



CHARLOTTE COUNTY

Performance Based Budget Summary Sheets

FY22 & FY23

Prepared by:

Budget and Administrative Services Dept.

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Administration

Administration

Mission

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 - To manage fiscally sound county operations with a culture of transparency, accountability, citizen engagement and innovation.

Core Functions

Administer BCC Policies and programs - Provides direction and coordination of all County functions under the Board of County Commissioners.

Communication - 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.

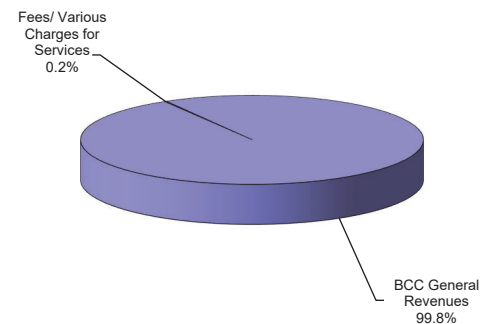
FY 22 - First Year

State Mandated	68.8%	\$1,742,292
Critical	15.6%	\$395,975
Critical	15.6%	\$395,975
Capital		\$80,000
	100.0%	\$2,614,243

Revenues by Category	FY 20 Actual	FY 21	FY 22	FY 23
BCC General Revenues	\$ 1,900,206	\$ 2,328,128	\$ 2,521,243	\$ 2,604,805
Taxes	-	-	-	-
Fees and Assessments	-	-	-	-
State and Federal Revenue	3,163	-	-	-
Fees/ Various Charges for Services	4,133	5,000	5,000	5,000
Misc	450	-	-	-
Transfers and Beginning Balances	-	-	88,000	88,000
Total	\$ 1,907,952	\$ 2,333,128	\$ 2,614,243	\$ 2,697,805

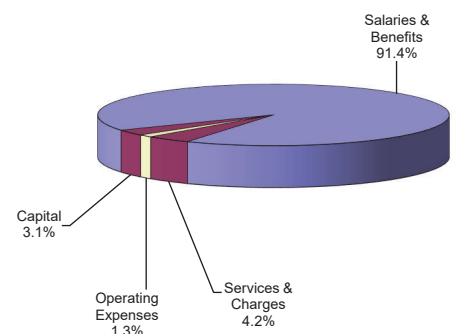
FY22 Revenues & Expenses

FY22 Estimated Revenues



Expenses by Category	FY 20 Actual	FY 21	FY 22	FY 23
Salaries & Benefits	\$ 1,852,750	\$ 2,111,708	\$ 2,391,084	\$ 2,474,508
Services & Charges	(79,399)	110,135	108,874	109,012
Operating Expenses	31,326	31,285	34,285	34,285
Capital	99,854	80,000	80,000	80,000
Other	-	-	-	-
Debt	-	-	-	-
Reserves/ Transfers	3,421	-	-	-
Total	\$ 1,907,952	\$ 2,333,128	\$ 2,614,243	\$ 2,697,805

FY22 Budgeted Expenditures



Positions	FY 20 Actual	FY 21	FY 22	FY 23
Full Time	16	16	16	16
Part Time				
Total	16	16	16	16

Notes:

Budget and Administrative Services

Budget and Administrative Services

Department Overview

FY 22 - First Year

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

4.6% \$3,361,469

Fleet - To establish efficient and effective delivery of Charlotte County Fleet Management services by using a blend of outsourcing and in-house work to provide 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.

9.4% \$6,828,639

Information Technology - The 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.

9.9% \$7,217,686

Purchasing - 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.

1.9% \$1,374,244

Real Estate Services - The Real Estate Services Division (RES) is responsible for providing real property expertise and services to all County Departments for acquisitions, disposals, exchanges, obtaining easements, right-of-ways for BCC approved sales tax and capital projects. RES obtains leased space for all County Departments and Constitutional Offices. The Division also provides an annual Real Property Inventory Report and Building Inventory Report to identify and monitor all of the County's land holdings and assets. The Division administers the Occupation and Release of Easement Program critical for the permitting of homes, commercial and new development.

1.0% \$709,552

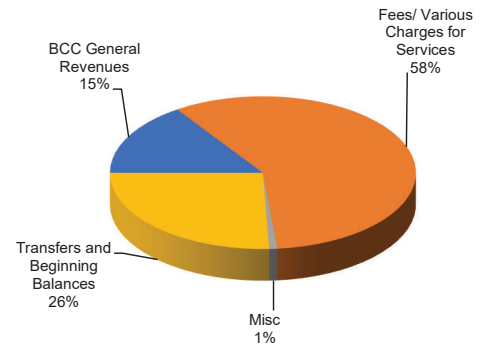
Risk Management - Self and Health Insurance Funds - To provide active direction and leadership in the planning, development, and administration of programs and processes that support the organization's mission. Provide accountability to the citizens of Charlotte County and assistance to the employees and retirees of Charlotte County by providing cost-effective and efficient administration of the various programs. Leads in the integration of risk management principles and practices to ensure effective enterprise risk management for the organization.

73.2% \$53,181,523

\$72,673,113

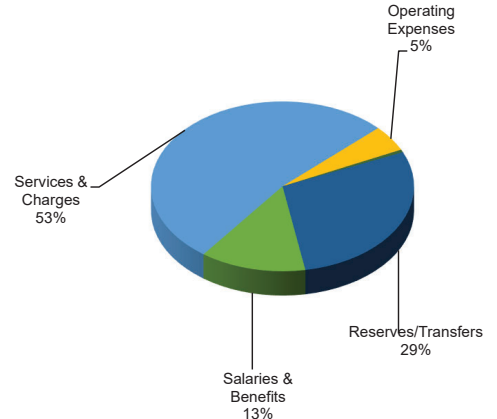
Revenues by Category	FY 20 Actual	FY 21	FY 22	FY 23
BCC General Revenues	\$ 10,447,028	\$ 11,029,130	\$ 12,132,951	\$ 12,585,959
Taxes	22,627	\$ -	\$ -	\$ -
Fees and Assessments	-	\$ -	\$ -	\$ -
State and Federal Revenue	96,296	\$ -	\$ -	\$ -
Fees/ Various Charges for Services	41,593,456	\$ 40,888,658	\$ 45,303,824	\$ 46,311,168
Misc	1,741,220	\$ 734,000	\$ 659,000	\$ 659,000
Transfers and Beginning Balances	-	\$ 11,790,267	\$ 20,054,269	\$ 18,626,001
Total	\$53,900,627	\$64,442,055	\$78,150,044	\$78,182,128

