transfers | \$ 4,315 | \$ 4,315 | \$ 4,315 | \$ 4,315 |
| Reserves | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 3,066,055 | \$ 3,192,082 | \$ 3,359,798 | \$ 3,524,057 |

FY24 Budgeted Expenditures



Positions

| | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|------------------------|--------------|---------------|-----------|-----------|
| Full Time | 20 | 29 | 31 | 31 |
| Part Time | 0 | 0 | 0 | 0 |
| Total | 20 | 29 | 31 | 31 |
| Proposed New Positions | 0 | 0 | 0 | 0 |

Notes



Community Development

Enforcement of local zoning and licensing codes

Mission

Enforcement --- Commercial & residential properties are in compliance with the local zoning regulations through effective complaint resolution and inspections of new & remodeled structures. All unsafe residential structures made safe through the local unsafe building abatement code. All contracting work completed in compliance with local & state contractor licensing requirements.

Linkage to Strategic Goals

Economic & Community Development

Core Functions

Zoning Regulations

Commercial & residential properties in Charlotte County are in compliance with local zoning regulations.

Building Abatement

All unsafe residential structures made safe through the local Unsafe Building Abatement Program.

Local & State Contractor Licensing Requirements

All contracting work completed in compliance with local & state contractor licensing requirements.

FY 24 - First Year Operating Budget

| | | |
|-------------------------|-------------|--------------------|
| Locally Mandated | 50% | \$1,576,359 |
| Locally Mandated | 15% | \$472,908 |
| Locally Mandated | 35% | \$1,103,451 |
| Operating Budget | 100% | \$3,152,717 |

| Revenues by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|---------------------|---------------------|---------------------|---------------------|
| BCC General Revenues | \$ 1,869,157 | \$ 2,436,965 | \$ 2,597,298 | \$ 2,653,792 |
| Taxes | \$ 48,742 | \$ 150,000 | \$ 150,000 | \$ 150,000 |
| Fees & Assessments | \$ 1,664 | \$ - | \$ 2,000 | \$ 2,000 |
| State & Federal Revenue | \$ - | \$ - | \$ - | \$ - |
| Charges for Services | \$ 273,712 | \$ 150,000 | \$ 150,000 | \$ 150,000 |
| Misc | \$ 517,368 | \$ 303,000 | \$ 303,000 | \$ 303,000 |
| Transfers | \$ - | \$ - | \$ - | \$ 18,000 |
| Beginning Balances | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 2,710,642 | \$ 3,039,965 | \$ 3,202,298 | \$ 3,276,792 |

| Expenses by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|----------------------------|---------------------|---------------------|---------------------|---------------------|
| Salaries & Benefits | \$ 1,929,465 | \$ 2,213,949 | \$ 2,438,329 | \$ 2,494,148 |
| Services & Charges | \$ 689,893 | \$ 732,732 | \$ 680,472 | \$ 681,147 |
| Operating Expenses Capital | \$ 41,703 | \$ 29,080 | \$ 33,916 | \$ 33,916 |
| Other | \$ - | \$ - | \$ - | \$ - |
| Debt | \$ - | \$ - | \$ - | \$ - |
| Transfers | \$ 49,581 | \$ 64,204 | \$ 49,581 | \$ 49,581 |
| Reserves | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 2,710,642 | \$ 3,039,965 | \$ 3,202,298 | \$ 3,276,792 |

| Positions | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|-----------|-----------|
| Full Time | 44 | 21 | 25 | 25 |
| Part Time | 0 | 0 | 0 | 0 |
| Total | 44 | 21 | 25 | 25 |

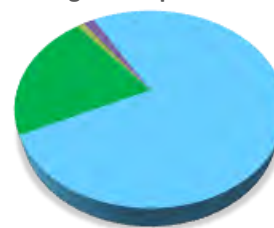
Notes

FY24 Budgeted Revenue



- BCC General Revenues 81%
- Taxes 4%
- Fees & Assessments 1%
- Fees/Charges for Services 4%
- Miscellaneous 10%

FY24 Budgeted Expenditures



- Salaries & Benefits 76%
- Services & Charges 21%
- Operating Expenses 1%
- Transfers 2%



Community Development Land Information Services

Mission

Land Information Services --- Maintain all planning, zoning, concurrency, environmental & related data spatially for use in implementing ordinances, resolutions, community plans, overlays, and policy changes that promote the County's vision for the future of Charlotte County. Maintain the core address layer used by E-911, county agencies. Create & provide specialized maps, data, & detailed analyses to local consultants, developers, & the general public.

Linkage to Strategic Goals

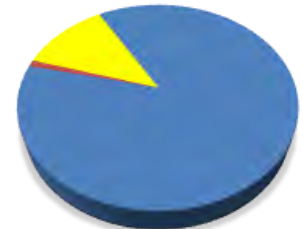
Economic & Community Development

Core Functions FY 24 - First Year Operating Budget

| | | | |
|--|----------------|-----|------------------|
| Maintain the core address data Efficient E911 distribution, tax collection & property valuation, school bus routes & connection of utility services. | Critical | 25% | \$142,180 |
| Internal and Interdepartmental maps, analysis, presentation materials and reports Create, maintain, & produce maps, analysis, & reports for internal customers. | State Mandated | 25% | \$142,180 |
| External maps, analysis, presentation materials and reports Create, maintain, & produce maps, analysis, & reports for external customers. | Discretionary | 25% | \$142,180 |
| Create and maintain web maps and applications Data maintained by SPD is of both a secured and non-secured nature. | Discretionary | 25% | \$142,180 |
| Operating Budget | | | 100% |
| | | | \$568,720 |

| Revenues by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|-------------------|-------------------|-------------------|-------------------|
| BCC General Revenues | \$ 444,236 | \$ 662,804 | \$ 497,021 | \$ 511,663 |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Fees & Assessments | \$ 1,561 | \$ 1,500 | \$ 1,500 | \$ 1,500 |
| State & Federal Revenue | \$ 50,000 | \$ - | \$ - | \$ - |
| Charges for Services | \$ 121,859 | \$ 31,200 | \$ 70,200 | \$ 70,200 |
| Misc | \$ - | \$ - | \$ - | \$ - |
| Transfers | \$ - | \$ - | \$ - | \$ - |
| Beginning Balances | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 617,656 | \$ 695,504 | \$ 568,721 | \$ 583,363 |

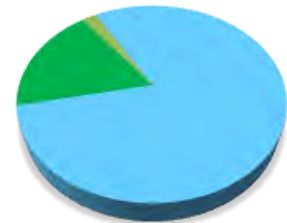
FY24 Budgeted Revenue



- BCC General Revenues 87%
- Fees & Assessments 1%
- Fees/Charges for Services 12%

| Expenses by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|----------------------|-------------------|-------------------|-------------------|-------------------|
| Salaries & Benefits | \$ 451,103 | \$ 569,024 | \$ 454,938 | \$ 469,580 |
| Services & Charges | \$ 166,397 | \$ 114,980 | \$ 102,283 | \$ 102,283 |
| Operating | \$ 156 | \$ 11,500 | \$ 11,500 | \$ 11,500 |
| Expenses Capital | \$ - | \$ - | \$ - | \$ - |
| Other | \$ - | \$ - | \$ - | \$ - |
| Debt | \$ - | \$ - | \$ - | \$ - |
| Transfers | \$ - | \$ - | \$ - | \$ - |
| Reserves | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 617,656 | \$ 695,504 | \$ 568,721 | \$ 583,363 |

FY24 Budgeted Expenditures



- Salaries & Benefits 80%
- Services & Charges 18%
- Operating Expenses 2%

| Positions | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|----------|----------|
| Full Time | 8 | 6 | 7 | 7 |
| Part Time | 0 | 0 | 0 | 0 |
| Total | 8 | 6 | 7 | 7 |

Notes



Community Development

Levels of Service - 6 Year Metrics

Building Construction Services

Building Code

| | | | | | | | | |
|--|---|---|-------------|-------------|-------------|-------------|-------------|-------------|
| Who is your primary Customer? | Contractors and homeowners | | | | | | | |
| What is the primary service they receive from you? | Permitting, plan review and inspections | | | | | | | |
| What is the main aspect of the service they care about? | Accuracy of plan review, timely inspections, consistency | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Accuracy & Consistency | Number of Complaints from customers | Complaints Reported | 68 | 113 | 127 | 135 | 165 | 134 |
| | Quality Checks | Number of refunds issued | 179 | 219 | 82 | 149 | 191 | 180 |
| | | Over/Short log - Over | 21 | 26 | 15 | 21 | 36 | 51 |
| | | Over/Short log - Short | 33 | 26 | 11 | 28 | 20 | 37 |
| Timeliness | Number of plans reviewed | Accela | 13,305 | 16,968 | 17,260 | 17,793 | 24,747 | 32,869 |
| | % of customers seen within 30 minutes at the front counter | Q Flow | 83% | 89% | 88% | 91% | 92% | 100% |
| | Average holding time of customer calls (minutes) | Cisco Agent | N/A | 5 | 5 | 3 | 1 | 2 |
| | % of inspections completed within target time | Daily inspection reports (Accela) | 97% | 95% | 96% | 96% | 98% | 96% |
| | % of building plan reviews completed within 10 working days | Accela | 58% | 59% | 68% | 83% | 98% | 72% |
| | % of initial damage assessment completed within 24 hours of event | | 94% | 100% | 85% | 100% | 100% | 3% |
| | % of Follow-up damage assessment completed within 5 working days of event | | 96% | 100% | 92% | 100% | 100% | 28% |

Community Development

Enforcement of local zoning and licensing codes

| | | | | | | | | |
|---|---|---|-------------|-------------|-------------|-------------|-------------|-------------|
| Who is your primary Customer? | Homeowners, contractors, citizens | | | | | | | |
| What is the primary service they receive from you? | Regulation of the zoning code and contractor licensing | | | | | | | |
| What is the main aspect of the service they care about? | Safety, timeliness, consistency, appearance of the County | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Safety | Number of cases resolved (closed) | Accela | 3,780 | 4,209 | 4,832 | 3,488 | 3,942 | 3,197 |
| | % of inspections completed within timeframe | Accela | 81% | 77% | 86% | 84% | 78% | 87% |
| Number of complaints addressed within 3 working days | 865 | | 1,055 | 1,227 | 932 | 1,112 | 600 | |
| Number of high grass cases abated within 30 days | 489 | | 549 | 561 | 419 | 302 | 331 | |
| % of complaints about unsafe structures responded to within 1 working day | 50% | | 11% | 33% | 67% | 50% | 74% | |
| | 785 | | 167 | 167 | 211 | 197 | 66 | |
| Consistency | Number of Complaints from customers | Complaints Reported via Public Service Complaints | 135 | 144 | 322 | 210 | 232 | 206 |
| | % of Citizens approval of the County's appearance | Citizen Survey | 59% | 62% | 68% | 66% | N/A | N/A |
| Appearance of the County | Number of complaints (Code) | Accela | 581 | 653 | 577 | 434 | 372 | 398 |
| | Number of complaints (Licensing) | | 899 | 448 | 384 | 377 | 374 | 293 |

Land Information Services

| | | | | | | | | |
|--|---|---|-------------|-------------|-------------|-------------|-------------|-------------|
| Who is your primary Customer? | E911, sheriff's dept, EMS, tax collector, prop appraiser, GIS, utility co, school system, Google and GPS enabled services | | | | | | | |
| What is the primary service they receive from you? | Accurate address info, correct ownership info, safety and assessment and location, mapping | | | | | | | |
| What is the main aspect of the service they care about? | Quick response time in emergencies, proper notification, tax bills | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Timeliness | % of Customer requests completed within standard timeframe | Footprints, Accela, GIS | 92% | 91% | 99% | 100% | 100% | 100% |
| | Number of hits to Footprints and Accela | | 1,162 | 909 | 853 | 545 | 304 | 310 |



Planning and Zoning

| | | | | | | | | |
|--|---|---|-------------|-------------|-------------|-------------|-------------|-------------|
| Who is your primary Customer? | Contractors, design professionals and property owners | | | | | | | |
| What is the primary service they receive from you? | Plans review, permit review, inspections, rezone and plan amendments, variances, special exceptions | | | | | | | |
| What is the main aspect of the service they care about? | Accuracy, timeliness, consistency | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Accuracy | Number of Quality checks that meet standard | Rejections of reviews from Accela | 2% | 2% | 2% | 1% | 3% | 3% |
| | | Number of refunds issued per refund log | 41 | 42 | 45 | 109 | 60 | 36 |
| | | Over/Short log - Over | 4 | 1 | 1 | 1 | 0 | 2 |
| | | Over/Short log - Short | 4 | 1 | 1 | 0 | 0 | 0 |
| Timeliness | % of inspections completed within target time | Daily inspection reports from Accela | 99% | 97% | 99% | 100% | 100% | 99% |
| | Number of zoning plans reviewed | Accela reports to track permits per staff | 2,935 | 2,641 | 2,737 | 3,009 | 3,971 | 4,630 |
| Consistency | Number of Complaints from customers | Complaints Reported | 30 | 28 | 32 | 14 | 17 | 92 |





Community Development Goals FY24 and FY25

FY24 and FY25 GOALS:

1. Implementation phase to include the CRS (Community Rating System) data as well as the approved FEMA Risk maps into our community outreach efforts, permitting software, and mapping applications.

2. This goal is also aligned with the Strategic Plan of Effective and Effective Government. We will continue to research and develop new map applications using GIS technology to address recognized needs and fulfill requests from our citizens, business owners, and those looking to relocate to our area. Additionally, other software that has become available to create informative dashboards of reports and display of real time data will be utilized. This goal will continue to evolve as technology allows for the promotion of data transparency develops.

FY23 GOALS AND PROGRESS:

1. We are moving into the next phase of documenting the county's participation in the National Flood Insurance Program. Specific emphasis will be placed on the current Risk MAP project being performed by FEMA. Working with the County's consultant, we will advocate for our citizens' interests and ensure the data produced by FEMA is accurate and relevant to the local area. This will be a four to five year project using recently provided information to review and evaluate the benefits for Charlotte County citizens. This goal directly supports the Strategic Plan set forth for Efficient & Effective Government.

We have completed the next phase with notifying citizens of their proposed Flood Zone based on the risk map provided by FEMA. The CRS (Credit Rating System) has been completed as of April of 2023.

2. We will continue to research and develop new map applications using GIS technology to address recognized needs and fulfill requests from our citizens, business owners, and those looking to relocate to our area. Additionally, other software that has become available to create informative dashboards of reports and display of real time data will be utilized. This goal will continue to evolve as technology allows for promotion of data transparency develops. This goal is also aligned with the Strategic Plan of Effective and Effective Government.

Multiple map applications have been created, and as software upgrades are made, we improve on this goal annually based on need.

3. Using continual input from citizens, land developers, and business owners, we will organize our strategic look of the comprehensive plan as it relates to local regulations, ordinances. Through this process we will identify areas that need to be changed to better serve the community. This goal is directly aligned with the Strategic Plan of Economic & Community Development.

As business needs change, we work with developers to make necessary changes beginning with our Site Plan Review process to coincide with the current zoning and planning laws, the Strategic Plan of Economic, and our overall Comprehensive Plan. This is an ongoing process.



Community Development (Continued)

FY22 ACCOMPLISHMENTS:

1. Manage the county's participation in the National Flood Insurance Program with specific emphasis on the current Risk MAP project being performed by FEMA. Work with the County's consultant to advocate for our citizens' interests and ensure data produced by FEMA is accurate and relevant to the local area. This is a four to five year project and information has recently been provided to review and evaluate for the benefit of Charlotte County citizens.

This is an ongoing project. Map applications have been created as data has been made available.

2. Research and create new map applications using GIS technology to address recognized need and fulfill requests from our citizens, current business owners, and those looking to relocate to our area.

We have worked closely with other divisions within the county to determine what map applications best fit their needs and the needs of their customers.

3. As we receive input from citizens, land developers, and business owners, conduct a strategic look at the comprehensive plan as it relates to local regulations, ordinances and identify areas that need to be changed to better serve the community.

We have had multiple one on ones with citizens and developers as well as business owners to make sure that their business vision meets the vision and goals of the Board of County Commissioners as well as meets the current regulations and laws put in place.





Building Construction Services Goals FY24 and FY25

FY24 and FY25 GOALS:

1. Expand the implementation and training of Vuspex as an inspection software providing flexibility for homeowners and contractors to schedule and perform the inspection. The contractor is able to upload videos of A/C, water heater replacements, and re-roofs to the building department. The county inspector can review the video and result the inspection online. The software relieves the homeowner from having to be present for the onsite inspection.

2. Continue to implement quality assurance programs as new processes are created, and additional Standard Operating Procedures are needed. This is an ongoing goal to stay in alignment with supporting the strategic plan set forth for Efficient & Effective Government.

FY23 GOALS AND PROGRESS:

1. Finalize the electronic document review process via our E-Permit Hub Software. This goal directly aligns with the Strategic Goal promoting Efficient & Effective Government.

We have been fortunate to have a great business relationship with E-Permit Hub. They are aware of our processes and needs, and we have worked closely with their team. With their help and collaboration, we have been able to meet the strategic goal of Promoting an Efficient & Effective Government. E-Permit Hub is a software program that allows a platform for the ability to have multiple divisions within Charlotte County to review permits and expedite the process.

2. Complete the setup and training of the inspection scheduling software, Atlas. This will increase the efficiencies in scheduling 600 inspections a day and free up employees time to be utilized on other projects. This goal directly aligns with the Strategic Goal promoting Efficient & Effective Government.

Community Development inspections are between 1,200 and 2,000 per day, and communication with Atlas has been continuous and productive. Because of this, we achieved the requirements to align with our strategic goal of promoting efficient and effective government.

FY22 ACCOMPLISHMENTS:

1. Expand on our electronic document review process (permits and plans review) to increase efficiencies and legality of documents to be reviewed using the newest cutting edge technology available.

All forms are available online, as well as, within our land management software (Accela). Permits can be pulled by contractors completely online, reducing the need to come into the office.

2. Create a staffing strategy to attract and retain highly qualified staff, address succession planning, and encourage professional development.

This goal was completed and awarded the 2021/2022 NaCo Award for "Building a Qualified Labor Force through Creativity and Innovation." The Community Development Building Division and Human Resources collaborated to create an auto-wage progression program that rewards building code professionals for attaining more licenses and certifications. By incentivizing extra licenses, Charlotte County was able to utilize the building inspectors and plans examiners for multiple trades which is more of a benefit to the department than hiring someone with one license.

3. Create and implement a quality assurance program to include departmental standard operating procedures, additional outreach and education, checklists, and automation.

SOPs have been created for the majority of tasks. This goal is ongoing as we create new processes to document. The Accela permitting/land management software workflows that act as "checklists" for permit processes.



Community Services

Mission

Delivering Exceptional Service

Division Summary

-Parks Maintenance --- For all Parks and Ballfields: provide safety inspections, infrastructure repair and maintenance, and playable athletic fields; conduct equipment and fleet maintenance; setup and support park and facility rentals and events; schedule long-term maintenance programs; coordinate park planning with Facilities.

-Recreation --- Program operate Recreation Centers and Aquatic Facilities, provide summer and break camp for children, develop and implement youth and adult sport activities for active lifestyles, provide swim lessons for the public, provide special events, schedule and rent facilities for use.

-Cultural Resources Library & History --- Provide public access to print, audio, video and electronic materials for reference or checkout, meeting spaces for community groups and businesses, historic preservation and exhibits, programs and events to support literacy, lifelong learning and to educate the community about its history.

-Charlotte Sports Park --- Operate and program the Charlotte Sports Park; provide facility management, security, traffic management, paramedical, and maintenance operations during the Spring Training Season along with support for other league operations, and provide the required operations and support special events. necessary support for the other league operations, and provide the required operations and support for other special events.

-Natural Resources --- Maintain environmental permit compliance. Provide environmental review to include listed species, wetlands, and habitat impacts. Manage restoration and land management plans of environmentally sensitive lands. Continue the partnerships to implement the Manatee Protection Plan.

-Cooperative Extension --- Provides Master Gardener program, Plant Clinics, Consultations, Florida Yards and Neighborhoods Program. Develop and implement marine science program to increase sustainability of coastal resources. Offers research-based individualized training for youth. Offers adults the opportunity to develop skills.

FY 24 - First Year Operating Budget

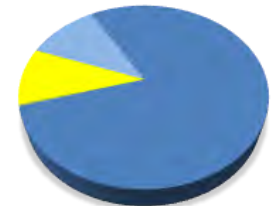
| | |
|-------------|---------------------|
| 25% | \$7,642,076 |
| 34% | \$10,665,536 |
| 23% | \$6,832,583 |
| 8% | \$2,653,309 |
| 8% | \$2,168,457 |
| 2% | \$671,566 |
| 100% | \$30,633,527 |

Revenues by Category

| | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|----------------------|----------------------|----------------------|----------------------|
| BCC General Revenues | \$ 19,688,448 | \$ 22,633,788 | \$ 25,042,911 | \$ 25,740,594 |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Fees & Assessments | \$ 4,565 | \$ 2,000 | \$ 2,000 | \$ 2,000 |
| State & Federal Revenue | \$ 107,150 | \$ 90,000 | \$ 98,000 | \$ 98,000 |
| Charges for Services | \$ 2,477,146 | \$ 3,041,228 | \$ 3,190,831 | \$ 3,085,211 |
| Misc | \$ 374,465 | \$ 167,464 | \$ 126,928 | \$ 126,928 |
| Transfers | \$ 3,075,890 | \$ 3,659,594 | \$ 3,500,831 | \$ 3,364,396 |
| Beginning Balances | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 25,727,664 | \$ 29,594,074 | \$ 31,961,501 | \$ 32,417,129 |

Operating Budget

FY24 Budgeted Revenue



Expenses by Category

| | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|---------------------|----------------------|----------------------|----------------------|----------------------|
| Salaries & Benefits | \$ 10,649,169 | \$ 13,570,683 | \$ 15,201,594 | \$ 15,723,088 |
| Services & Charges | \$ 12,363,820 | \$ 12,976,306 | \$ 13,563,284 | \$ 13,641,448 |
| Operating Expenses | \$ 1,519,561 | \$ 1,589,593 | \$ 1,868,649 | \$ 1,896,619 |
| Capital | \$ 846,209 | \$ 1,211,133 | \$ 1,083,000 | \$ 911,000 |
| Other | \$ - | \$ - | \$ - | \$ - |
| Debt | \$ - | \$ - | \$ - | \$ - |
| Transfers | \$ 244,974 | \$ 246,359 | \$ 244,974 | \$ 244,974 |
| Reserves | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 25,623,733 | \$ 29,594,074 | \$ 31,961,501 | \$ 32,417,129 |

FY24 Budgeted Expenditures



Positions

| | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|------------|------------|
| Full Time | 120 | 145 | 148 | 148 |
| Part Time | 105 | 88 | 88 | 88 |
| Total | 225 | 233 | 236 | 236 |

Notes

The following pages provide a variance analysis for each division within Community Services.



Community Services

Charlotte Sports Park

Mission

Delivering Exceptional Service

Linkage to Strategic Goals

Efficient and Effective Government
Economic & Community Development

Public Services

Core Functions

Management and Operation of Facility

Twenty-year agreement with the Tampa Bay Rays to provide Spring Training and major league operations at the Sports Park

Special events, programs and activities

In coordination with the availability of facilities other special events and various baseball tournaments are hosted

FY 24 - First Year Operating Budget

| | | |
|-------------------------|-------------|--------------------|
| Locally Mandated | 65% | \$1,724,651 |
| Discretionary | 35% | \$928,658 |
| Operating Budget | 100% | \$2,653,309 |

| Revenues by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|---------------------|---------------------|---------------------|---------------------|
| BCC General Revenues | \$ 172,702 | \$ 177,648 | \$ 182,418 | \$ 186,525 |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Fees & Assessments | \$ - | \$ - | \$ - | \$ - |
| State & Federal Revenue | \$ - | \$ - | \$ - | \$ - |
| Charges for Services | \$ 134,147 | \$ 195,081 | \$ 194,328 | \$ 200,087 |
| Misc | \$ 182,418 | \$ 105,964 | \$ - | \$ - |
| Transfers | \$ 2,017,429 | \$ 2,194,944 | \$ 2,321,796 | \$ 2,379,169 |
| Beginning Balances | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 2,506,696 | \$ 2,673,637 | \$ 2,698,542 | \$ 2,765,782 |

| Expenses by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|----------------------|---------------------|---------------------|---------------------|---------------------|
| Salaries & Benefits | \$ 593,942 | \$ 791,003 | \$ 856,032 | \$ 886,949 |
| Services & Charges | \$ 1,677,551 | \$ 1,758,773 | \$ 1,714,647 | \$ 1,751,217 |
| Operating | \$ 85,865 | \$ 79,178 | \$ 82,630 | \$ 82,366 |
| Expenses Capital | \$ - | \$ - | \$ - | \$ - |
| Other | \$ - | \$ - | \$ - | \$ - |
| Debt | \$ - | \$ - | \$ - | \$ - |
| Transfers | \$ 45,406 | \$ 44,683 | \$ 45,233 | \$ 45,249 |
| Reserves | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 2,402,765 | \$ 2,673,637 | \$ 2,698,542 | \$ 2,765,782 |

| Positions | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|----------|----------|
| Full Time | 3 | 6 | 6 | 6 |
| Part Time | 2 | 2 | 2 | 2 |
| Total | 5 | 8 | 8 | 8 |

Notes

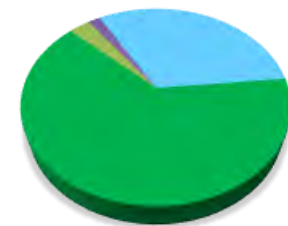
Salaries & Benefits increased due to the addition of three FTE's during the 23 budget process and Temporary Salaries increased due to the Compensation Study.

FY24 Budgeted Revenue



- BCC General Revenues 7%
- Charges for Services 7%
- Transfers 86%

FY24 Budgeted Expenditures



- Salaries & Benefits 31%
- Services & Charges 63%
- Operating Expenses 4%
- Transfers 2%



Community Services Cooperative Extension

Mission

Delivering Exceptional Service

Linkage to Strategic Goals

Efficient and Effective Government

Public Services

Core Functions

Horticulture Program Development and Implementation
Provides Master Gardener program, Plant Clinics, Consultations, Florida Yards and Neighborhoods Program

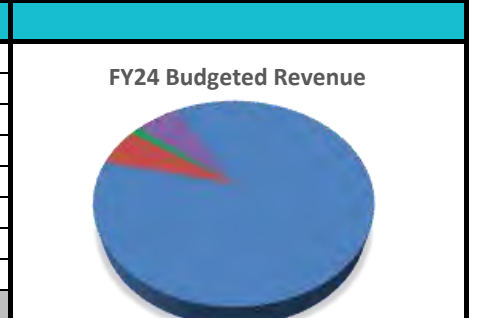
Sea Grant Program
Develop and implement comprehensive marine science extension program to increase sustainability of coastal resources

4-H Youth Development
Offers research-based individualized training for youth. Offers adults the opportunity to develop skills

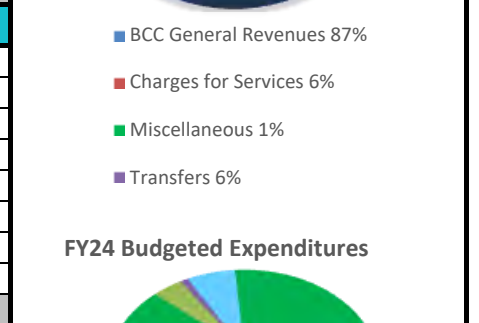
FY 24 - First Year Operating Budget

| | | |
|-------------------------|-------------|------------------|
| Locally Mandated | 34% | \$231,019 |
| Discretionary | 33% | \$220,274 |
| Discretionary | 33% | \$220,274 |
| Operating Budget | 100% | \$671,566 |

| Revenues by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|-------------------|-------------------|-------------------|-------------------|
| BCC General Revenues | \$ 467,566 | \$ 576,248 | \$ 589,416 | \$ 609,704 |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Fees & Assessments | \$ - | \$ - | \$ - | \$ - |
| State & Federal Revenue | \$ - | \$ - | \$ - | \$ - |
| Charges for Services | \$ 28,435 | \$ 42,901 | \$ 42,976 | \$ 44,744 |
| Misc | \$ 11,204 | \$ 16,000 | \$ 10,000 | \$ 10,000 |
| Transfers | \$ 41,148 | \$ 40,795 | \$ 36,700 | \$ 36,795 |
| Beginning Balances | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 548,354 | \$ 675,944 | \$ 679,091 | \$ 701,243 |



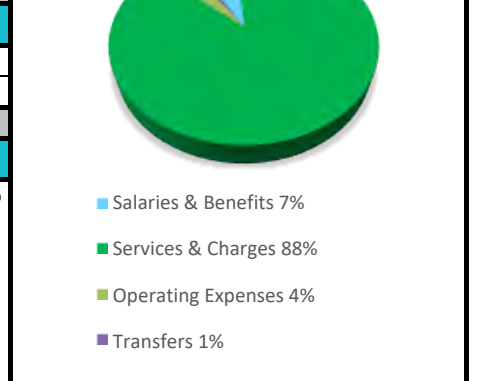
| Expenses by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|----------------------|-------------------|-------------------|-------------------|-------------------|
| Salaries & Benefits | \$ 20,084 | \$ 52,008 | \$ 47,448 | \$ 49,529 |
| Services & Charges | \$ 503,046 | \$ 590,138 | \$ 595,243 | \$ 614,865 |
| Operating | \$ 17,697 | \$ 26,410 | \$ 28,874 | \$ 29,317 |
| Expenses Capital | \$ - | \$ - | \$ - | \$ - |
| Other | \$ - | \$ - | \$ - | \$ - |
| Debt | \$ - | \$ - | \$ - | \$ - |
| Transfers | \$ 7,528 | \$ 7,388 | \$ 7,525 | \$ 7,532 |
| Reserves | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 548,354 | \$ 675,944 | \$ 679,091 | \$ 701,243 |



| Positions | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|----------|----------|
| Full Time | 0 | 0 | 0 | 0 |
| Part Time | 0 | 1 | 1 | 1 |
| Total | 0 | 1 | 1 | 1 |

Notes

Addition of one PT position added in the FY23 budget process. Services & Charges increased due to salary increases payable to the University of Florida.





Community Services

Cultural Resources Library & History

Mission

Delivering Exceptional Service

Linkage to Strategic Goals

Public Services

Core Functions

Library Facilities

Provide lending materials, general and history reference service, access to computers, wifi, technology and meeting space

Community Programming

Provide lifelong learning through programming, services, and exhibits with a focus on literacy and local history

Charlotte County Heritage

Preserve and promote the historical resources and heritage of Charlotte County

Digital Access

Provide the community access to online materials and resources, programming, and learning opportunities

FY 24 - First Year Operating Budget

| | | |
|-------------------------|-------------|--------------------|
| Discretionary | 32% | \$2,186,426 |
| Discretionary | 30% | \$2,049,775 |
| Discretionary | 6% | \$409,955 |
| Discretionary | 32% | \$2,186,426 |
| Operating Budget | 100% | \$6,832,583 |

Revenues by Category

| | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|---------------------|---------------------|---------------------|---------------------|
| BCC General Revenues | \$ 5,587,205 | \$ 6,105,453 | \$ 6,783,076 | \$ 6,930,180 |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Fees & Assessments | \$ - | \$ - | \$ - | \$ - |
| State & Federal Revenue | \$ 98,351 | \$ 90,000 | \$ 98,000 | \$ 98,000 |
| Charges for Services | \$ 331,567 | \$ 441,184 | \$ 461,461 | \$ 475,889 |
| Misc | \$ 16,575 | \$ 33,800 | \$ 5,725 | \$ 5,725 |
| Transfers | \$ 171,417 | \$ 149,268 | \$ 117,630 | \$ 117,412 |
| Beginning Balances | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 6,205,115 | \$ 6,819,704 | \$ 7,465,892 | \$ 7,627,206 |

Expenses by Category

| | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|---------------------|---------------------|---------------------|---------------------|---------------------|
| Salaries & Benefits | \$ 2,715,187 | \$ 3,467,791 | \$ 3,888,088 | \$ 4,015,387 |
| Services & Charges | \$ 2,736,172 | \$ 2,584,701 | \$ 2,772,201 | \$ 2,809,088 |
| Operating | \$ 142,002 | \$ 150,645 | \$ 172,293 | \$ 169,390 |
| Expenses Capital | \$ 589,285 | \$ 596,000 | \$ 611,000 | \$ 611,000 |
| Other | \$ - | \$ - | \$ - | \$ - |
| Debt | \$ - | \$ - | \$ - | \$ - |
| Transfers | \$ 22,469 | \$ 20,567 | \$ 22,309 | \$ 22,341 |
| Reserves | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 6,205,115 | \$ 6,819,704 | \$ 7,465,892 | \$ 7,627,206 |

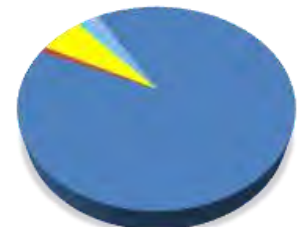
Positions

| | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|-----------|-----------|
| Full Time | 33 | 38 | 38 | 38 |
| Part Time | 30 | 22 | 22 | 22 |
| Total | 63 | 60 | 60 | 60 |

Notes

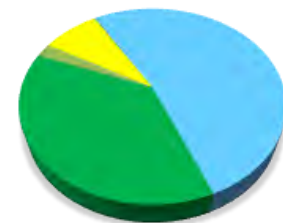
Salaries & Benefits increased due to the addition of five FTE's during the 23 budget process.
Services and Charges increased due to increases contract expenses, and hotspot lending program.

FY24 Budgeted Revenue



- BCC General Revenues 90%
- State & Federal Revenue 1%
- Charges for Services 6%
- Miscellaneous 1%
- Transfers 2%

FY24 Budgeted Expenditures



- Salaries & Benefits 52%
- Services & Charges 37%
- Operating Expenses 8%
- Capital 8%
- Transfers 1%



Community Services

Natural Resources Management

Mission

Delivering Exceptional Service

Linkage to Strategic Goals

Efficient and Effective Government
Economic & Community Development

Public Services

Core Functions

Natural Resources Management
Oversight of permit compliance, Habitat Conservation Plan, Gopher Tortoise Recipient Site, and Manatee Protection Plan

Environmental land management and restoration
Implement approved land management plans and restoration activities on environmentally sensitive properties

Implementation of Abandon Vessel Program and Artificial Reef Program
Enforcement of the ordinance to process and remove derelict vessels and implement the artificial reef program

FY 24 - First Year Operating Budget

| | | |
|-------------------------|-------------|--------------------|
| State Mandated | 45% | \$975,806 |
| State Mandated | 45% | \$975,806 |
| State Mandated | 10% | \$216,846 |
| Operating Budget | 100% | \$2,168,457 |

| Revenues by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|---------------------|---------------------|---------------------|---------------------|
| BCC General Revenues | \$ 1,495,029 | \$ 1,782,213 | \$ 1,754,864 | \$ 1,802,523 |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Fees & Assessments | \$ 4,565 | \$ 2,000 | \$ 2,000 | \$ 2,000 |
| State & Federal Revenue | \$ - | \$ - | \$ - | \$ - |
| Charges for Services | \$ 111,472 | \$ 173,836 | \$ 132,717 | \$ 137,253 |
| Misc | \$ 120,332 | \$ 2,500 | \$ 102,500 | \$ 102,500 |
| Transfers | \$ 451,277 | \$ 912,303 | \$ 207,432 | \$ 207,440 |
| Beginning Balances | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 2,182,674 | \$ 2,872,851 | \$ 2,199,513 | \$ 2,251,715 |

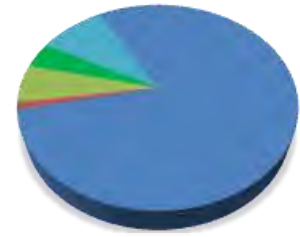
| Expenses by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|----------------------------|---------------------|---------------------|---------------------|---------------------|
| Salaries & Benefits | \$ 971,077 | \$ 1,065,297 | \$ 1,110,329 | \$ 1,146,416 |
| Services & Charges | \$ 842,060 | \$ 1,059,632 | \$ 942,262 | \$ 950,285 |
| Operating Expenses Capital | \$ 81,252 | \$ 101,917 | \$ 115,866 | \$ 123,947 |
| Other | \$ - | \$ - | \$ - | \$ - |
| Debt | \$ - | \$ - | \$ - | \$ - |
| Transfers | \$ 31,360 | \$ 30,872 | \$ 31,056 | \$ 31,067 |
| Reserves | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 2,182,674 | \$ 2,872,851 | \$ 2,199,513 | \$ 2,251,715 |

| Positions | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|-----------|-----------|
| Full Time | 13 | 13 | 13 | 13 |
| Part Time | 0 | 0 | 0 | 0 |
| Total | 13 | 13 | 13 | 13 |

Notes

Operating Expenses increased due to inflationary increase in Gas Oil and Lubricants as well as general operating supplies. Decrease in capital due to movement of equipment to Parks Maintenance.

FY24 Budgeted Revenue



- BCC General Revenues 80%
- Fees & Assessments 1%
- Charges for Services 6%
- Miscellaneous 4%
- Transfers 9%

FY24 Budgeted Expenditures



- Salaries & Benefits 51%
- Services & Charges 42%
- Operating Expenses 6%
- Transfers 1%



Community Services Parks Maintenance

Mission

Delivering Exceptional Service

Linkage to Strategic Goals

Public Services

Core Functions

Parks Maintenance

Daily maintenance as identified level of service, repairs, inspections, special event support and responses to concerns

Athletic Park Maintenance

Comprised of park maintenance, turf and irrigation management, field lining, striping, amenities, and tournament support

Park Planning, Design, Public Input, Construction and Administration

Master planning and outreach, evaluation of parks, park improvements, oversight and implementation of maintenance plan 20%

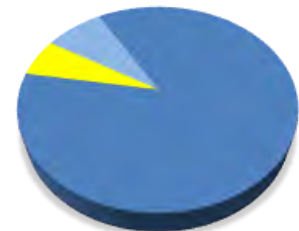
FY 24 - First Year Operating Budget

| | | |
|-------------------------|-------------|--------------------|
| State Mandated | 42% | \$3,163,819 |
| State Mandated | 41% | \$3,163,819 |
| Locally Mandated | 17% | \$1,314,437 |
| Operating Budget | 100% | \$7,642,076 |

Revenues by Category

| | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|---------------------|---------------------|---------------------|---------------------|
| BCC General Revenues | \$ 6,094,216 | \$ 6,270,540 | \$ 7,085,359 | \$ 7,122,298 |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Fees & Assessments | \$ - | \$ - | \$ - | \$ - |
| State & Federal Revenue | \$ 8,799 | \$ - | \$ - | \$ - |
| Charges for Services | \$ 339,332 | \$ 413,500 | \$ 496,645 | \$ 491,801 |
| Misc | \$ 18,392 | \$ - | \$ - | \$ - |
| Transfers | \$ 183,549 | \$ 149,572 | \$ 648,883 | \$ 454,203 |
| Beginning Balances | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 6,644,287 | \$ 6,833,612 | \$ 8,230,887 | \$ 8,068,302 |

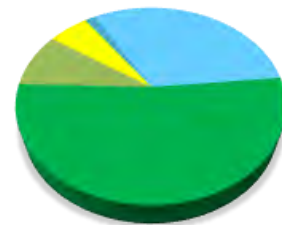
FY24 Budgeted Revenue



Expenses by Category

| | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|----------------------------|---------------------|---------------------|---------------------|---------------------|
| Salaries & Benefits | \$ 1,988,876 | \$ 2,251,460 | \$ 2,613,279 | \$ 2,682,689 |
| Services & Charges | \$ 3,925,039 | \$ 3,863,808 | \$ 4,285,195 | \$ 4,213,798 |
| Operating Expenses Capital | \$ 613,528 | \$ 595,056 | \$ 743,601 | \$ 755,164 |
| Other | \$ - | \$ - | \$ 472,000 | \$ 300,000 |
| Debt | \$ - | \$ - | \$ - | \$ - |
| Transfers | \$ 116,844 | \$ 123,288 | \$ 116,811 | \$ 116,651 |
| Reserves | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 6,644,287 | \$ 6,833,612 | \$ 8,230,887 | \$ 8,068,302 |

FY24 Budgeted Expenditures



Positions

| | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|-----------|-----------|
| Full Time | 30 | 30 | 33 | 33 |
| Part Time | 5 | 5 | 5 | 5 |
| Total | 35 | 35 | 38 | 38 |

Notes

Addition of one FTE during the course of FY23. Salaries & Benefits increased due to pay for performance increases as well as the compensation study. Services and charges increased due to increased cleaning contract, trapper contract, as well as the addition of maintenance programs for boardwalks and flooring. Operating Expenses increased due to inflationary increases in chemicals and landscaping supplies. Capital increase due to movement of equipment replacement budget.



Community Services Recreation

Mission

Delivering Exceptional Service

Linkage to Strategic Goals

Efficient and Effective Government

Public Services

Core Functions

Recreation Centers

Provide programming to include youth camps, drop-in sports, sports leagues, facility rentals, and special events

Aquatic Facilities

Provide aquatic programs and special events inclusive of swim lessons and in addition to hosting local swim teams

FY 24 - First Year Operating Budget

| | | |
|-------------------------|-------------|---------------------|
| Discretionary | 60% | \$6,399,322 |
| Discretionary | 40% | \$4,266,214 |
| Operating Budget | 100% | \$10,665,536 |

| Revenues by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|---------------------|---------------------|----------------------|----------------------|
| BCC General Revenues | \$ 5,871,730 | \$ 7,721,687 | \$ 8,647,778 | \$ 9,089,364 |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Fees & Assessments | \$ - | \$ - | \$ - | \$ - |
| State & Federal Revenue | \$ - | \$ - | \$ - | \$ - |
| Charges for Services | \$ 1,532,194 | \$ 1,774,726 | \$ 1,862,705 | \$ 1,735,437 |
| Misc | \$ 25,544 | \$ 9,200 | \$ 8,703 | \$ 8,703 |
| Transfers | \$ 211,071 | \$ 212,712 | \$ 168,390 | \$ 169,377 |
| Beginning Balances | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 7,640,538 | \$ 9,718,325 | \$ 10,687,576 | \$ 11,002,881 |

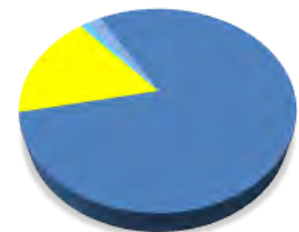
| Expenses by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|----------------------|---------------------|---------------------|----------------------|----------------------|
| Salaries & Benefits | \$ 4,360,003 | \$ 5,943,123 | \$ 6,686,418 | \$ 6,942,118 |
| Services & Charges | \$ 2,679,951 | \$ 3,119,254 | \$ 3,253,735 | \$ 3,302,195 |
| Operating | \$ 579,217 | \$ 636,386 | \$ 725,383 | \$ 736,435 |
| Expenses Capital | \$ - | \$ - | \$ - | \$ - |
| Other | \$ - | \$ - | \$ - | \$ - |
| Debt | \$ - | \$ - | \$ - | \$ - |
| Transfers | \$ 21,367 | \$ 19,562 | \$ 22,040 | \$ 22,134 |
| Reserves | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 7,640,538 | \$ 9,718,325 | \$ 10,687,576 | \$ 11,002,881 |

| Positions | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|------------|------------|
| Full Time | 41 | 58 | 58 | 58 |
| Part Time | 68 | 58 | 58 | 58 |
| Total | 109 | 116 | 116 | 116 |

Notes

Salaries & Benefits increased due to the addition of seventeen FTE's during the 23 budget process. Operating expenses increased due to inflationary camp costs.

FY24 Budgeted Revenue



- BCC General Revenues 80%
- Charges for Services 17%
- Miscellaneous 1%
- Transfers 2%

FY24 Budgeted Expenditures



- Salaries & Benefits 62%
- Services & Charges 30%
- Operating Expenses 7%
- Transfers 1%



COMMUNITY SERVICES

Levels of Service - 6 Year Metrics

Charlotte Sports Park

| | | | | | | | | |
|--|--|--|-------------|-------------|-------------|-------------|-------------|-------------|
| Who is your primary Customer? | Charlotte County residents and visitors (youth and adults) | | | | | | | |
| What is the primary service they receive from you? | Provision of major and minor league baseball games along with various programs events and activities | | | | | | | |
| What is the main aspect of the service they care about? | Safe and clean facilities in a fan friendly environment | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Safety | Number of Safety related incidents, concerns and reports | iAuditor (online checklists - daily, weekly, monthly), incident and accident reports, commend cards, and surveys | 17 | 13 | 28 | 10 | 8 | 9 |
| | Number of Safety related accidents, concerns and reports | | 19 | 11 | 32 | 14 | 0 | 3 |
| Cleanliness | % of adherence to expected maintenance standards | Comment cards, quarterly inspections, surveys, iAuditor (online checklists - daily, weekly, monthly), and citizen concerns | 100% | 99% | 99% | 100% | 100% | 100% |
| Friendly Environment | Quantity of events, returning rental customers, and partnership feedback | Comment cards, Economic Impact study, surveys, Mystery Shopper Program, and citizen concerns | 185 | 136 | 183 | 237 | 127 | 11 |
| Usage | Participants | Game attendance/major and minor league baseball | 162,420 | 147,013 | 133,951 | 74,778 | 63,293 | 39,689 |

Extension Services - Horticulture Prog. Dev. and Implementation - Green Industries - Best Management Practices Training

| | | | | | | | | |
|--|---|---|-------------|-------------|-------------|-------------|-------------|-------------|
| Who is your primary Customer? | Adult Audiences - Residential and Commercial | | | | | | | |
| What is the primary service they receive from you? | Research-based, Unbiased Information, Education, Commercial CEU's/Certifications | | | | | | | |
| What is the main aspect of the service they care about? | Research-based and Unbiased Solutions - Trustworthy and Applicable Content Which Can be Used Right Away | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Trustworthy & Timely | % of post test results | Post program test - Best Management Practices Training | 89% | 91% | 90% | 94% | 89% | 95% |
| | % increase of post test compared to pre test of program | Post program test - Master Gardener Volunteer Program | 77% | 81% | 86% | N/A | 91% | 91% |
| | % increase of post test compared to pre test of program | Post program test -Florida-Friendly Landscaping™ | 100% | 82% | 90% | 100% | 100% | 96% |
| | % of Customer Satisfaction | UF/IFAS County Customer Survey - Best Management Practices Training | 98% | 98% | 98% | 100% | 93% | 93% |
| | % of Customer Satisfaction | UF/IFAS County Customer Survey - Master Gardener Volunteer Program | 98% | 98% | 98% | 83% | 93% | 93% |
| | % of Customer Satisfaction | UF/IFA County Customer Survey - Florida-Friendly Landscaping™ | 98% | 98% | 98% | 100% | 93% | 100% |
| Participation | Participation | Customer Contacts - Best Management Practices Training | 61 | 57 | 64 | 8 | 48 | 58 |
| | Participation | Customer Contacts - Master Gardener Volunteer Program | 4332 | 4870 | 5862 | 1514 | 3741 | 3,019 |
| | Participation | Customer Contacts -Florida-Friendly Landscaping™ | 1685 | 1510 | 1044 | 414 | 863 | 1,318 |

Extension Services - Sea Grant Program - Florida Master Naturalist Program

| | | | | | | | | |
|--|---|---|-------------|-------------|-------------|-------------|-------------|-------------|
| Who is your primary Customer? | Adult Audience - Residential, Commercial and Research Audiences - Decision-Makers | | | | | | | |
| What is the primary service they receive from you? | Research-Based, Unbiased Information, Some Commercial CEU's/Certifications | | | | | | | |
| What is the main aspect of the service they care about? | Research-based and Unbiased Solutions - Trustworthy and Applicable Content Which Can be Used Right Away | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Research-based and Unbiased Solutions | Mean of average knowledge gain | Pre/post program test | 100% | 100% | 100% | 100% | N/A | 100% |
| Trustworthy & Timely | % of Customer Satisfaction | UF/IFAS County Customer Survey | 95% | 95% | 95% | 97% | N/A | 93% |
| Participation | Participation | Customer Contacts | 149 | 149 | 149 | 305 | N/A | 526 |

Extension Services - 4-H Youth Development

| | | | | | | | | |
|--|---|---|-------------|-------------|-------------|-------------|-------------|-------------|
| Who is your primary Customer? | Youth and Adult Volunteers | | | | | | | |
| What is the primary service they receive from you? | Research-based, Unbiased Information and Life Skills | | | | | | | |
| What is the main aspect of the service they care about? | Research-based and Unbiased Solutions - Trustworthy and Applicable Content Which Can be Used Right Away | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Research-based and Unbiased Solutions | % increase of post test compared to pre test of program | pre-post program test | 100% | 81% | N/A | 76% | 100% | 97% |
| Trustworthy & Timely | % of Customer Satisfaction | UF/IFAS County Customer Survey | 98% | 98% | 98% | 89% | 93% | 93% |
| Participation | Participation | Customer Contacts | N/A | 4856 | 4581 | 4478 | 2848 | 1,261 |



Library and History

| | | | | | | | | |
|--|---|---|-------------|-------------|-------------|-------------|-------------|-------------|
| Who is your primary Customer? | All Charlotte County residents and visitors | | | | | | | |
| What is the primary service they receive from you? | Provision of information entertainment and technology resources. Life long learning. Preservation of and access to charlotte county historical resources. Community meeting space | | | | | | | |
| What is the main aspect of the service they care about? | Timely access to a diverse range of physical and virtual resources. Programming quality and relevance to Community. Clean welcoming environment with a variety of spaces for socialization and meetings. Access to fast Wifi and up to date technology hardware/software. | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Timeliness | Number of days request turnover time from order | Staff Monthly Report | N/A | N/A | N/A | N/A | N/A | N/A |
| Resource Availability | Number of programs provided in house and through outreach per user | Staff Monthly Report | 1,735 | 1,895 | 2,107 | 1,082 | 928 | 1,944 |
| Quality and Relevance | Collection turnover ratio | Integrated Library System Analysis Customer satisfaction surveys administered after program | N/A | N/A | N/A | N/A | 3 | 3 |
| | Collection age analysis ratio | | N/A | N/A | N/A | N/A | 2,012 | 2,012 |
| | Number of items circulated | | 929,659 | 896,923 | 1,006,954 | 950,078 | 910,302 | 1,027,044 |
| | Scores received pertaining to customer satisfaction per program | | N/A | N/A | N/A | N/A | N/A | N/A |
| Welcoming Environment | Number of program attendees | | 37,563 | 41,859 | 43,165 | 58,897 | 41,155 | 57,593 |
| | Square footage space per capita per set standard | BEBR | 0 | 0 | 1 | 1 | 0 | 0 |
| | Visits per capita | Foot traffic counters | 4 | 3 | 4 | 2 | 1 | 2 |
| Access to WiFi and other Technology resources | Number of customers | Foot traffic counters | 632,408 | 551,973 | 667,172 | 284,177 | 223,586 | 296,823 |
| | % of adherence to Edge application | Edge | N/A | N/A | N/A | N/A | N/A | N/A |

Natural Resources Management

| | | | | | | | | |
|--|---|---|-------------|-------------|-------------|-------------|-------------|-------------|
| Who is your primary Customer? | Residents visitors and County Operations | | | | | | | |
| What is the primary service they receive from you? | Ecotourism recreation opportunities, regulatory compliance and ecosystem services | | | | | | | |
| What is the main aspect of the service they care about? | Availability of the lands for recreation and impact of regulations and ecosystem service benefits | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Availability of Land for Recreation | % of trail types maintained (primary, secondary and tertiary) | Land management Level of Service Document | N/A | N/A | N/A | N/A | N/A | N/A |
| Regulations | % of Permit and Program Compliance | Permit reports for: Stump Pass (sea turtle ordinance), HCP, MPP, Artificial Reef permits (multiple), Av/DV process compliance | 100% | 100% | 100% | 100% | 100% | 100% |
| Ecosystem Service | % of adherence to land management levels | Manhour/project reports and contract management | N/A | N/A | N/A | N/A | N/A | N/A |

Parks Maintenance

| | | | | | | | | |
|--|---|--|-------------|-------------|-------------|-------------|-------------|-------------|
| Who is your primary Customer? | General Public who use parks | | | | | | | |
| What is the primary service they receive from you? | Clean and safe park facilities and amenities | | | | | | | |
| What is the main aspect of the service they care about? | Having those facilities open and available when they want to use them | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Availability | % of adherence to maintenance levels | Manhour reports-Currently two times a year for month at a time | N/A | N/A | N/A | N/A | N/A | N/A |
| Adequacy | Adherence to Master Plan | Points per Park- In development | N/A | N/A | N/A | N/A | N/A | N/A |

Recreation

| | | | | | | | | |
|--|--|--|-------------|-------------|-------------|-------------|-------------|-------------|
| Who is your primary Customer? | Charlotte County residents and visitors (youth and adults). | | | | | | | |
| What is the primary service they receive from you? | Quality of life improvements through programs, events and services. | | | | | | | |
| What is the main aspect of the service they care about? | Safe and clean facilities with a variety of programs, events and services. | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Safety | Number of Safety related incidents, concerns and reports (Patrons) | iAuditor (online checklists - daily, weekly, monthly), incident and accident reports, comment cards, and surveys | 17 | 17 | 42 | 14 | 40 | 16 |
| Cleanliness | Number of Safety related accidents, concerns and reports (Patrons) | | 44 | 32 | 80 | 37 | 19 | 14 |
| Program Variety and Availability | % of adherence to expected maintenance standards | Comment cards, quarterly inspections, surveys, iAuditor (online checklists - daily, weekly, monthly), and citizen concerns | 100% | 95% | 99% | 99% | 99% | 99% |
| Program Variety and Availability | Number of leisure program areas per accreditation | Program Inventories (annual) | 78 | 86 | 91 | 87 | 84 | 90 |
| Usage | Participation | Facilities Annual Report/ Active | 248,767 | 280,425 | 348,072 | 211,280 | 260,228 | 263,935 |



Sports Park Division Goals FY24 and FY25

FY24 and FY25 GOALS:

1. Manage the operations of the Charlotte Sports Park for Spring Training per the contractual agreement with the Tampa Bay Rays for event security, traffic management (CCSO), Public Safety, Fan Host and Parking Attendant oversight, maintenance preparations, and staff training.

2. Support and maintain the minor league facility operations for the Tampa Bay Rays per the contractual agreement with the necessary requirements for security operations, event management and facility oversight.

3. Supervise all facility maintenance projects to include work orders, warranty repairs/replacements and approved capital improvement projects.

4. Update the Facility Inventory Project (FIP) and Equipment Inventory Project (EIP) on an annual basis for all areas of the Charlotte Sports Park inclusive of useful life (UL), remaining useful life (RUL), estimated costs and item

5. Provide an annual update for all equipment as part of the Food Service Concessions in the stadium.

FY23 GOALS AND PROGRESS:

1. Manage the operations of the Charlotte Sports Park for Spring Training per the contractual agreement with the Tampa Bay Rays for event security, traffic management (CCSO), Public Safety, Fan Host and Parking Attendant oversight, maintenance preparations, and staff training.

Spring Training in FY 23 did not occur at the Charlotte Sports Park due to the damages incurred from Hurricane Ian in September 2022.

2. Support and maintain the minor league facility operations for the Tampa Bay Rays per the contractual agreement with the necessary requirements for security operations, event management and facility oversight.

There were no minor league operations with Extended Spring Training (EST), Florida Complex League (FCL) or Instructional League (IS) in FY 23 due to the damages incurred from Hurricane Ian in September 2022. Both the County and the Rays are working to possibly provide an Instructional League (IL) in the Fall of 2023.

3. Supervise all facility maintenance projects to include work orders, warranty repairs/replacements and approved capital improvement projects.

This is continual and occurs on a daily basis. There were no Stadium CIP items approved for FY 23 due to Hurricane Ian.

4. Update the Facility Inventory Project (FIP) and Equipment Inventory Project (EIP) on an annual basis for all areas of the Charlotte Sports Park inclusive of useful life (UL), remaining useful life (RUL), estimated costs and item

This was completed in October 2022.

5. Provide an annual update for all equipment as part of the Food Service Concessions in the stadium.

This was completed in November 2022.



Sports Park Division (Continued)

FY22 ACCOMPLISHMENTS:

1. Manage the operations of the Charlotte Sports Park for Spring Training, Extended Spring Training, Gulf Coast League, and Instructional League per the contractual agreement with the Tampa Bay Rays.

Spring Training occurred at the Charlotte Sports Park in FY 22 with official attendance of 24,150. In addition, the estimated total attendance at all combined minor league season games for Extended Spring Training, Florida Complex League (formerly Gulf Coast League), and Instructional League was 10,000.

2. Support and maintain the facility operations for the Charlotte Stone Crabs Season per the contractual agreement with CBI-Rays, LLC.

This should NOT have been a goal for FY 22 as the last season for the Charlotte Stone Crabs was in 2019.

3. Supervise all facility maintenance projects to include work orders, warranty repairs/replacements and approved capital improvement projects.

This is continual and occurs on a daily basis. There were a total of \$108,200 approved by the BCC for Stadium CIP items

4. Update the Facility Inventory Project (FIP) and Equipment Inventory Project (EIP) on an annual basis for all areas of the Charlotte Sports Park inclusive of useful life (UL), remaining useful life (RUL), estimated costs and item

This was completed in October 2021.

5. Provide an annual update for all equipment as part of the Food Service Concessions in the stadium.

This was completed in November 2021.





FY24 and FY25 GOALS:

1. Hurricane Ian provided a blank slate ripe for introducing the Florida-Friendly Landscaping's 9 Principles to a successful landscape. Using existing educational platforms, all aspects of common-sense gardening will be taught to local residential participants. At least 50% of participants in the FFL Friday's seminars will pledge to implement at least one of the following FFL principles: right plant, right place (choosing plants based on appropriate site conditions); water efficiently (verify that their rain shut-off device is functional/that their irrigation system is functioning efficiently); fertilize appropriately (use slow-release fertilizers); support wildlife (select native plants to support pollinator and other wildlife populations); manage yard pests responsibly (verify that any pest management techniques implemented will not be detrimental to beneficial insects); protect the waterfront (install and/or maintain a low-maintenance vegetative buffer in landscapes adjacent to water bodies). Follow-up surveys will be sent out to participants 6-12 months after each seminar, to determine what percentage of those who pledged to implement an FFL principle, followed through on the pledge, and to identify any barriers to implementation and offer potential solutions.

2. Hurricane Ian has provided an opportunity to educate the public - many brand new residents - about urban forestry and the importance of proper tree selection, planting, aftercare, pruning, culture and pest management. Just like Charley in 2004, the goal is to increase the understanding of homeowners tree basic knowledge important for realizing sustainable urban tree canopy using research-based, unbiased information. As a result, at least 80% of 1,500 participants will express an increase in their tree culture knowledge and adopt noted skills in six-month follow-up surveys.

3. The 4-H Agent, Program Assistant and trained volunteers will facilitate various STEAM related camps and activities. Through these activities, 70% of the youth participants will increase their knowledge and skills related to science, technology, engineering, art and math (STEAM) as measured by pre/posttests, project reports, observation and relevant test scores.

4. Through 4-H projects and educational programs, at least 60% of youth participants will demonstrate adoption of the workforce preparedness skills: communication and higher order thinking (critical thinking, goal setting, financial literacy, etc.).

5. The agent will conduct outreach and training related to natural resource restoration and biological monitoring. At least 60% of volunteers participating in citizen science activities will indicate knowledge gain as related to Florida's aquatic ecosystems. Additionally, data collected will fill an important data gap for natural resource managers.



FY23 GOALS AND PROGRESS:

1. Develop FFL Program to Provide Continuity to Community HOA Landscape Committees. At least 50% of the HOA's Extension works with will adopt this FFL program.

Special emphasis was given to Homeowner Associations as they are a captive audience in regard to bringing FFL Principles to an audience in great need of understanding the value of landscape services and how they need to be educated consumers. In addition to working with at least 28 HOA Landscape Committees, at least 100 individuals increased their understanding of FFL Principles and the need to keep Landscape Companies accountable. An all-day Zoom program on "Hiring a Professional Workshop" for HOA's added another learning event with 37 participants.

2. As a result of the new office location, outreach efforts to our horticultural customers will be redoubled with 85% acknowledgment of Extension relocation site.

(A.) At this point in time, we have had a fairly good adoption of our new location at Centennial Park. Concerns of our COVID-19 issues have faded away over 2022 for the most part. Our virtual platform is still strong with 93,034 pageviews recorded. With marketing and virtual communication, we recorded that 4,881 people contacted our new site via phone call and office visits. An additional 9,211 e-mail consultations also demonstrated our continuing value in horticultural troubleshooting.

3. The Agent will conduct outreach and training as related to data collection for seagrass/macroalgae monitoring. At least 60% of volunteers participating in monitoring activities will indicate knowledge gain as related to species biology, water quality and nutrient management. Additionally, data collected will fill an important data gap regarding trends in macroalgae blooms and seagrass health.

In the wake of Hurricane Ian, scientists monitoring water quality specifically requested an additional round of volunteer seagrass monitoring to evaluate the effect that historic rain fall may have had on gulf coast seagrass meadows. As such, I am in the beginning stages of expanding volunteer surveys down to Lee County, arguably the county that was the most impacted. In addition, I would like to make some of the monitoring procedures more conducive to non-scientists to increase volunteer enjoyment and retention.

4. The 4-H Agent, Program Assistant and trained volunteers will facilitate various STEAM related camps and activities.

Through these activities, 70% of the youth participants will increase their knowledge and skills related to science, technology, engineering, art and math (STEAM) as measured by pre/posttests, project reports, observation and relevant test scores. Through leadership training, leadership, support and customer satisfaction, the Charlotte County 4-H Positive Youth Development Program will have at least a 70% volunteer retention rate.

As a result of STEAM programming, 1,227 youth have participated in classes, camps, and/or activities both in school and outside of school which cover multiple STEAM topics. These topics include but are not limited to animal classification, plant identification, investigation of shapes, fractions, the seasons, the life cycles of plants and animals, plant parts, art concepts, and animal science. Of these youth, 165 participated in 4-H clubs each covering STEAM topics. Parents (n=16) of these 4-H members were surveyed to determine their perception of STEAM skills learned by their children through 4-H clubs. These results are as follows: 81% felt their child learned science skills, 56% felt their child learned about technology, 44% felt their child learned about engineering, 50% felt their child learned about art, and 56% felt their child learned math skills.

5. Through school enrichment programs, youth have gained a better understanding of where their food comes from as well as how to put together a healthy plate based on the MyPlate model. In addition, club leaders have encouraged the implementation of educational games which create a more active club meeting promoting active lifestyles among the youth.

Currently 133 youth from 2 schools are participating in the 4-H Health in the Wilderness program where they will learn about both STEAM and Health & Nutrition topics. This program has recently begun, therefore there is no survey data. At this time, 5 lessons, multiple activities and 2 educational newspapers have been created to accompany this program. In addition to this in-school program, the 4-H Agent has conducted (2) sessions of a 4-H cooking club where youth gained skills related to food preparation, food safety, health & nutrition and more. Finally, the 4-H Homeschool club conducts two club meetings per month. Each month, one club meeting focuses on gardening, plants, etc. and one lesson focuses on cooking healthy foods that they grow in the garden. These lessons have created an understanding of where their food comes from as well as healthy eating habits.



FY22 ACCOMPLISHMENTS:

1. The Agent will conduct outreach and training as related to data collection for seagrass/macroalgae monitoring. At least 60% of volunteers participating in monitoring activities will indicate knowledge gain as related to species biology, water quality and nutrient management. Additionally, data collected will fill an important data gap regarding trends in macroalgae blooms and seagrass health.

Although Eyes on Seagrass, the citizen science monitoring effort could not occur during 2020 (Covid), the agent has made multiple presentations for a variety of audiences, including the NEP technical and citizen's advisory committees, the Charlotte Harbor Watershed Summit, and the Phycological Society of America. Eyes on Seagrass will occur in April and July 2021. Volunteers will be trained in early April and conduct their surveys during the last two weeks of each month. Due to continued macroalgae concerns, this project will expand to Lemon Bay this year and to Sarasota Bay via the Sarasota Bay Estuary Program. The Charlotte County project will also include additional sediment and macroalgal nutrient analysis this year. Additionally, the agent is working collaboratively with NEP and Water Management District professionals to host a 3-half day workshop on macroalgae the end of March 2021. The end goal is to identify the state of the science for each estuary and gaps needing addressed to move the science forward.

2. Develop FFL Program to Provide Continuity to Community HOA Landscape Committees. At least 50% of the HOA's Extension works with will adopt this FFL program.

Special emphasis was given to Homeowner Associations as they are a captive audience in regard to bringing FFL Principles to an audience in great need of understanding the value of landscape services and how they need to be educated consumers. In addition to working with at least 28 HOA Landscape Committees, at least 100 individuals increased their understanding of FFL Principles and the need to keep Landscape Companies accountable. An all-day Zoom program on "Hiring a Professional Workshop" for HOA's added another learning event with 37 participants.

3. The 4-H Agent, Program Assistant and trained volunteers will facilitate various STEAM related camps and activities. Through these activities, 70% of the youth participants will increase their knowledge and skills related to science, technology, engineering, art and math (STEAM) as measured by pre/posttests, project reports, observation and relevant test scores. Through leadership training, leadership, support and customer satisfaction, the Charlotte County 4-H Positive Youth Development Program will have at least a 70% volunteer retention rate..

As a result of STEAM programming, 822 youth have participated in classes, camps, and/or activities both in school and outside of school which cover multiple STEAM topics. Of the youth who have participated, 292 youth were engaged in Math, Agricultural Education, Plant Science and other STEAM topics through the 4-H How Did this Get in My Cart program. After this program, a sample group of 100 youth were surveyed. The survey results showed an increase in student's knowledge and skills related to STEAM topics. Scores improved from an average of 61.8% on the pre-test to an average of 75.8% on the Post-Test proving a 14.03% increase in knowledge. Through this program, youth interacted with industry agriculture professionals learning about the science behind how their food is grown and harvested. In addition, they answered math questions related to the health facts and measurements of the food items identified. In addition to the How Did this Get in My Cart program, 18 Charlotte County 4-H youth participated in the 4-H Virtual Cooking Camps where measurement was readily used to complete recipes. Of the youth who participated, 9 youth completed a post-survey regarding the camp and 8/9 or 89% stated that they can now correctly measure both dry and liquid ingredients using the skills which they learned through the camp. Finally, 34 4-H youth participated in multi-county Gardening Camps where they learned about the science behind gardening from 6 4-H Agents. After participating in this program, 4 youth completed the post-survey with 75% of those surveyed stating that they intend to use skills they gained to grow something at home they will enjoy eating. These youth also stated that they like science and want a job related to science.



4. Charlotte County 4-H currently has 18 certified and trained 4-H leaders with an 88% retention rate. 904 youth participated in 4-H STEAM classes either in-school or outside of school. 155 youth participated in the 4-H STEAM to Go! Crafty Clovers program. 285 youth participated in the 4-H Florida Wildlife Program, and 43 youth participated in virtual and in-person cooking classes.

In addition to the How Did this Get in My Cart program, 18 Charlotte County 4-H youth participated in the 4-H Virtual Cooking Camps where measurement was readily used to complete recipes. Of the youth who participated, 9 youth completed a post-survey regarding the camp and 8/9 or 89% stated that they can now correctly measure both dry and liquid ingredients using the skills which they learned through the camp. Finally, 34 4-H youth participated in multi-county Gardening Camps where they learned about the science behind gardening from 6 4-H Agents. After participating in this program, 4 youth completed the post-survey with 75% of those surveyed stating that they intend to use skills they gained to grow something at home they will enjoy eating. These youth also stated that they like science and want a job related to science.

5. Through school enrichment programs, youth have gained a better understanding of where their food comes from as well as how to put together a healthy plate based on the MyPlate model. In addition, club leaders have encouraged the implementation of educational games which create a more active club meeting promoting active lifestyles among the youth.

As a result of 4-H Healthy Living education in the schools and within after-school settings, 221 Charlotte County youth have participated in programs which will assist them in gaining skills necessary to make healthy food choices and to increase their levels of positive activities related to exercising and personal safety. Youth participating in this 6 hour healthy lifestyles project were engaged in curriculum set forth in the Choose Health: Food, Fun and Fitness curriculum which addressed important issues such as drinking water instead of sweetened drinks, eating more fruits and vegetables, reading the nutrition labels, eating more whole grains and fewer high fat, high sugar foods and eating your breakfast. Within these lessons, youth were engaged in games which promoted physical activity and were able to help prepare healthy foods which they were able to try.

Due to the Pandemic, no survey data was received from these students as we were not permitted to go back into the school to collect the data.

6. a. As a result of the new office location, outreach efforts to our horticultural customers will be redoubled with 85% acknowledgment of Extension relocation site. b. Hand-in-hand with this effort, new Master Gardener volunteer recruitment efforts will commence in this underserved area. At least 25% of the new volunteers will be from our surrounding new location.

(a.) At this point in time, we have had a fairly good adoption of our new location at Centennial Park. COVID-19 may in fact have boosted our virtual client contacts as e-mail, phone and Zoom became our only communication portals with our clientele. With at least 12,761 email consultations recorded within Master Gardener Volunteer, Residential Florida-Friendly Landscaping™, and Commercial Horticultural subject matter measures for 2020, marketing and virtual communication has helped. This figure is up from 5,632 emails in 2019. (b.) As in-person/virtual hybrid programming did not affect volunteer recruitment as to location in 2020, an all-virtual program, at least to start, has increased out Trainees to 22 in 2021 - up from 17 in 2020.



Libraries Division
Goals FY24 and FY25

FY24 and FY25 GOALS:

1. Programming: Develop strategic focus programming efforts with an emphasis on community involvement and sponsorship. Look for novel ways to bring both library and historical programming to the community.
2. Built Environment: Reconfigure indoor spaces to provide a healthier / safer environment for the public. Enhance our facilities outdoor spaces to allow for outdoor programming and activities. Begin design process for Babcock Ranch. Continue to enhance and expand facilities technology. Continuation and expansion of curbside service and new 24/7 initiatives such as holds lockers. Plan new historical interpretive "trails" with signage.
3. Access: Further expand services out into the community. Enhance communications with the public. Investigate and explore other initiatives to enhance internet connectivity to reduce digital divide in our community. Enhance access to historic resources.

FY23 GOALS AND PROGRESS:

1. Programming: develop strategic focus programming efforts with an emphasis on community involvement.
Partnered with businesses to bring programming and resources into their facilities. Developed health fair for low income residents with 28 partners and sponsors. Continued emphasis on community involvement in programming efforts.
2. Built Environment; Reconfigure indoor spaces to provide a healthier / safer environment for the public. Enhance our facilities outdoor spaces to allow for outdoor programming and activities. Continue to enhance and expand facilities technology. Continuation and expansion of curbside service and new 24/7 initiatives such as holds lockers. Enhance access to historic properties. Plan new historical interpretive "trails" with signage.
Working toward creative solutions to fill service gaps brought about by the closure of Mid-County Library. Punta Gorda Library installed additional planters and is working on developing a Phase II Landscaping plan to be funded by public sponsorship. Englewood Library is developing a sensory garden in the outdoor patio area. An additional Curbside Pickup and Book Return location was established at Centennial Recreation Center.
3. Access: Move services out into the community neighborhoods. Enhance communications with the public. Explore initiatives to enhance internet connectivity to reduce digital divide in our community. Enhance access to historic resources.
Traveling library established and operational. Continued the expansion of the "hot spots" loan program. Housebound delivery established across the County. In the wake of Hurricane Ian, established technology hubs with Wi-Fi access and laptops to aid community recovery. Expanded hours at remaining locations to increase access for citizens who would normally utilize Mid-County Regional Library.



Libraries Division(Continued)

FY22 ACCOMPLISHMENTS:

1. Programming: develop connections and partnerships to diversify and enrich programming efforts with a focus on literacy and workforce development.

Driven by the strategic Literacy action team, the Division partnered with Suncoast Campaign for Grade-Level Reading for Remake Learning Days providing venues and multiple programs to promote literacy and the love of learning throughout the community. Staff expanded our community outreach to more schools and local organizations to provide materials and promote resources and programming. To ensure that all children in Charlotte County receive the same high quality professional assistance and programming, the Division increased the number of Youth Librarians to four allowing for full County-wide coverage.

2. Built environment: Work to develop our facilities to reflect current trends in technology usage and to be better configured for customer service needs. Explore using advances in technology to increase capacity. Continue to incorporate historical wayfaring guides into the community (markers, geocaches, interpretative signage).

History Services staff created a disaster plan for the archives which was utilized during Hurricane Ian and contracted to have the remainder of the local archived newspapers microfilmed prior to digitization. Renovation design for Mid-County including holds lockers, dedicated self service area, door redesign to allow for out of hours access, etc.

3. Access: Explore initiatives to reduce barriers to access to underserved areas of the population. Develop a range of outreach activities that bring our services into the community including the development of a program for outreach to the housebound and those with limited mobility. Continue to focus on 24/7 remote access through collection expansion and digitization projects. Ensure citizens have access to innovative technology and digital resources through loan programs, partnerships and expanded Makerspaces.

The Division-wide strategic Inclusion & Belonging action team strategically implemented a homebound delivery program. Staff also developed a plan for a mobile services library and completed a pilot run. To provide equity and tools for success, an additional 55 Wi-fi hotspots for public checkout were purchased through the subsidized Techsoup program bringing the total available for public use to over 75. Additionally, grant funding was secured for 25 Chromebook/Wi-fi hotspot bundles that have been made available for those without devices or internet access at home to provide opportunities for job seeking, education, and financial independence.



CHARLOTTE COUNTY
FLORIDA

Parks and Natural Resources Division Goals FY24 and FY25

FY24 and FY25 GOALS:

1. Continue implementation of the Scrub-jay Habitat Conservation Plan.
2. Manage Tippecanoe Environmental Park in accordance with the FWC Gopher Tortoise Recipient Site Permit.
3. Continue implementation of the Parks and Recreation Master Plan and complete the plan review/update as outlined in the plan.
4. Continue implementation of the Manatee Protection Plan and QA/QC slip data.
5. Create a Community Services interactive GIS map, along with virtual nature walks on County parklands.

