



# CHARLOTTE COUNTY

Proposed Performance Based Budget  
Summary Sheets

Levels of Service

Department Goals

FY24 & FY25

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Budget and Administrative Services Dept.

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# Administration

# 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 during emergency activation.

## FY 24 - First Year Operating Budget

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

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	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 2,304,171</b>	<b>\$ 2,783,614</b>	<b>\$ 3,052,984</b>	<b>\$ 3,141,835</b>

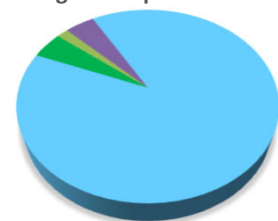
FY24 Budgeted Revenue



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

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	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 2,304,171</b>	<b>\$ 2,783,614</b>	<b>\$ 3,052,984</b>	<b>\$ 3,141,835</b>

FY24 Budgeted Expenditures



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

Positions	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
Full Time	16	17	17	17
Part Time	0	0	0	0
<b>Total</b>	<b>16</b>	<b>17</b>	<b>17</b>	<b>17</b>

## Notes

# 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
<b>Completion of Tasks</b>	Administrator's Evaluation Scores	Administrator's evaluation and report	<b>35.92</b>	<b>36.83</b>	<b>37.40</b>	<b>36.05</b>	<b>36.97</b>	<b>40.00</b>

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
<b>Engagement</b>	# 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 Meeting		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 <sup>1</sup>	Platform analytics/Digital Communications Report	N/A	N/A	N/A	N/A	N/A	48,482,754
Social media engagement-Posts <sup>1</sup>	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	
<b>Availability</b>	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<sup>1</sup>-Jan.-June 2022



**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 enagement 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 on line 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.



**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.

## 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 on 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

# 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.

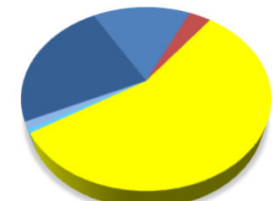
## FY 24 - First Year Operating Budget

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**

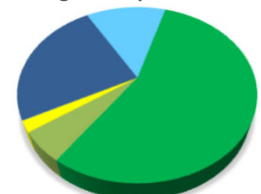
Revenues by Category	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
BCC General Revenues	\$ 11,665,018	\$ 12,946,378	\$ 14,150,038	\$ 14,368,197
Taxes	\$ -	\$ -	\$ -	\$ -
Fees & Assessments	\$ -	\$ -	\$ -	\$ -
State & Federal Revenue	\$ 3,654,554	\$ 2,280,938	\$ 3,184,809	\$ 1,986,347
Charges for Services	\$ 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
<b>Total</b>	<b>\$ 62,182,611</b>	<b>\$ 82,758,267</b>	<b>\$ 93,020,110</b>	<b>\$ 91,960,165</b>

**FY24 Budgeted Revenue**



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
<b>Total</b>	<b>\$ 61,944,538</b>	<b>\$ 82,758,267</b>	<b>\$ 93,020,110</b>	<b>\$ 91,972,097</b>

**FY24 Budgeted Expenditures**



Positions	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
Full Time	116	119	141	141
Part Time	39	2	2	2
<b>Total</b>	<b>155</b>	<b>121</b>	<b>143</b>	<b>143</b>

## Notes

# 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

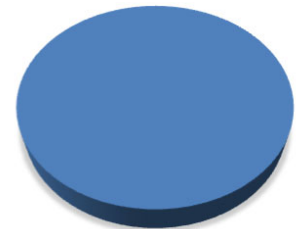
Provides processing, tracking, reporting and support of procurement functions, accounts payable and accounts receivable. Additionally, this group supports the other Fiscal Services core sections and Board Departments.

### 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
<b>Operating Budget</b>	<b>100%</b>	<b>\$3,699,211</b>

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	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 3,053,255</b>	<b>\$ 3,469,646</b>	<b>\$ 3,714,439</b>	<b>\$ 3,838,126</b>

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 Expenses	\$ 12,266	\$ 19,790	\$ 19,790	\$ 19,790
Capital	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -
Debt	\$ 15,228	\$ -	\$ 15,228	\$ 15,228
Transfers	\$ -	\$ -	\$ -	\$ -
Reserves	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 3,053,255</b>	<b>\$ 3,469,646</b>	<b>\$ 3,714,439</b>	<b>\$ 3,838,126</b>

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	37	0	0	0
<b>Total</b>	<b>74</b>	<b>37</b>	<b>43</b>	<b>43</b>

### 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

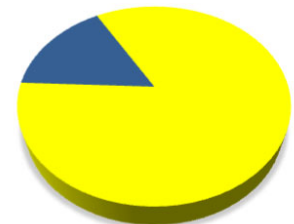
Fleet Management staff is also responsible for two fueling sites with a total capacity of fuel of almost 48,000 gallons county-wide. With a total usage for FY18 at approximately 750,000 gallons, for unleaded and diesel. With over 860 plus vehicles and equipment using the fuel sites and both of them being a 24/7 site.

## FY 24 - First Year Operating Budget

Critical	90%	\$5,704,545
Critical	10%	\$662,135
<b>Operating Budget</b>	<b>100%</b>	<b>\$6,366,680</b>

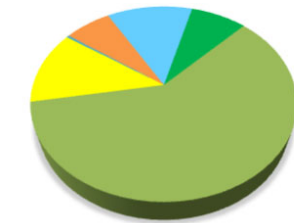
Revenues by Category	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
BCC General Revenues	\$ -	\$ -	\$ -	\$ -
Taxes	\$ -	\$ -	\$ -	\$ -
Fees & Assessments	\$ -	\$ -	\$ -	\$ -
State & Federal Revenue	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ 5,178,912	\$ 5,600,731	\$ 6,588,965	\$ 6,845,328
Misc	\$ (2,003)	\$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

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 Expenses	\$ 4,089,584	\$ 4,395,017	\$ 4,739,473	\$ 4,579,473
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
<b>Total</b>	<b>\$ 5,440,336</b>	<b>\$ 6,834,245</b>	<b>\$ 7,902,745</b>	<b>\$ 7,047,369</b>

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
<b>Total</b>	<b>12</b>	<b>12</b>	<b>14</b>	<b>14</b>

## 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 is 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 at 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
<b>Operating Budget</b>	<b>100%</b>	<b>\$8,823,367</b>

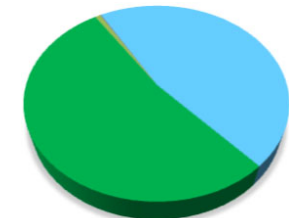
Revenues by Category	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
BCC General Revenues	\$ 7,306,073	\$ 8,031,072	\$ 8,831,573	\$ 8,874,623
Taxes	\$ -	\$ -	\$ -	\$ -
Fees & Assessments	\$ -	\$ -	\$ -	\$ -
State & Federal Revenue	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ -	\$ -	\$ -	\$ -
Misc	\$ 238	\$ -	\$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

FY24 Budgeted Revenue



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 Expenses	\$ 47,647	\$ 71,551	\$ 72,193	\$ 72,193
Capital	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -
Debt	\$ 41,408	\$ -	\$ -	\$ -
Transfers	\$ 8,206	\$ 17,587	\$ 8,206	\$ 8,206
Reserves	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 7,306,312</b>	<b>\$ 8,031,072</b>	<b>\$ 8,831,573</b>	<b>\$ 8,874,623</b>

FY24 Budgeted Expenditures



Positions	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
Full Time	37	40	54	54
Part Time	0	0	0	0
<b>Total</b>	<b>37</b>	<b>40</b>	<b>54</b>	<b>54</b>

## 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

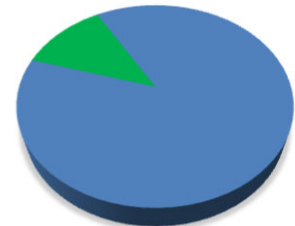
Oversight of the tangible property inventory records, physical inventories and redistribution or disposal of surplus tangible property.

## FY 24 - First Year Operating Budget

State Mandated	91%	\$1,304,198
Locally Mandated	9%	\$130,563
<b>Operating Budget</b>	<b>100%</b>	<b>\$1,434,761</b>

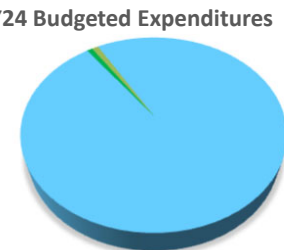
Revenues by Category	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
BCC General Revenues	\$ 1,058,648	\$ 1,147,264	\$ 1,259,761	\$ 1,296,563
Taxes	\$ -	\$ -	\$ -	\$ -
Fees & Assessments	\$ -	\$ -	\$ -	\$ -
State & Federal Revenue	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ -	\$ -	\$ -	\$ -
Misc	\$ 182,629	\$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

FY24 Budgeted Revenue



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	\$ 9,243	\$ 12,025	\$ 13,525	\$ 13,525
Capital	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -
Debt	\$ -	\$ -	\$ -	\$ -
Transfers	\$ -	\$ -	\$ -	\$ -
Reserves	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 1,241,276</b>	<b>\$ 1,322,264</b>	<b>\$ 1,434,761</b>	<b>\$ 1,471,563</b>

FY24 Budgeted Expenditures



Positions	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
Full Time	11	11	11	11
Part Time	1	1	1	1
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

## 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

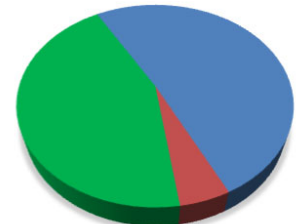
Real Estate Services processes surplus properties for sale by sealed bid from the County's inventory that are needed for any County use.

### FY 24 - First Year Operating Budget

Critical	67%	\$453,102
Critical	25%	\$170,084
Critical	8%	\$57,148
<b>Operating Budget</b>	<b>100%</b>	<b>\$680,334</b>

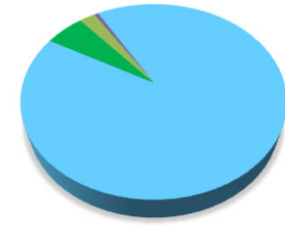
Revenues by Category	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
BCC General Revenues	\$ 250,557	\$ 298,396	\$ 344,265	\$ 358,885
Taxes	\$ -	\$ -	\$ -	\$ -
Fees & Assessments	\$ -	\$ -	\$ -	\$ -
State & Federal Revenue	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ 110,440	\$ 55,000	\$ 40,000	\$ 45,000
Misc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

FY24 Budgeted Revenue



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 Expenses	\$ 5,764	\$ 16,919	\$ 15,806	\$ 15,806
Capital	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -
Debt	\$ -	\$ -	\$ -	\$ -
Transfers	\$ 3,931	\$ 3,931	\$ 3,931	\$ 3,931
Reserves	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 539,010</b>	<b>\$ 653,396</b>	<b>\$ 684,265</b>	<b>\$ 703,885</b>

FY24 Budgeted Expenditures



Positions	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
Full Time	6	6	6	6
Part Time	0	0	0	0
<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

### 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

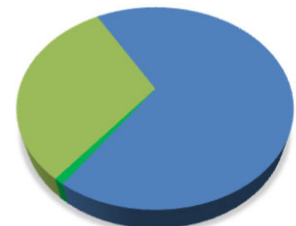
Administration of property and casualty insurance including management of all claims presented to County, safety and loss control activities designed to minimize loss to County, ADA compliance, Drug testing, training, DEP compliance, customer service

### FY 24 - First Year Operating Budget

Locally Mandated	33%	\$14,658,836
State Mandated	67%	\$29,361,692
<b>Operating Budget</b>	<b>100%</b>	<b>\$44,020,528</b>