FY 22 Estimated Revenues



Expenses by Category	FY 20 Actual	FY 21	FY 22	FY 23
Salaries & Benefits	\$ 9,166,078	\$ 9,522,019	\$ 10,170,616	\$ 10,532,476
Services & Charges	38,022,423	\$ 38,136,846	\$ 41,211,292	\$ 43,088,617
Operating Expenses	3,275,198	\$ 4,058,141	\$ 3,849,424	\$ 3,849,424
Capital	-	\$ -	\$ 395,310	\$ 444,831
Other	-	\$ -	\$ -	\$ -
Debt	-	\$ -	\$ -	\$ -
Reserves/Transfers	44,877	\$ 12,725,049	\$ 22,523,402	\$ 20,266,780
Total	\$50,508,575	\$64,442,055	\$78,150,044	\$78,182,128

FY 22 Budgeted Expenditures



Positions	FY 20 Actual	FY 21	FY 22	FY 23
Full Time	106	106	105	105
Part Time	1	1	1	1
Total	107	107	106	106

Notes

Budget and Administrative Services Fiscal Services

Mission

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

Linkage to Strategic Goals

Efficient and Effective Government - To manage fiscally sound county operations with a culture of transparency, accountability, citizen engagement and innovation.

Infrastructure - To build and maintain countywide infrastructure that meets our evolving needs and enhances our community appearance, improves public safety and protects our natural resources.

Core Functions

FY 22 - First Year

Operation Support - The Operations section provides oversight of the two-year budget cycle including TRIM (truth in millage), budgetary public hearings, cost allocations, and departmental budget preparation. Additionally, manages the financial activity of all departmental budgets including revenue and expense projections and financial reporting.

Mandated/
Critical

28.9%

\$971,465

Capital Improvement Programs Support - The CIP/MSBU section manages the financial activity of all Capital Projects, Municipal Services Benefit Units (MSBU), Municipal Services Taxing Units (MSTU), and Community Redevelopment Areas (CRA). In addition, this section prepares the budgets for the following funds: Capital Projects, Impact Fees, Native Tree, Road Improvements, and Sales Tax Extension.

Mandated/
Critical

26.2%

\$880,705

Grant Support - The Grants section provides financial oversight on grant funding administered through other departments. This section is responsible for managing the financial requirements and maintaining the grant award in the financial system. Additionally, this section is accountable for meeting the budgetary terms and conditions of the award, and coordinates with the department and the awarding agency on financial and programmatic compliance and audits.

Critical

15.4%

\$517,666

AP/AR Support - The Accounts Payable/Accounts Receivable (AP/AR) section 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.

Critical

29.5%

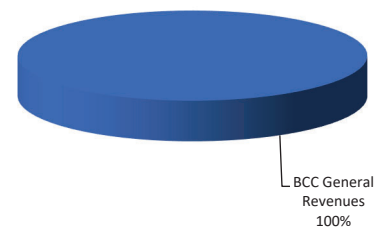
\$991,633

100.0% \$3,361,469

Revenues by Category	FY 20 Actual	FY 21	FY 22	FY 23
BCC General Revenues	\$ 2,777,114	\$ 3,209,597	\$3,361,469	\$3,481,269
Taxes	22,627	-	-	-
Fees and Assessments	-	-	-	-
State and Federal Revenue	87,281	-	-	-
Fees/ Various Charges for Services	-	-	-	-
Misc	1,263	-	-	-
Transfers and Beginning Balances	-	-	-	-
Total	\$2,888,284	\$3,209,597	\$3,361,469	\$3,481,269

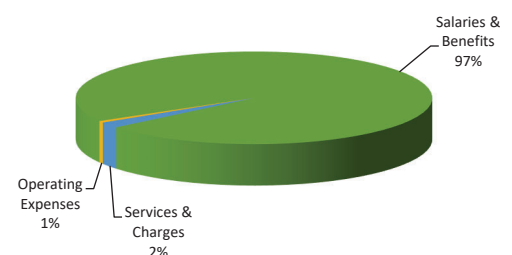
FY22 Revenues & Expenses

FY 22 Estimated Revenues



Expenses by Category	FY 20 Actual	FY 21	FY 22	FY 23
Salaries & Benefits	\$ 2,905,216	\$ 3,113,091	\$ 3,273,209	\$ 3,389,735
Services & Charges	(39,558)	78,406	68,470	71,744
Operating Expenses	22,627	18,100	19,790	19,790
Capital	-	-	-	-
Other	-	-	-	-
Debt	-	-	-	-
Reserves/Transfers	-	-	-	-
Total	\$2,888,284	\$3,209,597	\$3,361,469	\$3,481,269

FY22 Budgeted Expenditures



Positions	FY 20 Actual	FY 21	FY 22	FY 23
Full Time	36	36	36	36
Part Time	-	-	-	-
Total	36	36	36	36

Notes

Budget and Administrative Services Fleet Maintenance

Mission

Fleet Management - To establish efficient and effective delivery of Charlotte County Fleet Management services by using a blend of outsourcing and in-house work to provide 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 & Effective Government - To manage fiscally sound county operations with a culture of transparency, accountability, citizen engagement and innovation.

Core Functions

FY22 - First Year

Fleet Maintenance

1. Preventative Maintenance - To maintain county buses, equipment over 1 ton, and miscellaneous equipment.
2. Repairs - To repair county buses, equipment over 1 ton, and miscellaneous equipment.
3. Outsourcing - To manager the outsourcing of county vehicles (1 ton and under).
4. Acquisition & Disposal - To manage the acquisition and disposal of county vehicles and equipment.
5. Other Services - To provide miscellaneous services to county departments.

Fuel Services

1. Fuels Inventory - To maintain adequate fuel supply for County vehicles and equipment.
2. Fuel Tanks - To maintain, repair, and achieve regulatory compliance of fuel Sites.
3. Fuel System - To maintain fuel equipment, devices, and database.