FY23 GOALS AND PROGRESS:

1. Continue implementation of the Scrub-jay Habitat Conservation Plan.
A total of 2,118 permits have been issued through 10/24/2022, totaling 11.78% of permits in the plan area; as of 10/24/2022 400.8 acres acquired totaling 30.0% of acres in the reserve. Active management on scrub habitats is ongoing on county environmental parks and preserves, as well as HCP acquired lands.
2. Manage Tippecanoe Environmental Park in accordance with the FWC Gopher Tortoise Recipient Site Permit.
Management is ongoing and current site condition meet the permit conditions to maintain active receipt site status.
3. Create a trail map brochure for all county conservation lands and update the Blueways brochure to enhance
Completed in FY22.
4. Continue implementation of the Manatee Protection Plan and initiate the plan review/update with appropriate regulatory agencies.
MPP implementation in ongoing. The 5 year plan review is under review by the regulatory agencies.
5. Inventory, assess, design and implement a wayfinding signage program throughout the park system to provide clear and consistent information.
Implementation of the first 2 locations is anticipated to be submitting to purchasing in Spring 2023.



Parks and Natural Resources (Continued)

FY22 ACCOMPLISHMENTS:

1. Continue implementation of the Scrub-jay Habitat Conservation Plan.

A total of 1,629 permits were issued through 12/31/2021, totaling 9.01% of permits in the plan area; ending 12/30/2021 383.57 acres were acquired totaling 28.7% of acres in the reserve. Active management occurred on scrub habitats at 11 county environmental parks and preserves.

2. Manage Tippecanoe Environmental Park in accordance with the FWC Gopher Tortoise Recipient Site Permit.

Management is ongoing and current site condition meet the permit conditions to maintain active receipt site status.

3. Create a trail map brochure for all county conservation lands and update the Blueways brochure to enhance

Brochure has been completed and is available in print and on the county's website at <https://www.charlottecountyfl.gov/core/fileparse.php/409/urlt/environmental-parks-preserves-guide.pdf>.

4. Continue implementation of the Manatee Protection Plan and initiate the plan review/update with appropriate regulatory agencies.

MPP implementation in ongoing. The 5 year review required by the plan was submitted to both Florida Fish and Wildlife Conservation Commission and U.S. Fish and Wildlife Service for review.

5. Inventory, assess, design and implement a wayfinding signage program throughout the park system to provide clear and consistent information.

The wayfinding signage has been designed and 2 locations have layouts completed.





Recreation Division
Goals FY24 and FY25

FY24 and FY25 GOALS:

1. Create a minimum of 10 internally facilitated training sessions that will be made available to all staff members within the Community Services Department.

2. Submit a minimum of three (3) proposals for speaking engagements at the Florida Recreation and Park Association (FRPA) Annual Conference.

3. Create a Special Event Committee to achieve a minimum of five (5) initiatives in an effort to ensure consistency and operational standards at our recreation facilities.

4. Offer an annual Mentorship Program within the Recreation Division to provide coaching, development, and insight to a staff member seeking continued and future growth in their profession.

5. Deliver a minimum of eight (8) programs utilizing social media platforms (ex. YouTube, podcasts, etc.) to better reach the Charlotte County community with our offered activities, events, and services.

FY23 GOALS AND PROGRESS:

1. Create a minimum of eight (8) internally facilitated trainings that will be made available to the staff members in the Recreation Division.

There are a total of 16 internally facilitated trainings made available to the Rec Division staff members in FY 23.

2. Create a virtual library of all internally facilitated staff training opportunities and provide this as a resource to confirm/document completion of trainings that can be accessed and utilized by staff members at any time.

There are a total of 18 internally facilitated trainings that are now part of the virtual library and available as a resource on the O drive for all staff members.

3. Create a Summer Camp Committee that will streamline and standardize registration procedures and documents, staff trainings (inclusive of manuals), programmatic opportunities, field trips, etc. across all Community Services summer camp host facilities.

This Summer Camp Committee was created and is chaired by a Recreation Superintendent. They meet regularly and have implemented several new procedures and processes with regards to registration, programmatic opportunities, and disciplinary measures in an effort to provide consistency in all camp locations.

4. Create a minimum of three (3) virtual program opportunities within our community.

There were several virtual program opportunities created for our community (ex. basketball skills & drills, spooky Halloween, dinner ideas for the holiday rush, etc.).

5. Focus on reaching underserved populations in Charlotte County by creating and implementing at least one (1) new recreational program opportunity for the following segments of our community at each recreation center: persons with disabilities, senior citizens and teens.

This programming initiative was accomplished at many of our currently opened recreation facilities. Unfortunately, we have not yet been able to accomplish this goal at the Rec Centers that have been closed due to Hurricane Ian (ex. ACRP, PCB and TP).



Recreation Division (Continued)

FY22 ACCOMPLISHMENTS:

1. Create mobile programming opportunities within our community complete with a catalog of programs, a location schedule, staffing requirements, and an inventory of supplies/equipment.

Our mobile programming (REC2U) now includes a catalog of programs, a location schedule, staffing requirements, and an inventory of required supplies/equipment. There were a total of seven (7) advertised dates and designated REC2U locations offered to the community in FY 22.

2. Create an ADA Committee within the Recreation Division to address programmatic opportunities, staff training initiatives and program accessibility issues.

This ADA Committee was created and now meets quarterly with designated annual goals for achievement.

3. Combine a smaller program currently occurring at one of our recreation facilities into a larger Division event in both FY 20 and FY 21.

This was accomplished with the Back to School Bash in FY 20 and Winter Wonderland (formerly Santa's Candyland) in FY21.

4. Expand our current camp program (summer and break camps) to be offered at both Ann & Chuck Dever Regional Park and North Charlotte Regional Park with all camp locations to also include the opportunities for day camps.

This was accomplished with expansion to ACDP, CP and PCB in FY 21 and FY 22.

5. Develop and offer a staff opportunity for an internally facilitated leadership training session within the Recreation Division.

This was accomplished on 5/19/21 and 5/18/22. Each training included internal leaders within our agency to speak on behalf of vision, teamwork, communication, partnerships, inspiring others, and honesty/integrity.





Mission

County Attorney's Office --- To provide efficient and effective legal representation to the Board of County Commissioners, its agencies, advisory boards and staff based on the preventive law model.

Linkage to Strategic Goals

Efficient and Effective Government

Core Functions

Liability and Risk Mitigation

Handle and mitigate all of county's general liability claims, torts and civil actions; prosecute and defend legal actions for and on behalf of the County as directed by the Board of County Commissioners in conformance with Charlotte County Home Rule Charter.

Legal Review

Review legal documents for legal sufficiency; review of procedures and practices to ensure compliance with local, state and federal regulations.

Legal Advice and Guidance

Counsel and provide legal advice on all aspects of governmental, administrative and ethical laws, implementation of financial programs, employee civil rights and due process hearings, contract administration, environmental, roads and utilities operations, public safety, land use and preservation of County's real property interests.

Legal Document Preparation

Negotiate, draft, review and oversee execution of all resolutions, ordinances, amendments, pleadings, agreements and contracts to which the County is a party, and prepare any other related documents and correspondences in conformance with all applicable local, state, federal rules and regulations.

FY 24 - First Year Operating Budget

| | | |
|-------------------------|------------|--------------------|
| Locally Mandated | 15% | \$359,377 |
| Critical | 28% | \$641,420 |
| Locally Mandated | 16% | \$352,554 |
| Critical | 41% | \$921,188 |
| Operating Budget | 99% | \$2,274,539 |

| Revenues by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|---------------------|---------------------|---------------------|---------------------|
| BCC General Revenues | \$ 1,953,937 | \$ 2,111,699 | \$ 2,274,539 | \$ 2,346,268 |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Fees & Assessments | \$ - | \$ - | \$ - | \$ - |
| State & Federal Revenue | \$ - | \$ - | \$ - | \$ - |
| Charges for Services | \$ - | \$ - | \$ - | \$ - |
| Misc | \$ - | \$ - | \$ - | \$ - |
| Transfers | \$ - | \$ - | \$ - | \$ - |
| Beginning Balances | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 1,953,937 | \$ 2,111,699 | \$ 2,274,539 | \$ 2,346,268 |

| Expenses by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|----------------------|---------------------|---------------------|---------------------|---------------------|
| Salaries & Benefits | \$ 1,877,325 | \$ 1,954,714 | \$ 2,107,531 | \$ 2,178,707 |
| Services & Charges | \$ 42,463 | \$ 112,485 | \$ 122,508 | \$ 123,061 |
| Operating Expenses | \$ 34,148 | \$ 44,500 | \$ 44,500 | \$ 44,500 |
| Capital | \$ - | \$ - | \$ - | \$ - |
| Other | \$ - | \$ - | \$ - | \$ - |
| Debt | \$ - | \$ - | \$ - | \$ - |
| Transfers | \$ - | \$ - | \$ - | \$ - |
| Reserves | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 1,953,937 | \$ 2,111,699 | \$ 2,274,539 | \$ 2,346,268 |

| Positions | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|-----------|-----------|
| Full Time | 14 | 14 | 14 | 14 |
| Part Time | 0 | 0 | 0 | 0 |
| Total | 14 | 14 | 14 | 14 |

Notes

FY24 Budgeted Revenue



■ BCC General Revenues 100%

FY24 Budgeted Expenditures



■ Salaries & Benefits 93%

■ Services & Charges 6%

■ Operating Expenses 1%



CHARLOTTE COUNTY
FLORIDA

County Attorney
Goals FY24 and FY25

FY24 and FY25 GOALS:

1. Assist staff in contract management best practices as well as grant management improvements and training.
2. Continue to assist with streamlining of county processes, updating County Code and County policies.
3. Continue using the preventative law method to attempt to reduce our exposure to liabilities.

FY23 GOALS AND PROGRESS:

1. Continue our focus on cross-training and in-house training opportunities.
AED and Evacuation Stair Chair training (September 2022), GIS training (December 2022).
2. Complete the divestiture of any county right to maintain roads in the Ranchettes. (FY22-23 Goal #2).
Divested County right to maintain roads in Ranchettes (2021) and abolished MSBU (March 2021).
3. Update the impact fee code (FY22-23 Goal #3).
Updated impact fee code (July 2022).

FY22 ACCOMPLISHMENTS:

1. Continue to assist with streamlining of county processes, updating County Code and County policies (standing goal).
Completed update of Admin Code - approved by BCC in January 2023. Most recently, updated County Code by deleting outdated provision on cable tv franchises and Charlotte Development Authority (December 2022).





Economic Development

Mission

Economic Development - Encourage the recruitment, expansion and retention of diversified high impact industry. Create high skill, high wage jobs. Diversify the economy and tax base.

Linkage to Strategic Goals

Efficient and Effective Government

Economic & Community Development

Core Functions

Economic Development

Promote, Identify, recruit, work, encourage and expand business and workforce

Community Redevelopment Areas

Implement the Community Redevelopment Plans that are adopted by Board of County Commissioners

FY 24 - First Year Operating Budget

| | | |
|-------------------------|-------------|--------------------|
| Critical | 92% | \$1,212,760 |
| State Mandated | 8% | \$109,770 |
| Operating Budget | 100% | \$1,322,530 |

| Revenues by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|---------------------|---------------------|---------------------|---------------------|
| BCC General Revenues | \$ 889,149 | \$ 890,462 | \$ 976,870 | \$ 1,011,815 |
| Taxes | \$ 316,788 | \$ 350,000 | \$ 350,000 | \$ 350,000 |
| Fees & Assessments | \$ - | \$ - | \$ - | \$ - |
| State & Federal Revenue | \$ - | \$ - | \$ - | \$ - |
| Charges for Services | \$ - | \$ - | \$ - | \$ - |
| Misc | \$ - | \$ - | \$ - | \$ - |
| Transfers | \$ - | \$ - | \$ - | \$ - |
| Beginning Balances | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 1,205,937 | \$ 1,240,462 | \$ 1,326,870 | \$ 1,361,815 |

| Expenses by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|----------------------|---------------------|---------------------|---------------------|---------------------|
| Salaries & Benefits | \$ 679,131 | \$ 746,145 | \$ 806,209 | \$ 832,493 |
| Services & Charges | \$ 452,137 | \$ 445,757 | \$ 471,157 | \$ 479,818 |
| Operating | \$ 36,472 | \$ 44,220 | \$ 45,164 | \$ 45,164 |
| Expenses Capital | \$ - | \$ - | \$ - | \$ - |
| Other | \$ - | \$ - | \$ - | \$ - |
| Debt | \$ 33,858 | \$ - | \$ - | \$ - |
| Transfers | \$ 4,340 | \$ 4,340 | \$ 4,340 | \$ 4,340 |
| Reserves | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 1,205,937 | \$ 1,240,462 | \$ 1,326,870 | \$ 1,361,815 |

| Positions | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|----------|----------|
| Full Time | 6 | 6 | 6 | 6 |
| Part Time | 0 | 0 | 0 | 0 |
| Total | 6 | 6 | 6 | 6 |

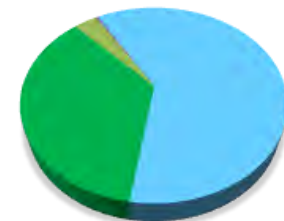
Notes

FY24 Budgeted Revenue



■ BCC General Revenues 73% ■ Taxes 27%

FY24 Budgeted Expenditures



■ Salaries & Benefits 61%

■ Services & Charges 35%

■ Operating Expenses 3%

■ Transfers 1%



ECONOMIC DEVELOPMENT

Levels of Service - 6 Year Metrics

| Economic Development | | | | | | | | |
|--|--|---|-------------|-------------|-------------|-------------|-------------|-------------|
| Who is your primary Customer? | New businesses interested in relocating to or opening in Charlotte County plus existing businesses considering expansion | | | | | | | |
| What is the primary service they receive from you? | Site selection, possible financial incentive packages and/or assistance working with Charlotte County | | | | | | | |
| What is the main aspect of the service they care about? | Help them from the start to the finish line | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Assistance / Guidance | # of Touches - meetings, phone calls, emails, etc. | Tracking Sheet | 500 | 1,250 | 3,500 | 5,000 | 8,000 | 10,073 |
| | # of application packages completed & submitted | | 40 | 50 | 53 | 75 | 83 | 100 |
| | # of Executed PSA's or leases | | 1 | 1 | 3 | 3 | 2 | 5 |
| | # of BCC agenda items presented (Economic Development, CRAs, Regular Agenda, Public Hearings) | | 26 | 16 | 23 | 25 | 32 | 20 |
| | # of completed projects | | 1 | 0 | 6 | 5 | 3 | 3 |
| Follow-Through | # of new jobs created by client | Customer records | 110 | 105 | 600 | 150 | 300 | 650 |
| | Increase in ad valorem tax base | Property Tax records | None | None | 9.8 M | 8.5 M | 18 M | 50 M |
| | Total incentive packages | EFI/Charlotte County records | \$639,000 | \$141,000 | \$692,000 | \$75,000 | \$0 | \$0 |
| | Grants | Internal Tracking Grants | \$112,373 | \$5,026,647 | \$1,996,194 | \$0 | \$0 | \$0 |

| Redevelopment | | | | | | | | |
|--|---|--|---------------|---------------|---------------|---------------|---------------|---------------|
| Who is your primary Customer? | Charlotte County residents and Businesses (in CRA's) | | | | | | | |
| What is the primary service they receive from you? | Directions, implementation of redevelopment plans in the most effective way to increase property values | | | | | | | |
| What is the main aspect of the service they care about? | Making Charlotte County a better place to live | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Overall Improvements to Charlotte County | Real Estate Activity - Charlotte Harbor | Sales reports from Property Appraiser's Office | N/A | \$3,928,400 | \$2,654,900 | \$37,384,887 | \$76,829,511 | \$72,586,774 |
| | Real Estate Activity - Murdock Village | | N/A | N/A | N/A | \$9,564,700 | \$8,835,600 | \$91,963,712 |
| | Real Estate Activity - Parkside | | N/A | \$28,509,800 | \$26,683,900 | \$33,248,500 | \$69,401,605 | \$92,320,083 |
| | Taxable Property Values - Charlotte Harbor | End of year reports from Property Appraiser's Office | \$149,477,210 | \$165,636,170 | \$174,245,921 | \$185,229,422 | \$201,900,070 | \$226,128,078 |
| | % increase over previous year | | 3% | 11% | 5% | 6% | 9.0% | 12% |
| | Taxable Property Values - Murdock Village | | \$6,779,018 | \$7,755,580 | \$8,216,331 | \$20,796,874 | \$30,155,467 | \$64,834,255 |
| | % increase over previous year | | 6% | 14% | 6% | 153% | 45% | 115% |
| | Taxable Property Values - Parkside | | \$302,164,812 | \$317,689,879 | \$343,290,500 | \$360,109,045 | \$365,510,681 | \$413,027,069 |
| % increase over previous year | 13% | 5% | 8% | 5% | 1.5% | 13% | | |





Economic Development
Goals FY24 and FY25

FY24 and FY25 GOALS:

1. Create new workforce housing model and attract developer(s) to build new product.
2. Launch workforce attraction campaign and help area businesses with their employee shortage.
3. Bring new aviation cluster to PGD including MRO, engine repair, and other related services.
4. Focus on industrial development in ECAP including the development of new 378,000sf spec building, megafactory for factory-built homes and continue to attract new businesses to the ECAP.
5. Push the Mixed-Use zoning opportunities at Promenades Mall and the Port Charlotte Town Center to attract repurposing of both these dated facilities.

FY23 GOALS AND PROGRESS:

1. Finalize (or drop) sale of Melbourne parcel.
Parcel sold to Specialty Restaurants - closed September 12, 2022.
2. Market and negotiate transaction for sale of middle portion of Murdock Village.
Under contract with Kolter Land for continuation of West Port.
3. Bring new aviation cluster to PGD including MRO, engine repair, and other related services.
Vesta AirCoils has signed lease. Still working with numerous businesses so roll goal forward to 2024.
4. Launch new "Thrive in Paradise" marketing campaign for entrepreneur/innovator/remote worker recruitment.
Campaign ran 2/21 - 4/21. 460,337 Google ad impressions; 4,486 Google ad clicks; 10,154 Reddit video impressions; 2,994 Reddit video views; 349,010 LinkedIn impressions; and 4,588 LinkedIn ad clicks.
5. Assist area businesses with their growth plans including helping launch A&P program.
A&P opened with Grand Reveal on Sept 17, 2021. In 11/22, 18 students will have completed Airframe portion of program and will immediately begin Powerplant. 100 students registered for this session.



Economic Development (Continued)

FY22 ACCOMPLISHMENTS:

1. Expand existing aviation-industry cluster to include major MRO & Other aviation related business.

Vesta AirCoils has signed lease. Still working with numerous businesses so roll goal forward to 2023.

2. New Marketing Efforts - MV 100 Acres, Distribution companies, Cheney Led, CH.

Aviation campaign ran 5/21 - 8/21. 81,562 Google ad impressions; 444 Google ad clicks; 53,547 Reddit video impressions; 283,150 LinkedIn impressions; and 2,106 LinkedIn ad clicks. Distribution campaign ran 9/21 - 10/21. 147,898 Google ad impressions; 1,751 Google ad clicks; 16,520 Reddit video impressions; 963 Reddit video views; 148,000 LinkedIn impressions; and 1,751 LinkedIn ad clicks.

3. Assist Aviation Training Programs - A&P opening Jan 2021 + Flight School temp now open+ future relocation.

A&P opened with Grand Reveal on Sept 17, 2021. In 11/22, 18 students will have completed Airframe portion of program and will immediately begin Powerplant. 100 students registered for this session.

4. Secure Affordable housing incentives, developers, projects.

Push Mixed Use Zoning overlay which BCC approved in November 2020, updated RFP for Bachmann Tract.

5. Define workforce needs + work with local educational Partners to meet needs.

Continued as active member of SWFL Workforce Development Board and worked with CareerSource Florida on hiring needs of local companies.





Facilities Construction and Maintenance

Mission

To create and support facilities which contribute to a productive, safe and enriching environment for employees, residents and visitors to Charlotte County

Division Summary

-Maintenance and Operations --- To provide quality service through logistical and customer support in an efficient and professional manner to ensure safe, clean, well maintained facilities for the public and staff use.

-Business Services --- To support the goals and objectives of the Facilities Construction and Maintenance Department, as the department supports the County.

-Project Management --- To provide exceptional professional planning, design, and management of construction projects for new and existing County facilities and infrastructure.

-Security --- To provide professional security services through physical visibility, building infrastructure, and education to foster a safe and secure workplace environment.

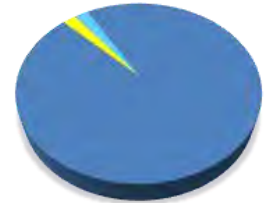
FY 24 - First Year Operating Budget

| | |
|-----|--------------|
| 70% | \$10,278,636 |
| 13% | \$1,912,304 |
| 12% | \$1,912,304 |
| 5% | \$717,114 |

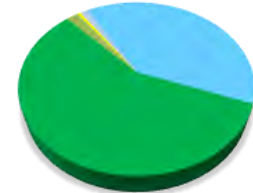
Operating Budget 100% \$14,820,359

| Revenues by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|----------------------|----------------------|----------------------|----------------------|
| BCC General Revenues | \$ 12,526,968 | \$ 14,992,740 | \$ 14,441,182 | \$ 14,689,658 |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Fees & Assessments | \$ - | \$ - | \$ - | \$ - |
| State & Federal Revenue | \$ - | \$ - | \$ - | \$ - |
| Charges for Services | \$ 343,174 | \$ 305,000 | \$ 305,000 | \$ 305,000 |
| Misc | \$ 460,798 | \$ 323,456 | \$ 323,456 | \$ 323,456 |
| Transfers | \$ - | \$ - | \$ - | \$ - |
| Beginning Balances | \$ - | \$ - | \$ - | \$ - |
| Tota | \$ 13,330,940 | \$ 15,621,196 | \$ 15,069,638 | \$ 15,318,114 |

FY24 Budgeted Revenue



FY24 Budgeted Expenditures



| Expenses by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|----------------------|----------------------|----------------------|----------------------|----------------------|
| Salaries & Benefits | \$ 4,344,707 | \$ 5,223,912 | \$ 5,892,949 | \$ 6,065,137 |
| Services & Charges | \$ 8,317,601 | \$ 9,986,072 | \$ 8,619,164 | \$ 8,756,302 |
| Operating Expenses | \$ 279,054 | \$ 228,186 | \$ 308,246 | \$ 311,291 |
| Capital | \$ 10,276 | \$ 5,500 | \$ 69,395 | \$ 5,500 |
| Other | \$ - | \$ - | \$ - | \$ - |
| Debt | \$ 199,419 | \$ - | \$ - | \$ - |
| Transfers | \$ 179,884 | \$ 177,526 | \$ 179,884 | \$ 179,884 |
| Reserves | \$ - | \$ - | \$ - | \$ - |
| Tota | \$ 13,330,940 | \$ 15,621,196 | \$ 15,069,638 | \$ 15,318,114 |

| Positions | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|-----------|-----------|
| Full Time | 57 | 59 | 62 | 62 |
| Part Time | 0 | 0 | 0 | 0 |
| Total | 57 | 59 | 62 | 62 |

Notes

Addition of two FTE during the course of FY22 and FY23. Salaries & Benefits increased due to pay for performance increase as well as the compensation study. Services & Charges decreased due to the movement of inmate health care costs. Capital increased due to the inclusion of a new trailer and recommended replacements.



FACILITIES CONSTRUCTION AND MAINTENANCE

Levels of Service - 6 Year Metrics

| Business Services | | | | | | | | |
|---|---|----------------------------------|------|-------|-------|-------|--------|--------|
| Who is your primary Customer? | Governmental employees/Elected Officials/General Public | | | | | | | |
| What is the primary service they receive from you? | Support services, customer service | | | | | | | |
| What is the main aspect of the service they care about? | All business services related to Facilities Management | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Calls received at the county switchboard phone line | Number and category of calls received at the county switchboard phone line. | Tracking Spreadsheet | N/A | 3,300 | 3,118 | 3,302 | 11,426 | 11,889 |

| Maintenance and Operations | | | | | | | | |
|---|---|--|------|------|------|------|-------|-----------------|
| Who is your primary Customer? | Governmental employees/Elected Officials/General Public | | | | | | | |
| What is the primary service they receive from you? | Repair, maintenance, and operations of County buildings and infrastructure | | | | | | | |
| What is the main aspect of the service they care about? | Uninterrupted operations of County facilities providing a safe, clean, and comfortable work environment | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Restoration to operational efficiency | Number of open and closed work orders | Work Order System | N/A | N/A | N/A | N/A | N/A | 9748 |
| | Number of work orders rolled forward | | N/A | N/A | N/A | N/A | 2.70% | 1.59% |
| Contract Management | Successful contractor performance | Annual contract reviews | N/A | N/A | N/A | N/A | N/A | 91.40% |
| | Number of service disruptions | | N/A | N/A | N/A | N/A | N/A | 0 |
| Workload | Measurable asset square footage maintained | Buildings defined as having four walls and a roof | N/A | N/A | N/A | N/A | N/A | 2,072,691 sf |
| | Assets maintained | Measurable asset square footage maintained at some level | N/A | N/A | N/A | N/A | N/A | 2,239,263 sf |
| | Acreage maintained | Measurable acreage maintained at some level | N/A | N/A | N/A | N/A | N/A | 1,500,000 acres |

| Project Management | | | | | | | | |
|---|--|--|------|------|------|------|------|--|
| Who is your primary Customer? | Governmental employees/Elected Officials/General Public | | | | | | | |
| What is the primary service they receive from you? | Creating new facilities and improvements to maintain compliance with the capital improvement plan and master space plans | | | | | | | |
| What is the main aspect of the service they care about? | Responsibly meeting the programmatic needs in an effective and efficient manner | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Programmed needs met within the capital improvement documents | Scope, Budget, Schedule delivered as defined | Project workflow | N/A | N/A | N/A | N/A | N/A | Completed: 12 @ \$24,457,758 |
| Workload | Number of projects and costs | Sales tax projects, capital improvement projects | N/A | N/A | N/A | N/A | N/A | Rollover: 20 @ \$91,325,431 New: 10 @ \$14,603,287 Sales Tax Projects: 11 Project Managers: 5 |

| Security | | | | | | | | |
|---|---|----------------------------------|------|------|------|------|------|--------|
| Who is your primary Customer? | Governmental employees/Elected Officials/General Public | | | | | | | |
| What is the primary service they receive from you? | Provide a safe and secure workplace in a customer centric environment | | | | | | | |
| What is the main aspect of the service they care about? | Security and safety | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Security compliance | Incidents | Incident report dashboard | N/A | N/A | N/A | N/A | N/A | 171 |
| Customer support | Citizen contact at Murdock Administration Campus | Public interaction logs | N/A | N/A | N/A | N/A | N/A | 26,665 |



Facilities Goals FY24 and FY25

FY24 and FY25 GOALS:

1. Asset management program development.

2. Develop internal training program.

3. Support countywide initiative to support resiliency and sustainability.

4. Develop countywide master key program.

FY23 GOALS AND PROGRESS:

1. Develop basis of design standards for county buildings.

Developed standards across major disciplines (architectural, civil, mechanical, electrical, plumbing, low voltage, security, automation, color palette).

2. Integrate CityWorks and condition assessment database.

CityWorks integration/implementation scheduled for late summer 2023.

3. Provide the best customer service to the public while maintaining the safety of all that enter our facilities.

Annual contracts and service cycles are successfully performed.

4. Develop a comprehensive security program for county buildings.

Hired building control specialists to support countywide lock study and security assessment. Phase 1 access control change over complete.

FY22 ACCOMPLISHMENTS:

1. Identify buildings and assets in preparation for CityWorks implementation.

Initial identification of approximately 215 buildings and 30,000 assets.

2. Participate in programming 2020 sales tax project opportunities.

Coordinated with other departments and agencies collecting programming needs to develop the request for proposals. Programming of funded projects was completed according to the CIP schedule.

3. Coordinated with other departments and agencies collecting programming needs to develop the request for

Partnership agreements drafted and executed with several departments and agencies establishing levels of service.

4. Reviewed and updated emergency response plan.

Restructured and implemented revised emergency response plan prior to hurricane season. Revised plan distributed across county departments and constitutional offices.



Human Resources

Mission

Human Resources (HR) is dedicated to delivering exemplary customer service. HR contributes through the development and administration of effective HR systems. They consult in the area(s) of performance management, disciplinary actions, difficult workplace situations, conflict resolution/guidance, and the interpretation of employment regulations. HR is also responsible for building organizational capability through planned efforts, organization wide, to increase effectiveness in the organization's 'processes'.

Linkage to Strategic Goals

Efficient and Effective Government

Core Functions FY 24 - First Year Operating Budget

Employee and Labor Relations

Risk avoidance; EEO-4 reporting; performance mgmt; discipline coaching; CBA, Policies, Procedures interpretation/administration/negotiation; terminations w/o discrimination; contested unemployment claims; response to all EEOC charges; grievances; mediations.

Recruiting/Employee Transaction

Wage classification analysis; FRS/Deferred Compensation assistance; job advertising; applicant screening; selection/testing; interviewing assistance; equitable compensation coaching; background investigations; drug screens; employment offers; employee programs.

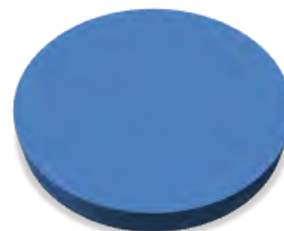
Learning/Organizational Development

Performance Management, competency development, integration, data collection, succession, and planned interventions. Multiple development opportunities, liability claim prevention, workforce planning & design, team/individual skill/personality assessments, coaching.

| | | |
|-------------------------|-------------|--------------------|
| State Mandated | 22% | \$247,252 |
| State Mandated | 46% | \$536,099 |
| Critical | 32% | \$372,034 |
| Operating Budget | 100% | \$1,155,385 |

| Revenues by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|---------------------|---------------------|---------------------|---------------------|
| BCC General Revenues | \$ 1,083,774 | \$ 1,218,915 | \$ 1,155,385 | \$ 1,196,484 |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Fees & Assessments | \$ - | \$ - | \$ - | \$ - |
| State & Federal Revenue | \$ - | \$ - | \$ - | \$ - |
| Charges for Services | \$ - | \$ - | \$ - | \$ - |
| Misc | \$ - | \$ - | \$ - | \$ - |
| Transfers | \$ - | \$ - | \$ - | \$ - |
| Beginning Balances | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 1,083,774 | \$ 1,218,915 | \$ 1,155,385 | \$ 1,196,484 |

FY24 Budgeted Revenue



■ BCC General Revenues 100%

| Expenses by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|----------------------|---------------------|---------------------|---------------------|---------------------|
| Salaries & Benefits | \$ 922,249 | \$ 1,055,417 | \$ 965,387 | \$ 997,986 |
| Services & Charges | \$ 101,309 | \$ 90,498 | \$ 106,498 | \$ 106,498 |
| Operating | \$ 60,216 | \$ 73,000 | \$ 83,500 | \$ 92,000 |
| Expenses Capital | \$ - | \$ - | \$ - | \$ - |
| Other | \$ - | \$ - | \$ - | \$ - |
| Debt | \$ - | \$ - | \$ - | \$ - |
| Transfers | \$ - | \$ - | \$ - | \$ - |
| Reserves | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 1,083,774 | \$ 1,218,915 | \$ 1,155,385 | \$ 1,196,484 |

FY24 Budgeted Expenditures



■ Salaries & Benefits 84%

■ Services & Charges 9%

■ Operating Expenses 7%

| Positions | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|-----------|-----------|
| Full Time | 13 | 14 | 14 | 14 |
| Part Time | 0 | 0 | 0 | 0 |
| Total | 13 | 14 | 14 | 14 |

Notes

Four (4) HR Coordinators are charged to other departments (Public Works, Community Services, Utilities and Public Safety).



HUMAN RESOURCES

Levels of Service - 6 Year Metrics

Employee & Labor Relations

| | | | | | | | | |
|--|--|---|-------------|-------------|-------------|-------------|-------------|-------------|
| Who is your primary Customer? | Employees, Unions and Departments | | | | | | | |
| What is the primary service they receive from you? | Employment information, contract language/interpretation, partnering for solutions | | | | | | | |
| What is the main aspect of the service they care about? | Accurate paychecks, valuable benefits, fair and equitable treatment, consistent practices, need to make a difference | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Accuracy | # of paycheck grievances | Internal review, grievance log | 2 | 3 | 2 | 5 | 10 | 20 |
| Valuable Benefits | % of Employee satisfaction, usage, and benchmarking | Stay interviews every 2 yrs, surveys | N/A | 80% | N/A | 72% | N/A | N/A |
| Fair and Equitable Treatment | # of grievances, complaints, lawsuits | Grievance log, tracking | 12 | 15 | 18 | 27 | 7 | 6 |

Recruiting/Employee Transaction

| | | | | | | | | |
|--|---|---|-------------|-------------|-------------|-------------|-------------|-------------|
| Who is your primary Customer? | Applicants, Departments, Employees | | | | | | | |
| What is the primary service they receive from you? | Employment, internal movement | | | | | | | |
| What is the main aspect of the service they care about? | Fair and equitable treatment, timely, retention, experience | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Fair and Equitable Treatment | # of grievances, complaints, lawsuits | Grievance log, tracking | 12 | 15 | 18 | 27 | 7 | 6 |
| Timeliness | # of Days to hire | NeoGov monthly reports | 71 | 70 | 67 | 77 | 73 | 77 |
| | 24 hour response time | HR satisfaction survey | N/A | N/A | N/A | N/A | N/A | N/A |
| Retention & Experience | # of initial probation completion | Surveys | 89.0% | 87.3% | 88.5% | 91.7% | 86.8% | 82.0% |

Learning/Organizational Development

| | | | | | | | | |
|--|--|---|-------------|-------------|-------------|-------------|-------------|-------------|
| Who is your primary Customer? | Employees, Departments, Administration, Citizens | | | | | | | |
| What is the primary service they receive from you? | Training, development plans, succession planning, assessments, career coaching | | | | | | | |
| What is the main aspect of the service they care about? | Growth and career progression | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Growth and Career Progression | # of internal movement | Survey and monthly reports | 96 | 101 | 114 | 171 | 186 | 126 |
| | # of contact hours | | N/A | N/A | N/A | 18,623 | 44,374 | 29,774 |
| | Amount of tuition reimbursement dollars | | \$18,835 | \$21,693 | \$17,270 | \$32,410 | \$34,204 | \$30,397 |
| | # of development plans/PIPs | | 3 | 4 | 20 | 5 | 6 | 12 |





Human Resources Goals FY24 and FY25

FY24 and FY25 GOALS:

1. Continue workforce development initiatives that support organizational focus areas and goals.

2. Increase metrics on all supplemental employees and track placement in permanent positions.

3. Successful transition from Eden software to Munis software for the HR technology functions.

4. Continue Belonging and Inclusion training initiatives.

FY23 GOALS AND PROGRESS:

1. Continue workforce development initiatives that support organizational focus areas and goals.

Continue building college partnerships for intern programs, recruitment material, job fairs, mock interviews, student mentoring, temporary staffing.

2. Develop a Belonging and Inclusion training initiative and Mental Health support materials.

Research is continuing for development of a training plan to build upon last year's introduction and add a mental health component.

3. Continue use of onboarding software, interview software, and recruitment metrics to increase speed of hiring.

Onboarding is decreasing days to fill by having paperwork completed electronically, Sparkhire is speeding up interviewing, and metrics are in place.

4. Successful contract negotiations for both unions.

IAFF negotiations will be starting June 2023 and IUPAT will be starting in 2024.

FY22 ACCOMPLISHMENTS:

1. Continue workforce development initiatives that support organizational focus areas and goals.

We have continued to add interns and temporary staff to the workforce with the goal of placing them in regular or part-time positions.

2. Develop a Belonging & Inclusion training initiative and Mental Health support materials.

Initial training was completed last FY 2022 with staff and this FY2023 we will be focused on employee discussions.

3. Continue use of onboarding software, interview software, and recruitment metrics to increase speed of hiring.

We continue to tighten our "days to fill" metric by using Spark Hire for speeding up the interview process.

4. Successful contract negotiations for both unions.

Both union contracts were successfully ratified.



Human Services

Mission

The mission of Charlotte County Human Services is to collaborate and provide programs & connections that increase financial stability and support individuals and families as they work to reach their fullest potential.

Division Summary

-Veteran Services --- Veterans Services provides information and assistance with obtaining benefits to veterans, their dependents, and their survivors through outreach and one-on-one counseling.

-Neighborhood Services --- Provides family supportive services including financial counseling, educational, employment & housing supports, juvenile diversion, and community outreach. Assistance is provided for homeless prevention case management to help residents move toward becoming self-sufficient.

-Aging & Adult Services --- Provides case management and various services to eligible seniors through state & federal grants. Services help Charlotte County residents move toward becoming self-sufficient and are guided by the annual Community Action Plan.

-Intake Services --- Intake Coordinators provide County residents and visitors with information and referrals, utility and water bill assistance, and coordinates the Charlotte County Food Pantry Program in collaboration with the Harry Chapin Food Bank.

FY 24 - First Year Operating Budget

| | |
|-------------------------|--------------------|
| 5% | \$499,541 |
| 37% | \$3,587,462 |
| 20% | \$1,934,111 |
| 38% | \$3,686,490 |
| Operating Budget | 100% |
| | \$9,707,603 |

Revenues by Category

| | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|----------------------|---------------------|---------------------|---------------------|
| BCC General Revenues | \$ 4,420,298 | \$ 5,031,357 | \$ 5,686,920 | \$ 5,762,273 |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Fees & Assessments | \$ - | \$ - | \$ - | \$ - |
| State & Federal Revenue | \$ 4,971,480 | \$ 2,437,170 | \$ 3,538,121 | \$ 3,539,604 |
| Charges for Services | \$ - | \$ - | \$ - | \$ - |
| Misc | \$ 2,086,220 | \$ 333,442 | \$ 480,562 | \$ 481,204 |
| Transfers | \$ - | \$ - | \$ - | \$ - |
| Beginning Balances | \$ 3,654,867 | \$ 2,000 | \$ 2,000 | \$ 2,000 |
| Total | \$ 15,132,865 | \$ 7,803,969 | \$ 9,707,603 | \$ 9,785,081 |

Expenses by Category

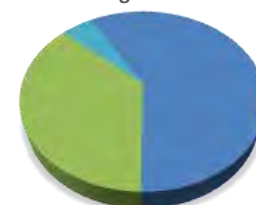
| | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|---------------------|----------------------|---------------------|---------------------|---------------------|
| Salaries & Benefits | \$ 2,386,724 | \$ 2,665,232 | \$ 3,164,635 | \$ 3,240,177 |
| Services & Charges | \$ 5,018,913 | \$ 4,410,042 | \$ 5,521,405 | \$ 5,523,781 |
| Operating Expenses | \$ 26,233 | \$ 57,030 | \$ 73,306 | \$ 72,866 |
| Capital | \$ - | \$ - | \$ - | \$ - |
| Grants | \$ 827,175 | \$ 645,937 | \$ 926,450 | \$ 926,450 |
| Debt | \$ 10,578 | \$ - | \$ - | \$ - |
| Transfers | \$ 21,807 | \$ 25,728 | \$ 21,807 | \$ 21,807 |
| Reserves | \$ 6,841,436 | \$ - | \$ - | \$ - |
| Total | \$ 15,132,865 | \$ 7,803,969 | \$ 9,707,603 | \$ 9,785,081 |

Positions

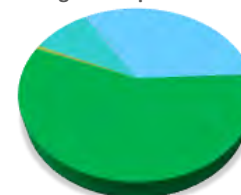
| | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|-----------|-----------|
| Full Time | 29 | 33 | 33 | 33 |
| Part Time | 0 | 0 | 0 | 0 |
| Total | 29 | 33 | 33 | 33 |

Notes

FY24 Budgeted Revenue



FY24 Budgeted Expenditures





Human Services Aging & Adult Services

Mission

Aging & Adult Services --- Provides case management and various services to eligible seniors through state & federal grants. Services help Charlotte County residents move toward becoming self-sufficient and are guided by the annual Community Action Plan.

Linkage to Strategic Goals

Efficient and Effective Government

Public Services

Core Functions

Lead Agency Case Management Services

Provide ongoing case management services while meeting all State and Federal grant requirements

Administer the Family Self-Sufficiency and Homeless Prevention program for Seniors

Provide financial assistance to low-income families through the federally funded CSBG Program

FY 24 - First Year Operating Budget

| | | |
|-------------------------|-------------|--------------------|
| State Mandated | 95% | \$1,837,405 |
| Critical | 5% | \$96,706 |
| Operating Budget | 100% | \$1,934,111 |

Revenues by Category

| | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|---------------------|---------------------|---------------------|---------------------|
| BCC General Revenues | \$ 325,887 | \$ 500,362 | \$ 327,111 | \$ 328,257 |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Fees & Assessments | \$ - | \$ - | \$ - | \$ - |
| State & Federal Revenue | \$ 1,583,611 | \$ 1,291,500 | \$ 1,582,000 | \$ 1,582,000 |
| Charges for Services | \$ - | \$ - | \$ - | \$ - |
| Misc | \$ 19,295 | \$ 26,500 | \$ 23,000 | \$ 23,000 |
| Transfers | \$ - | \$ - | \$ - | \$ - |
| Beginning Balances | \$ - | \$ 2,000 | \$ 2,000 | \$ 2,000 |
| Total | \$ 1,928,792 | \$ 1,820,362 | \$ 1,934,111 | \$ 1,935,257 |

FY24 Budgeted Revenue

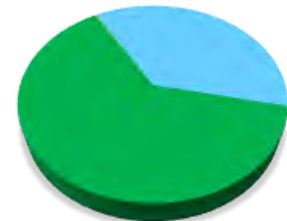


- BCC General Revenues 16%
- State & Federal Revenue 82%
- Miscellaneous 1%
- Beginning Balances 1%

Expenses by Category

| | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|---------------------|---------------------|---------------------|---------------------|---------------------|
| Salaries & Benefits | \$ 654,934 | \$ 717,218 | \$ 710,516 | \$ 711,534 |
| Services & Charges | \$ 1,268,962 | \$ 1,097,934 | \$ 1,219,115 | \$ 1,219,243 |
| Operating | \$ 4,897 | \$ 5,210 | \$ 4,480 | \$ 4,480 |
| Expenses Capital | \$ - | \$ - | \$ - | \$ - |
| Other | \$ - | \$ - | \$ - | \$ - |
| Debt | \$ - | \$ - | \$ - | \$ - |
| Transfers | \$ - | \$ - | \$ - | \$ - |
| Reserves | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 1,928,792 | \$ 1,820,362 | \$ 1,934,111 | \$ 1,935,257 |

FY24 Budgeted Expenditures



- Salaries & Benefits 36%
- Services & Charges 63%
- Operating Expenses 1%

Positions

| | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|----------|----------|
| Full Time | 8 | 8 | 8 | 8 |
| Part Time | 0 | 0 | 0 | 0 |
| Total | 8 | 8 | 8 | 8 |

Notes



Human Services Intake Services

Mission

Intake Services --- Intake Coordinators provide County residents and visitors with information and referrals, utility and water bill assistance, and coordinates the Charlotte County Food Pantry Program in collaboration with the Harry Chapin Food Bank.

Linkage to Strategic Goals

Efficient and Effective Government

Public Services

Core Functions

Provide Information & Referral and conduct Intake for all of Human Services
Conduct client interview & assessment with referral for the FSC as an integrated partnership.

Medicaid, Hospital, Child Medical Exams and Unclaimed Bodies
Medicaid/HCRA/Child Medical Exams/Burial-cremation of unclaimed bodies

Provide direct supervision and evaluation of the LIHEAP, EHEAP, and LIHWAP
Provide financial assistance to eligible applicants for the LIHEAP, EHEAP, and LIHWAP

Programs Provide coordination and supervision for the Human Services Food Bank
Programs Provide staple goods, fresh and frozen foods, and toiletries to Charlotte County

Program Provide evaluation for Heartship Program
Residents Provide financial assistance to low-income families

FY 24 - First Year Operating Budget

| | | |
|-------------------------|-------------|--------------------|
| Critical | 2% | \$73,730 |
| State Mandated | 3% | \$2,180,595 |
| Critical | 82% | \$952,921 |
| Critical | 3% | \$110,595 |
| Critical | 10% | \$368,649 |
| Operating Budget | 100% | \$3,686,490 |

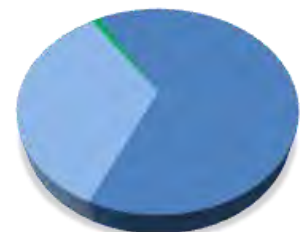
| Revenues by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|---------------------|---------------------|---------------------|---------------------|
| BCC General Revenues | \$ 1,847,441 | \$ 1,984,052 | \$ 2,447,229 | \$ 2,481,218 |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Fees & Assessments | \$ - | \$ - | \$ - | \$ - |
| State & Federal Revenue | \$ 1,077,652 | \$ 605,506 | \$ 1,236,511 | \$ 1,236,511 |
| Charges for Services | \$ - | \$ - | \$ - | \$ - |
| Misc | \$ 4,446 | \$ 2,750 | \$ 2,750 | \$ 2,750 |
| Transfers | \$ - | \$ - | \$ - | \$ - |
| Beginning Balances | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 2,929,539 | \$ 2,592,308 | \$ 3,686,490 | \$ 3,720,479 |

| Expenses by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|----------------------|---------------------|---------------------|---------------------|---------------------|
| Salaries & Benefits | \$ 704,982 | \$ 767,238 | \$ 1,081,274 | \$ 1,114,139 |
| Services & Charges | \$ 2,200,413 | \$ 1,788,419 | \$ 2,564,545 | \$ 2,565,669 |
| Operating | \$ 7,951 | \$ 23,787 | \$ 29,768 | \$ 29,768 |
| Expenses Capital | \$ - | \$ - | \$ - | \$ - |
| Other | \$ - | \$ - | \$ - | \$ - |
| Debt | \$ 5,289 | \$ - | \$ - | \$ - |
| Transfers | \$ 10,904 | \$ 12,864 | \$ 10,904 | \$ 10,904 |
| Reserves | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 2,929,539 | \$ 2,592,308 | \$ 3,686,490 | \$ 3,720,479 |

| Positions | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|----------|----------|
| Full Time | 8 | 9 | 9 | 9 |
| Part Time | 0 | 0 | 0 | 0 |
| Total | 8 | 9 | 9 | 9 |

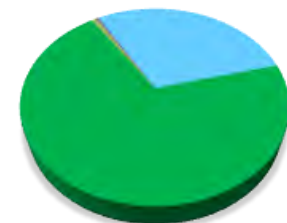
Notes

FY24 Budgeted Revenue



- BCC General Revenues 65%
- State & Federal Revenue 34%
- Miscellaneous 1%

FY24 Budgeted Expenditures



- Salaries & Benefits 29%
- Services & Charges 69%
- Operating Expenses 1%
- Transfers 1%



Human Services Neighborhood Services

Mission

Neighborhood Services --- Provides family supportive services including financial counseling, educational, employment & housing supports, juvenile diversion, and community outreach. Assistance is provided for homeless prevention case management to help residents move toward becoming self-sufficient.

Linkage to Strategic Goals

Efficient and Effective Government
Economic & Community Development

Public Services

Core Functions

Coordinate integrated client services model to streamline access to community services
 Convene and coordinate efforts among partner agencies to integrate services to families and children
 Administer the Family Self-Sufficiency, Homeless Prevention, and Juvenile Diversion
 Provide assistance to low-income families through various Local, State, and Federally funded
 Programs Develop, implement, monitor and evaluate all County housing grant programs
 programs Develop and maintain housing grant programs including SHIP, HOME and HHR
 Participate, coordinate and evaluate other housing and community initiatives
 Administer the AHAC and serve as the County's Fair Housing Office for federal compliance
 Initiate new program planning and development
 Explore grant opportunities to expand and create model programs

FY 24 - First Year Operating Budget

| | | |
|-------------------------|-------------|--------------------|
| Discretionary | 20% | \$717,492 |
| Critical | 40% | \$1,434,985 |
| Critical | 33% | \$1,183,862 |
| Critical | 4% | \$143,498 |
| Critical | 3% | \$107,624 |
| Operating Budget | 100% | \$3,587,462 |

Revenues by Category

| | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|---------------------|---------------------|---------------------|---------------------|
| BCC General Revenues | \$ 1,845,378 | \$ 2,058,485 | \$ 2,413,040 | \$ 2,440,462 |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Fees & Assessments | \$ - | \$ - | \$ - | \$ - |
| State & Federal Revenue | \$ 2,310,218 | \$ 540,164 | \$ 719,610 | \$ 721,093 |
| Charges for Services | \$ - | \$ - | \$ - | \$ - |
| Misc | \$ 2,062,479 | \$ 304,192 | \$ 454,812 | \$ 455,454 |
| Transfers | \$ - | \$ - | \$ - | \$ - |
| Beginning Balances | \$ 3,654,867 | \$ - | \$ - | \$ - |
| Total | \$ 9,872,941 | \$ 2,902,841 | \$ 3,587,462 | \$ 3,617,009 |

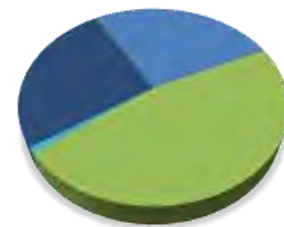
FY24 Budgeted Revenue



Expenses by Category

| | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|----------------------------|---------------------|---------------------|---------------------|---------------------|
| Salaries & Benefits | \$ 705,459 | \$ 762,694 | \$ 943,063 | \$ 971,486 |
| Services & Charges | \$ 1,471,681 | \$ 1,457,878 | \$ 1,673,497 | \$ 1,674,621 |
| Operating Expenses Capital | \$ 10,998 | \$ 23,468 | \$ 33,549 | \$ 33,549 |
| Grants | \$ 827,175 | \$ 645,937 | \$ 926,450 | \$ 926,450 |
| Debt | \$ 5,289 | \$ - | \$ - | \$ - |
| Transfers | \$ 10,904 | \$ 12,864 | \$ 10,904 | \$ 10,904 |
| Reserves | \$ 6,841,436 | \$ - | \$ - | \$ - |
| Total | \$ 9,872,941 | \$ 2,902,841 | \$ 3,587,462 | \$ 3,617,009 |

FY24 Budgeted Expenditures



Positions

| | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|-----------|-----------|
| Full Time | 8 | 10 | 10 | 10 |
| Part Time | 0 | 0 | 0 | 0 |
| Total | 8 | 10 | 10 | 10 |

Notes



Human Services Veteran Services

Mission

Veteran Services --- Veterans Services provides information and assistance with obtaining benefits to veterans, their dependents, and their survivors through outreach and one-on-one counseling.

Linkage to Strategic Goals

Efficient and Effective Government

Public Services

Core Functions

Provide information & assistance to veterans, their dependents, and their survivors
 Provide counseling, maintain database of resources and provide referrals
 Participate and organize veterans' activities in partnership with veteran
 Lead multiple initiatives to expand resources to veterans, family members, caregivers, and survivors
Organizations Maintain all required accreditations.
 FL Department of Veteran Affairs, Disabled American Veterans, American Legion

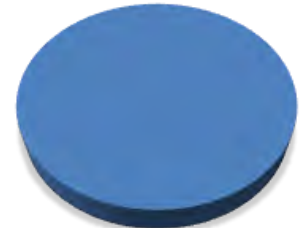
FY 24 - First Year Operating Budget

| | | |
|-------------------------|-------------|------------------|
| Critical | 92% | \$459,578 |
| Discretionary | 5% | \$24,977 |
| State Mandated | 3% | \$14,986 |
| Operating Budget | 100% | \$499,541 |

Revenues by Category

| | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|-------------------|-------------------|-------------------|-------------------|
| BCC General Revenues | \$ 401,593 | \$ 488,459 | \$ 499,541 | \$ 512,337 |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Fees & Assessments | \$ - | \$ - | \$ - | \$ - |
| State & Federal Revenue | \$ - | \$ - | \$ - | \$ - |
| Charges for Services | \$ - | \$ - | \$ - | \$ - |
| Misc | \$ - | \$ - | \$ - | \$ - |
| Transfers | \$ - | \$ - | \$ - | \$ - |
| Beginning Balances | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 401,593 | \$ 488,459 | \$ 499,541 | \$ 512,337 |

FY24 Budgeted Revenue

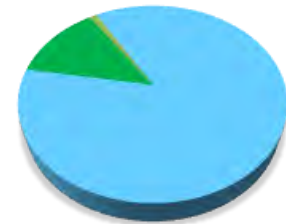


■ BCC General Revenues 100%

Expenses by Category

| | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|---------------------|-------------------|-------------------|-------------------|-------------------|
| Salaries & Benefits | \$ 321,349 | \$ 418,082 | \$ 429,783 | \$ 443,019 |
| Services & Charges | \$ 77,857 | \$ 65,811 | \$ 64,248 | \$ 64,248 |
| Operating | \$ 2,387 | \$ 4,566 | \$ 5,510 | \$ 5,070 |
| Expenses Capital | \$ - | \$ - | \$ - | \$ - |
| Other | \$ - | \$ - | \$ - | \$ - |
| Debt | \$ - | \$ - | \$ - | \$ - |
| Transfers | \$ - | \$ - | \$ - | \$ - |
| Reserves | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 401,593 | \$ 488,459 | \$ 499,541 | \$ 512,337 |

FY24 Budgeted Expenditures



■ Salaries & Benefits 86%

■ Services & Charges 13%

■ Operating Expenses 1%

Positions

| | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|----------|----------|
| Full Time | 5 | 6 | 6 | 6 |
| Part Time | 0 | 0 | 0 | 0 |
| Total | 5 | 6 | 6 | 6 |

Notes



HUMAN SERVICES

Levels of Service - 6 Year Metrics

Aging & Adult Services

| | | | | | | | | |
|--|--|---|-------------|-------------|-------------|-------------|-------------|-------------|
| Who is your primary Customer? | Charlotte County residents predominantly aged 55 and older, disabled adults and individuals 18 and over impacted by Alzheimer's Disease. | | | | | | | |
| What is the primary service they receive from you? | Case management, connection and oversight community support | | | | | | | |
| What is the main aspect of the service they care about? | On time, quality staff, Information, Referral and Support | | | | | | | |
| How do we measure "what customers Care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2020 | 2020 | 2021 | 2022 |
| Timeliness | % of time standards met | Internal data | 100% | 100% | 100% | 100% | 100% | 100% |
| | % of customer satisfaction | Surveys | 100% | 100% | 100% | 100% | 86% | 98% |
| Quality Staff | # of unduplicated elders assisted | Annual Monitoring Reports | N/A | N/A | 696 | 624 | 559 | 321 |
| | Vendors have monitoring findings | | 3 | 0 | 0 | 0 | 0 | 0 |

Intake Services

| | | | | | | | | |
|--|--|---|-------------|-------------|-------------|-------------|----------------------------------|-----------------------------------|
| Who is your primary Customer? | Charlotte County residents in need of human services programming. | | | | | | | |
| What is the primary service they receive from you? | Provide free, confidential, 24/7 intake assessment and prioritization for persons seeking human services programs. | | | | | | | |
| What is the main aspect of the service they care about? | Crisis resolution and connection to resources | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Crisis Resolution and Information and Referral | Call/Contact Volume (Note - * Hurricane Irma/ ** Covid19 Pandemic) ***COVID 19 Vaccination info | CIS/Service Point/Calabrio | 25,781* | 13,314 | 19,098 | 29,198** | 96,097*** | 54,647 |
| | # of individuals/households served by programs providing financial assistance | Quarterly HH report; FOCAS-Q report; NSU quarterly assistance report; monthly data report | N/A | 1,388 | 978 | 1188 | 1156 Households/2385 Individuals | 4,680 Households/3899 Individuals |
| | % of Customer Satisfaction | Calabrio/Surveys | 98% | 98% | N/A | 94% | N/A | N/A |

Neighborhood Services

| | | | | | | | | |
|---|---|---|-------------|-------------|-------------|-------------|-------------|-------------|
| Who is your primary Customer? | Charlotte county residents in need of intermediate and long-term supports to enhance well-being | | | | | | | |
| What is the primary service they receive from you? | Case management and temporary financial assistance to attain self-sufficiency and/or housing stability | | | | | | | |
| What is the main aspect of the service they care about? | Preventing future crisis and ensuring household stability | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Crisis avoided or eliminated with rental, utility and other financial assistance and /or education/employment supports | # of individuals/households served by programs providing financial assistance *COAD | Quarterly HH report; NSU quarterly assistance report; monthly data report | 780 | 245 | 108 | 1252* | 289 | 164 |
| | % of customer satisfaction | Customer satisfaction survey; CCHS monthly report; TANF monthly report: JJIS | 98% | 98% | N/A | 94% | N/A | N/A |
| % of assisted households remaining stably housed | N/A | | N/A | N/A | 100% | 100% | 100% | |
| Recidivism rate for juveniles *Current Data is not available | 1.0% | | 5.0% | 2.9% | 10.0% | N/A* | 4.0% | |
| Successful completion of CC program | 86% | | 89% | 75% | 85% | 81% | 87% | |
| Access to affordable housing | # of households assisted with downpayment, owner-occupied rehab or rental assistance | SHIP annual report; monthly Housing Division report; monthly CCHS data report | 86 | 79 | 417 | 27 | 27 | 53 |
| | # of affordable housing units added to inventory *Taken from interim report and will be updated with actual number next year. | | 45 | 51 | 96 | 112 | 34* | 22 |



Human Services (Continued)

| Veteran Services | | | | | | | | |
|--|--|---|---------------|---------------|---------------|---------------|---------------|---------------|
| Who is your primary Customer? | All Veterans and their families | | | | | | | |
| What is the primary service they receive from you? | Claims assistance, referrals and advocacy for a wide variety of VA services. •Support for veterans and their spouses in determining eligibility and providing better access to VA benefits. •Assistance with the preparation and submission of Fully Developed Claims. •Outreach, support and connection for Veteran's in Charlotte County. | | | | | | | |
| What is the main aspect of the service they care about? | Personal interaction to provide recommendations and guidance through a difficult system | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Personal Interaction and Guidance | % of Customer satisfaction | Survey | 90% | N/A | 100% | 97% | 100% | 100% |
| | # of Veterans/Dependents Served | Database | N/A | N/A | N/A | 1608 | 1663 | 1671 |
| | # of Claims - * We did not see clients face-to-face or file claims during APR-JUN due to COVID-19 mission essential duties. It is probable our Division would have submitted approximately 780 new claims between 10/1/2019-9/30/2020. | Database | 226 | 581 | 775 | 613* | 836 | 829 |
| | Economic Impact *New: FY2022 Economic Impact Analysis includes two reports: DoD Retired and DoD Survivor Payments. DoD reports include retired pay after deductions for survivor benefits and any amount offset by a Veteran Administration benefits. | Defense Human Resource, Office of Actuary Report - Economic Impact Analysis (Monthly Payments) | N/A | N/A | \$5,638,800 | \$6,265,439 | \$5,581,000 | \$6,870,570 |
| | | DoD (Annual Payments) | N/A | N/A | \$67,665,600 | \$75,185,268 | \$66,972,000 | \$82,446,840 |
| | | Geographic Distribution of VA Expenditures (GDX), the National Center for Veterans Analysis and Statistics, Department of Veterans Affairs. | N/A | N/A | \$79,248,000 | \$164,497,000 | \$195,235,000 | \$237,271,000 |
| TOTAL Financial Benefits for Veterans Residing in Charlotte County | N/A | N/A | \$146,913,600 | \$239,682,268 | \$262,207,000 | \$319,717,840 | | |





CHARLOTTE COUNTY
FLORIDA

Human Services Goals FY24 and FY25

FY24 and FY25 GOALS:

1. To continue and embrace a coordinated entry system for homeless prevention services as a department and in collaboration with Community partners.
2. To continue to refine and implement the Integrated Client Services Model within the department and community wide.
3. To strengthen outreach and case management services to better serve Veterans.
4. To attain new funding sources for our community grants, particularly disabled adults.
5. To continue trauma-informed care training and development.
6. To continue planning and participation in the Long Term Disaster Recovery efforts.

FY23 GOALS AND PROGRESS:

1. To continue and embrace a coordinated entry system for homeless prevention services.

Internally, case managers are conducting monthly coordinated case conferencing sessions with our Community partners to discuss issues surrounding homeless prevention and share their case management approaches to better serving clients. During these meeting the exchange of information and ideas has helped staff find alternative and potential solutions to a wide range of problems suffered by their clients. Leadership is collaborating with partner organizations such as Gulf Coast Partners to fight at risk youth homelessness, they have assisted in the development and implementation of new programming that serves this exceptionally vulnerable population.

2. To continue to implement the Integrated Client Services Model department and community wide.

The Integrated Service Model was completed and has been implemented and is now in use by County HS staff as an integral part of the Family Service Center - Phase I program. Community partners are required to sign leases and a memorandum of agreement agreeing to follow the vision and goals of the Family Services Center and to actively integrate their employees in joint activities, share programming/resources and share organizational data. Twelve community partners have been approved by the County Commissioners at this time and it is anticipated that additional partner opportunities will arise upon completion of Phase II. As new partners are added each year and become organizations become more accustomed to the concept of integrated services, it is hoped that this model will become a future best practice of the Human Services Field.

3. To strengthen outreach and case management services to better serve Veterans.

With pandemic restrictions now being lifted, the Veterans Services Division had increased its visibility in the community by conducting extensive outreach to Veterans organizations, public events, military ceremonies and private presentations. Staff provides Veterans and their families with information and assistance in navigating the VA benefits system and providing much needed advocacy while their clients are applying for benefits or appealing cases. Staff has attended and completed required training at state conferences, broadening their ability to network at regional, state and national levels. Leadership participates in State level Veterans organizations, learning about the most recent changes and opportunities being presented by the federal government and also sharing in local successes.



4. To attain new funding sources for our community grants, particularly disabled adults.

As a result of Hurricane Ian, the County received various forms of grant funding from State and Federal agencies that were put to use for disaster relief. A grants committee for the Family Services Center has been established and will be exploring additional funding and will also partner with non-profit community partners to seek grants that will benefit their organizations and the FSC as a whole.

5. To continue trauma-informed care training and development.

Staff has had hands on experience this year applying their trauma informed knowledge and skills while working on hurricane preparation, response and recovery. The need for this training is understood and all existing and new staff will continue to take part in training. The invitation for this training will also be extended to community partners.

FY22 ACCOMPLISHMENTS:

1. Human Services - Phase I Family Services Center opened.

The department served a record-breaking number of residents with financial assistance, information requests and referrals. This project was a 2014 Tier 1 1% local option sales tax project that was completed early and under budget. The Intake and Neighborhood Services Divisions were completed their first full year in the new building. 12 community partners were approved by the Board of County Commissioners and several were successfully moved in and are participating with Human Services staff in five joint committee meetings established to have strong communications between county and community partner staff. The Family Services Center highlighted a social media "One Take Video in which both County and partner employees participated. Groundbreaking for Phase II took place in November 2021 and construction was currently under way.

2. To secure and maintain a stable and well trained staff that feels valued and empowered to make decisions that align with our mission cultures and values.

The management team used sound succession planning by encouraging existing employees to advance their skill sets and apply for higher level positions. The same applied to STTAR temps who successfully learned skills and worked well with other staff, they were encouraged to apply for vacant positions. Throughout the years several positions were filled by promoting existing staff or bringing temp staff on full time. All staff received ongoing training through peer training, workshops & webinars both virtual and in-person. Several individuals participated in the software and programming development that impacted the application process and ways in which staff interact with clients. Staff was kept abreast of departmental issues and changes through regular weekly emails that share division reporting and monthly meeting in which the staff from the Loveland facility and the Family Services Center came together of meetings. With pandemic restrictions lifted, staff and management began attending local meetings in person and statewide conferences.

3. To further organizational goodwill and exceed social expectations through internal and external communication.

Human Services kept staff abreast of departmental issues and changes through weekly emails that highlighted individual division and committee reports. Staff continued to use TEAMS and in person meetings maintain regular communication with inhouse staff and community partners. Now those pandemic restrictions have been lifted, staff from the Loveland facility and the Family Services Center meet once a month in person to maintain personal connection to fellow employees and receive updates. Staff are encouraged to share experiences, observations, and concerns, and they are regularly recognized for their accomplishments and willingness to work outside the parameters of their normal job duties, especially during a time of emergency. During Hurricane Ian, the department as a whole was called upon to serve at the EOC and assist in long range recovery efforts with other departments and outside agencies. Staff and community Partners also attended a joint team building event called "Partners in Crime" which further strengthened the bond between Human Services and its non-profit partners.



4. To ensure the highest and best use of resources based on collected and analyzed data from internal and external sources.

During Hurricane Ian, Human Services leadership took a lead role in EOC Operations, the COAD and the ongoing Long Term Recovery Group to strengthen social services programming for vulnerable populations. CCHS (internal) resources were coupled with SHIP Disaster Relief funds to assisted residents with a wide array of services including rent/ mortgage, utilities, child or elder care and food security throughout the year and insurance deductibles after the hurricane. The intake, assessment and case management process created during the pandemic was refined and staff used this process in its collaborations with partner agencies. The Integrated client services model for the Family Services Center was implanted is being used by County and community partners. A Homeless Prevention - Coordinated Entry Program to serve residents in jeopardy of becoming homeless was created. The new program compliments work being done by other nonprofit agencies. The Aging, Disable Adults and Veterans Adhoc Committee was reestablished to help identify resources and gaps in services and strategies to meet the unmet needs of vulnerable populations.

5. To use technology to enhance and improve services.

Human Services Department is now completely capable of working completely remotely. Employees are proficient with laptops, secure VPN connections and additional hot spots needed to complete daily work and correspondence with clients and other agencies. During Hurricane Ian the department worked with the Department of Emergency management to borrow additional hotspots making it possible for staff to work in several remote locations on disaster relief activities. Meetings with staff or community partners continue to be held with TEAMS if needed to improve attendance and efficiency. Department leadership worked with the COAD and the Long Range Recovery Group to accommodate the need for shared information and the Charlotte County Sharepoint network was utilized to meet program needs. Staff provided Information requests and processed hundreds of applications using technology as a means of providing efficient and consistent service.

6. NACo Achievement awards received.

The Human Services Department received three Nationally recognized awards for the Human Services Center Project, HOME program and Fastrack Online Financial Assistance Program.





Public Safety

Mission

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

Division Summary

-Animal Control --- Educate the public in public safety and humane issues regarding animals, enforce the county ordinances and statutes pertaining to animals, assist the public in resolving animal issues, protect the safety and welfare of the citizens and animals of this community.

-Emergency Management --- To prepare for, respond to, recover from, and mitigate against the loss of life, injuries, and damage caused by both natural and technological hazards that would adversely affect the residents and visitors of Charlotte County.

-EMS --- The Fire/Emergency Medical Services Department provides Fire, Rescue, Emergency Medical and non-emergency services to the citizens of Charlotte County. Through this service we protect the lives, property and environment of our community while ensuring the highest commitment to safety, professionalism, integrity and care.

-Fire --- The Fire/Emergency Medical Services Department provides Fire, Rescue, Emergency Medical and non-emergency services to the citizens of Charlotte County. Through this service we protect the lives, property and environment of our community while ensuring the highest commitment to safety, professionalism, integrity and care.

-Radio Communications --- To provide the highest quality communications to all system users by managing the overall system and maintaining the day-to-day operations of the P25 700 MHz simulcast radio system.

FY 24 - First Year Operating Budget

| | |
|-----|--------------|
| 3% | \$1,599,272 |
| 2% | \$1,343,276 |
| 39% | \$24,228,151 |
| 54% | \$34,106,914 |
| 2% | \$1,360,552 |

Operating Budget 100% \$62,638,165

| Revenues by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|----------------------|----------------------|----------------------|----------------------|
| BCC General Revenues | \$ 11,147,534 | \$ 13,622,520 | \$ 16,365,038 | \$ 17,112,029 |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Fees & Assessments | \$ 28,959,313 | \$ 31,111,450 | \$ 35,934,787 | \$ 41,072,086 |
| State & Federal Revenue | \$ 478,998 | \$ 271,807 | \$ 271,807 | \$ 271,807 |
| Charges for Services | \$ 10,119,797 | \$ 9,317,860 | \$ 10,200,370 | \$ 10,694,454 |
| Misc | \$ 1,742,666 | \$ 1,871,458 | \$ 1,928,088 | \$ 1,933,088 |
| Transfers | \$ 866,503 | \$ 2,687,037 | \$ 2,958,914 | \$ 1,899,615 |
| Beginning Balances | \$ - | \$ 7,369,010 | \$ 5,459,354 | \$ 6,446,634 |
| Total | \$ 53,314,810 | \$ 66,251,142 | \$ 73,118,358 | \$ 79,429,713 |

| Expenses by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|----------------------|----------------------|----------------------|----------------------|----------------------|
| Salaries & Benefits | \$ 41,144,225 | \$ 43,437,271 | \$ 48,163,868 | \$ 50,783,182 |
| Services & Charges | \$ 8,265,884 | \$ 8,933,277 | \$ 11,205,436 | \$ 11,551,000 |
| Operating Expenses | \$ 2,256,549 | \$ 2,282,091 | \$ 3,268,861 | \$ 3,186,138 |
| Capital | \$ 1,039,172 | \$ 4,083,708 | \$ 5,119,851 | \$ 3,884,340 |
| Other | \$ - | \$ - | \$ - | \$ - |
| Debt | \$ 47,988 | \$ - | \$ - | \$ - |
| Transfers | \$ 198,849 | \$ 182,599 | \$ 189,901 | \$ 189,901 |
| Reserves | \$ - | \$ 7,332,196 | \$ 5,170,441 | \$ 9,835,152 |
| Total | \$ 52,952,668 | \$ 66,251,142 | \$ 73,118,358 | \$ 79,429,713 |

| Positions | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|------------|------------|
| Full Time | 314 | 314 | 350 | 357 |
| Part Time | 1 | 1 | 1 | 1 |
| Total | 315 | 315 | 351 | 358 |

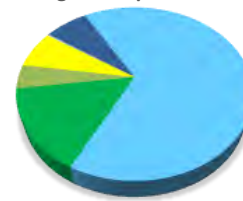
Notes

The following pages provide a variance analysis for each division within Public Safety.

FY24 Budgeted Revenue



FY24 Budgeted Expenditures





Public Safety Animal Control

Mission

Animal Control --- Educate the public in public safety and humane issues regarding animals, enforce the county ordinances and statutes pertaining to animals, assist the public in resolving animal issues, protect the safety and welfare of the citizens and animals of this community.

Linkage to Strategic Goals

Public Services

Core Functions

Animal Services

Maximize public safety by providing acceptable levels of animal control services to all Charlotte County citizens. To maintain and/or restore safe environments through dangerous animal regulation, humane trapping, rabies control, and the removal of strayed animals. To enforce the Ordinances and State Statutes through assessing and issuing penalties as appropriate. To educate and assist the citizens in regard to animal control issues, such as, wildlife trapping, invasive species, public nuisance animals, and all other related issues.

FY 24 - First Year Operating Budget

State Mandated 100% \$1,599,272

Operating Budget 100% \$1,599,272

| Revenues by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|---------------------|---------------------|---------------------|---------------------|
| BCC General Revenues | \$ 901,314 | \$ 939,638 | \$ 1,131,621 | \$ 1,167,082 |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Fees & Assessments | \$ - | \$ - | \$ - | \$ - |
| State & Federal Revenue | \$ - | \$ - | \$ - | \$ - |
| Charges for Services | \$ 482,243 | \$ 507,160 | \$ 513,700 | \$ 526,000 |
| Misc | \$ 6,182 | \$ 4,500 | \$ 6,000 | \$ 6,000 |
| Transfers | \$ - | \$ - | \$ - | \$ - |
| Beginning Balances | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 1,389,739 | \$ 1,451,298 | \$ 1,651,321 | \$ 1,699,082 |

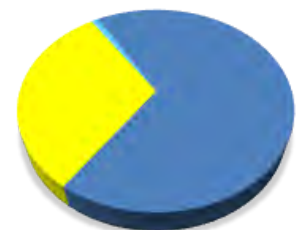
| Expenses by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|----------------------|---------------------|---------------------|---------------------|---------------------|
| Salaries & Benefits | \$ 642,658 | \$ 692,755 | \$ 804,292 | \$ 836,039 |
| Services & Charges | \$ 606,034 | \$ 677,667 | \$ 739,364 | \$ 761,578 |
| Operating | \$ 58,005 | \$ 32,147 | \$ 55,616 | \$ 49,416 |
| Expenses Capital | \$ 22,045 | \$ - | \$ - | \$ - |
| Other | \$ - | \$ - | \$ - | \$ - |
| Debt | \$ - | \$ - | \$ - | \$ - |
| Transfers | \$ 60,997 | \$ 48,729 | \$ 52,049 | \$ 52,049 |
| Reserves | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 1,389,739 | \$ 1,451,298 | \$ 1,651,321 | \$ 1,699,082 |

| Positions | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|----------|----------|
| Full Time | 8 | 8 | 9 | 9 |
| Part Time | 0 | 0 | 0 | 0 |
| Total | 8 | 8 | 9 | 9 |

Notes

Salaries & Benefits increased due to pay for performance increases as well as the compensation study.
Operating Expenses increased primarily due to inflationary increase in Gas Oil and Lubricants.

FY24 Budgeted Revenue



- BCC General Revenues 68%
- Charges for Services 31%
- Miscellaneous 1%

FY24 Budgeted Expenditures



- Salaries & Benefits 48%
- Services & Charges 45%
- Operating Expenses 3%
- Transfers 4%



Public Safety Emergency Management

Mission

Emergency Management --- To prepare for, respond to, recover from, and mitigate against the loss of life, injuries, and damage caused by both natural and technological hazards that would adversely affect the residents and visitors of Charlotte County.

Linkage to Strategic Goals

Public Services

Core Functions

Preparedness and Planning

Prepare County residents, businesses, visitors, and government entities to properly respond to emergencies through an educational program that encompasses all avenues of communication.

Operations and Response

Management of the Emergency Operations Center during emergencies, issue emergency advisories, training first responders in Incident Management and Command, maintain National Incident Management System

(NIMS) compliance, conduct exercises, and institute corrective actions.

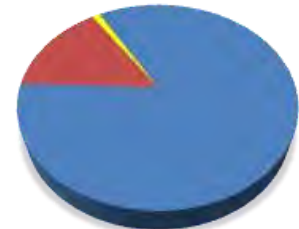
Mitigation and Recovery Maintain Local Mitigation Strategy to guide programs and projects that prevent, protect, and minimize the loss from future incidents. Initiates recovery process with State and Federal agencies to ensure County fully recovers reimbursement entitled from emergencies.