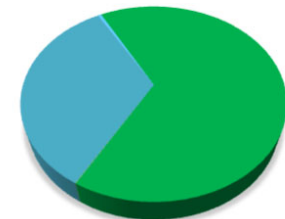
Revenues by Category	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
BCC General Revenues	\$ -	\$ -	\$ -	\$ -
Taxes	\$ -	\$ -	\$ -	\$ -
Fees & Assessments	\$ -	\$ -	\$ -	\$ -
State & Federal Revenue	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ 40,547,693	\$ 41,417,617	\$ 45,247,347	\$ 44,594,841
Misc	\$ 130,007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

FY24 Budgeted Revenue



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 Expenses	\$ 26,387	\$ 27,013	\$ 34,287	\$ 34,387
Capital	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -
Debt	\$ -	\$ -	\$ -	\$ -
Transfers	\$ 3,049	\$ 3,049	\$ 3,049	\$ 3,049
Reserves	\$ -	\$ 19,579,205	\$ 22,061,017	\$ 20,396,630
<b>Total</b>	<b>\$ 40,107,925</b>	<b>\$ 58,994,104</b>	<b>\$ 66,084,594</b>	<b>\$ 66,827,108</b>

FY24 Budgeted Expenditures



Positions	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
Full Time	3	3	3	3
Part Time	0	0	0	0
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

### 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.

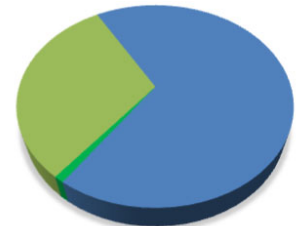
## FY 24 - First Year Operating Budget

Critical 100% \$3,444,165

**Operating Budget 100% \$3,444,165**

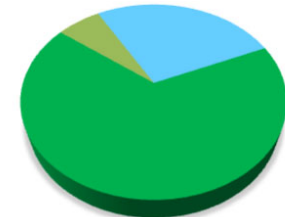
Revenues by Category	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
BCC General Revenues	\$ -	\$ -	\$ -	\$ -
Taxes	\$ -	\$ -	\$ -	\$ -
Fees & Assessments	\$ -	\$ -	\$ -	\$ -
State & Federal Revenue	\$ 3,652,764	\$ 2,280,938	\$ 3,184,809	\$ 1,986,347
Charges for Services	\$ 32,390	\$ 25,000	\$ 25,000	\$ 25,000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

FY24 Budgeted Revenue



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 Expenses	\$ 269,798	\$ 170,135	\$ 219,500	\$ 219,500
Capital	\$ 1,305,219	\$ 108,259	\$ 923,568	\$ -
Other	\$ -	\$ -	\$ -	\$ -
Debt	\$ -	\$ -	\$ -	\$ -
Transfers	\$ -	\$ -	\$ -	\$ -
Reserves	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 4,256,423</b>	<b>\$ 3,453,540</b>	<b>\$ 4,367,733</b>	<b>\$ 3,209,423</b>

FY24 Budgeted Expenditures



Positions	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
Full Time	10	10	10	10
Part Time	1	1	1	1
<b>Total</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>

## Notes

Other Contractual Svcs 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

# Budget and Administrative Services

## Levels of Service - 6 Year Metrics

### FISCAL SERVICES

#### Operation Support

<b>Who is your primary Customer?</b>	Operational Departments, Administration, BCC and Citizens							
<b>What is the primary service they receive from you?</b>	Budget / Financial information and support							
<b>What is the main aspect of the service they care about?</b>	Accuracy, transparency, timeliness							
<b>How do we measure "what customers care about"?</b>	<b>What is (or can be) measured?</b>	<b>What is the source of this data?</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Accuracy</b>	% variance of 3rd Quarter Projections to Actual	Projections report	104.20%	102.21%	100.49%	107.73%	101.69%	102.01%
<b>Transparency</b>	SharePoint Fiscal Budget site visits	Site counter	N/A	5,919	33,453	32,845	33,854	78,571
<b>Timeliness</b>	% 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

<b>Who is your primary Customer?</b>	Operational departments							
<b>What is the primary service they receive from you?</b>	Planning, funding and monitoring of the capital program							
<b>What is the main aspect of the service they care about?</b>	Accuracy, transparency, timeliness							
<b>How do we measure "what customers care about"?</b>	<b>What is (or can be) measured?</b>	<b>What is the source of this data?</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Transparency</b>	# 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
<b>Accuracy</b>	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
<b>Transparency</b>	% of corrections to Non-Ad Valorem Assessment Roll	COC and Final Roll	0.004%	0.006%	0.053%	0.015%	0.013%	0.019%
	% of reports supplied to MSBU committees within set time frames	MSBU submission log	100%	100%	100%	100%	100%	100%
<b>Timeliness</b>	% of CIP monthly reports issued within set time frame	Project status reports	100%	100%	90%	100%	100%	100%

#### Grant Support

<b>Who is your primary Customer?</b>	Operational departments, granting agencies, administration							
<b>What is the primary service they receive from you?</b>	Financial reporting, analysis, and compliance of grant funds							
<b>What is the main aspect of the service they care about?</b>	Compliance, accuracy, transparency and timeliness							
<b>How do we measure "what customers care about"?</b>	<b>What is (or can be) measured?</b>	<b>What is the source of this data?</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Compliance</b>	Number of Fiscal Audit findings (single audit and Grantor monitoring)	Audit reports - manual tracking	0	0	0	0	0	0
<b>Accuracy</b>	% 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%
<b>Transparency</b>	% 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%
<b>Timeliness</b>	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

<b>Who is your primary Customer?</b>	Operational departments, Clerk/Comptroller							
<b>What is the primary service they receive from you?</b>	Accounting and procurement transactions, tracking/reporting							
<b>What is the main aspect of the service they care about?</b>	Accuracy, transparency, timeliness							
<b>How do we measure "what customers care about"?</b>	<b>What is (or can be) measured?</b>	<b>What is the source of this data?</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Accuracy</b>	% of Procurement Card transactions without errors	Procurement Card exceptions reports	99.66%	99.65%	99.74%	99.62%	99.42%	99.49%
<b>Transparency</b>	% of Internal Billing summaries posted on SharePoint within 30 days of end of month	SharePoint	67%	61%	39%	67%	81%	91%
<b>Timeliness</b>	% 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 this 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
Availability	% 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%
Responsiveness to Service Requests	# of Service Requests/Break Fix		7,946	7,079	8,127	10,308	10,026	11,272
	# 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 (smart phones, flip phones, other cellular)		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%
	Accessability to GIS data and licenses	Monitoring scripts, GIS User feedbacks, footprints tickets, GIS data	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?	2017	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 Response	Malware/Spyware/Malicious Sites Blocked	Firewall Reports	N/A	N/A	N/A	308,835,250	15,115,781,460	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	86%	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, RFP, Piggybacks, Sole Source and Miscellaneous		493	594	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 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?	2017	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)	Gehring Group	-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 03/15/2023		\$187,946	\$105,377	\$184,692	\$135,311	\$262,631	\$195,254
Effective	Safety WC Incidents: # of accidents reported		121	137	142	134	100	96
	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
	Average handling time		5:46	5:26	5:53	3:55	2:36	3:34
Timeliness	% 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

**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 failcites.

**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.

## 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.

4 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.



**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 PROGRESS**

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.



**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 Realationship 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 uprade/migration or replacement the the current Utilities billing program and beging 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.

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.
<b>FY22 ACCOMPLISHMENTS:</b>
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.
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**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.

**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 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.

**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, HIPPA 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'.

**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 SuperGrant applications which combine multiple funding sources.

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

# 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.

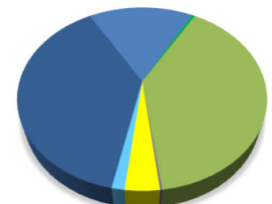
## FY 24 - First Year Operating Budget

16%	\$3,355,483
3%	\$568,721
15%	\$3,152,717
66%	\$13,798,577

**Operating Budget 100% \$20,875,498**

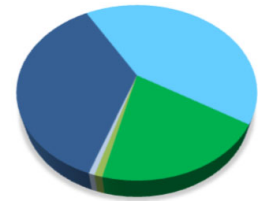
Revenues by Category	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
BCC General Revenues	\$ 3,465,333	\$ 5,452,851	\$ 5,384,117	\$ 5,619,512
Taxes	\$ 48,862	\$ 150,000	\$ 150,000	\$ 150,000
Fees & Assessments	\$ 13,288,561	\$ 8,286,242	\$ 13,090,000	\$ 13,090,000
State & Federal Revenue	\$ 129,390	\$ 70,000	\$ 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
<b>Total</b>	<b>\$ 19,628,342</b>	<b>\$ 30,291,404</b>	<b>\$ 33,112,139</b>	<b>\$ 31,966,324</b>

**FY22 Budgeted Revenue**



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
<b>Total</b>	<b>\$ 14,477,035</b>	<b>\$ 30,291,404</b>	<b>\$ 33,112,139</b>	<b>\$ 31,966,324</b>

**FY22 Budgeted Expenditures**



Positions	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
Full Time	129	133	153	153
Part Time	0	0	0	0
<b>Total</b>	<b>129</b>	<b>133</b>	<b>153</b>	<b>153</b>

## 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

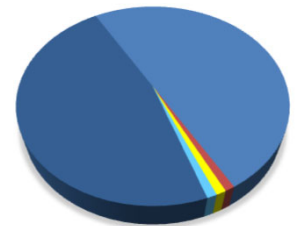
Identify unsafe structures or areas of the County following an emergency event to protect citizens of Charlotte County.

### FY 24 - First Year Operating Budget

State Mandated	95%	\$13,108,648
Critical	5%	\$689,929
<b>Operating Budget</b>	<b>100%</b>	<b>\$13,798,577</b>

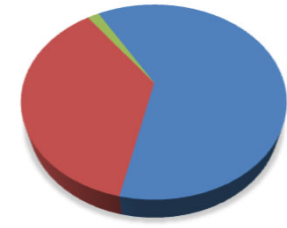
Revenues by Category	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
BCC General Revenues	\$ -	\$ -	\$ -	\$ -
Taxes	\$ 120	\$ -	\$ -	\$ -
Fees & Assessments	\$ 13,247,535	\$ 8,270,742	\$ 13,066,500	\$ 13,066,500
State & Federal Revenue	\$ 79,390	\$ 70,000	\$ 70,000	\$ 70,000
Charges for Services	\$ 53,873	\$ 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
<b>Total</b>	<b>\$ 13,233,989</b>	<b>\$ 23,363,853</b>	<b>\$ 25,981,322</b>	<b>\$ 24,582,112</b>

FY24 Budgeted Revenue



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 Expenses	\$ 209,390	\$ 317,067	\$ 234,144	\$ 234,144
Capital	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -
Debt	\$ 5,606	\$ -	\$ -	\$ -
Transfers	\$ 169,712	\$ 176,889	\$ 169,712	\$ 169,712
Reserves	\$ -	\$ 13,387,096	\$ 12,013,033	\$ 10,505,076
<b>Total</b>	<b>\$ 8,082,682</b>	<b>\$ 23,363,853</b>	<b>\$ 25,981,322</b>	<b>\$ 24,582,112</b>

FY24 Budgeted Expenditures



Positions	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
Full Time	57	77	90	90
Part Time	0	0	0	0
<b>Total</b>	<b>57</b>	<b>77</b>	<b>90</b>	<b>90</b>

### 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

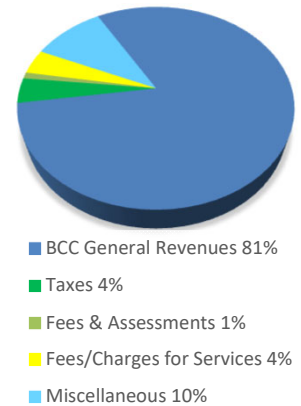
All contracting work completed in compliance with local & state contractor licensing requirements.