Critical	55.0%	\$2,715,295
Discretionary	6.1%	\$301,700
Critical	27.2%	\$1,344,141
Mandate	11.7%	\$576,060
Capital		\$395,310
Reserves/Transfers		\$1,496,133
	100.0%	\$6,828,639

Revenues by Category

FY 20 Actual

FY 21

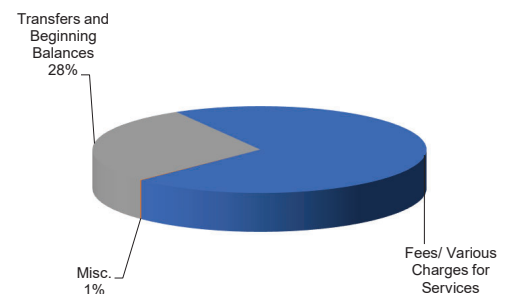
FY 22

FY 23

FY22 Revenues & Expenses

BCC General Revenues	\$ -	\$ -	\$ -	\$ -
Taxes	-	-	-	-
Fees and Assessments	-	-	-	-
State and Federal Revenue	-	-	-	-
Fees/ Various Charges for Services	3,970,541	5,352,207	4,838,551	4,838,551
Misc.	3,024	9,000	9,000	9,000
Transfers and Beginning Balances	-	2,056,522	1,981,088	1,224,514
Total	\$ 3,973,564	\$ 7,417,729	\$ 6,828,639	\$ 6,072,065

FY 22 Estimated Revenues



Expenses by Category

FY 20 Actual

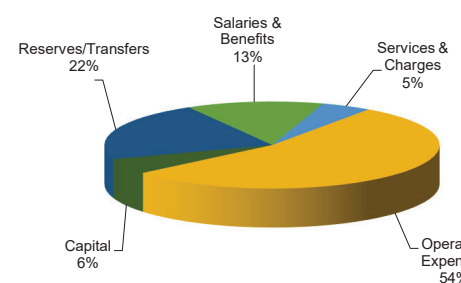
FY 21

FY 22

FY 23

Salaries & Benefits	\$ 959,950	\$ 871,540	\$ 903,491	\$ 934,905
Services & Charges	238,431	196,633	331,579	336,022
Operating Expenses	3,180,379	3,907,233	3,702,126	3,702,126
Capital	(0)	-	395,310	444,831
Other	-	-	-	-
Debt	-	-	-	-
Reserves/Transfers	29,691	2,442,323	1,496,133	654,181
Total	\$ 4,408,450	\$ 7,417,729	\$ 6,828,639	\$ 6,072,065

FY 22 Budgeted Expenditures



Positions

FY 20 Actual

FY 21

FY 22

FY 23

Full Time	11	11	11	11
Part Time	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
Total	11	11	11	11

Notes:

Revenues: Decrease in Fees/Variou Charges for Services is due to an increase in maintenance being performed in-house, and an adjustment in fuel revenue to align with actuals.

Expenses: Decrease in Operating costs correlates to the decrease in revenue.

Capital: Increase is due to mobile heavy lifts, heavy vehicle replacement, and fuel tank replacements.

Budget and Administrative Services

Information Technology

Mission

Information Technology - The 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 - To manage fiscally sound county operations with a culture of transparency, accountability, citizen engagement and innovation.

Core Functions

Client Services - Provides first contact for all IT related issues. Enhanced first and second level support for requests and computing issues, business process mapping, report writing and pre/post project support of the other units in IT. Provides needs analysis of all software/hardware requests and procurement.

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 Services Group leverages GIS technology to permit the most efficient use of geographic information. GIS staff develop, create and maintain core GIS data and applications. GIS also provides advanced analysis, reporting and custom mapping applications for internal and public clients.

Information Services - Provides services relating to providing access to the agencies data. These services include application development, business intelligence, database administration and workflow automation.

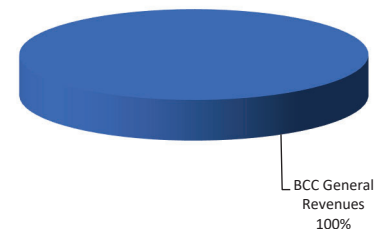
FY 22 - First Year

Critical	29.05%	\$2,096,738
Critical	29.05%	\$2,096,738
Critical/ Discretionary	10.14%	\$731,873
Critical/ Discretionary	31.76%	\$2,292,337
	100.0%	\$7,217,686

Revenues by Category	FY 20 Actual	FY 21	FY 22	FY 23
BCC General Revenues	\$ 6,335,671	\$ 6,484,633	\$7,217,686	\$7,478,488
Taxes	-	-	-	-
Fees and Assessments	-	-	-	-
State and Federal Revenue	9,015	-	-	-
Fees/ Various Charges for Services	-	-	-	-
Misc	-	-	-	-
Transfers and Beginning Balances	-	-	-	-
Total	\$6,344,686	\$6,484,633	\$7,217,686	\$7,478,488

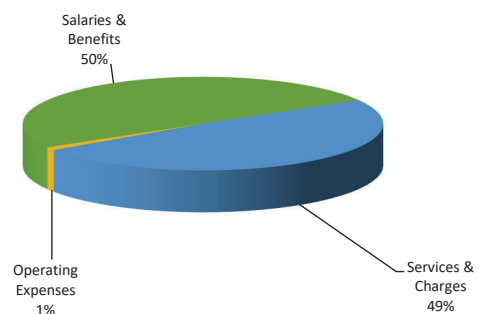
FY22 Revenues & Expenses

FY 22 Estimated Revenues



Expenses by Category	FY 20 Actual	FY 21	FY 22	FY 23
Salaries & Benefits	\$ 3,166,190	\$ 3,280,818	\$ 3,605,259	\$ 3,734,139
Services & Charges	3,131,351	3,127,886	3,527,335	3,655,211
Operating Expenses	38,939	71,651	71,551	71,551
Capital	-	-	-	-
Other	-	-	-	-
Debt	-	-	-	-
Reserves/Transfers	8,206	4,278	13,541	17,587
Total	\$6,344,686	\$6,484,633	\$7,217,686	\$7,478,488

FY22 Budgeted Expenditures



Positions	FY 20 Actual	FY 21	FY 22	FY 23
Full Time	38	38	37	37
Part Time	-	-	-	-
Total	38	38	37	37

Notes

Three MSBU positions were moved from the IT home depart to the Fiscal home department and two IT Enterprise Application Support Administrator positions were added to ITs position count on 1/28/20 and 3/15/20 (38-3+2 = 37).

Budget and Administrative Services Purchasing

Mission

Purchasing - 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 - To manage fiscally sound county operations with a culture of transparency, accountability, citizen engagement and innovation.

Core Functions

FY 22 - First Year

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.