FY 24 - First Year Operating Budget

| | | |
|-------------------------|-------------|--------------------|
| Critical | 56% | \$754,921 |
| State Mandated | 31% | \$420,445 |
| State Mandated | 13% | \$167,910 |
| Operating Budget | 100% | \$1,343,276 |

| Revenues by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|-------------------|-------------------|---------------------|---------------------|
| BCC General Revenues | \$ 441,638 | \$ 604,632 | \$ 1,145,745 | \$ 1,125,605 |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Fees & Assessments | \$ - | \$ - | \$ - | \$ - |
| State & Federal Revenue | \$ 295,924 | \$ 204,655 | \$ 204,655 | \$ 204,655 |
| Charges for Services | \$ 1,039 | \$ 5,000 | \$ 5,000 | \$ 5,000 |
| Misc | \$ - | \$ - | \$ - | \$ - |
| Transfers | \$ - | \$ - | \$ - | \$ - |
| Beginning Balances | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 738,601 | \$ 814,287 | \$ 1,355,400 | \$ 1,335,260 |

FY24 Budgeted Revenue



- BCC General Revenues 84%
- State & Federal Revenue 15%
- Charges for Services 1%

FY24 Budgeted Expenditures



- Salaries & Benefits 58%
- Services & Charges 36%
- Operating Expenses 4%
- Capital 1%
- Transfers 1%

| Expenses by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|----------------------|-------------------|-------------------|---------------------|---------------------|
| Salaries & Benefits | \$ 370,667 | \$ 415,200 | \$ 797,275 | \$ 828,806 |
| Services & Charges | \$ 328,879 | \$ 345,751 | \$ 489,581 | \$ 441,310 |
| Operating | \$ 34,431 | \$ 45,494 | \$ 56,420 | \$ 53,020 |
| Expenses Capital | \$ - | \$ - | \$ 7,500 | \$ 7,500 |
| Other | \$ - | \$ - | \$ - | \$ - |
| Debt | \$ - | \$ - | \$ - | \$ - |
| Transfers | \$ 4,624 | \$ 7,842 | \$ 4,624 | \$ 4,624 |
| Reserves | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 738,601 | \$ 814,287 | \$ 1,355,400 | \$ 1,335,260 |

| Positions | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|----------|----------|
| Full Time | 4 | 4 | 6 | 7 |
| Part Time | 0 | 0 | 0 | 0 |
| Total | 4 | 4 | 6 | 7 |

Notes

Addition of one FTE during the course of FY23. Salaries & Benefits increased due to pay for performance increases as well as the compensation study. Services and Charges increased due to contracts for assessment activities. Increase in capital is to support shelter evacuation and recovery/response operations.



Public Safety EMS

Mission

EMS --- The Fire/Emergency Medical Services Department provides Fire, Rescue, Emergency Medical and non-emergency services to the citizens of Charlotte County. Through this service we protect the lives, property and environment of our community while ensuring the highest commitment to safety, professionalism, integrity and care.

Linkage to Strategic Goals

Public Services

Core Functions

EMS

Emergency Medical Services provides emergency medical services over an area of 693 square miles. The Department is divided into three Battalions that operate 15 Advanced Life Support (ALS) Rescue Units out of 19 stations (two of which are Punta Gorda Fire Department). All operational personnel, with a few exceptions, have been crossed trained as both Firefighter/ EMTs or Firefighter/Paramedics. Emergency crews are divided into three 24 hour shifts, which work from 08:00 am to 08:00 am followed by 48 hours off duty.

FY 24 - First Year Operating Budget

State Mandated 100% \$24,228,151

Operating Budget 100% \$24,228,151

| Revenues by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|----------------------|----------------------|----------------------|----------------------|
| BCC General Revenues | \$ 9,804,582 | \$ 12,078,250 | \$ 14,087,672 | \$ 14,819,342 |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Fees & Assessments | \$ - | \$ - | \$ - | \$ - |
| State & Federal Revenue | \$ 95,113 | \$ - | \$ - | \$ - |
| Charges for Services | \$ 9,584,152 | \$ 8,759,700 | \$ 9,635,670 | \$ 10,117,454 |
| Misc | \$ 487,959 | \$ 392,096 | \$ 392,096 | \$ 392,096 |
| Transfers | \$ - | \$ 1,866,150 | \$ 1,896,400 | \$ 880,000 |
| Beginning Balances | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 19,971,806 | \$ 23,096,196 | \$ 26,011,838 | \$ 26,208,892 |

FY24 Budgeted Revenue



■ BCC General Revenues 55%

■ Charges for Services 37%

■ Miscellaneous 1%

■ Transfers 7%

| Expenses by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|----------------------------|----------------------|----------------------|----------------------|----------------------|
| Salaries & Benefits | \$ 16,429,400 | \$ 17,546,631 | \$ 19,364,809 | \$ 20,389,533 |
| Services & Charges | \$ 2,571,790 | \$ 2,899,219 | \$ 3,613,955 | \$ 3,755,309 |
| Operating Expenses Capital | \$ 914,427 | \$ 949,790 | \$ 1,249,387 | \$ 1,202,885 |
| Other | \$ 20,290 | \$ 1,696,500 | \$ 1,773,250 | \$ 850,728 |
| Debt | \$ - | \$ - | \$ - | \$ - |
| Transfers | \$ 25,462 | \$ - | \$ - | \$ - |
| Reserves | \$ 10,437 | \$ 4,056 | \$ 10,437 | \$ 10,437 |
| Reserves | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 19,971,806 | \$ 23,096,196 | \$ 26,011,838 | \$ 26,208,892 |

FY24 Budgeted Expenditures



■ Salaries & Benefits 75%

■ Services & Charges 14%

■ Operating Expenses 4%

■ Capital 6%

■ Transfers 1%

| Positions | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|--------------|--------------|
| Full Time | 126 | 126 | 143.5 | 145.5 |
| Part Time | 1 | 1 | 1 | 1 |
| Total | 127 | 127 | 144.5 | 146.5 |

Notes

Capital decrease is due to FY2023 Defibrillator Replacements.

EMS funds an additional 1.0 FTE for positions reporting to other Departments.



Public Safety Fire

Mission

Fire --- The Fire/Emergency Medical Services Department provides Fire, Rescue, Emergency Medical and non-emergency services to the citizens of Charlotte County. Through this service we protect the lives, property and environment of our community while ensuring the highest commitment to safety, professionalism, integrity and care.

Linkage to Strategic Goals

Public Services

Core Functions

Fire
Charlotte County Fire provides fire protection over an area of 693 square miles. The Department is divided into three Battalions that operate eleven ALS Engines, three BLS Engines, two ladder trucks, one squad, and four brush trucks. All operational personnel, with a few exceptions, have been crossed trained as both Firefighter/ EMTs or Firefighter/Paramedics. Emergency crews are divided into three 24 hour shifts, which work from 08:00 am to 08:00 am followed by 48 hours off duty.

FY 24 - First Year Operating Budget

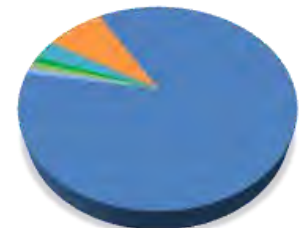
Locally Mandated 100% \$34,106,914

Operating Budget 100% \$34,106,914

Revenues by Category

| | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|----------------------|----------------------|----------------------|----------------------|
| BCC General Revenues | \$ - | \$ - | \$ - | \$ - |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Fees & Assessments | \$ 28,959,313 | \$ 31,111,450 | \$ 35,934,787 | \$ 41,072,086 |
| State & Federal Revenue | \$ 87,961 | \$ 67,152 | \$ 67,152 | \$ 67,152 |
| Charges for Services | \$ 52,362 | \$ 46,000 | \$ 46,000 | \$ 46,000 |
| Misc | \$ 560,807 | \$ 761,064 | \$ 761,064 | \$ 761,064 |
| Transfers | \$ 830,667 | \$ 820,887 | \$ 1,052,514 | \$ 1,019,615 |
| Beginning Balances | \$ - | \$ 5,167,527 | \$ 3,464,250 | \$ 5,214,289 |
| Total | \$ 30,491,111 | \$ 37,974,080 | \$ 41,325,767 | \$ 48,180,206 |

FY24 Budgeted Revenue



- Fees & Assessments 86%
- State & Federal Revenue 1%
- Charges for Services 1%
- Miscellaneous 1%
- Transfers 3%
- Beginning Balances 8%

Expenses by Category

| | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|---------------------|----------------------|----------------------|----------------------|----------------------|
| Salaries & Benefits | \$ 23,477,430 | \$ 24,520,620 | \$ 26,864,869 | \$ 28,385,672 |
| Services & Charges | \$ 4,198,577 | \$ 4,527,348 | \$ 5,810,486 | \$ 6,029,922 |
| Operating Expenses | \$ 1,217,121 | \$ 1,232,781 | \$ 1,431,559 | \$ 1,404,938 |
| Capital | \$ 844,029 | \$ 2,320,000 | \$ 3,201,101 | \$ 2,891,112 |
| Other | \$ - | \$ - | \$ - | \$ - |
| Debt | \$ - | \$ - | \$ - | \$ - |
| Transfers | \$ 118,352 | \$ 112,342 | \$ 118,352 | \$ 118,352 |
| Reserves | \$ - | \$ 5,260,989 | \$ 3,899,400 | \$ 9,350,210 |
| Total | \$ 29,855,509 | \$ 37,974,080 | \$ 41,325,767 | \$ 48,180,206 |

FY24 Budgeted Expenditures



- Salaries & Benefits 65%
- Services & Charges 14%
- Operating Expenses 4%
- Capital 7%
- Transfers 1%
- Reserves 9%

Positions

| | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|--------------|--------------|
| Full Time | 173 | 173 | 188.5 | 192.5 |
| Part Time | 0 | 0 | 0 | 0 |
| Total | 173 | 173 | 188.5 | 192.5 |

Notes

Addition of one FTE during the course of FY23. Increase in capital is due to the timing of scheduled replacement apparatus.

Fire funds an additional 1.0 FTE for positions reporting to other Departments.



Public Safety Radio Communications

Mission

Radio Communications --- To provide the highest quality communications to all system users by managing the overall system and maintaining the day-to-day operations of the P25 700 MHz simulcast radio system.

Linkage to Strategic Goals

Public Services

Core Functions

Radio System Management

Manage and maintain the County-wide P25 700 MHz public safety network radio system.

FY 24 - First Year Operating Budget

| | | |
|-------------------------|-------------|--------------------|
| Critical | 100% | \$1,360,552 |
| Operating Budget | 100% | \$1,360,552 |

| Revenues by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|-------------------|---------------------|---------------------|---------------------|
| BCC General Revenues | \$ - | \$ - | \$ - | \$ - |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Fees & Assessments | \$ - | \$ - | \$ - | \$ - |
| State & Federal Revenue | \$ - | \$ - | \$ - | \$ - |
| Charges for Services | \$ - | \$ - | \$ - | \$ - |
| Misc | \$ 687,718 | \$ 713,798 | \$ 768,928 | \$ 773,928 |
| Transfers | \$ 35,836 | \$ - | \$ 10,000 | \$ - |
| Beginning Balances | \$ - | \$ 2,201,483 | \$ 1,995,104 | \$ 1,232,345 |
| Total | \$ 723,554 | \$ 2,915,281 | \$ 2,774,032 | \$ 2,006,273 |

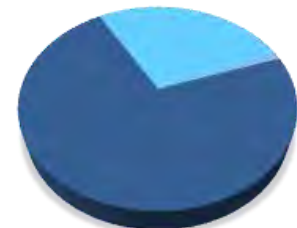
| Expenses by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|----------------------|-------------------|---------------------|---------------------|---------------------|
| Salaries & Benefits | \$ 224,070 | \$ 262,065 | \$ 332,623 | \$ 343,132 |
| Services & Charges | \$ 560,604 | \$ 483,292 | \$ 552,050 | \$ 562,881 |
| Operating | \$ 32,566 | \$ 21,879 | \$ 475,879 | \$ 475,879 |
| Expenses Capital | \$ 152,808 | \$ 67,208 | \$ 138,000 | \$ 135,000 |
| Other | \$ - | \$ - | \$ - | \$ - |
| Debt | \$ 22,526 | \$ - | \$ - | \$ - |
| Transfers | \$ 4,439 | \$ 9,630 | \$ 4,439 | \$ 4,439 |
| Reserves | \$ - | \$ 2,071,207 | \$ 1,271,041 | \$ 484,942 |
| Total | \$ 997,013 | \$ 2,915,281 | \$ 2,774,032 | \$ 2,006,273 |

| Positions | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|----------|----------|
| Full Time | 3 | 3 | 3 | 3 |
| Part Time | 0 | 0 | 0 | 0 |
| Total | 3 | 3 | 3 | 3 |

Notes

Salaries & Benefits increased due to pay for performance increases as well as the compensation study. Operating Expenses increased due to require radio upgrades for P25 Phase 2 compliance.

FY24 Budgeted Revenue



FY24 Budgeted Expenditures



- Salaries & Benefits 11%
- Services & Charges 20%
- Operating Expenses 17%
- Capital 5%
- Transfers 1%
- Reserves 46%



Public Safety

Levels of Service - 6 Year Metrics

ANIMAL CONTROL

Animal Services

| | | | | | | | | |
|--|--|---|-------------|-------------|-------------|-------------|-------------|-------------|
| Who is your primary Customer? | Citizens & Animals | | | | | | | |
| What is the primary service they receive from you? | Enforcing County Ordinances, State Statutes, & Education | | | | | | | |
| What is the main aspect of the service they care about? | Complaint Resolution | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Complaint Resolution | % of Incoming Phone Calls Requiring Call Response | SharePoint Database & IT Phone Extension Report | 18.7% | 21.1% | 29.4% | 20.0% | 26.0% | 22.8% |
| | # of Incoming Phone Calls | IT Phone Extension Report | 56,587 | 51,454 | 43,166 | 52,889 | 42,967 | 45,053 |
| | Response to Incoming Calls | SharePoint Database | 10,580 | 10,881 | 12,707 | 10,591 | 11,163 | 10,254 |

EMERGENCY MANAGEMENT

Preparedness and Planning

| | | | | | | | | |
|--|--|---|-------------|-------------|-------------|-------------|-------------|-------------|
| Who is your primary Customer? | Citizens, visitors, and businesses | | | | | | | |
| What is the primary service they receive from you? | Preparedness education, hazard identification, and disaster planning | | | | | | | |
| What is the main aspect of the service they care about? | Thorough and timely education | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Planning | # of plans reviewed annually | Internal Report | 100% | 100% | 100% | 100% | 100% | 100% |
| | # of community requested presentations | | N/A | 38 | 46 | 9 | 20 | 27 |
| | population impacted | | N/A | 3,775 | 3,595 | 6,220 | 1,781 | 1,895 |

Operations and Response

| | | | | | | | | |
|--|--|---|-------------|-------------|-------------|-------------|-------------|-------------|
| Who is your primary Customer? | Citizens, visitors, and businesses | | | | | | | |
| What is the primary service they receive from you? | Emergency notification, protective action guidance, and emergency protective measures. | | | | | | | |
| What is the main aspect of the service they care about? | Timely and accurate guidance and measures. | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Volume Reached | % of population signed up for Everbridge | Everbridge Reports | 10% | 12% | 14% | 14% | 12% | 13% |

Mitigation and Recovery

| | | | | | | | | |
|--|---|---|-------------|-------------|-------------|-------------|-------------|-------------|
| Who is your primary Customer? | Citizens, visitors, businesses, and government agencies. | | | | | | | |
| What is the primary service they receive from you? | Coordination identification of mitigation opportunities and actions. Seek opportunities for state and federal assistance. | | | | | | | |
| What is the main aspect of the service they care about? | Leveraging funding opportunities. | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2020 | 2020 | 2020 | 2020 | 2021 | 2022 |
| Funding Opportunities | % of participants in Flood Insurance Programs | Community Development | 27% | 27% | 27% | 27% | 27% | |



ANIMAL CONTROL

FIRE/EMS

Fire & EMS

| | | | | | | | | |
|--|--|---|-------------|-------------|-------------|-------------|-------------|-------------|
| Who is your primary Customer? | Citizens and visitors of Charlotte County | | | | | | | |
| What is the primary service they receive from you? | All Hazards Response and Rescue, Fire Suppression, ALS Transport, and Community Risk Reduction | | | | | | | |
| What is the main aspect of the service they care about? | Quick response, hazard mitigation, highly trained responders | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Effective | Calls for Service | ImageTrend/CAD Data | 30,801 | 30,895 | 30,735 | 31,191 | 35,224 | 37,868 |
| | Total Unit Responses | | 51,859 | 50,765 | 50,676 | 52,335 | 59,450 | 64,836 |
| | EMS Transports | | 11,585 | 18,882 | 19,067 | 19,572 | 21,956 | 22,988 |
| | NFIRS Incident Type Category 1 - Fire | | 528 | 532 | 472 | 622 | 631 | 741 |
| | NFIRS Incident Type Category 3 - Rescue & EMS Incident | | 23,696 | 23,924 | 23,943 | 23,723 | 26,752 | 28,728 |
| | NFIRS Incident Type Category 5 - Service Call | | 2,950 | 3,044 | 3,033 | 3,159 | 3,857 | 3,138 |
| | Calls Per Day - Average | | 84.6 | 84.6 | 84.2 | 85.5 | 96.5 | 103.7 |
| | Turnout Time - 90th Percentile | | 2:35 | 2:39 | 2:43 | 2:49 | 2:44 | 2:47 |
| | Travel Time - 90th Percentile | | 10:11 | 9:30 | 8:20 | 8:46 | 9:06 | 9:51 |
| Total Call Time - 90th Percentile | 0:52:41 | 0:51:26 | 0:51:18 | 0:55:41 | 0:58:54 | 1:01:27 | | |
| | Fire Prevention - Existing Occupancy Inspections | Accela/Imagetrend | 857 | 1,058 | 1,046 | 845 | 959 | 848 |
| | Fire Prevention - Construction Documents / Plans Review | | 1,105 | 1,371 | 1,511 | 1,344 | 2,014 | 2,357 |
| | Fire Prevention - New Construction Inspections | | 1,654 | 1,982 | 2,033 | 2,152 | 2,419 | 8698* |

ANIMAL CONTROL

RADIO COMMUNICATIONS

Radio System Management

| | | | | | | | | |
|--|---|---|-------------|-------------|-------------|-------------|-------------|-------------|
| Who is your primary Customer? | Governmental radio users | | | | | | | |
| What is the primary service they receive from you? | Radio system monitoring and support | | | | | | | |
| What is the main aspect of the service they care about? | Reliable radio communications | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Radio Subscriber Reliability | % of Radio Subscriber Repairs | Radio Repair Log File | 3.2% | 3.1% | 1.4% | 1.8% | 4.3% | 4.9% |
| | # of Radio Subscriber Repairs (Internal & External) | | 78 | 77 | 37 | 45 | 112 | 133 |
| | # of Radio Subscribers | | 2,425 | 2,450 | 2,596 | 2,511 | 2,581 | 2,720 |





Animal Control Division Goals FY24 and FY25

FY24 and FY25 GOALS:

1. Annual department training for self defense bitestick and pepper spray.
2. To integrate new computer software to accommodate the evolving needs of our department.
3. To increase operational effectiveness by providing better oversight for dangerous animal investigations.

FY23 GOALS AND PROGRESS:

1. To integrate new computer software to accommodate the evolving needs of our department.
This continues to be a work-in-progress. We have had demos with two established software companies who specialize in Animal Services. We are expected to complete this in 2023.
2. To integrate an 8-hour training course for all Animal Control Officers for the use of extendable batons, pepper-spray, and self-defense.
This continues to be a work-in-progress. We have received training but are working on developing an 8-hour course that, if approved, should be ready later on in 2023.
3. To create a position of Dangerous Animal/Bite Coordinator.
This is a work-in-progress and steps have already been taken to create the job description. This would be contingent on approval from Administration.

FY22 ACCOMPLISHMENTS:

1. To partner with the Animal Welfare League for a low-cost spay/neuter program for Charlotte Co. pet owners.
The lost-cost spay/neuter program was officially launched in 2022.
2. To integrate new computer software to accommodate the evolving needs of our department.
This continues to be a work-in-progress. We have had demos with two established software companies who specialize in Animal Services. We are expected to complete this in 2023.
3. To replace the livestock fence at our pasture and establish an inter-department agreement between Animal Control and Public Works.
The livestock fence was replaced in 2022. A Memorandum of Understanding was also created and signed by all relevant parties outlining the usage of the land currently being used to house livestock.
4. To update our dangerous animal protocol.
Animal Control entered into a contractual agreement with the Florida Division of Administrative Hearings to hear all cases related to classified dangerous animals in our County. We also trained our entire department as Notaries and are now using the resources of a civil process server to ensure proper postings.



Emergency Management Division Goals FY24 and FY25

FY24 and FY25 GOALS:

1. Increase response, preparedness and recovery capacity by pursuing grants (State and Federal) that will provide essential space for risk sheltering, funding for planning initiatives relating to adaptation, strengthening of infrastructure and mass care capabilities.
2. Address opportunities for improvement identified in the aftermath of Hurricane Ian; specifically logistical planning and tracking for disaster sites, disaster contracts and increasing depth of staff for specific disaster roles by leveraging County employees.
3. Expand the employee disaster role training program to ensure a cadre of trained individuals capable of meeting the response and recovery needs of Charlotte County before, during and after events.
4. Complete work on the Long-term Recovery Plan that provides a blueprint going forward that aims to address issues within the Recovery Support Function categories that existed prior to Ian or were made worse by the storm; with the outcome being a stronger more resilient community, better able to withstand future disaster.

FY23 GOALS AND PROGRESS:

1. Create a better overall understanding of the EOC among stakeholders that do not normally staff the EOC by extending opportunities to participate in exercises where participants are run through the paces of a simulated activation.
Regular exercises involving challenging scenarios allow disaster partners operating within the EOC structure to develop relationships within the response and recovery community and enhance depth of staff capable of creative problem solving, coordinated responses and collaborative mission accomplishment.
2. Leverage the traction gained throughout the Pandemic response by maintaining and growing the work groups established to handle the myriad of issues associated with disaster response (Mass Care, Health/Medical/Responder, JIC, Logistics, Education, Critical Infrastructure, Transportation, Animal/Agricultural, Private Sector, etc.).
Continued work with work groups positioned Charlotte County for a cohesive and coordinated response to Hurricane Ian. The COAD and Mass Care groups were well positioned for response and recovery and continue to identify initiatives for enhancing overall readiness.
3. Foster greater communication and collaboration within the Local Mitigation Strategy Work Group to identify creative projects and improve the overall resiliency of our community by reducing or eliminating the risks associated with our County hazard profile.
Enhanced engagement with the LMS work group and participating agencies before and after Hurricane Ian has resulted in a reconciled project list ready for scoping and application development for the Hurricane Ian HMGP funding opportunity.
4. Enhance EOC responder effectiveness by revising positional job aids.
Experiences captured as part of exercises and real-world events are driving revisions to operational plans and EOC related training material. These materials will allow for both new EOC responders to have a basis to perform within the EOC environment but also to allow mutual aid from outside jurisdictions to be able to assist in times of need while understanding the structure and functions of the Charlotte County EOC.



Emergency Management Division (Continued)

FY22 ACCOMPLISHMENTS:

1. Completion of continuity of operations plans updates to all critical agencies. These plans provide frameworks to ensure the ability of agencies to continue delivery of critical services and response capabilities. The development of the plans paid dividends in the immediate aftermath of Ian, where numerous critical agencies were unable to access their normal work sites due to damage or inaccessibility.

Completed.

2. Enhanced outreach to the business community by partnering with the Charlotte County Economic Development Office and Chambers of Commerce and participating in webinars and speaking engagements driven at employee and business preparedness. The dialogue begun in the early part of Hurricane Season ensured that a line of communications was already established and utilized in the days leading up and after Ian.

Completed.





Fire & EMS Division Goals FY24 and FY25

FY24 and FY25 GOALS:

1. First year implementation of our Strategic Plan as approved by the BCC.

2. Define and implement specific plans to address the dispatch concerns identified in the Scope of Cover Study.

3. Define and implement specific plans to address the response time gaps identified in the Scope of Cover Study.

4. Work with County Department partners to identify opportunities in recruitment/retention and develop plans/programs for implementation and delivery.

FY23 GOALS AND PROGRESS:

1. New station 2 and 5 operation implementation.

Station 2 and 5 replacement stations have been completed and are currently operational.

2. Enhance Engine 7 service standard with implementation of ALS non-transport.

Engine 7 ALS implementation has been delayed due to staffing levels and the impact on personnel through mandatory staffing.

3. Complete a Scope of Cover and Staff Optimization Study for Fire/EMS.

Scope of Cover and Staff Optimization study has been completed. The study findings and recommended actions were presented to the BCC in a Board Workshop.

4. Complete a Strategic Plan for Fire/EMS.

A Strategic Plan was completed utilizing the Scope of Cover and Staff Optimization Study. A broad overview of this plan was presented to the BCC on a Board Workshop.

5. Complete a Business Plan to facilitate operations of the Regional ARFF Trainer.

The business plan for the operation of the Regional ARFF Trainer included coordination with community and governmental partners and is now complete. The ARFF Trainer is now operational and supporting both internal and external students in meeting FAA standards training and certification.

FY22 ACCOMPLISHMENTS:

1. ARFF training facility.

Completed.

2. ARFF training programs and full delivery.

Completed.

3. Scope of Cover Study and strategic plan.

Completed.

4. Operative IQ design and implementation for narcotics tracking.

Completed.

5. Station replacement and operation at station 2 and station 3.

Completed.



Radio Communications Division Goals FY24 and FY25

FY24 and FY25 GOALS:

1. Replace aging tower site alarm monitoring system.

2. Complete Sun tower to Gun range tower microwave link to complete our west county network ring.

3. Complete negotiations and develop lease with Verizon to install new cell site at Babcock Ranch tower.

4. Begin phase 1 installation of SeeHawk automated BDA uplink testing system.

FY23 GOALS AND PROGRESS:

1. Establish ISSI interoperability server connection with Lee County.

This is currently in the early stages of discussion with Lee County Public Safety due that they rolled out their P25 system late and with restrictions which we are currently working through.

2. Fire Station Alerting System

Currently in discussion to determine the best options for the Fire Department.

FY22 ACCOMPLISHMENTS:

1. Complete VHF backup radio system.

Completed.

2. Hire new technician assistant to support radio manager.

Completed.





Public Works

Mission

To deliver quality public works services and manage public road and stormwater infrastructure on behalf of the citizens of Charlotte County effectively and efficiently.

Division Summary

-Engineering --- Advance the County's mission by anticipating challenges and forging solutions associated with community growth and infrastructure while protecting the life safety, health and welfare of the citizens and promoting the long-term livability of the community.

-Pest Management --- To ensure the public's health, welfare, and quality of life through effective control of the County's mosquito population and aquatic /exotic vegetation populations, using an integrated approach that is fiscally sound and pursuant to Florida Statute and Administrative Codes.

-Road Maintenance --- To deliver quality public works services and manage public road and stormwater infrastructure on behalf of the citizens of Charlotte County, effectively and efficiently.

-Solid Waste --- Advance the County's mission by overseeing the disposal of solid waste from businesses and residents of Charlotte County.

FY 24 - First Year Operating Budget

| | |
|-----|--------------|
| 30% | \$14,281,396 |
| 10% | \$4,797,389 |
| 42% | \$19,800,654 |
| 18% | \$8,638,403 |

Operating Budget 100% \$47,517,842

| Revenues by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|----------------------|-----------------------|-----------------------|-----------------------|
| BCC General Revenues | \$ 2,979,801 | \$ 55,426,167 | \$ 75,609,866 | \$ 66,177,985 |
| Taxes | \$ 10,868,298 | \$ 11,459,639 | \$ 12,347,403 | \$ 14,202,442 |
| Fees & Assessments | \$ 1,412,245 | \$ 875,000 | \$ 1,335,000 | \$ 1,460,000 |
| State & Federal Revenue | \$ 3,528,425 | \$ 3,770,697 | \$ 4,146,997 | \$ 4,561,697 |
| Charges for Services | \$ 9,903,861 | \$ 7,104,758 | \$ 10,173,384 | \$ 10,179,722 |
| Misc | \$ 15,074,900 | \$ 16,547,488 | \$ 17,499,107 | \$ 18,599,182 |
| Transfers | \$ 1,028,617 | \$ 1,376,151 | \$ 2,020,756 | \$ 883,789 |
| Beginning Balances | \$ - | \$ 42,845,555 | \$ 50,486,934 | \$ 42,634,433 |
| Total | \$ 44,796,147 | \$ 139,405,455 | \$ 173,619,447 | \$ 158,699,250 |

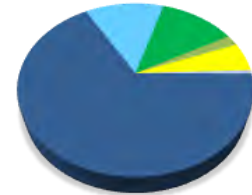
FY24 Budgeted Revenue



- BCC General Revenues 43%
- Taxes 7%
- Fees & Assessments 1%
- State & Federal Revenue 3%
- Charges for Services 5%
- Miscellaneous 10%
- Transfers 2%
- Beginning Balances 29%

| Expenses by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|----------------------|----------------------|-----------------------|-----------------------|-----------------------|
| Salaries & Benefits | \$ 16,760,469 | \$ 19,664,241 | \$ 22,517,846 | \$ 23,464,474 |
| Services & Charges | \$ 24,121,958 | \$ 20,371,885 | \$ 21,443,033 | \$ 21,491,390 |
| Operating Expenses | \$ 4,967,373 | \$ 3,257,615 | \$ 3,556,963 | \$ 3,636,873 |
| Capital | \$ 1,250,902 | \$ 7,818,896 | \$ 9,328,997 | \$ 4,981,193 |
| Other | \$ - | \$ - | \$ - | \$ - |
| Debt | \$ 5,544 | \$ - | \$ - | \$ - |
| Transfers | \$ 1,205,929 | \$ 1,267,449 | \$ 1,198,822 | \$ 1,198,974 |
| Reserves | \$ - | \$ 87,025,369 | \$ 115,573,786 | \$ 103,926,346 |
| Total | \$ 48,312,175 | \$ 139,405,455 | \$ 173,619,447 | \$ 158,699,250 |

FY24 Budgeted Expenditures



- Salaries & Benefits 12%
- Services & Charges 12%
- Operating Expenses 3%
- Capital 6%
- Transfers 1%
- Reserves 66%

| Positions | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|------------|------------|
| Full Time | 213 | 213 | 280 | 280 |
| Part Time | 1 | 1 | 1 | 1 |
| Total | 214 | 214 | 281 | 281 |

Notes

The following pages provide a variance analysis for each division within Public Works.



Public Works Engineering

Mission

Engineering --- Advance the County's mission by anticipating challenges and forging solutions associated with community growth and infrastructure while protecting the life safety, health and welfare of the citizens and promoting the long term livability of the community.

Linkage to Strategic Goals

Efficient and Effective Government

Public Services

Economic & Community Development

Core Functions

Road & Bridge Project Construction and Traffic Maintenance
Capital project development and assessment. Coordinate right-of-way land acquisition.
Monitoring and inspection of utility right-of-way permits.

Survey

Review and comment on Subdivision Plats. Provide vertical control benchmark program and elevation data for FEMA. Provide data collection for topo for drainage studies.

Lighting Services

Repair and maintain traffic signals, traffic control devices and streetlights.

Land Development

Enforcement of local Land Development Regulations including ROW mining and stormwater.

FY 24 - First Year Operating Budget

| | | |
|-------------------------|-------------|---------------------|
| State Mandated | 71% | \$10,125,510 |
| State Mandated | 4% | \$514,130 |
| State Mandated | 15% | \$2,185,054 |
| State Mandated | 10% | \$1,456,702 |
| Operating Budget | 100% | \$14,281,396 |

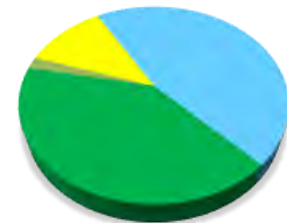
| Revenues by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|----------------------|----------------------|----------------------|----------------------|
| BCC General Revenues | \$ 217,323 | \$ 544,255 | \$ 598,220 | \$ 511,206 |
| Taxes | \$ 7,326,723 | \$ 7,893,968 | \$ 8,441,350 | \$ 9,080,125 |
| Fees & Assessments | \$ 1,412,245 | \$ 875,000 | \$ 1,335,000 | \$ 1,460,000 |
| State & Federal Revenue | \$ - | \$ 700 | \$ - | \$ - |
| Charges for Services | \$ 172,639 | \$ 133,500 | \$ 150,000 | \$ 154,000 |
| Misc | \$ 4,042,554 | \$ 4,233,300 | \$ 4,084,850 | \$ 4,084,850 |
| Transfers | \$ 91,897 | \$ 39,000 | \$ 665,000 | \$ 56,600 |
| Beginning Balances | \$ - | \$ 4,367,136 | \$ 9,673,852 | \$ 8,228,979 |
| Total | \$ 13,263,380 | \$ 18,086,859 | \$ 24,948,272 | \$ 23,575,760 |

FY24 Budgeted Revenue



| Expenses by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|----------------------|----------------------|----------------------|----------------------|----------------------|
| Salaries & Benefits | \$ 5,413,848 | \$ 6,229,152 | \$ 7,432,319 | \$ 7,730,193 |
| Services & Charges | \$ 4,592,301 | \$ 5,183,826 | \$ 6,540,556 | \$ 6,482,802 |
| Operating | \$ 268,487 | \$ 273,151 | \$ 308,521 | \$ 299,521 |
| Expenses Capital | \$ 9,291 | \$ 877,909 | \$ 1,866,909 | \$ 1,676,000 |
| Other | \$ - | \$ - | \$ - | \$ - |
| Debt | \$ - | \$ - | \$ - | \$ - |
| Transfers | \$ 184,106 | \$ 203,597 | \$ 184,106 | \$ 184,106 |
| Reserves | \$ - | \$ 5,319,224 | \$ 8,615,861 | \$ 7,203,138 |
| Total | \$ 10,468,033 | \$ 18,086,859 | \$ 24,948,272 | \$ 23,575,760 |

FY24 Budgeted Expenditures



| Positions | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|-----------|-----------|
| Full Time | 59 | 59 | 67 | 67 |
| Part Time | 0 | 0 | 0 | 0 |
| Total | 59 | 59 | 67 | 67 |

Notes

Salaries & Benefits increased due to pay for performance increase as well as compensation study. Services and charges increased due to higher contract costs. Operating expenses increased due to inflationary increases. Capital increased due to the equipment replacement schedule.



Public Works Pest Management

Mission

Pest Management --- To ensure the public's health, welfare, and quality of life through effective control of the County's mosquito population and aquatic /exotic vegetation populations, using an integrated approach that is fiscally sound and pursuant to Florida Statute and Administrative Codes.

Linkage to Strategic Goals

Efficient and Effective Government

Public Services

Core Functions

FY 24 - First Year Operating Budget

Mosquito Control

Provide an arthropod control program for the control of disease vectoring or pestiferous mosquitoes

Aquatic Weeds

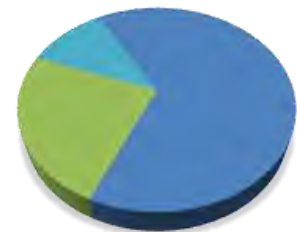
Control aquatic vegetation (native & exotic) in County freshwater canals and drainage ditches for storm water conveyance.

| | | |
|-------------------------|-------------|--------------------|
| State Mandated | 50% | \$2,398,695 |
| State Mandated | 50% | \$2,398,695 |
| Operating Budget | 100% | \$4,797,389 |

Revenues by Category

| | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|---------------------|---------------------|---------------------|---------------------|
| BCC General Revenues | \$ 2,479,221 | \$ 2,320,711 | \$ 3,149,859 | \$ 3,680,656 |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Fees & Assessments | \$ - | \$ - | \$ - | \$ - |
| State & Federal Revenue | \$ - | \$ - | \$ - | \$ - |
| Charges for Services | \$ - | \$ - | \$ - | \$ - |
| Misc | \$ 1,216,474 | \$ 1,106,000 | \$ 1,176,000 | \$ 1,176,000 |
| Transfers | \$ 84,210 | \$ 592,038 | \$ 502,819 | \$ 82,500 |
| Beginning Balances | \$ - | \$ 400,000 | \$ - | \$ - |
| Total | \$ 3,779,905 | \$ 4,418,749 | \$ 4,828,678 | \$ 4,939,156 |

FY24 Budgeted Revenue



- BCC General Revenues 65%
- Miscellaneous 24%
- Transfers 11%

FY24 Budgeted Expenditures



- Salaries & Benefits 36%
- Services & Charges 27%
- Operating Expenses 35%
- Capital 1%
- Transfers 1%

Expenses by Category

| | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|---------------------|---------------------|---------------------|---------------------|---------------------|
| Salaries & Benefits | \$ 1,277,987 | \$ 1,585,843 | \$ 1,752,305 | \$ 1,754,088 |
| Services & Charges | \$ 940,089 | \$ 1,193,151 | \$ 1,349,374 | \$ 1,376,859 |
| Operating | \$ 1,500,936 | \$ 1,582,697 | \$ 1,695,710 | \$ 1,789,420 |
| Expenses Capital | \$ 42,105 | \$ 39,519 | \$ 12,500 | \$ - |
| Other | \$ - | \$ - | \$ - | \$ - |
| Debt | \$ - | \$ - | \$ - | \$ - |
| Transfers | \$ 18,789 | \$ 17,539 | \$ 18,789 | \$ 18,789 |
| Reserves | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 3,779,905 | \$ 4,418,749 | \$ 4,828,678 | \$ 4,939,156 |

Positions

| | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|-----------|-----------|
| Full Time | 16 | 16 | 19 | 19 |
| Part Time | 0 | 0 | 0 | 0 |
| Total | 16 | 16 | 19 | 19 |

Notes

Salaries & Benefits increased due to pay for performance increase as well as compensation study. Services and charges increased due to increased contract costs. Operating expenses increased due to inflationary increases such as chemicals.



Public Works Road Maintenance

Mission

Road Maintenance --- To deliver quality public works services and manage public road and stormwater infrastructure on behalf of the citizens of Charlotte County, effectively and efficiently.

Linkage to Strategic Goals

Infrastructure

Core Functions

Road and Drainage Maintenance

To build and maintain countywide infrastructure that meets our evolving needs and enhances our community appearance.

FY 24 - First Year Operating Budget

State Mandated 100% \$19,800,654

Operating Budget 100% \$19,800,654

| Revenues by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|----------------------|----------------------|-----------------------|----------------------|
| BCC General Revenues | \$ 283,257 | \$ 52,561,201 | \$ 71,861,787 | \$ 61,986,123 |
| Taxes | \$ 3,541,575 | \$ 3,565,671 | \$ 3,906,053 | \$ 5,122,317 |
| Fees & Assessments | \$ - | \$ - | \$ - | \$ - |
| State & Federal Revenue | \$ 3,528,42 | \$ 3,769,997 | \$ 4,146,997 | \$ 4,561,697 |
| Charges for Services | \$ 21,313 | \$ 21,258 | \$ 23,384 | \$ 25,722 |
| Misc | \$ 9,852,663 | \$ 10,231,688 | \$ 11,261,757 | \$ 12,361,832 |
| Transfers | \$ 781,780 | \$ 730,113 | \$ 729,537 | \$ 729,689 |
| Beginning Balances | \$ - | \$ 9,144,674 | \$ 8,621,821 | \$ 1,830,200 |
| Total | \$ 18,009,014 | \$ 80,024,602 | \$ 100,551,336 | \$ 86,617,580 |

FY24 Budgeted Revenue



| Expenses by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|----------------------|----------------------|----------------------|-----------------------|----------------------|
| Salaries & Benefits | \$ 7,742,566 | \$ 9,233,425 | \$ 9,697,996 | \$ 9,996,549 |
| Services & Charges | \$ 14,729,289 | \$ 10,601,840 | \$ 8,929,670 | \$ 8,951,705 |
| Operating | \$ 1,084,982 | \$ 1,102,582 | \$ 1,172,988 | \$ 1,167,988 |
| Expenses Capital | \$ 1,199,506 | \$ 2,633,232 | \$ 5,887,588 | \$ 2,181,193 |
| Other | \$ - | \$ - | \$ - | \$ - |
| Debt | \$ 5,544 | \$ - | \$ - | \$ - |
| Transfers | \$ 945,254 | \$ 980,473 | \$ 938,147 | \$ 938,299 |
| Reserves | \$ - | \$ 55,473,050 | \$ 73,924,947 | \$ 63,381,846 |
| Total | \$ 25,707,141 | \$ 80,024,602 | \$ 100,551,336 | \$ 86,617,580 |

FY24 Budgeted Expenditures



| Positions | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|------------|------------|
| Full Time | 106 | 106 | 152 | 152 |
| Part Time | 1 | 1 | 1 | 1 |
| Total | 107 | 107 | 153 | 153 |

Notes

Salaries & Benefits increased due to pay for performance increase as well as compensation study. Operating expenses increased due to inflationary increases such as chemicals. Capital increased due to equipment replacement schedule.



Public Works Solid Waste

Mission

Solid Waste --- Advance the County's mission by overseeing the disposal of solid waste from businesses and residents of Charlotte County.

Linkage to Strategic Goals

Public Services

Core Functions

Solid Waste Disposal

Maintain and enforce the Florida statutory and administrative rules regarding the construction, operation and closure of solid waste storage facilities.

Solid Waste Resources

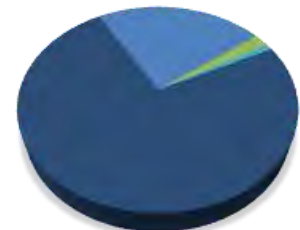
Operates the Mid County Mini-Transfer & Recycling Facility (Murdock) and the West Charlotte Mini-Transfer and Recycling Facility (Englewood) to ensure the collection of household hazardous waste.

FY 24 - First Year Operating Budget

| | | |
|-------------------------|-------------|--------------------|
| State Mandated | 50% | \$4,319,202 |
| State Mandated | 50% | \$4,319,202 |
| Operating Budget | 100% | \$8,638,403 |

| Revenues by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|---------------------|----------------------|----------------------|----------------------|
| BCC General Revenues | \$ - | \$ - | \$ - | \$ - |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Fees & Assessments | \$ - | \$ - | \$ - | \$ - |
| State & Federal Revenue | \$ - | \$ - | \$ - | \$ - |
| Charges for Services | \$ 9,709,909 | \$ 6,950,000 | \$ 10,000,000 | \$ 10,000,000 |
| Misc | \$ (36,790) | \$ 976,500 | \$ 976,500 | \$ 976,500 |
| Transfers | \$ 70,730 | \$ 15,000 | \$ 123,400 | \$ 15,000 |
| Beginning Balances | \$ - | \$ 28,933,745 | \$ 32,191,261 | \$ 32,575,254 |
| Total | \$ 9,743,848 | \$ 36,875,245 | \$ 43,291,161 | \$ 43,566,754 |

FY24 Budgeted Revenue



| Expenses by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|----------------------|---------------------|----------------------|----------------------|----------------------|
| Salaries & Benefits | \$ 2,326,069 | \$ 2,615,821 | \$ 3,635,226 | \$ 3,983,644 |
| Services & Charges | \$ 3,860,279 | \$ 3,393,068 | \$ 4,623,433 | \$ 4,680,024 |
| Operating | \$ 2,112,968 | \$ 299,185 | \$ 379,744 | \$ 379,944 |
| Expenses Capital | \$ - | \$ 4,268,236 | \$ 1,562,000 | \$ 1,124,000 |
| Other | \$ - | \$ - | \$ - | \$ - |
| Debt | \$ - | \$ - | \$ - | \$ - |
| Transfers | \$ 57,780 | \$ 65,840 | \$ 57,780 | \$ 57,780 |
| Reserves | \$ - | \$ 26,233,095 | \$ 33,032,978 | \$ 33,341,362 |
| Total | \$ 8,357,096 | \$ 36,875,245 | \$ 43,291,161 | \$ 43,566,754 |

FY24 Budgeted Expenditures



| Positions | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|-----------|-----------|
| Full Time | 32 | 32 | 42 | 42 |
| Part Time | 0 | 0 | 0 | 0 |
| Total | 32 | 32 | 42 | 42 |

Notes

Salaries & Benefits increased due to pay for performance increase as well as compensation study. Services and charges increased due to increased contracts such as tire disposal. Operating expenses increased due to inflationary increases.

- Salaries & Benefits 9%
- Services & Charges 10%
- Operating Expenses 1%
- Capital 3%
- Transfers 1%
- Reserves 76%



PUBLIC WORKS

Levels of Service - 6 Year Metrics

ENGINEERING

Road and Bridge Project Construction and Traffic Maintenance

| | | | | | | | | |
|--|---|---|-------------|-------------|-------------|-------------|-------------|-------------|
| Who is your primary Customer? | The citizens of Charlotte County | | | | | | | |
| What is the primary service they receive from you? | Safe and uncongested travel routes | | | | | | | |
| What is the main aspect of the service they care about? | Safe and uncongested travel routes | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Safe Travel Routes | # of accident reports for repeat or trouble areas | Accident reports from Sheriff's Office | 5,342 | 5,264 | 4,330 | 4,029 | 5,083 | 5,679 |
| Uncongested Travel Routes | Road segments not meeting LOS | Periodic and requested travel counts | 2 | 2 | 3 | 3 | 2 | 2 |

Survey

| | | | | | | | | |
|--|--|---|-------------|-------------|-------------|-------------|-------------|-------------|
| Who is your primary Customer? | Internal divisions as well as outside review/Private and public agencies | | | | | | | |
| What is the primary service they receive from you? | Survey, legal descriptions | | | | | | | |
| What is the main aspect of the service they care about? | Accuracy | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Accuracy | # of Survey's being reviewed | Accela | 89 | 88 | 132 | 136 | 133 | 142 |

Lighting Services for Charlotte County

| | | | | | | | | |
|--|---|---|-------------|-------------|-------------|-------------|-------------|-------------|
| Who is your primary Customer? | The citizens of Charlotte County | | | | | | | |
| What is the primary service they receive from you? | Installation and maintenance of street lights and signalization | | | | | | | |
| What is the main aspect of the service they care about? | Speed of response to inquiries, they want traffic lights, street lights | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Timeliness | # of repairs responded to within set time frame | Cartegraph | 167 | 159 | 163 | 160 | 179 | 218 |
| Street Lights | # of residential street light requests | Spreadsheet/Log | 26 | 57 | 30 | 38 | 33 | 25 |

Land Development

| | | | | | | | | |
|--|--|---|-------------|-------------|-------------|-------------|-------------|-------------|
| Who is your primary Customer? | The citizens of Charlotte County | | | | | | | |
| What is the primary service they receive from you? | ROW permits and inspection of work within the ROW | | | | | | | |
| What is the main aspect of the service they care about? | Speed of Permit Issuance, Speed of Inspections, ROW restored properly | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Permit Inspection Timeliness | # of ROW permits not inspected within one business day of request (does not include utility ROW permits) | Monthly reports/Accela | 100% | 99% | 99% | 100% | 100% | 100% |
| ROW Restored | # of final sign-offs on ROW permits (not including utility ROW permits) | | 831 | 1,231 | 2,218 | 3,887 | 6,385 | 6,755 |



Pest Management

County-Wide Mosquito Control

| | | | | | | | | |
|--|--|--|-------------|-------------|-------------|-------------|-------------|-------------|
| Who is your primary Customer? | The citizens and visitors of Charlotte County | | | | | | | |
| What is the primary service they receive from you? | Mosquito Control, Reduced Risk of Human Health Diseases transmitted by mosquito vectors | | | | | | | |
| What is the main aspect of the service they care about? | Reduction in the amount of mosquitos; less toxic & Safer Chemical use; Healthy Environment | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Reduced Mosquito Population | # and types of mosquitos trapped per area (by Calendary Year) | Visual count and ID of trapped mosquitos; Geopro Database | 54,963 | 13,865 | 18,480 | 40,454 | 37,080 | 29,890 |
| | # of Mosquito Treatment Missions | Combined Air and Ground Adulticide Missions on Calendar Basis; Geopro Database | 519 | 524 | 460 | 645 | 484 | 562 |
| Safe Chemicals | # of Acres Covered | Database | 1,451,384 | 1,758,752 | 1,135,863 | 1,752,826 | 1,378,240 | 1,639,475 |
| | % of Compliance with EPA approved chemicals and doses | Examine chemical label for EPA numbering and approval; Annual WorkPlan | 100% | 100% | 100% | 100% | 100% | 100% |
| Healthy Environment | # of vector borne diseases reported in sentinel flock | Number of DOH reported seroconversions of chickens per week; Geopro Database | 10 | 20 | 3 | 8 | 2 | 27 |
| | # of human cases of vector borne diseases | Number of DOH reported human cased of locally acquired vector borne diseases; DOH arbovirus Report | 0 | 1 | 0 | 1 | 1 | 1 |

Aquatic Weed Control

| | | | | | | | | |
|--|--|---|-------------|-------------|-------------|-------------|-------------|-------------|
| Who is your primary Customer? | The citizens and visitors of Charlotte County | | | | | | | |
| What is the primary service they receive from you? | Open Waterways and reduced breeding grounds | | | | | | | |
| What is the main aspect of the service they care about? | Asthetics | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Amount of open waterway | Amount of open waterway vegetation or notation of complete | Waterway inspections 3 times a year | 90% | 100% | 90% | 93% | 92% | 90% |





ROAD MAINTENANCE

Road and Drainage Maintenance

| | | | | | | | | |
|--|--|---|-------------|-------------|-------------|-------------|-------------|-------------|
| Who is your primary Customer? | The citizens of Charlotte County and internal departments. | | | | | | | |
| What is the primary service they receive from you? | Maintenance of county infrastructure (roads, ditches, ROW) | | | | | | | |
| What is the main aspect of the service they care about? | Timeliness, Accuracy, Amount, Cost | | | | | | | |
| Line & Grade | | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Timeliness | Number of completed line and grade requests | EAMS)CMMS System that replaces EAMS) | 474 | 332 | 379 | 210 | 139 | 170 |
| Accuracy | Number of revisit for corrections (Regraded) | EAMS)CMMS System that replaces EAMS) | 15% | 25% | 9% | 7% | 8% | 15% |
| Amount | Amount of Line & Grade work performed (SQ FT) | EAMS)CMMS System that replaces EAMS) | 2,322,081 | 1,386,433 | 2,398,764 | 1,919,873 | 1,579,303 | 1,004,835 |
| Cost | Average cost of Line & Grade work (SQ FT) | EAMS)CMMS System that replaces EAMS) | \$0.89 | \$1.08 | \$1.13 | \$1.12 | \$1.40 | \$1.50 |
| Pothole Repair | | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Timeliness | Number of completed pothole requests | EAMS)CMMS System that replaces EAMS) | 293 | 303 | 232 | 140 | 140 | 107 |
| Amount | Amount of Pothole work performed (Tons) | EAMS)CMMS System that replaces EAMS) | 219 | 197 | 250 | 162 | 162 | 145 |
| Cost | Average cost of Pothole work (Per Ton Installed) | EAMS)CMMS System that replaces EAMS) | \$733.23 | \$906.77 | \$986.86 | \$812.81 | \$813.81 | \$1,337.67 |
| Vac-Con | | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Timeliness | Number of completed Vac-Con requests | EAMS)CMMS System that replaces EAMS) | 384 | 384 | 379 | 617 | 486 | 269 |
| Amount | Amount of Vac-Con work performed (Per Culverts Cleaned) | EAMS)CMMS System that replaces EAMS) | 3,193 | 3,193 | 7,292 | 2,883 | 2,611 | 4,025 |
| Cost | Average cost of Vac-Con work (Per Culverts Cleaned) | EAMS)CMMS System that replaces EAMS) | \$156.42 | \$156.42 | \$101.06 | \$182.22 | \$192.50 | \$175.05 |
| Small Pipe Install >30" | | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Timeliness | Number of completed Small Pipe Install requests | EAMS)CMMS System that replaces EAMS) | 36 | 72 | 188 | 104 | 70 | 65 |
| Amount | Amount of Small Pipe Install work performed (LF Installed) | EAMS)CMMS System that replaces EAMS) | 5,432 | 7,468 | 21,607 | 6,631 | 6,663 | 6,713 |
| Cost | Average cost of Small Pipe Install (LF Installed) | EAMS)CMMS System that replaces EAMS) | \$157.48 | \$165.82 | \$114.29 | \$188.32 | \$196.08 | \$164.33 |
| Small Pipe Install <30" | | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Timeliness | Number of completed Small Pipe Install Requests | EAMS)CMMS System that replaces EAMS) | 3 | 2 | 0 | 3 | 8 | 7 |
| Amount | Amount of Small Pipe Install work performed (LF Installed) | EAMS)CMMS System that replaces EAMS) | 496 | 716 | 816 | 632 | 350 | 901 |
| Cost | Average cost of Small Pipe Install (LF Installed) | EAMS)CMMS System that replaces EAMS) | \$256 | \$284 | \$506 | \$390 | \$492 | \$335 |
| Menzi Muck | | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Amount | Amount of Menzi Muck work performed (SF Cleared) | EAMS)CMMS System that replaces EAMS) | 11,087,730 | 12,763,336 | 21,493,765 | 16,585,465 | 15,076,969 | 18,842,227 |
| Cost | Average cost of Menzi Muck work performed (SF Cleared) | EAMS)CMMS System that replaces EAMS) | \$0.03 | \$0.03 | \$0.03 | \$0.03 | \$0.03 | \$0.03 |
| Brush Cut Response | | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Timeliness | Number of completed Brush Cut Response requests | EAMS)CMMS System that replaces EAMS) | 511 | 628 | 513 | 348 | 454 | 295 |
| Amount | Amount of Brush Cut Response work performed (Incidents) | EAMS)CMMS System that replaces EAMS) | 461 | 603 | 755 | 436 | 431 | 642 |
| Cost | Average cost of Brush Cut Response (Incidents) | EAMS)CMMS System that replaces EAMS) | \$854.18 | \$903.99 | \$1,029.13 | \$931.82 | \$841.25 | \$941.50 |



Road Maintenance (Continued)

| Flail Mower | | | | | | | | |
|--|--|---------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Timeliness | Number of completed Flail Mower requests | EAMS)CMMS System that replaces EAMS) | 112 | 244 | 107 | 148 | 135 | 85 |
| Amount | Amount of Flail Mower work performed (Per CY) | EAMS)CMMS System that replaces EAMS) | 5,864,496 | 6,233,169 | 9,720,096 | 9,212,592 | 8,366,850 | 7,529,660 |
| Cost | Average cost of Flail Mower work (Per CY) | EAMS)CMMS System that replaces EAMS) | \$0.09 | \$0.09 | \$0.10 | \$0.11 | \$0.10 | \$0.11 |
| ROW Clear/Haul | | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Timeliness | Number of completed ROW Clear/Haul requests | EAMS (CMMS System that replaces EAMS) | 291 | 497 | 576 | 599 | 525 | 268 |
| Amount | Amount of ROW Clear/Haul performed (Loads Removed) | EAMS (CMMS System that replaces EAMS) | 748 | 675 | 771 | 787 | 435 | 3,352 |
| Cost | Average cost of ROW Clear/Haul (Per Load Removed) | EAMS (CMMS System that replaces EAMS) | \$184.04 | \$282.10 | \$242.52 | \$203.30 | \$308.12 | \$195.77 |



Road Maintenance (Continued)

| Signing & Marking Maintenance | | | | | | | | |
|---|--|---|----------|-----------|-----------|-----------|----------|-----------|
| Who is your primary Customer? | The citizens of Charlotte County and internal departments. | | | | | | | |
| What is the primary service they receive from you? | Maintenance of county infrastructure (Traffic signs) | | | | | | | |
| What is the main aspect of the service they care about? | Amount of work performed, Cost | | | | | | | |
| Sign Maintenance | | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Amount | Number of traffic signs repaired | EAMS (CMMS System that replaces Number of traffic signs repaired(EAMS)) | 13,230 | 21,360 | 17,924 | 20,303 | 26,945 | 21,837 |
| Cost | Average cost to repair traffic signs | EAMS (CMMS System that replaces Number of traffic signs repaired(EAMS)) | \$13.58 | \$10.65 | \$11.13 | \$12.54 | \$12.01 | \$11.87 |
| Road Striping | | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Amount | Number of road striping performed (LF) | EAMS (CMMS System that replaces Number of traffic signs repaired(EAMS)) | 746,212 | 1,358,758 | 1,559,920 | 1,029,431 | 597,686 | 1,037,578 |
| Cost | Average cost of road striping (Per LF) | EAMS (CMMS System that replaces Number of traffic signs repaired(EAMS)) | \$0.13 | \$0.13 | \$0.12 | \$0.13 | \$0.16 | \$0.20 |
| Road Legends | | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Amount | Number of road legends installed | EAMS (CMMS System that replaces Number of traffic signs repaired(EAMS)) | 3,675 | 4,731 | 4,438 | 2,681 | 2,552 | 3,860 |
| Cost | Average cost of road legend | EAMS (CMMS System that replaces Number of traffic signs repaired(EAMS)) | \$50.47 | \$47.07 | \$37.66 | \$49.41 | \$54.38 | \$61.54 |
| Sign Inspection | | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Amount | Number of sign inspected | EAMS (CMMS System that replaces Number of traffic signs repaired(EAMS)) | 74,117 | 91,700 | 85,622 | 97,110 | 79,309 | 138,029 |
| Cost | Average cost per inspection | EAMS (CMMS System that replaces Number of traffic signs repaired(EAMS)) | \$1.02 | \$1.40 | \$1.17 | \$1.13 | \$1.46 | \$1.21 |
| Sign Fabrication | | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Amount | Number of road signs fabricated | EAMS (CMMS System that replaces Number of traffic signs repaired(EAMS)) | 2,096 | 1,915 | 1,635 | 1,289 | 2,332 | 2,072 |
| Cost | Average cost per road sign fabricated | EAMS (CMMS System that replaces Number of traffic signs repaired(EAMS)) | \$21.73 | \$21.29 | \$29.83 | \$39.69 | \$39.82 | \$45.03 |
| Raised Pavement Marker Installation (RPM) | | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Amount | Number of RPM's installed | EAMS (CMMS System that replaces Number of traffic signs repaired(EAMS)) | 10,761 | 23,646 | 12,503 | 10,268 | 2,650 | 3,224 |
| Cost | Average cost per RPM installed | EAMS (CMMS System that replaces Number of traffic signs repaired(EAMS)) | \$6.29 | \$3.87 | \$3.63 | \$4.61 | \$8.11 | \$7.98 |
| After-Hour Trouble Calls | | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Amount | Number of after-hour requests | EAMS (CMMS System that replaces Number of traffic signs repaired(EAMS)) | 119 | 103 | 76 | 83 | 103 | 113 |
| Cost | Average cost per after-hour response | EAMS (CMMS System that replaces Number of traffic signs repaired(EAMS)) | \$193.33 | \$161.68 | \$197.89 | \$166.96 | \$206.45 | \$202.42 |



SOLID WASTE

| Solid Waste Disposal | | | | | | | | |
|---|---|--|------------|------------|------------|------------|------------|------------|
| Who is your primary Customer? | The citizens of Charlotte County | | | | | | | |
| What is the primary service they receive from you? | Proper disposal | | | | | | | |
| What is the main aspect of the service they care about? | Cost, Timely collection | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Quality of Life | Tons of Solid Waste Processed | Waste Works - Monthly Reports | 224,715 | 238,846 | 259,053 | 278,631 | 306,549 | 332,262 |
| | Recycling Percentage | State Reports Retract | 75% | 77% | 76% | 75% | 78% | 78% |
| Timeliness | Number of potential touches collection services | Lines of collection services times the number of residential units | 17,810,208 | 17,998,864 | 18,199,584 | 18,448,768 | 18,782,816 | 19,402,032 |
| | Number of complaints received | Waste Management's compliant report | 6,360 | 6,031 | 6,084 | 5,314 | 8,252 | 6,502 |
| | Percentage of complaints | | 0.036% | 0.034% | 0.033% | 0.029% | 0.044% | 0.034% |
| Cost | Cost of Disposal (Tipping fee) Dollars Per Ton | Compare to neighboring Counties | \$36.00 | \$36.00 | \$36.79 | \$37.60 | \$38.43 | \$39.28 |
| | | Lee County | \$37.45 | \$45.45 | \$50.20 | \$50.20 | \$50.20 | \$59.96 |
| | | Sarasota County | \$57.56 | \$57.56 | \$57.56 | \$57.56 | \$57.56 | \$57.96 |

| Solid Waste Resources | | | | | | | | |
|---|--|--------------------------------------|----------|----------|---------|------------|----------|----------|
| Who is your primary Customer? | The citizens of Charlotte | | | | | | | |
| What is the primary service they receive from you? | County Proper disposal | | | | | | | |
| What is the main aspect of the service they care about? | Convenience | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Convenience | Number of customers that utilize the Transfer Facilities | Monthly Report | 65,852 | 71,989 | 74,348 | 63,132 | 72,496 | 70,280 |
| Quality of Life | HHW Customers | | 7,750 | 8,470 | 8,662 | 10,013 | 10,850 | 9,521 |
| Quality of Life | Number of SQG Inspections | | 261 | 267 | 268 | 263 | 281 | 279 |
| Quality of Life | Outreach Program Cost | EDEN & Monthly Reports | \$36,741 | \$18,279 | \$8,030 | *\$72,032 | \$14,103 | \$38,869 |
| Quality of Life | Outreach Program Touches | EDEN & Monthly Reports | 178,000 | 138,000 | 705,375 | *6,988,762 | 285,994 | 296,946 |
| Quality of Life | Illegal Dumping | Number of Investigations and arrests | 311 / 33 | 274 / 31 | 1,345 / | 1125 / 26 | 1096 / | 576 / 22 |
| Quality of Life | Keep Charlotte Beautiful | Number of Volunteers | 2,959 | 2,585 | 9 2,807 | 4,223 | 32 3,122 | 2,612 |

*Outreach Program Costs - Includes changes in contract recycling containment

*Outreach Program Touches - Commercial touches include Lee County





Engineering Goals FY24 and FY25

FY24 and FY25 GOALS:

1. Ensure all design and construction contracts start and are completed on time.

2. Create a comprehensive priority list for transportation related issues based on concurrency, safety, and projected growth. Continue to update the list based on data.

3. Ensure all excavation operations are operating per Charlotte County Ordinance.

4. Ensure all ROW inspections are completed within one day of request.

FY23 GOALS AND PROGRESS:

1. Ensure all design contracts start and are completed on time.

Project Engineers/Managers are making sure that the contracts are being followed and they push with all of their authority to get the designs completed on time. Design firms are busy and they are having difficulty hiring additional staff like all of us. It has been difficult to hold them to their original schedules but they require the firm to state exactly why there are issues meeting it if it happens and require them to submit a new schedule. Project Managers hold the design firms accountable and firms have paid for design mistakes that were found during construction.

2. Ensure all construction contracts start and are completed on time.

Project Engineers/Managers make sure the project is being constructed per the contract. If a project is not finished within the timeframe provided, liquidated damages are assessed. Engineering staff has worked hard on creating standard bid specifications to make sure all of our projects are the same and as good as possible. Staff continues to hold monthly meetings to discuss if changes need to be made on the specifications, talk about issues with projects and how to solve them and prevent them in the future, and how work can be streamlined. Even with the additional workload that hurricane Ian created, staff is holding contractors accountable and keeping up with the workload.

3. Ensure all excavation operations are operating per Charlotte County Ordinance.

Site visits are performed both announced and unannounced to mines annually. All complaints are thoroughly investigated. If a mine is found to not be in compliance, appropriate actions are taken, including one where the attorney's office and a court injunction were necessary. The excavation inspector often has to work outside of working hours if complaints of hours of operation are provided.

4. Ensure all ROW inspections are completed within one day of request.

The ROW inspectors have been able to keep up with this task. With as many requests that are being made, it is challenging but has been done. The ROW inspectors are continuing to get overtime to keep up with this as well as the line and grade tasks that they are required to do.



Engineering (Continued)

FY22 ACCOMPLISHMENTS:

1. Ensure all design contracts start and are completed on time.

Project Engineers/Managers make sure that the contracts are being followed and they push with all of their authority to get the designs completed on time. Project Managers hold the design firms accountable and firms have paid for design mistakes that were found during construction.

2. Ensure all construction contracts start and are completed on time.

Project Engineers/Managers make sure the project is being constructed per the contract. If a project is not finished within the timeframe provided, liquidated damages are assessed. Engineering staff has worked hard on creating standard bid specifications to make sure all of our projects are the same and as good as possible. Staff continues to hold monthly meetings to discuss if changes need to be made on the specifications, talk about issues with projects and how to solve them and prevent them in the future, and how work can be streamlined.

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4. Ensure all ROW inspections are completed within one day of request.

The ROW inspectors have been able to keep up with this task. With as many requests that are being made, it is challenging but has been done. The ROW inspectors are continuing to get overtime to keep up with this as well as the line and grade tasks that they are required to do.





Aquatic Weed Division Goals FY24 and FY25

FY24 and FY25 GOALS:

1. Purchase land or establish more easements for launching locations on non tidally influenced canals, before all property on waterways is non accessible.
2. Following the established treatment schedule maintain greater than 95% efficiency of on time treatments for the for the year.
3. Establish a working Field Coordinator to oversee field activities performed by aquatic staff and serve as a technical resource.
4. Maintain the mitigations sites with required vegetated littoral zones with native plants and maintain compliance with SWFWMD Permits.
5. Examine potential for the use of smaller spray platforms that would be amphibious and terrestrail.

FY23 GOALS AND PROGRESS:

1. Purchase land or establish easements for launching locations before all property on waterways is non accessible.
Construct adequate launch sites for airboats or marsh master in areas where county has purchased or established an easement for canal entry. Sites have been developed and a list provided to Engineering for any dredging work that might occur.
2. Following the established treatment schedule maintain greater than 95% efficiency of on time treatments for the year.
Missing the goal of 95% due to staff turnover and inability to fill all positions. Salary adjustments may assist in this area.
3. Expand educational outreach regarding the dynamic of aquatic weed growth and mosquito reproduction.
Expand Aquatic Weeds Control importance though educational outreach focusing on the link between certain invasive species of water-based weeds as natural habitats that are conducive to mosquito egg laying and reproduction.
4. Maintain the mitigations sites with the removal of invasive and non native plants in area of spring lake islands and Manchester islands in accordance with FDEP Permit.
Staff are continuing to cut and treat exotic and invasive plants from the required areas such as Manchester Island.
5. Examine herbicide use, types and quantities and reduce the amount of surfactant used.
Surfactant use has decreased 50% new product Top film all natural adjuvant appears to be a sound replacement.
Determine if other herbicides are approved for aquatic use.



Aquatic Weed Division (Continued)

FY22 ACCOMPLISHMENTS:

1. Purchase land or establish easements for launching locations before all property on waterways is non accessible.

Constructed several adequate launch sites for airboats or marsh master in areas where county has purchased or established an easement for canal entry. Entry has been maintained by mowing and identified as government property local HOA/POA standards as applicable This is ongoing but most launch sites have been improved in slope and angle of launch.

2. Following the established treatment schedule maintain greater than 95% efficiency of on time treatments for the year.

90 % of the designed treatment areas were addressed. Due to staffing and the remaining areas will be added to next years schedule.

3. Expand educational outreach regarding the dynamic of aquatic weed growth and mosquito reproduction.

Education and public outreach have been combined with mosquito outreach activities. Several Schools Steam nights and POA's have been addressed. After epidemic has passed these activities will be reviewed and performed.

4. Maintain the mitigations sites with required vegetated littoral zones with native plants and maintain compliance with SWFWMD Permits.

SWFWMD Permits have been renewed and some vegetated littoral zones areas were replacing damaged or dead plants to new species. Increase and continue exotic and invasive removal on Manchester Island has occurred on a brief level.

5. Examine herbicide use, types and quantities and reduce the amount of surfactant used.

The aquatic plant treatment permit was renewed and recommended herbicides were noted. The amounts of glyphosate and other herbicides that are routinely used is being tracked and inventoried in a newly created database.





CHARLOTTE COUNTY
FLORIDA

Mosquito Control Division Goals FY24 and FY25

FY24 and FY25 GOALS:

1. Perform Bottle Bio Assays on both technical grade and final formulized insecticide products.

2. Research new chemical products in both effectiveness and lasting effectiveness.

3. Increase the number of pooled mosquito tests for arbovirus that can cause human disease. West Nile, Zika, Chikungunya, SLE and Dengue. Continue on the next iteration of the population map by species for county.

4. Ensure all Staff are First aid and CPR certified in field conditions. Find replacement for Adulticide Scourge which is no longer manufactured. Determine the value of drone mapping of marshes.

5. Increase Source Reduction activities and Domestic Inspection programs.

FY23 GOALS AND PROGRESS:

1. Continue to expand surveillance activities specifically for *Aedes aegypti* and *Aedes albopictus* with new traps.

Surveillance activities were increased as was source reduction activities (tire removal) with regard to species. CDC traps were augmented with Sentinel BG remote sensing traps.

2. Expand Disease Surveillance activities in general for all notable human diseases, i.e. West Nile, Zika, Chikungunya, and Dengue.

As areas have become more developed, new trap stations have been designated as well as new landing rate locations. Sentinel Chicken sites are being monitored. Surveillance revealed several new species previously not found in Charlotte County. Published peer reviewed article written.

3. Examine/research new chemical possibilities to decrease cost and prevent population resistance. Experiment with greener pesticides marketed as more natural.

New Products did not provide the mortality that was expected. Increasing larvicide applications earlier for better control New chemical formulations are being explored both liquid and solid.

4. Employ Dry Granule larvicide and monitor efficacy in known areas, such as salt flats, state lands, and park areas for long term control.

Several small batch tests were performed on County owned trails and parks with some encouraging results. Results presented at State Meetings.

5. Examine/research new chemical possibilities to decrease cost and prevent population resistance. Coordinate with State Land Managers on Spinosad larvicide applications.

An amendment to the arthropod control plan to used spinosades on state land as a control larvicide has been submitted to Florida Dept. of Environmental protection. With modification certain areas were approved.



Mosquito Control Division (Continued)

FY22 ACOMPLISHMENTS:

1. Expanded Surveillance activities specifically for *Aedes aegypti* and *Aedes albopictus* with new traps. Increased employee use of oviposition traps for egg laying mosquitoes as well as land harvesting of mosquito eggs from salt marsh areas.

Six New BG counting sentinel traps were employed and tested next to non counting traps. A cage to prevent vandalism and destruction was created and tested. Solar power added to the traps was employed for long term remote monitoring.

2. Expand Disease Surveillance activities in general for all notable human diseases, i.e. West Nile, Zika, Chikungunya, and Dengue. Create population map by species for county.

The beginning of a species map has been started. Pooled mosquito populations have been tested by new test kit indicating antigens associated with disease or no disease has been employed in a variety of samples and will continue to be used in pooled mosquito samples from area traps.

3. Examine/research new chemical possibilities to decrease cost and prevent population resistance. Coordinate with State Land Managers regarding marsh burning and egg reduction.

Upper land managers approved an amendment to control plan allowing dibrom to be used over state land 3 times a years. Rotation of new ULV land applied product was conducted in western portion of the county with excellent knock down and mortality. The new compound however is scheduled for being discontinued in upcoming years.

4. Employ Dry Granule larvicide and monitor efficacy as well as time of control in known area such as salt flats, state lands, and park areas.

Dry larvicide was applied by air in certain non state lands and County owned parks with an antidotal reduction in number of mosquitoes over time and control of times 7-10 days for 5 day rated products. The single brood pellets were evaluated as successful and has led to the desire to try multibreed granular larvicides.

5. Examine/research new chemical possibilities to decrease cost and prevent population resistance. Coordinate with State Land Managers regarding marsh burning and egg reduction.

Land Managers agreed to examine some marsh burning to decrease mass and destroy mosquito eggs. Some fires were lit early but were discontinued to drought conditions. Several Bench tests were performed on several short and long term granule formulations for efficacy and time of control from 2-5 days to up to 30 days of effectiveness.



CHARLOTTE COUNTY
FLORIDA

Road Maintenance Division Goals FY24 and FY25

FY24 and FY25 GOALS:

1. Align the collection and mapping of infrastructure assets to meet our design in CityWorks.

2. Increase the use of mobile technology and GIS to increase efficiency and provide proper training to staff.

3. Instill continuity of knowledge transfer for our organization.

4. Update and maintain the Maintenance and Operations Strategic Plan Goals.

FY23 GOALS AND PROGRESS:

1. Implementation, training and roll out of the CityWorks asset management program.

After Hurricane Ian, staff was re-trained and CityWorks was implemented across all divisions in the Maintenance and Operations Division.

2. Align the collection and mapping of infrastructure assets to meet our design in CityWorks.

Staff has created SOP's to follow utilizing CityWorks to ensure all asset attributes are collected when work is being done.

3. Finish the MSBU Study and implement ideas that staff feels would help align all MSBU's.

Staff was directed to prepare a point paper on the ramifications of the proposed Waterway MSBU methodology changes so it can be reviewed.

4. Increase the use of mobile technology and GIS to increase efficiency and provide proper training to staff.

Staff continues to use iPads to use CityWorks in the Field. Staff is researching additional mobile technology options.

5. Instill continuity of knowledge transfer for our organization.

Staff is working to create SOPs, and employee binders specific to positions to assist with the transfer of knowledge to others.

FY22 ACCOMPLISHMENTS:

1. Implementation, training and roll out of the CityWorks asset management program.

CityWorks implementation and roll out began in June 2022 for all Public Works staff and was placed on hold due to the occurrence of Hurricane Ian.

2. Align the collection and mapping of infrastructure assets to meet our design in CityWorks.

Ongoing.

3. Finish the MSBU Study and implement ideas that staff feels would help align all MSBU's.

The MSBU Methodology Study was placed on hold following a presentation regarding the proposed Waterway

4. Increase the use of mobile technology and GIS to increase efficiency and provide proper training to staff.

Field staff were trained on the use of iPads with the roll out of CityWorks.

5. Instill continuity of knowledge transfer for our organization.

Ongoing.



Solid Waste Division Goals FY24 and FY25

FY24 and FY25 GOALS:

1. New scale house fully operational by the end of FY2024.
2. Apply for Industry awards related to Solid Waste Division programs.
3. Continue to meet the State's mandated 75% recycling rate.
4. Complete a tipping fee and sanitation assessment rate study.
5. Review and evaluate Solid Waste's facilities damaged during hurricane and its impact on operations.

