



CHARLOTTE COUNTY

Performance Based Budget Goals Proposed

FY20 & FY21

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Budget and Administrative Services Dept.

Table of Contents

1. Administration	Page 1
2. Real Estate Services Division	Page 2
3. Fiscal Services Division	Page 3
4. Purchasing Division	Page 4
5. Information Technology	Page 5
6. Risk Management	Page 6
7. Fleet Maintenance	Page 7
8. Transit	Page 8
9. Growth Management	Page 9
10. Building Construction Services	Page 10
11. Natural Resources	Page 11
12. Recreation	Page 12
13. Library & History	Page 13
14. Charlotte Sports Park	Page 15
15. Extension Services	Page 16
16. County Attorney Office	Page 18
17. Economic Development Office	Page 19
18. Facilities Construction and Maintenance	Page 20
19. Human Resources	Page 21
20. Human Services	Page 22
21. Metropolitan Planning Organization	Page 23
22. Animal Control	Page 24
23. Emergency Management	Page 25
24. Fire and Emergency Medical Services	Page 26
25. Radio Communications	Page 27
26. Engineering	Page 28
27. Road Maintenance	Page 29
28. Mosquito and Aquatic Weed Control	Page 30
29. Solid Waste	Page 31
30. Tourist Development Bureau	Page 32
31. Utility Water/Sewer	Page 34

GOALS

Administration
FY20 and FY21

FY20 and FY21 GOALS

1	Coordinate the County tasks required for a 2020 1% local option sales tax extension referendum.
2	Implement and track new strategic plan process
3	Update organizational Mission, Vision, Values

FY19 GOALS AND PROGRESS:

1.	Demonstrate positive, measurable progress on the 2014 1% local option sales tax extension projects.
2.	Continue review and planning of phased-in approach of the Charlotte County Utilities Sewer Master Plan
3.	Continue review of the 20-year infrastructure plan and resource allocation.
4.	Continue 2020 1% local option sales tax extension process.
5.	Continue progress in the consolidation of project management and engineering functions.
6.	Continuation of grants management and compliance program.
7.	Continue citizen outreach and engagement programs.

FY18 ACCOMPLISHMENTS

1.	Continue progress of countywide customer service efforts. Continues emphasis on use of technology to improve service levels, such as online permitting and the Charlotte County FL app. New performance dashboards replaced the monthly department reports.
2.	Continue providing quarterly updates and public information efforts of the voter approved 2014 1% local option sales tax extension projects. Capital Project Manager coordinates and provides updates quarterly and on an as-needed basis; Project Status Pages are available on our website. Completion of various projects.
3.	Continuation of Pay for Performance program. Pay for Performance tied to strategic and individual goals.
4.	Sustain the positive steps with our wellness and incentive program. Continued support of all wellness initiatives such as WOW - Wellness @ Work, Walk with Admin sessions, and calendar of fitness events.
5.	Keeping employee engagement and morale on a positive trend. Continued with employee focused programs such as Ambassador program; Recognition programs such as Kudos and Caught in the Act.
6.	Developed a 20-year infrastructure plan and resource allocation. Reviewed plan with BCC in workshops and will continue to include in planning discussions based on data from asset management programs.

GOALS

Budget and Administrative Services - Real Estate Services Division FY20 and FY21

FY20 AND FY21 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 Peace River Preserve and Habitat Conservation Program.
5. Effectively maintain County's Real Property and Lease Inventory reports.

FY19 GOALS AND PROGRESS:

1. Continued effective management of the land acquisition program for County Capital Projects.
 - Real Estate Services continues to acquire fee simple and easement interests as needed for capital projects.
2. Effective Management of the land acquisition program for the Habitat Conservation Plan and Peace River Preserve
 - 46 acres have been acquired for the HCP and 67 lots have been acquired in the PRP.
3. Effective Management of the Occupation and Release of Easement Program.
 - 123 Applications have been received and processed.
4. Continued effective Management of the disposal of surplus land program.
 - In the process of closing on properties from bids approved by BCC totalling \$150,865.
5. Effective Management of external leases for space leased for County and Constitutional Offices.
 - Creating new spreadsheet for Lease Focus Group with hyperlink to lease documents

FY18 ACCOMPLISHMENTS

1. Effective management of the land acquisition program for County Capital Projects.
 - Real Estate Acquisition is on-time or ahead of schedule for all projects.
2. Effective Management of the Occupation and Release of Easement Program.
 - Introduced on line auto-fill pdf application forms and now accepting Visa/Mastercard. 417 applications were processed.
3. Effective Management of the disposal of surplus land program.
 - Proceeds from surplus land sales were \$575,877.
4. Effectively maintain County's Real Property and Lease Inventory reports.
 - Lease Inventory brought up to date with addition of newly negotiated leases.
5. Develop and Manage the land acquisition program for the recently adopted HCP.
 - Real Estate Services acquired 46 acres for the Habitat Conservation Plan.

GOALS

Budget and Administrative Services - Fiscal Services Division FY20 and FY21

FY20 and FY21 GOALS:

1	Strategic Planning - Schedule field trips to 3 locations during FY20 and FY21 to increase Line of Sight.
2	Process Improvement - Identify and improve 3 processes through the creation of process improvement teams. Assist departments with implementation and testing of financial and budgetary components within the new Asset
3	Management System.

FY19 GOALS AND PROGRESS:

1	To explore with HR additional recruitment opportunities to increase the quantity and quality of fiscal applicants. Continue to seek out County sponsored job fair opportunities to promote Fiscal Services as a career choice. Pursue Indeed and local colleges to increase recruitment exposure.
2	Review budget preparation documents and related training materials. Currently updating budget process training book and updated budget input training. Continue to work on updating pie chart training and budget worksheet and performance based budgeting trainings.
3	Review and update Partnership Agreements Continue to work on getting remaining 3 partnership agreements signed. Additionally, will create 6 new partnership agreements that previously were not established.

FY18 ACCOMPLISHMENTS

1	To explore with HR additional recruitment opportunities to increase the quantity and quality of fiscal applicants. Reached out to HR to receive approval to recruit on Indeed and job fairs. Attended 1 job fair to recruit on open vacancies.
2	Review budget preparation documents and related training materials. Redesigned the SharePoint budget prep site and created new comprehensive and milestone budget calendars.
3	Review and update Partnership Agreements Updated 13 partnership agreements and presented them during business meetings with the departments. 10 have been fully executed.

GOALS

Budget and Administrative Services - Purchasing Division FY20 and FY21

FY20 AND FY21 GOALS:

1. Review Purchasing Manual on an annual basis to accommodate any required revisions or updates, if necessary.
2. Continue an on-going focus group program for our internal customers to promote a better understanding of purchasing policies and procedures. Also, these meetings are to provide effective and efficient communication on procurement issues and advances.
3. Average Conversion Times and Cost Avoidance is tracked for all Request for Quotes, Request for Bids, Request for Proposals, and "Piggyback" Bids/Quotes.
4. Finalization of conversion of processes in Purchasing to SharePoint.

FY19 GOALS AND PROGRESS:

1. Continue an on-going focus group program for our internal customers to promote a better understanding of purchasing policies and procedures. Also, these meetings are to provide effective and efficient communication on procurement issues and advances.
Focus group meetings were not held on a routine basis. Priority in this upcoming fiscal year is to hold these meetings quarterly.
2. Review Purchasing Manual on an annual basis to accommodate any required revisions or updates, if necessary.
Purchasing Manual was reviewed and did not require any updates.
3. 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.
4. Finalization of conversion of processes in Purchasing to SharePoint.
Initiating SharePoint workflow process for the routing and approval of purchase requisitions.

FY18 ACCOMPLISHMENTS

1. Obtained the 2018 Achievement of Excellence in Procurement Award. One of only 23 agencies in Florida and one of only 45 counties in the United States and Canada to receive the award.
•
2. Review Purchasing Manual on an annual basis to accommodate any required revisions or updates, if necessary.
• Purchasing Manual has been reviewed, updated and changes adopted on May 13, 2016.
3. 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.
4. Continue conversion of processes to Sharepoint.
• The following Purchasing processes have been converted to SharePoint: Invoice approval, Administrative approval process, Administrative Change Orders, Annual Contract Renewals, Work Order Approvals, Fixed Asset Workflows, Vendor Application and solicitation notification process.