Mandated/
Discretionary

91.67%

\$1,259,769

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

Mandated

8.33%

\$114,475

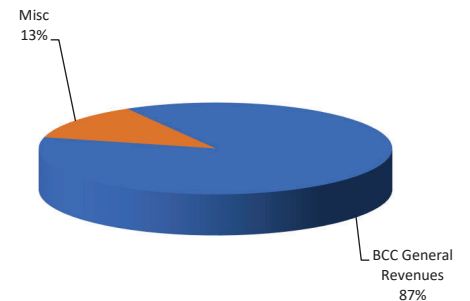
100.0%

\$1,374,244

Revenues by Category	FY 20 Actual	FY 21	FY 22	FY 23
BCC General Revenues	\$ 977,929	\$ 1,127,661	\$1,199,244	\$1,248,040
Taxes	-	-	-	-
Fees and Assessments	-	-	-	-
State and Federal Revenue	-	-	-	-
Fees/ Various Charges for Services	-	-	-	-
Misc	182,916	150,000	175,000	175,000
Transfers and Beginning Balances	-	-	-	-
Total	\$1,160,846	\$1,277,661	\$1,374,244	\$1,423,040

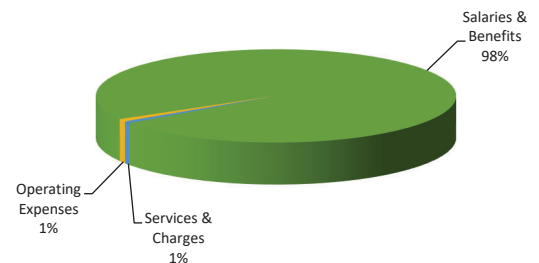
FY22 Revenues & Expenses

FY 22 Estimated Revenues



Expenses by Category	FY 20 Actual	FY 21	FY 22	FY 23
Salaries & Benefits	\$ 1,147,885	\$ 1,257,684	\$ 1,351,877	\$ 1,400,576
Services & Charges	7,710	12,452	10,342	10,439
Operating Expenses	5,250	7,525	12,025	12,025
Capital	-	-	-	-
Other	-	-	-	-
Debt	-	-	-	-
Reserves/Transfers	-	-	-	-
Total	\$1,160,846	\$1,277,661	\$1,374,244	\$1,423,040

FY22 Budgeted Expenditures



Positions	FY 20 Actual	FY 21	FY 22	FY 23
Full Time	11	11	11	11
Part Time	1	1	1	1
Total	12	12	12	12

Notes

Budget and Administrative Services

Real Estate Services

Mission

Real Estate Services - is responsible for providing real property expertise and services to all County Departments for acquisitions, disposals, exchanges, obtaining easements, right-of-ways for BCC approved sales tax and capital projects. RES obtains leased space for all County Departments and Constitutional Offices. The Division also provides an annual Real Property Inventory Report and Building Inventory Report to identify and monitor all of the County's land holdings and assets. The Division administers the Occupation and Release of Easement Program critical for the permitting of homes, commercial and new development.

Linkage to Strategic Goals

Efficient and Effective Government - To manage fiscally sound county operations with a culture of transparency, accountability, citizen engagement and innovation.

Core Functions

	FY 22 - First Year		
Land Acquisition - Real Estate Services acquires land and property interests for BCC approved sales tax and capital projects (Roads, Drainage, Utilities, Facilities, etc.).	Critical	66.67%	\$473,058
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.	Critical	25.00%	\$177,388
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.	Critical	8.33%	\$59,106
		100.0%	\$709,552

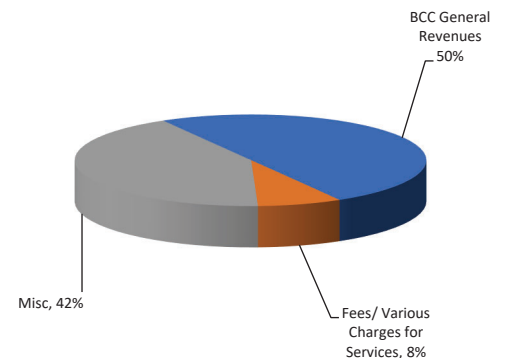
Revenues by Category	FY 20 Actual	FY 21	FY 22	FY 23
BCC General Revenues	\$ 356,314	\$ 207,239	\$354,552	\$378,162
Taxes	-	-	-	-
Fees and Assessments	-	-	-	-
State and Federal Revenue	-	-	-	-
Fees/ Various Charges for Services	53,800	45,000	55,000	55,000
Misc	183,213	450,000	300,000	300,000
Transfers and Beginning Balances	-	-	-	-
Total	\$593,327	\$702,239	\$709,552	\$733,162

Expenses by Category	FY 20 Actual	FY 21	FY 22	FY 23
Salaries & Benefits	\$ 568,398	\$ 661,722	\$ 674,094	\$ 697,635
Services & Charges	14,413	16,167	14,608	14,677
Operating Expenses	6,585	20,419	16,919	16,919
Capital	-	-	-	-
Other	-	-	-	-
Debt	-	-	-	-
Reserves/Transfers	3,931	3,931	3,931	3,931
Total	\$593,327	\$702,239	\$709,552	\$733,162

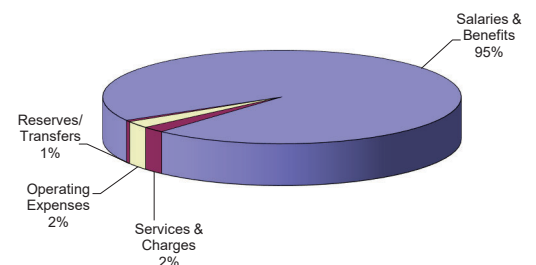
Positions	FY 20 Actual	FY 21	FY 22	FY 23
Full Time	7	7	7	7
Part Time	-	-	-	-
Total	7	7	7	7

Notes

FY 22 Estimated Revenues



FY22 Budgeted Expenditures



Budget and Administrative Services

Risk Management - Self and Health Insurance Funds

Mission

Risk Management - Self and Health Insurance Funds -To provide active direction and leadership in the planning, development, and administration of programs and processes that support the organization's mission. Provide accountability to the citizens of Charlotte County and assistance to the employees and retirees of Charlotte County by providing cost-effective and efficient administration of the various programs. Leads in the integration of risk management principles and practices to ensure effective enterprise risk management for the organization.

Linkage to Strategic Goals

Efficient and Effective Government -To manage fiscally sound county operations with a culture of transparency, accountability, citizen engagement and innovation.