### FY 24 - First Year Operating Budget

Locally Mandated	50%	\$1,576,359
Locally Mandated	15%	\$472,908
Locally Mandated	35%	\$1,103,451
<b>Operating Budget</b>	<b>100%</b>	<b>\$3,152,717</b>

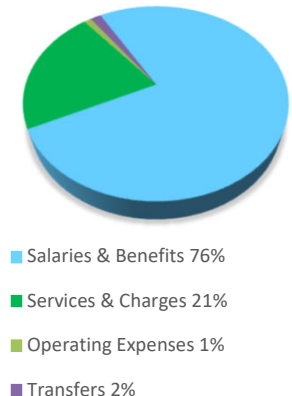
Revenues by Category	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
BCC General Revenues	\$ 1,869,157	\$ 2,436,965	\$ 2,597,298	\$ 2,653,792
Taxes	\$ 48,742	\$ 150,000	\$ 150,000	\$ 150,000
Fees & Assessments	\$ 1,664	\$ -	\$ 2,000	\$ 2,000
State & Federal Revenue	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$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

FY24 Budgeted Revenue



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	\$ 41,703	\$ 29,080	\$ 33,916	\$ 33,916
Capital	\$ -	\$ -	\$ -	\$ 18,000
Other	\$ -	\$ -	\$ -	\$ -
Debt	\$ -	\$ -	\$ -	\$ -
Transfers	\$ 49,581	\$ 64,204	\$ 49,581	\$ 49,581
Reserves	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 2,710,642</b>	<b>\$ 3,039,965</b>	<b>\$ 3,202,298</b>	<b>\$ 3,276,792</b>

FY24 Budgeted Expenditures



Positions	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
Full Time	44	21	25	25
Part Time	0	0	0	0
<b>Total</b>	<b>44</b>	<b>21</b>	<b>25</b>	<b>25</b>

### 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

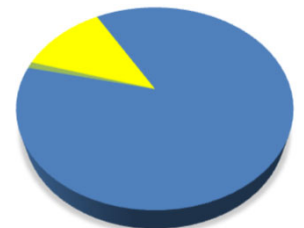
Zoning Regulations; Building Abatement; Local & State Contractor Licensing Requirements

## FY 24 - First Year Operating Budget

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

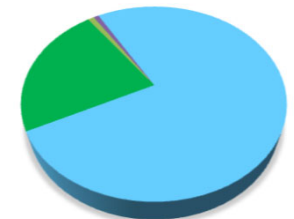
Revenues by Category	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
BCC General Revenues	\$ 3,465,333	\$ 5,452,851	\$ 5,384,117	\$ 5,619,512
Taxes	\$ 48,742	\$ 150,000	\$ 150,000	\$ 150,000
Fees & Assessments	\$ 41,026	\$ 15,500	\$ 23,500	\$ 23,500
State & Federal Revenue	\$ 50,000	\$ -	\$ -	\$ -
Charges for 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	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 6,394,353</b>	<b>\$ 6,927,551</b>	<b>\$ 7,130,817</b>	<b>\$ 7,384,212</b>

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 Expenses	\$ 62,240	\$ 56,947	\$ 61,422	\$ 61,422
Capital	\$ -	\$ -	\$ -	\$ 18,000
Other	\$ -	\$ -	\$ -	\$ -
Debt	\$ -	\$ -	\$ -	\$ -
Transfers	\$ 53,896	\$ 68,519	\$ 53,896	\$ 53,896
Reserves	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 6,394,353</b>	<b>\$ 6,927,551</b>	<b>\$ 7,130,817</b>	<b>\$ 7,384,212</b>

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
<b>Total</b>	<b>72</b>	<b>56</b>	<b>63</b>	<b>63</b>

## Notes



# 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

Maintain the core address data  
Efficient E911 distribution, tax collection & property valuation, school bus routes & connection of utility services.

Internal and Interdepartmental maps, analysis, presentation materials and reports  
Create, maintain, & produce maps, analysis, & reports for internal customers.

External maps, analysis, presentation materials and reports  
Create, maintain, & produce maps, analysis, & reports for external customers.

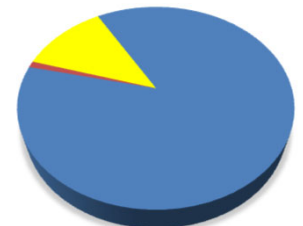
Create and maintain web maps and applications  
Data maintained by SPD is of both a secured and non-secured nature.

## FY 24 - First Year Operating Budget

Critical	25%	\$142,180
State Mandated	25%	\$142,180
Discretionary	25%	\$142,180
Discretionary	25%	\$142,180
<b>Operating Budget</b>	<b>100%</b>	<b>\$568,721</b>

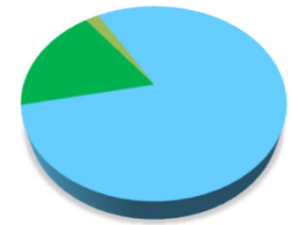
Revenues by Category	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
BCC General Revenues	\$ 444,236	\$ 662,804	\$ 497,021	\$ 511,663
Taxes	\$ -	\$ -	\$ -	\$ -
Fees & Assessments	\$ 1,561	\$ 1,500	\$ 1,500	\$ 1,500
State & Federal Revenue	\$ 50,000	\$ -	\$ -	\$ -
Charges for Services	\$ 121,859	\$ 31,200	\$ 70,200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

FY24 Budgeted Revenue



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 Expenses	\$ 156	\$ 11,500	\$ 11,500	\$ 11,500
Capital	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -
Debt	\$ -	\$ -	\$ -	\$ -
Transfers	\$ -	\$ -	\$ -	\$ -
Reserves	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 617,656</b>	<b>\$ 695,504</b>	<b>\$ 568,721</b>	<b>\$ 583,363</b>

FY24 Budgeted Expenditures



Positions	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
Full Time	8	6	7	7
Part Time	0	0	0	0
<b>Total</b>	<b>8</b>	<b>6</b>	<b>7</b>	<b>7</b>

## 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

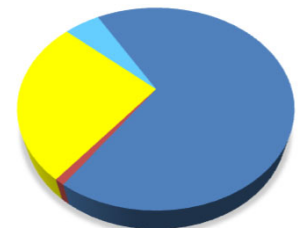
Review & interpret the Zoning Code while meeting local regulations.

### FY 24 - First Year Operating Budget

State Mandated	50%	\$1,677,742
State Mandated	50%	\$1,677,742
<b>Operating Budget</b>	<b>100%</b>	<b>\$3,355,483</b>

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	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 3,066,055</b>	<b>\$ 3,192,082</b>	<b>\$ 3,359,798</b>	<b>\$ 3,524,057</b>

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 Expenses	\$ 20,381	\$ 16,367	\$ 16,006	\$ 16,006
Capital	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -
Debt	\$ -	\$ -	\$ -	\$ -
Transfers	\$ 4,315	\$ 4,315	\$ 4,315	\$ 4,315
Reserves	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 3,066,055</b>	<b>\$ 3,192,082</b>	<b>\$ 3,359,798</b>	<b>\$ 3,524,057</b>

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
<b>Total</b>	<b>20</b>	<b>29</b>	<b>31</b>	<b>31</b>
Proposed New Positions	0	0	0	0

### 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
Timeliness	% 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%
	Number of complaints about unlicensed activity responded to within 1 working day		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%
Transparency / Communication	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

**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 that only has one

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

Standard Operating Procedures 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 has workflows that act as "checklists" for





**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

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.

## 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

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.

# Community Service

# 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.

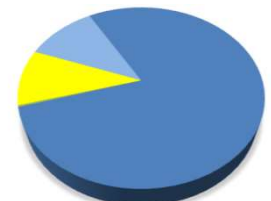
## FY 24 - First Year Operating Budget

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

**Operating Budget 100% \$30,633,527**

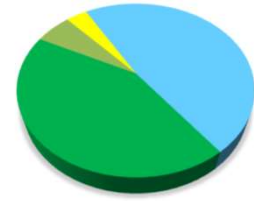
Revenues by Category	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
BCC General Revenues	\$ 19,688,448	\$ 22,633,788	\$ 25,042,911	\$ 25,740,594
Taxes	\$ -	\$ -	\$ -	\$ -
Fees & Assessments	\$ 4,565	\$ 2,000	\$ 2,000	\$ 2,000
State & Federal Revenue	\$ 107,150	\$ 90,000	\$ 98,000	\$ 98,000
Charges for Services	\$ 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	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 25,727,664</b>	<b>\$ 29,594,074</b>	<b>\$ 31,961,501</b>	<b>\$ 32,417,129</b>

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	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 25,623,733</b>	<b>\$ 29,594,074</b>	<b>\$ 31,961,501</b>	<b>\$ 32,417,129</b>

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
<b>Total</b>	<b>225</b>	<b>233</b>	<b>236</b>	<b>236</b>

## 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
<b>Operating Budget</b>	<b>100%</b>	<b>\$2,653,309</b>

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	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 2,506,696</b>	<b>\$ 2,673,637</b>	<b>\$ 2,698,542</b>	<b>\$ 2,765,782</b>

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 Expenses	\$ 85,865	\$ 79,178	\$ 82,630	\$ 82,366
Capital	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -
Debt	\$ -	\$ -	\$ -	\$ -
Transfers	\$ 45,406	\$ 44,683	\$ 45,233	\$ 45,249
Reserves	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 2,402,765</b>	<b>\$ 2,673,637</b>	<b>\$ 2,698,542</b>	<b>\$ 2,765,782</b>

Positions	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
Full Time	3	6	6	6
Part Time	2	2	2	2
<b>Total</b>	<b>5</b>	<b>8</b>	<b>8</b>	<b>8</b>

## 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

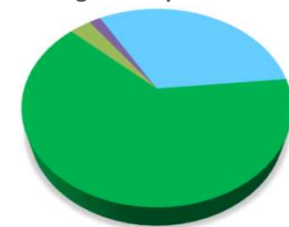


■ BCC General Revenues 7%

■ 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
<b>Operating Budget</b>	<b>100%</b>	<b>\$671,566</b>

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	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 548,354</b>	<b>\$ 675,944</b>	<b>\$ 679,091</b>	<b>\$ 701,243</b>

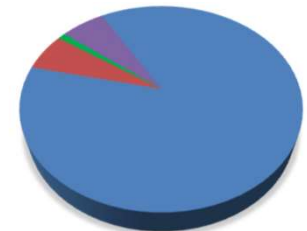
Expenses by Category	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
Salaries & Benefits	\$ 20,084	\$ 52,008	\$ 47,448	\$ 49,529
Services & Charges	\$ 503,046	\$ 590,138	\$ 595,243	\$ 614,865
Operating Expenses	\$ 17,697	\$ 26,410	\$ 28,874	\$ 29,317
Capital	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -
Debt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

Positions	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
Full Time	0	0	0	0
Part Time	0	1	1	1
<b>Total</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>

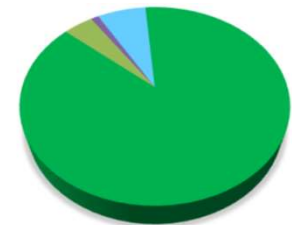
## Notes

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

FY24 Budgeted Revenue



FY24 Budgeted Expenditures



# 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

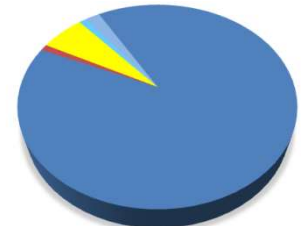
Provide the community access to online materials and resources, programming, and learning opportunities

### 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
<b>Operating Budget</b>	<b>100%</b>	<b>\$6,832,583</b>

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	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 6,205,115</b>	<b>\$ 6,819,704</b>	<b>\$ 7,465,892</b>	<b>\$ 7,627,206</b>