FY23 GOALS AND PROGRESS:

1. Review / evaluate the operational needs to increase staffing to meet Landfill's operational work demand.
Received approval for four additional position.
2. Upgrade West County Transfer Facility's employee breakroom and public bathroom.
Completed.
3. Continue to meet the State's mandated 75% recycling rate.
County met and exceeded State's mandated 75% recycling rate.
4. Implementation, training and roll out of the CityWorks asset management program.
Ongoing.

FY22 ACCOMPLISHMENTS:

1. Continue to meet the State's mandated 75% recycling rate.
County met and exceeded State's mandated 75% recycling rate.
2. Hire engineering firm to design new scale house building and determine best location taking into account the future expansion of the Landfill's increased traffic flow and control if ingress and egress to Landfill.
Completed.
3. Replace four semi trailers utilized at the County's Transfer Facilities.
Completed.



Mission

Tourism--To brand, market and sell the area globally as Florida's premiere eco-tourism, leisure, amateur sports and meeting/conference destination for the continual economic benefit of the community.

Linkage to Strategic Goals

Public Services

Economic & Community Development

Core Functions

Leisure Travel Marketing
Building awareness and brand identity for the area through advertising, PR
Media and Public Relations
To increase awareness through generating earned media for the destination.
Sporting/Meeting Event Development
Promotes the area to meeting planners and sporting events rights holders.
Film/Digital Media
Promote the Charlotte Harbor Gulf Island Coast for film, television and video production

FY 24 - First Year Operating Budget

| | | |
|-------------------------|-------------|--------------------|
| Critical | 47% | \$1,896,961 |
| Critical | 22% | \$879,278 |
| Critical | 26% | \$1,074,673 |
| Critical | 5% | \$219,819 |
| Operating Budget | 100% | \$4,070,731 |

| Revenues by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|---------------------|---------------------|---------------------|---------------------|
| BCC General Revenues | \$ - | \$ - | \$ - | \$ - |
| Taxes | \$ 4,657,505 | \$ 2,944,720 | \$ 4,249,415 | \$ 5,503,572 |
| Fees & Assessments | \$ - | \$ - | \$ - | \$ - |
| State & Federal Revenue | \$ 28,811 | \$ 42,000 | \$ 80,000 | \$ 80,000 |
| Charges for Services | \$ - | \$ - | \$ - | \$ - |
| Misc | \$ (57,861) | \$ - | \$ - | \$ - |
| Transfers | \$ 1,710 | \$ - | \$ - | \$ - |
| Beginning Balances | \$ - | \$ 1,372,754 | \$ 3,686,273 | \$ 2,691,736 |
| Total | \$ 4,630,166 | \$ 4,359,474 | \$ 8,015,688 | \$ 8,275,308 |

| Expenses by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|----------------------|---------------------|---------------------|---------------------|---------------------|
| Salaries & Benefits | \$ 772,483 | \$ 762,945 | \$ 1,039,880 | \$ 1,074,149 |
| Services & Charges | \$ 1,545,576 | \$ 2,403,412 | \$ 2,893,610 | \$ 2,921,660 |
| Operating Expenses | \$ 123,478 | \$ 126,643 | \$ 137,241 | \$ 137,241 |
| Capital | \$ - | \$ - | \$ - | \$ - |
| Other | \$ - | \$ - | \$ - | \$ - |
| Debt | \$ - | \$ - | \$ - | \$ - |
| Transfers | \$ 754,819 | \$ 754,819 | \$ 754,819 | \$ 754,819 |
| Reserves | \$ - | \$ 311,655 | \$ 3,190,138 | \$ 3,387,439 |
| Total | \$ 3,196,357 | \$ 4,359,474 | \$ 8,015,688 | \$ 8,275,308 |

| Positions | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|-----------|-----------|
| Full Time | 8 | 8 | 8 | 8 |
| Part Time | 2 | 2 | 2 | 2 |
| Total | 10 | 10 | 10 | 10 |

Notes

FY24 Budgeted Revenue



FY24 Budgeted Expenditures





TOURIST DEVELOPMENT BUREAU

Levels of Service - 6 Year Metrics

| Leisure Travel Marketing | | | | | | | | |
|---|---|---|---------------|---------------|---------------|---------------|---------------|-----------------|
| Who is your primary Customer? | Visitors | | | | | | | |
| What is the primary service they receive from you? | Awareness of the area and Information about the area. Increase business | | | | | | | |
| What is the main aspect of the service they care about? | Accurate and timely information. Increase business | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Accuracy | % of visitors who were properly targeted/influenced by marketing (social, digital, email, etc.) | Visitor surveys; monthly/quarterly Intercept research, internal relational data engine analysis (Exposed*Influence) | 35.5% | 32.4% | 17.3%* | 18.9% | 15.6% | 12.1% |
| Increase Business | Total # of visitors | Occupancy/ADR data, economic impact data STR/ATR Data (Occupancy/ADR), | 413,800 | 405,300 | 519,032 | 699,400 | 863,000 | 972,100 |
| | Economic impact and tax revenue | Intercept research, internal relational data engine analysis | \$570,361,590 | \$565,943,665 | \$638,785,138 | \$622,140,500 | \$844,435,500 | \$1,043,865,100 |

| Media & Public Relations | | | | | | | | |
|---|---|---|---------------|---------------|---------------|---------------|---------------|-----------------|
| Who is your primary Customer? | Media, industry partners and visitors | | | | | | | |
| What is the primary service they receive from you? | Information, exposure and increase business | | | | | | | |
| What is the main aspect of the service they care about? | Accurate and timely information. Increase business | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Exposure | # of visitors who were properly targeted/influenced by marketing (social, digital, email, etc.) | Visitor surveys; monthly/quarterly Intercept research, internal relational data engine analysis (Exposed*Influence) | 128 | 246 | 221 | 467 | 486 | 373 |
| Increase Business | Total # of visitors | Occupancy/ADR data, economic impact data | 413,800 | 405,300 | 519,032 | 699,400 | 863,000 | 972,100 |
| | Economic impact data | STR/ATR Data (Occupancy/ADR), Intercept research, internal relational data engine analysis | \$570,361,590 | \$565,943,665 | \$638,785,138 | \$622,140,500 | \$844,435,500 | \$1,043,865,100 |

| Sporting/Meeting Event Development | | | | | | | | |
|---|---|---|--------------|--------------|--------------|--------------|---------------|--------------|
| Who is your primary Customer? | Event/meeting planners and industry partners | | | | | | | |
| What is the primary service they receive from you? | Information, negotiation with venues and hotels, financial support/grants. Increase business during slow time of year | | | | | | | |
| What is the main aspect of the service they care about? | Increase bottom line and successful event. Increase business | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Increase Business | # of events | Internal data | 36 | 36 | 25 | 24 | 48 | 57 |
| Revenue Generation | Direct expenditures/economic | Economic impact calculators/event studies | \$15,434,185 | \$16,016,598 | \$11,890,719 | \$15,300,259 | \$25,400,110* | \$39,861,049 |
| Success of Event | # of attendees | Surveys/internal data/event organizers | 36,136 | 33,429 | 18,533 | 33,249 | 62,213 | 82,854 |

| Film/Digital Media | | | | | | | | |
|---|--|---|---------------|---------------|---------------|---------------|---------------|-----------------|
| Who is your primary Customer? | Film and TV producers. Internal and industry partners | | | | | | | |
| What is the primary service they receive from you? | Location scouting, crew assistance. Media to use for promotion | | | | | | | |
| What is the main aspect of the service they care about? | Successful production. High quality imagery | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Success of Production | # of inquiries | Reelscout data, direct inquiries, permits filed | 29 | 35 | 36 | 25 | 31 | 24 |
| Quality | Economic impact and tax revenue | Internal data and Economic impact data | \$570,361,590 | \$565,943,665 | \$638,785,138 | \$622,140,500 | \$844,435,500 | \$1,043,865,100 |



CHARLOTTE COUNTY
FLORIDA

Tourism Goals FY24 and FY25

FY24 and FY25 GOALS:

1. Visitation, Economic Impact, TDT.

2. Website traffic.

3. Sports Business Development.

4. Meetings/Convention Development.

5. Earned Media/PR.

FY23 GOALS AND PROGRESS:

1. Although the County suffered a significant temporary loss of lodging inventory as a result of Hurricane Ian, it is our goal to match FY 2022's TDT collections and total economic impact while, for the first time, welcoming over 1 million visitors to the destination.

Progress: Through Q1 our TDT collections exceed Q1 of FY 2022 by 11.8%, total economic impact from visitors is up 20.7% and the total number of visitors is up 13.8%.

2. While our PR Manager position was vacant for the first four months of FY 2023, it is our goal to recruit and/or host a minimum of 8 individual travel writers in-market assisting with the creation of their itineraries and other logistics. In addition, our goal is to host at least 1 group media FAM tour in this FY.

Progress: Through Mar. 2023 we have hosted 2 media trips and are in the coordination/planning process for 2 more in the coming weeks. As of now we do not have a group media FAM scheduled for this FY yet.

3. Taking into account that approximately 15 sporting events scheduled for FY 2023 had to be cancelled due to the hurricane, and some County sports facilities still are not back online, it is our goal to reschedule as many as we can for FY 2024 while still hosting 48 events in FY 2023. Furthermore, it's our goal that these 48 events will generate approximately 34 million in total economic impact.

Progress: Through Mar. 2023, we have hosted 18 events generating over \$23 million in total economic impact and attracting over 32,000 attendees including both participants and spectators.

4. Generate a minimum of 30 meetings/convention/trade show leads and increase the meeting planner database by 25%.

Progress: Through Mar. 2023, 19 meetings/convention leads have been generated, with 4 of those already converted to booked business. In addition, the meeting planner database has been increased by over 13% to date this FY.

5. To expand and diversify our sales and marketing efforts, it is our goal to contract with an International Representation firm by July 1, 2023 and devise a comprehensive plan to directly promote our destination to the UK and/or German markets.

Progress: As of Mar. 2023 we have secured the services of a consultant that will assist us through the development of this process to ensure we avoid and pitfalls while maximizing our investment in the international market. Also, we are actively working with the Purchasing Dept. to have an RFP issued to a list of qualified firms we have established through the consultant, industry peers and other sources.



Tourism (Continued)

FY22 ACCOMPLISHMENTS:

1. TDT, Economic Impact, number of Visitors

Despite the decline of pent-up demand as we've distanced ourselves from COVID-19, our TDT collections exceeded collections from FY 2021 by 27.8% coming in at a total of over \$7.7 million. In addition, we attracted 972,000 visitors (a 12.6% increase from FY 2021) and FY 2022 was the first year that total economic impact from tourism exceeded \$1 billion in Charlotte County.

2. Earned Media/PR

While our PR Manager position was vacant for the final four months of FY 2022, staff collaborated with our PR agency to still generate 373 favorable mentions across a variety of media platforms. In addition, we hosted a group media FAM tour hosting 6 members of the International Food & Wine Travel Writers Association in Sept. 2022. Due to the departure of our previous PR Manager in June 2022 and Hurricane Ian hitting in Sept. 2022, we just started bringing back into market in Feb. 2023.

3. Sports Business Development

The VCB recruited and/or supported 57 sporting events that generated over \$39 million in total economic impact. These events attracted over 82,000 people to the destination and several events generated substantial media exposure, including over 1 million live stream views of the 2022 APP Pickleball Punta Gorda Open.

4. Website Traffic

On Jan. 6, 2022, the VCB rolled out a complete redesign of our PureFlorida.com website. The goal was to increase the # of users, # of sessions, page views and session duration while also reducing the bounce rate. Over the first 12 months the # of users increased by 21.59%, the # of sessions increased by 20.23%, page views increased by 22.10%, and session duration increased by 12.24% while the bounce rate decreased by 3.59%.





Utilities

Mission

To provide products and services of uncompromising standards of value to the community, by operating a public utility system that is economically sound, environmentally responsible, operationally reliable and customer responsive.

Division Summary

-Water --- Deliver safe, high quality and sustainable water to customers for drinking, fire suppression and irrigation purposes

-Wastewater Treatment/Water Reclamation --- Collect and treat wastewater in an environmentally sound manner. Produce reclaimed water for use in irrigation.

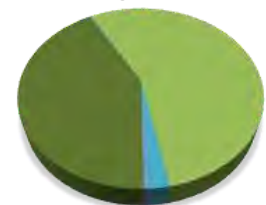
FY 24 - First Year Operating Budget

| | |
|-----|--------------|
| 52% | \$41,484,680 |
| 48% | \$39,136,196 |

Operating Budget 100% \$80,620,876

| Revenues by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| BCC General Revenues | \$ - | \$ - | \$ - | \$ - |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Fees & Assessments | \$ - | \$ - | \$ - | \$ - |
| State & Federal Revenue | \$ 975,595 | \$ 500,000 | \$ 500,000 | \$ 400,000 |
| Charges for Services | \$ 97,567,353 | \$ 94,953,790 | \$ 105,319,753 | \$ 112,966,977 |
| Misc | \$ 1,568,390 | \$ 4,120,519 | \$ 4,124,172 | \$ 4,071,884 |
| Transfers | \$ 39,763,516 | \$ 122,157 | \$ 1,311,120 | \$ 15,049 |
| Beginning Balances | \$ - | \$ 69,505,071 | \$ 80,417,668 | \$ 73,061,588 |
| Total | \$ 139,874,854 | \$ 169,201,537 | \$ 191,672,713 | \$ 190,515,498 |

FY24 Budgeted Revenue



- State & Federal Revenue 1%
- Charges for Services 55%
- Miscellaneous 2%
- Transfers 1%
- Beginning Balances 41%

| Expenses by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|----------------------|----------------------|-----------------------|-----------------------|-----------------------|
| Salaries & Benefits | \$ 21,267,171 | \$ 23,056,134 | \$ 26,435,034 | \$ 28,497,099 |
| Services & Charges | \$ 15,098,712 | \$ 24,136,006 | \$ 28,471,971 | \$ 27,446,553 |
| Operating Expenses | \$ 34,183,332 | \$ 20,563,764 | \$ 25,713,871 | \$ 26,262,055 |
| Capital | \$ 1,203,474 | \$ 15,544,561 | \$ 19,487,151 | \$ 5,894,445 |
| Other | \$ - | \$ - | \$ - | \$ - |
| Debt | \$ 27 | \$ - | \$ - | \$ - |
| Transfers | \$ 27,302,868 | \$ 24,528,822 | \$ 21,763,822 | \$ 28,347,313 |
| Reserves | \$ - | \$ 61,372,250 | \$ 69,800,864 | \$ 74,068,033 |
| Total | \$ 99,055,584 | \$ 169,201,537 | \$ 191,672,713 | \$ 190,515,498 |

FY24 Budgeted Expenditures



- Salaries & Benefits 13%
- Services & Charges 14%
- Operating Expenses 13%
- Capital 11%
- Transfers 12%
- Reserves 37%

| Positions | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|------------|------------|
| Full Time | 261 | 271 | 282 | 298 |
| Part Time | 0 | 0 | 0 | 0 |
| Total | 261 | 271 | 282 | 298 |

Notes

Proposed New Positions: FY25 - 21 FTE CIP - Akermann, Eastport, Burnt Store
 Added New Positions: FY23 - 11 FTE manpower study, FY24 - 11 FTE manpower study, FY25 - 16 FTE manpower study
 Fees/Various Charges: FY24 increase due to connections growth
 Services & Charges Expenses: FY24 increase of \$4.2M Contractual Services
 Operating Expenses: FY24 increase due to Meter Replacement program and inflationary pressures
 Capital Expenses: FY24 increase due to funding of CIPs, future land acquisitions for Lift Stations, and Equipment replacement



Utilities

Wastewater Treatment

Mission

Wastewater Treatment/Water Reclamation --- Collect and treat wastewater in an environmentally sound manner. Produce reclaimed water for use in irrigation.

Linkage to Strategic Goals

Efficient and Effective Government
Infrastructure

Public Services

Core Functions

Wastewater Supply - Quantity/Quality/Treatment

Treating wastewater throughout the county and providing reclaimed water for irrigation
System Maintenance & Integrity

Preventative, predictive and corrective maintenance ensure system integrity at six treatment plants in county
Future Wastewater Treatment Demand

Capacity needs will be identified and built accordingly meeting compliance standards

Outreach, Consumer Education, Employee Training, Customer

Informs and educates the public on water treatment and reclamation. Promotes employees further education
Contact Fiscal Planning and Revenue Collection

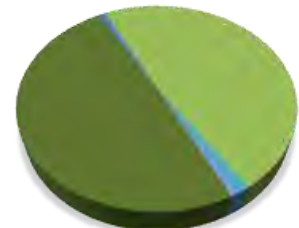
Ensure fiscal sustainability through financial planning/budgets and timely billing and collections

FY 24 - First Year Operating Budget

| | | |
|-------------------------|-------------|---------------------|
| State Mandated | 32% | \$12,562,719 |
| State Mandated | 34% | \$13,306,307 |
| State Mandated | 21% | \$8,179,465 |
| Locally Mandated | 5% | \$1,956,810 |
| Locally Mandated | 8% | \$3,130,896 |
| Operating Budget | 100% | \$39,136,196 |

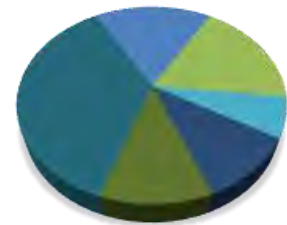
| Revenues by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|----------------------|----------------------|----------------------|----------------------|
| BCC General Revenues | \$ - | \$ - | \$ - | \$ - |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Fees & Assessments | \$ - | \$ - | \$ - | \$ - |
| State & Federal Revenue | \$ 450,526 | \$ 233,423 | \$ 245,073 | \$ 193,080 |
| Charges for Services | \$ 42,760,922 | \$ 43,308,854 | \$ 45,515,865 | \$ 48,941,358 |
| Misc | \$ 508,997 | \$ 1,060,567 | \$ 1,106,228 | \$ 1,055,168 |
| Transfers | \$ 18,362,620 | \$ 57,029 | \$ 642,640 | \$ 7,264 |
| Beginning Balances | \$ - | \$ 34,331,191 | \$ 46,437,762 | \$ 41,764,728 |
| Total | \$ 62,083,064 | \$ 78,991,064 | \$ 93,947,567 | \$ 91,961,597 |

FY24 Budgeted Revenue



| Expenses by Category | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|----------------------|----------------------|----------------------|----------------------|----------------------|
| Salaries & Benefits | \$ 12,195,564 | \$ 13,470,592 | \$ 15,831,154 | \$ 17,106,497 |
| Services & Charges | \$ 8,488,963 | \$ 12,942,224 | \$ 17,079,230 | \$ 16,112,595 |
| Operating | \$ 11,298,650 | \$ 4,448,718 | \$ 6,225,813 | \$ 6,247,768 |
| Expenses Capital | \$ 1,151,905 | \$ 8,026,956 | \$ 9,931,328 | \$ 3,058,975 |
| Other | \$ - | \$ - | \$ - | \$ - |
| Debt | \$ 12 | \$ - | \$ - | \$ - |
| Transfers | \$ 12,608,347 | \$ 11,451,183 | \$ 10,667,445 | \$ 13,683,213 |
| Reserves | \$ - | \$ 28,651,391 | \$ 34,212,597 | \$ 35,752,549 |
| Total | \$ 45,743,441 | \$ 78,991,064 | \$ 93,947,567 | \$ 91,961,598 |

FY24 Budgeted Expenditures



| Positions | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|------------|------------|
| Full Time | 153 | 160 | 167 | 180 |
| Part Time | 0 | 0 | 0 | 0 |
| Total | 153 | 160 | 167 | 180 |

Notes

Proposed New Positions: FY25 - 21 FTE CIP - Akermann, Eastport, Burnt Store

Added FTE Positions: FY23 - 8 FTE manpower study, FY24 - 7 FTE manpower study, FY25 - 12 FTE manpower study



Utilities Water

Mission

Water --- Deliver safe, high quality and sustainable water to customers for drinking, fire suppression and irrigation purposes

Linkage to Strategic Goals

Efficient and Effective Government
Infrastructure

Public Services

Core Functions

Water Supply

Supply treated water from Peace River Water Authority and county owned - Burnt Store Water Plant.

System Maintenance & Integrity

This division performs corrective, preventative and predictive maintenance to maintain system integrity

Future Water Supply Demands

Ensure that water supply needs are being met and planned for over the next 20 years

Outreach, Consumer Education, Employee Training, Customer Contact

Informs and educates the public on water quality and conservation. Promotes employees further

Fiscal Planning and revenue collection

education Ensure fiscal sustainability through financial planning/budgets and timely billing and collections

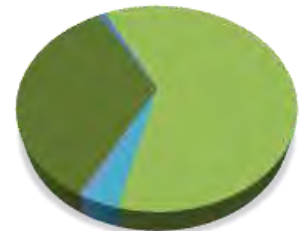
FY 24 - First Year Operating Budget

| | | |
|-------------------------|-------------|---------------------|
| State Mandated | 32% | \$13,192,128 |
| State Mandated | 31% | \$12,901,735 |
| State Mandated | 25% | \$10,371,170 |
| State Mandated | 5% | \$2,074,234 |
| Locally Mandated | 7% | \$2,945,412 |
| Operating Budget | 100% | \$41,484,680 |

Revenues by Category

| | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|-------------------------|----------------------|----------------------|----------------------|----------------------|
| BCC General Revenues | \$ - | \$ - | \$ - | \$ - |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Fees & Assessments | \$ - | \$ - | \$ - | \$ - |
| State & Federal Revenue | \$ 525,069 | \$ 266,577 | \$ 254,927 | \$ 206,920 |
| Charges for Services | \$ 54,806,431 | \$ 51,644,936 | \$ 59,803,888 | \$ 64,025,619 |
| Misc | \$ 1,059,394 | \$ 3,059,952 | \$ 3,017,944 | \$ 3,016,716 |
| Transfers | \$ 21,400,896 | \$ 65,128 | \$ 668,480 | \$ 7,785 |
| Beginning Balances | \$ - | \$ 35,173,880 | \$ 33,979,906 | \$ 31,296,860 |
| Total | \$ 77,791,790 | \$ 90,210,473 | \$ 97,725,146 | \$ 98,553,901 |

FY24 Budgeted Revenue



Expenses by Category

| | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|---------------------|----------------------|----------------------|----------------------|----------------------|
| Salaries & Benefits | \$ 9,071,607 | \$ 9,585,542 | \$ 10,603,880 | \$ 11,390,602 |
| Services & Charges | \$ 6,609,749 | \$ 11,193,782 | \$ 11,392,741 | \$ 11,333,958 |
| Operating | \$ 22,884,682 | \$ 16,115,046 | \$ 19,488,058 | \$ 20,014,287 |
| Expenses Capital | \$ 51,569 | \$ 7,517,605 | \$ 9,555,823 | \$ 2,835,470 |
| Other | \$ - | \$ - | \$ - | \$ - |
| Debt | \$ 14 | \$ - | \$ - | \$ - |
| Transfers | \$ 14,694,522 | \$ 13,077,639 | \$ 11,096,377 | \$ 14,664,100 |
| Reserves | \$ - | \$ 32,720,859 | \$ 35,588,267 | \$ 38,315,484 |
| Total | \$ 53,312,143 | \$ 90,210,473 | \$ 97,725,146 | \$ 98,553,900 |

FY24 Budgeted Expenditures



Positions

| | FY 22 Actual | FY 23 Adopted | FY 24 | FY 25 |
|--------------|--------------|---------------|------------|------------|
| Full Time | 108 | 111 | 115 | 118 |
| Part Time | 0 | 0 | 0 | 0 |
| Total | 108 | 111 | 115 | 118 |

Notes

Added FTE Positions: FY23 - 3 FTE manpower study, FY24 - 4 FTE manpower study, FY25 - 4 FTE manpower study

- Salaries & Benefits 11%
- Services & Charges 11%
- Operating Expenses 20%
- Capital 10%
- Transfers 12%
- Reserves 36%



CHARLOTTE COUNTY UTILITIES

Levels of Service - 6 Year Metrics

| Wastewater Treatment/Water Reclamation | | | | | | | | |
|---|--|--|---------|--------|---------|---------|-----------|---------|
| Who is your primary Customer? | Charlotte County residents and commercial businesses | | | | | | | |
| What is the primary service they receive from you? | Wastewater collection and treatment, and reclamation distribution | | | | | | | |
| What is the main aspect of the service they care about? | Reliability and sanitation | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Reliability | # of Florida Department of Environmental Protection (FDEP) monthly inspections | Monthly reports submitted to FDEP | 72 | 72 | 72 | 72 | 72 | 72 |
| | % of Florida Department of Environmental Protection (FDEP) Compliance | Inspection reports performed by FDEP | 100% | 100% | 100% | 100% | 100% | 100% |
| | # of gallons of wastewater & reuse water spilled as a % of daily flows | Radio Telemetry Data created from Utilities' telemetry system | 0.044% | 0.063% | 0.012% | 0.040% | 4.700% | 0.037% |
| | # of customer calls | Customer calls tracked in CMMS workorder system | 2485 | 2688 | 3058 | 3059 | 3023 | 3266 |
| | Average response time (in hours) | | 1.00 | 1.00 | 1.50 | 1.50 | 1.25 | 1.25 |
| Sanitation | # of gallons spilled into environment | Spill report submittals to FDEP provide gallons spilled per incident | 423,000 | 64,483 | 274,510 | 864,790 | 2,156,968 | 977,017 |
| | # of FDEP violations | FDEP violation notices received after site inspections or spill report data (spills > 1,000 gal) | 1 | 0 | 5 | 0 | 4 | 0 |
| | # of work orders for collection system and treatment processes *Note: FY2020 includes laboratory | | 17,126 | 24,253 | 22,382 | 67,099 | 60,620 | 156,279 |

| Water | | | | | | | | |
|---|--|----------------------------------|------|------|------|------|------|------|
| Who is your primary Customer? | Charlotte County residents and commercial businesses | | | | | | | |
| What is the primary service they receive from you? | Clean, safe drinking water | | | | | | | |
| What is the main aspect of the service they care about? | Safety, Availability | | | | | | | |
| How do we measure "what customers care about"? | What is (or can be) measured? | What is the source of this data? | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| Safety | Regulatory Compliance | Sampling & Monthly reports | 100% | 100% | 100% | 100% | 100% | 100% |
| Availability | # of water main breaks per 100 miles of pipe per cause | Monthly and annual reports | 3.95 | 4.2 | 3.13 | 3.53 | 5.4 | 3.06 |
| | Average time to repair in hours - Burnt Store Water System | | 2.0 | 1.7 | 2.0 | 6.3 | 5.0 | 5.0 |
| | Average time to repair in hours - Peace River Water System | | 3.3 | 5.4 | 3.6 | 4.7 | 3.9 | 5.0 |





Charlotte County Utilities Goals FY24 and FY25

FY24 and FY25 GOALS:

1. Water Meter Study and Meter Changeout program.

2. Obtain APWA Certification.

3. Update 2011 Standards.

4. CMOM Program.

5. Asset Management Plan Expansion.

FY23 GOALS AND PROGRESS:

1. Water Master Plan.

Contract #19-221 was on-going in FY22. CCU continued working with Jones Edmunds Engineering in FY23 to develop a funding strategy and an implementation plan to execute the recommended changes, improvements, upgrades, expansions, and replacement. Jones Edmunds will present the Final Potable Water Master Plan to the Board in February 2023.

2. Sewer Mater Plan.

Finalize negotiations with Jones Edmunds to award contract #22-201. CCU will work with Jones Edmunds to develop a funding strategy and an implementation plan to execute the recommended changes, improvements, upgrades, expansions, and replacement within the sewer system.

3. Implement CMOM Program

FY23 submitted a Letter of Interest (LOI) to the Engineering Library for professional services to develop a CCU Design Manual. Negotiated the scope of work and fee with the firm Kimley-Horn and requesting Board approval in January 2023. Plan is to have it completed by September 30, 2023. Submitted LOI for Sanitary Sewer Flow Analysis to create a centralized reporting strategy, revise data tracking to collect standardized data to improve reporting, and formalize SSO response and document the line of communication. Continue working with Veith Engineering on CAAP Program.

4. Water Meter Study.

CCU needs a metering system that will work across different platforms, in different environments and are reliable. To meet this need CCU staff along with a consultant will evaluate the current system and new technologies that have been developed since the current system was installed over a decade ago.

5. Staffing Evaluation.

Continue working with Blue Cypress to complete all Tasks within the contract. Blue Cypress will present a final report and power point presentation to the Board in February 2023. Upon completion, CCU will evaluate the recommendation and begin implementation immediately.



Charlotte County Utilities (Continued)

FY22 ACCOMPLISHMENTS:

1. Water Master Plan.

CCU continued to work with Jones Edmunds Engineering to develop a funding strategy and an implementation plan to execute the recommended changes, improvements, upgrades, expansions, and replacement. Jones Edmunds will provide a presentation to the Board in FY23.

2. Sewer Mater Plan.

The updated sewer master plan Request for Proposals went out in January 2022. Two submittals were received in February and a negotiations meeting was held in March. Negotiations to be finalized in FY23 with a contract award to Jones Edmunds. From the plan CCU will develop a funding strategy and an implementation plan to execute the recommended changes, improvements, upgrades, expansions, and replacement within the sewer system.

3. Implement CMOM Program.

Per FDEP Consent Order Requirement, a CMOM Roadmap was completed (per contract #21-005) and presented by Kimley-Horn & Associates, Inc. to the Board in April 2022. The Roadmap contains 28 projects and 76 tasks (findings and recommendations) relating to the wastewater collection system. Contract #21-573 was awarded on 11/9/21 for Capacity Assessment and Assurance Program Framework Development and Flow Monitoring Pilot Program with Veith Engineering & Business Solutions. CCU provided data and information to Veith to help develop an initial desktop wastewater collection system CAAP and Flow Monitoring Framework document which outlines the processes, tools, and resources to evaluate the wastewater collection system to determine the most effective way to address gaps, deficiencies, and other problems.

4. Water Meter Study.

CCU staff did not issue a contract to a consultant to evaluate the current system and new technologies that have been developed since the current system was installed over a decade ago. This goal will be reassessed in FY23.

5. Staffing Evaluation.

CCU Business Process and Manpower Audit contract #22-264 was awarded on 4/12/22 to Blue Cypress Consulting. Work for this project began the week of June 13, 2022. Completed 100% of high level organizational scan; completed 75% of data and document collection and review; completed 85% of staff engagement; completed 15% of staffing assessment and current levels of service; completed 5% of develop staffing evaluation metrics and determine target level of service; completed 5% of peer benchmarking data.



CHARLOTTE COUNTY

FINANCIAL POLICIES



Charlotte County welcomed nearly 1,012,200 visitors to the county and logged 2,166,708 site visits to the county's website in FY23.



FINANCIAL POLICIES



Charlotte County's responsibility to its citizens is to correctly account for public funds, manage County finances wisely, and plan for adequate funding of services desired by the public. With the rate of growth in our area and the current national economic uncertainty, Charlotte County needs to ensure that it is capable of adequately funding and providing local government services needed by the community.

Sound fiscal policies that are realistic and consistent provide useful guidance for the long-term programming of services and facilities. They also provide a set of assumptions under which budget and tax decisions should be made.



Investment Policy

The investment policy is a Clerk of the Circuit Court policy and can be found here: [Clerk of the Circuit Court and County Comptroller Investment Policy](#)

The following policies are followed throughout the budget process and are referenced in Section 3.05 Budget and Administrative Services, Charlotte County Administrative Code. ([Administrative Code](#))

- General Policy
- Reserve Policy
- Transfer Policy
- Capital Improvement Policy
- Fund Balance Policy
- Revenue Policy
- Debt Policy
- Appropriation Policy

Fiscal Policy Statement

The following list reflects the Budget Policies followed by Charlotte County:

General Policy

1. The Board at the account group summary level will annually adopt the operating budget authorizing expenditure of County funds.
2. The budgeted expenditures and reserves of each fund (including reserves for contingencies, balances to be carried forward, and all other purposes) will equal the sum of projected beginning balances for the fiscal year and all revenues that reasonably can be expected to be received during the fiscal year. In other words, the revenues and expenditures must be equal in order to present a "balanced budget."

The revenue division shall estimate 95 percent of all receipts reasonably anticipated from all sources [F.S.129.01 (2)(b)].



Reserve Policy

The Charlotte County Charter directs that a reserve policy will be adopted by the Board of County Commissioners and reviewed annually by April 1. The following is the adopted reserve policy.

Financial Reserve Policy - General Policy Statements

1. The Board of County Commissioners realizes it is essential for governments to maintain adequate levels of fund balance to mitigate current and future risks such as revenue shortfalls, natural disasters, unanticipated expenditures, and to ensure stable tax rates and other unforeseen situations after exhausting all other funding options.
2. Charlotte County's reserve policies are based on sound fiscal principles designed to allow the county to maintain continuity of operations in adverse conditions while being mindful of our fiduciary responsibility to taxpayers, both current and future generations.
3. The county realizes adequate fund balance levels are an essential component of the county's overall financial management strategy and a key factor in external agencies' measurement of the county's financial strength.



4. Various bond rating agencies recognize the best reserve policies provide both specificity and flexibility, accomplishing one or more of at least three main criteria: establishing a target level of reserves, or a reserve floor; specifying the appropriate circumstances for drawing down reserves; and directing the replenishment of reserves.
5. The Government Finance Officers Association of the United States and Canada recommends a minimum general fund reserve of no less than 5-15% of operating revenues, or no less than one to two months of regular operating expenditures.
6. Charlotte County lies within a coastal zone highly susceptible to hurricane and storm damage.
7. There exists uncertainty in the economic markets around the world, in regard to the cost of construction materials, interest rates, personnel costs, medical insurance costs, and general inflation.
8. Each sizable fund has been analyzed to determine the type of risk it may be exposed to, the duration of the risk, methods to mitigate that risk and the amount of funds needed to mitigate against that risk.
9. The county's aging infrastructure will require increasing repair and replacement.
10. The county wishes to mitigate other forms of uncertainty such as:
 - a. Unanticipated changes in the tax and spending policies of federal and state governments.
 - b. Imposition of mandates by federal and state governments or the courts.
 - c. Financial impacts of labor agreements, particularly those stemming from collective bargaining.
 - d. Unforeseen increases in energy costs.
11. The fund balance definitions will be reported in accordance with generally accepted governmental accounting principles.

Financial Reserve Policy - Guidelines

The Charlotte County Board of County Commissioners hereby establishes the following financial reserves policy that includes guidelines for the use of reserve funds, the level of funding (minimum and maximum) for reserve funds and the time period over which reserve funds should be accumulated, and procedures for reporting and managing reserve funds.



Financial Reserve Policy - Ad Valorem Reserves

The components of the ad valorem reserve are the combined reserves of the General Fund, Capital Projects Fund, and Law Enforcement Fund and should include, but not be limited to the following:

1. Reserve for Contingencies

The purpose of Reserve for Contingencies is to maintain adequate levels of fund balance to mitigate current and future risks such as revenue shortfalls, unanticipated expenditures, and to ensure stable tax rates; and other unforeseen financial situations after exhausting all other funding options. The County should strive to maintain a balance not less than 5% and not greater than 10% percent of the total of the budget. Budget is defined as the amount available to spend to include beginning balance and revenues.

2. Cash Carried Forward

A reserve amount for the purpose of paying expenses from October 1 of the ensuing fiscal year until the time when the revenues for that year are expected to be available. The County should strive to maintain a balance not less than 5% or greater than 10% percent of the total revenue receipts and balances (beginning balance) of the budget.

3. Fiscal Stabilization Reserve

The county should strive to maintain a balance not less than 15% of the total of the budget. Budget is defined as the amount available to spend to include beginning balance and revenues to meet unexpected immediate increases in service delivery costs, or to maintain service levels in the event that an economic downturn should cause a shortfall in revenues or for expenditures associated with a major storm or other unforeseen disaster that fundamentally alters the current tax base.

4. Future Capital Outlay Reserve

A reserve amount for the purpose of funding capital project expenditures that are part of the approved Capital Improvement Program and are held within the Capital Projects Fund. These dollars are restricted for approved capital projects using ad valorem revenues. Reserves in this area may be used as contingency on approved capital projects or future planned expenses on projects that are part of the Capital Needs Assessment.



Financial Reserve Policy - Other General Government Operating Funds

1. Tourism Development Budget

The components of the tourism development reserves should include, but not be limited to the following:

a. Reserve for Contingencies

The purpose of reserve for contingencies is to maintain adequate levels of fund balance to mitigate current and future risks such as revenue shortfalls, unanticipated expenditures, and to ensure stable tax rates; and other unforeseen financial situations after exhausting all other funding options. The county should strive to maintain a balance not less than 5% and not greater than 10% of the total of the budget. Budget is defined as the amount available to spend to include beginning balance and revenues.

b. Cash Carried Forward

A reserve amount for the purpose of paying expenses from Oct. 1 of the ensuing fiscal year until the time when the revenues for that year are expected to be available. The county should strive to maintain a balance not less than 5% or greater than 10% of the total revenue receipts and balances (beginning balance) of the budget.

c. Fiscal Stabilization Reserve

The county should strive to maintain a balance not less than 15% of the total of the budget. Budget is defined as the amount available to spend to include beginning balance and revenues to meet unexpected immediate increases in service delivery costs, or to maintain service levels in the event that an economic downturn should cause a shortfall in revenues or for expenditures associated with a major storm or other unforeseen disaster that fundamentally alters the current tax base.

2. Municipal Service Benefit Units

The components of Municipal Service Benefit Units reserves should include, but not be limited to the following:

a. Reserve for Contingencies

The purpose of reserve for contingencies is to maintain adequate levels of fund balance to mitigate current and future risks such as revenue shortfalls, unanticipated expenditures, and to ensure stable tax rates; and other unforeseen financial situations after exhausting all other

funding options. The county should strive to maintain a balance not less than 5% and not greater than 10% of the total of the budget. Budget is defined as the amount available to spend to include beginning balance and revenues.

b. Cash Carried Forward

A reserve amount for the purpose of paying expenses from Oct. 1 of the ensuing fiscal year until the time when the revenues for that year are expected to be available. The county should strive to maintain a balance not less than 5% or greater than 10% of the total revenue receipts and balances (beginning balance) of the budget.

c. Future Capital Outlay

Any reserve amount accumulated for the purpose of funding capital projects must be spent on such project within six years from the date it was assessed or collected.

3. All Other Special Revenue Funds

Except where prohibited by funding source, the components of special revenue funds reserves should include, but not be limited to the following:

a. Reserve for Contingencies


The purpose of reserve for contingencies is to maintain adequate levels of fund balance to mitigate current and future risks such as revenue shortfalls, unanticipated expenditures, and to ensure stable tax rates; and other unforeseen financial situations after exhausting all other funding options. The county should strive to maintain a balance not less than 5% and not greater than 10% of the total of the budget. Budget is defined as the amount available to spend to include beginning balance and revenues.

b. Cash Carried Forward

A reserve amount for the purpose of paying expenses from Oct. 1 of the ensuing fiscal year until the time when the revenues for that year are expected to be available. The county should strive to maintain a balance not less than 5% or greater than 10% of the total revenue receipts and balances (beginning balance) of the budget.

Financial Reserve Policy - Internal Service Funds

Internal service funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the



county, or to other governmental units, on a cost-reimbursement basis. These funds are generally intended to operate on a break-even basis. There shall be appropriated, in each of the internal service funds, a reserve for cash balance to be carried over in an amount necessary to ensure that balances in the fund as of the end of each fiscal year is greater than or equal to zero. This reserve shall be in addition to all other, including but not limited to amounts reserved for claims incurred but not paid. In any fiscal year when it is projected that the actual amount of balances will be less than or equal to zero at year end, it will be necessary to either increase the rates charged or reduce expenses or both. In any fiscal year when it is projected that the actual amount of balances will be greater than zero at year end, consideration will be given to reducing the rates charged, or to using the accumulated surplus for any legal purpose.

Financial Reserve Policy - Risk Management

Risk Management Self Insurance Funds include Health Benefits, Casualty, and Workers' Compensation Programs, and all maintain reserves for Outstanding Liabilities. The Health Fund will endeavor to maintain approximately 90 days of claim payments based upon previous full year spending averages. Minimum reserving for the Casualty Program, and the Workers' Compensation Program, shall not be less than the Annual Actuarial Report at the 70% undiscounted confidence level for Outstanding Liabilities.

Financial Reserve Policy - General Government Debt Service Funds

Debt Service reserves will be maintained as required by bond covenants or other debt obligations. Excess Debt Service Fund balances should be returned to the general or special revenue fund where the pledged revenue stream is collected.

Financial Reserve Policy - General Government Capital Funds

Capital funds should maintain fund balance budgeted in reserves if allowable by type of fund. Many of the capital funds are time limited revenues, such as infrastructure sales surtax, and those funds will be expended as available and allowable. Other capital funds have time limitations, such as impact fees that are required to be spent within six years; those funds will be expended as soon as possible within allowable parameters. Excess funds should be returned to

the general or special revenue fund where the appropriated revenue stream is collected.

Financial Reserve Policy - Enterprise Funds

1. Charlotte County Utility

The Utility should strive to maintain a minimum balance in the renewal and replacement fund equal to the lesser of five percent (5%) of the prior year's gross revenue or \$2,000,000. The Utility shall strive to maintain an unrestricted operating reserve fund balance equal to an average of ninety (90) to one hundred and twenty (120) days of the Utilities operating and maintenance expenses as established during its annual budget. Reserves of the Utility funds are for the exclusive use and security of the Utility System. Any reserves of the Utility which are in surplus to minimum reserve policies of the Utility shall be maintained as reserve balances or utilized by the Utility to expedite maintenance of and capital investment in the Utility System. No transfer shall be made of any Utility reserves or other surplus funds outside of the various enterprise-controlled funds, and no expenditure shall be incurred against, or paid from, the Utility enterprise funds except for maintenance, capital outlay and expenditure for the account and benefit of the Utility. Upon recommendation of the County Administrator and approval of the Board of County Commissioners, transfer of surplus reserve funds may be made, excluding connection fees, from a Utility enterprise fund (the lending fund) to another fund held by the County (the borrowing fund) provided that any such transfer shall be treated as a loan only. Interest shall be paid by the borrowing fund to the lending fund in an amount equal to the interest lost by the lending fund as a result of the transfer. No transfer of funds shall be permitted which will hinder the lending fund's ability to fund authorized expenditures which are intended to be made within that particular fund of the Utility.

2. Solid Waste

The Solid Waste System should strive to maintain a reserve of 60 to 90 days of operating expenditures, plus fifty percent of the five-year Capital Improvement Plan funding. In addition, all reserves required by Florida Department of Environmental Protection Administrative Code associated with landfill operations will be maintained.

3. Sanitation District

The Sanitation District should strive to maintain a reserve of 60 to 90 days of operating expenditures. The reserve will be used in the event of a major interruption to the current revenue stream due to unforeseen circumstances, such as natural or manmade disaster, or significant downturn.

Financial Reserve Policy - Additional Information

All corresponding calculations and interpretation of calculations of a definitive nature will be determined by the County Administrator or his designee. Reserve funds will be accumulated over a period that is deemed appropriate by the Board of County Commissioners given the complexity and consideration of a variety of economic conditions.

Reserve funds will be reported and approved by the Board of County Commissioners annually during the budget process. Related to the management of reserve funds, all uses and transfers from reserve accounts must be approved by the Board of County Commissioners.

This policy will be reviewed and approved by the Board of County Commissioners annually.





Transfer Policy

1. Transfers among expenditure or revenue accounts may be made during the fiscal year without Board approval if a division remains within its total operating budget. Transfers between funds, or from reserves in any fund, require approval of the Board of County Commissioners.
2. Changes in the adopted total budget of a fund will be made only with Board approval of a budget amendment. Such amendments may only be made for a receipt of a nature from a source not anticipated in the budget and received for a particular purpose, including but not limited to grants, donations, or reimbursements.



Capital Improvement Policy

The Capital Improvement Budget showing estimated annualized costs of capital projects will be updated on an annual basis. The Board must approve all amendments during the year.




1. The Capital Improvement Program (CIP) and the Capital Needs Assessment (CNA) – collectively referred to as the Capital Improvement Plan – represent a statement of Charlotte County’s policy regarding long-range physical development for the next 6-year and 20-year periods, respectively. The Capital Improvement Plan serves as a planning and implementation tool for the development, acquisition, construction, maintenance and renovation of public facilities, infrastructure and capital equipment. The initial 6-year period of the program is called the Capital Improvement Program (CIP). The CIP forecasts spending for all anticipated capital projects and is considered a link between the county’s Comprehensive Plan and its fiscal planning process. The plan is based on the “physical needs” of the County as identified in the Comprehensive Plan and as prioritized by the CIP Review Committee in alignment with the Board’s strategic goals. The following 14-year period of the Capital Improvement Plan (i.e. years 7 through 20) is called the Capital Needs Assessment (CNA) which helps identify County capital needs beyond the initial 6-year horizon. This assessment plan shall be updated every two years as part of the county’s planning process and helps form the basis for the 6-year CIP as projects are brought forward. Projects included in the CNA are not balanced to revenues but are viewed as potential projects in the planning stage. In developing the Capital Improvement Program, the County adheres to financial and debt management policies established by the Board. These policies are in place to help preserve the county’s credit rating and establish a framework for the county’s overall fiscal planning and management. Projects are carefully evaluated and prioritized to optimize the use of limited capital funds and meet operational and community needs.

2. Definitions

- a. A capital project is a planned expense for a facility or physical item exceeding \$100,000, having a useful lifespan of 10 years or more (except for technology products) and meeting one or more of the following criteria:
 - i. Involves the acquisition or construction of any physical facility for the community;
 - ii. Involves the acquisition of land or an interest in land for the community;
 - iii. Increases capacity of a public utility or roadway through acquisition or construction.



- iv. Involves the ongoing acquisition of major equipment or physical systems, i.e. radio systems, computer technology, major specialized vehicles, etc.;
 - v. Involves modifications of facilities, including additions to existing facilities, which increases the square footage, useful life, or value of the facility.
 - vi. Maintenance or replacement of substantial facility.
- Each capital project will have its own page within the CIP.
- b. A capital maintenance or replacement project is a non-recurring project to repair, maintain or replace existing capital facilities for the purpose of protecting the county's investment in the facility and minimizing future maintenance and replacement costs. Capital maintenance/replacement projects must have expenditure intervals greater than five years, and individual projects may have values below \$100,000. Capital maintenance or replacement projects will appear in the Capital Improvement Plan but will be approved as a schedule of similar repair/replacement activities.
 - c. Information technology purchases are durable products but typically have a useful life of only three to five years, these purchases are planned in the CIP and have various funding sources. Technology replacement or maintenance with a useful life of up to five years shall be approved as a schedule of similar activities.
3. Departments will review projects from the Capital Needs Assessment for advancement to the CIP. Departments will rank the projects with their internal ranking methodology and submit to the CIP Review Committee for prioritization. An internal ranking methodology shall also be used for prioritizing utility enterprise funded capital projects. Ranking of the enterprise funded capital projects will be conducted by Utilities prior to Board review.
 4. The CIP Review Committee will meet during the budget preparation process to validate, review and prioritize submitted projects based on county needs, strategic focus areas, and available funding resources. The CIP Review Committee will recommend the ranking and allocation of resources to the Board of County Commissioners for final approval. The CIP Review Committee is comprised of the department directors and Fiscal Services staff who are involved with capital projects. Also included will be the county administrator, deputy county administrator, budget director, capital projects manager and



others as designated by the county administrator. The Board of County Commissioners will act as the de facto CIP Review Committee fulfilling the policy function for capital projects relating to Charlotte County Utilities. The utility will rank and prioritize their enterprise funded capital projects separately from other funded projects for final Board approval.

5. During the biennial budget process, citizens will have an opportunity to express their opinion related to capital projects. Annually, a public hearing will take place to update the CIP ordinance per Florida Statutes Chapter 129.
6. A six-year cash flow will be completed for the major CIP funding sources including gas taxes, utility funds, capital projects fund, sales tax extension funds, debt service funds and the impact fee fund. Revenues are to be reviewed and the 20-year Capital Needs Assessment (CNA) updated every two years as part of the budget adoption process.
7. Funds may be accumulated in a reserve for future capital account in accordance with the county's fiscal reserve policy in order to fund future projects. Capital equipment will be replaced according to a replacement schedule based on the useful life of the asset.
8. Debt may be issued for any capital or capital maintenance projects as long as the payback period does not exceed the life of the asset and a funding source is identified for the repayment.
9. The Capital Needs Assessment (CNA) will be updated biennially during the budget adoption process. The first 6-years of the plan will contain only funded projects within the Capital Improvement Program. The following 14-years (i.e. years 7 through 20) within the Capital Needs Assessment shall incorporate a cost inflation factor based on the industry standard for the project type, including but not limited to indices such as Construction Cost Index and Producer Price Index for Highway and Street Construction. The 20-year plan will be a discussion tool for planning funding mechanisms for future projects. Project sheets for expansionary projects will also include an estimate of ongoing maintenance and operational costs including personnel and equipment.
10. Projects will be fully funded in accordance with Chapter 129 of the Florida Statutes.
11. Capital maintenance or replacement projects will be included in the CIP. Such projects may include more than one location for the same type of maintenance. The estimated total of all locations will be stated in the CIP

project with a breakdown of costs associated with specific locations reported on a separate schedule. This schedule of the locations and estimates will be maintained at the department level. Changes to the budgeted amounts of the various locations within a renewal and replacement project may be made by the department director in charge of the project with the approval of the capital projects manager. For Community Services, the capital maintenance schedule also serves as the funding source for programmatic amenity repair, replacement, and for amenity expansion to implement the County-wide Parks and Recreation Master Plan.

12. A review of the progress and financial status of the capital projects, including capital maintenance or replacement projects, shall be performed quarterly with the capital projects manager, department directors, project managers and Fiscal Services staff who are involved with capital projects. Fiscal Services will supply a quarterly report showing the project budget, expenses to date, encumbrances and available budget balance.
13. Any change or modification to a construction contract within the CIP shall be authorized in accordance with the Charlotte County Purchasing Manual and may be approved either by the Board of County Commissioners, or by the County Administrator or his/her designee, based on the criteria outlined within the manual. Changes or modifications below the administrative approval may be brought to the attention of the Board as circumstances dictate. A change to the overall total of the capital project shall require a revision to the project page and approval by the Board of County Commissioners.





Fund Balance Policy

1. Fund balances, which are anticipated at the end of a fiscal year, will be budgeted as the beginning fund balance for that fund for the next fiscal year.
2. The balances of contract commitments, which are anticipated not to be completed by September 30, must be re-budgeted when the budget is adopted in September.



Revenue Policy

1. The use of ad valorem tax revenues will be limited to the General Fund, Fine and Forfeiture Fund, Capital Projects Fund, County Health Unit, and municipal service taxing units.



- 2. The use of gas tax revenues will be limited to the County Transportation Trust Fund, unless required in other funds by bond indenture agreements.
- 3. The use of "half-cent" or "one-cent" sales tax revenues will be limited to the General Fund, unless required in other funds by bond indenture agreement.
- 4. Pursuant to Ordinance #84-04 as amended, the Tourist Development Plan, Tourist Development Tax proceeds will be appropriated as follows:
 - a. Tourism development
 - b. Stadium maintenance
 - c. Other tourist facilities as may be provided by general law
- 5. The use of revenues, which have been pledged to bondholders, will conform in every respect to bond covenants that commit those revenues.
- 6. Fee revenues will be anticipated for purposes of budget preparation using fee schedules which have been adopted by the Board and historic collection rates.
- 7. County staff will continue to aggressively pursue grant funds. Revenues will be budgeted for current grants at anticipated grant award levels. The budget will be amended for new grants upon award.
- 8. The County will allocate countywide revenues to the general and capital projects funds.
- 9. All revenues, which are reasonably expected to be unexpended and unencumbered at the end of the fiscal year, will be anticipated as the fund's "beginning balance" in the budget of the following fiscal year.
- 10. Cash balances remaining in any fund at year-end will stay in that fund for subsequent years.





Debt Policy

Debt Policy - General Policy Statement


The objective of Charlotte County's (hereinafter Charlotte County or county) Debt Policy is to maintain the county's ability to incur present and future debt at the most advantageous circumstances to the county and its citizens, for purposes of financing or refinancing approved elements of its capital improvements program and other county projects.

Debt Policy – Guiding Principles

Several guiding principles which are incorporated into the county's Debt Policy are as follows:



1. **Asset Life:** The county will consider long-term financing for the acquisition, replacement, or expansion of physical assets (including land) only if they have a useful life of at least five years. Debt will be used only to finance capital projects and equipment, except in case of emergency. County debt will generally not be issued for periods exceeding the useful life or average useful lives of the project or projects to be financed.
2. **Capital Financing:** The county will normally rely on specifically generated funds and/or grants and contributions from other governments to finance its capital needs on a pay-as-you-go basis. To achieve this, it may become necessary to secure short term (not exceeding five years amortization) construction funding. Such financing is anticipated and allows maximum flexibility in Capital Improvement Plan implementation. Debt of longer amortization periods (long-term debt) will be issued for capital projects when it is an appropriate means to achieve a fair allocation of costs between current and future beneficiaries. Debt shall not, in general, be used for projects solely because insufficient funds are budgeted at the time of acquisition or construction.
3. **Credit Ratings:** Charlotte County seeks to maintain the highest possible credit ratings for all categories of short and long-term debt that can be achieved without compromising delivery of basic county services and achievement of adopted county policy objectives.
4. **Capital Planning:** To enhance creditworthiness and prudent financial management, Charlotte County is committed to systematic capital planning, intergovernmental cooperation and coordination, and long-term financial planning. Evidence of this commitment to systematic capital planning is demonstrated through adoption and periodic adjustment of a Comprehensive Plan pursuant to Chapter 163, Florida Statutes, the Florida Growth Management Act and Rule 9 J 5, and the adoption of the five-year CIP.
5. **Debt Affordability Measures:** The county will examine the following statistical measures to determine debt capacity and compare these ratios to the standard municipal rating agency median for counties of comparable size and historical ratios to determine debt affordability:
 - a. Debt per capita;
 - b. Debt to personal income;
 - c. Debt to taxable property value; and/or

- 
- d. Debt service payments as a percentage of revenues.
6. Debt Limits: The county will keep outstanding debt within the limits prescribed by state statute at levels consistent with its creditworthiness, best practices, needs and affordable objectives.
 7. Debt Structure: Debt will be structured to achieve the lowest possible net cost to the county given market conditions, the urgency of the capital project, and the nature and type of security provided. Moreover, to the extent possible, the county will design the repayment of its overall debt as to recapture rapidly its credit capacity for future use.
 8. Length of Debt: Debt will be structured for the shortest amortization period consistent with a fair allocation of costs to current and future beneficiaries or users.
 9. Backloading: The county will normally seek to structure debt with level principal and interest costs over the life of the debt. "Backloading" of costs will be considered when natural disasters or extraordinary or unanticipated external factors make the short term cost of the debt prohibitive, when the benefits derived from the debt issuance can clearly be demonstrated to be greater in the future than in the present, when such structuring is beneficial to the county's overall amortization schedule, or when such structuring will allow debt service to more closely match project revenues during the early years of the project's operation.
 10. Refundings: The Clerk of the Circuit Court as chief finance officer of the county, county's staff and advisors will undertake periodic reviews of all outstanding debt to determine refunding opportunities. Refunding will be considered (within federal tax law constraints) if and when there is a net economic benefit of the refunding or the refunding is essential in order to modernize covenants essential to operations and management. In general, advance refundings for economic savings will be undertaken when a net present value savings of at least 3% of the refunded debt can be achieved. Current refundings that produce a net present value savings of less than 3% will be considered on a case-by-case basis. Refundings with negative savings will not be considered unless there is a compelling public policy or legal objective.
 11. Credit Enhancements: Credit enhancement, including letters of credit and bond insurance, may be used, but only when net debt service on the




- bonds is reduced by more than the costs of the enhancement.
12. **Methods of Sale:** The county will issue debt obligations either through competitive or negotiated sale or through a private placement.
 - a. **Competitive Sale:** A competitive sale is the common method for selecting underwriters for general obligation bonds, which are backed by the full faith and credit of the county. In a competitive bid process, the county, with the assistance of the county's financial advisor, will structure the bond issue and publish a Notice of Sale requesting bids from underwriters. After the bids are received, the bonds are awarded to the underwriting syndicate that submitted the best bid, i.e. the lowest true interest cost to the county.
 - b. **Negotiated Sale:** In a negotiated sale, the county works with a single underwriting syndicate. The selection of a syndicate usually is based on factors such as past relationships, special expertise, and the size and nature of the underwriters' sales efforts. The senior manager of the syndicate will assist the county with structuring the bond issue, preparing the official statement, and obtaining a bond rating. The syndicate will engage in pre-sale marketing, and then will negotiate interest rates with the county. Negotiated sales are common with revenue bond offerings, especially when they involve complex features.
 - c. **Private Placement:** When determined to be beneficial and appropriate, the county may elect to sell its debt obligations through a private placement or limited public offering.
 13. **Long-Term Debt:** The county will consider the issuance of long-term debt under the following conditions:
 - a. One-time capital projects or capital improvement projects, when the project is included in the county's Capital Improvement Program and appropriated in the budget;
 - b. An unusual equipment purchase for which it is determined to be economically beneficial for the county to purchase through financing;
 - c. When a project is not included in the county's Capital Improvement Plan, but it is an emerging critical need whose timing was not anticipated, or it is a project mandated immediately by state or federal requirements. An analysis of the project's impact on the county's Capital Improvement Plan and future budget forecasts will be presented at the time of approval; or



- d. To finance the acquisition or implementation of a self-supporting proprietary or governmental program/activity.
14. General Obligation Bonds: When determined to be the most appropriate method of debt issuance, the county will seek approval through voter referendum to issue general obligation bonds. The full faith and credit of the county secure general obligation bonds. The county makes a pledge to levy the necessary ad valorem tax rate to meet the debt service requirements of the bonds.
15. Revenue Debt: As part of the county's financing activities, specific General Fund revenue sources may be identified to pledge for repayment of revenue debt. Before such General Fund commitments are made, specific policy goals and objectives that determine the nature and type of projects qualifying for such support and specific limitations to be placed on the maximum amount of General Fund resources pledged to such projects shall be developed. Key factors that will be considered in determining whether or not the General Fund should be used to secure a particular debt obligation will include the following:
- a. Demonstration of underlying self-support, thus limiting potential General Fund financial exposure.
 - b. Use of General Fund support as a transition to a fully stand-alone credit structure, where interim use of General Fund credit support reduces borrowing costs and provides a credit history for new or hard to establish credits.
 - c. General Fund support is determined by the County Commission to be in the county's overall best interest.

The county will finance the capital needs of its revenue producing proprietary activities through the issuance of revenue-secured debt obligations. Prior to approval of such debt, the County Commission will evaluate financial plans and projections showing the feasibility of the planned financing, required rates and charges needed to support the planned financing, and the impact of the planned financing on ratepayers, property owners, county revenues, and other affected parties. The amount of the debt obligations issued by a county will be limited by the feasibility of the overall financing plan on the proprietary activity.

16. Leasing: When determined to be advantageous to the county, the county



may lease equipment and facilities rather than purchase them outright. Leasing may be appropriate for assets that will be needed for only a short period of time, or which are subject to rapid technological obsolescence. Leasing may also be determined to be appropriate for procuring assets that are too expensive to fund with current receipts in any one year, but with useful lives too short to finance with long-term debt. The decision to lease will be supported by an analysis of lease vs. purchase.

17. **Interfund Borrowing:** Interfund borrowing will be considered to finance high priority needs on a case-by-case basis, only when planned expenditures in the fund making the loan would not be affected. Interfund borrowing may be used when it would reduce costs of interest, debt issuance, and/or administration. Interest charged will be at the current earnings rate of other county funds.
18. **Taxable Debt:** The cost of taxable debt is higher than tax-exempt debt. The issuance of taxable debt is mandated in certain circumstances, and may allow valuable flexibility in subsequent contracts with users or managers of the improvement constructed with the debt proceeds. Therefore, the county may issue taxable obligations when determined to be the best method for the intended purpose.
19. **Variable Rate Debt:** The county may choose to issue securities that pay a rate of interest that varies according to pre-determined formula or results from a periodic remarketing of the securities, consistent with state law and covenants of pre-existing bonds, and depending on market conditions. The county will limit its outstanding bonds in variable rate form to reasonable levels in relation to total debt.
20. **Subordinate Debt:** The county may issue subordinate debt only if it is financially beneficial to the county or consistent with creditworthiness objectives.
21. **Short-Term Debt:** Use of short-term borrowing, such as bond anticipation notes and tax-exempt commercial paper, will be undertaken only if the transaction costs plus interest on the debt are less than or equal to the cost of internal financing, or available cash is insufficient to meet working capital requirements as with the implementation of the infrastructure surtax programs.
22. **State Revolving Fund Program:** This program provides funds for projects involving water supply and distribution facilities, storm water control and



- treatment projects, air and water pollution control, and solid waste disposal facilities. Whenever possible, this program will be utilized since the costs associated with issuing the notes are low and local agencies benefit from the strength of the State's credit.
23. **Other Borrowing Facilities:** The county may maintain or procure a special facility that will allow for borrowing on short notice, either in the form of short-term or long term notes, for small amounts not economical to finance through a regular bond issuance. The facility can be used as an interim financing mechanism when cost effective.
 24. **Derivative or Synthetic Debt Structures:** The use of derivative or synthetic debt securities to finance capital projects or to refinance outstanding debt may be an appropriate method of hedging favorable interest rates or to mitigate the risks of interest rate volatility in a variable rate debt program. The value of such derivative securities is derived from the value of an underlying or reference market. Derivatives such as interest rate swaps and interest rate caps and collars are examples of securities that are used by corporations and municipal borrowers to lower and stabilize borrowing costs. The use of derivative debt securities by the county should be considered only upon the recommendation of the Finance Committee, in conjunction with the advice of knowledgeable and experienced experts.
 25. **Arbitrage Compliance:** The Clerk of the Circuit Court, as chief finance officer of the county, maintains a system of recordkeeping and reporting to meet the arbitrage rebate compliance requirements of the federal tax code. Arbitrage rebate liabilities will be calculated annually, and the liability will be reported in the county's annual financial statements.
 26. **Financing Proposals:** Any capital financing proposal to a county department, agency, or utility involving pledge or other extension of the county's credit through sale of securities, execution of loans or leases, marketing guarantees, or otherwise involving directly or indirectly the lending or pledging of the county's credit, may be reviewed by members of the finance committee.
 27. **Conduit Bond Financing:** Periodically, the county is approached with a request to provide conduit bond financing for qualified projects through the Charlotte County Housing Finance Authority or Industrial Development Bonds. Applications for such issues are processed pursuant to guidelines



approved by the Charlotte County Board of County Commissioners. The county's financial advisor, bond counsel, and county attorney, in coordination with Housing Finance Authority and Industrial Development Bond Citizens Advisory Committee, will review all applications to provide a funding recommendation to the Board, and will charge a reasonable fee for costs and time, to be paid for by the applicant. In addition, the applicant will reimburse the county a reasonable fee for time spent on review of the application by county staff.

28. **County Finance Committee:** The county Finance Committee consists of the chief deputy of board services of the Clerk of the Circuit Court, the chairman of the Charlotte County Board of County Commissioners, as seated annually by the Commission, a second representative from the Board of County Commissioners, the county administrator or designee, the county attorney or designee, and the Clerk of the Circuit Court. Others participating in the Finance Committee's efforts to provide technical expertise and advice include representatives from the county's financial advisor, Disclosure Counsel and Bond Counsel. The county's Debt Policy is jointly reviewed by the Finance Committee and the Board of County Commissioners at least once every 5 years, and more frequently if so required.
29. **Financial Disclosure:** The county is committed to full and complete financial disclosure, and to cooperating fully with rating agencies, institutional and individual investors, agencies, other levels of government, and the general public to share clear, comprehensible, and accurate financial and other relevant requirements on a timely and comprehensive basis. The Clerk of the Circuit Court, as chief finance officer of the county, is responsible for ongoing disclosure to established national information repositories and for maintaining compliance with disclosure standards promulgated by state and national regulatory bodies and may carry out such responsibility through the engagement of an outside dissemination agent or supervision of the process by others and will provide final approval.
30. **Investment of Debt Proceeds:** Debt proceeds will be invested primarily to assure the safety and liquidity of such investments, and secondarily, to maximize investment yield. The primary goal of liquidity is to ensure that proceeds will be available to fulfill the purposes of the issue on a timely basis. Debt covenants will specifically address investment guidelines for debt proceeds.

Appropriation Policy

1. Appropriations of the Board will be assigned line item object code numbers as deemed appropriate by the Fiscal Services and County Comptroller to facilitate managerial control and reporting of financial operations.
2. Each year Fiscal Services will prepare an indirect cost allocation plan for administrative/indirect costs along with the preparation of the Self Insurance Plan. These will be budgeted and charged for all departments.
3. The budget requests of all departments will include itemized lists of all needed operating equipment, and of any rolling stock in inventory for which replacement is being requested.
4. Each year the county will prepare a six-year capital improvement program identifying public facilities by service type and location with estimates of corresponding revenues to pay for the facilities. The CIP will be in accordance with guidelines established by the Capital Improvements Element of the Comprehensive Plan.
5. The annual budget will include sufficient appropriations to fund capital projects identified in the CIP for completing the first year of the six-year program. Revenues designated in the CIP to be needed for future year projects will be placed in reserves for future capital outlay.

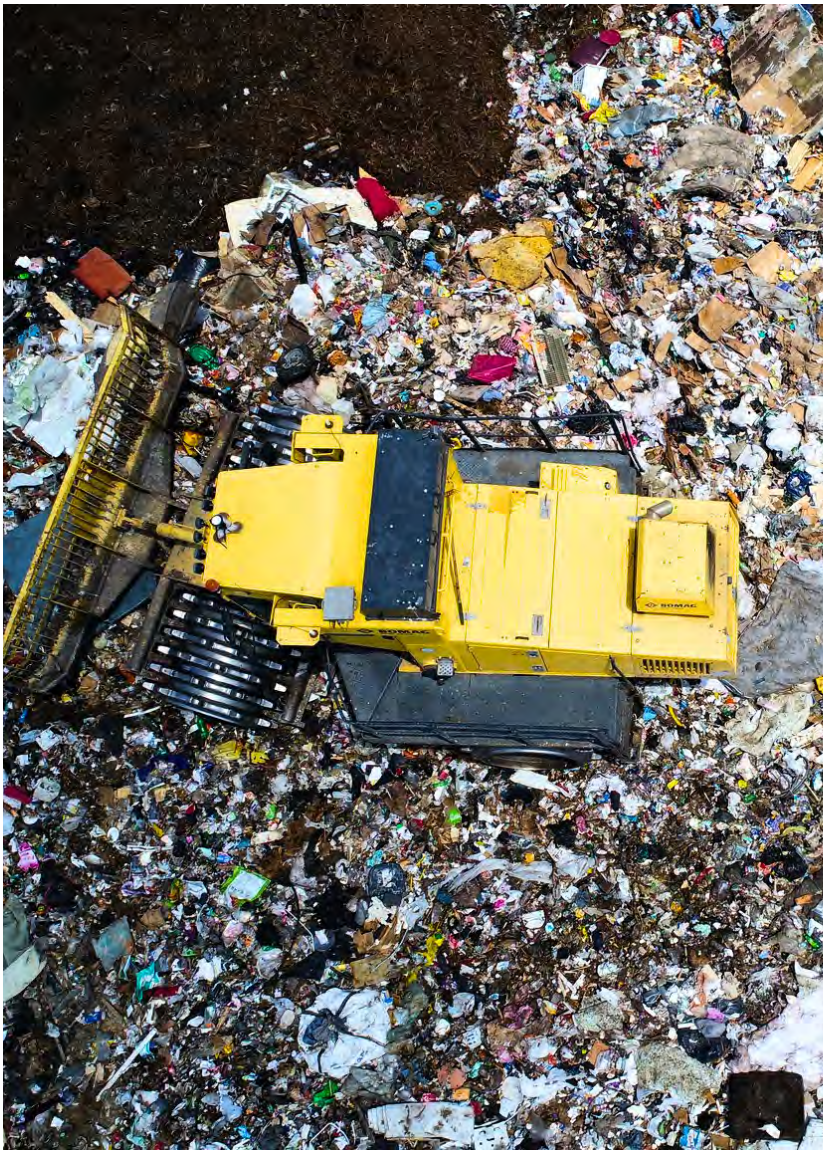






CHARLOTTE COUNTY

REVENUES



Charlotte County has been recognized by the Florida Department of Environmental Protection for the outstanding achievement of reaching the statewide recycling goal of 75%. These are the recycling rate targets set by the Florida Legislature in Florida Statute §403.706(2)(a).



REVENUES BUDGETED



The county budgets for revenue from a variety of sources. These revenues range from ad valorem taxes to court ordered fees and fines.

For example, property taxes are calculated based on property values certified by the Property Appraiser. While major state shared revenues are projected utilizing historical trends, forecasting models developed by staff, and State projections.

When forecasting revenues, the County must follow Florida Statute (FS §129.01(2) (B)) which states “The budgeted receipts portion of the budget shall include 95 percent of all receipts reasonably anticipated from all sources.” For the major revenues, see Figure 4-1.



Major Revenue Components by Type

Figure 4-1

The revenues posted below are the adopted revenues in the FY24 budget.

| Source | Budgeted Amount (US Dollars) | % of Total |
|-----------------------------|------------------------------|------------|
| Beginning Balance | 830,755,171 | 44.09% |
| Ad Valorem Property Tax | 221,111,836 | 11.73% |
| Other Revenues | 351,858,657 | 18.67% |
| Charges for Services | 161,996,452 | 8.60% |
| Transfers In | 104,807,166 | 5.56% |
| Special Assessments | 83,941,383 | 4.45% |
| Intergovernmental Revenues | 77,167,510 | 4.10% |
| Local Option Sales Tax | 25,000,000 | 1.33% |
| Half Cent Sales Tax | 17,100,000 | 0.91% |
| Licenses and Permits | 14,407,000 | 0.76% |
| Franchise Fees | 10,000,000 | 0.53% |
| Tourist Tax | 7,082,358 | 0.38% |
| Communications Tax | 4,959,562 | 0.26% |
| Gasoline Tax | 4,146,997 | 0.22% |
| Fines and Forfeitures | 954,370 | 0.05% |
| State Revenue Sharing | 485,157 | 0.03% |
| Less 5% Statutory Reduction | (31,518,781) | -1.67% |
| Total | 1,884,254,838 | 100.00% |



Budgeted Major Revenue Items Defined:

| | |
|--------------------------------|---|
| Ad Valorem Property Tax | Taxes on all non-exempt real and personal property located within the County. Monies are distributed to the General Fund, Charlotte Public Safety Fund, and the Capital Projects Fund. |
| Special Assessments | A levy imposed on certain properties to defray part, or all, of the cost of a specific improvement or service deemed to primarily benefit those properties. |
| Half Cent Sales Tax | Taxes imposed upon the sale of designated goods and services. The revenue is distributed by the State based upon a formula which considers population and taxable sales. |
| Local Option Sales Tax | A County levy approved by the voters for 1% of all transactions subject to taxation. The monies are designated for specific capital improvement projects. |
| State Revenue Sharing | State levied tax on cigarettes and sales tax. The revenue is distributed by the State based upon a formula which considers population and taxable sales. |
| Gasoline Tax | Gas taxes are used for the maintenance and construction of roads. The gas tax imposed for Charlotte County is made up of the following: <ul style="list-style-type: none">• Local Option Gas Tax• 2nd Local Option Gas Tax• County Gas Tax• Constitutional Gas Tax |
| Communications Tax | Taxes imposed upon telecommunications. |



Budgeted Major Revenue Items Defined (cont'd):

| | |
|------------------------------------|--|
| Franchise Fees | Taxes imposed upon business to provide a service such as electricity. |
| Tourist Tax | A tax imposed on the rental of accommodations of less than six months duration. These funds are used to promote Charlotte County and for capital improvement projects. |
| Intergovernmental Revenues | Revenue collected by one government and distributed to another government, such as Federal and State grants. |
| Charges for Services | Fees charged for services or activities provided, the majority of the monies come from water and sewer rate fees. |
| Fines and Forfeitures | The majority of this revenue comes from court ordered fines and fees. |
| Licenses and Permits | Made up of revenue from the licensing of mobile homes, business tax receipts (formerly professional and occupational licensing) and building permits. |
| Other Revenues | These include Impact Fees, Interest/Investment Income, and other miscellaneous. |
| Less 5% Statutory Reduction | All prescribed by F.S. 129.01(2) (B) - the receipts portion of the budget shall include 95 percent of all receipts reasonably to be anticipated from all sources. |
| Transfers In | Amounts transferred from one fund to another fund for work or services performed. |
| Beginning Balance | Fund balances represent unexpended funds carried forward from a prior fiscal year. |



Major Revenues for FY23

Figure 4-2

Major revenue sources for FY23.