Core Functions

Health Insurance

Administration of all benefit products including annual renewal, billing and eligibility, open and new-hire open enrollment, claims handling, customer service, HIPAA, Medicare, IRS Section 125 compliance, employee wellness program and Health Center oversight.

- A. Bid/negotiate and administer benefits for BCC and Constitutionals
- B. Billing and Eligibility
- C. Deposits, Financials, Purchase ordering
- D. Employee Health Center Oversight
- E. Coordinate Open Enrollment
- F. Customer Service (employees and retirees)
- G. Federal Compliance

Property and Casualty Insurance

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

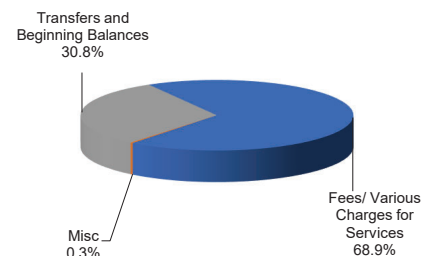
- A. Administration of property and casualty insurance coverage
- B. Claims Management
- C. Loss Control (Safety)
- D. ADA Compliance
- E. DEP Compliance
- F. Drug Testing
- G. Customer Service

FY 22 - First Year		
Local Mandate, Critical	65.6%	\$34,876,949
Mandated	34.4%	\$18,304,574
	100.0%	\$53,181,523

Revenues by Category	FY 20 Actual	FY 21	FY 22	FY 23
BCC General Revenues	\$ -	\$ -	\$ -	\$ -
Taxes	-	-	-	-
Fees and Assessments	-	-	-	-
State and Federal Revenue	-	-	-	-
Fees/ Various Charges for Services	37,569,116	35,491,451	40,410,273	41,417,617
Misc	1,370,804	125,000	175,000	175,000
Transfers and Beginning Balances	-	9,733,745	18,073,181	17,401,487
Total	\$ 38,939,920	\$ 45,350,196	\$ 58,658,454	\$ 58,994,104

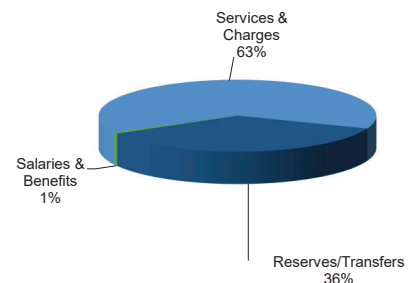
FY22 Revenues & Expenses

FY 22 Estimated Revenues



Expenses by Category	FY 20 Actual	FY 21	FY 22	FY 23
Salaries & Benefits	\$ 418,438	\$ 337,164	\$ 362,686	\$ 375,486
Services & Charges	34,670,076	34,705,302	37,258,958	39,000,524
Operating Expenses	21,419	33,213	27,013	27,013
Capital	-	-	-	-
Other	-	-	-	-
Debt	-	-	-	-
Reserves/Transfers	3,049	10,274,517	21,009,797	19,591,081
Total	\$ 35,112,982	\$ 45,350,196	\$ 58,658,454	\$ 58,994,104

FY22 Budgeted Expenditures



Positions	FY 20 Actual	FY 21	FY 22	FY 23
Full Time	3	3	3	3
Part Time	-	-	-	-
	-	-	-	-
	-	-	-	-
Total	3	3	3	3

Notes

Fees/Various Charges for Services increase is due to an adjustment of the Health Insurance Premium to align with actual revenues. Beginning Balances increase is due to a correction to the prior year Self Insurance Beginning Balance estimate. The increase in Reserves/Transfers is a result of the increases mentioned above. The FY20 Reserve Balance is \$18,268,578. Salaries & Benefits increase is due to adjustments for current staffing. *The three Positions listed above do not include the 2 additional contract positions.

Budget and Administrative Services Transit

Mission

Transit - To provide safe and reliable transportation to individuals who cannot do so for themselves due to economic, mental, or physical disability. Also to provide public transportation that is high quality, low cost curb-to-curb bus service that is safe, convenient and accessible to all. Transit Division strives to improve the quality of life by building a sense of community through connecting neighborhoods.

Linkage to Strategic Goals

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

Efficient & Effective Government - To manage fiscally sound county operations with a culture of transparency, accountability, citizen engagement and innovation.

Core Functions

FY 22 - First Year

Transportation Disadvantaged and Public Transit:

1. Provide high quality, low cost curb-to-curb public bus service that is safe, convenient and accessible to all. Dispatchers schedule services which are provided on weekdays between the hours of 6:30am and 6:00pm. and limited services are available on Saturdays by advance reservation.
2. Supervise and monitor service delivery and vehicle maintenance of partner non-profit agencies providing volunteer drivers. Contract agreements are in place with such agencies as the Veteran's Council, the Cultural Center, C.A.R.E. and the Homeless Coalition.
3. Schedule service and monitor performance of sub-contracted vendors which include contracts for drivers and wheelchair non-emergency service. Contracts are reviewed annually for renewal or re-bid.
4. Maintain Transit vehicles following a scheduled maintenance service, perform Mandatory System Safety Reviews and routinely inspect vehicles for safety. Vehicles undergo an annual System Safety Review. A bi-annual System Safety Review is conducted through the Florida Department of Transportation (FDOT).
5. Coordinate with the Metropolitan Planning Organization to hold Transportation Disadvantaged-Local Coordinating Board meetings. Staff serves as the County's Community Transit Coordinator.
6. Assist in the development and review of the Transportation Element of the County's Comprehensive Plan, applicable Development of Regional Impacts, and the Transportation Improvement Plan.
7. Meet all State and Federal grants and audit requirements per 49CFR, 2CFR200, F.S. Chapter 427 and Chapter 14-90 F.A.C.
8. Conduct annual customer satisfaction survey. The survey is used for recognition of excellent customer service and for recommended improvement measures.