GOALS

Budget and Administrative Services - Information Technology Division FY20 and FY21

FY20 and FY21 GOALS:

1	Refresh/upgrade data center server/storage architecture, BCC enterpriseB6:D35 wireless access capabilities, refresh/upgrade of CCSO server/storage architecture, to improve service delivery for current (run) and future (grow/transform) technology
2	Continue to provide self-help technology to enable staff to resolve basic support issues and obtain basic services online.
3	Develop and launch a pilot self service BI program.
4	Upgrade, move, replace or retire all of the in house developed applications and databases residing on legacy servers (Windows 2008 R2 or older).
5	Continue with the deployment of an enterprise wide electronic document management system by department (LaserFiche). Currently working on Real Estate, Public Safety and Public Works.
6	Deploy GIS driven mobile field apps for data collection and analysis.

FY19 GOALS AND PROGRESS:

1.	County wide asset management/work order system. In progress for FY19. Expected to be completed in FY20
2.	.GOV site rebranding. This project has been replaced by an outsourcing initiative by the PIO
3.	Proliferation of business intelligence (dashboards, self reporting) across multiple departments. Some progress made on this goal, although we lost the only BI position at beginning of FY19
4.	Construct an alternate fiber loop across I 75 bridge utilizing FDOT facilities (fiber/conduit). Unable to accomplish this goal. Working on establishing redundant loops on each side of Peace River and establish dual internet service with different vendors to each location (Murdock and Public Safety Complex)

FY18 ACCOMPLISHMENTS

1.	All External Websites will be migrated to new SharePoint platform. Completed.
2.	Migration of intranet, "Connect@Work" to SharePoint platform. Completed.
3.	Enhanced Services. Utilizing Password self service, remote deployment of many software packages, majority of services requests/break fix requests are submitted electronically reducing the need to man phones.
4.	Develop Regional Government Fiber Optic Network. Being Researched as part of FLGISA project.
5.	Construct an alternate fiber loop across I 75 bridge utilizing FDOT facilities (fiber/conduit). Have established a wireless alternate connection while pursuing I 75 route - move to FY20/19. Also leasing "dark" fiber as alternate link between Murdock and PSC. Will repurpose Wireless link for west county.
6.	Establish contract with School Board to provide school to school fiber connectivity using county fiber network. Lost RFP - not accomplished.

GOALS

Budget and Administrative Services - Risk Management Division FY20 and FY21

FY20 AND FY21 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.

FY19 GOALS AND PROGRESS:

- 1 Controlling Total Cost of Risk across the Health Benefits, and Property & Casualty Risk Management Programs.
Total Cost of Risk continues to be near flat across Health Benefits and Property and Casualty Lines. As of 3/1/19 Health Claims at 41.86% of Adjusted Appropriation, while Auto and General Liability Claims are at 45% of Adjusted Appropriation.
- 2 Continued integration of the Wellness Program into the organization's culture.
The Wellness Program is assimilating into the organization's culture by fostering a unified approach to the work environment. This is accomplished by supporting the specific needs of the individuals, their families, and co-workers, while expanding to a 'growth mindset'.
- 3 Continue to comply with regulatory requirements governing our Health and Workers' Compensation Programs.
Risk Management continues to comply with the Affordable Care Act, HIPAA and Workers' Compensation Law as prescribed in Fl. Statute 440 by working closely with our vendor partners, as well as internally, to stay current and in compliance with Regulations.
- 4 Continue effective communication and enhance our Safety Culture across the Organization.
Final Testing of Dept/Division Claims Reports distribution from new Claims Mgmt System, Departmental and County Safety Meetings and Weekly Safety Tip emails continue to build the Safety Culture across the Organization.

FY18 ACCOMPLISHMENTS

- 1 Integration of a proactive Wellness Program for healthier and happier employees.
The work of the Wellness Committee and our Wellness Coordinator continues to keep communication effective, and participants engaged.
- 2 Continue to comply with the Affordable Care Act, HIPAA & other government-mandated programs.
Risk continues to work with our vendor partners, as well as internally to stay current, and in compliance with regulations.
- 3 More effective communication to staff on Health/Wellness initiatives, and Loss Control activities.
Wellness Committee with Wellness Coordinators' leadership continue to aggressively market programs, and participation, to control Health Program costs. Loss control activities include Safety Committee meetings, and divisional safety meetings, site safety inspections, weekly safety tips, incident/accident investigations.

GOALS

Budget and Administrative Services - Fleet Management Division
FY20 and FY21

FY20 AND FY21 GOALS:

1	Complete consolidation and coordination of County-wide fuel system
2	Use budget process to develop comprehensive small equipment replacement schedule (last piece).
3	Integrate fuel system with vehicle maintenance system (FASTER) for enhanced tracking and analysis.
4	Utilize Fleet Manager to improve analysis and proactive strategy.

FY19 GOALS AND PROGRESS:

1	Continue to provide the stellar customer experience as stated in our survey results. Conducted customer interviews with each department.
2	Compliment our current Tech staff with 1 addition Tech possessing a special set of Heavy Eq skills. Reclassified position to match skill set.
3	Increase throughput and turnaround time on Preventive Maintenance performed by 5%. Reclassified sublets within the FASTER software to increase ability to track

FY18 ACCOMPLISHMENTS

1	Automated ordering process for light trucks and vehicles.
2	Completion of Equipment / Bus wash outside Fleet building. With 2 ECO Friendly bays. 100% reimbursed by Federal and State funds.
3	Conducted inventory and analysis of county fuel tanks and systems. Created county-wide fuel coordination position, developed RFP for system upgrade.

GOALS

Budget and Administrative Services - Transit Division FY20 and FY21

FY20 AND FY21 GOALS:

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|----|--|
| 1. | Improve customer trip scheduling time by 10% through the use of technology. |
| 2. | Improve non urban - rural customer on time pick-up and drop off time by 2% by realigning routes. |
| 3. | Increase overall ridership by 7% by a concerted urban marketing effort. |

FY19 GOALS AND PROGRESS:

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|----|---|
| 1. | Continue our service delivery success with the FTA and Sarasota where we share a common boundary and interest.
Charlotte County Transit has accomplished this goal with Sarasota County Area Transit SCAT in the Englewood district by expanding fixed routing from Sarasota through Englewood on the Charlotte County side with both route 16 and 26. Which carry riders to the Englewood Beach, shopping centers, medical offices and hospitals on a regular schedule. |
| 2. | Implement new phone system and software which will improve customer service.
The phone system was updated and on hold time and reservation time has dropped by approximatively 15% |
| 3. | Complete the design and purchase the land for the new Transit Facility.
The Kenilworth land has been purchased Spring 2018 the design contract will go to the Board in April 2019. |

FY18 ACCOMPLISHMENTS:

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|----|---|
| 1. | Work with Regional Team to meet the expanding demand in both North Port and Englewood sections of both our growing Counties. This colligative effort is seeking outcomes by exploring cost effective Regional Transit alternative. (Charlotte County Transit ,Sarasota County Transit (SCAT) both Sarasota and Charlotte MPO's and the State FDOT.)
The regional team continues to meet and has a shared grant that has funded the fixed route through a main Englewood corridor and beach route. The team continues to adjust the scheduled service due to the current less than desirable ridership. |
| 2. | Meet Public geographic ridership demand effectively and efficiently one region-neighborhood at a time using survey's, the TDP and the 20 year Capital Schedule plan for meeting the BCC Infrastructure needs.
We continue to meet and exceed the ridership demand and provide outstanding customer service. We have replace 9 vehicles with smaller more fuel efficient Vans and will be replacing another 12 in FY 19. The vehicles that are being replace have meet their |

GOALS

Community Development - Growth Management Division FY20 and FY21

FY20 AND FY21 GOALS:

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

FY19 GOALS AND PROGRESS:

1. Develop a comprehensive public outreach program.

Our measurable results include the tracking of attendance at roundtable meetings and the total amount of clicks on our Facebook

2. Identify additional technology that expands the understanding of the comprehensive plan and how it is implemented. "Layman's Guide to the Comprehensive Plan".

By continuing to update our regulations on our website to better explain our vision to the citizens, we have reduced the number of questions received from the public about our comprehensive plan.

3. Initiate intra-departmental collaboration and peer review.

By identifying and including the stakeholders in significant projects and connecting them directly with the internal departments they will need additional information from, we have bridged the gap between citizen input and intra-department participation.

FY18 ACCOMPLISHMENTS

1. Conduct an in depth analysis into the possibility of alternative and innovative planning concepts for existing urban areas. Using Parkside as a case study, explore the concept of "Pink" zoning and building codes and the associated legislation needed to enact these codes. Present this concept to the Board of County Commissioners by the end of FY18 with options and recommendations for a possible implementation strategy.

This was determined to not be feasible and was not implemented after much research and evaluation.

2. Enhance the availability of options for customers to file complaints with the department for both code enforcement and contractor licensing along with further automation of the code enforcement and contractor licensing processes to minimize paperwork.

The recent upgrade of Accela, our land management software, has increased our online permitting, methods for reporting code violations, and reducing paperwork.