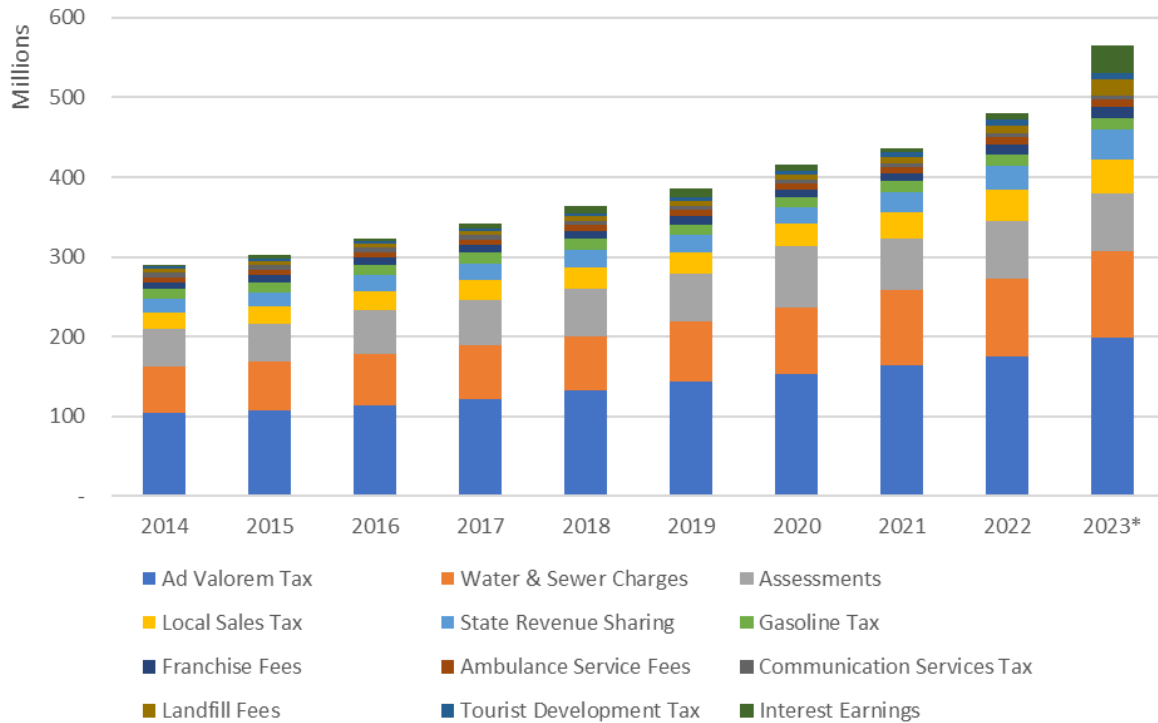
| Revenue | US Dollars |
|-----------------------------------|--------------------|
| Ad Valorem Tax | 199,227,251 |
| Water & Sewer Charges | 108,161,519 |
| Assessments | 71,797,409 |
| Local Sales Tax | 42,914,391 |
| State Revenue Sharing | 37,072,451 |
| Interest Earnings | 33,977,171 |
| Landfill Fees | 20,557,285 |
| Gasoline Tax | 14,628,570 |
| Franchise Fees | 13,978,299 |
| Ambulance Service Fees | 9,937,869 |
| Tourist Development Tax | 7,509,916 |
| Communication Services Tax | 4,991,400 |
| Total | 564,753,531 |



Major Revenues

Figure 4-3

Historical major revenue sources.



* Major revenues for FY23, unaudited

Ad Valorem

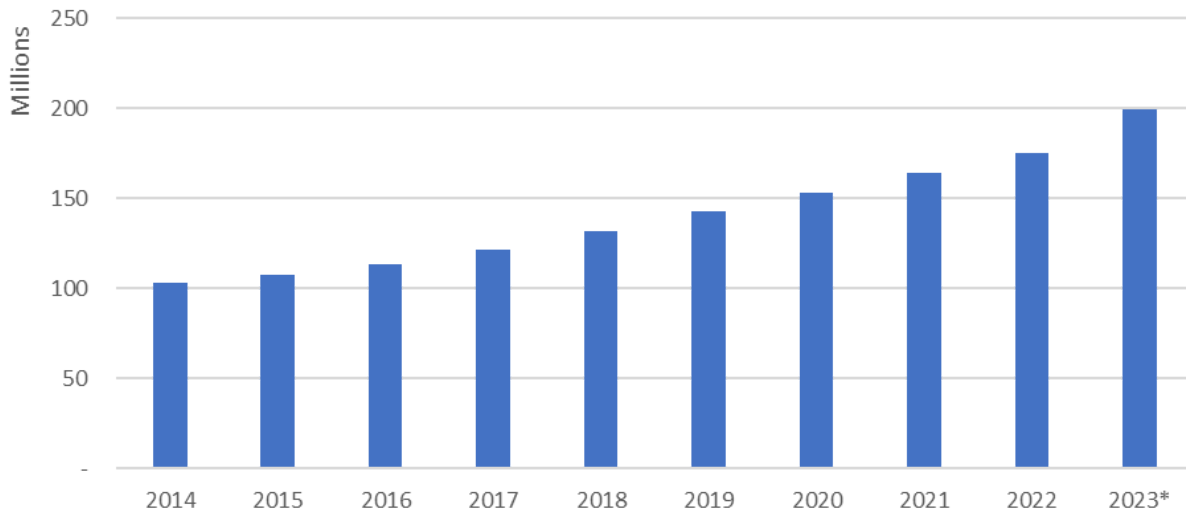
Counties are authorized by law to levy ad valorem taxes based on property values to raise revenue for general governmental operation such as Public Safety, Parks, Libraries and Human Services. Ad valorem taxes, exclusive of taxes levied for the payment of bonds authorized by referendum, cannot be levied in excess of ten mills. Millage is a tax rate defined as the dollars assessed for each \$1,000 of value; one mill is one dollar per \$1,000 of assessed value. Homestead property, or primary residence, is entitled to an exemption from millage levy on the first \$25,000 of property values. In addition, legislation entitled "Save our homes" limited the amount of a valuation increase allowed to 3% per year to homesteaded property. Subsequently legislation was passed to increase the extension of the first \$25,000 of property value to \$50,000. See Figure 1-2 on page 21 for the historical change in valuation of Charlotte County. The following graph shows collection history of ad valorem tax in Charlotte County.



Ad Valorem Tax Revenues

Figure 4-4

Historical ad valorem tax revenues.



* Ad valorem tax revenue for FY23, unaudited

Water and Sewer Charges

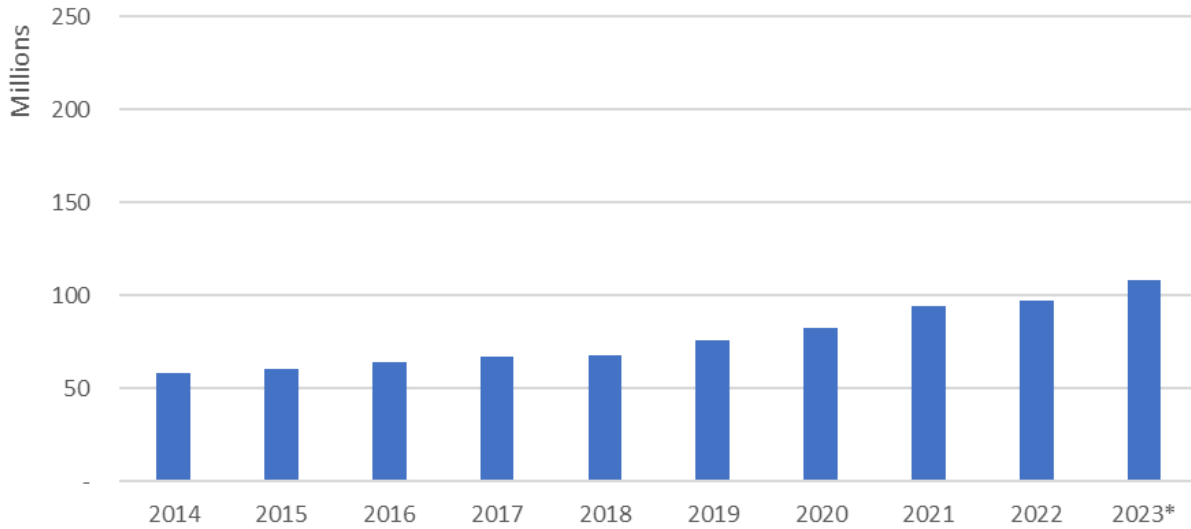
Under Florida's Constitution, local governments possess expansive home rule powers. Given these powers, local governments may impose proprietary fees to pay the cost of providing a facility or service. Examples of proprietary fees include admissions fees, franchise fees, user fees, and utility fees. Charlotte County obtained a Utility from a defunct land developer in 1991 under court order. In exchange for water and sewer services provided to the service area, primarily in Charlotte County, the Board has the authority to charge fees and the authority to adjust the amounts of any fees charged. Annually a rate consultant examines the activities of the Utility and may recommend rate adjustments based on future financial plans. The following graph shows the collection history of Water and Sewer Charges collected.



Water and Sewer Charges for FY23

Figure 4-5

Historical Water and Sewer Charges.



* Water and sewer revenue for FY23, unaudited

Assessments

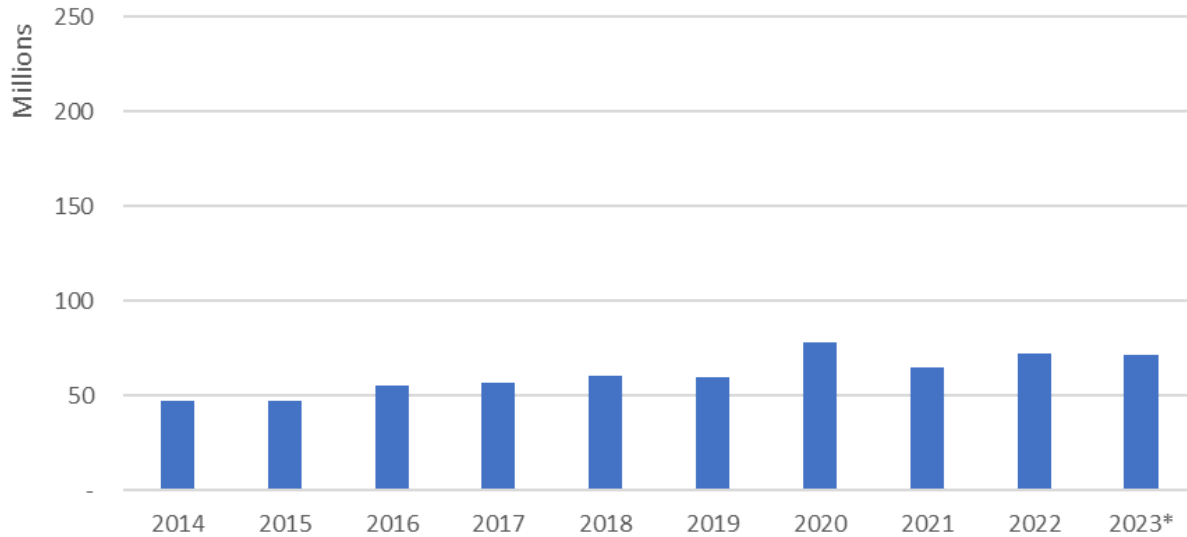
Special assessments are a revenue source used to construct and maintain capital and to fund certain services. Florida law calls for two requirements to exist for the imposition of a valid special assessment. First, the assessed property must derive a special benefit from the improvement or service provided. Second, the assessment must be fairly and reasonably apportioned among the properties that receive the special benefit. Charlotte County has 65 MSBU's that utilize assessment collections. The services or infrastructure provided varies greatly and does include but is not limited to fire services, garbage services, stormwater, road maintenance, drainage, as well as water and sewer services. Every year the Board evaluates the sufficiency of the assessments to meet the demand and need of services. The following graph shows the collection history of assessments collected.



Assessment Revenue

Figure 4-6

Historical assessment revenues.



* Assessment revenue for FY23, unaudited

Local Government Infrastructure Surtax

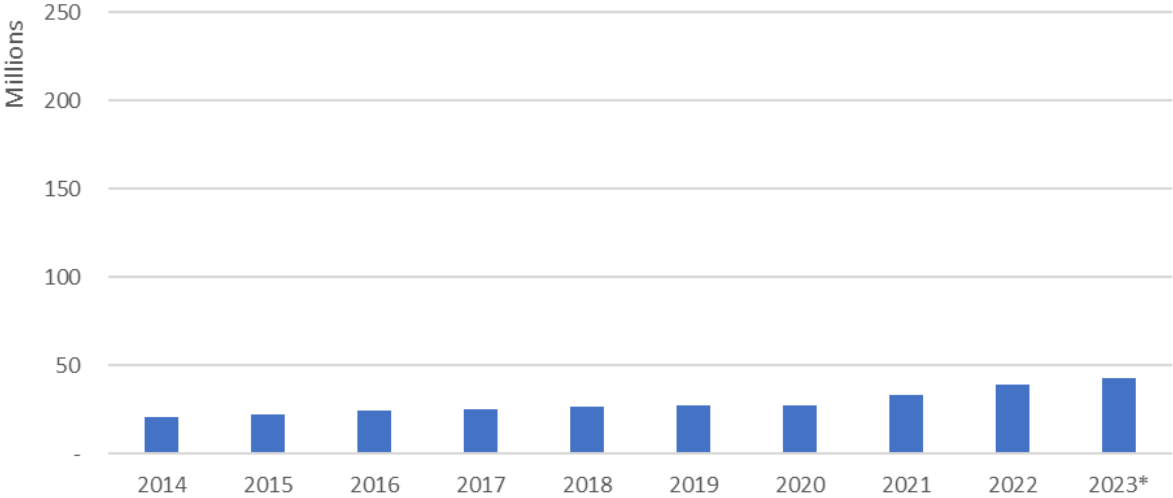
The Local Government Infrastructure Surtax may be levied at the rate of 0.5 or 1 percent pursuant to an ordinance and approved by voters in a countywide referendum. Generally, the proceeds must be expended to finance, plan, and construct infrastructure; acquire land for public recreation, conservation, or protection of natural resources; or finance the closure of local government-owned solid waste landfills that have been closed or are required to be closed. Charlotte County appoints a focus group to evaluate proposed projects prior to referendum promoting stakeholder involvement. The focus group scores the projects based on several criteria including public safety, improvement to quality of life, economic development, and increased operating costs resulting from placing the project into service. They then make recommendations to the Board on the project list. Historically Charlotte County voters have approved a one percent surcharge for the construction of infrastructure. The following graph shows the collection history of discretionary surtax collected.



Local Sales Tax Receipts

Figure 4-7

Historical local sales tax receipts.



* Local sales tax receipts for FY23, unaudited

State Revenue Sharing

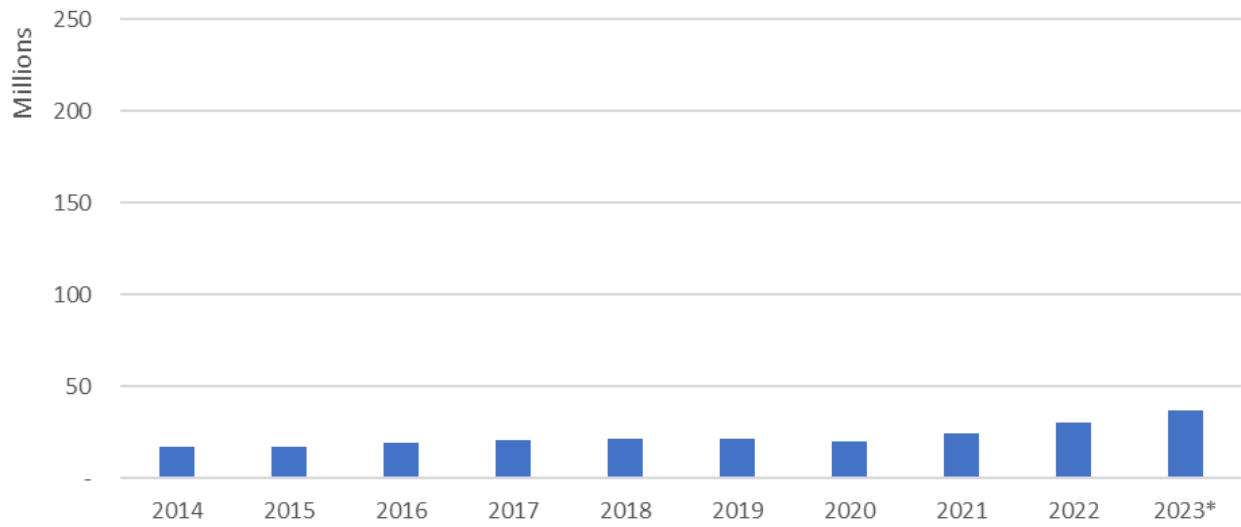
Local governments collect certain revenue sources authorized by the legislature. These are state imposed fees or taxes shared with local governments. Generally, state-shared revenue programs allocate all or some portion of a state-collected fee or tax to specified local governments based on eligibility requirements. In some cases, a formula has been developed for the allocation of funds between units of local government. While general law restricts the use of several shared revenues, proceeds derived from other shared revenues may be used for the general revenue needs of local governments. There are many revenues which fall under this category and include but is not limited to Alcoholic Beverage License Tax, Local Government Half-cent Sales Tax Program, Enhanced 911 Fee, and finally there are multiple fuel tax revenues that fall under this category. The following graph shows the collection history of State Revenue Sharing collected.



State Revenue Sharing

Figure 4-8

Historical local sales tax receipts.



* State revenue sharing receipts for FY23, unaudited





CHARLOTTE COUNTY

DEBT OVERVIEW



Visitors to Parks throughout Charlotte County will notice the posted 'Telling Your Story' signage. These signs share the rich history of the county with short stories and images. The included QR codes link to additional photos and resources.



DEBT OVERVIEW



As delineated in the Debt Policy found on page 223, Charlotte County employs the use of debt obligations (both short- and long-term) for the purposes of securing operational cash flow flexibility, maintaining adequate reserves, as well as supporting the capital and maintenance needs across all County departments in support of various financial planning initiatives. Through our six-year Capital Improvement Program (CIP) and twenty-year Capital Needs Assessment (CNA) planning, Charlotte County is able to leverage internal expertise along with legal, financial, engineering and other contracted advisors to coordinate the targeted use of revenues, reserves and debt to achieve optimal efficiencies in providing government infrastructure

and services for our residents. The Charlotte County Charter directs that the Debt Policy will be adopted by the Board of County Commissioners and reviewed annually by April 1st.

The objective of Charlotte County's Debt Policy is to maintain the county's ability to incur present and future debt at the most advantageous terms and conditions to the county and its citizens, for purposes of financing or refinancing approved elements of its capital improvement program and other county initiatives. The type of debt instrument, taxable/tax-exempt status, interest rates, market conditions, useful life of assets, savings through refinancing, and other lending terms are strictly scrutinized and carried out by county staff, advisors, the Board of County Commissioners, and the Finance Committee. The county Finance Committee consists of the chief deputy of board services of the County Comptroller, the chairman of the Charlotte County Board of County Commissioners, as seated annually by the Commission, a second representative from the Board of County Commissioners, the county administrator or designee, the county attorney or designee, and the County Comptroller. Others participating in the Finance Committee's efforts to provide technical expertise and advice for debt issuance include representatives from the the county's Financial Advisor, the Budget Director, Disclosure Counsel and Bond Counsel. The county's Debt Policy is jointly reviewed by the Finance Committee and the Board of County Commissioners at least once every 5 years, and more frequently if so required.





As of September 30th, 2023, Charlotte County's outstanding principal debt is \$195,779,348. Of that total, \$54,208,000 (27.7%) represents General Government, \$73,760,303 (37.7%) represents Water and Wastewater Utilities, and \$67,811,044 (34.6%) makes up various Municipal Service Benefit Unit (MSBU) and Municipal Service Taxing Unit (MSTU) project financing. There are currently a total of 38 debt issuances and loan agreements in the County's debt portfolio, which are diversified into four debt instruments: 1) Commercial paper; 2) Bank loans; 3) General Obligation/Revenue bonds; and 4) Florida Department of Environmental Protection State Revolving Fund loans. As adopted in the FY24 budget, the total debt service anticipated to be paid out this year is \$38,159,302, which represents 3.33% of the County's total operating expenditures. This ratio provides a measurement of the County's financial flexibility, credit strength, and is a key performance indicator (KPI) of our operational fixed cost burden as it relates to debt obligations. In accordance with the Debt Policy, additional KPI's are calculated regularly to track the County's affordability in terms of debt per capita, debt to personal income, debt to property value, and debt service as a percent of revenues. Continual monitoring of all aspects of the County's debt portfolio, liquidity, and credit worthiness ensure that Charlotte County maintains its sound fiscal health and demonstrates that debt obligations and related expectations are being well managed.



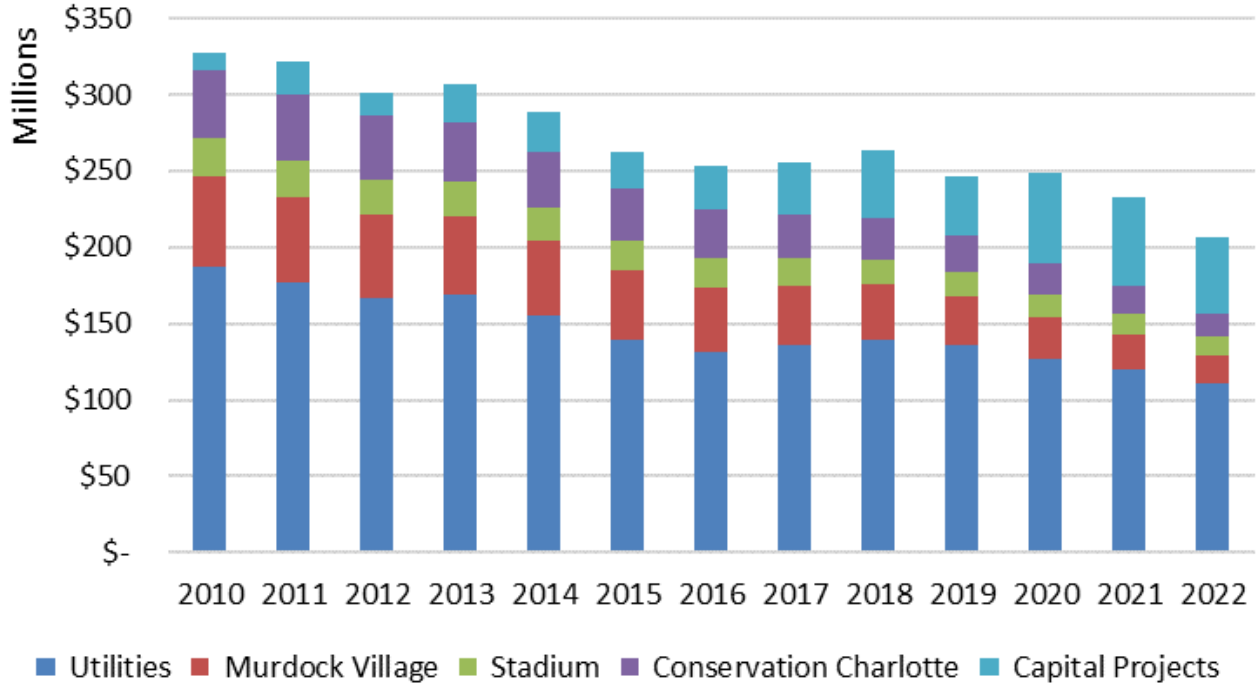


County Debt Overview

Debt by Category/Source

Figure 5-1

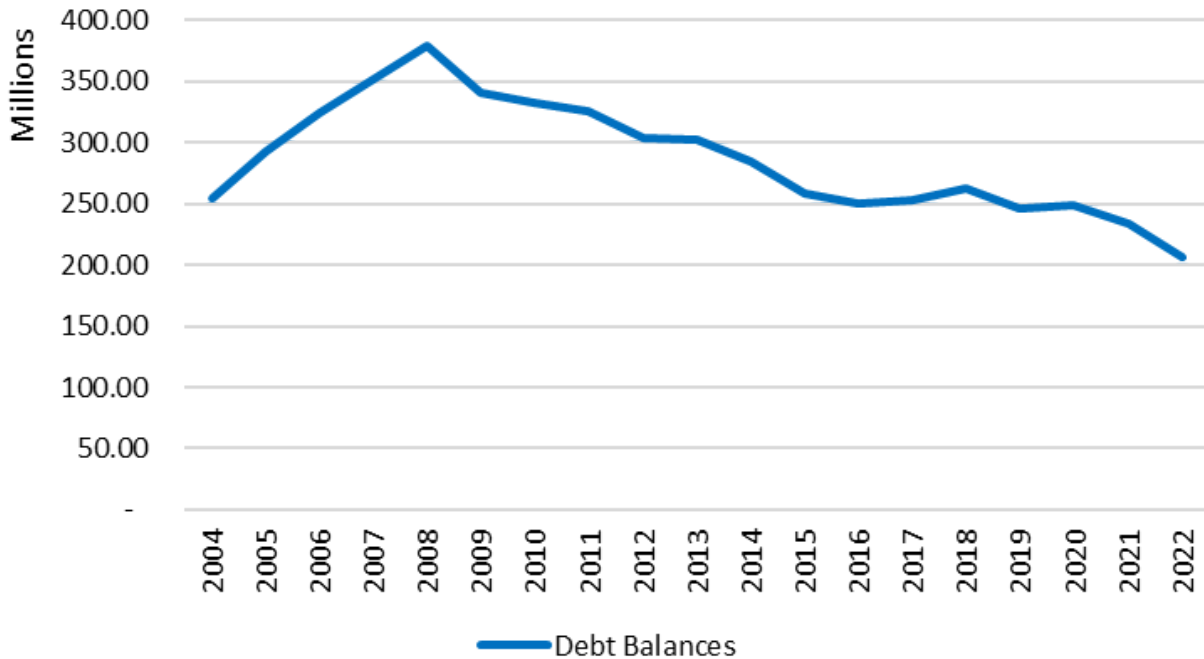
Debt incurred by category/source for FY10 through FY22



Total Debt by Year

Figure 5-2

Year end debt balances over time





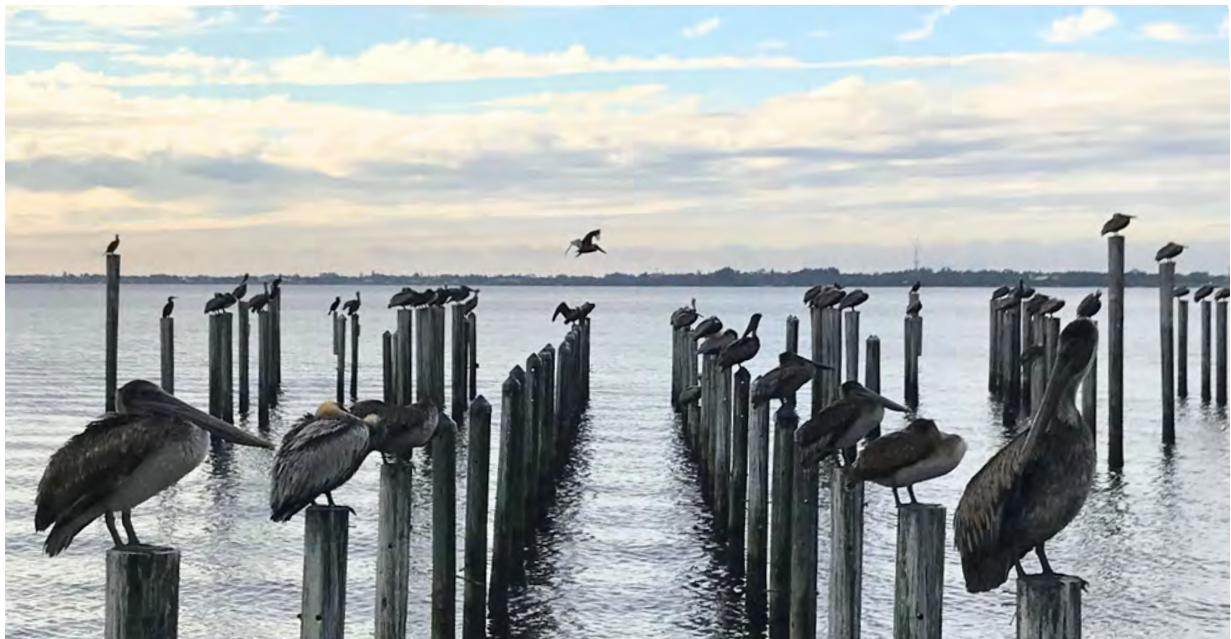
Ratios of Outstanding Debt by Type

Figure 5-3

Outstanding debt by type for FY13 through FY22 (US Dollars)

| Fiscal Year | Governmental Activities | | | | Business-Type Activities | | | Total Primary Government | Percentage of Personal Income (1) | Per Capita (1) |
|-------------|-------------------------|-------------------------|--------------------|---------|--------------------------|---------------|--------|--------------------------|-----------------------------------|----------------|
| | Revenue Bonds | General Obligation Debt | Governmental Loans | Leases | Revenue Bonds | Loans Payable | Leases | | | |
| 2022 | 13,745,708 | 15,155,000 | 69,159,000 | 573,985 | 43,935,000 | 66,493,253 | 7,747 | 209,069,693 | 2.07% | 1,060 |
| 2021 | 15,086,671 | 18,080,000 | 82,139,000 | - | 57,655,000 | 61,919,068 | - | 234,879,739 | 2.65% | 1,206 |
| 2020 | 16,382,634 | 20,975,000 | 85,968,600 | - | 71,557,705 | 56,428,171 | - | 251,312,110 | 3.11% | 1,383 |
| 2019 | 17,628,597 | 23,645,000 | 70,233,795 | - (1) | 84,710,882 | 53,241,522 | - | 249,459,796 | 3.24% | 1,402 |
| 2018 | 18,834,560 | 26,330,000 | 80,839,893 | 108,544 | 97,529,058 | 43,645,461 | - | 267,287,516 | 3.62% | 1,498 |
| 2017 | 20,005,523 | 28,955,000 | 72,968,328 | 217,087 | 110,022,234 | 25,588,354 | - | 257,756,526 | 3.75% | 1,489 |
| 2016 | 21,146,486 | 31,525,000 | 69,208,078 | - | 121,805,410 | 9,814,087 | - | 253,499,061 | 3.88% | 1,517 |
| 2015 | 22,262,449 | 34,045,000 | 68,766,438 | - | 131,942,639 | 7,313,676 | - | 264,330,202 | 4.32% | 1,607 |
| 2014 | 21,860,000 | 36,510,000 | 74,743,028 | - | 143,071,491 | 12,235,186 | - | 288,419,705 | 4.66% | 1,762 |
| 2013 | 22,775,000 | 38,925,000 | 76,345,138 | - | 149,320,000 | 15,562,399 | - | 302,927,537 | 5.04% | 1,854 |

(1) Personal income and population data can be found on Schedule 13 of the [2022 Annual Comprehensive Financial Report \(ACFR\)](#). These ratios are calculated using personal income and population for the prior year.





Computation of Direct and Overlapping Debt

Figure 5-4

Charlotte County's direct and overlapping debt amounts and percentage applicable as of FY22
(US Dollars)

| Jurisdiction | Net Debt Outstanding | Percentage Applicable To Charlotte County | Charlotte County Share of Debt |
|------------------------------------|-------------------------|--|-----------------------------------|
| Direct Debt | | | |
| Charlotte County | | | |
| General Obligation Debt | 15,155,000 | 100.00% | 15,155,000 |
| Revenue Bonds | 13,745,708 | 100.00% | 13,745,708 |
| Notes/Loans | 69,159,000 | 100.00% | 69,159,000 |
| Subtotal | 98,059,708 | | 98,059,708 |
| Overlapping Debt | | | |
| City of Punta Gorda * | | | |
| Revenue Note | 9,605,000 | 19.00% | 1,824,950 |
| Charlotte County School Board * | | | |
| Qualified Zone Academy Bonds | 5,000,000 | 100.00% | 5,000,000 |
| Qualified School Construction Bond | 60,000,000 | 100.00% | 60,000,000 |
| Subtotal | 65,000,000 | | 65,000,000 |
| TOTAL | 172,664,708 | | 164,884,658 |

COMPUTATION OF LEGAL DEBT MARGIN

The constitution of the State of Florida, Florida Statute 200.181, and Charlotte County set no legal debt limit.

*Source: Unaudited Financial Statements

NOTE: City of Punta Gorda percentage was determined by using the Property Appraiser's valuation for each taxing authority.

Source: [2022 Annual Comprehensive Financial Report \(ACFR\)](#)



Pledged Revenue Coverage

Figure 5-5

Pledged revenues and coverage (US Dollars in thousands)

| Fiscal Year | Utility Bonds & Loans (2) | | | | | | Utility Special Assessment Debt | | | |
|-------------|---------------------------|--------------------------|-----------------------|----------------|------------------|------------------|---------------------------------|----------------|------------------|------------------|
| | Utility Service Charges | Less: Operating Expenses | Net Available Revenue | Debt Principal | Service Interest | Service Coverage | Special Assessment Revenue | Debt Principal | Service Interest | Service Coverage |
| 2022 | 103,422 | 55,366 | 48,056 | 16,891 | 1,290 | 2.64 | 1,243 | 1,439 | 135 | 0.79 |
| 2021 | 98,800 | 49,314 | 49,486 | 15,642 | 1,960 | 2.81 | 1,311 | 1,731 | 156 | 0.69 |
| 2020 | 89,248 | 51,738 | 37,510 | 14,285 | 2,616 | 2.22 | 1,688 | 1,545 | 141 | 1.00 |
| 2019 | 82,960 | 46,783 | 36,177 | 14,051 | 2,978 | 2.12 | 1,427 | 1,329 | 198 | 0.93 |
| 2018 | 73,017 | 44,130 | 28,887 | 12,870 | 3,259 | 1.79 (2) | 1,412 | 668 | 165 | 1.70 |
| 2017 | 73,620 | 42,546 | 31,074 | 12,790 | 3,504 | 1.91 (2) | 1,495 | 648 | 143 | 1.89 |
| 2016 | 68,318 | 39,450 | 28,868 | 11,513 | 4,332 | 1.82 (2) | 1,546 | 1,258 | 162 | 1.09 |
| 2015 | 64,052 | 35,783 | 28,269 | 12,613 | 4,897 | 1.61 | 650 | 598 | 180 | 0.84 |
| 2014 | 61,273 | 35,859 | 25,414 | 12,236 | 5,274 | 1.45 | 647 | 580 | 198 | 0.83 |
| 2013 | 59,322 | 35,419 | 23,903 | 9,845 | 6,116 | 1.50 | 1,407 | 1,363 | 273 | 0.86 |

(2) Utility bonds and loans includes debt service of \$33,093 of non-special assessment SRF loans in 2016.

(2) Utility bonds and loans includes debt service of \$600,000 of Commercial Paper in 2017.

(2) Utility bonds and loans includes debt service of \$334,400 of Commercial Paper in 2018.

View the full [2022 Annual Comprehensive Financial Report \(ACFR\)](#)



County Obligations

OUTSTANDING DEBT - COMMERCIAL PAPER

Figure 5-6

Commercial Paper (US Dollars)

| FUND OBLIGATION | ORIG DATE | MATURITY | ORIG AMT | PROJ TOTAL INT | RATE | BAL FY23 |
|---|-----------|-----------|-------------------|------------------|----------|-------------------|
| 3001 Energy Efficiencies | 12/4/2018 | 12/5/2023 | 2,720,000 | 1,365,762 | Variable | 1,740,000 |
| 1256 Deep Creek Street & Drainage (paving - ph 1) | 6/1/2021 | 6/2/2026 | 1,000,000 | 114,041 | Variable | 600,000 |
| 1399 Peace River Shores Street & Drainage (paving) | 6/1/2021 | 6/2/2025 | 928,000 | 69,746 | Variable | 464,000 |
| 1412 Punta Gorda Non-Urban Street & Drainage (paving - ph 1) | 6/1/2021 | 6/2/2026 | 1,250,000 | 128,029 | Variable | 750,000 |
| 1426 Rotonda Heights Street & Drainage (paving) | 6/1/2021 | 6/2/2025 | 680,000 | 49,240 | Variable | 340,000 |
| 1315 Harbor Heights Street & Drainage (paving) | 7/21/2021 | 12/1/2024 | 594,400 | 40,473 | Variable | 297,200 |
| 1454 South Gulf Cove Street & Drainage (paving) | 7/21/2021 | 12/1/2024 | 2,652,800 | 214,542 | Variable | 1,988,800 |
| 1256 Deep Creek Street & Drainage (paving - ph 2) | 7/21/2021 | 12/1/2024 | 630,800 | 74,578 | Variable | 473,000 |
| 1256 Deep Creek Street & Drainage (paving - ph 3) | 12/5/2022 | 12/1/2025 | 887,500 | 62,000 | Variable | 887,500 |
| 1412 Punta Gorda Non-Urban Street & Drainage (paving - ph 2) | 12/5/2021 | 12/6/2027 | 1,400,000 | 77,208 | Variable | 1,400,000 |
| 1458 South Punta Gorda Heights Street & Drainage (paving) | 12/5/2021 | 12/6/2027 | 568,750 | 50,000 | Variable | 568,750 |
| 1466 South Punta Gorda Heights West Street & Drainage (paving) | 12/5/2021 | 12/6/2026 | 531,750 | 46,000 | Variable | 531,750 |
| 1245 Cook & Brown Street and Drainage (paving) | 12/5/2021 | 12/6/2027 | 125,000 | 12,338 | Variable | 125,000 |
| 1386 Northwest Port Charlotte Street & Drainage (paving - ph 1) | 12/5/2021 | 12/6/2026 | 1,920,000 | 177,307 | Variable | 1,920,000 |
| 1454 South Gulf Cove Street & Drainage (sidewalks) | 6/6/2023 | 6/1/2028 | 1,500,000 | 159,518 | Variable | 1,500,000 |
| 1474 Suncoast Blvd Street & Drainage (paving) | 6/6/2023 | 6/1/2027 | 68,000 | 9,070 | Variable | 68,000 |
| 1226 Burnt Store Village Street & Drainage (paving) | 7/11/2023 | 6/1/2028 | 208,000 | 52,212 | Variable | 208,000 |
| 1406 Pirate Harbor Street & Drainage (paving) | 7/11/2023 | 6/1/2028 | 1,113,000 | 405,522 | Variable | 1,113,000 |
| TOTAL | | | 18,778,000 | 3,107,586 | | 14,975,000 |



OUTSTANDING DEBT - BANK LOANS

Figure 5-7

Bank Loans (US Dollars)

| FUND | OBLIGATION | ORIG DATE | MATURITY | ORIG AMT | PROJ TOTAL INT | RATE | BAL FY23 |
|-------|--|------------|-----------|------------|----------------|-------|------------|
| 3005 | Burnt Store Road Widening - Transportation Revenue Note | 11/20/2019 | 10/1/2034 | 9,056,000 | 1,714,290 | 2.27% | 6,984,000 |
| 1060 | Murdock Village CRA - Promissory Note Payable (Refunding) | 5/26/2020 | 7/1/2027 | 25,306,000 | 1,807,813 | 1.77% | 14,361,000 |
| 1065 | Manasota Key Beach Re-nourishment - Capital Imp. Revenue Note | 2/20/20 | 8/1/2026 | 20,557,000 | 1,353,610 | 1.87% | 9,137,000 |
| 3005 | Burnt Store Road Widening - Public Improvement Revenue Note | 12/17/2020 | 10/1/2035 | 9,076,000 | 1,256,598 | 1.69% | 8,093,000 |
| 1386 | Northwest Port Charlotte Street & Drainage (paving-ph 2)-Public Improvement Revenue Note | 7/23/2021 | 7/1/2031 | 4,479,000 | 364,174 | 1.46% | 3,631,000 |
| TOTAL | | | | 68,474,000 | 6,496,485 | | 42,206,000 |





OUTSTANDING DEBT PROFILE - BOND DEBT

Figure 5-8

Bond Debt (US Dollars)

| FUND OBLIGATION | ORIG DATE | MATURITY | ORIG AMT | PROJ TOTAL INT | RATE | BAL FY23 |
|--|-----------|------------|--------------------|-------------------|----------|-------------------|
| 4033 Utility Revenue Bonds – Private Issue (Bank of America) | 7/31/2008 | 10/1/2023 | 23,455,000 | 11,955,438 | 3.94% | 8,815,000 |
| 2006 Stadium Bonds – Revenue Bonds Refunding 1996B and 1998 | 5/6/2015 | 10/1/2036 | 20,250,000 | 8,072,901 | 2.0-5.0% | 10,835,000 |
| 4033 Utility Revenue Bonds – Private Issue (Bank of America) Refunding 2006 and 2011 | 7/6/2016 | 10/1/2024 | 23,955,000 | 1,980,711 | 1.71% | 7,930,000 |
| 2007 Environmental Lands – General Obligation Refunding | 9/1/2020 | 12/30/2026 | 20,975,000 | 893,025 | 1.14% | 12,195,000 |
| 4033 Utility Revenue Bonds – Private Issue (Bank of America) Refunding 2011 | 3/8/2021 | 10/1/2024 | 15,935,000 | 320,590 | 0.68% | 12,990,000 |
| TOTAL | | | 104,570,000 | 23,222,665 | | 52,765,000 |



OUTSTANDING DEBT PROFILE - STATE REVOLVING FUND LOANS

Figure 5-9

Florida Department of Environmental Protection State Revolving Fund Loans (US Dollars)

| FUND | OBLIGATION | ORIG DATE | MATURITY | ORIG AMT | PROJ TOTAL INT | RATE | BAL FY23 |
|---------------|---|------------|------------|------------|----------------|------------------|------------|
| 4067 | South Gulf Cove Phase 4 Sewer Expansion | 12/5/2002 | 10/15/2023 | 1,800,733 | 337,261 | 2.930% | 56,677 |
| 4066 | South Gulf Cove Phase 4 Water Expansion | 9/26/2003 | 6/15/2024 | 2,047,527 | 386,082 | 2.670% | 131,647 |
| 4069 | South Gulf Cove Phase 5 Sewer Expansion | 9/27/2004 | 5/15/2025 | 556,822 | 125,320 | 2.900% | 69,884 |
| 4068 | South Gulf Cove Phase 5 Water Expansion | 12/20/2006 | 8/15/2025 | 806,340 | 185,499 | 2.810% | 106,362 |
| 4113 | Pirate Harbor Sewer Expansion-Preconstruction | 10/2/2006 | 9/15/2029 | 170,781 | 49,930 | 2.630% | 60,884 |
| 4113 | Pirate Harbor Sewer Expansion-Construction | 3/27/2009 | 4/15/2029 | 1,070,649 | 395,210 | 3.120% | 392,529 |
| 4145 | West Spring Lake Sewer Expansion Project | 3/11/2015 | 6/15/2038 | 15,308,781 | 1,094,755 | 0.720% | 11,157,257 |
| 4031 | Clean Water, Utility Planning Activities | 8/30/2016 | 6/15/2038 | 463,194 | 50,535 | 1.030% | 356,160 |
| 4031/ 4042 | Drinking Water, Parkside, West Tarpon, Fixed Based Meter System | 9/30/2016 | 6/15/2038 | 8,401,010 | 755,025 | 0.860% | 6,386,589 |
| 4031 | East Point Recl, Deep Creek, Parkside Clean Water | 9/30/2016 | 8/15/2040 | 5,262,091 | 120,786 | 0.030% | 4,313,531 |
| 4031 | East/West Spring Lake Drinking Water B,C,D | 10/27/2016 | 6/15/2038 | 1,845,361 | 165,722 | 0.620% | 1,333,364 |
| 4032/ 4103 | NonPoint Wtr Pollution, Ackerman, US41 Corridor | 2/1/2017 | 3/15/2041 | 3,382,800 | 507,413 | 1.400% | 3,009,735 |
| 4031/ 4032 | Spring Lake Sewer Contract D | 2/9/2017 | 6/15/2039 | 3,826,153 | 50,985 | 0.130% | 3,068,718 |
| 4032 | Loveland Grand Master Lift Station | 2/9/2017 | 3/15/2041 | 22,437,123 | 1,062,144 | 0.40% & 0.54% | 20,788,978 |
| 4042 | Ingram Water Main | 4/5/2018 | 4/15/2040 | 3,540,070 | 350,443 | 0.750% | 3,061,035 |
| 4042 | Myakka Booster Station | 2/14/2019 | 12/15/2040 | 1,534,262 | 214,584 | 1.120% | 1,381,895 |
| 4031 | Deep Creek Force Main | 4/23/2019 | 4/15/2042 | 3,702,800 | 399,920 | 1.020% | 3,535,006 |
| 4032 | Eastport Water Reclamation Facility | 12/6/2019 | 4/15/2041 | 574,700 | 53,316 | 0.880% | 521,664 |
| 4032 | Burnt Store Water Reclamation Facility | 12/6/2019 | 4/15/2041 | 738,900 | 68,550 | 0.880% | 670,711 |

(Continued)



OUTSTANDING DEBT PROFILE - STATE REVOLVING FUND LOANS

Figure 5-9 (Continued)

Florida Department of Environmental Protection State Revolving Fund Loans (US Dollars)

| FUND | OBLIGATION | ORIG DATE | MATURITY | ORIG AMT | PROJ TOTAL INT | RATE | BAL FY23 |
|-------|-----------------------------|-----------|------------|-------------|----------------|--------|------------|
| 4109 | El Jobean MSBU | 9/21/2020 | 8/15/2042 | 3,949,416 | - | 0.000% | 3,751,945 |
| 4103 | Ackerman MSBU - Zones 1 & 2 | 4/21/2021 | 3/15/2045 | 11,570,121 | - | 0.000% | 10,405,091 |
| 4103 | Ackerman MSBU - Zones 3 & 4 | 10/5/2023 | 10/15/2045 | 11,273,686 | 622,976 | 0.530% | 11,273,686 |
| TOTAL | | | | 104,263,320 | 6,996,456 | | 85,833,348 |





COMMERCIAL PAPER OBLIGATIONS

Figure 5-10

Payments Expected in FY24 (US Dollars)

| FUND | OBLIGATION - COMMERCIAL PAPER | PRINCIPAL | INTEREST | TOTAL FY24 P & I |
|-------|---|-----------|----------|------------------|
| 3001 | Energy Efficiencies | 245,000 | 77,601 | 322,601 |
| 1256 | Deep Creek Street & Drainage (paving - phase 1) | 200,000 | 35,938 | 235,938 |
| 1399 | Peace River Shores Street & Drainage (paving) | 232,000 | 23,000 | 255,000 |
| 1412 | Punta Gorda Non-Urban Street & Drainage (paving-phase 1) | 250,000 | 34,317 | 284,317 |
| 1426 | Rotonda Heights Street & Drainage (paving) | 170,000 | 13,650 | 183,650 |
| 1315 | Harbor Heights Street & Drainage (paving) | 297,200 | 13,552 | 310,752 |
| 1454 | South Gulf Cove Street & Drainage (paving) | 664,000 | 70,733 | 734,733 |
| 1256 | Deep Creek Street & Drainage (paving - phase 2) | 157,800 | 20,308 | 178,108 |
| 1256 | Deep Creek Street & Drainage (paving - phase 3) | 177,500 | 25,296 | 202,796 |
| 1412 | Punta Gorda Non-Urban Street & Drainage (paving-phase 2) | 280,000 | 38,435 | 318,435 |
| 1458 | South Punta Gorda Heights Street & Drainage (paving) | 141,750 | 20,000 | 161,750 |
| 1466 | South Punta Gorda Heights West Street & Drainage (paving) | 133,750 | 20,000 | 153,750 |
| 1245 | Cook & Brown Street and Drainage (paving) | 25,000 | 5,286 | 30,286 |
| 1386 | Northwest Port Charlotte Street & Drainage (paving-phase 1) | 480,000 | 74,526 | 554,526 |
| 1454 | South Gulf Cove Street & Drainage (sidewalks) | 300,000 | 52,984 | 352,984 |
| 1474 | Suncoast Blvd Street & Drainage (paving) | 17,000 | 3,457 | 20,457 |
| 1226 | Burnt Store Village Street & Drainage (paving) | 21,000 | 10,331 | 31,331 |
| 1406 | Pirate Harbor Street & Drainage (paving) | 74,000 | 54,526 | 128,526 |
| TOTAL | | 3,866,000 | 593,940 | 4,459,940 |





BANK LOANS OBLIGATIONS

Figure 5-11

Payments Expected in FY24 (US Dollars)

| FUND | OBLIGATION - BANK LOANS | PRINCIPAL | INTEREST | TOTAL FY24 P & I |
|-------|---|-----------|----------|------------------|
| 3005 | Burnt Store Road Widening - Transportation Revenue Note | 554,000 | 164,825 | 718,825 |
| 1060 | Murdock Village CRA - Promissory Note Payable (Refunding) | 3,497,000 | 254,190 | 3,751,190 |
| 1065 | Manasota Key Beach Renourishment - Capital Imp. Revenue Note | 2,990,000 | 170,862 | 3,160,862 |
| 3005 | Burnt Store Road Widening - Public Improvement Revenue Note | 562,000 | 132,023 | 694,023 |
| 1386 | Northwest Port Charlotte Street & Drainage (paving - phase 2) - Public Improvement Revenue Note | 431,000 | 53,158 | 484,157 |
| TOTAL | | 8,034,000 | 775,057 | 8,809,057 |





FLORIDA DEPARTMENT OF STATE REVOLVING FUND LOAN OBLIGATIONS

Figure 5-12

Payments Expected in FY24 (US Dollars)

| FUND | OBLIGATION - FL DEP STATE REVOLVING FUND LOANS | PRINCIPAL | INTEREST | TOTAL FY24 P & I |
|---------------|---|-----------|----------|------------------|
| 4067 | South Gulf Cove Phase 4 Sewer Expansion | 56,677 | 830 | 57,507 |
| 4066 | South Gulf Cove Phase 4 Water Expansion | 131,647 | 2,642 | 134,289 |
| 4069 | South Gulf Cove Phase 5 Sewer Expansion | 34,439 | 1,779 | 36,218 |
| 4068 | South Gulf Cove Phase 5 Water Expansion | 52,439 | 2,623 | 55,062 |
| 4113 | Pirate Harbor Sewer Expansion-Preconstruction | 9,496 | 1,539 | 11,036 |
| 4113 | Pirate Harbor Sewer Expansion-Construction | 60,464 | 11,779 | 72,243 |
| 4145 | West Spring Lake Sewer Expansion Project | 706,981 | 79,062 | 786,043 |
| 4031 | Clean Water, Utility Planning Activities | 22,075 | 3,612 | 25,687 |
| 4031/ 4042 | Drinking Water, Parkside, West Tarpon, Fixed Based Meter System | 400,674 | 54,065 | 454,739 |
| 4031 | East Point Recl, Deep Creek, Parkside Clean Water | 253,129 | 1,275 | 254,404 |
| 4031 | East/West Spring Lake Drinking Water B,C,D | 85,091 | 8,135 | 93,226 |
| 4032/ 4103 | NonPoint Wtr Pollution, Ackerman, US41 Corridor | 152,908 | 41,603 | 194,511 |
| 4031/ 4032 | Spring Lake Sewer Contract D | 189,931 | 3,928 | 193,859 |
| 4032 | Loveland Grand Master Lift Station | 1,145,789 | 89,286 | 1,235,075 |
| 4042 | Ingram Water Main | 169,480 | 22,641 | 192,121 |
| 4042 | Myakka Booster Station | 71,900 | 15,276 | 87,177 |
| 4031 | Deep Creek Force Main | 169,510 | 35,626 | 205,136 |
| 4032 | Eastport Water Reclamation Facility | 26,869 | 4,532 | 31,401 |
| 4032 | Burnt Store Water Reclamation Facility | 34,546 | 5,826 | 40,372 |
| 4109 | El Jobean MSBU | 197,471 | - | 197,471 |
| 4103 | Ackerman MSBU - Zones 1 & 2 | 547,636 | - | 547,636 |
| 4103 | Ackerman MSBU - Zones 3 & 4 | - | - | - |
| TOTAL | | 4,519,152 | 386,059 | 4,905,211 |



County Bonds and Bond Ratings

Charlotte County currently holds an implied general obligation or issuer rating of “Aa2” from Moody’s Investors Service. The credit position for the County is very strong, and its high investment grade Aa2 rating is equal to the median rating of Aa2 for counties nationwide. In terms of outstanding bonds, Moody’s has most recently assigned an “A1” rating on the outstanding Capital Improvement Refunding Revenue Bonds, Series 2015 (the Communication Services Tax bonds). With respect to the utility system bonds, there are no longer any outstanding maturities of publicly issued bonds. Following the October 1st, 2023 bond payments, all outstanding senior lien utility issues are now privately held — the Series 2016 bonds with Bank of America and the Series 2021 bonds with Wells Fargo. The last publicly issued bonds previously outstanding were the Utility System Refunding Revenue Bonds, Series 2011, which were assigned a “Aa3” rating by Moody’s, but were fully refunded by the Wells Fargo private placement bonds in March 2021. Moody’s has since withdrawn their rating on these bonds.





BOND DEBT OBLIGATIONS

Figure 5-13

Payments Expected in FY24 (US Dollars)

| FUND | OBLIGATION - BOND DEBT | PRINCIPAL | INTEREST | TOTAL FY24 P & I |
|-------|--|------------|-----------|------------------|
| 4033 | Utility Revenue Bonds – Private Issue (Bank of America) Refunding 1996B and 1998 | 8,815,000 | 173,656 | 8,988,656 |
| 2006 | Stadium Bonds – Revenue Bonds Refunding | 1,285,000 | 543,456 | 1,828,456 |
| 4033 | Utility Revenue Bonds – Private Issue (Bank of America) Refunding 2006 and 2011 | 2,240,000 | 116,451 | 2,356,451 |
| 2007 | Environmental Lands – General Obligation Refunding | 2,995,000 | 130,473 | 3,125,473 |
| 4033 | Utility Revenue Bonds – Private Issue (Bank of America) Refunding 2011 | 3,610,000 | 76,058 | 3,686,058 |
| TOTAL | | 18,945,000 | 1,040,094 | 19,985,094 |





Ratios of General Bonded Debt Outstanding

Figure 5-14

Outstanding debt with percentage of actual taxable value of property and per capita dollars for FY13 through FY22 (US dollars)

| Fiscal Year | General Obligation | Percentage of Actual Taxable Value of Property (1) | Per Capita (2) (Dollars) |
|-------------|--------------------|--|--------------------------|
| 2022 | 15,155,000 | 0.08% | 77.03 |
| 2021 | 18,080,000 | 0.10% | 92.86 |
| 2020 | 20,975,000 | 0.10% | 111.63 |
| 2019 | 23,645,000 | 0.14% | 130.08 |
| 2018 | 26,330,000 | 0.17% | 147.93 |
| 2017 | 31,525,000 | 0.24% | 182.10 |
| 2016 | 36,510,000 | 0.30% | 221.99 |
| 2015 | 38,925,000 | 0.32% | 237.81 |
| 2014 | 41,290,000 | 0.33% | 252.76 |
| 2013 | 42,716,830 | 0.32% | 266.21 |

(1) Actual taxable value of property can be found on Schedule 5 of the [2022 Annual Comprehensive Financial Report \(ACFR\)](#).

(2) Population data can be found on Schedule 13 of the [2022 Annual Comprehensive Financial Report \(ACFR\)](#).







CHARLOTTE COUNTY

CAPITAL PROGRAM



“

Charlotte County encompasses a total of 858 square miles, of which 680 square miles is comprised of land and the remaining 178 square miles is water.



CAPITAL PROJECTS

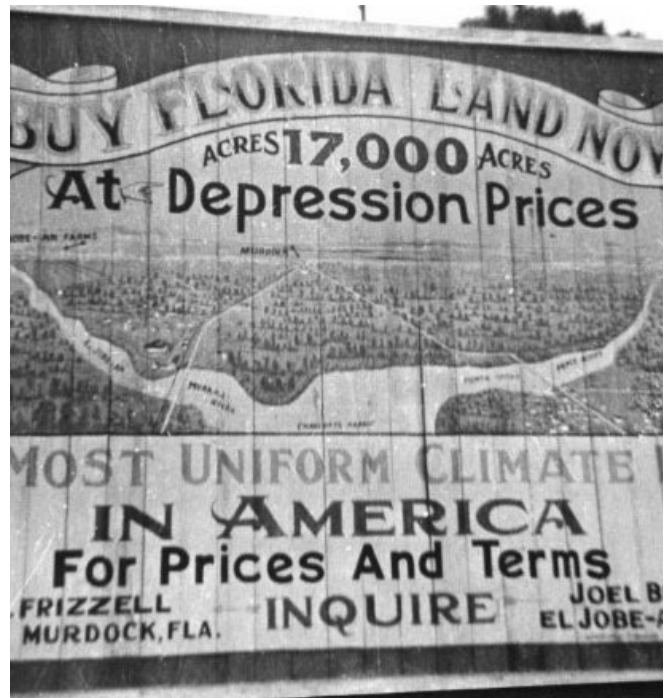
Charlotte County's Capital Improvement Program is designed to meet the criteria of the Board of County Commissioner's Strategic Focus Area of Infrastructure and within that, its bold goals. The purpose of the Strategic Focus Area of Infrastructure is "to build and maintain countywide infrastructure that meets our evolving needs and enhances our community's appearance, improves public safety, and protects our natural resources".

The bold goals within that Focus Area are 1) Funding and completion of Capital Needs Assessment through 2028, and 2) Define and maintain balance between capital and operating budgets to ensure that the county continues to maintain its existing infrastructure.

To better understand the Board’s choice of Infrastructure as a Strategic Focus Area, one needs to have some context on how the County evolved. Charlotte County is unique for many reasons.

Geographically, Charlotte county abuts Charlotte Harbor and the Gulf of Mexico, containing about 858 square miles of which 178 square miles is water. The harbor, at the convergence of the Myakka and Peace Rivers, is included in the Charlotte Harbor Aquatic Preserve and is part of the Charlotte Harbor National Estuary Program. Early settlers in Charlotte were fishermen, cattlemen, and miners of river phosphate. Much of the developed property today was former swamp land that was drained to take advantage of harvesting pine for turpentine and lumber (Williams & Cleveland, 1993). Charlotte County has only one municipality, the City of Punta Gorda, and so the county provides most government services, such as street and drainage maintenance, parks and recreation, and public sanitation.

As in nearly every county in Florida, developers were instrumental in how the areas were formed. In Charlotte, during the 1950s through the 1970s, developers subdivided the land that was drained earlier into mostly quarter acre lots and built the needed roads and drainage systems to access those lots. The platting of Charlotte County resulted in upwards of 2,000 miles of roadways, about one hundred bridges, and over 4,000 miles of roadside drainage swales, along with close to 200,000 platted quarter-acre lots. These developers, such as Mackle Brothers, General Development Corp and others, finally bankrupted ceding the infrastructure to the county.



Today, left with the developers’ rapidly aging infrastructure, the Commissioners determined maintaining that infrastructure was a priority, thus the development of the Infrastructure Focus Area and its associated bold goals.



Additionally, given that Charlotte is relatively young, it became apparent that as the population grew the transportation infrastructure was insufficient, and other capital improvements that would lend to quality of life here in Charlotte County would need to be addressed.

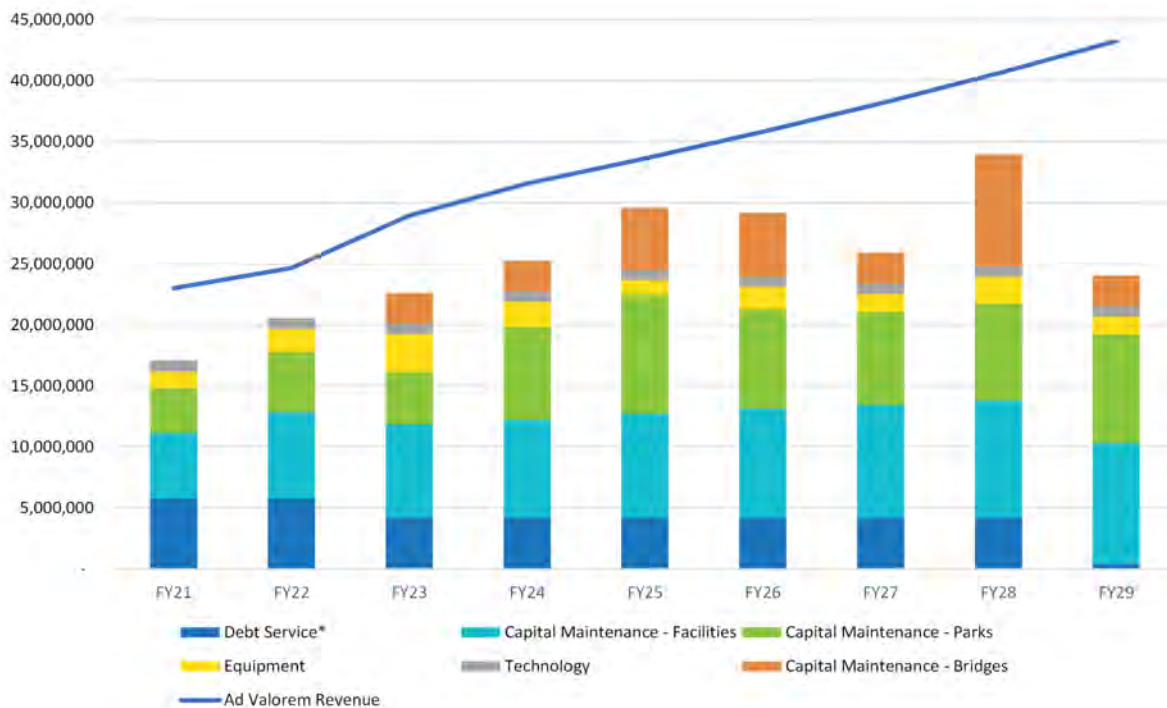
Capital Funding Sources

Capital costs are budgeted within distinct capital funds in Charlotte County. The main source of government capital funding is found within the Capital Projects Fund. This is a segregation of the ad valorem revenue that is dedicated solely to capital improvement projects and capital maintenance programs as defined in the Capital Improvement Policy. Other sources for capital infrastructure include Sales Tax Initiatives, Capital Gas Taxes, Impact Fees, Utility Fees and Solid Waste Fees.

Capital Projects Millage

Figure 6-1

The Capital Projects Millage graph displays how the ad valorem revenue received within the Capital Projects fund is allocated between various capital programs, and debt service.



*Debt Service includes Murdock Village, Gen Dev Land, Stadium M&O, and GF Environmental Lands

First approved by voters in 1994, the local option sales tax has been extended by referendum five times and has generated more than a half-billion dollars to fund more than 150 projects in the county and City of Punta Gorda. The 2020 extension will fund sixteen Tier 1 projects and, if money is available, six Tier 2 projects.



Planned Sales Tax Projects

Figure 6-2

Sales tax projects are broken down into Tier 1 and Tier 2 adopted projects. Tier 1 projects are funded, Tier 2 projects are optional pending funding availability.

| PROJECT TITLE | Projected Costs (in thousands) | PRIOR | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | TOTAL |
|---|--------------------------------|---------------|----------------|--------------|---------------|---------------|----------|----------|----------------|
| Sidewalks 2009 Sales Tax Extension | | 9,489 | 2,876 | - | - | - | - | - | 12,364 |
| CR 775(Placida Rd) Safety Impvts/Rotonda Blvd W | | 9,538 | 264 | - | - | - | - | - | 9,802 |
| Placida West Boat Ramp - 12560 Placida Road | | 303 | 6,697 | - | - | - | - | - | 7,000 |
| William R. Gaines Jr. Veterans Memorial Park Ph1 | | 7 | 33 | - | - | - | - | - | 40 |
| Multi Use Trails and on-road bicycle lanes | | 2,517 | 1,283 | - | - | - | - | - | 3,800 |
| Edgewater/Flamingo Ph4 Corridor Connection | | 676 | 9,324 | - | - | - | - | - | 10,000 |
| Olean Blvd US 41 to Easy | | 9,427 | 360 | - | - | - | - | - | 9,788 |
| Piper Road North / Enterprise Charlotte Airport Park | | 11,572 | 923 | - | - | - | - | - | 12,496 |
| Port Charlotte Beach Recreation Center | | 258 | 9,742 | - | - | - | - | - | 10,000 |
| Supervisor of Elections Warehouse | | 112 | 4,588 | - | - | - | - | - | 4,700 |
| Placida Passive Park | | 1,670 | 146 | - | - | - | - | - | 1,815 |
| Family Services Center Campus Phase 2 | | 3,381 | 7,519 | - | - | - | - | - | 10,900 |
| Fire Station 3 Replacement | | - | - | 4,834 | - | - | - | - | 4,834 |
| Fire Station 6 Replacement | | 3 | 4,497 | - | - | - | - | - | 4,500 |
| Fire Station 17, Additional | | 3 | 5,687 | - | - | - | - | - | 5,690 |
| GC Herring Park Ph 2 | | - | 2,591 | - | - | - | - | - | 2,591 |
| Regional Bicycle-Pedestrian Trails & Sidewalks | | 298 | 4,536 | 1,166 | - | - | - | - | 6,000 |
| Edgewater/Flamingo Ph4 Corridor Connection | | - | - | - | - | 32,452 | - | - | 32,452 |
| Harborview Road Widening - Melbourne to I75 | | 1 | 8,249 | - | - | - | - | - | 8,250 |
| Charlotte Harbor Water Quality Proj. Septic to Sewer | | - | 3,711 | - | - | - | - | - | 3,711 |
| Lake View Midway Water Quality Improvement Proj. | | - | 3,289 | - | - | - | - | - | 3,289 |
| Port Charlotte Beach Recreation Center Pool | | - | 4,500 | - | - | - | - | - | 4,500 |
| Radio Management Warehouse | | - | - | 806 | - | - | - | - | 806 |
| Sheriff District 4 HQ with Training Facility | | 408 | 12,911 | - | - | - | - | - | 13,319 |
| Sheriff Support Services (AdminHQ)& Hardened 911 | | 702 | 18,307 | - | - | - | - | - | 19,009 |
| Wm. R. Gaines Jr. Veterans Memorial Park Ph 2 | | - | 1,750 | - | - | - | - | - | 1,750 |
| SUBTOTAL TIER 1 PROJECTS | | 50,365 | 113,783 | 6,806 | - | 32,452 | - | - | 203,406 |
| Tier 2 Projects Pending Funding Availability | | | | | | | | | |
| Charlotte Sports Park Renovations | | - | - | - | - | 6,925 | - | - | 6,925 |
| Library Renovation - Englewood/Charlotte | | - | - | - | 111 | 1,039 | - | - | 1,150 |
| Edgewater Widening Ph 3 - Midway to Collingswood | | - | - | - | - | 10,000 | - | - | 10,000 |
| Charlotte Harbor Water Qlty. Proj. Septic to Sewer | | - | - | - | 3,000 | - | - | - | 3,000 |
| Sheriff District 2 Murdock | | - | - | - | 6,236 | - | - | - | 6,236 |
| South County Annex Repl | | - | - | - | 12,472 | - | - | - | 12,472 |
| Total Tier 2 Projects Pending Funding Availability | | - | - | - | 21,819 | 17,964 | - | - | 39,783 |
| TOTAL SALES TAX PROJECTS | | 50,365 | 113,783 | 6,806 | 21,819 | 50,416 | - | - | 243,189 |



Capital Improvement Policy Discussion

The Capital Improvement Program (CIP) and the Capital Needs Assessment (CNA) – collectively referred to as the Capital Improvement Plan – represent a statement of Charlotte County’s policy regarding long-range physical development for the next 6-year and 20-year periods, respectively. The Capital Improvement Plan serves as a planning and implementation tool for the development, acquisition, construction, maintenance and renovation of public facilities, infrastructure and capital equipment.

The initial 6-year period of the program is called the Capital Improvement Program (CIP). The CIP forecasts spending for all anticipated capital projects and is considered a link between the County’s Comprehensive Plan and its fiscal planning process. The plan is based on the “physical needs” of the County as identified in the Comprehensive Plan and as prioritized by the CIP Review Committee in alignment with the Board’s strategic goals.

Capital Project Delivery Program

To provide consistent project delivery, in 2023 County Administration presented the Capital Project Delivery Program titled Governance Framework & Operating Guidelines to guide and standardize fundamental aspects of project delivery across the County’s departments and provide clearly defined expectations aligned with the County’s Mission to “Provide Exceptional Service”. It is not an exhaustive process document; thereby, it is used alongside department specific standard operating procedures (SOP’s) and existing county policies and procedures.

The Capital Process Timeline (see Figure 6-3) clarifies the general flow of the project lifecycle, including the capital improvement project from the time it is identified as a ‘need’ on the Capital Needs Assessment (CNA) until it is approved and funded in the Capital Improvement Program (CIP).

The Gantt chart identifies both the typical path a project will take throughout the project lifecycle and general responsibilities assigned to each area (see Figure 6-3) along with the process in which a project will take for review throughout the two-year budget cycle (see Figure 6-4).



Capital Process Timeline

Figure 6-3

| 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. | | | | | | | | | | | | |



Capital Process Mapping

Figure 6-4

The figures below identify the typical path of a project and general responsibilities assigned.





Capital Improvement Program (6 year)

The CIP project development incorporates identification of associated recurring costs which are budgeted in the year of implementation. This provides for a long-range planning tool on what to expect for expenses when bringing on new projects, that may include additional staffing, equipment or operating expenses like contracted grounds maintenance, supplies or activity programs within Parks or Libraries.

As discussed previously, the capital program in Charlotte County addresses the strategic focus area of maintaining infrastructure that we have, as well as building necessary infrastructure to address quality of life and expansionary needs. The operating impacts are reevaluated in the first year of every 2 year budget cycle.





Also, because of Charlotte County's unique blend of infrastructure due to its heritage, as well as the need for new infrastructure to maintain its quality of life as it grows, the County must maintain a balance between the operating and capital funds. During its budget process the County reviews operating impacts that will be incurred from implementation of each capital project and incorporates those costs into the appropriate funding source. The comparative cost of the capital budget compared to operating is displayed in Figure 6-5.





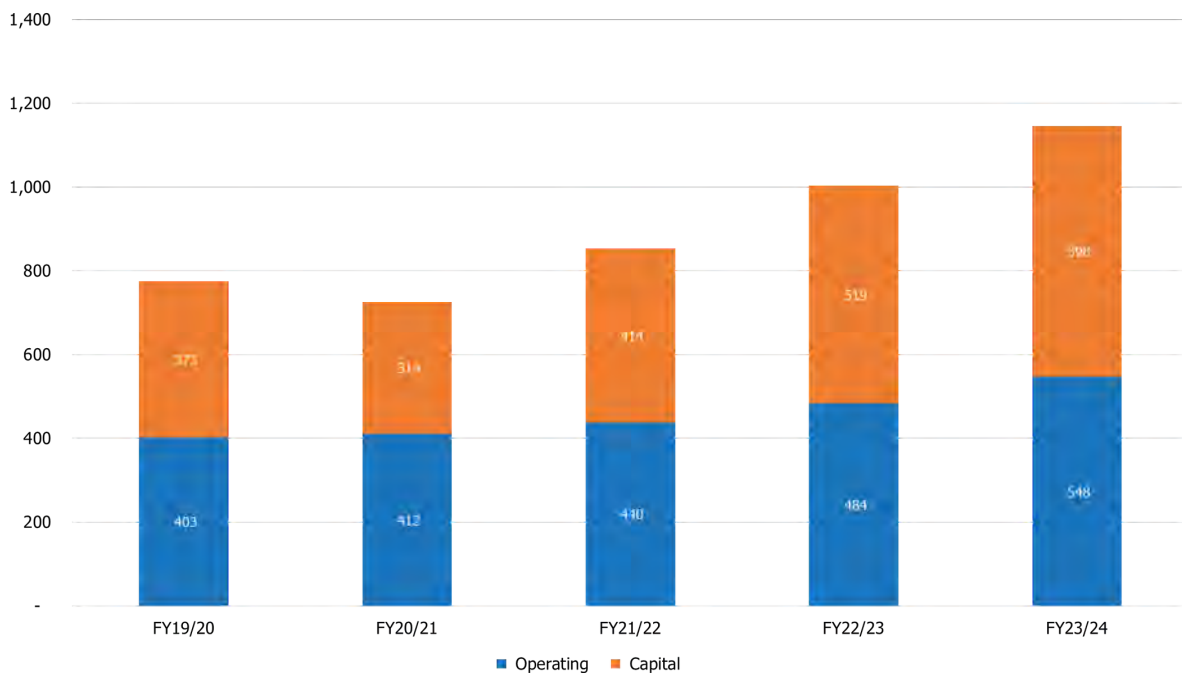
The county's net budget is comprised of two components as displayed below. Due to the size of the county and lack of municipalities, it becomes the responsibility of the county to provide necessary infrastructure expansion. However, the county must balance between expanding the infrastructure while considering the associated increased maintenance costs. The sales tax extension, which is approved by voter referendum, is one vehicle to provide the needed funds for expansionary projects. It is the citizens' approval that provides the funding of many projects identified in the Capital Needs Assessment.

Net Budget Capital vs. Operating

Figure 6-5

As this graph depicts, Charlotte County has seen a shift in the composition of Operating to Capital over the 5 years as a result of the Board's strategic focus on infrastructure.

Projected Costs (in millions)





The Capital Improvement Program (CIP) and the Capital Needs Assessment (CNA) are developed in basic broad categories allowing the review of projects within the categories. These infrastructure categories include:

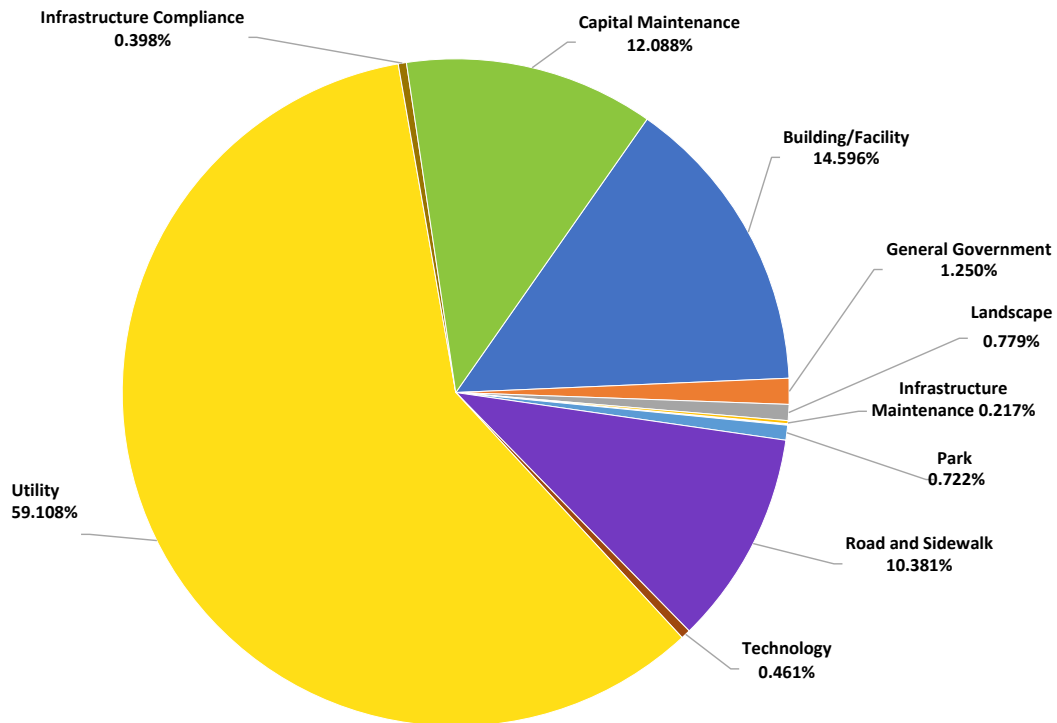
- Building/Facility
- General Government
- Landscape
- Infrastructure Maintenance
- Park
- Road and Sidewalk
- Technology
- Utility
- Infrastructure Compliance
- Capital Maintenance

The combined capital improvement program takes into account new projects, identifies long range plans, as well as the necessary funding to maintain the existing capital infrastructure in accordance with the bold goals of the Infrastructure Strategic Focus Area. Each capital project includes an operating budget impact statement, along with the annual operating budget costs grouped by personal services, non-personal services and capital for the 6-year period within the Capital Improvement Program (and future operating as applicable.)