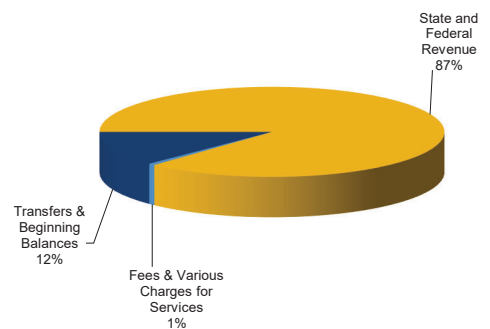
100% \$3,879,439

100.0% \$3,879,439

Revenues by Category	FY 20 Actual	FY 21	FY 22	FY 23
BCC General Revenues	-	-	-	-
Taxes	-	-	-	-
Fees and Assessments	-	-	-	-
State and Federal Revenue	3,602,464	4,950,289	3,371,900	2,165,304
Fees & Various Charges for Services	82,819	175,000	25,000	25,000
Miscellaneous	11,964	-	-	-
Transfers & Beginning Balances	1,288,406	745,702	482,539	1,355,077
Total	\$ 4,985,653	\$ 5,870,991	\$ 3,879,439	\$ 3,545,381

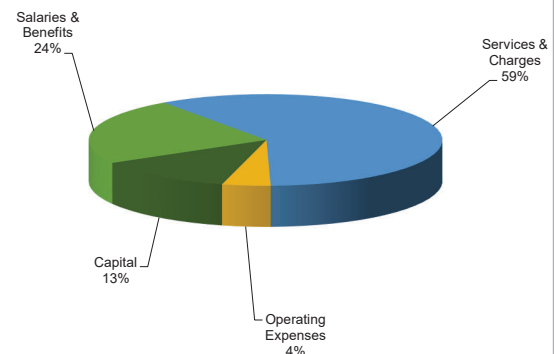
FY22 Revenues & Expenses

FY22 Estimated Revenues



Expenses by Category	FY 20 Actual	FY 21	FY 22	FY 23
Salaries & Benefits	827,639	884,758	912,858	944,492
Services & Charges	2,370,565	2,781,098	2,305,321	2,322,495
Operating Expenses	298,113	289,788	170,135	170,135
Capital	725,841	1,915,347	491,125	108,259
Other	-	-	-	-
Debt	-	-	-	-
Reserves / Transfers	-	-	-	-
Total	\$ 4,222,158	\$ 5,870,991	\$ 3,879,439	\$ 3,545,381

FY22 Budgeted Expenditures



Positions	FY 20 Actual	FY 21	FY 22	FY 23
Full Time	11	11	11	11
Part Time	1	1	1	1
	-	-	-	-
	-	-	-	-
Total	12	12	12	12

Notes

Transit Division funds an additional .80 FTE for positions reporting to other divisions.

Community Development

Community Development

Mission

Community Development - Manage growth and change consistent with the County's comprehensive plan to maximize quality of life with an emphasis on efficient processes that support positive business, neighborhood communities, protect our environmental assets and to 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.

Core Functions

FY 22 - First Year

Growth Management - Create and update the County's Comprehensive Plan; ensure compliance with local, state and federal regulations relating to land use, zoning and natural resources for all permitted development in unincorporated Charlotte County; maintain and update all planning, zoning, concurrency, environmental and 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; ensure all commercial and residential properties in Charlotte County are in compliance with the local zoning regulations through effective complaint resolution and inspections of new and remodeled structures; all contracting work completed in compliance with local and state contractor licensing requirements.

33.3% \$6,674,531

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

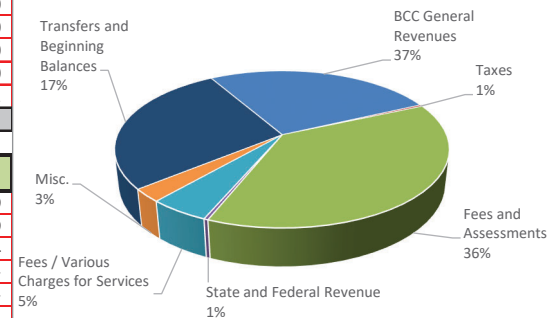
66.7% \$13,360,662

100.0% \$20,035,193

Revenues by Category	FY20 Actual	FY 21	FY 22	FY 23
BCC General Revenues	\$ 4,256,887	\$ 5,267,000	\$ 5,276,831	\$ 5,432,603
Taxes	49,245	150,000	70,000	150,000
Fees and Assessments	7,028,513	5,053,500	7,560,000	7,557,000
State and Federal Revenue	77,795	70,000	70,000	70,000
Fees/ Various Charges for Services	1,096,986	728,700	995,780	995,780
Misc.	665,339	445,845	530,000	530,000
Transfers and Beginning Balances	-	1,798,338	5,532,582	5,141,531
Total	\$ 13,174,765	\$ 13,513,383	\$ 20,035,193	\$ 19,876,914

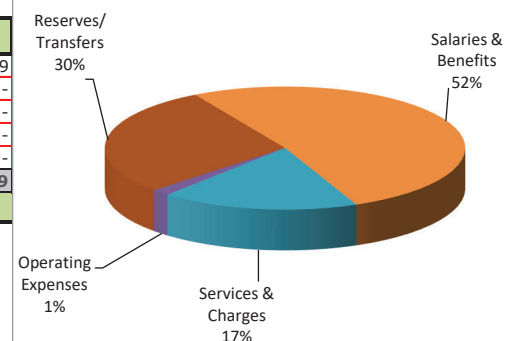
FY22 Revenues & Expenses

FY22 Estimated Revenues



Expenses by Category	FY 20 Actual	FY 21	FY 22	FY 23
Salaries & Benefits	\$ 8,316,219	\$ 9,910,709	\$ 10,391,850	\$ 10,750,839
Services & Charges	2,866,892	2,753,916	3,555,589	3,658,659
Operating Expenses	204,620	209,911	333,914	349,914
Capital	-	-	-	-
Other	-	-	-	-
Debt	-	-	-	-
Reserves/Transfers	192,387	638,847	5,753,840	4,782,502
Total	\$ 11,580,118	\$ 13,513,383	\$ 20,035,193	\$ 19,541,914

FY22 Budgeted Expenditures



Positions	FY 20 Actual	FY 21	FY 22	FY 23
Full Time	108	108	119	119
Part Time	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
Total	108	108	119	119

Notes

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

Community Development Building Construction Services

Mission

Building Construction Services: Advance the County's mission by streamlining and uniforming Community Development processes to improve consistency and predictability while meeting the mandated local and state regulations required to maintain a safe environment and an enhanced quality of life.

Linkage to Strategic Goals

Efficient and Effective Government - To manage fiscally sound county operations with a culture of transparency, accountability, citizen engagement and innovation.

Community and Economic Development - To create a business climate that promotes a diversified, growing economy consistent with sustainable growth management plans, environmental stewardship and enhanced quality of life.

Core Functions

FY 22 - First Year

Enforcement of the Florida Building Code and other associated building related codes - All newly constructed or remodeled structures are built in full compliance with the provisions of the Florida Building Code, ADA code and NFPA fire codes; unsafe structures or areas of the County are identified and appropriately handled following an emergency event to protect the life, safety, health and welfare of the citizens of Charlotte County.