3. 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 will be ongoing for some

This is an ongoing project. Minimal forward movement in FY17/18 due to lack of information from FEMA. We anticipate more activity towards the end of FY19/18.

GOALS

Community Development - Building Construction Services Division FY20 and FY21

FY20 AND FY21 GOALS:

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.
2	Create a staffing strategy to attract and retain highly qualified staff, address succession planning, and encourage professional development.
3	Create and implement a quality assurance program to include departmental standard operating procedures, additional outreach and education, checklists, and automation.

FY19 GOALS AND PROGRESS:

1	Create and implement an IT Strategic Plan that will utilize existing land management software to include all
We have been successful in streamlining processes to include interdepartmental divisions such as the Charlotte County	
2	Identify customer personas to develop and implement a Customer Service Strategic Plan with tailored solutions and measurable standards to increase accountability.
Through input from the community, we have been able to begin instituting a customer service strategic plan. This has included such changes as increased online services, lobby convenience alterations, and various outreach methods through our government website and social media.	

FY18 ACCOMPLISHMENTS

1	Conduct an in depth analysis into the possibility of alternative and innovative planning concepts for existing urban
This was determined to be not feasible and was not implemented after much research and evaluation.	
2	Continue to develop the use of tools such as open data and apps to expand the types of service delivery offered by the department and ensure all operations are as transparent and open as possible.
We have implemented upgrades and apps using the Accela Land Management Software Program. We have launched several online permit processes and enhanced the citizen permitting portal to increase efficiencies and remain	

GOALS

Community Services - Parks and Natural Resources Division FY20 and FY21

FY20 AND FY21 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 Create a project/park turn over procedure inclusive of warranty documents and a pre-warranty expiration inspection
- 4 Update Parks Maintenance and Ballfeild Maintenance work programs/inventories to be incorporated into future CMP planning
- 5 Inventory, assess and consolidate signage through out the park system to reduce sign clutter and provide clear information.

FY19 GOALS AND PROGRESS:

1. Inventory, assess and install multiple bike racks through out the park system to encourage access to the parks other than driving.
Inventory was completed, 200 bike racks were ordered and being installed in 5 phases; phases 1-3 have been completed.
2. Develop plan to expand disc golf recreational opportunities into west county.
Staff has completed the design and installation of a 9 hole disc short course at Franz Ross Park in mid-county and a full 18 hole course at Ann and Chuck Dever Regional Park.
3. Continue implementation of the Scrub-jay Habitat Conservation Plan.
A total of 506 permits have been issued, \$1,579,280 in permit fees have been collected, 42.36 acres acquired and active management on 750 acres of county owned scrub. Initial assessments and draft restoration plans have been completed for the
4. Begin implementation of the Manatee Protection Plan.
Staff has completed 3 of the 8 action items and has created an implementation phasing plan for the remaining items.
5. 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.
6. Create a standard cycle for review and updating of land management plans (LMP); begin cycle of updating LMP's.
Staff has established a standard review/update cycle for land management plans and are working on updating all of the plans. 5 plans have been updated; 1 is in draft form and the remaining 7 will be completed by 2022

FY18 ACCOMPLISHMENTS:

- 1 Implementation of the Scrub-jay Habitat Conservation Plan to improve regulatory productivity.
A total of 187 permits have been issued, \$398,830 in permit fees have been collected, 12.6 acres acquired and active management on 750 acres of county owned scrub.
- 2 Continue to reduce county costs by providing inter-department listed species assessments and permitting.
NR staff has assisted in 15 environmental assessment and 4 gopher tortoise relocations.
- 3 Update Sea Turtle Ordinance to comply with updated state regulations.
Due to the unknown conditions of the new Stump Pass permit at the time, this was put on hold for future direction.
- 4 Expand the recreational opportunities for disc golf into west and south county areas.
South County has been completed; due to environmental impacts West County is under further planning.
- 5 Inventory park structures and equipment (such as benches, water fountains, building logistics, etc.) as part of a required mandate for the CAPRA certification.
This has been completed.
- 6 Increase recycling in the parks by adding 36 more high visibility recycle cans.
This has been completed.
- 7 Implement one more CPTED plan by Charlotte County Sheriff's Office.
4 CPTED implementations are in progress.
- 8 Update the Sunrise Master plan to incorporate updated community needs, grant requirements, and an expanded multi-use trail system.
Updating of the Sunrise MP is in progress.

GOALS

Community Services - Recreation Division FY20 and FY21

FY20 AND FY21 GOALS:

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.
2	Create an ADA Committee within the Recreation Division to address programmatic opportunities, staff training initiatives and program accessibility issues.
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.
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.
5	Develop and offer a staff opportunity for an internally facilitated leadership training session within the Recreation Division.

FY19 GOALS AND PROGRESS:

1.	Develop and offer an internship opportunity twice per year within Parks and Recreation.
The Recreation Division coordinated the training, scheduling and learning opportunities for two (2) interns in FY 18. These internship opportunities continue to be marketed to various colleges and universities throughout the U.S.	
2.	Create and implement an annual training matrix for all job classifications within Parks and Recreation in an effort to provide consistent mandatory training requirements for staff members.
An annual training matrix for the Recreation Division that lists the required trainings per job classification has been created in FY 18 and is updated on an annual basis.	
3.	Create one (1) new special event offered to the Charlotte County community every other year with the first year beginning in FY 18.
The Recreation Division created and organized the Grand Slam Movies in FY 18 and the The Great Garage Sale in FY 19.	
4.	Initiate a volunteer program inclusive of Volgistics Management Software within the Recreation Division.
TRS Volunteer Management Software was implemented in FY 18 and allows for us to market, track and schedule individuals wishing to volunteer for our programs, events and services.	

FY18 ACCOMPLISHMENTS

1	Implement the Program Planner to create, justify, and evaluate all activities, programs, and events within the Recreation Division.
The Program Planner was implemented in May 2016 and is used to create and evaluate all programs, activities and events within the Recreation Division. This tool is updated on an annual basis.	
2	Incorporate a synergistic approach to the activities, programs, and events offered within the Recreation Division by partnering with intra-departmental divisions such as Libraries and Historical, Parks and Natural Resources, and Extension Services.
The Recreation Division partnered with several other internal divisions for programs and events such as summer camp, Easter Event, Santa's Candyland, theatrical plays at the Community Center (Tringali Park), and Kid's Fest.	
3	Install and integrate a customer feedback kiosk into the operations of the Recreation Centers in an effort to gain valuable patron insight and recommendations on the activities, programs, events, and services offered within the Recreation Division.
Customer feedback kiosks were installed in all Recreation Centers by May of 2016. In FY 18, we also utilized a variety of other methods to gain the feedback of our community - ex. Question of the Month on the website, Whiteboards, and quarterly public meetings.	
4	Initiate the Commission for Accreditation of Park and Recreation Agencies (CAPRA) process within the Community Services Department by continuing to work towards achieving the required mandates and standards.
Community Services submitted their Self-Assessment for review to the Commission in February 2017 and had an agency visitation conducted in May 2017. National accreditation was achieved in September 2017.	

GOALS

Community Services - Libraries Division FY20 and FY21

FY20 AND FY21 GOALS:

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

FY19 GOALS AND PROGRESS:

1.	Programming: develop connections and partnerships to diversify and enrich programming efforts. Work with other divisions in our department to increase the quality and reach of our programming through the development of joint programming efforts. Explore new ways that we can expand / increase our current cooperative efforts with North Port and Sarasota County. Work with other county agencies involved in literacy to determine needs and fill gaps.
	Developed partnership opportunities with Charlotte County Human Services. Established community partnership with "Girls Who Code." Established partnership with Charlotte County Hispanic American Council to further ESOL opportunities in the community. Partnered with the Charlotte County Airport Authority to provide a traveler's library. Began development of literacy partnership opportunities with external agencies including United Way, Patterson Foundation, etc. Developed new annual event which included programming from all Divisions in Community Services.
2.	Built environment: Work to develop all our facilities (current and future) into showcases for sustainable South Florida Friendly landscaping utilizing native plantings. Incorporate informational markers to turn our green spaces into "living classrooms." Develop wayfaring signs (both physical and virtual) to tie our department's facilities, historic features, etc. within a neighborhood or "cluster" together. Incorporate active lifestyle elements and equipment into our facilities. Develop a program to incorporate murals and art (exterior and interior) into both the libraries and other department facilities, visually uniting our facilities and increasing the attractiveness of the County's built environment. Develop preservation plans for historical assets and seek to leverage suitable assets as gateways into other County amenities (such as the Placida Bunkhouse / Cape Haze Pioneer Trail).
	Established scope and started design for the renovation of Port Charlotte Library. Established scope of the redesign for Englewood Charlotte Library. Punta Gorda Charlotte Library due for completion mid-summer FY19. Completed teen AV area in Mid-County; design finished for enhanced teen AV areas in Englewood and Port Charlotte. Completed AV meeting room enhancements in all branches. Completed installation of digital displays in all branches. Cookie House general maintenance continued as per plan. First waterside historic marker installed.
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 but not limited to "little libraries," programming and static collections for nursing homes / assisted living facilities, outreach to the housebound and those with limited mobility / transport. Increase focus on 24/7 remote access through collection expansion and digitization projects. Ensure citizens have access to innovative technology and digital resources through enhanced technology classes, Makerspaces, mobile tech and innovative delivery methods. More effectively market and promote our services to reach a broader range of county citizens through print, broadcast and social media. Attempt to secure a time slot on local broadcasting media for a regular library program (radio and/or television).
	Makerspaces open in all branches with expanded equipment beyond 3D printers. Expanded eBook resources from 15,000 to over 90,000 via participation in 3M Cloud consortia. Expanded services to assisted living / residential facilities. ESOL programming started at Port Charlotte Library. Flybrary launched at PG Airport. Added new digital resources including Valueline, Morningstar, and the NY Times.