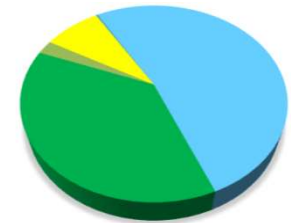
FY24 Budgeted Revenue



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

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 Expenses	\$ 142,002	\$ 150,645	\$ 172,293	\$ 169,390
Capital	\$ 589,285	\$ 596,000	\$ 611,000	\$ 611,000
Other	\$ -	\$ -	\$ -	\$ -
Debt	\$ -	\$ -	\$ -	\$ -
Transfers	\$ 22,469	\$ 20,567	\$ 22,309	\$ 22,341
Reserves	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 6,205,115</b>	<b>\$ 6,819,704</b>	<b>\$ 7,465,892</b>	<b>\$ 7,627,206</b>

FY24 Budgeted Expenditures



- Salaries & Benefits 52%
- Services & Charges 37%
- Operating Expenses 2%
- Capital 8%
- Transfers 1%

Positions	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
Full Time	33	38	38	38
Part Time	30	22	22	22
<b>Total</b>	<b>63</b>	<b>60</b>	<b>60</b>	<b>60</b>

### 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.

# 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
<b>Operating Budget</b>	<b>100%</b>	<b>\$2,168,457</b>

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	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 2,182,674</b>	<b>\$ 2,872,851</b>	<b>\$ 2,199,513</b>	<b>\$ 2,251,715</b>

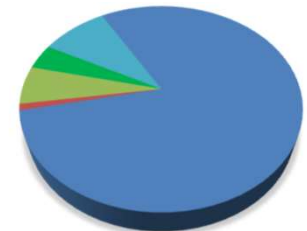
Expenses by Category	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
Salaries & Benefits	\$ 971,077	\$ 1,065,297	\$ 1,110,329	\$ 1,146,416
Services & Charges	\$ 842,060	\$ 1,059,632	\$ 942,262	\$ 950,285
Operating Expenses	\$ 81,252	\$ 101,917	\$ 115,866	\$ 123,947
Capital	\$ 256,924	\$ 615,133	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -
Debt	\$ -	\$ -	\$ -	\$ -
Transfers	\$ 31,360	\$ 30,872	\$ 31,056	\$ 31,067
Reserves	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 2,182,674</b>	<b>\$ 2,872,851</b>	<b>\$ 2,199,513</b>	<b>\$ 2,251,715</b>

Positions	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
Full Time	13	13	13	13
Part Time	0	0	0	0
<b>Total</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>

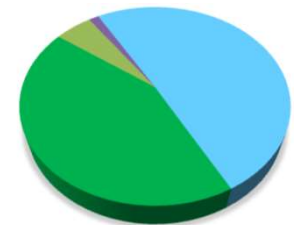
## Notes

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



FY24 Budgeted Expenditures





# 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

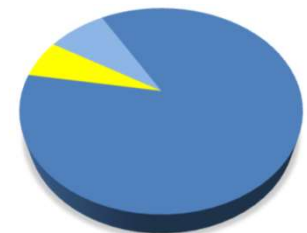
Master planning and outreach, evaluation of parks, park improvements, oversight and implementation of maintenance plan 20%

## FY 24 - First Year Operating Budget

State Mandated	42%	\$3,163,819
State Mandated	41%	\$3,163,819
Locally Mandated	17%	\$1,314,437
<b>Operating Budget</b>	<b>100%</b>	<b>\$7,642,076</b>

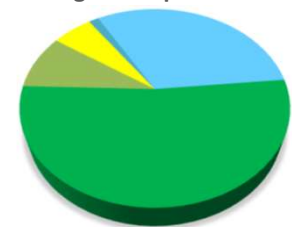
Revenues by Category	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
BCC General Revenues	\$ 6,094,216	\$ 6,270,540	\$ 7,085,359	\$ 7,122,298
Taxes	\$ -	\$ -	\$ -	\$ -
Fees & Assessments	\$ -	\$ -	\$ -	\$ -
State & Federal Revenue	\$ 8,799	\$ -	\$ -	\$ -
Charges for Services	\$ 339,332	\$ 413,500	\$ 496,645	\$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

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	\$ 613,528	\$ 595,056	\$ 743,601	\$ 755,164
Capital	\$ -	\$ -	\$ 472,000	\$ 300,000
Other	\$ -	\$ -	\$ -	\$ -
Debt	\$ -	\$ -	\$ -	\$ -
Transfers	\$ 116,844	\$ 123,288	\$ 116,811	\$ 116,651
Reserves	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 6,644,287</b>	<b>\$ 6,833,612</b>	<b>\$ 8,230,887</b>	<b>\$ 8,068,302</b>

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
<b>Total</b>	<b>35</b>	<b>35</b>	<b>38</b>	<b>38</b>

## 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
<b>Operating Budget</b>	<b>100%</b>	<b>\$10,665,536</b>

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	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 7,640,538</b>	<b>\$ 9,718,325</b>	<b>\$ 10,687,576</b>	<b>\$ 11,002,881</b>

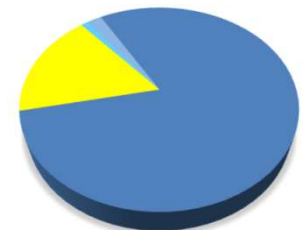
Expenses by Category	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
Salaries & Benefits	\$ 4,360,003	\$ 5,943,123	\$ 6,686,418	\$ 6,942,118
Services & Charges	\$ 2,679,951	\$ 3,119,254	\$ 3,253,735	\$ 3,302,195
Operating Expenses	\$ 579,217	\$ 636,386	\$ 725,383	\$ 736,435
Capital	\$ -	\$ -	\$ -	\$ -
Other	\$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

Positions	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
Full Time	41	58	58	58
Part Time	68	58	58	58
<b>Total</b>	<b>109</b>	<b>116</b>	<b>116</b>	<b>116</b>

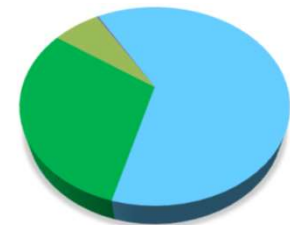
### Notes

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



FY24 Budgeted Expenditures



# 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, comment 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%
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	89%	100%	100%	100%	N/A	100%
Trustworthy & Timely	% of Customer Satisfaction	UF/IFAS County Customer Survey	N/A	N/A	95%	97%	N/A	93%
Participation	Participation	Customer Contacts	223	156	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	4846	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 year	Staff Monthly Report	1,735	1,895	2,107	1,082	928	1,944
Quality and Relevance	Collection turnover ratio	Intergrated Library System Analysis Customer satifaction 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 adhearance 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
Adaquacy	Adherance 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	Facilites Annual Report/ Active	248,767	280,425	348,072	211,280	260,228	263,935



**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 wifi 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.

**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.

**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.

## 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 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.

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
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 ACDRP, 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
	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.



**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 through out 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.

## 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 through out the park system to provide clear and consistent information.

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



**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 Fridays 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

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-

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

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,

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

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

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

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

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

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



County Attorney

**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

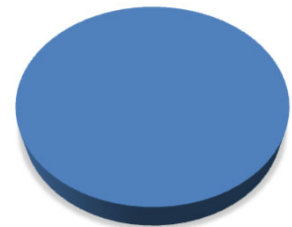
Negotiate, draft, review and oversee execution of all resolutions, ordinances, amendments, pleadings, agreements and contracts to which the County is a party, and prepare any other related documents and correspondences in conformance with all applicable local, state, federal rules and regulations.

**FY 24 - First Year Operating Budget**

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

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	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 1,953,937</b>	<b>\$ 2,111,699</b>	<b>\$ 2,274,539</b>	<b>\$ 2,346,268</b>

FY24 Budgeted Revenue



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	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 1,953,937</b>	<b>\$ 2,111,699</b>	<b>\$ 2,274,539</b>	<b>\$ 2,346,268</b>

FY24 Budgeted Expenditures



Positions	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
Full Time	14	14	14	14
Part Time	0	0	0	0
<b>Total</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>14</b>

**Notes**



## 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 divesture 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).*

County Attorney

# 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 Area

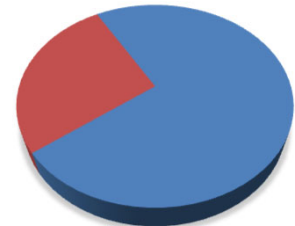
Implement the Community Redevelopment Plans that are adopted by Board of County Commissioners

## FY 24 - First Year Operating Budget

Critical	92%	\$1,212,760
State Mandated	8%	\$109,770
<b>Operating Budget</b>	<b>100%</b>	<b>\$1,322,530</b>

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	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 1,205,937</b>	<b>\$ 1,240,462</b>	<b>\$ 1,326,870</b>	<b>\$ 1,361,815</b>

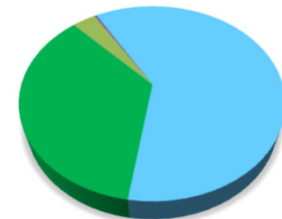
FY24 Budgeted Revenue



■ BCC General Revenues 73% ■ Taxes 27%

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 Expenses	\$ 36,472	\$ 44,220	\$ 45,164	\$ 45,164
Capital	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -
Debt	\$ 33,858	\$ -	\$ -	\$ -
Transfers	\$ 4,340	\$ 4,340	\$ 4,340	\$ 4,340
Reserves	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 1,205,937</b>	<b>\$ 1,240,462</b>	<b>\$ 1,326,870</b>	<b>\$ 1,361,815</b>

FY24 Budgeted Expenditures



■ Salaries & Benefits 61%  
■ Services & Charges 35%  
■ Operating Expenses 3%  
■ 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
<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

## Notes

# ECONOMIC DEVELOPMENT

## Levels of Service - 6 Year Metrics

Economic Development									
<b>Who is your primary Customer?</b>	New businesses interested in relocating to or opening in Charlotte County plus existing businesses considering expansion								
<b>What is the primary service they receive from you?</b>	Site selection, possible financial incentive packages and/or assistance working with Charlotte County								
<b>What is the main aspect of the service they care about?</b>	Help them from the start to the finish line								
<b>How do we measure "what customers care about"?</b>	<b>What is (or can be) measured?</b>	<b>What is the source of this data?</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	
<b>Assistance / Guidance</b>	# 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	
<b>Follow-Through</b>	# 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 TrackingGrants	\$112,373	\$5,026,647	\$1,996,194	\$0	\$0	\$0	

Redevelopment									
<b>Who is your primary Customer?</b>	Charlotte County residents and Businesses (in CRA's)								
<b>What is the primary service they receive from you?</b>	Directions, implementation of redevelopment plans in the most effective way to increase property values								
<b>What is the main aspect of the service they care about?</b>	Making Charlotte County a better place to live								
<b>How do we measure "what customers care about"?</b>	<b>What is (or can be) measured?</b>	<b>What is the source of this data?</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	
<b>Overall Improvements to Charlotte County</b>	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 form 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%	

**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.

## 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

# 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	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 13,330,940</b>	<b>\$ 15,621,196</b>	<b>\$ 15,069,638</b>	<b>\$ 15,318,114</b>

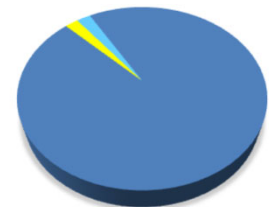
Expenses by Category	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
Salaries & Benefits	\$ 4,344,707	\$ 5,223,912	\$ 5,892,949	\$ 6,065,137
Services & Charges	\$ 8,317,601	\$ 9,986,072	\$ 8,619,164	\$ 8,756,302
Operating Expenses	\$ 279,054	\$ 228,186	\$ 308,246	\$ 311,291
Capital	\$ 10,276	\$ 5,500	\$ 69,395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

Positions	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
Full Time	57	59	62	62
Part Time	0	0	0	0
<b>Total</b>	<b>57</b>	<b>59</b>	<b>62</b>	<b>62</b>

## Notes

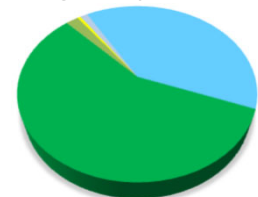
Addition of two FTE during the course of FY22 and FY23. Salaries & Benefits increased due to pay for performance increase as well as the compensation study. Services & Charges decreased due to the movement of inmate health care costs. Capital increased due to the inclusion of a new trailer and recommended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

FY24 Budgeted Revenue



- BCC General Revenues 96%
- Charges for Services 2%
- Miscellaneous 2%

FY24 Budgeted Expenditures



- Salaries & Benefits 39%
- Services & Charges 57%
- Operating Expenses 2%
- Capital 1%
- Transfers 1%

# 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	Building square footage managed	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

**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

# 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

### Employee and Labor Relations

Risk avoidance; EEO-4 reporting; performance mgmnt; 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

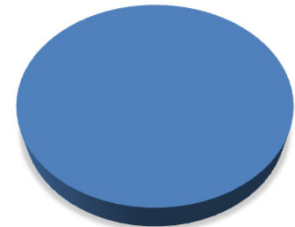
Performance Management, competency development, integration, data collection, succession, and planned interventions. Multiple development opportunities, liability claim prevention, workforce planning & design, team/individual skill/personality assessments, coaching.