FY24 Capital Improvement Program

Figure 6-6

This graphic displays the fiscal year 2024 capital improvement program by infrastructure type

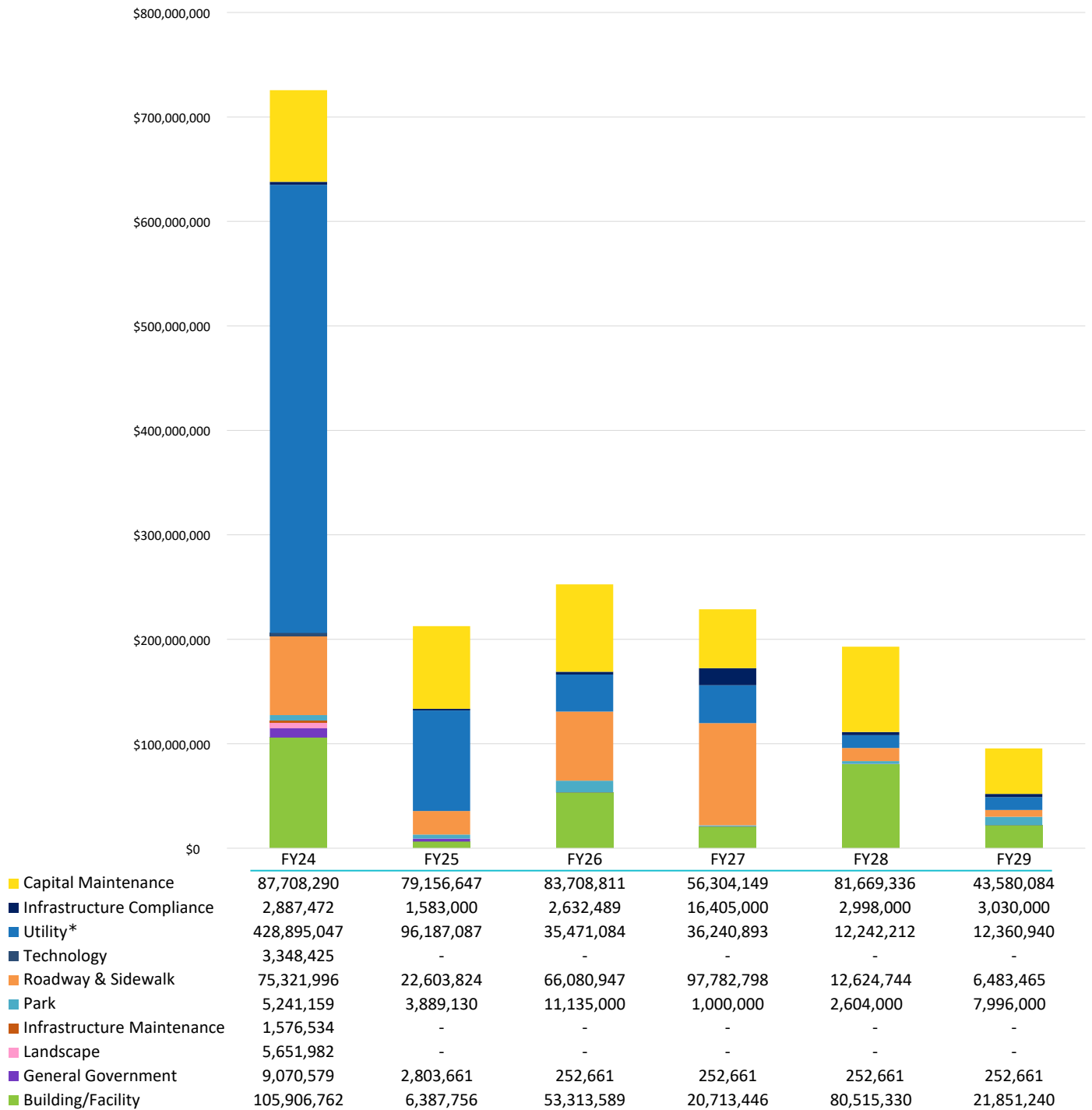




6-Year Capital Program by Infrastructure Type

Figure 6-7

This chart shows the Capital Improvement Program broken down by fiscal year over the 6-year window by infrastructure type.



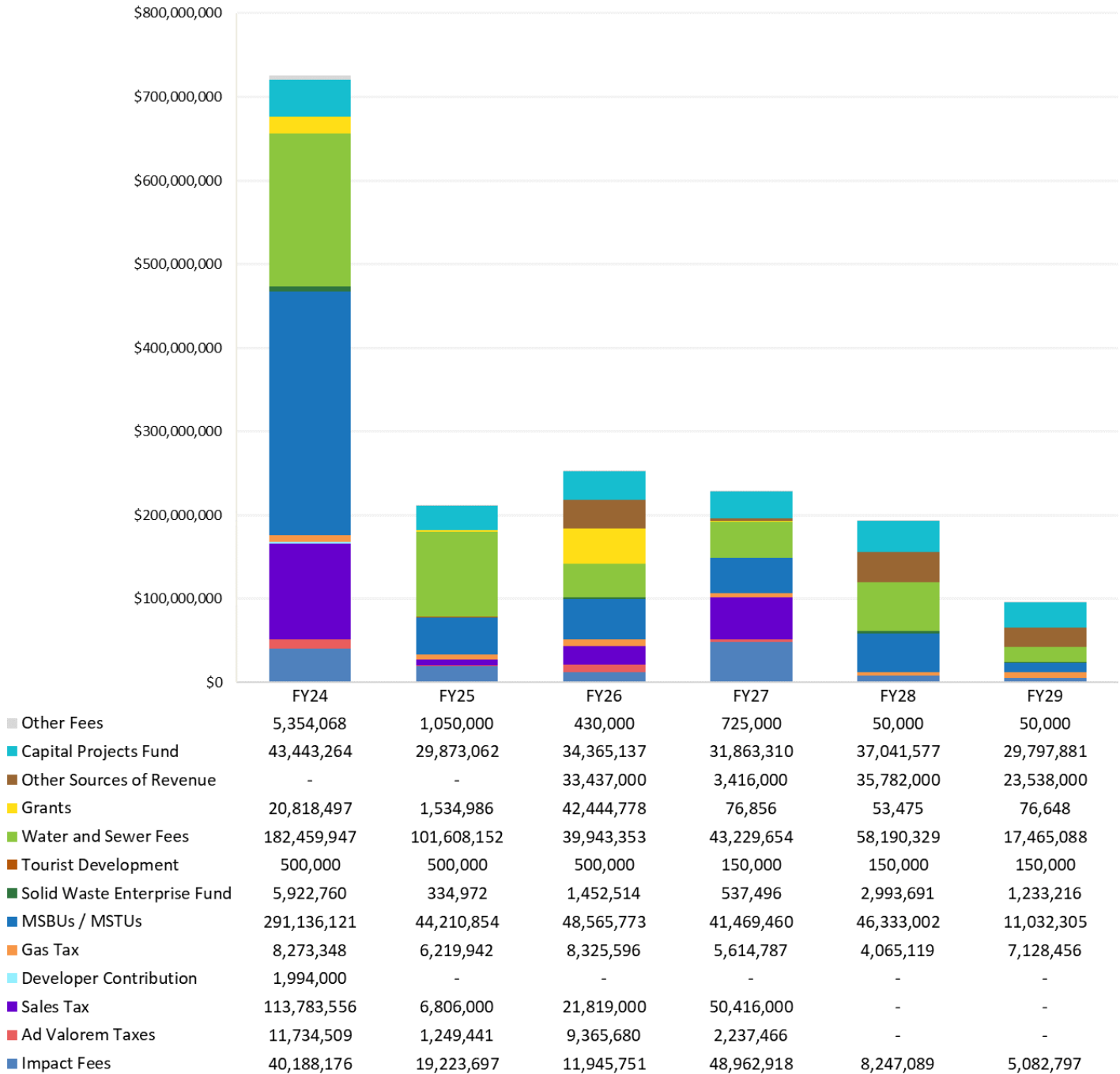
*Note: Water Reclamation Facility Expansions and MSBU Septic to Sewer projects account for \$329,591,210 of the FY24 Utility Capital Improvement Program



6-Year Capital Program by Funding Sources

Figure 6-8

This chart below displays the various revenue sources that fund the Capital Improvement Program. 'Other Sources of Revenue' identifies costs where the funding source has yet to be determined.

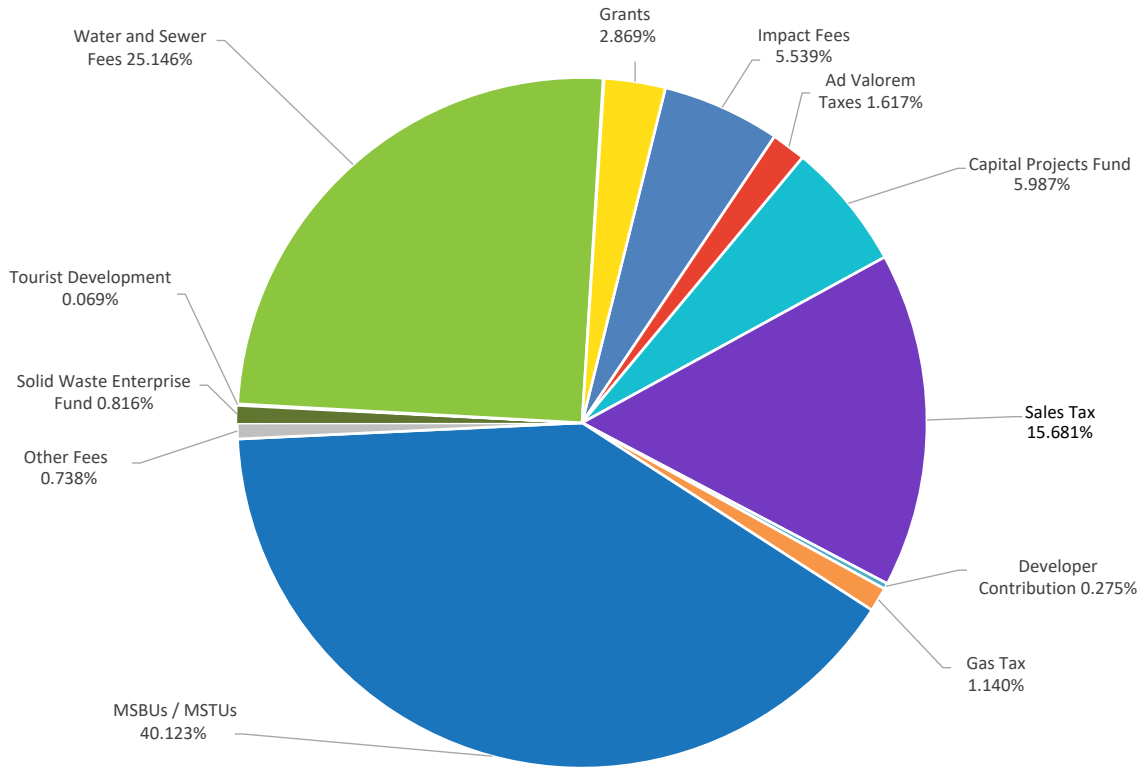




FY24 Capital Program by Funding Sources

Figure 6-9

This chart shows the Capital Improvement Program for FY24 by funding source.



View the six-year Capital Improvement Program from FY24 – FY29 adopted on Sept. 26, 2023 [HERE](#)



View the FY24-FY43 Non-Utility CNA (Capital Needs Assessment) [HERE](#)



View the FY24-FY43 Utility CNA (Capital Needs Assessment) [HERE](#)



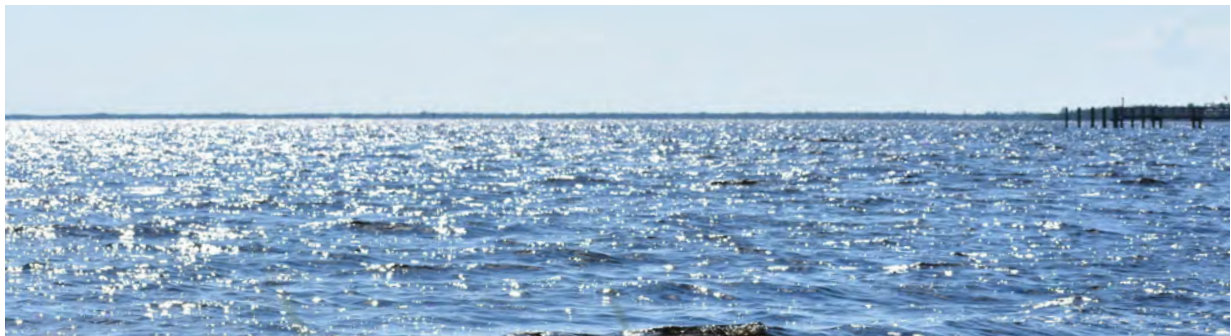
Capital Needs Assessment

The 14-year period of the Capital Improvement Plan subsequent to the Capital Improvement Program (i.e., years 7 through 20) is called the Capital Needs Assessment (CNA) which helps identify County capital needs beyond the initial 6-year horizon. This assessment plan shall be updated every two years as part of the County's planning process and helps form the basis for the 6-year CIP as projects are brought forward. Projects included in the CNA are not balanced to revenues but are viewed as potential projects in the planning stage.

In developing the Capital Improvement Program, the County adheres to financial and debt management policies established by the Board. These policies are in place to help preserve the County's credit rating and establish a framework for the County's overall fiscal planning and management. Projects are carefully evaluated and prioritized to optimize the use of limited capital funds and meet operational and community needs.

Capital Maintenance Plans

The capital maintenance plans are annual plans to provide funding for certain recurring expenditures defined within the Capital Improvement Policy, and are categorized within groups for facilities building maintenance, parks maintenance, information technology recurring costs, heavy equipment replacement, road paving programs, bridge maintenance programs, and navigable waterway dredging plans. Planning for these recurring expenses ensures the County is on target with maintaining what they already have before allocating to new capital projects.





Capital Maintenance Schedule Summary 2024 - 2029

Figure 6-10

Capital maintenance plans are identified within various categories and provide a long-range planning tool to ensure there is sufficient funding to maintain existing infrastructure.

Projected Costs (in thousands)

| Capital Maintenance Plan Description | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | TOTAL |
|--------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
| Community Services CMP | 7,598 | 9,721 | 8,120 | 7,594 | 7,958 | 8,882 | 49,873 |
| Facilities CMP | 8,000 | 8,517 | 8,908 | 9,234 | 9,571 | 9,920 | 54,150 |
| Fleet Enterprise CMP | 540 | 800 | 180 | 675 | 0 | 0 | 2,195 |
| Heavy Equipment Replacement Plan | 14,705 | 6,725 | 13,162 | 7,236 | 8,626 | 5,755 | 56,209 |
| Information Technology CMP | 870 | 855 | 855 | 855 | 855 | 855 | 5,145 |
| Public Works Road & Bridge Bridges | 2,500 | 5,050 | 5,205 | 2,500 | 9,170 | 2,500 | 26,925 |
| Public Works MSBU/TU Bridges | 19,160 | 2,224 | 1,747 | 1,402 | 0 | 53 | 24,586 |
| Public Works Road & Bridge Paving | 3,705 | 3,418 | 5,198 | 4,100 | 2,245 | 4,695 | 23,361 |
| Public Works MSBU/TU Paving | 17,606 | 36,508 | 30,510 | 17,179 | 7,065 | 5,829 | 114,697 |
| Public Works MSBU/TU Dredging | 8,766 | 1,082 | 4,966 | 671 | 31,922 | 832 | 48,239 |
| Utilities CMP | 4,258 | 4,258 | 4,858 | 4,858 | 4,258 | 4,258 | 26,748 |
| TOTAL | 87,708 | 79,158 | 83,709 | 56,304 | 81,670 | 43,579 | 432,128 |

Hurricane Impacts on Capital Planning Process

The County’s impacts from Hurricane Ian were felt immediately in its capital planning process. The goal of building capital improvement projects from the ground up, to include scope, cost estimates, operating impacts and other details was impeded by the urgent need to perform building infrastructure assessments to identify losses. As a result, for the first time, the County’s capital improvement program includes both a cost and funding of “To Be Determined”. It is anticipated that both the funding sources, along with the project expenses and operating impacts will be addressed in the very near future.

Goals and Progress of the Capital Plans

The county recognizes that its capital improvement program needs to be managed effectively. Monthly reports on expenses and balances are provided to the program managers and shortfalls are identified early. If project adjustments are required, amendments are brought to the board for official adoption.

The county met its Strategic Focus Area goal by planning for the future through the use of its Capital Needs Assessment schedule, as well as anticipating future costs by identifying those costs coming on-line as a result of constructing new infrastructure. This planning and programming ensures that the County has the right amount of revenue in place to implement its capital plans and maintain the infrastructure they already have.

Charlotte County maintains a robust website including past budget documents and historical capital improvement program documentation at [Budget Documents | Charlotte County, FL \(charlottecountyfl.gov\)](https://www.charlottecountyfl.gov/Budget-Documents). Additionally, projects are tracked via status updates to provide individualized information on progress and costs. This is located at [Project Status Updates | Charlotte County, FL \(charlottecountyfl.gov\)](https://www.charlottecountyfl.gov/Project-Status-Updates).





CHARLOTTE COUNTY

MUNICIPAL SERVICE BENEFIT & TAXABLE UNITS



Charlotte County's Purchasing Division has been the proud recipient of the National 'Achievement of Excellence in Procurement Award' 17 times.



MSBU/MSTU OVERVIEW



The use of Municipal Service Benefit Units (MSBUs) and Municipal Service Taxing Units (MSTUs) is another funding strategy that Charlotte County has implemented. Each MSBU/MSTU is a geographic area within the County, created by ordinance and defined by specific boundaries, through which particular services are provided. Some examples of services that MSBUs may provide are street & drainage maintenance, road paving, bridge maintenance, waterway dredging, stormwater utility maintenance, fire protection, sanitation service, beach nourishment, and wastewater expansion. Some examples of serv-

ices that MSTUs may provide are street and drainage, waterway dredging, lighting and public safety.

The authority to use the uniform method for the levy, collection and enforcement of non-ad valorem assessments is given to the County under Florida Statute §197.3632. A special assessment is imposed by the County pursuant to Ordinance 2016-019 that amends and restates Chapter 4-1, Article I of the Charlotte County Code of Laws and Ordinances. This code provides for the imposition and collection of assessments against property within the unincorporated area of Charlotte County to fund capital assessments or service assessments that provide a special benefit to property in relation to the value, use or characteristics of the property as defined in the initial assessment resolution.



MSTU is a tax based on the property's value; whereas MSBU is a special assessment based on the derived benefit received by a property. Charlotte County uses MSBUs to fairly assess properties within an area for maintenance and capital projects regardless of whether those properties are developed or undeveloped. In more densely developed areas, for some services like street and drainage, density will factor into whether that boundary is created as a MSBU versus a MSTU. In areas of less density, the use of ad valorem millage would place a heavier burden on homeowners of developed properties compared to absent, undeveloped property owners. Applying the fairness test that owners of all properties (developed or undeveloped) have an expectation of clear access on well-maintained roads, for example, lends itself to the use of the MSBU funding methodology for maintenance programs.



MSBU non-ad valorem assessment rates are based on methodology within the applicable ordinances that are adopted by the Board. The assessment period is for a fiscal year (budget year) and are collected in advance while the property taxes are collected in arrears. Assessments are either fixed term or variable rate. Fixed term assessments are implemented for capital projects requiring extended financing over a period of years which aids in the affordability to property owners. Variable rate assessments are assigned to MSBUs that do not have a set closure date and for which the assessment rate is calculated annually based on the estimated cost to provide the services in the forthcoming year.

An assessment or millage rate is established to fund maintenance services within each MSBU and MSTU. For street and drainage, waterway, and storm water units, the Public Works Department creates a work program based on the needs and recommendations from the respective MSBU/MSTU advisory boards. An advisory board consists of five members who own real property within the boundaries of the unit (Municode Sec. 4-1-17.) Not all units have an advisory board, in which case the Charlotte County Board of County Commissioners acts as the de facto advisory board.



The advisory board makes recommendations on the expenditure of funds and the annual proposed budget (Municode Sec. 4-1-18 / Ord. No. 2015-045, § 1, 10-27-15). An analysis is then performed to verify if the current assessment or millage rate can support the proposed work program. Annually in May, a board workshop is held to propose recommended assessment rate changes to the board.

A rate comparison analysis is conducted for street and drainage MSBUs on an annual basis to calculate what the required millage rate would be to generate the equivalent revenue needed to support a work program. The millage rate needed has reached as high as 18 mills for a particular unit. The analysis shows that the higher the vacancy rate, the higher the millage needed; and thereby transferring the burden onto the occupied properties.

Public hearings are held in July, with a notice being mailed to the property owner for any MSBUs requiring a rate increase above the established maximum rate. All proposed assessment and millage rates are included in the Proposed Tax Notice (TRIM) sent to the property owners in August each year, indicating the rates, the time, and the place of the public hearing in September. This final public hearing to establish the MSBU rate resolution occurs during the first budget public hearing in September. The adoption of the rate resolution must be completed prior to certifying the Final Assessment Roll to the Tax Collector by September 15 pursuant to Florida Statute §197.3632(5)(a).

MSTU ad valorem millage rates are based on property valuation and are adopted by the Board. If the need arises where a MSTU requires a millage increase to support a work program, the proposed tentative millage rate would be presented during the first budget public hearing and adopted during the second budget public hearing, both of which occur in September.







CHARLOTTE COUNTY

FUND DESCRIPTION & STRUCTURE



Charlotte County implemented the 'Keep Charlotte Beautiful' program with a mission to inspire and educate people to take action. The program goals include: ending littering, reducing waste, improving recycling, and greening the community with the help of over 1600 volunteers annually.



FUNDS OVERVIEW



In governmental accounting, funds are created with the aim of separating resources designated for specific purposes. Charlotte County has 145 active funds that are appropriated. The fund description and structure schedule (Figure 7-1) contains a brief description of each fund appropriated within Charlotte County's FY24 adopted budget. It is sorted by major fund type. The fund types included are the General Fund, Special Revenue Funds, Debt Service Funds, Capital Funds and Proprietary Funds. Within these major fund types each fund has a defined purpose within the description along with the FY24 appropriation.



Fund Description & Structure Schedule

Figure 7-1

| Fund | Fund Name | Description of Fund | FY24 Budget |
|-----------------------------|---|--|-------------|
| GENERAL FUND | | | |
| 0001 | General Fund | This fund is the principal fund of the County and accounts for the receipt and expenditure of resources that are traditionally associated with local government and that are not required to be accounted for in another fund. Main sources of revenue are ad valorem taxes, state shared revenues, franchise fees, and communication taxes. | 229,958,768 |
| GENERAL FUND TOTAL | | | 229,958,768 |
| SPECIAL REVENUE FUND | | | |
| 1001 | County Transportation Trust Fund | The Transportation Trust Fund is used to account for gas taxes distributed by the State of Florida that are designated for the maintenance of County Roads. | 38,659,168 |
| 1012 | Fine & Forfeiture | Accounts for court services required by Florida Statutes to be provided by the Board of County Commissioners. | 3,780,840 |
| 1014 | Law Enforcement Trust Fund | Accounts for funds held by Charlotte County to be used for specific law enforcement activities. | 28,500 |
| 1017 | Drug Abuse Trust Fund | Accounts for funds collected by authority of Florida Statutes to be disbursed as assistance grants on an annual basis to drug abuse treatment and education programs. | 64,595 |
| 1018 | Charlotte County Law Library | Accounts for County and Circuit Court service charges collected for equipping, maintaining, and operating the County's law library. | 38,220 |
| 1019 | Charlotte County Legal Aid Program | Accounts for County and Circuit Court service charges collected for equipping, maintaining, and operating the County's legal aid program. | 80,000 |
| 1020 | Radio Communication | Accounts for fees collected from the Radio Communications Program, user fees, and tower leases. | 2,774,032 |
| 1021 | Criminal Justice Education Fund | Accounts for court fines assessed and collected to fund criminal justice education and training programs for officers. | 22,040 |
| 1022 | Student Driver Education Fund | Accounts for fees collected for moving violations and assists the School Board driving program. | 39,289 |
| 1023 | Crimes Prevention | Accounts for court fines assessments collected to fund crime prevention programs. | 108,150 |
| 1024 | Animal Care Trust Fund | Tracks donations to provide veterinary care to animals housed by County contractors. | 15,000 |
| 1025 | Metropolitan Planning Organization | Accounts for the activities and grants of the regional advisory council. | 915,090 |
| 1026 | CHNEP | Accounts for the activities and grants of the Coastal & Heartland National Estuary Partnership. | 2,097,800 |
| 1027 | Tourist Development Tax Trust Fund | Accounts for the 3 percent tax on rents for temporary lodgings. This tax, approved by voter referendum, is used to fund promotion of Tourism in the County. | 8,015,688 |
| 1028 | Tourist Development - 4th & 5th Cent | Accounts for the 2 percent tax on rents for temporary lodgings. This tax, approved by voter referendum, is used to fund the improvements and maintenance of the Charlotte County Stadium. | 4,030,722 |
| 1030 | Building Construction Services | Accounts for the plan review, building permits, inspections, Florida Building Code compliance, contractor licensing compliance for the building trades and all associated activities in the County. | 26,190,642 |
| 1031 | Charlotte Public Safety | Accounts for ad valorem taxes collected and used for the Sheriff activities in the County. | 131,743,850 |
| 1034 | IT Equipment Replacement | Accounts for monies collected from Departments to fund the five year computer replacement program. | 1,225,981 |
| 1036 | Greater Charlotte Street - Light District | The Greater Charlotte Street Lighting District is used to account for ad valorem tax collected within the unincorporated areas of the County designated for street lighting and traffic signals. | 16,021,250 |
| 1038 | Vehicle Replacement | Accounts for County light vehicle purchases for County departments. | 9,088,983 |
| 1041 | Open Space/Habitat Acquisition Trust Fund | Accounts for funds collected in lieu of open space/habitat reservations on parcels to be developed. Funds received are used for preserving threatened and endangered animals. | 63,214 |
| 1042 | Native Tree Replacement Trust Fund | Accounts for funds collected in lieu of planting or preserving trees on developed properties. Funds received are used to plant native trees on County public lands. | 4,941,917 |
| 1044 | Habitat Conservation Management | Accounts for funds collected to preserve scrub jay habitat land. | 1,671,216 |



| Fund | Fund Name | Description of Fund | FY24 Budget |
|------|---|--|---|
| 1045 | Habitat Conservation Endowment | Accounts for funds collected to maintain scrub jay habitat land in perpetuity. | 1,810,039 |
| 1053 | Affordable Housing Trust Fund | Accounts for funds used to provide affordable housing to residents of Charlotte County. | 2,373,709 |
| 1054 | Boater Revolving | Accounts for fees collected on the licensing of boats in Charlotte County and the West Coast Inland Navigation District millage that is appropriated to Charlotte County. | 1,607,917 |
| 1055 | Enhanced 911 System | Accounts for the monthly rate of .504 per telephone line collected for providing and maintaining an enhanced emergency telephone service. | 1,981,695 |
| 1056 | Local Housing Assistance Trust Fund | Accounts for SHIP funds used to provide housing assistance to residents of Charlotte County. | 953,858 |
| 1057 | Senior Services/Chester Cole Trust Fund | Revenues come from the Chester Cole Trust and are used to buy medical supplies for Charlotte County Seniors. | 2,000 |
| 1059 | Charlotte Harbor Redevelopment Fund | Accounts for funds used for the Community Redevelopment Agency to revitalize and redevelop commercial and residential areas within the designated district. | 3,762,788 |
| 1060 | Murdock Village Redevelopment | | 23,723,470 |
| 1062 | Parkside Redevelopment | | 1,728,070 |
| 1063 | Stump Pass Dredging MSTU | Accounts for the collection of monies within the designated area of the Stump Pass Dredging MSTU boundary for the purpose of dredging Stump Pass and related maintenance services, facilities improvements and programs. | 17,687,792 |
| 1064 | Don Pedro/Knights Is Beach Nourishment MSBU | Accounts for the collection of monies within the designated area of the MSBU to fund the construction and maintenance of the beach renourishment project. | 2,575,778 |
| 1065 | North Manasota Key Beach Nourishment MSBU | | 9,584,857 |
| 1071 | Impact Fees Trust Fund | Accounts for revenues received from impact fees that are restricted to new capital facilities that increase the level of service for roads, parks, libraries, law enforcement, fire protection and emergency medical services. | 43,728,721 |
| 1081 | Special Grants | Accounts for federal and state funded social programs. | 3,466,146 |
| 1087 | Community Health Grant Fund | Community Health Fund is a collection of community health related federal and state grants the county has applied for and received to provide health care service for all age groups. | 48,409 |
| 1088 | Transit | Accounts for all the Transit grants and activities of the County. | 4,394,416 |
| 1091 | BP Settlement Fund | Settlement funds received from Deepwater Horizon Litigation. | 1,793,323 |
| 1111 | Ackerman Wastewater Maintenance District | Accounts for the collection of monies within the designated area of the MSBU for the purpose of maintenance and dredging of waterways for the direct benefit of persons living within the MSBU. | 59,953 |
| 1113 | Alligator Creek Wastewater Maintenance | | 895,318 |
| 1116 | Buena Vista Wastewater Maintenance | | 816,268 |
| 1119 | Edgewater N Wastewater | | 78,036 |
| 1122 | Gulf Cove Wastewater | | 2,758,491 |
| 1127 | Harbour Heights Wastewater | | 455,768 |
| 1129 | Hayward Canal Wastewater-Maintenance | | 227,446 |
| 1136 | Manchester Wastewater | | 1,131,586 |
| 1138 | NW Charlotte Wastewater Maintenance | | 1,510,060 |
| 1143 | Pirate Harbor Wastewater | | 784,878 |
| 1149 | South Bridge Wastewater | | 33,725 |
| 1152 | South Gulf Cove Wastewater | | 4,668,329 |
| 1155 | Suncoast Wastewater | | 204,995 |
| 1161 | Special Assessment - Canal Maintenance | | Fronts the money to newly formed MSBUs to get started and after the first year of assessments are collected in the MSBU, the funds are paid back to the Special Assessment Fund. The fund is used to account for assessments levied on property owners to finance road, waterway and hydrant improvements deemed to benefit the properties within the area in which the project is constructed. The projects are initiated by citizens who ask the County, by petition, to implement a special assessment on the benefiting properties of a special improvement area. |
| 1162 | Special Assessment - Road Revolving | 490,337 | |
| 1163 | Special Assessment - Water Improvement | 6,920 | |



| Fund | Fund Name | Description of Fund | FY24 Budget |
|------|---|---|-------------|
| 1186 | Mid-Charlotte Stormwater Utilities District | Accounts for the collection of monies within the designated area of the MSBU for the purpose of upgrade and construction of storm water facilities for the direct benefit of persons living within the MSBU. | 21,845,736 |
| 1187 | South Charlotte Stormwater Utilities District | | 4,288,949 |
| 1188 | West Charlotte Stormwater Utilities District | | 6,572,521 |
| 1194 | Barrier Islands Fire Service | Accounts for assessments collected to provide fire control service on Don Pedro Island and Knight Island, which is in the unincorporated area of the County and which is not part of any independent fire district. | 848,601 |
| 1195 | Charlotte County Fire Rescue | Accounts for assessments collected to provide fire control service within the unincorporated area of the County and which is not part of any independent fire district. | 41,325,767 |
| 1196 | Little Gasparilla Island Fire Service | Accounts for assessments collected to provide fire control service on Little Gasparilla Island, which is in the unincorporated area of the County and which is not part of any independent fire district. | 228,649 |
| 1198 | Charlotte County Health | Accounts for ad valorem taxes collected to assist funding a Public Health Department for Charlotte County. | 1,350,765 |
| 1215 | Boca Grande Street/Drainage - Maintenance | Accounts for the collection of monies within the designated area of the MSBU for the purpose of maintaining of roads and drainage facilities for the direct benefit of persons living within the MSBU. | 348,120 |
| 1226 | Burnt Store Village Street/Drainage - Maintenance | | 739,112 |
| 1245 | Cook & Brown Street - Maintenance | | 407,530 |
| 1256 | Deep Creek N-Urban Street/Drainage - Maintenance | | 4,322,185 |
| 1277 | Englewood E N-Urban Street/Drainage - Maintenance | | 8,939,533 |
| 1285 | Farabee Road Street/Drainage Maintenance | | 464 |
| 1293 | Gardens Gulf Cove Street/Drainage - Maintenance | | 1,006,297 |
| 1300 | Greater Port Charlotte Street/Drainage - Maintenance | | 27,760,402 |
| 1304 | Grove City Street/Drainage - Maintenance | | 1,691,719 |
| 1308 | Gulf Cove Street/Drainage - Maintenance | | 2,847,173 |
| 1315 | Harbour Heights Street/Drainage - Maintenance | | 2,473,101 |
| 1355 | Lemon Bay Street/Drainage - Maintenance | | 9,668,670 |
| 1377 | Neal Road Street/Drainage - Maintenance | | 654 |
| 1386 | Northwest Charlotte N-Urban Street/Drainage - Maintenance | | 12,282,806 |
| 1399 | Peace River Shores Street/Drainage - Maintenance | | 2,015,140 |
| 1406 | Pirate Harbor Street/Drainage | | 1,771,881 |
| 1408 | Placida Area Street/Drainage | | 2,151,039 |
| 1412 | Punta Gorda N-Urban Street/Drainage - Maintenance | | 581,3044 |
| 1426 | Rotonda Heights Street/Drainage | | 994,385 |
| 1428 | Rotonda Lakes Street/Drainage | | 2,111,794 |
| 1430 | Rotonda Meadows & Villas Street/Drainage Maintenance | | 1,979,676 |
| 1432 | Rotonda Sands North Street/Drainage | | 906,967 |
| 1438 | Rotonda W Street/Drainage - Maintenance | | 15,238,999 |
| 1446 | South Burnt Store Street/Drainage - Maintenance | | 6,652,029 |
| 1454 | South Gulf Cove N-Urban Street/Drainage - Maintenance | | 8,410,915 |
| 1458 | South Punta Gorda Heights Street/Drainage - Maintenance | | 444,420 |
| 1462 | South Punta Gorda Heights E Street/Drainage - Maintenance | | 585,683 |
| 1466 | South Punta Gorda Heights W Street/Drainage - Maintenance | 771,490 | |
| 1474 | Suncoast Blvd Street/Drainage | 129,688 | |



| Fund | Fund Name | Description of Fund | FY24 Budget |
|-----------------------------------|---|---|--------------------|
| 1488 | Town Estates Street/Drainage | (Continued) | 243,355 |
| 1494 | Tropical Gulf Acres Street/Drainage - Maintenance | | 2,906,247 |
| 1265 | Don Pedro/Knights Isles Street/Drainage MSTU | Accounts for the collection of monies based on the value of properties within the MSTU for the purpose of future road, signalization, or drainage infrastructure maintenance. | 3,783,481 |
| 1373 | Manasota Key Street/Drainage MSTU | | 1,996,629 |
| 1443 | Sandhill Area MSTU | | 1,080,699 |
| 1601 | Local Provider Participation Fund | Accounts for the non-ad valorem special assessment apportioned among hospital properties for funding intergovernmental transfers to support the non-federal share of Medicaid payments. | 7,575,003 |
| 1706 | Stadium Improvement - Maintenance & Operation | Accounts for revenues collected at the Charlotte County Sports Park, which houses the Tampa Bay Rays, and used for the maintenance and improvements of the sports park. | 2,344,807 |
| 1701 | Charlotte Harbor Event Center | Tracks the activities of the contracted management company the maintain and operate the Event Center. | 2,499,882 |
| 1901 | Hurricane Fund | Tracks FEMA and insurance funded activities from natural disasters. | 4,000,000 |
| SPECIAL FUND REVENUE TOTAL | | | 612,688,599 |
| DEBT SERVICE FUND | | | |
| 2006 | Stadium Improvement Debt Service | This fund is specifically for improvements to the Charlotte County Sports Park to house the Tampa Bay Rays' spring training. The revenue for this fund is Tourist Development Tax, state grant, and contributions from the Tampa Bay Rays. | 6,428,470 |
| 2007 | Series 2008 (GOB) Debt Service Fund | This bond is specifically for the financing the purchase of environmentally sensitive lands in Charlotte County. The revenue used to payback this debt is a voter approved millage of .2000 mills. | 5,939,285 |
| 2008 | Transportation Revenue Note 2019 | Debt Service activities related to Road Program. | 729,537 |
| DEBT SERVICE FUND TOTAL | | | 13,097,292 |
| CAPITAL FUNDS | | | |
| 3001 | Capital Projects Fund | This fund accounts for financial resources used for the acquisition and/or construction of major capital facilities other than those financed by enterprise operations. This includes countywide ad valorem property taxes, transfer in of impact fees, and state and federal grants. | 79,701,127 |
| 3005 | Road Improvement Fund | This fund is used to account for capital gas taxes distributed by the State of Florida and transfer in of impact fees that are designated for the construction and expansion of County roads. | 64,411,358 |
| 3006 | Stadium Improvement Fund | Capital Fund for the renovation of the Tampa Rays Sports Park Project. | 774,608 |
| 3008 | Sales Tax Extension 2009 | This fund accounts for extension of the voter approved one-cent local option sales tax to be used for various capital improvement projects approved by voters by referendum. | 3,190,271 |
| 3009 | Sales Tax Extension 2015 | | 51,896,230 |
| 3012 | Sales Tax Extension 2020 | | 98,631,084 |
| 3010 | Infrastructure Fund | Accounts for ad valorem funds returned from annual operations of the Sheriff and funds current Sheriff requested capital requests. | 12,535,646 |
| 3011 | Growth Increment Fund | Accounts for ad valorem collected from new construction to fund activities at the discretion of the Board of County Commissioners. | 10,476,524 |
| CAPITAL FUND TOTAL | | | 321,616,848 |
| PROPRIETARY FUND | | | |
| 4001 | Charlotte Sanitation District | Accounts for activities related to solid waste collection within the territory inclusive of the unincorporated area of Charlotte County, except for the incorporated area of the City of Punta Gorda, Little Gasparilla Island, Bird Key, and Palm Island. | 30,619,661 |
| 4003 | Boca Grande Sanitation District | Accounts for activities related to solid waste collection within the Boca Grand district. | 241,531 |
| 4005 | Don Pedro Sanitation District | Accounts for activities related to solid waste collection within the Don Pedro district. | 337,122 |



| Fund | Fund Name | Description of Fund | FY24 Budget | |
|-------------------------------|---|---|---|---------|
| 4011 | Charlotte County Landfill | Accounts for activities related to solid waste disposal, hazardous waste disposal and recycling for Charlotte County. | 43,291,161 | |
| 4031 | Utility System - Charlotte County Utilities Operating | Accounts for activities related to the operations and construction of the County-owned water, sewer, and reuse system. | 191,672,713 | |
| 4032 | Utility System Connect Fee Fund | | 201,947,315 | |
| 4033 | Utility System Sinking Fund | | 38,952,148 | |
| 4034 | Utility System Repair/Replacement Fund | | 38,460,950 | |
| 4036 | Utility System Construction Fund | | 137,850 | |
| 4037 | Utility System - Capital Improvement/Road Projects | | 210,360 | |
| 4038 | Utility System - Line Extension | | 82,554 | |
| 4042 | Utility System Water Connection Fee Fund | | 49,753,429 | |
| 4062 | South Gulf Cove PHII Water Expansion | | Accounts for the collection of monies within the designated area of the MSBU for the purpose of upgrade and construction of water and wastewater facilities for the direct benefit of persons living within the MSBU. | 444,810 |
| 4063 | South Gulf Cove PHII Sewer Expansion | | | 127,024 |
| 4064 | South Gulf Cove PHIII Water Expansion | 247,151 | | |
| 4065 | South Gulf Cove PHIII Sewer Expansion | 128,119 | | |
| 4066 | South Gulf Cove PHIV Water Expansion | 426,154 | | |
| 4067 | South Gulf Cove PHIV Sewer Expansion | 213,284 | | |
| 4068 | Sewer Gulf Cove PHV Water Expansion | 199,580 | | |
| 4069 | South Gulf Cove PHV Sewer Expansion | 105,183 | | |
| 4103 | Ackerman MSBU | 29,136,856 | | |
| 4109 | El Jobean MSBU | 1,300,053 | | |
| 4112 | North Shore Waste Water MSBU | 30,367 | | |
| 4113 | Pirate Harbor Waste Water MSBU | 527,397 | | |
| 4129 | Rotonda Meadows WasteWater MSBU | 9,193 | | |
| 4132 | Rotonda Sands WasteWater MSBU | 63,327 | | |
| 4135 | Rotonda Villas WasteWater MSBU | 346,371 | | |
| 4145 | Spring Lake MSBU | 1,706,989 | | |
| 5001 | Self-Insurance Fund | Accounts for the actuarially determined reserve resulting from asserted and incurred, but not reported, claims from insured areas of risk including general, auto liability, and worker's compensation. | 18,534,942 | |
| 5011 | Health Insurance Trust Fund | Accounts for health and life insurance premiums collected and disbursed for providing health and life insurance coverage to County employees and other local government agencies. | 47,565,652 | |
| 5021 | Vehicle Maintenance | Accounts for the cost of maintaining the County's fleet of vehicles including construction equipment, operations of the County-owned fuel facilities and the purchase of County vehicles under 1-ton. | 8,324,085 | |
| 5031 | Accrued Compensated Absences | Accounts for benefit payment of time accrued under the County benefits. | 1,750,000 | |
| PROPRIETARY FUND TOTAL | | | 706,893,331 | |
| GRAND TOTAL | | | 1,884,254,838 | |





CHARLOTTE COUNTY

FUND BALANCE



Charlotte County issued 77,086 permits between October 1st, 2022 and September 30th, 2023.



FUND BALANCE



The Fund Balance describes the net position of each fund at a given time. The Fund Balance is comprised of the Beginning Balance plus the net position of the budgeted year. This calculation of the Fund Balance shows the health of an organization and the ability to be resilient in adverse times. An adequate fund balance ensures stability of tax rates and provides the opportunity to mitigate risks.

The Fund Balance assures that adequate reserves are being held according to the Reserve policy. The County Charter mandates the Board of County Commissioners review and adopt the reserve policy annually by April 1. For more information on the Reserve Policy, see the Financial Policy section on page 208.



FY24 Beginning Balances Summary

Figure 8-1

The below chart shows the adopted budgets and fund balances for FY24 (US Dollars)

| Fund | Fund Name | FY24 Budget | FY24 Beginning Balance | FY24 Revenues | FY24 Expenses | FY24 Net Position | FY24 Ending Balance | % Change |
|------------------------------|---|--------------------|------------------------|--------------------|--------------------|---------------------|---------------------|----------------|
| General Fund | | | | | | | | |
| 0001 | General Fund | 229,958,768 | 85,814,604 | 215,295,190 | 229,958,768 | (14,663,578) | 71,554,404 | |
| | General Fund Total | 229,958,768 | 85,814,604 | 215,295,190 | 229,958,768 | (14,663,578) | 71,554,404 | -16.62% |
| Special Revenue Funds | | | | | | | | |
| 1001 | County Transportation Trust Fund | 38,659,168 | 9,789,627 | 28,869,541 | 38,659,168 | (9,789,627) | - | |
| 1012 | Fine & Forfeiture | 3,780,840 | - | 3,780,840 | 3,780,840 | - | - | |
| 1014 | Law Enforcement Trust Fund | 28,500 | - | 28,500 | 28,500 | - | - | |
| 1017 | Drug Abuse Trust Fund | 64,595 | - | 64,595 | 64,595 | - | - | |
| 1018 | CharCo Law Library | 38,220 | - | 38,220 | 38,220 | - | - | |
| 1019 | CharCo Legal Aid Program | 80,000 | - | 80,000 | 80,000 | - | - | |
| 1020 | Radio Communication | 2,774,032 | 2,033,550 | 2,011,523 | 2,774,032 | (762,509) | 1,271,041 | |
| 1021 | Criminal Justice Education Fund | 22,040 | - | 22,040 | 22,040 | - | - | |
| 1022 | Student Driver Education Fund | 39,289 | - | 39,289 | 39,289 | - | - | |
| 1023 | Crimes Prevention | 108,150 | - | 108,150 | 108,150 | - | - | |
| 1024 | Animal Care Trust Fund | 15,000 | - | 15,000 | 15,000 | - | - | |
| 1025 | Metropolitan Planning Organization | 915,090 | - | 915,090 | 915,090 | - | - | |
| 1026 | CHNEP | 2,097,800 | - | 2,097,800 | 2,097,800 | - | - | |
| 1027 | Tourist Development Tax Trust Fund | 8,015,688 | 3,900,030 | 7,305,796 | 8,015,688 | (709,892) | 3,190,138 | |
| 1028 | Tourist Development - 4th & 5th Cent | 4,030,722 | 1,214,426 | 4,890,023 | 4,030,722 | 859,301 | 2,073,727 | |
| 1030 | Building Construction Services | 26,190,642 | 13,387,096 | 24,328,536 | 26,190,642 | (1,862,106) | 11,524,990 | |
| 1031 | Charlotte Public Safety | 131,743,850 | 10,000,000 | 130,820,590 | 131,743,850 | (923,260) | 9,150,856 | |
| 1034 | IT Equipment Replacement | 1,225,981 | 355,981 | 1,190,898 | 1,225,981 | (35,083) | 335,368 | |
| 1036 | Greater Charlotte St-Light District | 16,021,250 | 9,960,522 | 14,676,589 | 16,021,250 | (1,344,661) | 8,615,861 | |
| 1038 | Vehicle Replacement | 9,088,983 | 6,501,834 | 6,503,983 | 9,088,983 | (2,585,000) | 4,116,834 | |
| 1041 | Open Space/Habitat Acq. Trust Fund | 63,214 | 60,214 | 16,000 | 63,214 | (47,214) | 13,000 | |
| 1042 | Native Tree Replacement Trust Fund | 4,941,917 | 4,554,317 | 1,221,952 | 4,941,917 | (3,719,965) | 834,352 | |
| 1044 | Habitat Conservation Management | 1,671,216 | 814,515 | 1,617,294 | 1,671,216 | (53,922) | 760,593 | |
| 1045 | Habitat Conservation Endowment | 1,810,039 | 1,455,856 | 2,164,222 | 1,810,039 | 354,183 | 1,810,039 | |
| 1053 | Affordable Housing Trust Fund | 2,373,709 | 2,370,109 | 2,376,809 | 2,373,709 | 3,100 | 2,373,209 | |
| 1054 | Boater Revolving | 1,607,917 | - | 1,607,917 | 1,607,917 | - | - | |
| 1055 | Enhanced 911 System | 1,981,695 | 937,693 | 1,828,624 | 1,981,695 | (153,071) | 784,622 | |
| 1056 | Local Housing Assistance Trust Fund | 953,858 | - | 953,858 | 953,858 | - | - | |
| 1057 | Senior Services/Chester Cole Trust Fund | 2,000 | 2,000 | - | 2,000 | (2,000) | - | |
| 1059 | Charlotte Harbor Redevelopment Fund | 3,762,788 | 2,994,804 | 1,597,532 | 3,762,788 | (2,165,256) | 829,548 | |
| 1060 | Murdock Village Redevelopment | 23,723,470 | 18,519,215 | 21,363,135 | 23,723,470 | (2,360,335) | 16,158,880 | |
| 1062 | Parkside Redevelopment | 1,728,070 | 424,645 | 1,423,770 | 1,728,070 | (304,300) | 120,345 | |
| 1063 | Stump Pass Dredging MSTU | 17,687,792 | 15,586,433 | 19,128,767 | 17,687,792 | 1,440,975 | 17,027,408 | |
| 1064 | Don Pedro/Knights Is Beach Nourishment MSBU | 2,575,778 | 1,788,754 | 2,751,496 | 2,575,778 | 175,718 | 1,964,472 | |
| 1065 | North Manasota Key Beach Nourishment MSBU | 9,584,857 | 7,149,172 | 7,715,666 | 9,584,857 | (1,869,191) | 5,279,981 | |
| 1071 | Impact Fees Trust Fund | 43,728,721 | 22,117,651 | 29,698,260 | 43,728,721 | (14,030,461) | 8,087,190 | |
| 1081 | Special Grants | 3,466,146 | - | 3,466,146 | 3,466,146 | - | - | |
| 1087 | Community Health Grant Fund | 48,409 | - | 48,409 | 48,409 | - | - | |
| 1088 | Transit | 4,394,416 | - | 4,394,416 | 4,394,416 | - | - | |
| 1091 | BP Settlement Fund | 1,793,323 | 1,603,823 | 1,982,823 | 1,793,323 | 189,500 | 1,793,323 | |
| 1111 | Ackerman Waste Water Maintenance District | 59,953 | 49,883 | 63,812 | 59,953 | 3,859 | 53,742 | |
| 1113 | Alligator Creek Waste Water Maintenance | 895,318 | 779,161 | 512,660 | 895,318 | (382,658) | 396,503 | |



FY24 Beginning Balances Summary

Figure 8-1 (Cont'd)

The below chart shows the adopted budgets and fund balances for FY24 (US Dollars)

| Fund | Fund Name | FY24 Budget | FY24 Beginning Balance | FY24 Revenues | FY24 Expenses | FY24 Net Position | FY24 Ending Balance | % Change |
|------|---|-------------|------------------------|---------------|---------------|-------------------|---------------------|----------|
| 1116 | Buena Vista Waste Water Maintenance | 816,268 | 674,737 | 535,042 | 816,268 | (281,226) | 393,511 | |
| 1119 | Edgewater N Waste Water | 78,036 | 58,486 | 27,357 | 78,036 | (50,679) | 7,807 | |
| 1122 | Gulf Cove Waste Water Benefit - Maintenance | 2,758,491 | 979,161 | 2,617,665 | 2,758,491 | (140,826) | 838,335 | |
| 1127 | Harbour Heights Waste Water District - Maintenance | 455,768 | 344,467 | 201,149 | 455,768 | (254,619) | 89,848 | |
| 1129 | Hayward Canal Waste Waster - Maintenance | 227,446 | 32,421 | 225,590 | 227,446 | (1,856) | 30,565 | |
| 1136 | Manchester Waste Water Benefit | 1,131,586 | 931,546 | 385,474 | 1,131,586 | (746,112) | 185,434 | |
| 1138 | NW Charlotte Waste Water Maintenance | 1,510,060 | 1,269,649 | 838,132 | 1,510,060 | (671,928) | 597,721 | |
| 1143 | Pirate Harbor Waste Water | 784,878 | 288,850 | 755,992 | 784,878 | (28,886) | 259,964 | |
| 1149 | South Bridge Waste Water | 33,725 | 33,613 | 32,683 | 33,725 | (1,042) | 32,571 | |
| 1152 | South Gulf Cove Waste Water Benefit - Maintenance | 4,668,329 | 4,160,184 | 2,901,232 | 4,668,329 | (1,767,097) | 2,393,087 | |
| 1155 | Suncoast Waste Water | 204,995 | 134,361 | 272,206 | 204,995 | 67,211 | 201,572 | |
| 1161 | Special Assessment - Canal Maintenance | 371,307 | 370,076 | 372,538 | 371,307 | 1,231 | 371,307 | |
| 1162 | Special Assessment - Road Revolving | 490,337 | 488,712 | 491,962 | 490,337 | 1,625 | 490,337 | |
| 1163 | Special Assessment - Water Improvement | 6,920 | 6,897 | 6,943 | 6,920 | 23 | 6,920 | |
| 1186 | Mid-Charlotte Stormwater Utility District | 21,845,736 | 18,233,060 | 21,234,032 | 21,845,736 | (611,704) | 17,621,356 | |
| 1187 | South Charlotte Stormwater Utility District | 4,288,949 | 3,609,754 | 3,901,128 | 4,288,949 | (387,821) | 3,221,933 | |
| 1188 | West Charlotte Stormwater Utility District | 6,572,521 | 4,215,325 | 5,891,400 | 6,572,521 | (681,121) | 3,534,204 | |
| 1194 | Barrier Islands Fire Service | 848,601 | 15,717 | 891,392 | 848,601 | 42,791 | 58,508 | |
| 1195 | Charlotte County Fire Rescue | 41,325,767 | 5,260,989 | 39,964,178 | 41,325,767 | (1,361,589) | 3,899,400 | |
| 1196 | Little Gasparilla Island Fire Service | 228,649 | 3,751 | 228,811 | 228,649 | 162 | 3,913 | |
| 1198 | Charlotte County Health | 1,350,765 | - | 1,476,482 | 1,350,765 | 125,717 | 125,717 | |
| 1215 | Boca Grande Street/Drainage - Maintenance | 348,120 | 159,334 | 366,101 | 348,120 | 17,981 | 177,315 | |
| 1226 | Burnt Store Village Street Drainage - Maintenance | 739,112 | 640,377 | 434,251 | 739,112 | (304,861) | 335,516 | |
| 1245 | Cook & Brown Street - Maintenance | 407,530 | 300,341 | 367,645 | 407,530 | (39,885) | 260,456 | |
| 1256 | Deep Creek N-Urban Street/Drainage - Maintenance | 4,322,185 | 1,802,982 | 4,024,968 | 4,322,185 | (297,217) | 1,505,765 | |
| 1277 | Englewood E N-Urban Street/Drainage - Maintenance | 8,939,533 | 5,934,377 | 6,819,715 | 8,939,533 | (2,119,818) | 3,814,559 | |
| 1285 | Farabee Road Street/Drainage Maintenance | 464 | 464 | - | 464 | (464) | - | |
| 1293 | Gardens Gulf Cove Street/Drainage - Maintenance | 1,006,297 | 674,727 | 992,551 | 1,006,297 | (13,746) | 660,981 | |
| 1300 | Greater Port Charlotte Street/Drainage - Maintenance | 27,760,402 | 18,696,282 | 20,670,212 | 27,760,402 | (7,090,190) | 11,606,092 | |
| 1304 | Grove City Street/Drainage - Maintenance | 1,691,719 | 1,132,062 | 1,993,819 | 1,691,719 | 302,100 | 1,434,162 | |
| 1308 | Gulf Cove Street/Drainage - Maintenance | 2,847,173 | 1,862,912 | 2,777,882 | 2,847,173 | (69,291) | 1,793,621 | |
| 1315 | Harbour Heights Street/Drainage - Maintenance | 2,473,101 | 1,676,876 | 1,943,742 | 2,473,101 | (529,359) | 1,147,517 | |
| 1355 | Lemon Bay Street/Drainage - Maintenance | 9,668,670 | 2,959,994 | 9,306,520 | 9,668,670 | (362,150) | 2,597,844 | |
| 1377 | Neal Road Street/Drainage - Maintenance | 654 | 654 | - | 654 | (654) | - | |
| 1386 | NW Charlotte N-Urban Street/Drainage - Maintenance | 12,282,806 | 8,589,767 | 12,145,350 | 12,282,806 | (137,456) | 8,452,311 | |
| 1399 | Peace River Shores Street/Drainage - Maintenance | 2,015,140 | 1,579,077 | 1,916,878 | 2,015,140 | (98,262) | 1,480,815 | |
| 1406 | Pirate Harbor Street/Drainage | 1,771,881 | 1,633,972 | 513,419 | 1,771,881 | (1,258,462) | 375,510 | |
| 1408 | Placida Area Street/Drainage | 2,151,039 | 1,672,392 | 1,722,065 | 2,151,039 | (428,974) | 1,243,418 | |
| 1412 | Punta Gorda N-Urban Street/Drainage - Maintenance | 5,813,044 | 4,341,929 | 5,357,712 | 5,813,044 | (455,332) | 3,886,597 | |
| 1426 | Rotonda Heights Street/Drainage | 994,385 | 700,858 | 950,767 | 994,385 | (43,618) | 657,240 | |
| 1428 | Rotonda Lakes Street/Drainage | 2,111,794 | 1,743,234 | 2,204,879 | 2,111,794 | 93,085 | 1,836,319 | |
| 1430 | Rotonda Meadows & Villas Street/Drainage Maintenance | 1,979,676 | 1,194,256 | 2,128,766 | 1,979,676 | 149,090 | 1,343,346 | |
| 1432 | Rotonda Sands North Street/Drainage | 906,967 | 650,628 | 828,983 | 906,967 | (77,984) | 572,644 | |
| 1438 | Rotonda W Street/Drainage - Maintenance | 15,238,999 | 11,448,818 | 7,990,215 | 15,238,999 | (7,248,784) | 4,200,034 | |
| 1446 | South Burnt Store Street/Drainage - Maintenance | 6,652,029 | 3,556,548 | 4,697,054 | 6,652,029 | (1,954,975) | 1,601,573 | |
| 1454 | South Gulf Cove N-Urban Street/Drainage - Maintenance | 8,410,915 | 6,367,216 | 3,703,488 | 8,410,915 | (4,707,427) | 1,659,789 | |



FY24 Beginning Balances Summary

Figure 8-1 (Cont'd)

The below chart shows the adopted budgets and fund balances for FY24 (US Dollars)

| Fund | Fund Name | FY24 Beginning | | | | FY24 Net Position | FY24 Ending Balance | % Change |
|------|---|--------------------|--------------------|--------------------|--------------------|----------------------|---------------------|----------------|
| | | FY24 Budget | Balance | FY24 Revenues | FY24 Expenses | | | |
| 1458 | South Punta Gorda Heights Street/Drainage - Maintenance | 444,420 | 236,871 | 414,416 | 444,420 | (30,004) | 206,867 | |
| 1462 | South Punta Gorda Heights E Street/Drainage - Maintenance | 585,683 | 531,107 | 497,137 | 585,683 | (88,546) | 442,561 | |
| 1466 | South Punta Gorda Heights W Street/Drainage - Maintenance | 771,490 | 556,276 | 748,404 | 771,490 | (23,086) | 533,190 | |
| 1474 | Suncoast Blvd Street/Drainage | 129,688 | 101,756 | 120,349 | 129,688 | (9,339) | 92,417 | |
| 1488 | Town Estates Street/Drainage | 243,355 | 177,863 | 228,966 | 243,355 | (14,389) | 163,474 | |
| 1494 | Tropical Gulf Acres Street/Drainage - Maintenance | 2,906,247 | 2,198,822 | 2,835,010 | 2,906,247 | (71,237) | 2,127,585 | |
| 1265 | Don Pedro/Knights Isles Dr MSTU | 3,783,481 | 3,075,027 | 3,676,996 | 3,783,481 | (106,485) | 2,968,542 | |
| 1373 | Manasota Key Street/Drainage MSTU | 1,996,629 | 1,474,105 | 1,651,375 | 1,996,629 | (345,254) | 1,128,851 | |
| 1443 | Sandhill Area MSTU | 1,080,699 | 901,454 | 1,221,043 | 1,080,699 | 140,344 | 1,041,798 | |
| 1601 | Local Provider Participation Fund | 7,575,003 | 2,092,928 | 5,482,075 | 7,575,003 | (2,092,928) | - | |
| 1706 | Stadium Improvement-Maintenance & Operations | 2,344,807 | - | 2,344,807 | 2,344,807 | - | - | |
| 1701 | Charlotte Harbor Event Center | 2,499,882 | - | 2,499,882 | 2,499,882 | - | - | |
| 1901 | Hurricane Fund | 4,000,000 | - | 4,000,000 | 4,000,000 | - | - | |
| | Special Revenue Funds Total | 612,688,599 | 270,129,353 | 536,549,401 | 612,688,599 | (76,139,198) | 194,278,741 | -28.08% |
| | Debt Service Fund | | | | | | | |
| 2006 | Stadium Improvement Debt Service | 6,428,470 | 44,264 | 6,447,069 | 6,428,470 | 18,599 | 62,863 | |
| 2007 | Series 2008 (GOB) Debt Service Fund | 5,939,285 | 781,871 | 7,970,676 | 5,939,285 | 2,031,391 | 2,813,262 | |
| 2008 | Transportation Rev Note 2019 | 729,537 | - | 729,537 | 729,537 | - | - | |
| | Debt Service Fund Total | 13,097,292 | 826,135 | 15,147,282 | 13,097,292 | 2,049,990 | 2,876,125 | 248.14% |
| | Capital Funds | | | | | | | |
| 3001 | Capital Projects Fund | 79,701,127 | 41,147,026 | 60,005,964 | 79,701,127 | (19,695,163) | 21,451,863 | |
| 3005 | Road Improvement Fund | 64,411,358 | 26,718,917 | 62,642,150 | 64,411,358 | (1,769,208) | 28,949,709 | |
| 3006 | Stadium Improvement Fund | 774,608 | 174,604 | 749,608 | 774,608 | (25,000) | 149,604 | |
| 3008 | Sales Tax Extension 2009 | 3,190,271 | 3,185,521 | 55,431 | 3,190,271 | (3,134,840) | 50,681 | |
| 3009 | Sales Tax Extension 2015 | 51,896,230 | 51,872,480 | 27,341,760 | 51,896,230 | (24,554,470) | 27,318,010 | |
| 3012 | Sales Tax Extension 2020 | 98,631,084 | 74,857,334 | 35,267,107 | 98,631,084 | (63,363,977) | 16,327,852 | |
| 3010 | Infrastructure Fund | 12,535,646 | 11,644,750 | 7,650,758 | 12,535,646 | (4,884,888) | 6,759,862 | |
| 3011 | Growth Increment Fund | 10,476,524 | 4,519,867 | 12,052,323 | 10,476,524 | 1,575,799 | 6,095,666 | |
| | Capital Funds Total | 321,616,848 | 214,120,499 | 205,765,101 | 321,616,848 | (115,851,747) | 107,103,247 | -49.98% |
| | Proprietary Funds | | | | | | | |
| 4001 | Charlotte Sanitation Dist | 30,619,661 | 2,874,016 | 29,625,415 | 30,619,661 | (994,246) | 1,879,770 | |
| 4003 | Boca Grande Sanitation District | 241,531 | 43,231 | 231,532 | 241,531 | (9,999) | 33,232 | |
| 4005 | Don Pedro Sanitation District | 337,122 | 125,352 | 328,136 | 337,122 | (8,986) | 116,366 | |
| 4011 | Charlotte County Landfill | 43,291,161 | 32,691,261 | 43,632,878 | 43,291,161 | 341,717 | 33,032,978 | |
| 4031 | Utility System-CCU Operating | 191,672,713 | 85,914,864 | 175,558,713 | 191,672,713 | (16,114,000) | 69,800,864 | |
| 4032 | Utility System Connect Fee Fund | 201,947,315 | 24,679,240 | 179,783,318 | 201,947,315 | (22,163,997) | 2,215,243 | |
| 4033 | Utility System Sinking Fund | 38,952,148 | 19,230,892 | 38,952,148 | 38,952,148 | - | 19,230,892 | |
| 4034 | Utility System Repair/Replacement Fund | 38,460,950 | 27,437,679 | 13,405,765 | 38,460,950 | (25,055,185) | 2,382,494 | |
| 4036 | Utility System Construction Fund | 137,850 | 141,682 | 134,018 | 137,850 | (3,832) | 137,850 | |
| 4037 | Utility System - Capital Improvement/Road Projects | 210,360 | 219,174 | 201,546 | 210,360 | (8,814) | 210,360 | |
| 4038 | Utility System - Line Extension | 82,554 | 71,526 | 93,582 | 82,554 | 11,028 | 82,554 | |
| 4042 | Utility System Water Connect Fee Fund | 49,753,429 | 40,712,688 | 20,030,740 | 49,753,429 | (29,722,689) | 10,989,999 | |
| 4062 | South Gulf Cove PHII Water Expansion | 444,810 | 440,875 | 448,745 | 444,810 | 3,935 | 444,810 | |
| 4063 | South Gulf Cove PHII Sewer Expansion | 127,024 | 124,009 | 130,039 | 127,024 | 3,015 | 127,024 | |
| 4064 | South Gulf Cove PHIII Water Expansion | 247,151 | 245,641 | 248,661 | 247,151 | 1,510 | 247,151 | |
| 4065 | South Gulf Cove PHIII Sewer Expansion | 128,119 | 126,718 | 129,520 | 128,119 | 1,401 | 128,119 | |



FY24 Beginning Balances Summary

Figure 8-1 (Cont'd)

The below chart shows the adopted budgets and fund balances for FY24 (US Dollars)

| Fund | Fund Name | FY24 Beginning | | | | FY24 Net Position | FY24 Ending Balance | % Change |
|------|--------------------------------------|----------------------|--------------------|----------------------|----------------------|----------------------|---------------------|----------------|
| | | Budget | Balance | Revenues | Expenses | | | |
| 4066 | South Gulf Cove PHIV Water Expansion | 426,154 | 422,309 | 295,710 | 426,154 | (130,444) | 291,865 | |
| 4067 | South Gulf Cove PHIV Sewer Expansion | 213,284 | 210,719 | 158,341 | 213,284 | (54,943) | 155,776 | |
| 4068 | South Gulf Cove PHV Water Expansion | 199,580 | 147,373 | 194,032 | 199,580 | (5,548) | 141,825 | |
| 4069 | South Gulf Cove PHV Sewer Expansion | 105,183 | 68,089 | 104,060 | 105,183 | (1,123) | 66,966 | |
| 4103 | Ackerman MSBU | 29,136,856 | (2,411,002) | 32,980,947 | 29,136,856 | 3,844,091 | 1,433,089 | |
| 4109 | El Jobean MSBU | 1,300,053 | 1,120,614 | 1,103,925 | 1,300,053 | (196,128) | 924,486 | |
| 4112 | North Shore Waste Water MSBU | 30,367 | 24,857 | 30,379 | 30,367 | 12 | 24,869 | |
| 4113 | Pirate Harbor Waste Water MSBU | 527,397 | 422,493 | 542,973 | 527,397 | 15,576 | 438,069 | |
| 4129 | Rotonda Meadows Waste Water MSBU | 9,193 | 6,714 | 9,163 | 9,193 | (30) | 6,684 | |
| 4132 | Rotonda Sands Waste Water MSBU | 63,327 | 46,527 | 63,537 | 63,327 | 210 | 46,737 | |
| 4135 | Rotonda Villas Waste Water MSBU | 346,371 | 343,229 | 3,142 | 346,371 | (343,229) | - | |
| 4145 | Spring Lake MSBU | 1,706,989 | 897,245 | 1,747,124 | 1,706,989 | 40,135 | 937,380 | |
| 5001 | Self-Insurance Fund | 18,534,942 | 11,448,345 | 18,250,517 | 18,534,942 | (284,425) | 11,163,920 | |
| 5011 | Health Insurance Trust Fund | 47,565,652 | 9,217,652 | 48,778,608 | 47,565,652 | 1,212,956 | 10,430,608 | |
| 5021 | Vehicle Maintenance | 8,324,085 | 2,020,568 | 7,027,598 | 8,324,085 | (1,296,487) | 724,081 | |
| 5031 | Accrued Compensated Absences | 1,750,000 | 800,000 | 2,150,000 | 1,750,000 | 400,000 | 1,200,000 | |
| | Proprietary Funds Total | 706,893,331 | 259,864,580 | 616,374,812 | 706,893,331 | (90,518,519) | 169,046,061 | -34.95% |
| | GRAND TOTAL | 1,884,254,838 | 830,755,171 | 1,589,131,786 | 1,884,254,838 | (295,123,052) | 544,858,578 | |

Notes:

1. Fund type definitions can be found on page 305.
2. Capital Project, Proprietary, and Special Revenue Funds decreases are due to previous year carried over projects.
3. General Fund decrease is due to budgeted utilization of reserves. State statute requires us to budget 95% of revenue. Additionally, positions are budgeted at 100% filled county wide. Due to yearly vacancies and conservative spending, General Fund operates without using ample reserves.
4. Debt Service Funds increase due to the issuance of new debt.





CHARLOTTE COUNTY

DEPARTMENT & FUND RELATIONSHIP



Charlotte County's Mosquito Control provides *Gambusia holbrooki* (mosquito fish) FREE to Charlotte County residents. These fish are native to Florida, live in shallow waters and consume mosquito larvae to help reduce the mosquito population in the area.



RELATIONSHIP OVERVIEW



County departments manage diverse budgets assigned to distinct funds, each tied to specific revenue sources. The availability of funds is constrained by these revenue sources, limiting their utilization to specific service areas within the county.



Fiscal staff diligently oversee both major and minor funds, ensuring continuous monitoring. Fund cash flows are routinely updated and reported to the BCC. Fund projections are updated monthly, while quarterly business meetings with the Budget Director and Department Directors facilitate decision-making and enhance transparency in operational matters.



Fund classification definitions:

| Funds | Definition |
|-------------------------------|---|
| General Fund | The principal fund of the County and accounts for the receipt and expenditure of resources that are traditionally associated with local government and that are not required to be accounted for in another fund. Main sources of revenue are ad valorem taxes, state shared revenues, franchise fees, and communication taxes. |
| Capital Funds | These funds account for the financial resources to be used for the acquisition and/or construction of major capital facilities, other than those financed by proprietary funds. |
| Debit Service Funds | These funds are to establish and maintain a sinking fund or funds to meet future requirements for debt. |
| Special Revenue Funds | Funds used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects. |
| Enterprise Funds | A self-supporting government fund that sells goods and services to the public for a fee. |
| Internal Service Funds | A government fund set up to account for goods and services provided by certain entity departments on a cost-reimbursement fee basis. |
| Proprietary Funds | Are used to account for a government's ongoing activities that are similar to businesses found in the private sector. These funds are considered self-supporting in that the services rendered by them are generally financed through use charges or on a cost reimbursement basis. |



Department and Fund Relationship

Figure 9-1

The figure below correlates specific funds to specific departments. The Debt Service Fund and the Capital Projects Fund are not associated directly to any departments.

| DEPARTMENT/OTHER | FUND CLASIFICATION | | | |
|------------------------------------|--------------------|-----------------------|------------------|------------------------|
| | General Fund | Special Revenue Funds | Enterprise Funds | Internal Service Funds |
| Accrued Compensation | | | | |
| Administration | | | | |
| Budget and Administrative Services | | | | |
| CHNEP | | | | |
| Commission Office | | | | |
| Community Development | | | | |
| Community Services | | | | |
| County Attorney | | | | |
| Economic Development | | | | |
| Facilities | | | | |
| Fine and Forfeiture | | | | |
| Health Department | | | | |
| Health Insurance | | | | |
| Human Resources | | | | |
| Human Services | | | | |
| Public Safety | | | | |
| Public Works | | | | |
| Self Insurance | | | | |
| Tourism | | | | |
| Utilities | | | | |
| Worker's Compensation | | | | |



CHARLOTTE COUNTY

CONSOLIDATED FINANCIAL SCHEDULE



Charlotte County maintains 216 buildings, 2 million sq. ft. of building space, 800 vehicles, over 1500 miles of underground piping and transmission lines and nearly 5000 fire hydrants.



FINANCIAL OVERVIEW

The consolidated financial schedule report summarizes the budget by fund type and activities recognized by the State of Florida. The schedule summarizes the prior year actuals (FY22), the adopted current year budget (FY23) and compares it to the newly adopted budget (FY24). Some of the major revenues include ad valorem, licenses & permits, and intergovernmental revenues. Florida Statute §129.01(2)(B) requires the County to budget only 95% of reasonably anticipated revenues. The expenditures are rolled up per the State of Florida chart of accounts in large expenditure categories. These categories include major services provided to the public such as Public Safety, Physical Environment, and Transportation. This enables the citizens the see how the county expends funds, and also allows the public to see the allocation of resources towards the goals of the Board.