GOALS

Community Services - Libraries Division FY20 and FY21

FY18 ACCOMPLISHMENTS

1	Programming: develop connections and partnerships to diversify and enrich programming efforts. Work with other divisions in our department to increase the quality and reach of our programming through the development of joint programming efforts. Develop physical activity "taster sessions" to promote an active lifestyle. Incorporate physical activities / exercise into our childrens' programming. Explore new ways that we can expand / increase our current cooperative efforts with North Port and Sarasota County. Work with other county agencies involved in literacy to determine needs and enhance current efforts with a focus on developing a health literacy program.
	a. In conjunction with the State of Florida, the libraries are delivering a new service the "Online High School" which allows adults to earn a high school degree on line. b. Art partnership with local schools established. c. Partnering with County IT to offer expanded technology programs. c. Increased literary discussion programming for adults. c. Increased presence in schools through expanded visits and attendance at open house events. d. Partnered with businesses and local agencies to produce 'Get up, get out, get healthy' Community Health Fair.
2	Built environment: Work to develop all our facilities (current and future) into showcases for sustainable South Florida Friendly landscaping utilizing native plantings. Incorporate informational markers to turn our green spaces into "living classrooms." Develop wayfaring signs (both physical and virtual) to tie our department's facilities, historic features, etc. within a neighborhood or "cluster" together. Incorporate active lifestyle elements and equipment into our facilities. Develop a program to incorporate murals and art (exterior and interior) into both the libraries and other department facilities, visually uniting our facilities and increasing the attractiveness of the County's built environment. Add digital and traditional outdoor signage to increase the libraries visibility in the community and promote our activities. Add "business friendly" features to meeting rooms to increase usage by local businesses.
	a. Mid-County Library renovation in design stage b. Maker Spaces including 3D printing scheduled to be open to the public by September 2017. c. Laptops for classes and patron use have been added to selected libraries. d. Addition of meeting room AV features ongoing with expected completion by end of FY19.
3	Access: Explore initiatives to reduce barriers to access to underserved areas of the population. Develop a range of outreach activities that bring library services into the community, including but not limited to "little libraries," programming and static collections for nursing homes / assisted living facilities, outreach to the housebound and those with limited mobility / transport, mobile makerspaces. More effectively market and promote our services to reach a broader range of county citizens through print, broadcast and social media. Attempt to secure a time slot on local broadcasting media for a regular library program (radio and/or television).
	a. Established outreach program and collections at the Cooper Street Recreation Center, Punta Gorda b. Outreach collections and services to assisted living facilities / nursing homes expanded to the Mid-County service area. c. Installed assistive technology in libraries such as large print keyboards and an electronic magnifier. d. Expanded multicultural programming to Punta Gorda and Port Charlotte. e. Continued expansion of ebook collection, added 24/7 remote access to downloadable and streaming music through the addition of Freegal, an online music service. Developed a wider range of technology classes aimed at bridging digital divide: basics, assistance with devices, social media classes, software help. f. Partnered with Boy Scouts to develop "little libraries" (Eagle Scout project).

GOALS

Community Services - Sports Park Division FY20 and FY21

FY20 AND FY21 GOALS:

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.
2	Support and maintain the facility operations for the Charlotte Stone Crabs Season per the contractual agreement with CBI-Rays, LLC.
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 description.
5	Provide an annual update for all equipment as part of the Food Service Concessions in the stadium.

FY19 GOALS AND PROGRESS:

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.
The first of these seasons (Spring Training) will begin in February 2019 with all other seasons to subsequently follow.	
2	Support and maintain the facility operations for the Charlotte Stone Crabs Season per the contractual agreement with CBI-Rays, LLC.
The Charlotte Stone Crabs Season will begin in April 2019.	
3	Organize one (1) new program or special event along with one (1) opportunity as part of a "Trips and Tours" initiative that will be offered to the community.
The Charlotte Sports Park successfully organized "Cops & Goblins" in October 2018 (with another one planned in FY 19) and will be coordinating a "Trip to the Trop" in Summer 2019.	
4	Supervise all facility maintenance projects to include work orders, warranty repairs/replacements and approved capital improvement projects.
The Charlotte Sports Park continues to provide all necessary facility maintenance and/or coordinate any efforts through Facilities Construction & Maintenance. The implementation of all annual capital improvement projects is coordinated through Purchasing.	

FY18 ACCOMPLISHMENTS

1	Manage 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.
Operations at the Charlotte Sports Park were successfully managed for Spring Training (14 games), Extended Spring Training (11 games), Gulf Coast League (28 games), and Instructional League (29 games) in FY 18. There are 17 scheduled Spring Training games in FY 19.	
2	Support and maintain the facility operations for the Charlotte Stone Crabs Season per the contractual agreement with CBI-Rays, LLC.
Operations at the Charlotte Sports Park were successfully managed for the Stone Crabs Season (70 games) in FY 18. There are also 70 games scheduled in FY 19.	
3	Provide special events and programs to meet established revenue goals.
There were a total of 30 programs and activities that were either organized or hosted by this facility in FY 18. The same amount of programs and activities are projected for FY 19.	

GOALS

Community Services - Extension Services Division FY20 and FY21

FY20 AND FY21 GOALS:

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

FY19 GOALS AND PROGRESS:

1	Develop curriculum for a for-hire "green" certification program, and in pilot program, train 10 guides. Using input received through a mailed needs assessment of for-hire guides, develop curriculum for a for-hire "green" certification program, and in pilot program, train 10 guides, 80% of whom will report an increase in bookings as a result of certification by the
2	Restoring Bay Scallops in Charlotte Harbor via Restoration Grant. Trained volunteers and UF graduate students participated in two bay scallop larval releases and follow-up recruitment monitoring in 2018. However, due to a persistent red tide, the citizen science search was cancelled for 2018 and additional larval releases
3	100% of club volunteer leaders will understand the importance of offering healthy snack and food choices to club members. Healthy alternative snacks and foods will be offered by the leaders at least 75% of county club meetings, events and field trips. Healthy foods will be served at 75% of all adult and leader volunteer events. Evaluation methods to be used: pre-post assessments, observance of behavior change. Fourteen organizational leaders completed training on the importance of setting the example of offering healthy snack and beverage choices at club meetings. Pre- and post-assessments were completed on what type of snack and beverage was
4	Annually host a UF/IFAS Gateway program for Charlotte County Departments. This program was not hosted in 2019. However, because of the red tide/blue-green algae issue, a toolbox helpful to Decision-Makers may be presented in late 2019
5	Implement plan to bring Community Service facilities into 50% compliance with Florida Friendly Landscaping earmarks. A Survey of Community Service facilities landscaping (FFL adoption) included the Mid-County Regional Library (survey completed, does not meet FFL standard, 2017) A pause on the Strategic Plan postponed additional surveys in 2018/2019