Mandated **100.0%** **\$7,671,677**

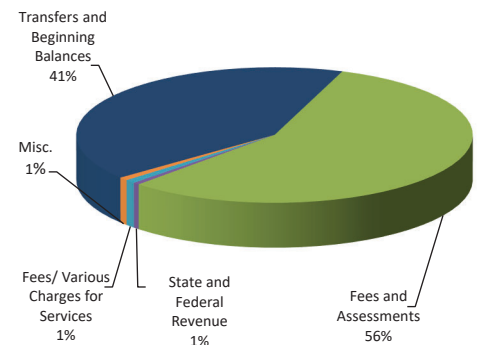
Reserves/Transfers **\$5,688,985**

100.0% **\$13,360,662**

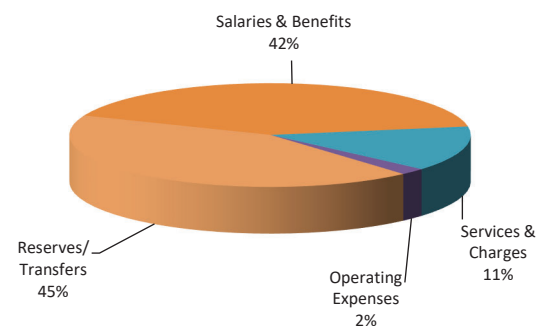
Revenues by Category	FY 20 Actual	FY 21	FY 22	FY 23
BCC General Revenues	\$ -	\$ -	\$ -	\$ -
Taxes	-	-	-	-
Fees and Assessments	7,020,139	5,034,500	7,541,500	7,541,500
State and Federal Revenue	77,795	70,000	70,000	70,000
Fees/ Various Charges for Services	149,817	71,500	114,580	114,580
Misc.	254,544	62,845	102,000	102,000
Transfers and Beginning Balances	-	1,798,338	5,532,582	5,141,531
Total	\$ 7,502,295	\$ 7,037,183	\$ 13,360,662	\$ 12,969,611

FY22 Revenues & Expenses

FY22 Estimated Revenues



FY22 Budgeted Expenditures



Expenses by Category	FY 20 Actual	FY 21	FY 22	FY 23
Salaries & Benefits	\$ 4,184,635	\$ 5,018,650	\$ 5,513,223	\$ 5,702,787
Services & Charges	1,422,607	1,290,788	1,881,487	1,924,874
Operating Expenses	165,472	151,124	276,967	292,967
Capital	-	-	-	-
Other	-	-	-	-
Debt	-	-	-	-
Reserves/Transfers	134,934	576,621	5,688,985	4,713,983
Total	\$ 5,907,648	\$ 7,037,183	\$ 13,360,662	\$ 12,634,611

Positions	FY 20 Actual	FY 21	FY 22	FY 23
Full Time	48	48	57	57
Part Time	-	-	-	-
	-	-	-	-
	-	-	-	-
Total	48	48	57	57

Notes

Salaries & Benefits increase includes 9 new positions that were approved by the BOCC in February 2021 for Community Development. Building Construction Services funds an additional .73 FTE for positions reporting to other departments and divisions.

Community Development Growth Management

Mission

Growth Management - To 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

Community and Economic Development - Manage growth and change consistent with the County's comprehensive plan and land development regulations to maximize quality of life with an emphasis on efficient processes that support positive business, neighborhood communities, protect our environmental assets and enforcement of county codes in a consistent and transparent manner improves the overall appeal of the community as a destination. In addition, properly enforced codes enhances the livability and appearance of the community.

Efficient and Effective Government - Process applications expeditiously and integrate technology in all review and inspection activities to create efficiencies where applicable.

Core Functions

Planning and Zoning - Create and update the County's Comprehensive Plan, process Developments of Regional Impact (DRIs), process County initiatives, and assist the public with the submission and review of large and small scale plan amendments. Ensure compliance with local, state and federal regulations relating to land use, zoning and natural resources for all permitted development in unincorporated Charlotte County; ensure all Land Development Regulations accurately reflect the requirements of the comprehensive plan and are maintained as needed.

Land Information Services - Maintain and update all planning, zoning, concurrency, environmental and 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 E911, Permitting, Property Appraiser, Tax Collector and other agencies; create and provide specialized maps, data and detailed analyses to local consultants, developers and the general public on a routine basis.

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

FY 22 - First Year

Mandated/Local Mandate	40.4%	\$2,695,176
Critical / Mandated / Discretionary	8.1%	\$543,307
Local Mandate	51.5%	\$3,436,048
	100.0%	\$6,674,531

Revenues by Category	FY 20 Actual	FY 21	FY 22	FY 23
BCC General Revenues	\$ 4,256,887	\$ 5,267,000	\$ 5,276,831	\$ 5,432,603
Taxes	49,245	150,000	70,000	150,000
Fees and Assessments	8,374	19,000	18,500	15,500
State and Federal Revenue	-	-	-	-
Fees/ Various Charges for Services	947,169	657,200	881,200	881,200
Misc.	410,795	383,000	428,000	428,000
Transfers and Beginning Balances	-	-	-	-
Total	\$ 5,672,470	\$ 6,476,200	\$ 6,674,531	\$ 6,907,303

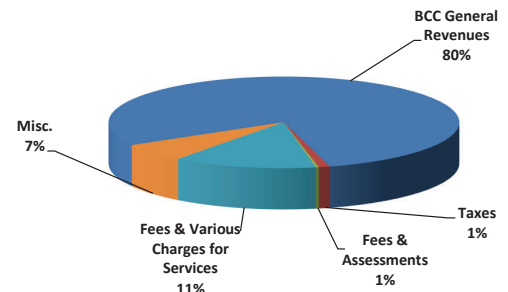
Expenses by Category	FY 20 Actual	FY 21	FY 22	FY 23
Salaries & Benefits	\$ 4,131,583	\$ 4,892,059	\$ 4,878,627	\$ 5,048,052
Services & Charges	1,444,286	1,463,128	1,674,102	1,733,785
Operating Expenses	39,149	58,787	56,947	56,947
Capital	-	-	-	-
Other	-	-	-	-
Debt	-	-	-	-
Reserves/Transfers	57,453	62,226	64,855	68,519
Total	\$ 5,672,470	\$ 6,476,200	\$ 6,674,531	\$ 6,907,303

Positions	FY 20 Actual	FY 21	FY 22	FY 23
Full Time	60	60	62	62
Part Time	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
Total	60	60	62	62

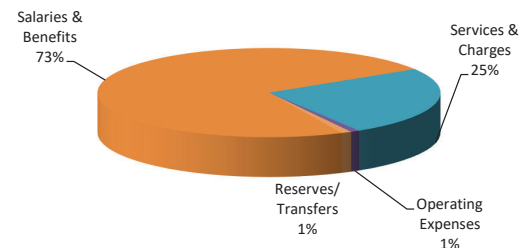
Notes

Salaries & Benefits increase includes 2 new positions that were approved by the BOCC in February 2021. 5.63 FTE of Growth Management staff are funded by other divisions.