## FY 24 - First Year Operating Budget

State Mandated	22%	\$247,252
State Mandated	46%	\$536,099
Critical	32%	\$372,034
<b>Operating Budget</b>	<b>100%</b>	<b>\$1,155,385</b>

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	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 1,083,774</b>	<b>\$ 1,218,915</b>	<b>\$ 1,155,385</b>	<b>\$ 1,196,484</b>

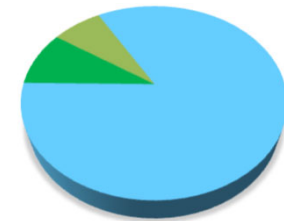
FY24 Budgeted Revenue



■ 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 Expenses	\$ 60,216	\$ 73,000	\$ 83,500	\$ 92,000
Capital	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -
Debt	\$ -	\$ -	\$ -	\$ -
Transfers	\$ -	\$ -	\$ -	\$ -
Reserves	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 1,083,774</b>	<b>\$ 1,218,915</b>	<b>\$ 1,155,385</b>	<b>\$ 1,196,484</b>

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
<b>Total</b>	<b>13</b>	<b>14</b>	<b>14</b>	<b>14</b>

## 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	0	0
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 & 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 & goals.

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

2 Develop a Belonging & 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 & 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

# 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**

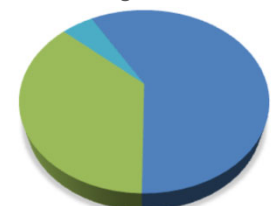
Revenues by Category	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
BCC General Revenues	\$ 4,420,298	\$ 5,031,357	\$ 5,686,920	\$ 5,762,273
Taxes	\$ -	\$ -	\$ -	\$ -
Fees & Assessments	\$ -	\$ -	\$ -	\$ -
State & Federal Revenue	\$ 4,971,480	\$ 2,437,170	\$ 3,538,121	\$ 3,539,604
Charges for Services	\$ -	\$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

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	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 15,132,865</b>	<b>\$ 7,803,969</b>	<b>\$ 9,707,603</b>	<b>\$ 9,785,081</b>

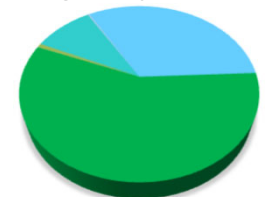
Positions	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
Full Time	29	33	33	33
Part Time	0	0	0	0
<b>Total</b>	<b>29</b>	<b>33</b>	<b>33</b>	<b>33</b>

## 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

### FY 24 - First Year Operating Budget

#### 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

State Mandated	95%	\$1,837,405
Critical	5%	\$96,706
<b>Operating Budget</b>	<b>100%</b>	<b>\$1,934,111</b>

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
<b>Total</b>	<b>\$ 1,928,792</b>	<b>\$ 1,820,362</b>	<b>\$ 1,934,111</b>	<b>\$ 1,935,257</b>

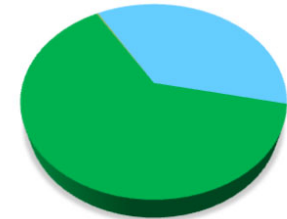
FY24 Budgeted Revenue



- 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 Expenses	\$ 4,897	\$ 5,210	\$ 4,480	\$ 4,480
Capital	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -
Debt	\$ -	\$ -	\$ -	\$ -
Transfers	\$ -	\$ -	\$ -	\$ -
Reserves	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 1,928,792</b>	<b>\$ 1,820,362</b>	<b>\$ 1,934,111</b>	<b>\$ 1,935,257</b>

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
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

### 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 Programs  
Provide financial assistance to eligible applicants for the LIHEAP, EHEAP, and LIHWAP Programs

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

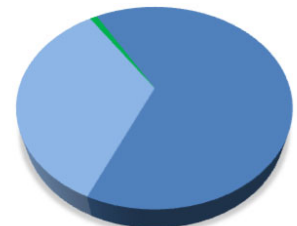
Provide evaluation for Heartship Program  
Provide financial assistance to low-income families

## 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
<b>Operating Budget</b>	<b>100%</b>	<b>\$3,686,490</b>

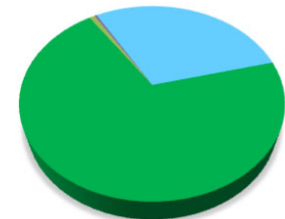
Revenues by Category	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
BCC General Revenues	\$ 1,847,441	\$ 1,984,052	\$ 2,447,229	\$ 2,481,218
Taxes	\$ -	\$ -	\$ -	\$ -
Fees & Assessments	\$ -	\$ -	\$ -	\$ -
State & Federal Revenue	\$ 1,077,652	\$ 605,506	\$ 1,236,511	\$ 1,236,511
Charges for Services	\$ -	\$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

FY24 Budgeted Revenue



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 Expenses	\$ 7,951	\$ 23,787	\$ 29,768	\$ 29,768
Capital	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -
Debt	\$ 5,289	\$ -	\$ -	\$ -
Transfers	\$ 10,904	\$ 12,864	\$ 10,904	\$ 10,904
Reserves	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 2,929,539</b>	<b>\$ 2,592,308</b>	<b>\$ 3,686,490</b>	<b>\$ 3,720,479</b>

FY24 Budgeted Expenditures



Positions	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
Full Time	8	9	9	9
Part Time	0	0	0	0
<b>Total</b>	<b>8</b>	<b>9</b>	<b>9</b>	<b>9</b>

## Notes



# 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

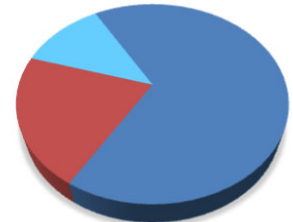
Coordinate integrated client services model to streamline access to community services  
 Convene and coordinate efforts among partner agencies to integrate services to families and children  
Administer the Family Self-Sufficiency, Homeless Prevention, and Juvenile Diversion Programs  
 Provide assistance to low-income families through various Local, State, and Federally funded programs  
Develop, implement, monitor and evaluate all County housing grant 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
<b>Operating Budget</b>	<b>100%</b>	<b>\$3,587,462</b>

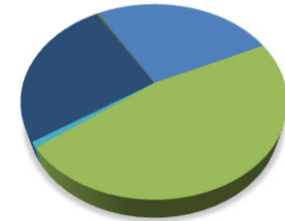
Revenues by Category	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
BCC General Revenues	\$ 1,845,378	\$ 2,058,485	\$ 2,413,040	\$ 2,440,462
Taxes	\$ -	\$ -	\$ -	\$ -
Fees & Assessments	\$ -	\$ -	\$ -	\$ -
State & Federal Revenue	\$ 2,310,218	\$ 540,164	\$ 719,610	\$ 721,093
Charges for Services	\$ -	\$ -	\$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

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	\$ 10,998	\$ 23,468	\$ 33,549	\$ 33,549
Capital	\$ -	\$ -	\$ -	\$ -
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	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 9,872,941</b>	<b>\$ 2,902,841</b>	<b>\$ 3,587,462</b>	<b>\$ 3,617,009</b>

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
<b>Total</b>	<b>8</b>	<b>10</b>	<b>10</b>	<b>10</b>

### 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

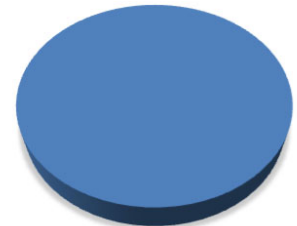
Provide information & assistance to veterans, their dependents, and their survivors  
Provide counseling, maintain database of resources and provide referrals  
Participate and organize veterans' activities in partnership with veteran organizations  
Lead multiple initiatives to expand resources to veterans, family members, caregivers, and survivors  
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
<b>Operating Budget</b>	<b>100%</b>	<b>\$499,541</b>

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	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 401,593</b>	<b>\$ 488,459</b>	<b>\$ 499,541</b>	<b>\$ 512,337</b>

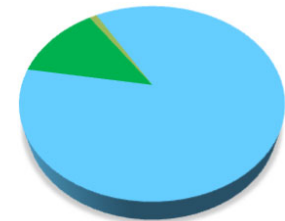
FY24 Budgeted Revenue



■ 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 Expenses	\$ 2,387	\$ 4,566	\$ 5,510	\$ 5,070
Capital	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -
Debt	\$ -	\$ -	\$ -	\$ -
Transfers	\$ -	\$ -	\$ -	\$ -
Reserves	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 401,593</b>	<b>\$ 488,459</b>	<b>\$ 499,541</b>	<b>\$ 512,337</b>

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
<b>Total</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>6</b>

## 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	2019	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 educational/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 surveys; 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

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	99%	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 Veterans 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 (GDGX), [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	



**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. Ground breaking for Phase II took place in November 2021 and construction is 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 for 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

# 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
<b>Total</b>	<b>\$ 53,314,810</b>	<b>\$ 66,251,142</b>	<b>\$ 73,118,358</b>	<b>\$ 79,429,713</b>

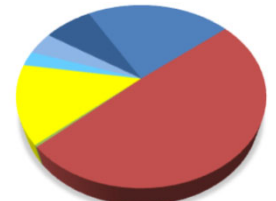
Expenses by Category	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
Salaries & Benefits	\$ 41,144,225	\$ 43,437,271	\$ 48,163,868	\$ 50,783,182
Services & Charges	\$ 8,265,884	\$ 8,933,277	\$ 11,205,436	\$ 11,551,000
Operating Expenses	\$ 2,256,549	\$ 2,282,091	\$ 3,268,861	\$ 3,186,138
Capital	\$ 1,039,172	\$ 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
<b>Total</b>	<b>\$ 52,952,668</b>	<b>\$ 66,251,142</b>	<b>\$ 73,118,358</b>	<b>\$ 79,429,713</b>

Positions	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
Full Time	314	314	350	357
Part Time	1	1	1	1
<b>Total</b>	<b>315</b>	<b>315</b>	<b>351</b>	<b>358</b>

## Notes

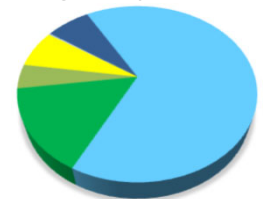
The following pages provide a variance analysis for each division within Public Safety.