GOALS

Community Services - Extension Services Division
FY20 and FY21

FY18 ACCOMPLISHMENTS

1	<p>Increase UF/IFAS Landscaping Specialist/Charlotte County Partner Interaction.</p> <p>A Survey of Community Service facilities landscaping (FFL adoption) included the Mid-County Regional Library (survey completed, does not meet FFL standard,2017) . A pause on the Strategic Plan postponed addiitonal surveys in 2018</p>
2	<p>Stormwater Proactive Strategies for TMDL Outreach.</p> <p>Outcome: Twelve presentations were given about various aspects of harmful algae, reaching 580 individuals. Additionally, 5 blog posts and 5 newspaper columns were written, and 4 interviews (national, state and local) were made by the Agent. Based on direct communications and follow up surveys by the Agent, 99% of respondents (n=119) indicated that they have a better understanding about harmful algae, 95% are better prepared to find and interpret harmful algae information, and 88% are better able to make informed decisions about participating in activities when harmful algal blooms are present. Also noteworthy is that four presentation requests were the direct result of a presentation participant requesting the same talk for another group they were affiliated with. Based on stakeholder and advisory committee feedback, the Agent will be working on a series of EDIS factsheets about HAB species with UF-RSA Krinsky, and UF professors Philips and Laughinghouse during 2019.</p>
3	<p>Develop and provide Extension educational programs for youth and young adults on developing and maintaining an active lifestyle.</p> <p>During 2017, 2,867 youth gained knowledge and developed life skills in science, technology, engineering, art and math (STEAM), Healthy Lifestyles, Workforce Readiness, Communication, Citizenship and Leadership. Four Workforce Readiness (CRD) programs were held with 4-H and non-4-H members and included activities in developing skills for employment. Club participation increase by 10% or more in twelve of thirteen clubs. Club activities outside of regular club meetings increased for 100% of clubs. Please Note: 2018 was a transitional year in 4-H. The 4-H Agent retired and the new 4-H Agent did not come on board until June 2018.</p>
4	<p>90% of teen leaders completing camp counselor leadership training will integrate new understanding of diversity and tolerance when supervising youth day and residential campers. Teens will be pre-tested as to how they would handle various diverse situations, and post-tested to evaluate knowledge learned as well as observed during camp settings to evaluate behavior change.</p> <p>Twelve Charlotte County teen leaders completed camp counselor training and served as camp counselors for Camp Cloverleaf. Pre and post-tests with fifteen multiple choice questions were administered during 2 workshops. The average knowledge score of participants changed from 75% on the pre-test to 100% on the post-test. Behavior practice changes were observed while at camp and included: ability to defuse arguments between campers; patience while working with groups of campers; inclusion of all cabin residents; and how to work together as a team to accomplish goals. Please Note: 2018 was a transitional year in 4-H. The 4-H Agent retired and the new 4-H Agent did not come on board until June 2018.</p>
5	<p>The Florida Sea Grant fisheries work action group identified development of a guide “green” certification program as a new initiative during their 2016 meeting. The concept of such a certification will be vetted by guides through a mailed needs assessment in 2017. Based on the results of the needs assessment, agents & specialists working on this initiative will determine if a program is desired and if so, what types of content guides would like to receive, and how much time and expense they are willing to invest in receiving such a certification. A draft needs assessment has been developed and piloted.</p> <p>Objective – Using input received through a mailed needs assessment of for-hire guides, develop curriculum for a for-hire “green” certification program, and in pilot program, train 10 guides, 80% of whom will report an increase in bookings as a result of certification by the end of 2018.</p>

GOALS

County Attorney Office
FY20 and FY21

FY20 AND FY21 GOALS:

- | | |
|----|---|
| 1. | Continue to assist with streamlining of county processes, updating County Code and County policies. |
| 2. | Continue using the preventative law method to attempt to reduce our exposure to liabilities |

FY919 GOALS AND PROGRESS:

- | | |
|----|---|
| 1. | Maintain team-tasked approach in completing/resolving high-risk legal projects.
In process with beach renourishment project and Private Equity Group closing on Murdock Village parcels. |
| 2. | Encourage continued development, community outreach, and enhance credibility through increased involvement and membership in local professional groups.
Continued participation in FACA and local professional and non-profit groups . |
| 3. | Improve skill set and morale through use of available online tutorial and educational opportunities.
Support staff taking part in the County's Ambassador Program and growth and developments classes offered by County. |

FY18 ACCOMPLISHMENTS

- | | |
|----|--|
| 1. | Actively updating County Code to streamline processes and eliminate antiquated Sections (complete rewriting of the Uniform Extension Policy for utilities and working with citizen stakeholders, updated the BCC in-kind funding policy for large events, updated the Facility Rules.) |
| 2. | Increased involvement by attorney staff in FACA as Board of Director member and as guest speaker |
| 3. | Continued participation with Charlotte County Chamber of Commerce leadership program |

GOALS

Economic Development FY20 and FY21

FY20 AND FY21 GOALS:

1	Get A&P Certification Program up and running - anticipate opening fall 2020
2	Review and update as needed all CRA master plans to more accurately reflect changes in the CRA/community
3	Expand existing aviation-industry cluster to include major MRO
4	Establish marine-industry cluster
5	Launch commercial base at Babcock Ranch

FY19 GOALS AND PROGRESS:

1	Initiate construction of expanded Toledo Blade Blvd.
Entered contract with Lost Lagoon that includes widening Toledo Blade	
2	Secure additional development opportunities in MV.
Entered two contracts for over 70% of MVCRA land - Private Equity Group to close 1Q '19 and Lost Lagoon anticipated to close 2Q '20	
3	Develop comprehensive strategy for incentivizing private investment in Parkside.
Working on this as EDO takes lead in preparing PD overlay on entire CRA to encourage private-sector investment	
4	Establish density unit incentive program in Charlotte Harbor.
Will be part of revised/updated CHCRA master plan	
5	Construct spec building for industrial use in ECAP.
Many, many discussions/interested parties but no new spec building to date. More likely spec space will be added to a built-to-suit opportunity.	

FY18 ACCOMPLISHMENTS

1.	Review and provide significant revisions to MV comp plan and redevelopment plans.
Private Equity Group contract along with Lost Lagoon contract has resulted in a new direction for CRA that we are now considering sunsetting during the '19/'20 budgeting period	
2	Secured first large scale development contact in MV.
Done - Private Equity Group contract finalized for 450 acres	
3	Established physical location for WMU in Charlotte County.
Done - hanger facility opened and new pilots enrolled in college	
4	Continue to promote ECAP properties and development.
Done and continuing - attracting businesses interested in clusters including distribution, aviation and in the future marine	
5	Initiate feasibility analysis for incubator facility.
Done - project on hold as projects develop around county	

GOALS

Facilities Construction and Maintenance FY20 and FY21

FY20 and FY21 GOALS:

1	Identify remaining buildings to be assessed
2	Participate in programming 2020 sales tax project opportunities.
3	Establish maintenance, operational and performance levels of service (LOS)
4	Select a comprehensive building automation program.

FY19 GOALS AND PROGRESS:

1	Create preventive maintenance and operational plans. Generator best practices developed and implemented. Interior and exterior preventive maintenance inspection checklists developed; exterior inspections have begun in accordance with plan. Schedules developed to manage LOS implementation.
2	Develop comprehensive building automation implementation plan. Building Systems Automation Specialist position approved and advertised. Automation system software advertisement and program development deferred pending Specialist hire. HVAC automation system upgrade currently underway. Camera system deployment SOP under review and system upgrades in selected location have begun.
3	Finalize Strategic Public Facilities Master Space Plan. COMPLETED. Strategic Master Space Plan developed. Summary presentation to BCC on February 19 workshop followed by BCC formal receipt and acceptance.
4	Optimize Facilities Condition Assessment database, taking steps necessary to accomplish priority 1 and 2 needs each fiscal year. COMPLETED. Priority 1 and 2 condition assessment needs for FY17 and FY18. Priority 3 (FY19) needs underway. FCA database continually updated by item completion and actual cost; item life cycle replacements updated. Unassessed sites and facilities added as work assignments are generated.

FY18 ACCOMPLISHMENTS

1	Develop and define Strategic Master Space Plan Submitted RFP, shortlisted consultants, initiated negotiation for Phase 3, Comprehensive Space Needs Analysis and Forecasting of the Public Facilities Strategic Master Space Plan.
2	Initiate Facilities' sales tax projects. 2 projects completed, 2 projects under construction, 5 in design, 1 in programming.
3	Acquire project/customer service feedback, evaluate responses and respond to lessons learned. Gaining renewed emphasis within new capital project workflow process.
4	Implement Facilities Capital and Preventative Maintenance Plans. Developed future Capital Maintenance Plan derived from Facilities Condition Assessment. Identified delivery processes (CM and in-house) for addressing deferred maintenance items. Asset Coordinator hired.

GOALS

Human Resources FY20 and FY21

FY20 AND FY21 GOALS:

1	Increased training for "Workforce of the Future"
2	Implementation of on-line interviewing to tighten "days to fill" at the department level.
3	All HR forms will be automated with work-flow, eliminating duplicate data entry.
4	Increased capability for data analytic solutions.
5	Continued growth of talent pipelines: HS students, College interns, temporary staffing, applicant pools.