Consolidated Financial Schedule

Figure 10-1

Charlotte County's Budget broken down by Activities (US Dollars)

| | FY22 | FY23 | FY24 | FY22 | FY23 | FY24 |
|---------------------------------|-------------------------|--------------------------------|--------------------------------|-------------------------------------|--|--|
| | General Fund Actuals | General Fund Adopted Budget | General Fund Adopted Budget | Special Revenue Funds Actuals | Special Revenue Funds Adopted Budget | Special Revenue Funds Adopted Budget |
| Ad Valorem Taxes | 40,702,570 | 49,184,783 | 55,308,588 | 106,235,369 | 123,224,396 | 139,844,129 |
| Other Taxes | 365,529 | 500,000 | 500,000 | 14,403,050 | 10,976,686 | 14,087,257 |
| Licenses, Permits & Assessments | 13,714,336 | 10,892,500 | 13,860,500 | 111,970,336 | 104,296,703 | 123,905,829 |
| Intergovernmental Revenues | 28,831,796 | 22,844,993 | 30,352,993 | 34,510,860 | 26,638,600 | 15,646,783 |
| Charges for Services | 13,863,331 | 11,875,238 | 13,016,501 | 5,325,218 | 4,952,440 | 5,690,935 |
| Fines & Forfeitures | 520,380 | 309,200 | 308,000 | 210,427 | 179,057 | 184,057 |
| Miscellaneous | 23,896,426 | 24,097,160 | 26,526,080 | 20,293,696 | 31,399,799 | 20,851,837 |
| Less 5% State Statutory Req. | - | (4,936,618) | (5,356,070) | - | (14,261,134) | (13,834,678) |
| Transfers In/Debt Proceeds | 28,061,541 | 10,303,114 | 9,627,572 | 24,412,665 | 37,168,220 | 36,183,097 |
| Beginning Balances | - | 61,265,184 | 85,814,604 | - | 210,700,425 | 270,129,353 |
| Total Revenues | 149,955,908 | 186,335,554 | 229,958,768 | 317,361,622 | 535,275,192 | 612,688,599 |
| | FY22 | FY23 | FY24 | FY22 | FY23 | FY24 |
| | General Fund Actuals | General Fund Adopted Budget | General Fund Adopted Budget | Special Revenue Funds Actuals | Special Revenue Funds Adopted Budget | Special Revenue Funds Adopted Budget |
| General Government | 42,591,676 | 47,517,618 | 53,520,105 | 9,947,076 | 29,514,759 | 15,419,045 |
| Public Safety | 24,352,214 | 27,842,296 | 32,083,466 | 50,410,427 | 53,467,636 | 62,459,868 |
| Physical Environment | 5,119,079 | 5,601,281 | 5,651,862 | 14,910,657 | 36,166,433 | 23,278,917 |
| Transportation | 781,001 | 955,999 | 1,166,684 | 63,321,698 | 96,357,803 | 114,306,688 |
| Economic Environment | 3,250,964 | 3,601,284 | 3,912,565 | 831,599 | 651,442 | 954,358 |
| Human Services | 10,866,379 | 11,902,393 | 13,661,492 | 14,599,631 | 14,353,244 | 16,850,617 |
| Culture/Recreation | 19,217,192 | 21,806,836 | 26,181,226 | 7,150,480 | 14,690,810 | 18,624,264 |
| Debt Service | - | - | 15,228 | - | 20,460,308 | 11,952,929 |
| Transfers Out | 12,511,808 | 14,812,727 | 22,211,736 | 124,661,690 | 134,489,486 | 154,563,172 |
| Reserves | - | 52,295,120 | 71,554,404 | - | 135,123,271 | 194,278,741 |
| Total Expenses | 118,690,314 | 186,335,554 | 229,958,768 | 285,833,257 | 535,275,192 | 612,688,599 |



Consolidated Financial Schedule (cont'd)

Figure 10-1 (cont'd)

Charlotte County's Budget broken down by Activities (US Dollars)

| | FY22 | FY23 | FY24 | FY22 | FY23 | FY24 |
|---------------------------------|----------------------------------|---|---|-----------------------------|------------------------------------|------------------------------------|
| | Debt Service Funds Actuals | Debt Service Funds Adopted Budget | Debt Service Funds Adopted Budget | Capital Funds Actuals | Capital Funds Adopted Budget | Capital Funds Adopted Budget |
| Ad Valorem Taxes | 3,939,129 | 4,792,478 | 5,420,963 | 24,650,831 | 30,015,973 | 33,981,754 |
| Other Taxes | 4,682,320 | 4,959,562 | 4,500,000 | 43,458,392 | 26,908,487 | 29,059,624 |
| Licenses, Permits & Assessments | - | - | - | - | - | - |
| Intergovernmental Revenues | - | - | - | 1,595,798 | 797,671 | 797,671 |
| Charges for Services | - | - | - | 98,809 | 115,000 | 115,000 |
| Fines & Forfeitures | - | - | - | - | - | - |
| Miscellaneous | 113,738 | 113,264 | 107,500 | (1,919,651) | 250,500 | 345,000 |
| Less 5% State Statutory Req. | - | (239,624) | (271,049) | - | (2,894,559) | (3,180,452) |
| Transfers In/Debt Proceeds | 2,429,192 | 2,474,805 | 2,513,743 | 19,592,590 | 41,222,555 | 46,377,752 |
| Beginning Balances | - | 2,036,051 | 826,135 | - | 176,582,696 | 214,120,499 |
| Total Revenues | 11,164,379 | 14,136,536 | 13,097,292 | 87,476,769 | 272,998,323 | 321,616,848 |
| | | | | | | |
| | FY22 | FY23 | FY24 | FY22 | FY23 | FY24 |
| | Debt Service Funds Actuals | Debt Service Funds Adopted Budget | Debt Service Funds Adopted Budget | Capital Funds Actuals | Capital Funds Adopted Budget | Capital Funds Adopted Budget |
| General Government | - | - | - | 4,678,912 | 19,557,715 | 22,110,306 |
| Public Safety | - | - | - | 11,933,911 | 47,588,495 | 46,944,314 |
| Physical Environment | - | - | - | 42,640 | 1,109,695 | 8,195,042 |
| Transportation | - | - | - | 10,224,102 | 57,338,307 | 65,045,860 |
| Economic Environment | - | - | - | - | - | - |
| Human Services | - | - | - | 1,339,916 | 13,313,131 | 8,351,672 |
| Culture/Recreation | - | - | - | 7,735,124 | 37,248,194 | 45,364,215 |
| Debt Service | 5,672,711 | 5,682,901 | 5,721,167 | - | 1,074,996 | 1,016,624 |
| Transfers Out | 5,082,320 | 6,200,224 | 4,500,000 | 11,156,127 | 18,425,707 | 17,485,568 |
| Reserves | - | 2,253,411 | 2,876,125 | - | 77,342,083 | 107,103,247 |
| Total Expenses | 10,755,031 | 14,136,536 | 13,097,292 | 47,110,731 | 272,998,323 | 321,616,848 |



Consolidated Financial Schedule (cont'd)

Figure 10-1 (cont'd)

Charlotte County's Budget broken down by Activities (US Dollars).

| | FY22 | FY23 | FY24 | FY22 | FY23 | FY24 |
|---------------------------------|------------------------------|-------------------------------------|-------------------------------------|--------------------|-------------------------|-------------------------|
| | Proprietary Funds Actuals | Proprietary Funds Adopted Budget | Proprietary Funds Adopted Budget | Total Actuals | Total Adopted Budget | Total Adopted Budget |
| Ad Valorem Taxes | - | - | - | 175,527,899 | 207,217,630 | 234,555,434 |
| Other Taxes | - | - | - | 62,909,291 | 43,344,735 | 48,146,881 |
| Licenses, Permits & Assessments | 42,720 | 1,949,840 | 2,035,624 | 125,727,391 | 117,139,043 | 139,801,953 |
| Intergovernmental Revenues | 2,201,857 | 128,638,281 | 85,755,517 | 67,140,310 | 178,919,545 | 132,552,964 |
| Charges for Services | 179,131,216 | 184,699,931 | 215,018,860 | 198,418,575 | 201,642,609 | 233,841,296 |
| Fines & Forfeitures | - | 1,000 | 1,000 | 730,806 | 489,257 | 493,057 |
| Miscellaneous | 1,734,974 | 6,781,613 | 106,740,986 | 44,119,183 | 62,642,336 | 154,571,403 |
| Less 5% State Statutory Req. | - | (7,420,863) | (8,876,532) | - | (29,752,798) | (31,518,781) |
| Transfers In/Debt Proceeds | 100,838,623 | 40,714,585 | 46,353,296 | 175,334,612 | 131,883,279 | 141,055,460 |
| Beginning Balances | - | 226,203,010 | 259,864,580 | - | 676,787,366 | 830,755,171 |
| Total Revenues | 283,949,390 | 581,567,397 | 706,893,331 | 849,908,068 | 1,590,313,002 | 1,884,254,838 |
| | | | | | | |
| | FY22 | FY23 | FY24 | FY22 | FY23 | FY24 |
| | Proprietary Funds Actuals | Proprietary Funds Adopted Budget | Proprietary Funds Adopted Budget | Total Actuals | Total Adopted Budget | Total Adopted Budget |
| General Government | 45,656,033 | 45,711,726 | 52,223,330 | 102,873,697 | 142,301,818 | 143,272,786 |
| Public Safety | 158,144 | 150,000 | 225,000 | 86,854,696 | 129,048,427 | 141,712,648 |
| Physical Environment | 107,420,901 | 343,132,894 | 438,510,333 | 127,493,277 | 386,010,303 | 475,636,154 |
| Transportation | 182,798 | 125,000 | 125,000 | 74,509,599 | 154,777,109 | 180,644,232 |
| Economic Environment | 3,053 | - | - | 4,085,616 | 4,252,726 | 4,866,923 |
| Human Services | 44,955 | 100,000 | 50,000 | 26,850,881 | 39,668,768 | 38,913,781 |
| Culture/Recreation | 36,926 | - | - | 34,139,721 | 73,745,840 | 90,169,705 |
| Debt Service | 2,158,256 | 20,338,616 | 19,721,256 | 7,830,967 | 47,556,821 | 38,427,204 |
| Transfers Out | 72,638,292 | 29,675,016 | 26,992,351 | 226,050,238 | 203,603,160 | 225,752,827 |
| Reserves | - | 142,334,145 | 169,046,061 | - | 409,348,030 | 544,858,578 |
| Total Expenses | 228,299,359 | 581,567,397 | 706,893,331 | 690,688,691 | 1,590,313,002 | 1,884,254,838 |



Budget Summary by Fund Type

Figure 10-2

Charlotte County's Budget broken down by fund type (US Dollars).

| | TOTAL ADOPTED FY23 BUDGET | TOTAL ADOPTED FY24 BUDGET | TOTAL PLANNED FY25 BUDGET |
|--|---------------------------------|---------------------------------|---------------------------------|
| AD VALOREM - COUNTYWIDE FUNDS | | | |
| 0001 General Fund | 186,335,554 | 229,958,768 | 218,178,198 |
| 3001 Capital Projects Fund | 63,246,968 | 79,701,127 | 66,743,979 |
| Subtotal Ad Valorem - Countywide Funds | 249,582,522 | 309,659,895 | 284,922,177 |
| VOTED DEBT SERVICE FUND (ENVIRONMENTALLY SENSITIVE LANDS) | | | |
| 2007 Series 2008 (GOB) Debt Service Fund | 6,546,635 | 5,939,285 | 8,547,766 |
| Subtotal Ad Valorem - Voted Debt Service Fund | 6,546,635 | 5,939,285 | 8,547,766 |
| Ad Valorem - Municipal Service Taxing Units - MSTUs | | | |
| 1031 Charlotte Public Safety | 111,051,475 | 131,743,850 | 143,867,420 |
| 1036 Grtr Charlotte St-Light Dist | 10,319,185 | 16,021,250 | 15,122,717 |
| 1063 Stump Pass Dredging | 17,639,531 | 17,687,792 | 19,232,859 |
| 1265 Don Pedro/Knights Isls St/Dr | 3,078,079 | 3,783,481 | 3,746,465 |
| 1373 Manasota Key St/Dr | 1,615,962 | 1,996,629 | 1,701,989 |
| 1443 Sandhill Area MSTU | 906,301 | 1,080,699 | 1,239,133 |
| Subtotal Ad Valorem - MSTUs | 144,610,533 | 172,313,701 | 184,910,583 |





Budget Summary by Fund Type (cont'd)

Figure 10-2 (cont'd)

Charlotte County's Budget broken down by fund type (US Dollars).

| | TOTAL ADOPTED FY23 BUDGET | TOTAL ADOPTED FY24 BUDGET | TOTAL PLANNED FY25 BUDGET |
|---|---------------------------------|---------------------------------|---------------------------------|
| Non-Ad Valorem Funds | | | |
| 1001 County Transportation Tr | 33,471,820 | 38,659,168 | 34,450,366 |
| 1012 Fine & Forfeiture | 3,240,485 | 3,780,840 | 3,846,668 |
| 1014 Law Enforcement Tr | 28,500 | 28,500 | 28,500 |
| 1017 Drug Abuse Tr | 64,595 | 64,595 | 64,595 |
| 1018 CharCo Law Library | 38,220 | 38,220 | 38,220 |
| 1019 CharCo Legal Aid Program | 81,200 | 80,000 | 81,200 |
| 1020 Radio Communication | 2,915,281 | 2,774,032 | 2,006,273 |
| 1021 Criminal Justice Education Fund | 22,040 | 22,040 | 22,040 |
| 1022 Student Driver Education Fund | 39,289 | 39,289 | 39,289 |
| 1023 Crimes Prevention | 108,150 | 108,150 | 108,150 |
| 1024 Animal Care Trust Fund | 15,000 | 15,000 | 15,200 |
| 1025 Metropolitan Planning Organization | 756,323 | 915,090 | 801,896 |
| 1026 CHNEP | - | 2,097,800 | 2,097,800 |
| 1027 Tourist Development Tax Tr | 4,359,474 | 8,015,688 | 8,275,308 |
| 1028 Tourist Development - 4th & 5th Cent | 2,506,916 | 4,030,722 | 5,684,323 |
| 1030 Building Construction Services | 23,363,853 | 26,190,642 | 25,288,928 |
| 1034 IT Equipment Replacement | 1,090,000 | 1,225,981 | 1,212,012 |
| 1038 Vehicle Replacement | 9,269,676 | 9,088,983 | 6,703,983 |
| 1041 Open Space/Habitat Acq Tr | - | 63,214 | 16,000 |
| 1042 Native Tree Replacement Tr | 4,178,368 | 4,941,917 | 3,273,163 |
| 1044 Habitat Conservation Management | 1,471,380 | 1,671,216 | 1,667,276 |
| 1045 Habitat Conservation Endowment | 1,195,333 | 1,810,039 | 2,164,222 |
| 1053 Affordable Housing Trust Fund | - | 2,373,709 | 2,377,309 |
| 1054 Boater Revolving | 1,715,000 | 1,607,917 | 1,295,000 |
| 1055 Enhanced 911 System | 1,549,108 | 1,981,695 | 2,001,624 |
| 1056 Local Housing Assistance Tr | 651,442 | 953,858 | 954,571 |
| 1057 Senior Services/Chester Cole T | 2,000 | 2,000 | 2,000 |
| 1059 Charlotte Harbor Redevelopment Fund | 3,257,594 | 3,762,788 | 1,674,030 |
| 1060 Murdock Village Redevelopment | 23,183,751 | 23,723,470 | 21,421,518 |
| 1062 Parkside Redevelopment | 1,692,147 | 1,728,070 | 1,554,113 |
| 1064 Don Pedro/Knights Is Beach Nourishment M | 1,753,290 | 2,575,778 | 2,736,038 |
| 1065 N Manasota Key Beach Nourishment MSBU | 10,676,090 | 9,584,857 | 7,513,355 |
| 1071 Impact Fees Tr | 30,327,511 | 43,728,721 | 32,552,649 |



Budget Summary by Fund Type (cont'd)

Figure 10-2 (cont'd)

Charlotte County's Budget broken down by fund type (US Dollars).

| | TOTAL ADOPTED FY23 BUDGET | TOTAL ADOPTED FY24 BUDGET | TOTAL PLANNED FY25 BUDGET |
|---|---------------------------------|---------------------------------|---------------------------------|
| Non-Ad Valorem Funds (cont'd) | | | |
| 1081 Special Grants | 2,567,237 | 3,466,146 | 3,482,385 |
| 1087 Community Health Grant Fund | 35,022 | 48,409 | 49,844 |
| 1088 Transit | 3,453,540 | 4,394,416 | 3,237,173 |
| 1089 Restore Act | - | - | - |
| 1091 BP Settlement Fund | 1,615,008 | 1,793,323 | 1,981,823 |
| 1161 Special Assmt-Canal Maint | 375,116 | 371,307 | 372,542 |
| 1162 Special Assmt-Road Revolving | 495,571 | 490,337 | 491,968 |
| 1163 Special Assmt - Water Improv | 6,994 | 6,920 | 6,943 |
| 1194 Barrier Islands Fire Service | 860,414 | 848,601 | 925,753 |
| 1195 Charlotte County Fire Rescue | 37,974,080 | 41,325,767 | 48,180,206 |
| 1196 Little Gasparilla Island Fire Srvc | 228,253 | 228,649 | 228,811 |
| 1198 Charlotte County Health | 1,225,294 | 1,350,765 | 1,367,297 |
| 1601 Local Provider Participation Fund | 5,952,373 | 7,575,003 | 7,575,003 |
| 1701 Charlotte Harbor Event Center | 2,431,997 | 2,499,882 | 2,546,724 |
| 1706 Stadium Improvement-M & O | 2,275,688 | 2,344,807 | 2,371,139 |
| 1901 Hurricane Fund | - | 4,000,000 | - |
| 1902 Cares Act Fund | 15,961,594 | - | - |
| 2006 Stadium Improvement Debt Service | 6,859,788 | 6,428,470 | 6,486,669 |
| 2008 Transportation Rev Note 2019 | 730,113 | 729,537 | 729,689 |
| 3005 Road Improvement Fund | 69,401,030 | 64,411,358 | 101,095,497 |
| 3006 Stadium Improvement Fund | 720,504 | 774,608 | 749,608 |
| 3008 Sales Tax Extension 2009 | 3,318,219 | 3,190,271 | 2,162,252 |
| 3009 Sales Tax Extension 2015 | 53,136,411 | 51,896,230 | 46,572,039 |
| 3010 Infrastructure Fund | 10,961,306 | 12,535,646 | 10,088,865 |
| 3011 Growth Increment Fund | 8,631,831 | 10,476,524 | 12,646,989 |
| 3012 Sales Tax Extension 2020 | 63,582,054 | 98,631,084 | 105,389,877 |
| Subtotal - Non-Ad Valorem | 455,823,273 | 517,502,049 | 530,706,715 |



Budget Summary by Fund Type (cont'd)

Figure 10-2 (cont'd)

Charlotte County's Budget broken down by fund type (US Dollars).

| | TOTAL ADOPTED FY23 BUDGET | TOTAL ADOPTED FY24 BUDGET | TOTAL PLANNED FY25 BUDGET |
|--|---------------------------------|---------------------------------|---------------------------------|
| Enterprise/Internal Service Funds | | | |
| Sanitation District | | | |
| 4001 Charlotte Sanitation Dist | 27,088,974 | 30,619,661 | 30,645,597 |
| 4003 Boca Grande Sanitation District | 202,577 | 241,531 | 238,681 |
| 4005 Don Pedro Sanitation District | 259,240 | 337,122 | 336,144 |
| 4011 Charlotte County Landfill | 36,875,245 | 43,291,161 | 43,566,754 |
| Utilities | | | |
| 4031 Utility System-CCU Operating | 169,201,537 | 191,672,713 | 190,515,498 |
| 4032 Utility Sys Connect Fee Fund | 151,330,767 | 201,947,315 | 152,741,806 |
| 4033 Utility Sys Sinking Fund | 39,415,903 | 38,952,148 | 34,160,668 |
| 4034 Utility Sys Ren/Repl Fund | 25,629,211 | 38,460,950 | 39,076,509 |
| 4036 Utility Sys Construction Fund | 2,052,385 | 137,850 | 133,815 |
| 4037 Utility Sys-Cap Imp/Road Projects | - | 210,360 | 201,082 |
| 4038 Utility Sys-Line Extension | 69,730 | 82,554 | 94,162 |
| 4042 Utility Sys Water Connect Fee Fund | 30,885,177 | 49,753,429 | 92,871,409 |
| Internal Service Funds | | | |
| 5001 Self-Insurance Fund | 17,789,495 | 18,534,942 | 17,581,210 |
| 5011 Health Ins Trust Fund | 41,204,609 | 47,565,652 | 48,771,174 |
| 5021 Vehicle Maintenance | 6,834,245 | 8,324,085 | 7,227,143 |
| 5031 Accrued Compensated Absences | 3,110,000 | 1,750,000 | 2,050,000 |
| Subtotal - Enterprise/Internal Service Funds | 551,949,095 | 671,881,473 | 660,211,652 |
| Special Revenue Funds - MSBUs | | | |
| Stormwater Utility Units | | | |
| 1186 Mid-Charlotte Stormwater Utilities District | 454,597,979 | 516,151,284 | 529,339,418 |
| 1187 S Charlotte Stormwater Utilities District | 14,690,463 | 21,845,736 | 21,231,998 |
| 1187 S Charlotte Stormwater Utilities District | 4,259,712 | 4,288,949 | 3,899,838 |
| 1188 W Charlotte Stormwater Utilities District | 5,118,757 | 6,572,521 | 5,889,135 |



Budget Summary by Fund Type (cont'd)

Figure 10-2 (cont'd)

Charlotte County's Budget broken down by fund type (US Dollars)

| | TOTAL ADOPTED FY23 BUDGET | TOTAL ADOPTED FY24 BUDGET | TOTAL PLANNED FY25 BUDGET |
|---|---------------------------------|---------------------------------|---------------------------------|
| Street/Drainage Units | | | |
| 1215 Boca Grande Street/Drainage - Maintenance | 260,717 | 348,120 | 366,161 |
| 1226 Burnt Store Village Street/Drainage - Maintenance | 517,005 | 739,112 | 433,237 |
| 1245 Cook & Brown Street - Maintenance | 475,969 | 407,530 | 367,512 |
| 1256 Deep Creek N-Urban Street/Drainage - Maintenance | 3,816,263 | 4,322,185 | 4,023,980 |
| 1277 Englewood E N-Urban Street/Drainage - Maintenance | 6,775,495 | 8,939,533 | 14,122,666 |
| 1285 Farabee Road Street/Drainage Maintenance | 164,025 | 464 | - |
| 1293 Gardens Gulf Cove Street/Drainage - Maintenance | 793,125 | 1,006,297 | 992,503 |
| 1300 Greater Port Charlotte Street/Drainage - Maintenance | 24,247,108 | 27,760,402 | 20,645,397 |
| 1304 Grove City Street/Drainage - Maintenance | 1,250,301 | 1,691,719 | 1,995,074 |
| 1308 Gulf Cove Street/Drainage - Maintenance | 2,460,860 | 2,847,173 | 2,777,651 |
| 1315 Harbour Heights Street/Drainage - Maintenance | 2,461,986 | 2,473,101 | 1,941,982 |
| 1355 Lemon Bay Street/Drainage - Maintenance | 9,139,632 | 9,668,670 | 3,348,316 |
| 1377 Neal Road Street/Drainage - Maintenance | 30,085 | 654 | - |
| 1386 NW Charlotte N-Urban Street/Drainage - Maintenance | 14,427,652 | 12,282,806 | 12,144,893 |
| 1399 Peace River Shores Street/Drainage - Maintenance | 2,060,010 | 2,015,140 | 1,916,534 |
| 1406 Pirate Harbor Street/Drainage | 1,116,481 | 1,771,881 | 509,235 |
| 1408 Placida Area Street/Drainage | 2,093,469 | 2,151,039 | 5,243,638 |
| 1412 Punta Gorda N-Urban Street/Drainage - Maintenance | 6,822,945 | 5,813,044 | 5,357,712 |
| 1426 Rotonda Heights Street/Drainage | 943,048 | 994,385 | 950,621 |
| 1428 Rotonda Lakes Street/Drainage | 1,809,193 | 2,111,794 | 2,205,188 |
| 1430 Rotonda Meadows & Villas Street/Drainage Maintenance | 1,176,850 | 1,979,676 | 2,129,262 |
| 1432 Rotonda Sands North Street/Drainage | 719,748 | 906,967 | 828,724 |
| 1438 Rotonda W Street/Drainage - Maintenance | 12,365,196 | 5,238,999 | 25,643,114 |
| 1446 S Burnt Store Street/Drainage - Maintenance | 3,628,142 | 6,652,029 | 2,244,554 |
| 1454 S Gulf Cove N-Urban Street/Drainage - Maintenance | 10,232,214 | 8,410,915 | 3,687,012 |
| 1458 S Punta Gorda Heights Street/Drainage - Maintenance | 1,012,737 | 444,420 | 414,316 |
| 1462 S Punta Gorda Heights E Street/Drainage - Maintenance | 576,783 | 585,683 | 496,843 |
| 1466 S Punta Gorda Heights W Street/Drainage - Maintenance | 1,375,611 | 771,490 | 748,328 |
| 1474 Suncoast Blvd Street/Drainage | 219,168 | 129,688 | 120,318 |
| 1488 Town Estates Street/Drainage | 236,552 | 243,355 | 228,918 |
| 1494 Tropical Gulf Acres Street/Drainage - Maintenance | 2,547,618 | 2,906,247 | 2,834,773 |



Budget Summary by Fund Type (cont'd)

Figure 10-2 (cont'd)

Charlotte County's Budget broken down by fund type (US Dollars)

| | TOTAL ADOPTED FY23 BUDGET | TOTAL ADOPTED FY24 BUDGET | TOTAL PLANNED FY25 BUDGET |
|--|---------------------------------|---------------------------------|---------------------------------|
| Waterway Maintenance Units | | | |
| 1111 Ackerman Wastewater Maintenance District | 65,511 | 59,953 | 63,825 |
| 1113 Alligator Creek Wastewater Maintenance | 817,966 | 895,318 | 511,387 |
| 1116 Buena Vista Wastewater Maintenance | 741,978 | 816,268 | 489,107 |
| 1119 Edgewater N Wastewater | 59,392 | 78,036 | 27,188 |
| 1122 Gulf Cove Wastewater Benefit-Maintenance | 2,529,043 | 2,758,491 | 1,083,197 |
| 1127 Harbour Heights Wastewater District-Maintenance | 365,556 | 455,768 | 200,258 |
| 1129 Hayward Canal Wastewater - Maintenance | 231,941 | 227,446 | 43,334 |
| 1136 Manchester Wastewater Benefit | 933,680 | 1,131,586 | 382,994 |
| 1138 NW Charlotte Wastewater Maintenance | 1,294,524 | 1,510,060 | 835,899 |
| 1143 Pirate Harbor Wastewater | 714,847 | 784,878 | 364,896 |
| 1149 South Bridge Wastewater | 15,146 | 33,725 | 32,679 |
| 1152 S Gulf Cove Wastewater Benefit - Maintenance | 4,454,410 | 4,668,329 | 2,895,356 |
| 1155 Suncoast Wastewater | 133,728 | 204,995 | 272,429 |
| Utility Wasterwater MSBUs | | | |
| 4062 S Gulf Cove PHII Water Expansion | 75,681 | 444,810 | 448,745 |
| 4063 S Gulf Cove PHII Sewer Expansion | 124,529 | 127,024 | 130,038 |
| 4064 S Gulf Cove PHIII Water Expansion | 111,810 | 247,151 | 248,661 |
| 4065 S Gulf Cove PHIII Sewer Expansion | 224,561 | 128,119 | 129,520 |
| 4066 S Gulf Cove PHIV Water Expansion | 581,811 | 426,154 | 295,711 |
| 4067 S Gulf Cove PHIV Sewer Expansion | 229,287 | 213,284 | 158,341 |
| 4068 S Gulf Cove PHV Water Expansion | 196,547 | 199,580 | 143,074 |
| 4069 S Gulf Cove PHV Sewer Expansion | 99,006 | 105,183 | 67,548 |
| 4112 North Shore Waste Water MSBU | 23,275 | 30,367 | 30,379 |
| 4113 Pirate Harbor Waste Water MSBU | 506,638 | 527,397 | 542,972 |
| 4129 Rotonda Meadows Waste Water MSBU | 9,747 | 9,193 | 9,163 |
| 4132 Rotonda Sands Waste Water MSBU | 46,888 | 63,327 | 63,537 |
| 4135 Rotonda Villas Waste Water MSBU | - | 346,371 | - |
| 4103 Ackerman MSBU | 23,388,606 | 29,136,856 | 17,677,029 |
| 4109 El Jobean MSBU | 2,825,987 | 1,300,053 | 1,103,924 |
| 4145 Spring Lake MSBU | 1,173,929 | 1,706,989 | 1,747,124 |
| Subtotal - Special Revenue Funds - MSBUs | 181,800,944 | 206,958,435 | 179,737,748 |



Budget Summary by Fund Type (cont'd)

Figure 10-2 (cont'd)

Charlotte County's Budget broken down by fund type (US Dollars)

| | TOTAL ADOPTED FY23 BUDGET | TOTAL ADOPTED FY24 BUDGET | TOTAL PLANNED FY25 BUDGET |
|--|---------------------------------|---------------------------------|---------------------------------|
| Grand Total | | | |
| Total of All Funds | 1,590,313,002 | 1,884,254,838 | 1,849,036,641 |
| Less: Interdept and Interfund Transfer | 177,640,023 | 193,953,340 | 192,173,864 |
| Less: Reserves | 409,348,030 | 544,858,578 | 568,741,453 |
| Net Budget | 1,003,324,949 | 1,145,442,920 | 1,088,121,324 |





CHARLOTTE COUNTY

POSITION SUMMARY SCHEDULE



Charlotte County Libraries logged 1,012,200 visitors with 989,269 materials checked out in 2022. Available resources include eBooks, eAudiobooks, digital newspapers and magazines, family history, meeting rooms, events and more.



POSITION SUMMARY



Staffing levels have seen a modest increase, despite the rapid growth in Charlotte County's population. In order to maintain levels of service the Board has committed to add FTE's to "right size" the organization. As a result, during the FY24 budget process, significant additions were made. In addition to the 27 FTE's that were added throughout the fiscal year, 172 FTE's were added as part of the budget process. There was also a commitment to add an additional 18 FTE's during the course of FY2024 as additional planned capital infrastructure is completed. Generally, the vacancy rate maintains at approximately 200 FTE's. Recruitment continues to be a challenge regionally and within the County. Community Services has



been most impacted by the recent hiring challenges and was forced to close facilities and defer programs due to staffing shortages.

Position Summary Schedule

Figure 11-1

The Position Summary Schedule displays approved position FTE's for FY22, FY23 and FY24.

| Home Department | FY22 | FY23 | Approved Position Changes | FY24 |
|-----------------------------|---------|---------|---------------------------|---------|
| Administration Count | 17 | 17 | 0 | 17 |
| Attorney Count | 14 | 14 | 0 | 14 |
| Commission Office Count | 10 | 10 | 0 | 10 |
| Community Services Count | 185.625 | 213.25 | 3 | 216.25 |
| Economic Development Count | 6 | 6 | 0 | 6 |
| Tourist Development | 7.875 | 9.25 | 0 | 9.25 |
| Facilities Count | 57 | 59 | 3 | 62 |
| Fiscal Services Count | 38 | 38 | 7 | 45 |
| IT Count | 39 | 40 | 14 | 54 |
| Purchasing Count | 11.625 | 11.625 | 0 | 11.625 |
| Fleet and Transit | 22.625 | 23.625 | 2 | 25.625 |
| Real Estate Services Count | 6 | 6 | 0 | 6 |
| Records Management | 2 | 2 | 0 | 2 |
| Risk Count | 3 | 3 | 0 | 3 |
| Community Development Count | 119 | 133 | 20 | 153 |
| Human Resources Count | 14 | 14 | 0 | 14 |
| Human Services Count | 30 | 31 | 3 | 34 |
| MPO Count | 5 | 5 | 0 | 5 |
| Public Safety Count | 301.625 | 312.625 | 43 | 355.625 |
| Public Works Count | 213.625 | 212.625 | 66 | 278.625 |
| Utilities Count | 256 | 259 | 38 | 297 |
| Unfilled Position Pool | 0 | 0 | 0 | 0 |
| Board of County Commission | 1360 | 1420 | 199 | 1619 |
| Clerk | 102.5 | 101.5 | -2 | 99.5 |
| Property Appraiser | 64 | 64 | 0 | 64 |
| Sheriff | 693 | 719 | 37 | 756 |
| Supervision of Elections | 15 | 14 | 0 | 14 |
| Tax Collector | 77 | 77 | 0 | 77 |
| BCC and Constitutional | 952.5 | 975.5 | 35 | 1010.5 |

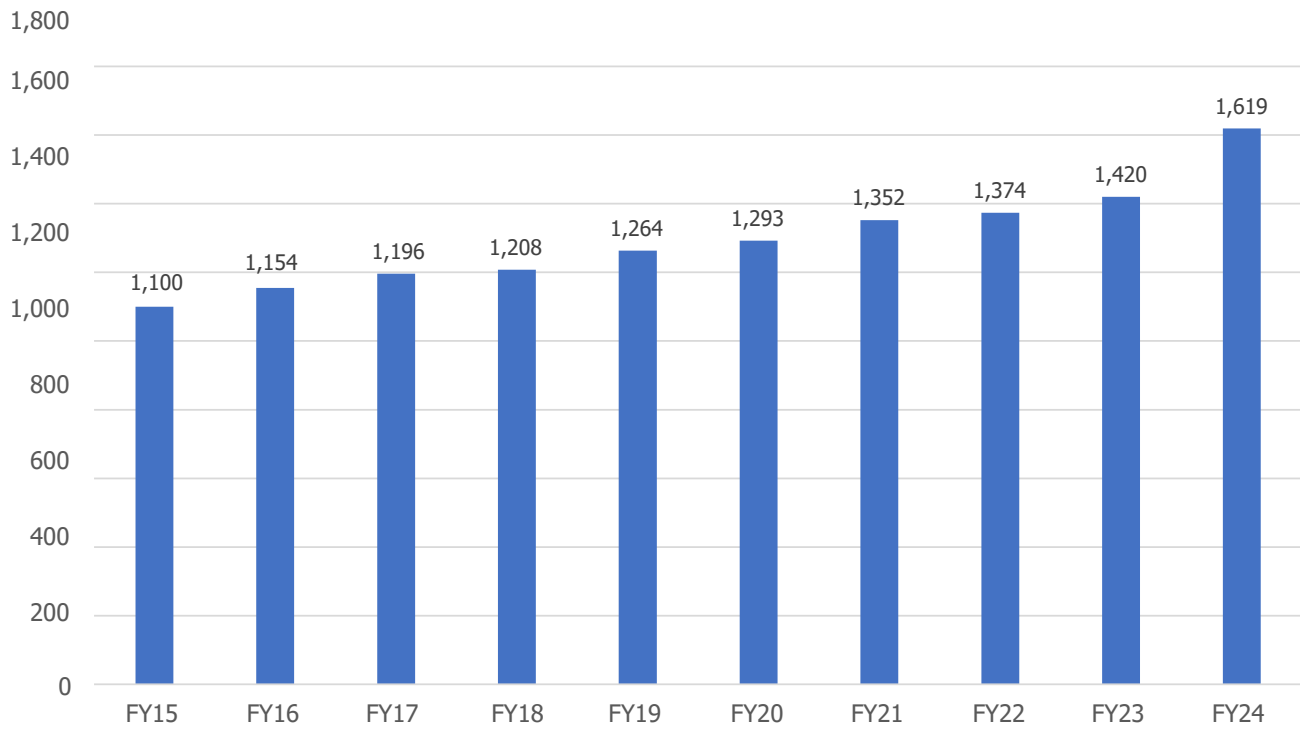
*Positions counts represented by full time equivalent



Approved FTE's

Figure 11-2

This graph displays the approved FTE's for FY15 thru FY24

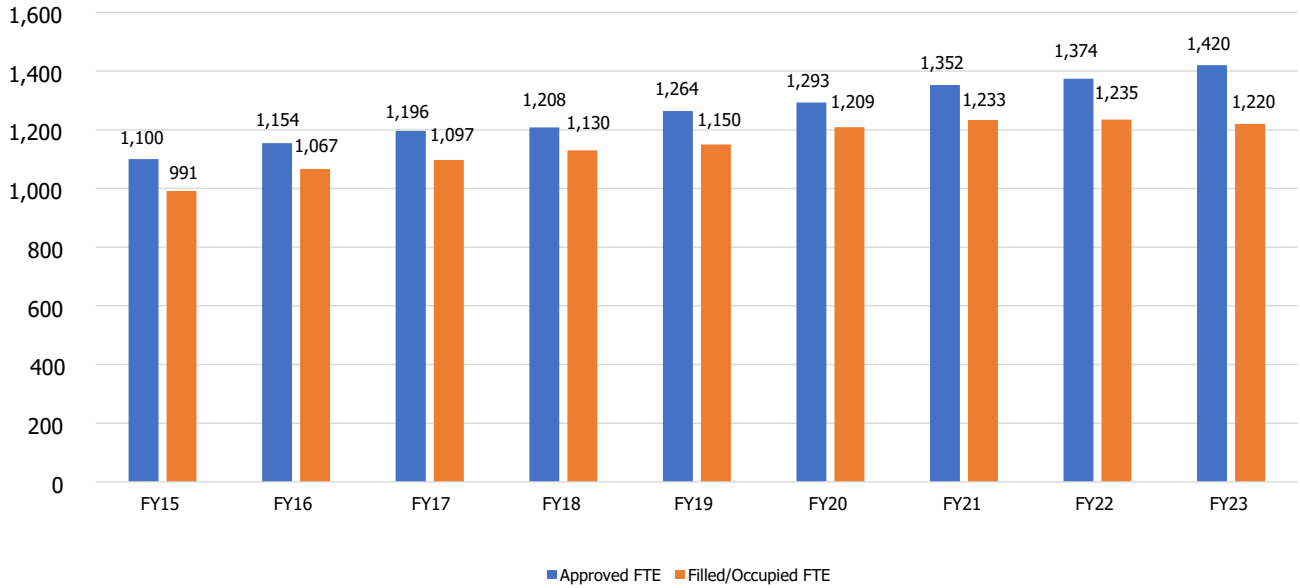




Approved and Filled FTE's

Figure 11-3

This graph displays the approved FTE's and filled FTE's for FY15 thru FY23

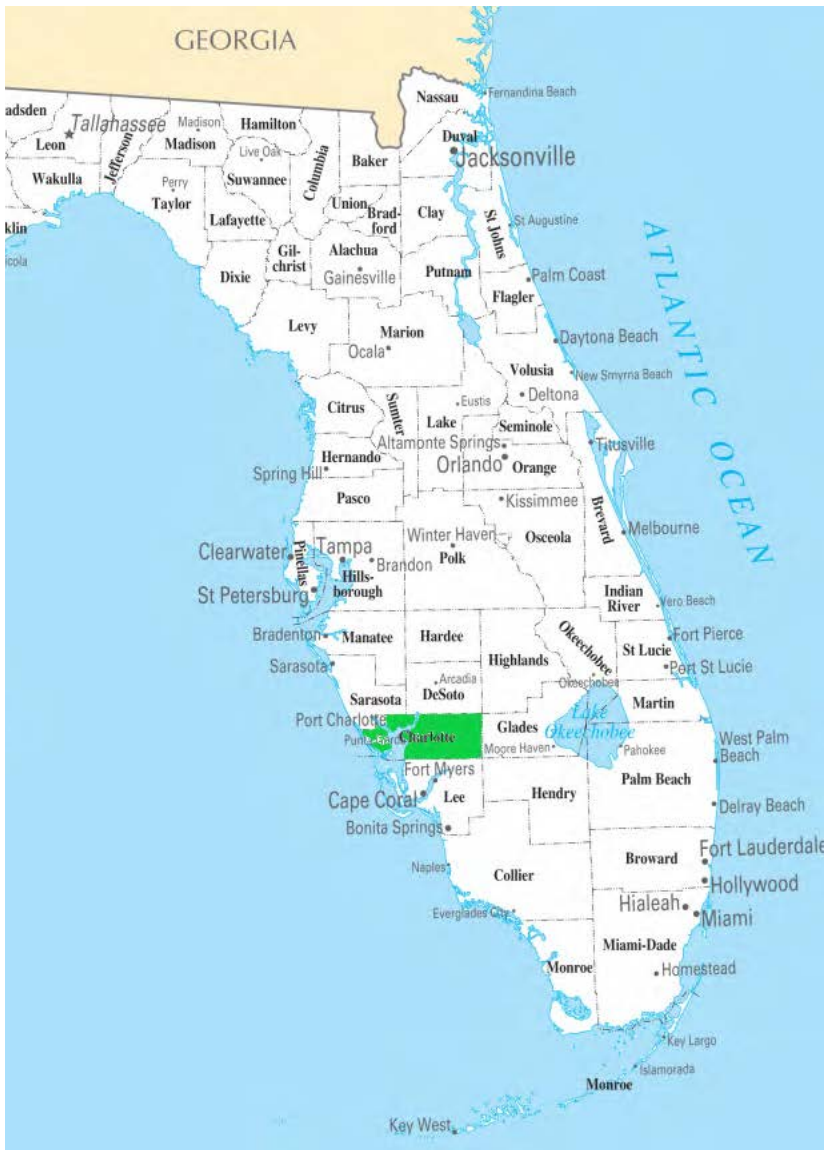






CHARLOTTE COUNTY

STATISTICS



Charlotte County staffing includes over 1600 employees who strive to exceed expectations and deliver exceptional service each and every day.



STATISTICS OVERVIEW

Charlotte County uses various statistical data during the budget process to help our County Commissioners make informed decisions. Charlotte County is a member of Florida Benchmarking Consortium which allows staff to collect data and statistics from other counties (similar in size or neighboring). The budget department recognizes that there are differences in each compared county. Most of the statistics used evolved around the BCC's 4 strategic focus areas. This data allows the organization to implement strategic decisions.

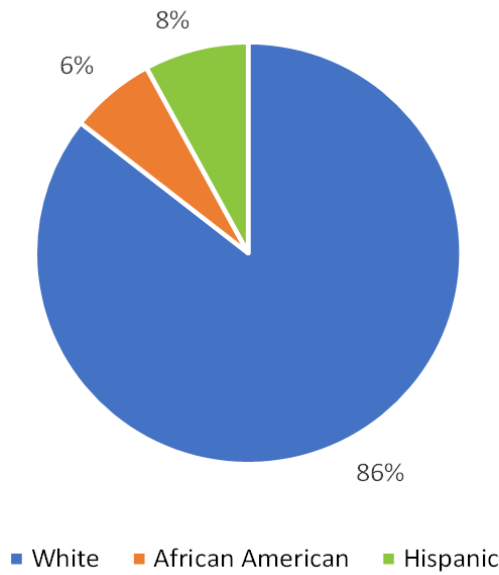
Included in the section are examples of statistical information provided and analyzed as part of the budget process.



Charlotte County Population Data

Figure 12-1

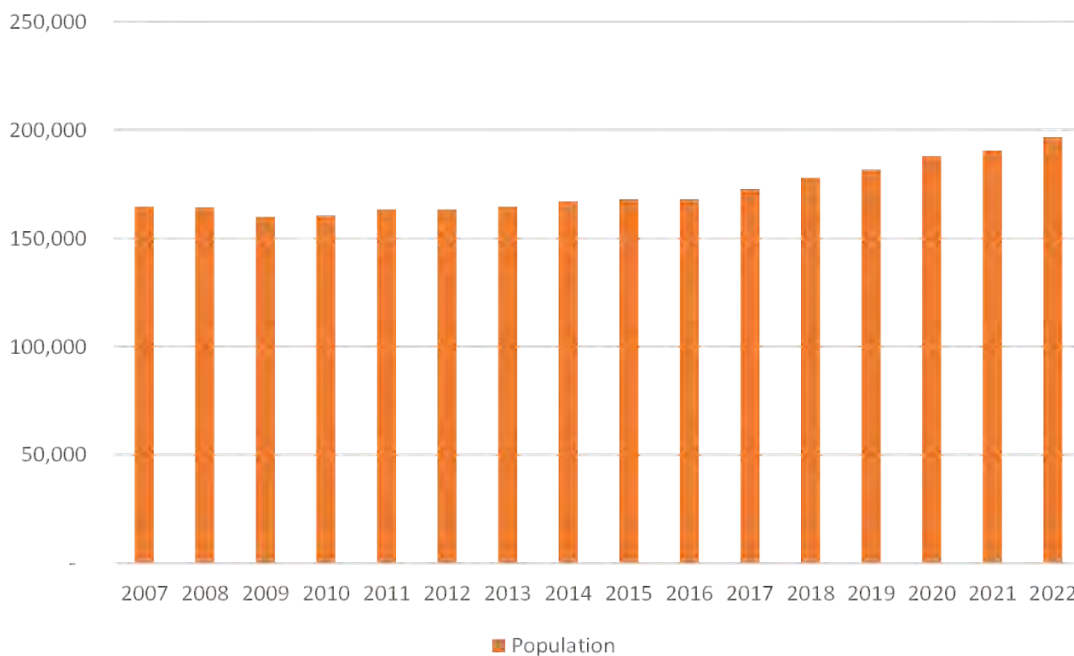
Ethnicity of Charlotte County Residents sourced from the Bureau of Economic and Business Research, University of Florida; 2021.



Charlotte County Population Data

Figure 12-2

Charlotte County population growth sourced from the Bureau of Economic and Business Research, University of Florida; 2021.





Regional Population Data

Figure 12-3

Comparable county population data sourced from the Bureau of Economic and Business Research (BEBR), University of Florida; 2022.

| Charlotte | Population | Percentage |
|-------------------------|----------------|----------------|
| Punta Gorda | 19,930 | 10.13% |
| Unincorporated | 176,812 | 89.87% |
| Total Population | 196,742 | 100.00% |

| Citrus | Population | Percentage |
|-------------------------|----------------|----------------|
| Crystal River | 3,474 | 2.20% |
| Inverness | 7,812 | 4.94% |
| Unincorporated | 146,723 | 92.86% |
| Total Population | 158,009 | 100.00% |

| Indian River | Population | Percentage |
|-------------------------|----------------|----------------|
| Fellsmere | 4,913 | 2.97% |
| Indian River | | |
| Shores | 4,435 | 2.68% |
| Orchid | 520 | 0.31% |
| Sebastian | 25,915 | 15.65% |
| Vero Beach | 16,473 | 9.95% |
| Unincorporated | 113,303 | 68.44% |
| Total Population | 165,559 | 100.00% |

| Lee | Population | Percentage |
|-------------------------|----------------|----------------|
| Bonita Springs | 55,502 | 6.92% |
| Cape Coral | 208,053 | 25.94% |
| Estero | 37,842 | 4.72% |
| Fort Myers | 96,755 | 12.06% |
| Fort Myers Beach | 5,589 | 0.70% |
| Sanibel | 6,485 | 0.81% |
| Unincorporated | 391,952 | 48.86% |
| Total Population | 802,178 | 100.00% |

| Martin | Population | Percentage |
|-------------------------|----------------|----------------|
| Indiantown | 6,590 | 4.08% |
| Jupiter Island | 793 | 0.49% |
| Ocean Breeze | 396 | 0.24% |
| Sewall's Point | 2,006 | 1.24% |
| Stuart | 18,788 | 11.62% |
| Unincorporated | 133,082 | 82.32% |
| Total Population | 161,655 | 100.00% |

| Sarasota | Population | Percentage |
|-------------------------|----------------|----------------|
| Longboat Key (part) | 4,761 | 1.05% |
| North Port | 81,823 | 18.09% |
| Sarasota | 56,494 | 12.49% |
| Venice | 26,728 | 5.91% |
| Unincorporated | 282,572 | 62.46% |
| Total Population | 452,378 | 100.00% |

| Hernando | Population | Percentage |
|-------------------------|----------------|----------------|
| Brooksville | 9,481 | 4.76% |
| Unincorporated | 189,726 | 95.24% |
| Total Population | 199,207 | 100.00% |

| Manatee | Population | Percentage |
|-------------------------|----------------|----------------|
| Anna Maria | 984 | 0.23% |
| Bradenton | 56,957 | 13.50% |
| Bradenton Beach | 897 | 0.21% |
| Holmes Beach | 3,023 | 0.72% |
| Longboat Key (part) | 2,758 | 0.65% |
| Palmetto | 13,493 | 3.20% |
| Unincorporated | 343,656 | 81.48% |
| Total Population | 421,768 | 100.00% |



Demographic Statistics Last Ten Fiscal Years

Figure 12-4

Comparable county population data sourced from the Bureau of Economic and Business Research (BEBR), University of Florida; 2022.

| Fiscal Year | (1) Population | (4) Personal Income (In Thousands) | (4) Per Capita Income | (3) Median Age | (2) School Enrollment | (3) Unemployment Rates (NSA) | | |
|-------------|-------------------|--|-----------------------------|----------------------|-----------------------------|---------------------------------|-------|--------|
| | | | | | | County | State | Nation |
| 2022 | 196,742 | N/A | N/A | 59.50 | 15,323 | 3.0% | 2.7% | 3.4% |
| 2021 | 194,711 | 10,068,892 | 51,667 | 58.20 | 15,305 | 4.1% | 4.5% | 4.2% |
| 2020 | 187,904 | 8,879,942 | 45,646 | 58.20 | 15,623 | 5.2% | 6.4% | 6.9% |
| 2019 | 181,770 | 8,083,940 | 42,793 | 57.90 | 16,215 | 3.8% | 3.4% | 3.7% |
| 2018 | 177,987 | 7,689,186 | 41,654 | 57.70 | 16,280 | 4.0% | 3.6% | 3.9% |
| 2017 | 178,465 | 7,382,653 | 40,557 | 55.90 | 15,338 | 4.6% | 4.3% | 4.4% |
| 2016 | 173,115 | 6,866,060 | 38,473 | 56.70 | 16,451 | 5.2% | 4.8% | 4.9% |
| 2015 | 167,141 | 6,534,200 | 37,745 | 58.00 | 16,451 | 5.9% | 5.3% | 5.0% |
| 2014 | 164,467 | 6,123,958 | 36,350 | 55.00 | 15,267 | 6.0% | 6.1% | 6.2% |
| 2013 | 163,679 | 6,192,079 | 37,588 | 56.00 | 16,864 | 7.0% | 6.9% | 7.3% |

Sources:

(1) State of Florida Office of Economic & Demographic Research and the Bureau of Economic and Business Research (BEBR)

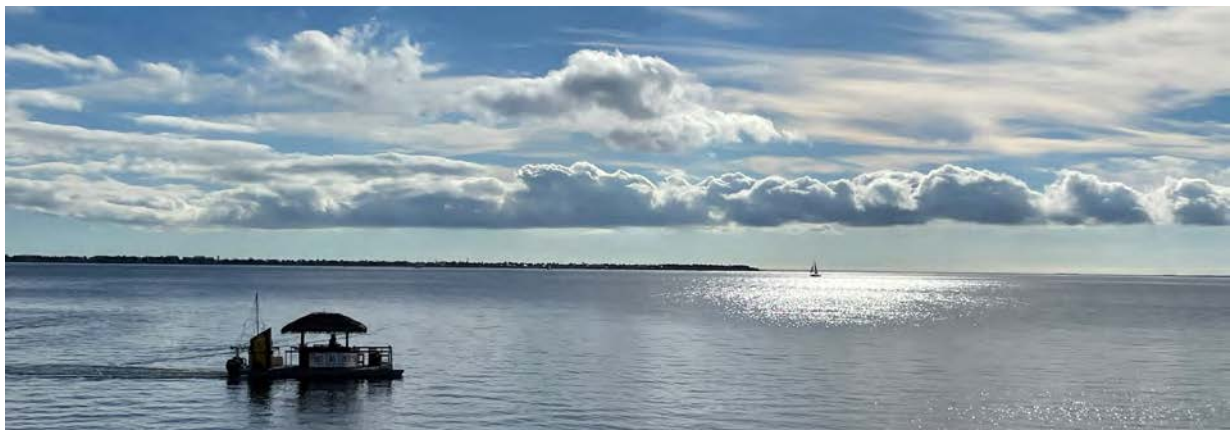
(2) Charlotte County School Board

(3) FRED-Federal Reserve Bank Economic Research

(4) Bureau of Economic Analysis

See also the [2022 Annual Comprehensive Financial Report \(ACFR\)](#).

N/A - Data not available at time of publication

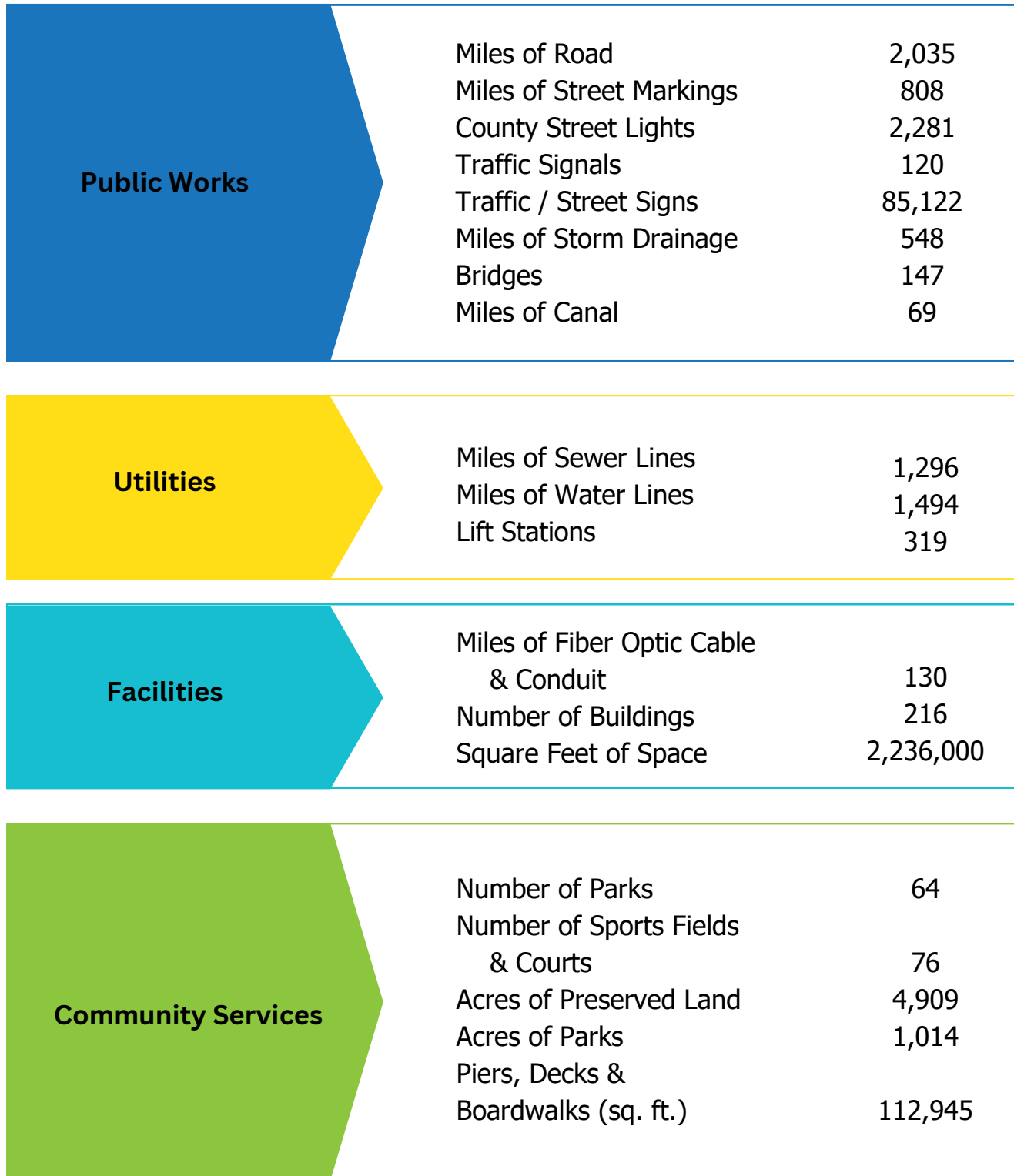




Infrastructure Statistics

Figure 12-5

This chart shows the amount of infrastructure maintained by Charlotte County departments.

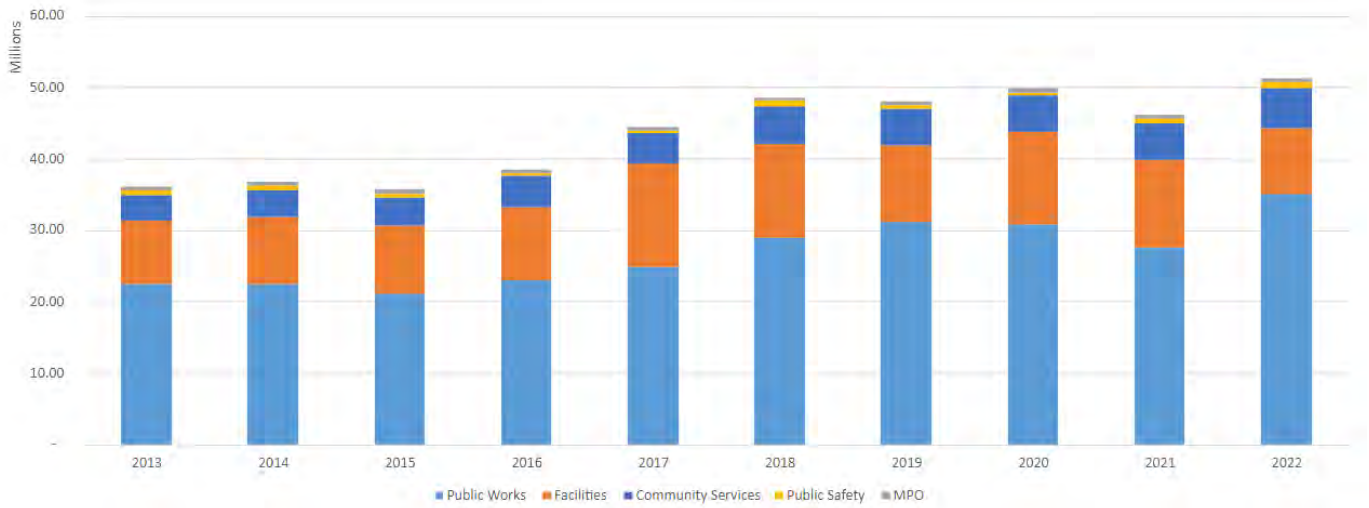




Infrastructure - Total Expenditures by Department

Figure 12-6

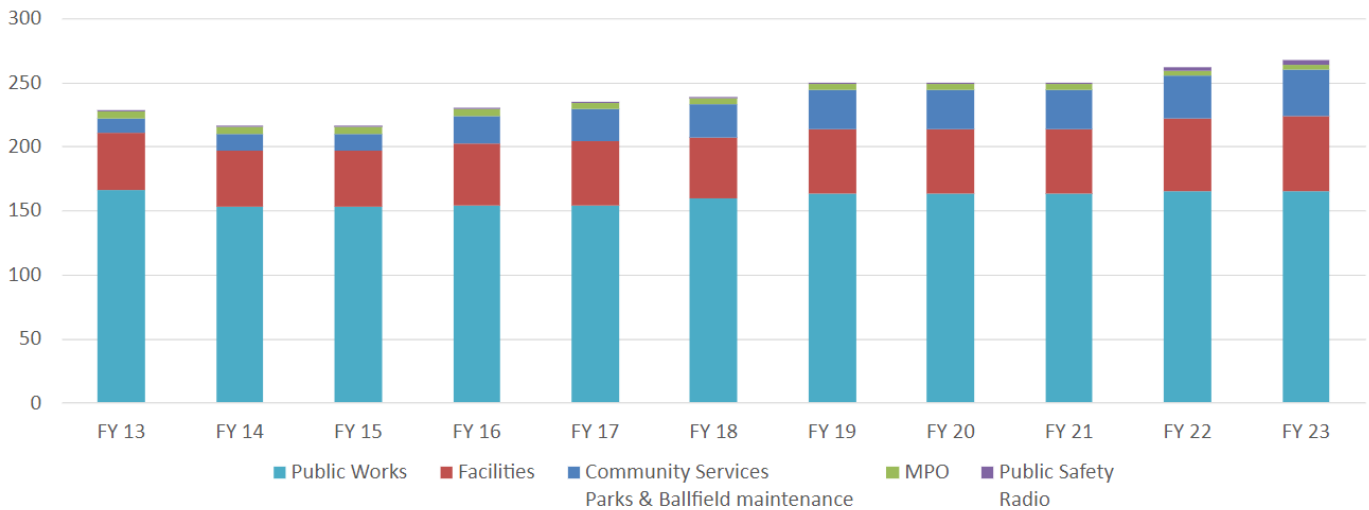
County expenditures by department for Strategic Focus Area - Infrastructure.



Infrastructure - Total FTE's by Department

Figure 12-7

Historical trend for the Full Time Employees by department for Strategic Focus Area - Infrastructure.

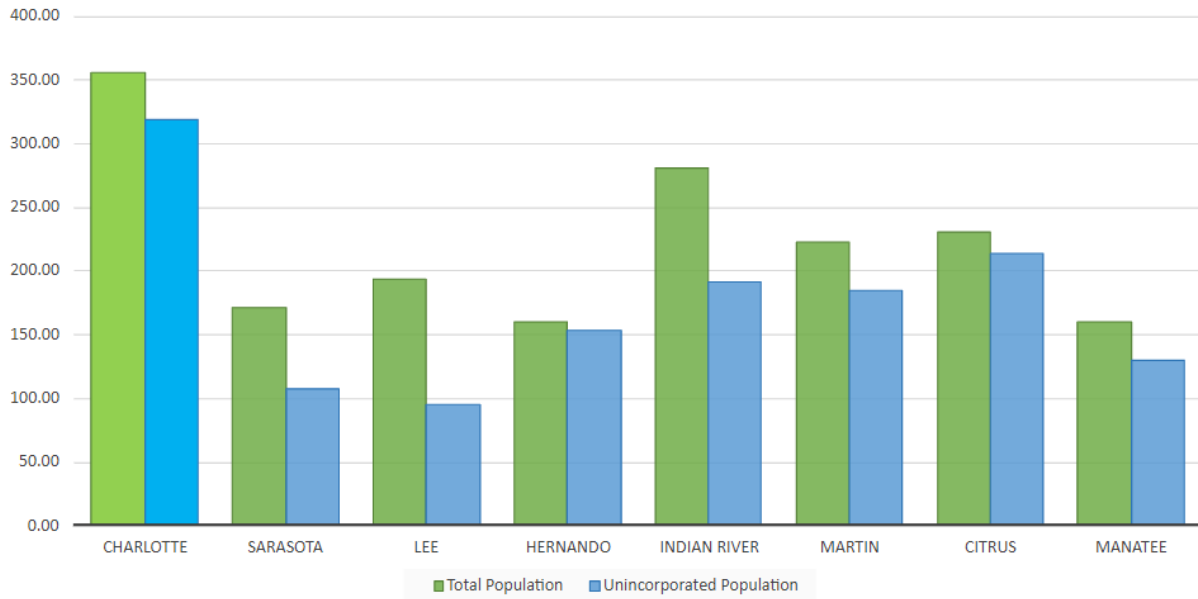




Dollars Spent per Capita on Transportation

Figure 12-8

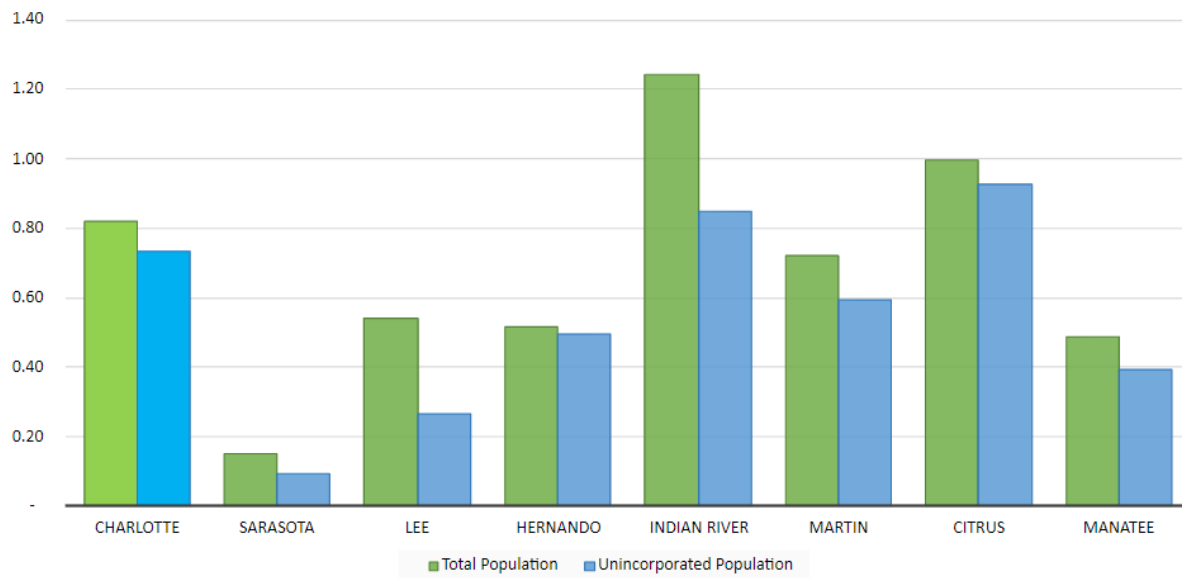
Comparable county spending per capita on transportation, source ACFR FY22 and BEBR 2022.



Total FTE's per Thousand for Transportation

Figure 12-9

Comparable counties FTE count per thousand for transportation.

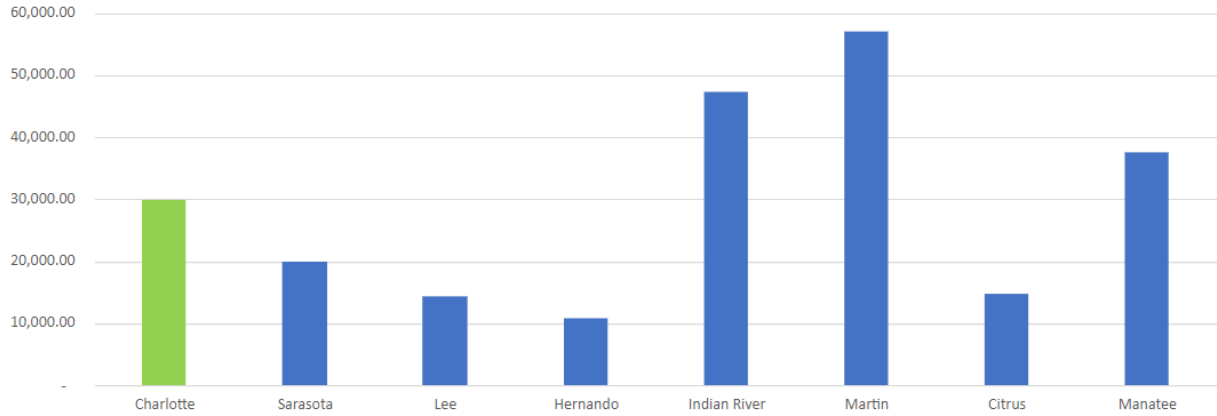




Transportation Expenditures per Mile

Figure 12-10

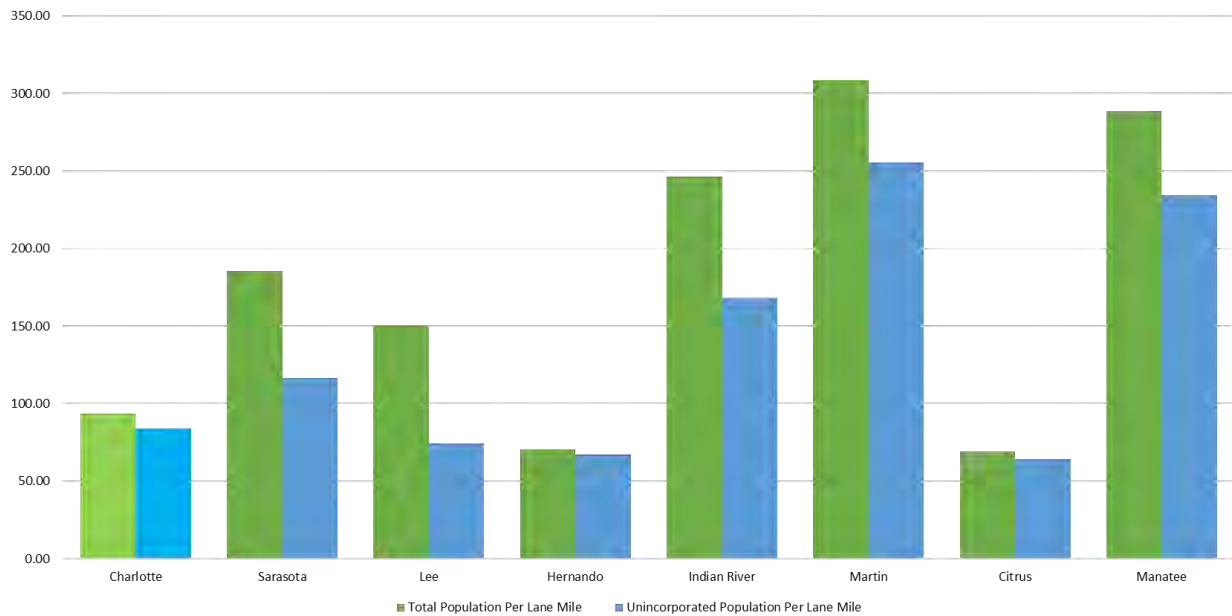
Comparable county transportation expenditures per mile, source ACFR FY22 and BEBR 2022



Population per Mile

Figure 12-11

Comparable counties population per lane mile, source ACFR FY22 and BEBR 2022.

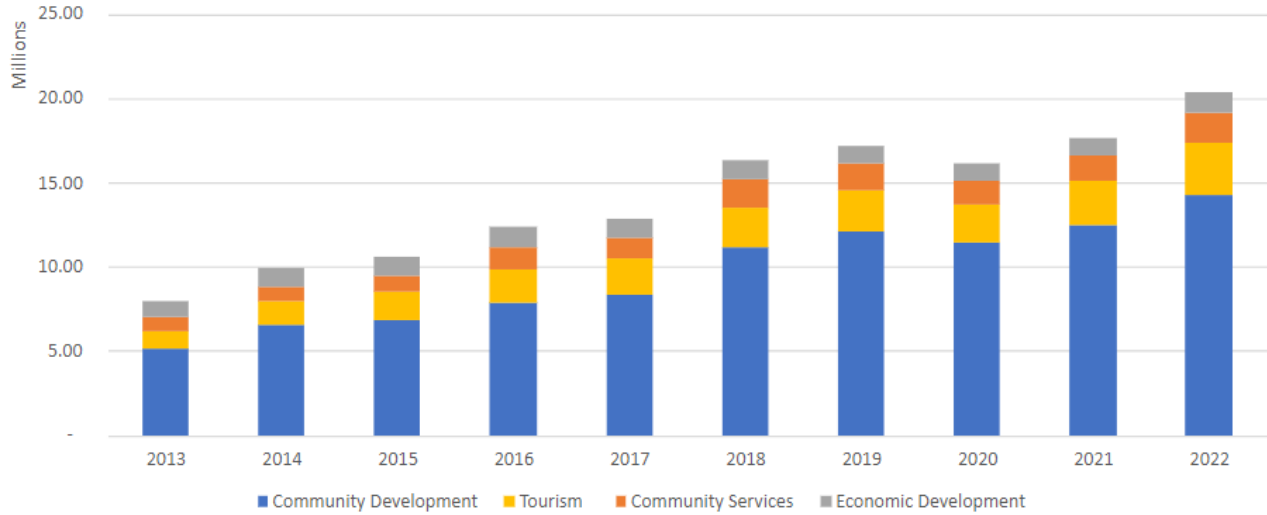




Economic and Community Development - Total Expenditures by Department

Figure 12-12

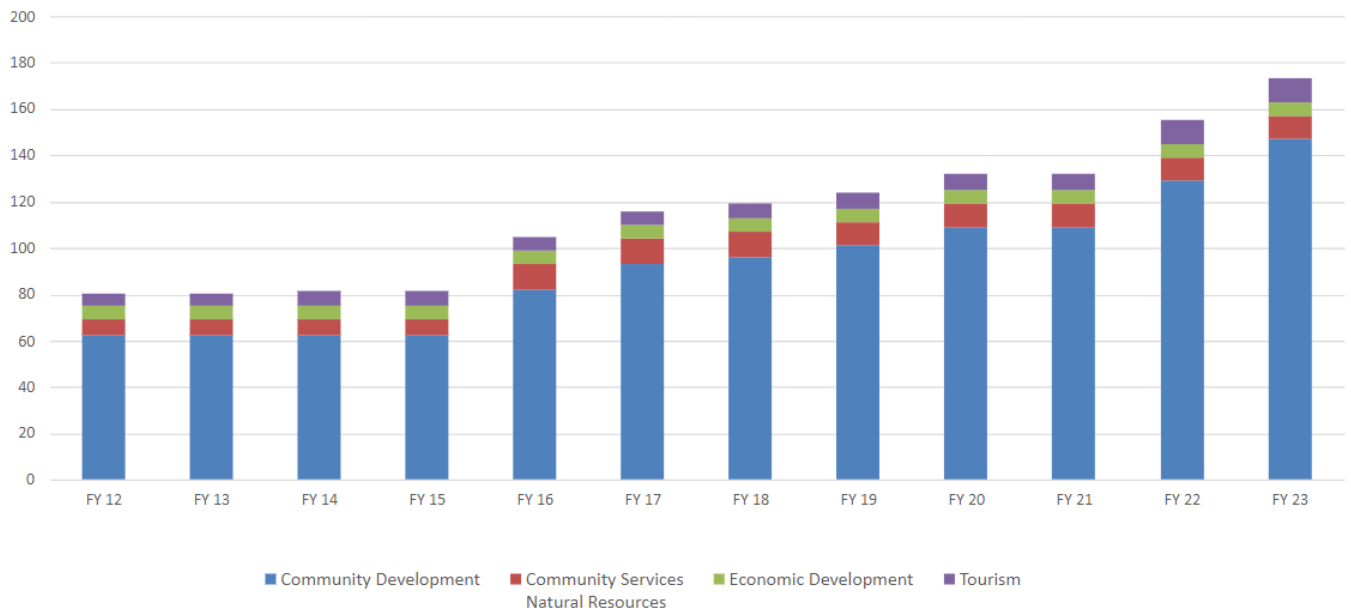
County expenditures by department for Strategic Focus Area - Economic and Community Development



Economic and Community Development - FTE's by Department

Figure 12-13

Historical trend for the Full Time Employees by department for Strategic Focus Area - Community and Economic Development

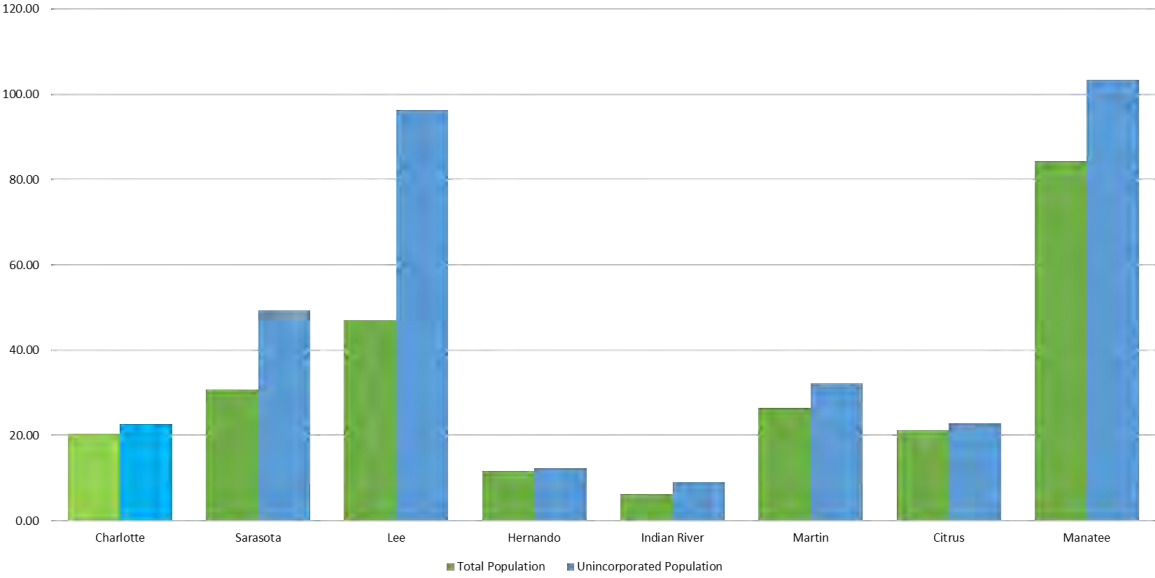




Economic and Community Development - Total Expenditures per Capita

Figure 12-14

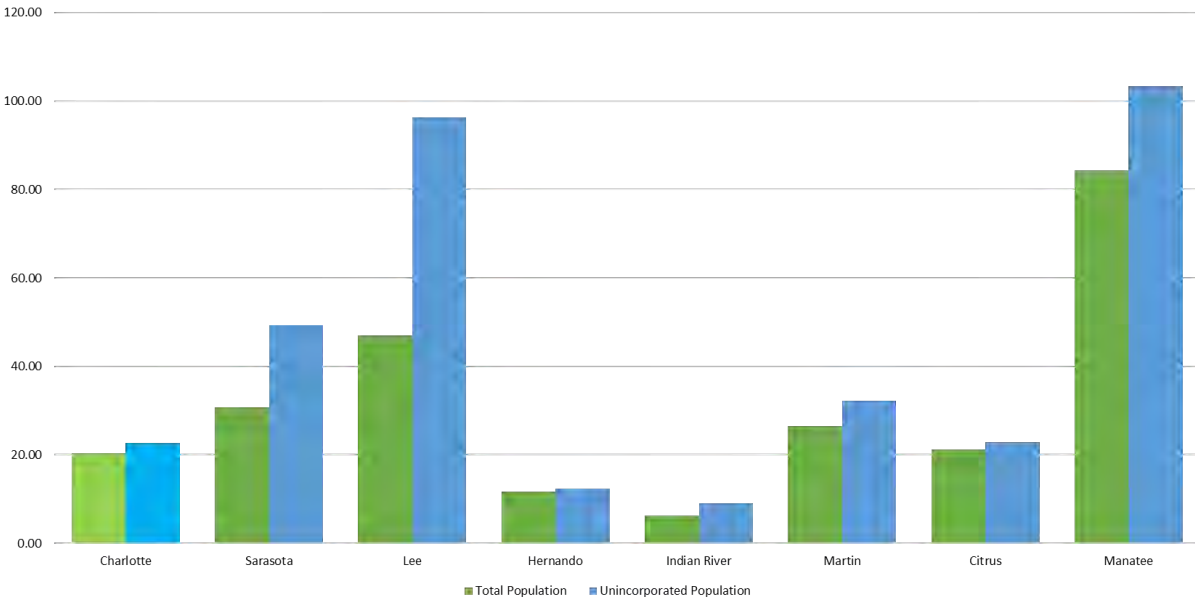
County comparison for total expenditures per capita for Strategic Focus Area - Economic and Community Development



Economic and Community Development - FTE's per 10,000

Figure 12-15

County comparison of FTE's per 10,000 for Strategic Focus Area - Economic and Community Development; source ACRF FY22 and BEBR 2022.