**FY24 Budgeted Revenue**



- BCC General Revenues 22%
- Fees & Assessments 50%
- State & Federal Revenue 1%
- Charges for Services 13%
- Miscellaneous 2%
- Transfers 5%
- Beginning Balances 7%

**FY24 Budgeted Expenditures**



- Salaries & Benefits 65%
- Services & Charges 15%
- Operating Expenses 4%
- Capital 7%
- Transfers 1%
- Reserves 8%

# 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.

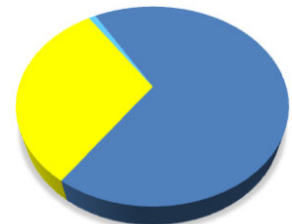
## FY 24 - First Year Operating Budget

State Mandated 100% \$1,599,272

Operating Budget 100% \$1,599,272

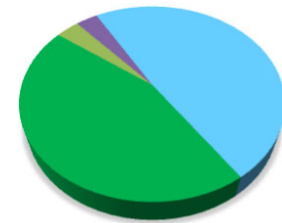
Revenues by Category	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
BCC General Revenues	\$ 901,314	\$ 939,638	\$ 1,131,621	\$ 1,167,082
Taxes	\$ -	\$ -	\$ -	\$ -
Fees & Assessments	\$ -	\$ -	\$ -	\$ -
State & Federal Revenue	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ 482,243	\$ 507,160	\$ 513,700	\$ 526,000
Misc	\$ 6,182	\$ 4,500	\$ 6,000	\$ 6,000
Transfers	\$ -	\$ -	\$ -	\$ -
Beginning Balances	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 1,389,739</b>	<b>\$ 1,451,298</b>	<b>\$ 1,651,321</b>	<b>\$ 1,699,082</b>

FY24 Budgeted Revenue



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 Expenses	\$ 58,005	\$ 32,147	\$ 55,616	\$ 49,416
Capital	\$ 22,045	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -
Debt	\$ -	\$ -	\$ -	\$ -
Transfers	\$ 60,997	\$ 48,729	\$ 52,049	\$ 52,049
Reserves	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 1,389,739</b>	<b>\$ 1,451,298</b>	<b>\$ 1,651,321</b>	<b>\$ 1,699,082</b>

FY24 Budgeted Expenditures



Positions	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
Full Time	8	8	9	9
Part Time	0	0	0	0
<b>Total</b>	<b>8</b>	<b>8</b>	<b>9</b>	<b>9</b>

## 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.



# 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

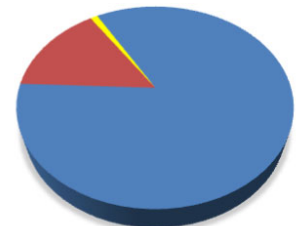
Maintain Local Mitigation Strategy to guide programs and projects that prevent, protect, and minimize the loss from future incidents. Initiates recovery process with State and Federal agencies to ensure County fully recovers reimbursement entitled from emergencies.

### FY 24 - First Year Operating Budget

Critical	56%	\$754,921
State Mandated	31%	\$420,445
State Mandated	13%	\$167,910
<b>Operating Budget</b>	<b>100%</b>	<b>\$1,343,276</b>

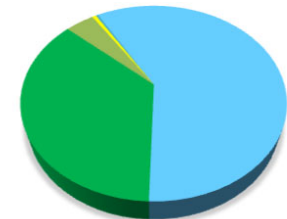
Revenues by Category	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
BCC General Revenues	\$ 441,638	\$ 604,632	\$ 1,145,745	\$ 1,125,605
Taxes	\$ -	\$ -	\$ -	\$ -
Fees & Assessments	\$ -	\$ -	\$ -	\$ -
State & Federal Revenue	\$ 295,924	\$ 204,655	\$ 204,655	\$ 204,655
Charges for Services	\$ 1,039	\$ 5,000	\$ 5,000	\$ 5,000
Misc	\$ -	\$ -	\$ -	\$ -
Transfers	\$ -	\$ -	\$ -	\$ -
Beginning Balances	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 738,601</b>	<b>\$ 814,287</b>	<b>\$ 1,355,400</b>	<b>\$ 1,335,260</b>

FY24 Budgeted Revenue



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 Expenses	\$ 34,431	\$ 45,494	\$ 56,420	\$ 53,020
Capital	\$ -	\$ -	\$ 7,500	\$ 7,500
Other	\$ -	\$ -	\$ -	\$ -
Debt	\$ -	\$ -	\$ -	\$ -
Transfers	\$ 4,624	\$ 7,842	\$ 4,624	\$ 4,624
Reserves	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 738,601</b>	<b>\$ 814,287</b>	<b>\$ 1,355,400</b>	<b>\$ 1,335,260</b>

FY24 Budgeted Expenditures



Positions	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
Full Time	4	4	6	7
Part Time	0	0	0	0
<b>Total</b>	<b>4</b>	<b>4</b>	<b>6</b>	<b>7</b>

### 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.

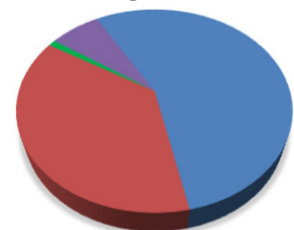
## FY 24 - First Year Operating Budget

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	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 19,971,806</b>	<b>\$ 23,096,196</b>	<b>\$ 26,011,838</b>	<b>\$ 26,208,892</b>

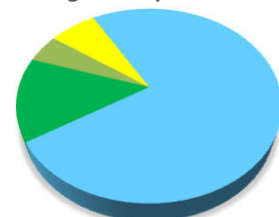
FY24 Budgeted Revenue



- 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	\$ 914,427	\$ 949,790	\$ 1,249,387	\$ 1,202,885
Capital	\$ 20,290	\$ 1,696,500	\$ 1,773,250	\$ 850,728
Other	\$ -	\$ -	\$ -	\$ -
Debt	\$ 25,462	\$ -	\$ -	\$ -
Transfers	\$ 10,437	\$ 4,056	\$ 10,437	\$ 10,437
Reserves	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 19,971,806</b>	<b>\$ 23,096,196</b>	<b>\$ 26,011,838</b>	<b>\$ 26,208,892</b>

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
<b>Total</b>	<b>127</b>	<b>127</b>	<b>144.5</b>	<b>146.5</b>

## 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

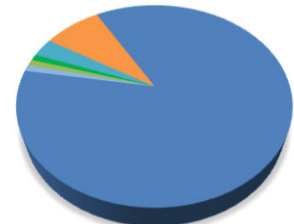
Locally Mandated 100% \$34,106,914

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
<b>Total</b>	<b>\$ 30,491,111</b>	<b>\$ 37,974,080</b>	<b>\$ 41,325,767</b>	<b>\$ 48,180,206</b>

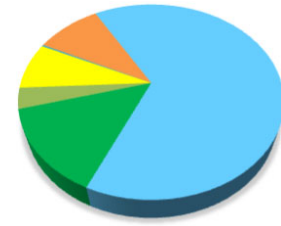
FY24 Budgeted Revenue



## 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
<b>Total</b>	<b>\$ 29,855,509</b>	<b>\$ 37,974,080</b>	<b>\$ 41,325,767</b>	<b>\$ 48,180,206</b>

FY24 Budgeted Expenditures



## 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
<b>Total</b>	<b>173</b>	<b>173</b>	<b>188.5</b>	<b>192.5</b>

## 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.

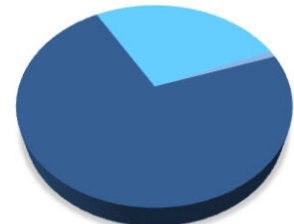
## FY 24 - First Year Operating Budget

Critical 100% \$1,360,552

Operating Budget 100% \$1,360,552

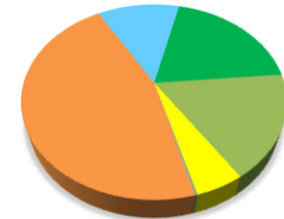
Revenues by Category	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
BCC General Revenues	\$ -	\$ -	\$ -	\$ -
Taxes	\$ -	\$ -	\$ -	\$ -
Fees & Assessments	\$ -	\$ -	\$ -	\$ -
State & Federal Revenue	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ -	\$ -	\$ -	\$ -
Misc	\$ 687,718	\$ 713,798	\$ 768,928	\$ 773,928
Transfers	\$ 35,836	\$ -	\$ 10,000	\$ -
Beginning Balances	\$ -	\$ 2,201,483	\$ 1,995,104	\$ 1,232,345
<b>Total</b>	<b>\$ 723,554</b>	<b>\$ 2,915,281</b>	<b>\$ 2,774,032</b>	<b>\$ 2,006,273</b>

FY24 Budgeted Revenue



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 Expenses	\$ 32,566	\$ 21,879	\$ 475,879	\$ 475,879
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
<b>Total</b>	<b>\$ 997,013</b>	<b>\$ 2,915,281</b>	<b>\$ 2,774,032</b>	<b>\$ 2,006,273</b>

FY24 Budgeted Expenditures



Positions	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
Full Time	3	3	3	3
Part Time	0	0	0	0
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

## Notes

Salaries & Benefits increased due to pay for performance increases as well as the compensation study. Operating Expenses increased due to required radio upgrades for P25 Phase 2 compliance.

# 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?	2017	2018	2019	2020	2021	2022
Funding Opportunities	% of participants in Flood Insurance programs	Community Development	N/A	26%	27%	27%	27%	

### 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		84.4	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*

### 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



**FY24 and FY25 GOALS:**

1 Annual department training for self defense bitestick & 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 low-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 & 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.

**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.

**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.



**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

# 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.

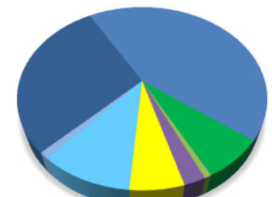
## FY 24 - First Year Operating Budget

30%	\$14,281,396
10%	\$4,797,389
42%	\$19,800,654
18%	\$8,638,403

**Operating Budget 100% \$47,517,842**

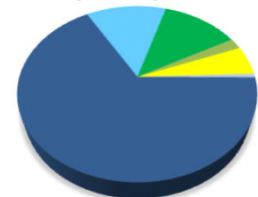
Revenues by Category	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
BCC General Revenues	\$ 2,979,801	\$ 55,426,167	\$ 75,609,866	\$ 66,177,985
Taxes	\$ 10,868,298	\$ 11,459,639	\$ 12,347,403	\$ 14,202,442
Fees & Assessments	\$ 1,412,245	\$ 875,000	\$ 1,335,000	\$ 1,460,000
State & Federal Revenue	\$ 3,528,425	\$ 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
<b>Total</b>	<b>\$ 44,796,147</b>	<b>\$ 139,405,455</b>	<b>\$ 173,619,447</b>	<b>\$ 158,699,250</b>

FY24 Budgeted Revenue



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
<b>Total</b>	<b>\$ 48,312,175</b>	<b>\$ 139,405,455</b>	<b>\$ 173,619,447</b>	<b>\$ 158,699,250</b>

FY24 Budgeted Expenditures



Positions	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
Full Time	213	213	280	280
Part Time	1	1	1	1
<b>Total</b>	<b>214</b>	<b>214</b>	<b>281</b>	<b>281</b>

## 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  
Economic & Community Development

Public Services

## 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.

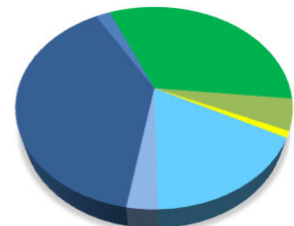
## FY 24 - First Year Operating Budget

State Mandated	71%	\$10,125,510
State Mandated	4%	\$514,130
State Mandated	15%	\$2,185,054
State Mandated	10%	\$1,456,702
<b>Operating Budget</b>	<b>100%</b>	<b>\$14,281,396</b>

## 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
<b>Total</b>	<b>\$ 13,263,380</b>	<b>\$ 18,086,859</b>	<b>\$ 24,948,272</b>	<b>\$ 23,575,760</b>

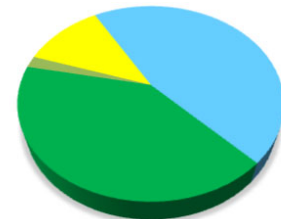
FY24 Budgeted Revenue



## 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 Expenses	\$ 268,487	\$ 273,151	\$ 308,521	\$ 299,521
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
<b>Total</b>	<b>\$ 10,468,033</b>	<b>\$ 18,086,859</b>	<b>\$ 24,948,272</b>	<b>\$ 23,575,760</b>

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
<b>Total</b>	<b>59</b>	<b>59</b>	<b>67</b>	<b>67</b>

## 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

### Mosquito Control

Provide an arthropod control program for the control of disease vectoring or pestiferous mosquitoes

### Aquatic Weeds

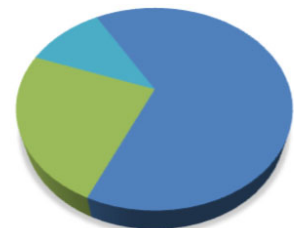
Control aquatic vegetation (native & exotic) in County freshwater canals and drainage ditches for storm water conveyance.