FY19 GOALS AND PROGRESS:

1	Implementation of applicant testing.
Researched and determined this was not an overall organizational need at this time.	
2	Implement "fit-for-duty" NFPA standards for IAFF's next contract.
Still negotiating with IAFF, however, a tentative agreement has been reached on this goal.	
3	On-boarding Implementation.
Completed. Will continue to add content as needed.	
4	Increase probationary employee retention to 95%.
In the first 3 months of this FY, we have increased from 87.5% to 89.47%. We continue to put initiatives in place to further increase retention such as a 30-day and 60-day new hire survey.	
5	Implement succession planning & talent assessment pools.
A Leadership Development Program was launched in 1/2019 which will incorporate talent assessments. Program completion will be 11/2019.	

FY18 ACCOMPLISHMENTS

1.	Work flow processes for all HR forms.
Will be started with the "Connect-at-Work" project (replacing Charlotte's Web).	
2.	Implementation of time-keeping software (Kronos).
We have implemented 3/4 deployments.	
3.	Completion of "Career Pathways".
Appx 4 positions have been started and we still need to complete a recruitment brochure for 1 career pathway.	
4.	Customer service training and metrics; specific training in discipline, evaluation, goal setting, pay for performance, NeoGov, etc.
We are working on an HR dashboard, updating our annual report with metrics, and training is on-going.	
5.	Assist departments with Adobe form-fill on all Charlotte Web forms.
We are available as the "Connect-at-Work" project is implemented.	
6.	Implementation of stay interviews and succession planning.
Our pilot program was launched in February with the management team and full organizational launch in Jan/Feb, 2018.	
7.	100% of current managers will complete Management University then restructure program for new hires.
Appx 40% of current managers have completed.	
8.	Promote benefit of employee health center thru new hire orientation, increased IAFF utilization, & sharing aggregate metrics.
On-going goal: 97% of IAFF members successfully completed their physicals at the health center. 100% to be reached in June.	
9.	Payment structure to retain employees by implementing pay-for-performance and train on tools to use.
PFP implemented along with training; completing a 2017 compensation study.	
10.	Implement pay-for-performance by developing a tool for Directors/Managers to use and training to support the usage.
Goal completed.	

GOALS

Human Services FY20 and FY21

FY20 AND FY21 GOALS:

1	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.
2	To further organizational goodwill and exceed social expectations through internal and external communication.
3	To use technology to enhance and improve services.
4	To ensure the highest and best use of resources based on collected and analyzed data from internal and external sources.

FY19 GOALS AND PROGRESS:

1.	Continue Together Charlotte Initiative on Health and Human Services. The Together Charlotte Housing Report was completed and the 2019 Focus area is a continued analysis and action on Affordable Housing. In addition, TC is focusing on creating a collective impact model through asset mapping and shared outcomes.
2.	Strengthen coordination of Housing partners. Implement 3 Yr Cycle of Local Housing Assistance Plan. The AHAC is being revitalized with increased members and a broadened scope of duties based on the TC housing report. Internal departments and community partners will make up a taskforce to address the BOCC goal of adding 3600 affordable housing units to community inventory by 2024.
3.	Implement Department/HR Succession Planning. Encourage employee development & satisfaction. A department re-organization has resulted in better communication, succession planning and most importantly, a cohesive approach to client services. Employee satisfaction will continue to be monitored and remains critical.
4.	Promote education, training and outreach for clients, partner organizations and community. This is a clear priority and increased funds have been applied to education and training. Staff is our most important resource and creating opportunities for outreach is paramount to best practices and retention.

FY18 ACCOMPLISHMENTS

1.	Develop and implement the Department's strategic plan. Align plan with other health & human services plans where applicable. Strategic Plan completed/in progress. Together Charlotte aligning community plans.
2.	Monitor grant funding streams and align programs to meet core services and community needs. Grant applications completed and funds in budget. Programs in place to provide core services.
3.	Achieve 211 national re-certification. National 211 re-certification was achieved in August 2016.
4.	Evaluate customer service and employee development initiatives. Promote positive relationships with community that focuses on Real People, Real Stories, Real Investment. Annual client surveys to be completed by 9/30/17. Participation in numerous collaboratives; CHIP, United Way, Drug Free Charlotte, Together Charlotte, Gulf Coast Partnership, CAAAB, AHAC.

GOALS

Metropolitan Planning Organization FY20 and FY21

FY20 AND FY21 GOALS:

1.	Develop FY 2020 and FY 2021 Project Priorities and submit to FDOT.
2.	Develop MPO Transportation Improvement Program (TIP).
3.	Develop two year Unified Planning Work Program (UPWP).
4.	Develop 2045 Long Range Transportation Plan (LRTP) Update.
5.	Continue Regional Coordination with Neighboring MPOs.

FY19 GOALS AND PROGRESS:

Develop Project Priorities for FY 2018/2019 and FY 2019/2020.
Ongoing
Review and comment on FDOT FY 2019/2020-FY 2023/2024 Tentative Work Program.
Ongoing
Develop Transportation Improvement Program (TIP) for FY 2019/2020 and FY 2020/2021.
Ongoing
Update 2045 Long Range Transportation Plan (LRTP).
Commencing Summer 2019 - To be Adopted October 2020.
Continue Regional Coordination with neighboring MPOs.
Ongoing
Utilize LRTP Model for Traffic Analysis.
Ongoing

FY18 ACCOMPLISHMENTS

1	Develop Project Priorities for FY 2017/2018 and FY 2018/2019.
	Submitted Project Priorities to FDOT for inclusion in Work Program.
2	Comment on FY 2018/2019 - FY 2022/2023 FDOT Tentative Work Program.
	MPO Board reviewed and commented on the FDOT FY FY 2018/2019 - FY 2022/2023 Tentative Work Program.
3	Develop Transportation Improvement Program (TIP) for FY 2018.
	Developed and adopted FY 2018 TIP.
4	Adopt 2040 Long Range Transportation Plan (LRTP) Update.
	Adopted 2040 Long Range Transportation Plan (LRTP) - December 2015 - Amended LRTP as required.
5	Assisted Charlotte County Transit to implement the update to Transit Development Plan.
	Assisted Charlotte County Transit consultant in Selection Process for TDP Update. Annual update of TDP - September 2015.
6	Utilize LRTP Model for Traffic Analysis.
	Continue utilizing LRTP Model for Traffic Analysis.

GOALS

Public Safety - Animal Control Division FY20 and FY21

FY20 and FY21 GOALS:

1	To continue efforts to obtain/exchange animal tag information electronically.
2	To update Charlotte County Animal Control Ordinances
3	To update department disaster plan to recognize pet-friendly shelters and new department protocol
4	To update Animal Control Policy Manual

FY19 GOALS AND PROGRESS:

1	To continue efforts to obtain/exchange animal tag information electronically.
Efforts to obtain/exchange animal tag information electronically is being explored. We are currently looking into several options to help our department accomplish this goal in the near future.	
2	To reclassify Animal Control Officer Positions to a new pay-grade.
Completed - The Animal Control Officer positions were reclassified into a higher pay grade.	
3	To update dept. disaster plan to recognize pet-friendly shelters and new dept. protocol.
This continues to be a work in progress and is expected to be completed in the upcoming fiscal year.	
4	To expand staff through the creation of a Sergeants Position.
Completed - This was accomplished with the creation of a Senior Animal Control Officer position.	

FY18 ACCOMPLISHMENTS

1.	To continue efforts to obtain/exchange animal tag info electronically.
Efforts to obtain/exchange animal tag information electronically is being explored. We are currently looking into several options to help our department accomplish this goal in the near future.	
2.	To finalize entire animal control fleet to full-size vehicles w/new cage units.
Completed	
3.	To ensure that the entire Animal Control staff become certified in CPR by successfully completing the training course offered through Fire/EMS.
Completed	

GOALS

Public Safety - Emergency Management Division FY20 and FY21

FY20 AND FY21 GOALS:

1	Establish a framework for a Community Organizations Active in Disasters (COAD) and promote membership.
2	Increase daily situational awareness amongst stakeholders by publishing enhanced WebEOC products and daily weather and special event bulletins..
3	Mitigate at risk properties consistent with available grant funding.
4	Increase training and exercise opportunities, to include an annual exercise that tests all partners in response and recovery..

FY19 GOALS AND PROGRESS:

1	Institute platform for digital upload and maintenance of health care emergency plans. Complete and currently being utilized by healthcare facilities.
2	Increase volunteer participation in emergency management programs. CERT and CC FLARES continue to expand and train new members.
3	Mitigate at risk properties consistent with available grant funding. Currently underway through Hazard Mitigation Grant project requests. Awaiting State and Federal review.
4	Create and deliver new preparedness program for student in Charlotte County Schools. The "Be a Hero" Program is underway and scheduled for delivery in each CCPS Elementary School.