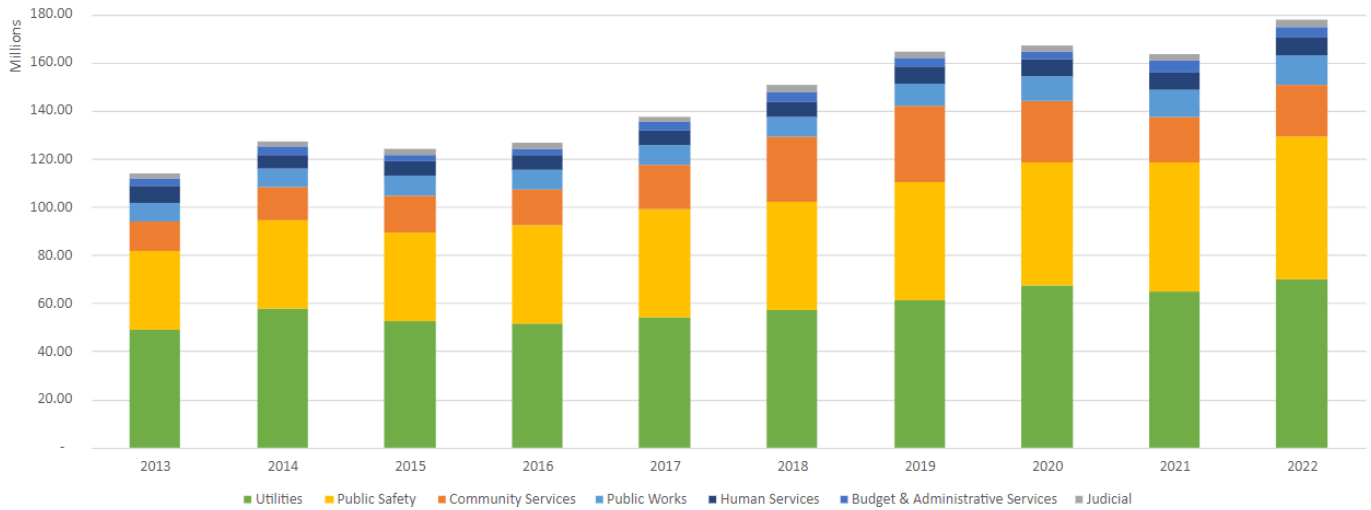




Public Services - Total Expenditures

Figure 12-16

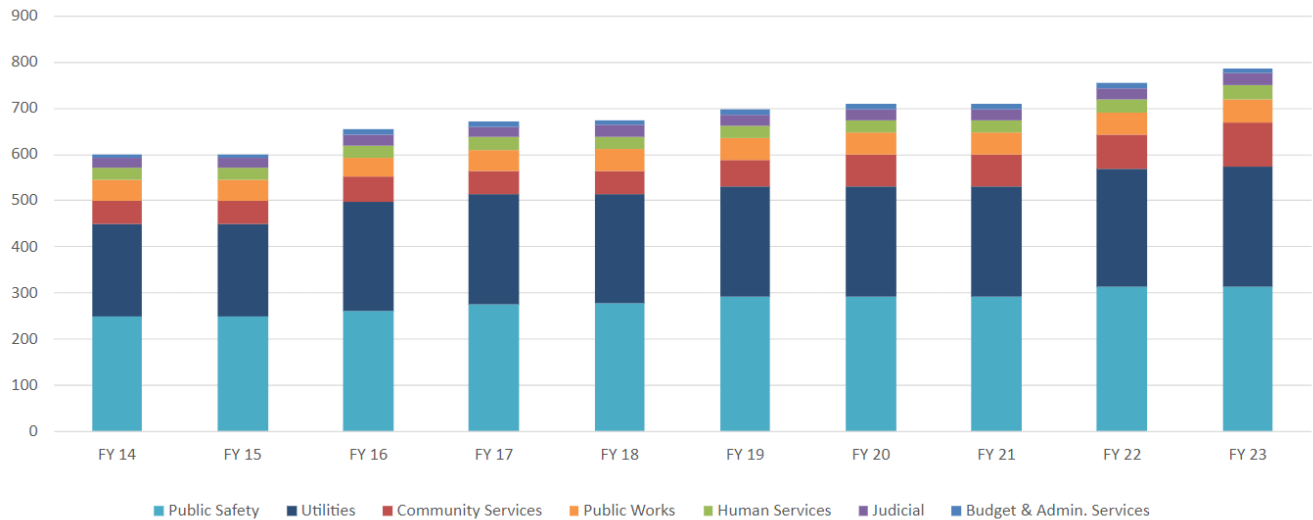
Historical total expenditures for Strategic Focus Area - Public Services



Public Services - Total FTE's

Figure 12-17

Historical trend for FTE's by department for Strategic Focus Area - Public Services

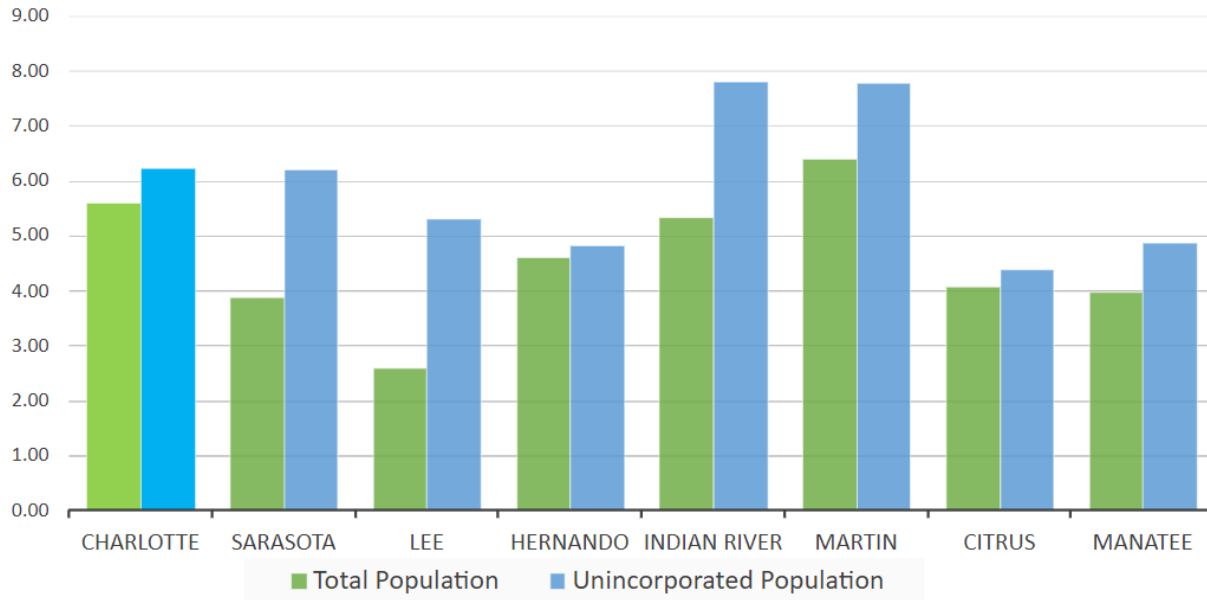




Public Safety FTE's

Figure 12-18

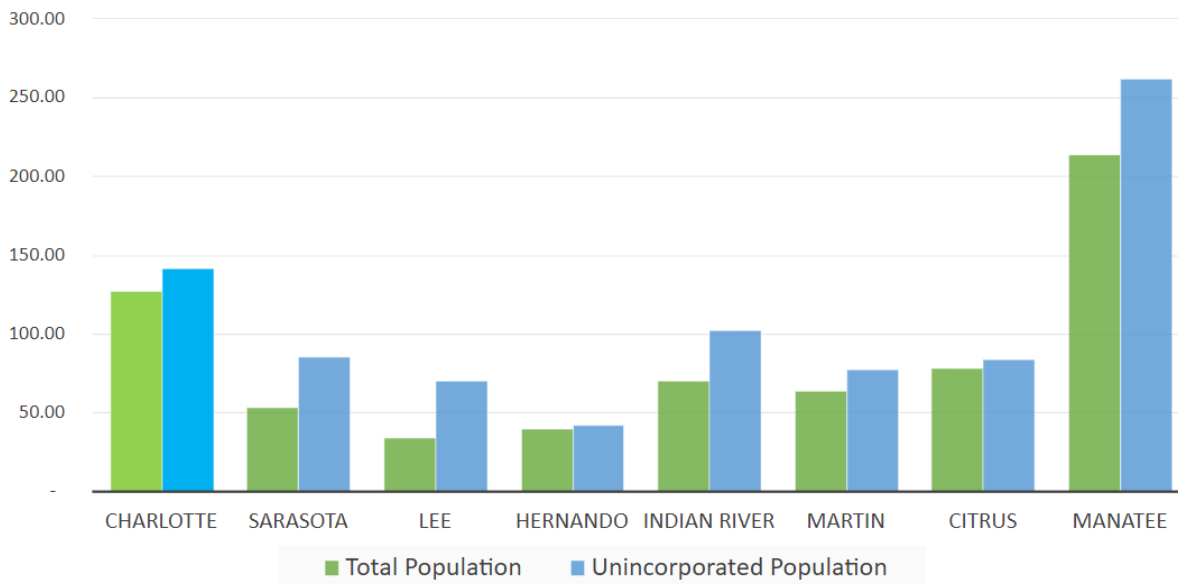
Comparable county FTE's per thousand for Public Safety



Dollars Spent Per Capita on Human Services

Figure 12-19

Comparable county dollars spent per capita on Human Services

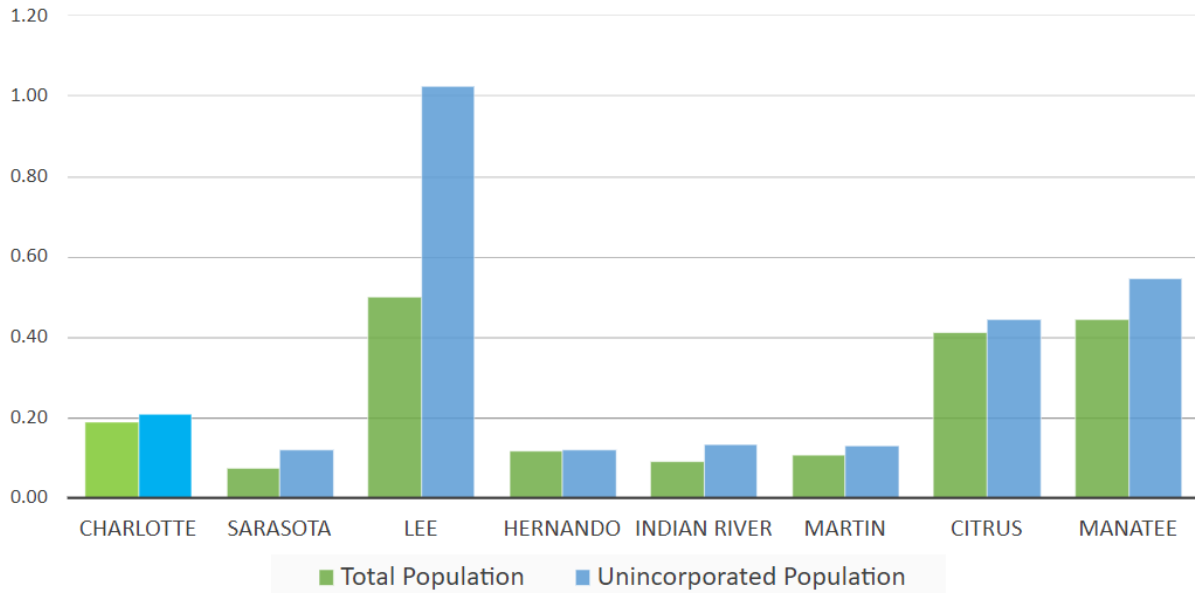




Human Services FTE's

Figure 12-20

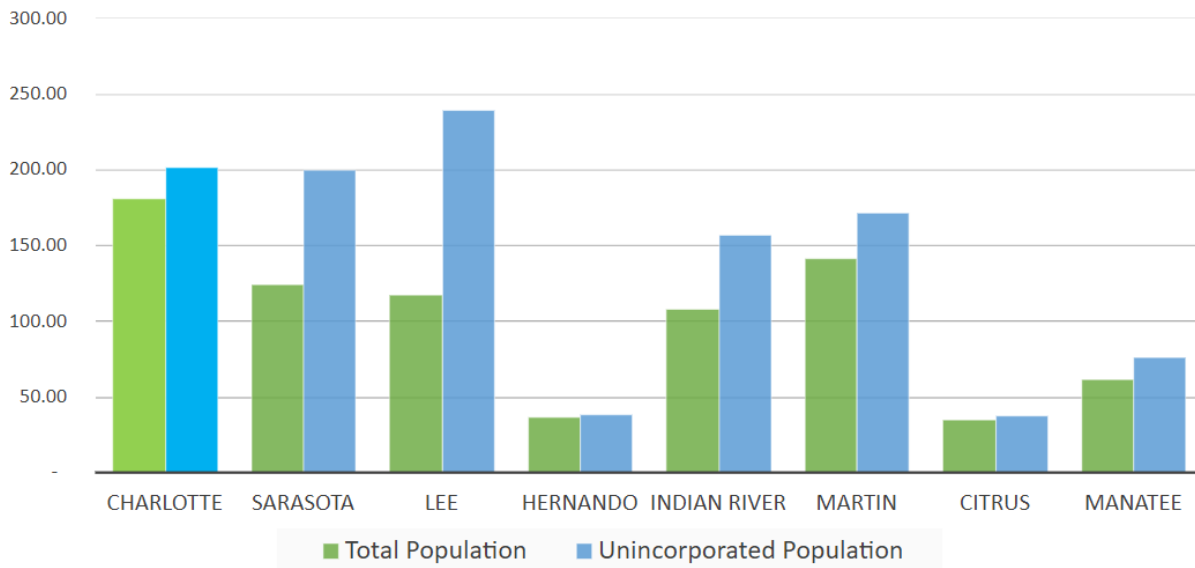
Comparable county comparison for Human Service FTE's per 10,000; source ACRF FY22 and BEBR 2022



Dollars Spent Per Capita on Culture and Recreation

Figure 12-21

Comparable county dollars spent per capita on Culture and Recreation

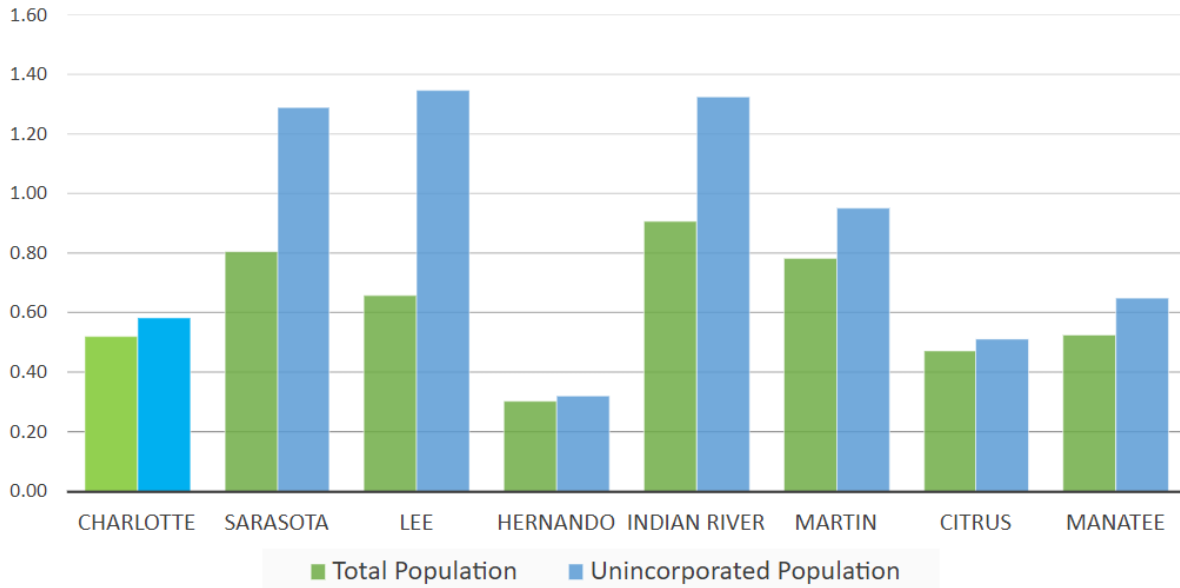




FTE's per Thousand for Culture and Recreation

Figure 12-22

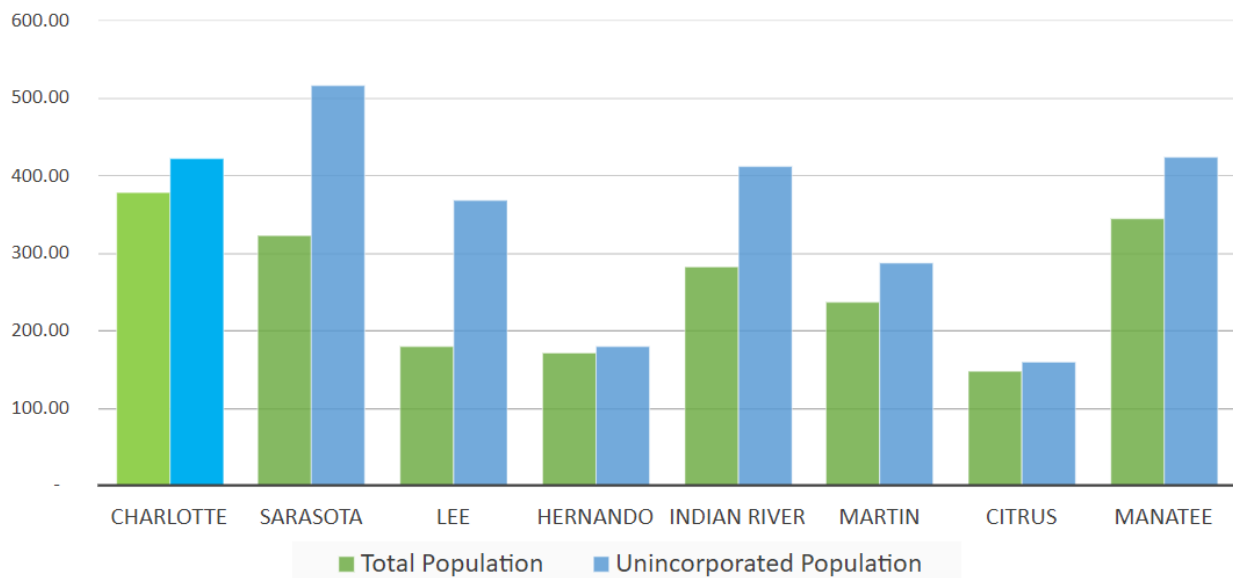
Comparable county comparison for Culture and Recreation FTE's per 10,000; source ACRF FY22 and BEBR 2022



Dollars Spent Per Capita on Water and Sewer

Figure 12-23

Comparable county dollars spent per capita on Water and Sewer

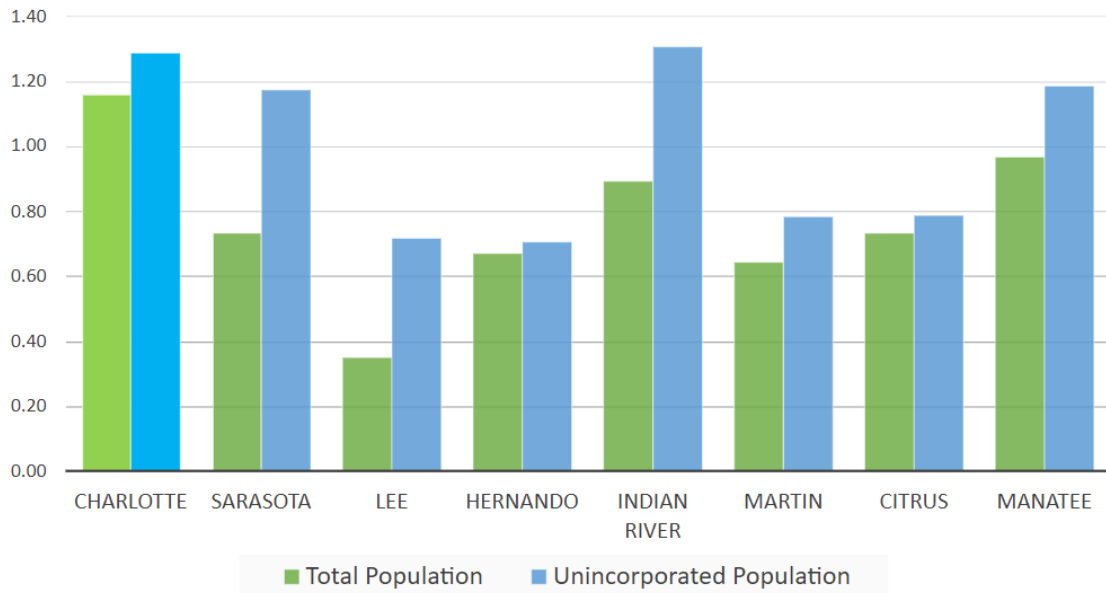




FTE's per Thousand for Water and Sewer

Figure 12-24

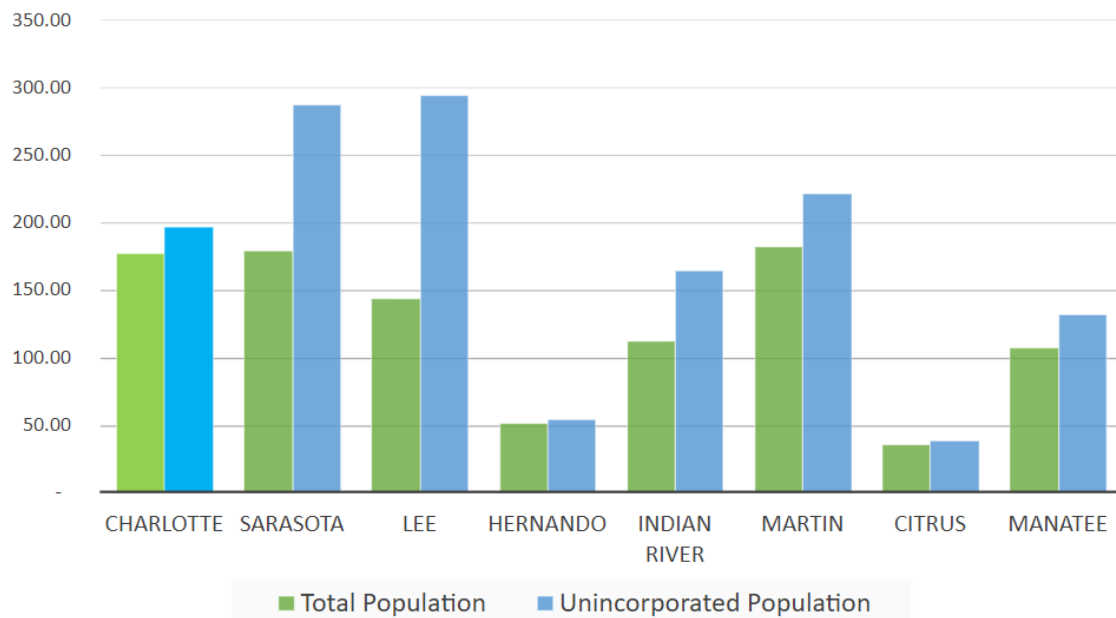
Comparable county comparison for Water and Sewer FTE's per 10,000; source ACRF FY22 and BEBR 2022



Dollars Spent Per Capita on Solid Waste

Figure 12-25

Comparable county dollars spent per capita on Solid Waste

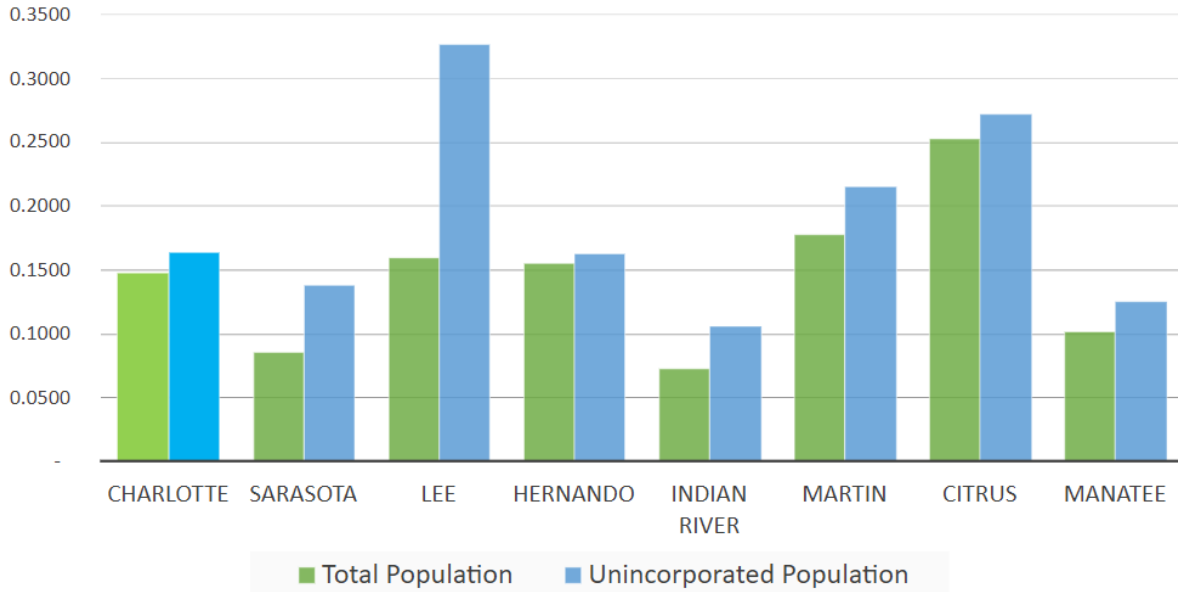




FTE's per Thousand for Solid Waste

Figure 12-26

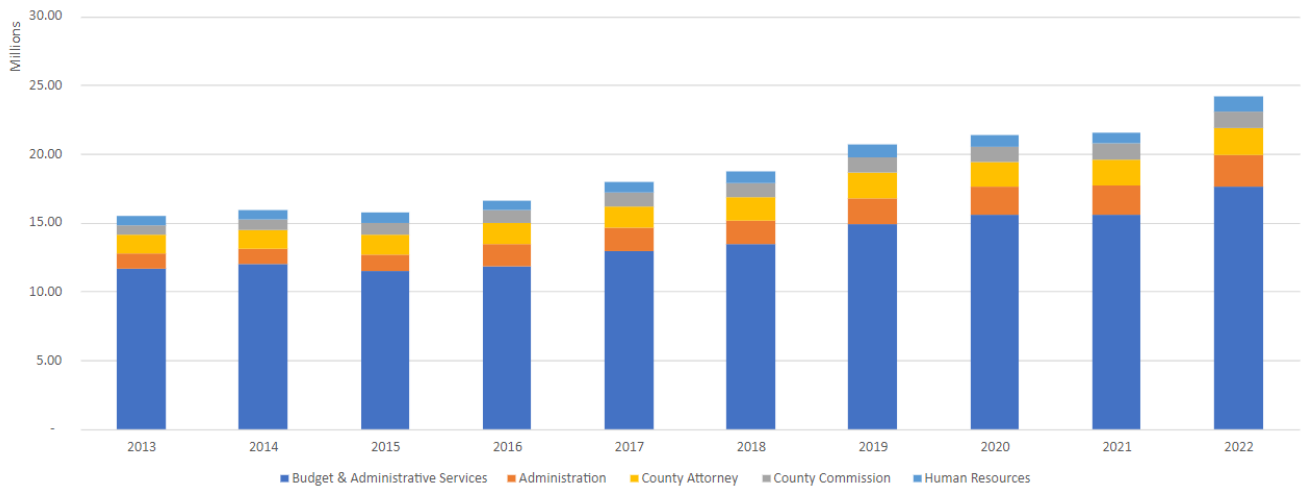
Comparable county comparison for Solid Waste FTE's per 10,000; source ACRF FY22 and BEBR 2022



Efficient and Effective Government - Total Expenditures

Figure 12-27

Historical total expenditures for Strategic Focus Area - Efficient and Effective Government

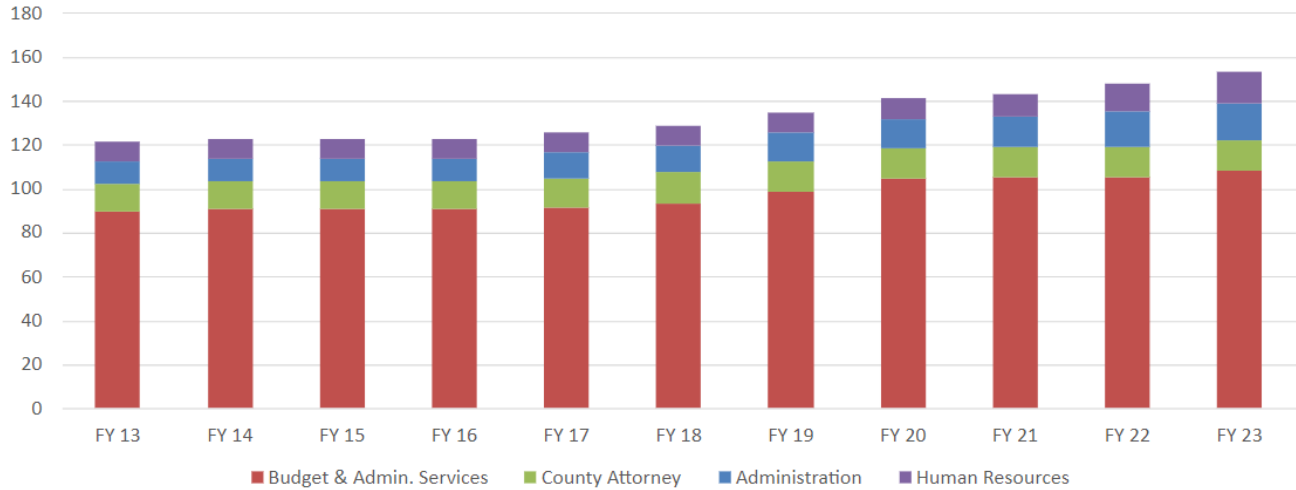




Efficient and Effective Government - Total FTE's

Figure 12-28

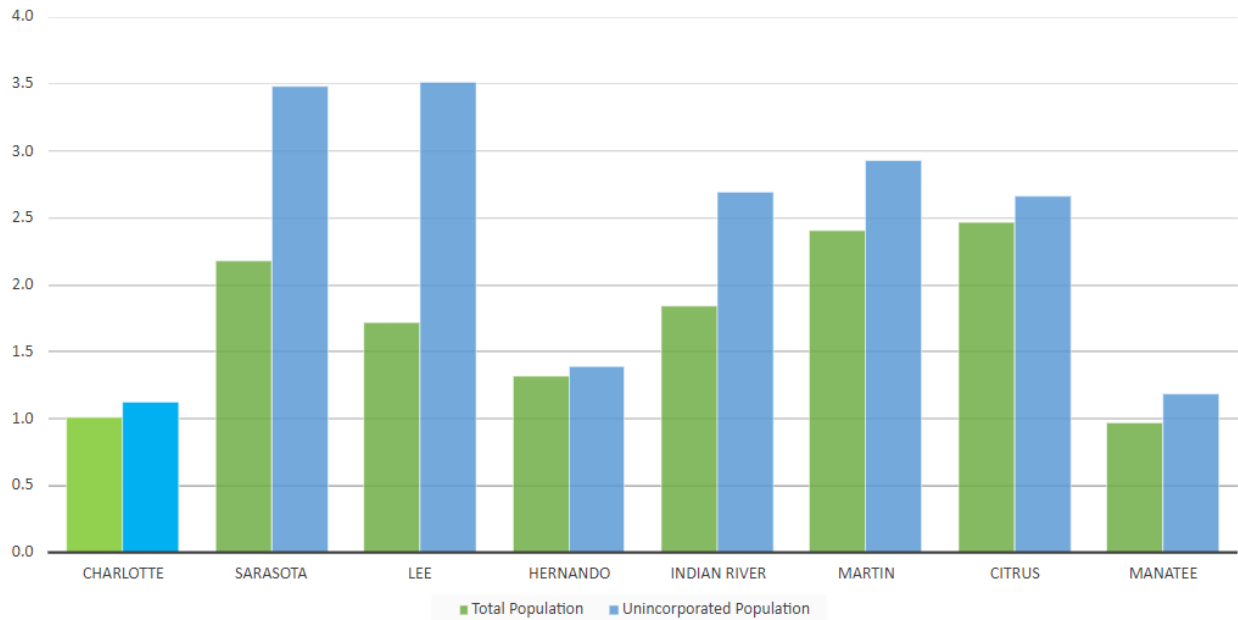
Historical trend for FTE's by department for Strategic Focus Area - Efficient and Effective Government



Dollars Spent Per Capita on General Government

Figure 12-29

Comparable county dollars spent per capita on General Government

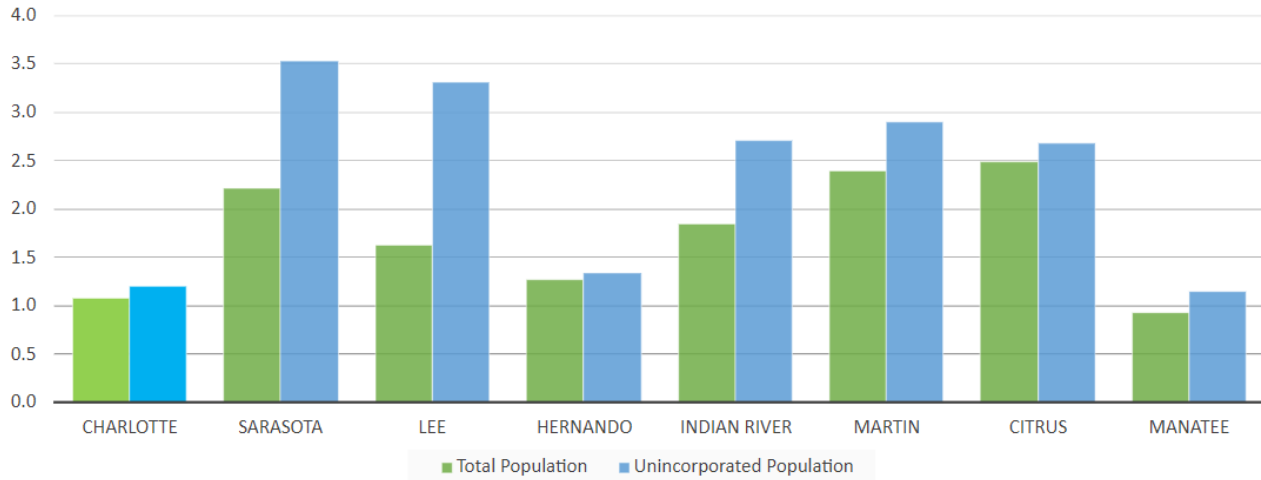




Total FTE's per 1,000 for General Government

Figure 12-30

Comparable county dollars spent per 1,000 for General Government



Neighboring Counties Valuation Increase

Figure 12-31

Comparable county property valuation increase in percentage

| | |
|-------------------------|---------------|
| Charlotte County | 13.12% |
| Manatee County | 21.30% |
| Sarasota County | 14.10% |
| Collier County | 13.52% |
| Lee County | 6.67% |
| DeSoto County | 1.18% |



How the Taxpayer Dollar is Spent

Figure 12-32

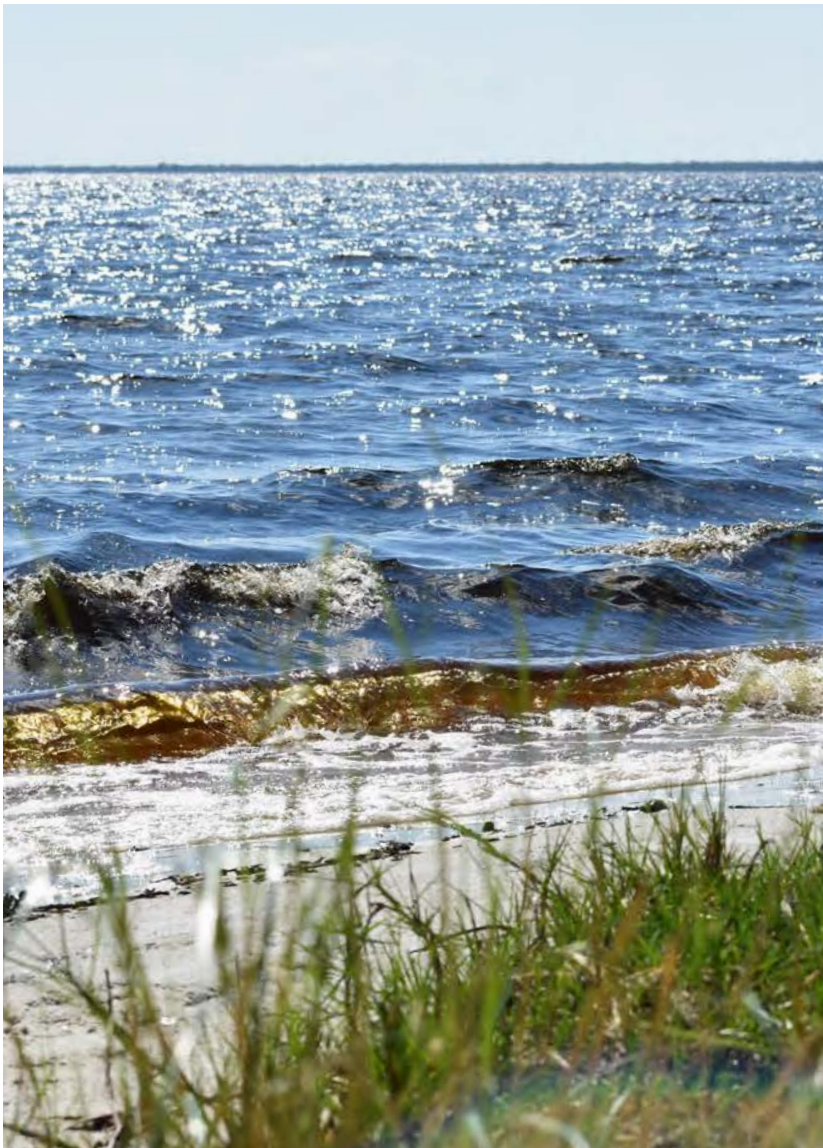
This graph represents the average tax bill and the percentage of allocations for FY23-FY24





CHARLOTTE COUNTY

GLOSSARY



Charlotte County Fire and EMS operate from 16 fire stations across the county, serving a population of approximately 200,000 residents.



Terms

Definition

Accounts Payable/Accounts Receivable (AP/AR)

Provides processing, tracking, reporting and support of procurement functions, accounts payable and accounts receivable. Additionally, this group supports the other Fiscal Services core sections and Board Departments.

Accrued Guaranteed Revenue Fee (AGRF)

The fee that is collected by county and used to pay the costs of reserving, operating, and maintaining the unused water and wastewater plant and transmission capacity in county's utility system that is being held for future utility customers.

Ad Valorem Tax

A tax levied on the assessed value (net of any exemptions) of real or personal property. This is commonly referred to as "property tax."

Adopted Budget

The financial plan of revenues and expenditures for a fiscal year as approved by the Board of County Commissioners.

Aggregate Millage Rate

The weighted sum of all property tax levies imposed by the governing body of a county. State law limits the aggregate rate for a county or municipality to \$10 per \$1,000 of assessed taxable value.

Amended Budget or Revised Budget

The current year adopted budget adjusted to reflect all budget amendments approved by the Board of County Commissioners.

Amendment

A change to an adopted budget, which may increase or decrease a fund total. The change must be approved by the Board of County Commissioners.

American Rescue Plan Act (ARPA)

Signed into law on March 11, 2021 to provide additional financial relief in the wake of the COVID-19 pandemic. ARPA includes a significant amount of "Coronavirus State and Local Fiscal Recovery Funds" (SLFRF) for state and local governments to use over a period of several years.

Americans with Disabilities Act (ADA)

In construction refers to the building standards outlined by the Americans with Disabilities Act. The ADA is a federal law that prevents discrimination against disabled individuals and requires public and commercial buildings to be accessible. ADA construction involves making architectural changes or alterations to new or existing buildings to ensure accessibility, such as ramps, handrails, walkways, or parking.



Terms

Definition

Annual Comprehensive Financial Report (ACFR)

Annual Comprehensive Financial Report, formerly called Comprehensive Annual Financial Report (CAFR) is a set of U.S. government financial statements comprising the financial report of a state, municipal or other governmental entity that complies with the accounting requirements promulgated by the Governmental Accounting Standards Board (GASB). Which is prepared by the Clerk of the Circuit Court.

Appropriation

A specific amount of funds authorized by the Board of County Commissioners to which financial obligations and expenditures may be made.

Assessed Value

A value established by the County Property Appraiser for all real or personal property for use as a basis for levying property taxes.

Asset

Is something containing economic value and/or future benefit. An asset can often generate cash flows in the future, such as a piece of machinery, a financial security, or a patent.

Authorized Positions

Number of positions authorized by the Board of County Commissioners in the annual operating budget.

Board of County Commissioners (BCC)

The governing body of Charlotte County composed of five persons elected Countywide.

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.

Bond

A written promise to pay a sum of money on a specific date at a specified interest rate as detailed in a bond ordinance.

Budget

A financial plan for a specified period of time (fiscal year) that matches anticipated revenues with proposed expenditures.



Terms

Definition

| | |
|---|--|
| Budget Adjustment | A revision to the adopted budget occurring during the affected fiscal year as approved by the Board of County Commissioners via an amendment or a transfer. |
| Budget Calendar | The schedule of key dates involved in the process of adopting and executing an adopted budget. |
| Budget Document | The official written statement of the annual fiscal year financial plan for the County as presented by the County Administrator. |
| Budget Hearing | The public hearing conducted by the Board of County Commissioners to consider and adopt the annual budget. |
| Budget Message | A brief written statement presented by The County Administrator to explain principal budget issues and to provide policy recommendations to The Board of County Commissioners. |
| Capital Improvements Budget | A financial plan for the construction or acquisition of capital improvements adopted as part of the annual budget. |
| Capital Improvement Plan | A statement of the County's policy regarding long-range physical development for the next 20 years, incorporating the 6-year Capital Improvement Program and the following 14-year period of the Capital Needs Assessment (i.e. years 7 through 20.) |
| Capital Improvement Program (CIP) | The initial 6-year period of the Capital Improvement Plan that forecast spending for all anticipated capital projects and is a link between the County's Comprehensive Plan and its fiscal planning process. |
| Capital Maintenance or Replacement Project (CMP) | A non-recurring project to repair, maintain or replace existing capital facilities for the purpose of protecting the County's investment in the facility and minimizing future maintenance and replacement costs. Capital maintenance/replacement projects must have expenditure intervals greater than five years, and individual projects may have values below \$100,000. |



Terms

Definition

Capital Needs Assessment (CNA)

The 14-year period of the Capital Improvement Plan (i.e. years 7 through 20) which helps identify County capital needs beyond the initial 6-year horizon of the Capital Improvement Program. This assessment plan is updated every two years as part of the County's planning process and helps form the basis for the 6-year CIP as projects are brought forward. Projects included in the CNA are not balanced to revenues but are viewed as potential projects in the planning stage.

Capital Outlay

Appropriation for the acquisition or construction of physical assets.

Capital Project

A planned expense for a facility or physical item exceeding \$100,000, having a useful lifespan of 10 years or more (except for technology products) and meeting one or more of the criteria set forth in the policy.

Capital Project Funds

These funds account for the financial resources to be used for the acquisition and/or construction of major capital facilities, other than those financed by proprietary funds. Each year the County appropriates money for the work to be completed that fiscal year. Total project funding is carried forth until the project is completed, regardless of the number of years. Examples include fire stations, parks and recreation centers, technology infrastructure, etc.

Central and Indirect

Indirect costs or expenses charged by support departments (i.e. Human Resources, Purchasing, Information Technology, Facilities, etc) for services performed or for expenditures of a general nature which are allocated to other departments or divisions by a specified formula.

Charlotte County Utilities (CCU)

The water and sewer utility in Charlotte County servicing residential and commercial within the district.

CityWorks

Asset management system used by Charlotte County departments.



Terms

Definition

Coastal and Heartland National Estuary Partnership (CHNEP)

Is a partnership that protects the Charlotte Harbor estuaries from Venice to Estero Bay by improving the ecological integrity of the watershed. This partnership gives citizens, elected officials, resource managers, and commercial and recreational resource users within the 4,400-square-mile study area a voice to address diverse resource management concerns including fish and wildlife habitat loss, water quality and water flow.

Commercial Paper

A competitive short-term loan-financing alternative issued at a variable interest rate. Commercial paper generally offers low-cost borrowing, flexible terms and repayment schedules, and a more simplified application process than other instruments used to finance capital and other government projects.

Community Redevelopment Agencies (CRA)

A separate legal entity from the jurisdiction which establishes the agency and the boundaries of a Community Redevelopment Area. The CRA is responsible for developing and implementing the Community Redevelopment Plan that addresses the unique needs of the targeted area.

Community Reinvestment Act (CRA)

Is a federal law enacted in 1977 to encourage depository institutions to meet the credit needs of the communities where they are chartered, including low- and moderate-income neighborhoods.

Comprehensive Plan

A comprehensive plan is an official public document which is adopted by a local government. The contents of the plan are comprehensive, general, and long range.

Constitutional Officers

The Constitutional Officers, so called because their positions are authorized in the State Constitution, include the Clerk of the Circuit Court, Property Appraiser, Sheriff, Supervisor of Elections, and Tax Collector.

Contingency Reserve

A budgetary reserve to provide for emergency or unanticipated expenditures during the fiscal year.

Connect @ Work

Charlotte County intranet



Terms

Definition

Core Service

A core service is an essential function that breaks down into one or more business processes critical to the successful achievement of outcomes. A major service component of the county which indicates overall management responsibility for a group of related operations that cross functional areas, due to the consistent nature of services performed, to serve a common set of customers and to gain economies of scale. It may have more than one fund as a revenue source for the services it provides.

Coronavirus Aid, Relief, and Economic Security (CARES)

The Coronavirus Response and Consolidated Appropriations Act (2021) provided fast and direct economic assistance for American workers, families, small businesses, and industries.

County Administrator

The Chief Executive Officer of The County appointed by The Board of County Commissioners.

Debt Service

The expense of retiring such debts as loans and bond issues. It includes principal and interest payments, and payments for paying agents, registrars and escrow agents.

Debt Service Fund

An account into which an issuer makes periodic deposits to provide money to pay debt service requirements (for example, principal and interest). The amounts deposited into the debt service fund and payments from it are determined by terms of the bond covenants.

Deficit

The excess of expenditures over revenues during a fiscal year.

Department

A basic organizational unit of the County, which is functionally unique in its service delivery.

Depreciation

The periodic expiration of an asset's useful life. Depreciation is a requirement in proprietary type funds (such as enterprise and internal service funds).

Division

An organizational unit of the County responsible for carrying out a major governmental function, such as Public Works or Community Development.



| Terms | Definition |
|--------------------------------------|--|
| Elected Officials | Elected County and State Government officials other than members of the Board of County Commissioners. They include the Clerk of the Circuit Court, Property Appraiser, Sheriff, Supervisor of Elections, and Tax Collector, members of the Charter Review Board, Public Defender, and State Attorney. |
| Encumbrance | The commitment of appropriated funds to purchase an item or service. |
| Ending Fund Balance | Funds carried over at the end of the fiscal year. Within the fund, the revenue on hand at the beginning of the fiscal year, plus revenues received during the year, less expenses equals ending fund balance. The Ending Fund Balance becomes the Beginning Fund balance in the next fiscal year. |
| Enterprise Fund | A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business enterprise, i.e., through user charges. |
| Exempt, Exemption, Non-Exempt | Amounts determined by State law to be deducted from the assessed value of property for tax purposes. Tax rates are applied to the balance, which is called the non-exempt portion of the assessment. A 1980 amendment to the Florida Constitution sets the exemptions for homesteads at \$25,000. That means that a homeowner with property assessed at \$50,000 would have to pay taxes on \$25,000 of the assessment. Eligible homeowners must apply for the exemptions by March 1 of the first year of residence; thereafter renewal is automatic. Other exemptions apply to agricultural land and property owned by widowers, the blind, the permanently and very disabled people who meet certain income criteria, and disabled veterans. |
| Expenditure | Decreases in financial resources for the procurement of assets or the cost of goods and/or services received. |
| Expenditure Category | A basis for distinguishing types of expenditures. |



Terms

Definition

Federal Emergency Management Agency (FEMA)

Is an agency of the United States Department of Homeland Security (DHS), initially created under President Jimmy Carter by Presidential Reorganization Plan No. 3 of 1978 and implemented by two Executive Orders on April 1, 1979. The agency's primary purpose is to coordinate the response to a disaster that has occurred in the United States and that overwhelms the resources of local and state authorities.

Federal Insurance Contributions Act (FICA)

Social Security taxes.

Federal Transit Administration (FTA)

Provides financial and technical assistance to local public transit systems, including buses, subways, light rail, commuter rail, trolleys and ferries.

Fee for Service

A charge for a given product or service based on the calculated costs of delivering the product or service to the customer.

Final Millage

The tax rate adopted in the final public budget hearing of a taxing authority.

Fire Protection District

A designated area in the county where non-ad valorem revenues are collected from property owners to finance fire suppression services.

Fiscal Year (FYXX)

The annual budget year for the County which runs from October 1 through September 30. The abbreviation used to designate this accounting period is FY.

Fixed Assets

Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, improvements other than buildings, i.e., recreation facilities, parking lots, etc.; machinery and equipment with a life expectancy of one year or more.

Florida Department of Transportation (FDOT)

Is a decentralized agency charged with the establishment, maintenance, and regulation of public transportation in the state of Florida.



Terms

Definition

Fringe Benefits

Compensation that an employer contributes to its employees such as social security, retirement, life/health insurance and training supplements.

Full Time Equivalent (FTE)

A full-time position requires 80 or more hours per pay period (14 days), and is considered 1.00 FTE or one full time position.

Function

A major class or grouping of tasks directed toward a common goal, such as improvements to the public safety, improvement of the physical environment, etc. For the purposes utilized in budgetary analysis, the categories of functions have been established by the State of Florida and financial reports must be grouped according to those established functions.

Fund

A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Balance

The excess of fund assets over liabilities. These unspent funds can be included as revenue in the following year's budget. A negative fund balance is sometimes referred to as a deficit.

Gas Tax

All gas tax is collected by the State of Florida Department of Revenue. The revenue from each is distributed, less a service fee, to the counties according to a specific formula.

General Fund

The governmental accounting fund supported by ad valorem (property) taxes, licenses and permits, service charges, and other general revenues to provide countywide operating services. This may be referred to as the Operating Fund.



Terms

Definition

Generally Accepted Accounting Principles (GAAP)

Uniform minimum standards to financial accounting and reporting. Adherence to GAAP assures that financial reports of all state and local governments – regardless of jurisdictional legal provisions and customs – contain the same types of financial statements and disclosures, for the same categories and types of funds and account groups, based on the same criteria.

Goal

A statement that describes the purpose toward which an endeavor is directed, such as a target or target area.

General Obligation Bond (GOB)

The GOB is a 25 year bond repaid through an additional percentage on the property tax bill and requires voter approval.

Government Finance Officers Association (GFOA)

Is the professional association of state/provincial and local finance officers in the United States and Canada, and has served the public finance profession since 1906. More than 16,800 GFOA members are dedicated to the sound management of government financial resources.

Grant

A contribution of assets (usually cash) by one governmental unit or other organization to another made for a specified purpose.

Habitat Conservation Plan (HCP)

Is a planning document that guides the protection and enhancement of habitats for endangered or threatened species.

Half-Cent Sales Tax

A tax collected by the State of Florida and distributed to local governments based on the amount of taxable sales within each county. All municipal and County governments share the proceeds based on a population-based distribution formula.

Homestead Exemption

Refer to definition for exempt, exemption, non-exempt.



Terms

Definition

Impact Fees

Is a one-time fee imposed by a local government on a new development project to pay for the public services and infrastructure needed to serve that project. The fee is based on the cost of the public facilities and the size and scope of the development. Impact fees help to reduce the economic burden on the local jurisdiction that will see population growth as the result of the new development.

Incorporated Area

That portion of the County, which is within the boundaries of a municipality.

Independent Agencies

A variety of agencies, councils, and other organizational entities responsible for administering public policy functions independently of the Constitutional Officers and County Administrator. These entities are subject to Board of County Commissioner appropriation, but operate under the purview of a legislative/policy making body other than the Board of County Commissioners.

Indirect Costs

Costs associated with, but not directly attributable to the providing of a product or service. These are usually costs incurred by other departments in the support of operating departments.

Inflation

Is a rise in prices, which can be translated as the decline of purchasing power over time. The rate at which purchasing power drops can be reflected in the average price increase of a basket of selected goods and services over some period of time. The rise in prices, which is often expressed as a percentage, means that a unit of currency effectively buys less than it did in prior periods.

Infrastructure

The basic facilities and services needed for a functioning community such as buildings, water, roads, communication systems and public institutions such as schools and prisons.

Infrastructure Surtax

A one-cent sales tax levied by Charlotte County for the purpose of construction, reconstruction, or improvements of public facilities, pursuant to Chapter §212.055, Florida Statutes.

Interest Earnings

Revenue earned on invested and idle funds.



Terms

Definition

Inter-fund Transfers

Budgeted amounts transferred from one governmental accounting fund to another for work or services provided. These represent a "double counting" of expenditures. Therefore, these amounts are deducted from the total County operating budget to calculate the "net" budget.

Intergovernmental Revenue

Revenue received from another government unit for a specific purpose.

Internal Service Fund

A governmental accounting fund used to account for the financing of goods or services provided by one County department to another on a cost reimbursement basis.

Key performance indicator (KPI)

Refer to a set of quantifiable measurements used to gauge a company's overall long-term performance. KPIs specifically help determine a company's strategic, financial, and operational achievements, especially compared to those of other businesses within the same sector.

Level of Service (LOS)

Service that comprises actual output of a given program. Focus is on results as indicated by certain units of measure.

Levy

To impose taxes, special assessments, or service charges; or, another term used for millage rate.

Lighting Improvement District (LID)

Compulsory levies against certain properties to defray all or part of the cost of specific lighting (street lighting and traffic signals) improvements or services presumed to be of general benefit to the public and of special benefit to the assessed property.

Line of Sight

To see the connection between the work that is done and the county's goal.

Line Item Budget

A budget that lists each account category separately along with the dollar amount budgeted for each account, such as office supplies, overtime, or rolling stock purchases.



Terms

Definition

Local Option Sales Tax

A local option sales tax is often used as a means of raising funds for specific local or area projects, such as improving area streets and roads, or refurbishing a community's downtown area. LOSTs are always appended onto a state's base sales tax rate, most commonly at a rate of 1%.

Long-Term Debt

Debt with a maturity of more than one year after the date of issuance.

Maintenance, Repair and Overhaul (MRO)

Refers to the equipment, tools and activities associated with the daily operations of a business.

Mandate

Any responsibility, action, or procedure that is imposed by one sphere of government on another through constitutional, legislative, administrative, executive, or judicial action as a direct order, or that is required as a condition of aid.

Mill, Millage

1/1000 of one dollar; used in computing taxes by multiplying the rate times taxable value divided by 1,000. Example: millage rate of \$5.60 per thousand; taxable value of \$50,000 = $(\$50,000/1,000) \times \$5.60 = \$280.00$

Mission Statement

A brief statement of the purpose of a company, organization, or group.

Modified Accrual Basis of Accounting

Under the modified accrual basis, revenues are recognized when they are both measurable and available. Revenues are considered measurable if the amount of the transaction can be reasonably determined. Expenditures are normally recognized when the related liability is incurred. There are, however, several important exceptions to this rule: (1) inventories of materials and supplies which may be considered expenditures either when purchased or when used; (2) prepaid insurance and similar items which need not be reported; (3) accumulated unpaid vacation, sick pay, and other employee benefit amounts which need not be recognized in the current period, but for which larger-than-normal accumulations must be disclosed in the notes to the financial statements; (4) principal and interest on long-term debt which are generally recognized when due. All governmental funds and Expendable Trust Funds are accounted for using the modified accrual basis of accounting.



Terms

Definition

Municipal Services Benefit Unit (MSBU)

A specific taxing unit established by the Board of County Commissioners, via an adopted ordinance, which derives a specific benefit for which a levy or special assessment is imposed to defray part or all of the cost of providing that benefit.

Municipal Services Taxing Unit (MSTU)

A specific taxing unit established by the Board of County Commissioners, via an adopted ordinance, which derives an indirect benefit for which an ad valorem tax levy is imposed to defray part or all of the cost of providing that benefit.

National Fire Protection Association (NFPA)

Is an American association that creates standards and codes for use by local governments. Most of these codes are safety related, including building codes, hazardous response procedures and codes that dictate the type of equipment local firefighters should use.

Net Budget

The legally adopted budget, less any double counts required by fund accounting. For example, transfers between funds can appear in the budgets of both funds and therefore inflate the budget total. Other categories include internal service charges, reserves, debt proceeds and other miscellaneous amounts.

Non-Ad Valorem

An assessment that is not tied to the value of personal or real property, but which derives a benefit, as part of the tax bill.

Object Code

An account to which an expense or expenditure is recorded in order to accumulate and categorize the various types of payments that are made by governments. These are normally grouped into Personal Services, Operating Expenses, Capital Outlay, and Other categories for budgetary analysis and financial reporting purposes. Certain object codes are mandated by the State of Florida Uniform Accounting System.

Objective

A defined method to accomplish an established goal.

One Charlotte, One Water

One Charlotte, One Water is the holistic approach to water quality Charlotte County takes to ensure its policies and practices contribute to the long-term health, enjoyment, and availability of our water. It treats all water – our harbor, rivers, bays, canals, creeks, potable water, wastewater, stormwater, reclaimed water – as one water.



Terms

Definition

| | |
|---|--|
| Operating Expenses | Also known as Operating and Maintenance costs, these are expenses of day-to-day operations such as office supplies, maintenance of equipment, and travel; and exclude capital costs. |
| Other Expenditures | These include items of a non-expense or expenditure nature such as reserves and/or transfers to other funds. |
| Other Revenues | These include revenues unearned in the current fiscal year, such as fund balance or prior year reimbursements. |
| Peace River Manasota Regional Water Supply Authority (PRMRWSA) | Is a regional water supply authority that provides wholesale drinking water to its member counties and the City of North Port supporting the region's economy and quality of life. The Authority is an independent special district created and existing pursuant to Florida Statutes and interlocal agreement between Charlotte, DeSoto, Manatee and Sarasota Counties. |
| Performance Based Budgeting | The practice of developing budgets based on the relationship between program funding levels and expected results from that program. The performance-based budgeting process is a tool that program administrators can use to manage more cost-efficient and effective budgeting outlays. |
| Performance Measures | Specific qualitative and/or quantitative measures of work performed as an objective of a department. |
| Personal Property | Livestock, commercial equipment and furnishings, attachments to mobile homes, railroad cars, and similar possessions that are taxable under state law. |
| Personal Services | Costs related to compensating employees, including salaries and wages and fringe benefit costs. |
| Property Appraiser | The elected county official responsible for setting property valuations for tax purposes and for preparing the annual tax roll. |



Terms

Definition

Property Tax

Refer to definition for ad valorem tax.

Property Valuation

Is a way of determining how much a property is worth for various purposes, such as selling, buying, mortgaging, or taxing. Property valuation is usually done by a professional surveyor who assesses the property's location, condition, and other factors, and then produces a valuation report. Property valuation is also known as appraisal, which is an opinion or estimate of a property's market value as of a specific date.

Proposed Millage

The tax rate certified to a property appraiser by each taxing authority within a county. The proposed millage is to be sent to the County Property Appraiser within thirty-five days after a county's tax roll is certified by the State Department of Revenue and listed on notices sent to property owners. No taxing authority may approve a tax rate that is larger than the one it originally proposed.

Proprietary Funds

See Enterprise Funds or Internal Service Funds.

Pro-rate

A budgetary convention (used in Community Development and Fire Administration) that allows for centralized departmental services to be budgeted for in one cost center, with the actual costs being allocated to the specific users of the service in other cost centers. This is technically accomplished by appropriating a negative amount for the total central departmental service. An allocation of the central service's total appropriation is then budgeted in each of the user cost centers, thereby reflecting the total cost to that particular function.

Public Assistance

Is a term for government aid to people who are in need, such as the poor, the elderly, the disabled, or the victims of a disaster. Public assistance can be either cash assistance or in-kind benefits, such as food, housing, or health care. Public assistance programs can be classified into two types: social welfare programs, which are based on need and eligibility, and social insurance programs, which are based on contributions and entitlement.

Real Property

Land, the buildings, and other structures attached to it that are taxable under state law.



Terms

Definition

Remaining useful life (RUL)

The useful life left on an asset at a particular time of operation. It is a subjective estimate of the number of remaining years that an item, component, or system is estimated to be able to function in accordance with its intended purpose before warranting replacement. Useful life does not necessarily indicate time to failure and often indicates the time remaining until the cost of the risk of the part failing exceeds the cost of maintenance.

Reserve

An account used to indicate that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

Revenue

Funds that a government receives as income. These receipts may include tax payments, interest earnings, service charges, grants, and intergovernmental payments.

Revenue Bonds

Bonds usually sold for constructing a capital project that will produce revenue for the governmental unit issuing the bonds. The revenue is used to pay for the principal and interest of the bonds.

Revised Budget or Amended Budget

The current year adopted budget adjusted to reflect all budget amendments approved by the Board of County Commissioners.

Rolled Back/Roll Back Rate

That millage rate which, when multiplied times the tax roll, exclusive of new construction added to that tax roll, would yield the same amount of revenue for the taxing authority as was yielded by the millage rate levied in the previous year. In normal circumstances, as the tax roll rises by virtue of reassessment, the rolled back rate will be slightly lower than the previous year's millage levy. This reduced rate multiplied by the value of the new construction/annexations added to the roll during the year provides the only source of additional tax revenue if the rolled back rate is levied.

Sales Tax

Is a tax levied on the sale of goods and services. It is a type of consumption tax, meaning it taxes people for spending money. It is also a type of indirect tax, which means it isn't paid directly to the government like income tax is. The tax is usually calculated as a percentage of the purchase price and collected by the seller.



Terms

Definition

Self Insured

Self-insured or self-insurance is a practice or technique of setting aside a pool of money out of one's income or funds to be used to remedy an unexpected loss, rather than purchasing an insurance policy from a third party.

Service Level

A defined level of service provided and its priority if a possible service reduction of resources is necessary for another purpose.

Southwest Florida Water Management District (SWFWMD)

Is a regional governmental authority involved in many aspects of water management, including: water use regulation and permitting, water shortage and water conservation planning, water supply and water-research assistance, aquatic plan control, hydrologic investigations, land acquisition and management, and structurally and nonstructural forms of flood control.

Special Assessment

A compulsory levy imposed on certain properties to defray part, or all, of the cost of a specific improvement or service deemed to primarily benefit those properties.

Special Revenue Fund

A governmental accounting fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

State Shared Revenues

Revenues collected by the State and proportionately shared with counties and/or municipalities on the basis of specific formulas. Such revenues include Intangible Personal Property Taxes, Insurance Agents County Licenses, Mobile Home Licenses, Alcoholic Beverage Licenses and Local Government Half-Cent Sales Tax.

Statute

A written law enacted by a duly organized and constituted legislative body.

Strategic Focus Areas

When you are building your strategic plan, the first thing that you need is a vision. Your vision statement tells you what you ultimately want to achieve as an organization, and the strategic plan is supposed to spell out the steps to be taken to achieve that vision. Therefore, your strategic focus areas are an expansion of your vision statement.



Terms

Definition

| | |
|------------------------------|---|
| 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. |
| Strategic Plan | Is a process used by organizations to identify their goals, the strategies necessary to accomplish those goals and the internal performance management system used to monitor and evaluate progress. |
| Tax Base | The total property valuations on which each taxing authority levies its tax rates. |
| Tax Rate | The amount of tax stated in terms of a unit of the tax base; for example, five mills equal five dollars per thousand of taxable value. |
| Tax Roll | The certification of assessed/taxable values prepared by the Property Appraiser and presented to the taxing authority by July 1 (or later if an extension is granted by the State of Florida) each year. |
| Tax Year | The calendar year in which ad valorem property taxes are levied to finance the ensuing fiscal year budget. For example, the tax roll for the 2023 calendar year would be used to compute the ad valorem taxes levied for the FY24 budget. |
| Taxable Valuation | The value used for computing the ad-valorem taxes levied against property. The taxable value is the assessed value less any exemptions allowed by law. The most common exemption is the \$25,000 homestead exemption allowed if the owner uses the property as the principle residence. There are also exemptions for disability, government owned and non-profit owned property. |
| Taxable Value | The assessed value of property minus any authorized exemptions (agricultural, homestead exemption). This value is used to determine the amount of property (ad valorem) tax levied. |



Terms

Definition

Taxes

Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges as, for example, sewer services charges.

Taxing Authority

A statutory authority given to a governmental body to levy and collect taxes for public purposes, such as the County School Board.

Tentative Millage

The tax rate adopted in the first public budget hearing of a taxing agency. Under state law, the agency may reduce, but not increase, the tentative millage during the final budget hearing.

Tipping Fees

The charges at the landfill for solid waste and yard waste disposal. There is a fee schedule for residential fees (which the County pays to itself and collects from the residents through the special assessment), commercial fees, and fees to the municipality.

Transfers In/Out

Amounts transferred from one fund to another to assist in financing the services of the recipient fund. Transfers do not constitute revenues or expenditures of the governmental unit but only of the individual funds. Thus, they are budgeted and accounted for separately from other revenues and expenditures.

TRIM Notice

"True Rate In Millage," a tentative tax notice sent to all property owners in August to provide information reflecting tentatively adopted millage rates.

Trust and Agency Funds

These funds are custodial (used to account for assets held by a government in a trustee capacity). They are generally limited to instances where legally mandated, or where a formal legal trustee relationship exists. Principal and interest in these funds may be expended in the course of their designated operations.



Terms

Definition

Truth Rate In Millage (TRIM)

Is a process that informs taxpayers and the public about the legislative process by which local taxing authorities determine ad valorem (property) taxes. It is a 1980 Florida law that changed the budget process for local taxing governments. The process establishes the statutory requirements that all taxing authorities levying a millage must follow, including all notices and budget hearing requirements.

Truth Rate In Millage Law

The Property Appraiser sends a Truth Rate In Millage Notice to all property owners as required by law, usually each August. The TRIM Notice tells property owners the taxable value of their property and provides information on proposed millage rates and taxes as estimated by each Charlotte County taxing authority which includes the County Commission, School Board, cities, etc. The TRIM Notice also gives property owners information on proposed millage rates and taxes as estimated by the county's taxing authorities. It also states when and where these authorities will hold public meetings to discuss tentative budgets and set the final tax millage rates. A 1980 law enacted by the Florida legislature that changed the budget process for local taxing agencies. It was designed to keep the public informed about the taxing intentions of the various taxing authorities.

Unencumbered Balance

The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of funds still available for future needs.

Uniform Accounting System

The chart of accounts prescribed by the Office of the State Comptroller designed to standardize financial information to facilitate comparison and evaluation of reports.

Unincorporated Area

That portion of the County, which is not within the boundaries of any municipality.

User Fees

The fees charged for direct receipt of a public service.

Voted Millage

Property tax levies authorized by voters within a taxing authority. Bond issues that are backed by property taxes are a common form of voted millage in the State of Florida. Such issues are called general obligation bonds.



CHARLOTTE COUNTY

ACRONYMS



The Utilities Department provides potable water, wastewater treatment and disposal, plus reclaimed water for irrigation, serving over 60,000 homes and business throughout the county.

**Terms****Definition**

| | |
|--------------|--|
| ACFR | Annual Comprehensive Financial Report |
| ACRP | Ann and Chuck Dever Regional Park |
| ADA | Americans with Disabilities Act |
| ADE | Automated External Defibrillator |
| AGRF | Accrued Guaranteed Revenue Fee |
| AP/AR | Accounts Payable/Accounts Receivable |
| APWA | American Public Works Association |
| ARFF | Aircraft Rescue and Fire Fighting |
| ARPA | American Rescue Plan Act |
| BCC | Board of County Commissioners |
| BCS | Building Construction Services |
| CARES | Coronavirus Aid, Relief, and Economic Security |
| CCSO | Charlotte County Sheriff's Office |
| CCU | Charlotte County Utilities |
| CHNEP | Coastal and Heartland National Estuary Partnership |



| Terms | Definition |
|--------------|--|
| CIP | Capital Improvement Program |
| CMOM | Capacity Management Operation Maintenance |
| CMP | Capital Maintenance Project |
| CNA | Capital Needs Assessment |
| COAD | Community Organizations Active in a Disaster |
| CPI | Consumer Price Index |
| CRA | Community Redevelopment Agencies |
| CRA | Community Reinvestment Act |
| CTC | Charlotte Technical College |
| DEP | Department of Environmental Protection |
| DRI | Development Regional Impact |
| ECAP | Enterprise Charlotte Airport Park |
| EIP | Equipment Inventory Project |
| EMS | Emergency Management Services |
| EOC | Emergency Operations Center |

**Terms****Definition**

| | |
|-------------|---|
| EST | Extended Spring Training |
| FCC | Federal Communications Commission |
| FDOT | Florida Department of Transportation |
| FEMA | Federal Emergency Management Agency |
| FFL | Florida Friendly Landscape |
| FICA | Federal Insurance Contributions Act |
| FIP | Facility Inventory Project |
| FCL | Florida Complex League |
| FPSC | Florida Public Service Commission |
| FTA | Federal Transit Administration |
| FTE | Full Time Equivalent |
| FWC | Florida Fish and Wildlife Conservation Commission |
| FYE | Fiscal Year End |
| FYXX | Fiscal Year followed by the year 20XX |
| GAAP | Generally Accepted Accounting Principles |



| Terms | Definition |
|--------------|---|
| GFOA | Government Finance Officers Association |
| GIS | Geographic Information Services Group |
| GOB | General Obligation Bond |
| GPS | Global Positioning System |
| HCP | Habitat Conservation Plan |
| HMGP | Hazard Mitigation Grant Program |
| KPI | Key Performance Indicator |
| LID | Lighting Improvement District |
| LMP | Land Management Plans |
| LMS | Learning Management System |
| LOS | Level of Service |
| MPP | Manatee Protection Plan |
| MRO | Maintenance, Repair and Overhaul |
| MSBU | Municipal Service Benefit Unit |
| MSTU | Municipal Service Taxing Unit |



| Terms | Definition |
|----------------|--|
| MVV | Mission, Vision, Values |
| NCS | National Citizen Survey |
| NEP | Nutrition Education Program |
| NFIRS | National Fire Incident Reporting System |
| NFPA | National Fire Protection Association |
| NIMS | National Incident Management System |
| PBB | Performance Based Budget |
| PBC | Port Charlotte Beach Park |
| PGD | Punta Gorda Airport code |
| PIO | Public Information Office |
| PRMRWSA | Peace River Manasota Regional Water Supply Authority |
| Q(X) | Quarter of the Fiscal Year (1-4) |
| RES | Real Estate Services Division |
| ROW | Right Of Way |
| RUL | Remaining Useful Life |



| Terms | Definition |
|---------------|---|
| SOP | Standard Operating Procedure |
| SWFL | South West Florida |
| SWOT | Strengths, Weaknesses, Opportunities, and Threats |
| SWFWMD | Southwest Florida Water Management District |
| TDT | Tourism Developemtn Tax |
| TFA | Transaction Function Activity Code |
| TRIM | Truth Rate In Millage |
| TP | Tringali Park |
| ULV | Ultra Low Volume |
| VCB | Visitor and Convention Bureau |
| WCIND | West Coast Inland Navigational District |