## FY 24 - First Year Operating Budget

State Mandated	50%	\$2,398,695
State Mandated	50%	\$2,398,695
<b>Operating Budget</b>	<b>100%</b>	<b>\$4,797,389</b>

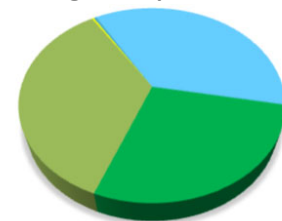
Revenues by Category	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
BCC General Revenues	\$ 2,479,221	\$ 2,320,711	\$ 3,149,859	\$ 3,680,656
Taxes	\$ -	\$ -	\$ -	\$ -
Fees & Assessments	\$ -	\$ -	\$ -	\$ -
State & Federal Revenue	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ -	\$ -	\$ -	\$ -
Misc	\$ 1,216,474	\$ 1,106,000	\$ 1,176,000	\$ 1,176,000
Transfers	\$ 84,210	\$ 592,038	\$ 502,819	\$ 82,500
Beginning Balances	\$ -	\$ 400,000	\$ -	\$ -
<b>Total</b>	<b>\$ 3,779,905</b>	<b>\$ 4,418,749</b>	<b>\$ 4,828,678</b>	<b>\$ 4,939,156</b>

FY24 Budgeted Revenue



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 Expenses	\$ 1,500,936	\$ 1,582,697	\$ 1,695,710	\$ 1,789,420
Capital	\$ 42,105	\$ 39,519	\$ 12,500	\$ -
Other	\$ -	\$ -	\$ -	\$ -
Debt	\$ -	\$ -	\$ -	\$ -
Transfers	\$ 18,789	\$ 17,539	\$ 18,789	\$ 18,789
Reserves	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 3,779,905</b>	<b>\$ 4,418,749</b>	<b>\$ 4,828,678</b>	<b>\$ 4,939,156</b>

FY24 Budgeted Expenditures



Positions	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
Full Time	16	16	19	19
Part Time	0	0	0	0
<b>Total</b>	<b>16</b>	<b>16</b>	<b>19</b>	<b>19</b>

## 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.

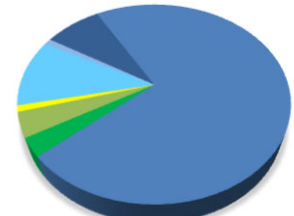
## FY 24 - First Year Operating Budget

State Mandated 100% \$19,800,654

Operating Budget 100% \$19,800,654

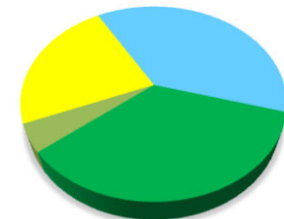
Revenues by Category	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
BCC General Revenues	\$ 283,257	\$ 52,561,201	\$ 71,861,787	\$ 61,986,123
Taxes	\$ 3,541,575	\$ 3,565,671	\$ 3,906,053	\$ 5,122,317
Fees & Assessments	\$ -	\$ -	\$ -	\$ -
State & Federal Revenue	\$ 3,528,425	\$ 3,769,997	\$ 4,146,997	\$ 4,561,697
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
<b>Total</b>	<b>\$ 18,009,014</b>	<b>\$ 80,024,602</b>	<b>\$ 100,551,336</b>	<b>\$ 86,617,580</b>

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 Expenses	\$ 1,084,982	\$ 1,102,582	\$ 1,172,988	\$ 1,167,988
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
<b>Total</b>	<b>\$ 25,707,141</b>	<b>\$ 80,024,602</b>	<b>\$ 100,551,336</b>	<b>\$ 86,617,580</b>

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
<b>Total</b>	<b>107</b>	<b>107</b>	<b>153</b>	<b>153</b>

## 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

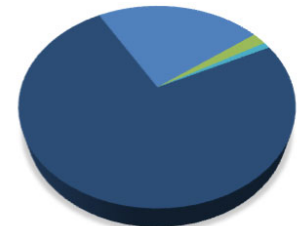
Operates the Mid County Mini-Transfer & Recycling Facility (Murdock) and the West Charlotte Mini-Transfer and Recycling Facility (Englewood) to ensure the collection of household hazardous waste.

## FY 24 - First Year Operating Budget

State Mandated	50%	\$4,319,202
State Mandated	50%	\$4,319,202
<b>Operating Budget</b>	<b>100%</b>	<b>\$8,638,403</b>

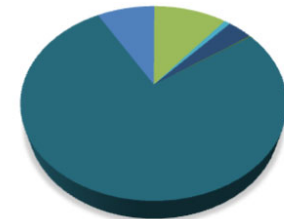
Revenues by Category	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
BCC General Revenues	\$ -	\$ -	\$ -	\$ -
Taxes	\$ -	\$ -	\$ -	\$ -
Fees & Assessments	\$ -	\$ -	\$ -	\$ -
State & Federal Revenue	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ 9,709,909	\$ 6,950,000	\$ 10,000,000	\$ 10,000,000
Misc	\$ (36,790)	\$ 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
<b>Total</b>	<b>\$ 9,743,848</b>	<b>\$ 36,875,245</b>	<b>\$ 43,291,161</b>	<b>\$ 43,566,754</b>

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 Expenses	\$ 2,112,968	\$ 299,185	\$ 379,744	\$ 379,944
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
<b>Total</b>	<b>\$ 8,357,096</b>	<b>\$ 36,875,245</b>	<b>\$ 43,291,161</b>	<b>\$ 43,566,754</b>

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
<b>Total</b>	<b>32</b>	<b>32</b>	<b>42</b>	<b>42</b>

## 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.

**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 Sherriff'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 Calendar 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
	# of Acres Covered		1,451,384	1,758,752	1,135,863	1,752,826	1,378,240	1,639,475
Safe Chemicals	% 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 cases of locally aquired 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?	Aesthetics							
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	% of waterways covered with vegetation or notation of complete monoculture of vegetation	Waterway inspections 3 times a year Aquatic Access Database	90%	100%	90%	93%	92%	90%

## ROAD MAINTENANCE

### Road and Drainage Maintenance

<b>Who is your primary Customer?</b>	The citizens of Charlotte County and internal departments.							
<b>What is the primary service they receive from you?</b>	Maintenance of county infrastructure (roads, ditches, ROW)							
<b>What is the main aspect of the service they care about?</b>	Timeliness, Accuracy, Amount, Cost							
<b>Line &amp; Grade</b>								
<b>How do we measure "what customers care about"?</b>	<b>What is (or can be) measured?</b>	<b>What is the source of this data?</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Timeliness</b>	Number of completed line and grade requests	EAMS (CMMS System that replaces EAMS)	474	332	379	210	139	170
<b>Accuracy</b>	Number of revisit for corrections (Regraded)	EAMS (CMMS System that replaces EAMS)	15%	25%	9%	7%	8%	15%
<b>Amount</b>	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
<b>Cost</b>	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
<b>Pothole Repair</b>								
<b>How do we measure "what customers care about"?</b>	<b>What is (or can be) measured?</b>	<b>What is the source of this data?</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Timeliness</b>	Number of completed pothole requests	EAMS (CMMS System that replaces EAMS)	293	303	232	140	140	107
<b>Amount</b>	Amount of Pothole work performed (Tons)	EAMS (CMMS System that replaces EAMS)	219	197	250	162	162	145
<b>Cost</b>	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
<b>Vac-Con</b>								
<b>How do we measure "what customers care about"?</b>	<b>What is (or can be) measured?</b>	<b>What is the source of this data?</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Timeliness</b>	Number of completed Vac-Con requests	EAMS (CMMS System that replaces EAMS)	586	384	379	617	486	269
<b>Amount</b>	Amount of Vac-Con work performed (Per Culverts Cleaned)	EAMS (CMMS System that replaces EAMS)	4,452	3,193	7,292	2,883	2,611	4,025
<b>Cost</b>	Average cost of Vac-Con work (Per Culverts Cleaned)	EAMS (CMMS System that replaces EAMS)	\$125.26	\$156.42	\$101.06	\$182.22	\$192.50	\$175.05
<b>Small Pipe Install &gt;30"</b>								
<b>How do we measure "what customers care about"?</b>	<b>What is (or can be) measured?</b>	<b>What is the source of this data?</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Timeliness</b>	Number of completed Small Pipe Install requests	EAMS (CMMS System that replaces EAMS)	36	72	188	104	70	65
<b>Amount</b>	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
<b>Cost</b>	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
<b>Large Pipe Install &lt;30"</b>								
<b>How do we measure "what customers care about"?</b>	<b>What is (or can be) measured?</b>	<b>What is the source of this data?</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Timeliness</b>	Number of completed Large Pipe Install requests	EAMS (CMMS System that replaces EAMS)	3	2	0	3	8	7
<b>Amount</b>	Amount of Large Pipe Install work performed (LF Installed)	EAMS (CMMS System that replaces EAMS)	496	716	816	632	350	901
<b>Cost</b>	Average cost of Large Pipe Install (LF Installed)	EAMS (CMMS System that replaces EAMS)	\$256	\$284	\$506	\$390	\$492	\$335
<b>Menzi Muck</b>								
<b>How do we measure "what customers care about"?</b>	<b>What is (or can be) measured?</b>	<b>What is the source of this data?</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Amount</b>	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
<b>Cost</b>	Average cost of Menzi Muck work (SF Cleared)	EAMS (CMMS System that replaces EAMS)	\$0.03	\$0.03	\$0.03	\$0.03	\$0.03	\$0.03
<b>Brush Cut Response</b>								
<b>How do we measure "what customers care about"?</b>	<b>What is (or can be) measured?</b>	<b>What is the source of this data?</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Timeliness</b>	Number of completed Brush Cut Response requests	EAMS (CMMS System that replaces EAMS)	511	628	513	348	454	295
<b>Amount</b>	Amount of Brush Cut Response work performed (Incidents)	EAMS (CMMS System that replaces EAMS)	461	603	755	436	431	642
<b>Cost</b>	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
<b>Flail Mower</b>								
<b>How do we measure "what customers care about"?</b>	<b>What is (or can be) measured?</b>	<b>What is the source of this data?</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Timeliness</b>	Number of completed Flail Mower requests	EAMS (CMMS System that replaces EAMS)	112	244	107	148	135	85
<b>Amount</b>	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
<b>Cost</b>	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
<b>ROW Clear/Haul</b>								
<b>How do we measure "what customers care about"?</b>	<b>What is (or can be) measured?</b>	<b>What is the source of this data?</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Timeliness</b>	Number of completed ROW Clear/Haul requests	EAMS (CMMS System that replaces EAMS)	291	497	576	599	525	268
<b>Amount</b>	Amount of ROW Clear/Haul performed (Loads Removed)	EAMS (CMMS System that replaces EAMS)	748	675	771	787	435	3,352
<b>Cost</b>	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



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 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 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 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 EAMS)	\$0.14	\$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 EAMS)	3,675	4,731	4,438	2,681	2,552	3,860
Cost	Average cost per road legend	EAMS (CMMS System that replaces 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 signs inspected	EAMS (CMMS System that replaces EAMS)	74,117	91,700	85,622	97,110	79,309	138,029
Cost	Average cost per inspection	EAMS (CMMS System that replaces 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 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 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 EAMS)	10,761	23,646	12,503	10,268	2,650	3,224
Cost	Average cost per RPM Installed	EAMS (CMMS System that replaces 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 EAMS)	119	103	76	83	103	113
Cost	Average cost per after-hour response	EAMS (CMMS System that replaces 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 complaint 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 County							
What is the primary service they receive from you?	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 / 9	1125 / 26	1096 / 32	576 / 22
Quality of Life	Keep Charlotte Beautiful	Number of Volunteers	2,959	2,585	2,807	4,223	3,122	2,612

\*Outreach Program Costs - Includes changes in contract recycling containment

\*Outreach Program Touches - Commercial touches include Lee County

**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.

## 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.

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**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
- 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 terrestrial.