FY18 ACCOMPLISHMENTS

1.	Promote and expand the Alert Charlotte public warning system. Alert Charlotte currently has over 90,000 individual contacts registered, including over 20,000 opt-ins.
2.	Pursue emergency shelter staffing plan. Still working with partners to ensure the appropriate amount of shelter staff is identified, trained and available to ensure adequate staffing levels for the (4) planned shelters in the county.
3.	Mitigate at risk properties when funding becomes available. Currently underway through Hazard Mitigation Grant project requests. Awaiting State and Federal review.
4.	Increase use of volunteers during EOC activations. CERT Members have been trained and tested in Call Center and Shelter Staff augmentation roles.

GOALS

Public Safety - Fire & EMS Division FY20 and FY21

FY20 AND FY21 GOALS:

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|---|--|
| 1 | Rescue 9 in service in Babcock Ranch (to include an inservice temporary Rescue station) |
| 2 | Provide County Fire/EMS medical services to the Sports Park during Minor League Baseball Events |
| 3 | Continued implementation of new software programs to improve efficiency (ImageTrend, WF TeleStaff, FP). With addition features |
| 4 | Fill all vacant positions and new positions utilizing enhanced recruitment options. |
| 5 | Station 10 project to complete land identification/purchase and begin construction based on final design. |

FY19 GOALS AND PROGRESS:

- | | |
|---|---|
| 1 | Rescue 9 in service in Babcock Ranch |
| Plans for the implementation of Rescue 9 are in the process with a start date sometime in Fiscal 19/20. | |
| 2 | Digital Radio System (P-25) design, engineering and build out complete. |
| In Progress. | |
| 3 | Provide County Fire/EMS medical services to the Sports Park during Major League Baseball Events |
| Plan was developed in conjunction with Community Services and successfully implemented | |
| 4 | Implementation of new software programs to improve efficiency (ImageTrend, WF TeleStaff, FP). |
| Software was purchased and we are in the process of customizing it to our needs (90% completed for all programs except Fire Prevention). Fire Prevention will be completed before the end of the fiscal year. | |
| 5 | Complete ISO inspection and improve efficiencies. |
| Completed ISO inspection and awaiting results. | |
| 6 | Fill all vacant positions utilizing enhanced recruitment options. |
| This is still a work in progress but we currently have only a few vacancies. We are continuing to hire certified paramedics and then sending them to fire school as part of our enhanced strategies. | |

FY18 ACCOMPLISHMENTS

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|---|---|
| 1 | To enhance our level of Emergency Medical Services to the Babcock Ranch and the surrounding area. |
| ALS Engine 9 in service | |
| 2 | To have the design, engineering of the Fire Station 10. |
| Station 10 has moved to acquisition and construction phase. | |
| 3 | To begin offering training classes in the new Fire Training Facility. |
| Confined Space, Technical Rescue, promotional test, new recruit and CCSO training. | |
| 4 | Established a program to train and secure FireMedics through providing Fire School Training to single Certified Paramedics. |
| The program has hired and continually employed over seven individuals through this program. | |

GOALS

Public Safety - Radio Communications Division
FY20 and FY21

FY20 AND FY21 GOALS:

1.	Complete Babcock Ranch Tower Project
2.	Complete VHF Backup Radio System
3.	Aquire Central Storage Location For P25 Radio System Infrastructure, Radios and Tower Parts

FY19 GOALS AND PROGRESS:

1	Complete Digital P25 Radio System (sales tax project). P25 Digital Radio System currently at 85% completion, system completion delayed due to unforeseen delays
2	Complete radio migrations for all agencies from analog system to new P25 digital system. Radio migrations delayed due to unforeseen delays with P25 Digital Radio System completion
3	Establish interoperability server connections between Sarasota and Lee counties via ISSI. The Sarasota ISSI links are installed. Lee county ISSI link delayed due to their decision to wait until they begin their P25 system project.

FY18 ACCOMPLISHMENTS

1.	Complete Phase 4 of the county's radio system upgrade (microwave system). <ul style="list-style-type: none">Completed phase 4 county radio system upgrade. (microwave system).
2	Complete final Phase 5 of the county's radio system upgrade (Landfill Tower). <ul style="list-style-type: none">Phase 5 county radio system upgrade Landfill Tower construction 100% completed
3	Begin Digital P25 Radio System replacement. (sales tax project 10-1-2015 to 11-27-2018). <ul style="list-style-type: none">Digital P25 Radio System awarded to CI-Harris. Currently in detailed design review with a current scheduled completion date of 11-27-2018.

GOALS	
Public Works - Engineering Division FY20 and FY21	
<i>FY20 and FY21 GOALS:</i>	
1	Ensure all design contracts start and are completed on time.
2	Ensure all construction projects start and are completed on time.
3	Ensure that all sign and lighting maintenance is completed in a safe timeframe.
4	Ensure all mining operations are operating per CC ordinance.
5	Ensure all ROW inspections are completed within 1 day of request.
<i>FY19 GOALS AND PROGRESS:</i>	
1.	Ensure all design contracts start and are completed on time.
Project Engineers/Managers ensure that contracts are held and we push with all of our authority to get the designs completed in a timely manner.	
2.	Ensure all construction projects start and are completed on time.
Project Engineers/Managers hold the contractors to the contract and if the project is not completed on time, liquidated damages are assessed.	
3.	Ensure that all sign and lighting maintenance is completed in a safe timeframe.
This is and will continue to be completed.	
4.	Ensure all mining operations are operating per CC ordinance.
All complaints have been investigated and site visits are performed on all mines on a yearly basis at a minimum.	
5.	Ensure all ROW inspections are completed within 1 day of request.
This is and will continue to be completed.	
<i>FY18 ACCOMPLISHMENTS</i>	
1.	Ensure all design contracts start and are completed on time.
Project Engineers/Managers ensure that contracts are held and we push with all of our authority to get the designs completed in a timely manner.	
2.	Ensure all construction projects start and are completed on time.
Project Engineers/Managers hold the contractors to the contract and if the project is not completed on time, liquidated damages are assessed.	
3.	Ensure that all sign and lighting maintenance is completed in a safe timeframe.
This is and will continue to be completed.	
4.	Ensure all mining operations are operating per CC ordinance.
All complaints have been investigated and site visits are performed on all mines on a yearly basis at a minimum.	
5.	Ensure all ROW inspections are completed within 1 day of request.
This is and will continue to be completed.	

GOALS

Public Works - Road Maintenance Division FY20 and FY21

FY20 AND FY21 GOALS:

1. Continue collecting and mapping infrastructure assets
2. Implementation of ADA transition compliance plan
3. Implementation of the outcome of the MSBU Study and improve outreach regarding the MSBUs
4. Increase the use of mobile technology and GIS to increase efficiency
5. Instill continuity of knowledge transfer for our organization

FY19 GOALS AND PROGRESS:

1. Complete efficiency study.
Ongoing.
2. Select and implement a new asset management system.
Ongoing - RFP is in Purchasing.
3. Continue presentation of CIP for Gateways and Thoroughfares for BCC approval and implementation.
Ongoing. Two new grants received this FY.
4. Continue the development and implementation of ADA compliance.
Ongoing. Sidewalk repairs being completed.
5. Further development and implementation of a high level training program.
Training position filled and over 3,250 hours of training documented since July.

FY18 ACCOMPLISHMENTS

- 1 Present CIP for Gateway Thoroughfare to BCC for approval and, if approved, implement.
Ongoing. Landscape installed at both Toledo Blade from Hillsborough to US41 and 776 at US 41- construction of both entry signs is in the near future. Midway Boulevard landscaping is complete. Grant locations moving forward include I75 at US17 and I75 at Jones Loop. Applied for grants at US41 and Tucker's Grade and US41 at the Sarasota County Line.
- 2 Work with Engineering to implement a plan and begin ADA compliance .
Developmental stage.
- 3 Work with IT on obtaining a maintenance and asset management system to ensure essential maintenance is performed on time and at a reasonable cost.
Working with consultant information gathering stage.
- 4 Develop and implement a robust training program that cultivates our human resource and changes our current culture to one of growth.
Received tentative approval for a Training Officer/Coordinator position from Administration for the Public Works Dept.
- 5 Ensure funding to initiate a plan to bring sidewalk network into compliance w/ ADA standards for the Greater Port Charlotte & Gardens of Gulf Cove MSBU's.
Developmental stage.

GOALS

Public Works - Mosquito Control Division FY20 and FY21

FY20 and FY21 GOALS:

1	Continue to Expand Surveillance activities specifically for Aedes aegypti and Aedes albopictus with new traps. Employee oviposition traps for egg laying.
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
3	Continue Mosquito resistance testing in laboratory by bottle bioassay as well as in situ field evaluation. Explore any new market formulations.
4	Employee Dry Granule larvicide and monitor efficacy in known areas. Such as salt flats, state lands, and park areas.
5	Examine/research new chemical possibilities to decrease cost and prevent population resistance. Coordinate with State land managers regarding Marsh burning and egg reduction.

FY19 GOALS AND PROGRESS:

1.	Expand Surveillance activities in general and specifically for Aedes aegypti and Aedes Albopictus with new traps.
	Surveillance activities were increased as was educational outreach regarding these species. CDC traps were augmented with Sentinel BG and Vince Fay traps 13,865 mosquitos were identified to species.
2.	Expand educational outreach regarding all Arboviruses including EEE, SLE, Degue, Chikungunya and Zika.
	Educational outreach activities increased to reach all 4th grade students in county school system as well as nature fairs participants, HOA, POA civic and Fraternal organizations. Several radio shows were performed
3.	Begin mosquito resistance testing in laboratory by bottle bioassay as well as in situ field evaluation.
	Several compounds were examined including deltmethrin, permethrin, malathion. A presentation was given regarding results at Florida Mosquito Control Association annual meeting. Some resistance to Malathion may be evident.
4.	Examine/research new chemical possibilities to decrease cost and prevent population resistance.
	Examine new formulations of both granular and extended release applications. Compare and contrast price to treatment results.

FY18 ACCOMPLISHMENTS

1.	Rebuild New Sterile chicken coop to house the main flock.
	Built new sterile Chicken Coop to house main flock and replacement birds for outposts that test positive for diseases. Enhanced Sentinel Chicken program.
2.	Update Aerial Spray Systems.
	Spray Systems and helicopter received multiple repairs and updates. A dry granular dispersal system was created and installed
3.	Update service capabilities by establishing helistop.
	Purchased land on Burnt Store corridor, obtained special exemption, created landing pad and flight path for helistop to provide safer and more efficient fueling and chemical loading for larvicide missions.

GOALS	
Public Works - Solid Waste Division FY20 and FY21	
<i>FY20 AND FY21 GOALS:</i>	
1.	Continue to meet the State's mandated 75% recycling rate
2.	Apply for Solid Waste of North America Association Award(s)
3.	Review / evaluate the operational needs to increase staffing to meet Landfill's operational work demand
4.	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
5.	New scale house fully operational by the end of 2021
<i>FY19 GOALS AND PROGRESS:</i>	
1	Negotiate a new sanitation service franchise agreement for Charlotte County.
	Ongoing.
2	Achieve 70% recycling rate established by State mandate.
	The County achieved 75.2% recycling rate 3 years prior to the State mandated goal of 75% by the year 2020.
3	Analyze Landfill tipping fees and set new rates to cover the costs of operating the Solid Waste Division.
	Rates analyzed and received BOCC approval to increase tipping fee rates annually over the next five years.
<i>FY18 ACCOMPLISHMENTS</i>	
1.	Obtain American Public Works Association Accreditation.
	Ongoing.
2.	Establish Commercial Yard Waste Collection site at JB Yard.
	Feasibility study determined it to be not a cost-efficient project.
3.	To achieve 60% Recycling rate established by the State Mandate.
	Charlotte County achieved 60% recycling rate.

GOALS

Tourist Development - Visitor & Convention Bureau FY20 and FY21

FY20 and 21 GOALS:

1.	Increase Summer visitation by 2% per year. If environmental/natural issues arise, mitigate (as compared to comp-set).
2.	Increase partner participation and industry education workshops to two (2) per year, minimum. Budget allocation has been requested to perform these actions.
3.	Build new collateral packages for sports/meetings market, aggressively pursue meetings market when new product becomes available.
4.	Continue to grow market share for PGD lift markets: increase visitor utilization share of PGD by 1% per year
5.	Complete and implement strategic planning and master planning specific to tourism.

FY19 GOALS AND PROGRESS:

1.	Maintain Summer visitation. 1800 new rooms coming into regional market, impact of VISITFLORIDA cuts. Visit Florida budget was sustained in a late session. Newly elected Gov. Desantis has recommended maintaining current funding levels. Visit Florida is on a state fiscal cycle (July-June). Summer visitation dropped slightly due to red tide, however, TDT was net positive Jun-Aug.
2.	Maintain or increase by 1% German visitation. New research company (started October 2018) will segment German visitation. Continuing programs: Native German language guide distribution with Via Urlaub (vendor) and direct marketing with Fairflight (vendor). Awaiting Q4 2018 research results for measurable metrics, previous research company did not segment German visitation and any increase would have been anecdotal.
3.	Complete and market two additional Adventure and Wildlife series episodes. Production has been completed. Support for new series has been added "Guidelines TV" (national fishing show frequently shot in Charlotte Harbor) and small pilot sponsorship for "Seeding the Future" (Worden Farms/farm-to-table/local chefs) with potential for more support if the series is picked up by a (major) network.
4.	Through Arrivalist (conversion technology) - identify and bolster market share in high performing Allegiant/Frontier destinations. Arrivalist continues to be a vital asset. Continuing and expanding use for platforms that permit digital tagging. Data is extremely valuable in determining not only that a program is working, but also insights as to planning cycles and geographic market viability which results in better targeting and more efficient marketing spend.

FY18 ACCOMPLISHMENTS

1.	Increase summer visitation by 1-2%. Extreme Red Tide. Summer visitation was down, however, TDT was up June-Aug 2018 vs 2017 by 2%. This is in contrast to neighboring coastal counties which each saw a drop of around 1.4%, net offset of ~3.4%
2.	Implement and do paid marketing of Adventure and Wildlife series. Completed Episode 4 and 5. Published to multiple platforms. Also released to CCTV for programming. Due to delays in delivery due to rearranging final episode to address red tide, no paid marketing was performed on the episodes.
3.	Release of German Visitor Guide and distribution with Via Urlaub in Germany at consumer trade shows. Completed. Guide is currently being revised for second printing with future plans to continue Via Urlaub distribution.
4.	Maintain market share against a number of obstacles: completely flat forecast (0.0% per Smith Travel Research); increased room rate competition, particularly from Sarasota with an extremely large number of new rooms coming online; economic uncertainties; significant double digit drop in US <-> international travel search traffic / bookings since January 2017, etc.

GOALS

Tourist Development - Visitor & Convention Bureau FY20 and FY21

TDT was up 4.77% in FY2018, (outperform), as a comparison, inflation was only 1.91%. International continues to be lower industrywide, however new research firm will better segment European visitation going forward. Charlotte saw a 14% increase in rooms for flagged (major) hotels w/2 new properties (Punta Gorda) and is preparing for a massive increase in inventory over the next 2-3 years with several large projects nearing construction phase.

GOALS

Charlotte County Utilities FY20 and FY21

FY20 AND FY21 GOALS:

1.	Implement additional phases of the Sewer Expansion Program identified in the Sewer Master Plan.
2.	Complete planned R&R projects.
3.	Evaluate efficiencies with the Asset Management software system
4.	Improve internal and external communications.
5.	Continue to develop new plants at EP and BS

FY19 GOALS AND PROGRESS:

1.	Implement additional phases of the Sewer Expansion Program identified in the Sewer Master Plan. The S2S program has moved forward into two new areas. El Jobean and Ackerman. EJB will break ground this year on the Vac Station and maybe the collection system. ACK might be able to start the Vac station.
2.	Develop conceptual funding program to support R&R projects. We are looking at the definition of R&R vs relocation projects and how they are funded. At this time we plan to use R&R funds only for the stated purpose and fund relocation differently.
3.	Provide customer account management and fixed base water meter web access service. There are no plans to implement a web based service at this time due to the manufacturer inability to provide the interface.
4.	Implement a new Enterprise Asset Management software system and upgrade Bill Trust payment program. AMS upgrade is slowly coming onboard according to contractor the software might be selected this FY. The bill trust payment program is not going to be updated mostly because it can not be interfaced with billing data
5.	Adjust staffing levels. After evaluating staffing levels we will be consolidating requirements and justification in April.

FY18 ACCOMPLISHMENTS

1.	Complete fixed base meter program installations .
2.	Improve Enterprise Asset Management System (EAMS) and make more consistent with other County departments.
3.	Review rates and consolidate ordinances, resolutions, policies and procedures.
4.	Consider alternative approaches to fund department costs on joint utility and transportation projects.
5.	Organize internal file management system (P drive).
6.	Complete Wonderware system software upgrade for facility operations management.
7.	Continue progress on stage 5 expansion of the East Port Wastewater Plant expansion.
8.	Complete Sewer Master Plan and continue progress with septic-to-sewer conversion projects.