**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
- 2 Following the established treatment schedule maintain greater than 95% efficiency of on time treatments for the  
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 through 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.

## 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 govt property local HOA/POA standards as applicable This is ongoing but most launch sites have been improved in slope and angle of

2 Following the established treatment schedule maintain greater than 95% efficiency of on time treatments for the

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.

Educational and public outreach has 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 mitigation 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

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.

**FY24 and FY25 GOALS:**

- 1 Perform Bottle Bio Assays on both technical grade and final formulaized 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 Adulicide Scourge which is no longer manufactured. Determine the value of drone mapping of marshes.
- 5 Increase Source Reducation 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. Survalience reveled several new spcies 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 forr better control New chemical formulations are being explored both liquid and solid.  
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 spinosid larvicide applications.  
An amendment to the arthropod control plan to used spinosides on state land as a control larvacide has been submitted to Florida Dept. of Environmental protection. With modification ceratin areas were approved.

## 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  
Six New BG counting sentinel traps were employed and tested next to non counting traps. A cage to prevent vandalism and distruction 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 varity 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 dibrome to be used over sate 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 forr 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 a antidotal reduction in number of mosquitoes over time and control of times 7-10 days for 5 day rated products. The single brood pellets wer evaluated as sucessful and has led to the desire to try multibrood 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 werre discontinued to 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 effectivness.

**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

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

**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.





**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.

# Tourism



# Tourism

## 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

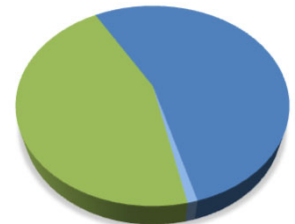
Promote the Charlotte Harbor Gulf Island Coast for film, television and video production

## FY 24 - First Year Operating Budget

Critical	47%	\$1,896,961
Critical	22%	\$879,278
Critical	26%	\$1,074,673
Critical	5%	\$219,819
<b>Operating Budget</b>	<b>100%</b>	<b>\$4,070,731</b>

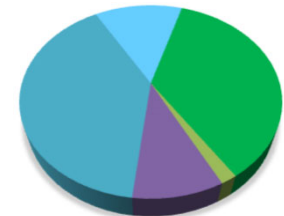
Revenues by Category	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
BCC General Revenues	\$ -	\$ -	\$ -	\$ -
Taxes	\$ 4,657,505	\$ 2,944,720	\$ 4,249,415	\$ 5,503,572
Fees & Assessments	\$ -	\$ -	\$ -	\$ -
State & Federal Revenue	\$ 28,811	\$ 42,000	\$ 80,000	\$ 80,000
Charges for Services	\$ -	\$ -	\$ -	\$ -
Misc	\$ (57,861)	\$ -	\$ -	\$ -
Transfers	\$ 1,710	\$ -	\$ -	\$ -
Beginning Balances	\$ -	\$ 1,372,754	\$ 3,686,273	\$ 2,691,736
<b>Total</b>	<b>\$ 4,630,166</b>	<b>\$ 4,359,474</b>	<b>\$ 8,015,688</b>	<b>\$ 8,275,308</b>

FY24 Budgeted Revenue



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
<b>Total</b>	<b>\$ 3,196,357</b>	<b>\$ 4,359,474</b>	<b>\$ 8,015,688</b>	<b>\$ 8,275,308</b>

FY24 Budgeted Expenditures



Positions	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
Full Time	8	8	8	8
Part Time	2	2	2	2
<b>Total</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>

## Notes

# 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	413,800	405,300	519,032	699,400	863,000	972,100
	Economic impact and tax revenue	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

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 favorable articles and "mentions" available via various media outlets, both print and digital (blogs, articles, social media, etc.)	Cision data	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 and tax revenue	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 impact	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



**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

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.

## FY22 ACCOMPLISHMENTS:

### 1 TDT, Economic Impact, # 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

# 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
<b>Total</b>	<b>\$ 139,874,854</b>	<b>\$ 169,201,537</b>	<b>\$ 191,672,713</b>	<b>\$ 190,515,498</b>

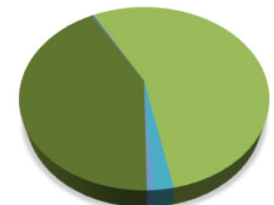
Expenses by Category	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
Salaries & Benefits	\$ 21,267,171	\$ 23,056,134	\$ 26,435,034	\$ 28,497,099
Services & Charges	\$ 15,098,712	\$ 24,136,006	\$ 28,471,971	\$ 27,446,553
Operating Expenses	\$ 34,183,332	\$ 20,563,764	\$ 25,713,871	\$ 26,262,055
Capital	\$ 1,203,474	\$ 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
<b>Total</b>	<b>\$ 99,055,584</b>	<b>\$ 169,201,537</b>	<b>\$ 191,672,713</b>	<b>\$ 190,515,498</b>

Positions	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
Full Time	261	271	282	298
Part Time	0	0	0	0
<b>Total</b>	<b>261</b>	<b>271</b>	<b>282</b>	<b>298</b>

## 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

**FY24 Budgeted Revenue**



**FY24 Budgeted Expenditures**





# 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 Contact

Informs and educates the public on water treatment and reclamation. Promotes Employee further education

#### Fiscal Planning and Revenue Collection

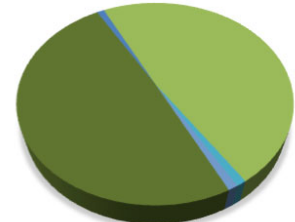
Ensure fiscal sustainability through financial planning/budgets and timely billing and collections

### 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
<b>Operating Budget</b>	<b>100%</b>	<b>\$39,136,196</b>

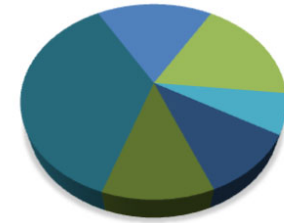
Revenues by Category	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
BCC General Revenues	\$ -	\$ -	\$ -	\$ -
Taxes	\$ -	\$ -	\$ -	\$ -
Fees & Assessments	\$ -	\$ -	\$ -	\$ -
State & Federal Revenue	\$ 450,526	\$ 233,423	\$ 245,073	\$ 193,080
Charges for Services	\$ 42,760,922	\$ 43,308,854	\$ 45,515,865	\$ 48,941,358
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
<b>Total</b>	<b>\$ 62,083,064</b>	<b>\$ 78,991,064</b>	<b>\$ 93,947,567</b>	<b>\$ 91,961,597</b>

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 Expenses	\$ 11,298,650	\$ 4,448,718	\$ 6,225,813	\$ 6,247,768
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
<b>Total</b>	<b>\$ 45,743,441</b>	<b>\$ 78,991,064</b>	<b>\$ 93,947,567</b>	<b>\$ 91,961,598</b>

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
<b>Total</b>	<b>153</b>	<b>160</b>	<b>167</b>	<b>180</b>

### 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 Employee further education

### Fiscal Planning and revenue collection

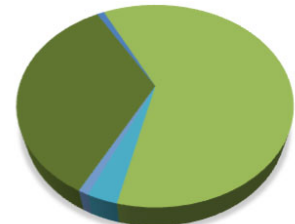
Ensure fiscal sustainability through financial planning/budgets and timely billing and collections

## FY 24 - First Year Operating Budget

State Mandated	32%	\$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
<b>Operating Budget</b>	<b>100%</b>	<b>\$41,484,680</b>

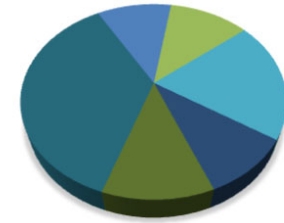
Revenues by Category	FY 22 Actual	FY 23 Adopted	FY 24	FY 25
BCC General Revenues	\$ -	\$ -	\$ -	\$ -
Taxes	\$ -	\$ -	\$ -	\$ -
Fees & Assessments	\$ -	\$ -	\$ -	\$ -
State & Federal Revenue	\$ 525,069	\$ 266,577	\$ 254,927	\$ 206,920
Charges for Services	\$ 54,806,431	\$ 51,644,936	\$ 59,803,888	\$ 64,025,619
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
<b>Total</b>	<b>\$ 77,791,790</b>	<b>\$ 90,210,473</b>	<b>\$ 97,725,146</b>	<b>\$ 98,553,901</b>

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 Expenses	\$ 22,884,682	\$ 16,115,046	\$ 19,488,058	\$ 20,014,287
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
<b>Total</b>	<b>\$ 53,312,143</b>	<b>\$ 90,210,473</b>	<b>\$ 97,725,146</b>	<b>\$ 98,553,900</b>

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
<b>Total</b>	<b>108</b>	<b>111</b>	<b>115</b>	<b>118</b>

## Notes

Added FTE Positions: FY23 - 3 FTE manpower study, FY24 - 4 FTE manpower study, FY25 - 4 FTE manpower study

# CHARLOTTE COUNTY UTILITIES

## Levels of Service - 6 Year Metrics

Wastewater Treatment/Water Reclamation								
<b>Who is your primary Customer?</b>	Charlotte County residents and commercial businesses							
<b>What is the primary service they receive from you?</b>	Wastewater collection and treatment, and reclamation distribution							
<b>What is the main aspect of the service they care about?</b>	Reliability and sanitation							
<b>How do we measure "what customers care about"?</b>	<b>What is (or can be) measured?</b>	<b>What is the source of this data?</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Reliability</b>	# 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	2485	2688	3058	3059	3023	3266
	Average response time (in hours)	workorder system	1.00	1.00	1.50	1.50	1.25	1.25
<b>Sanitation</b>	# 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	Preventative & Corrective Work orders completed monthly; Maintain Radio Telemetry logs	17,126	24,253	22,382	67,099	60,620	156,279

Water								
<b>Who is your primary Customer?</b>	Charlotte County residents and commercial businesses							
<b>What is the primary service they receive from you?</b>	Clean, safe drinking water							
<b>What is the main aspect of the service they care about?</b>	Safety, Availability							
<b>How do we measure "what customers care about"?</b>	<b>What is (or can be) measured?</b>	<b>What is the source of this data?</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Safety</b>	Regulatory Compliance	Sampling & Monthly reports	100%	100%	100%	100%	100%	100%
<b>Availability</b>	# 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

**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

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.

## 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

### 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.