FY22 Estimated Revenues



FY22 Budgeted Expenditures



Community Service

Community Services

Mission

Community Services - Delivering Exceptional Service

Core Functions

FY 22 - First Year

Park and Sport Field Maintenance - For all Parks and Ballfields: provide routine safety inspections, trash removal, tree and brush trimming, playground inspection, minor pier and boardwalk repair, park furniture and infrastructure repair and maintenance, beach grooming, and irrigation repair; provide safe, accessible, and playable athletic fields; repair, replace and add signage; conduct equipment and fleet inventory and maintenance process; setup and support park and facility rentals, events, and tournaments; schedule long-term periodic maintenance programs; coordinate ADA improvements; coordinate park planning and design with Facilities Management and Construction. The division also performs critical and essential roles for emergency preparedness, operation and recovery.

Recreation / Athletics - Program and safely operate 6 Recreation Centers and 4 Aquatic Facilities, provide summer and break camp for children grades K-8, develop and implement youth and adult sport activities for active lifestyles, provide swim lessons for the public, provide special events for the enjoyment of the community along with economic benefit, collect and report parking meter revenue, schedule and rent facilities for public and government use. The division also performs critical and essential roles for emergency preparedness, operation and recovery.

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. Operation of 3 Community Libraries, 1 Regional Library and 1 History Services. The division also performs critical and essential roles for emergency preparedness, operation and recovery.

Charlotte Sports Park - Operate and program the Charlotte Sports Park; provide facility management, security services, traffic management, paramedical services, and maintenance operations during the Tampa Bay Rays Spring Training Season along with the necessary support for the other league operations, and provide the required operations and support for other special events. The division also performs critical and essential roles for emergency preparedness, operation and recovery.

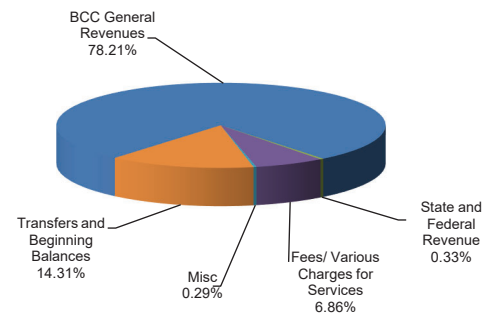
Natural Resources - Maintain state and federal environmental permit compliance for Stump Pass dredge permit, the County-wide Incidental Take Permit for the Florida Scrub-jay. Provide environmental review to include listed species, wetlands, and habitat impacts for other county dept. construction projects (local mandate). Manage restoration of environmentally sensitive lands as part of the Conservation Charlotte program, Florida Communities Trust grant conditions, and management goals of the Habitat Conservation Plan for the Florida scrub-jay. Continue the partnership with FWC and FWS to accept and implement the Manatee Protection Plan. The division also performs critical and essential roles for emergency preparedness, operation and recovery.

Extension Services - Horticulture Program Development and Implementation - Horticultural Programming includes the Master Gardener program, County Plant Clinics, Consultations, the Florida Yards and Neighborhoods Program. Sea Grant Program - Develop, implement, and evaluate comprehensive marine science extension program. Transfer technology and innovative programs from academic setting to citizens and businesses to increase efficiency, profitability and sustainability of the County's marine industries and coastal resources. 4-H Youth Development - 4-H offers research-based individualized training for youth in money management, work force preparation, cultural diversity, career exploration, science, engineering and technology, environmental sustainability, and healthy lifestyle choices. The division also performs critical and essential roles for emergency preparedness, operation and recovery.

Discretionary Critical	23.2%	\$6,299,568
Discretionary	28.8%	\$7,830,912
Discretionary	22.8%	\$6,204,357
Local Mandate	7.3%	\$1,988,352
Mandate Local Mandate Discretionary	13.6%	\$4,318,133
Discretionary Local Mandate	2.0%	\$554,733
	100.0%	\$27,196,054

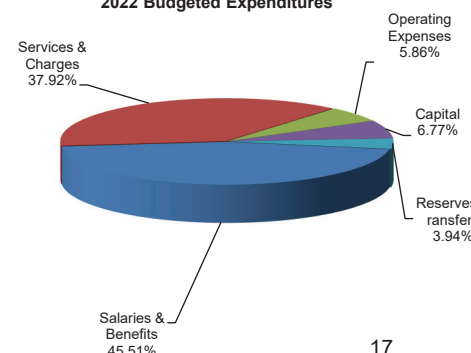
Revenues by Category	FY20 Actual	FY21	FY22	FY23
BCC General Revenues	\$ 17,604,347	\$ 19,384,154	\$ 21,269,918	\$ 22,074,634
Taxes	\$ -	\$ -	\$ -	\$ -
Fees and Assessments	\$ 3,080	\$ 450	\$ 2,000	\$ 2,000
State and Federal Revenue	\$ 200,830	\$ 130,000	\$ 90,000	\$ 90,000
Fees/ Various Charges for Services	\$ 1,447,977	\$ 1,849,331	\$ 1,864,422	\$ 1,892,863
Misc	\$ 301,909	\$ 192,038	\$ 78,600	\$ 80,000
Transfers and Beginning Balances	\$ 1,792,183	\$ 2,702,695	\$ 3,891,114	\$ 3,443,207
Total	\$ 21,350,327	\$ 24,258,668	\$ 27,196,054	\$ 27,582,704

2022 Estimated Revenues



Expenses by Category	FY20 Actual	FY21	FY22	FY23
Salaries & Benefits	\$ 9,568,504	\$ 11,834,231	\$ 12,376,467	\$ 12,802,031
Services & Charges	\$ 9,244,635	\$ 9,261,656	\$ 10,311,846	\$ 10,728,286
Operating Expenses	\$ 1,397,125	\$ 1,500,632	\$ 1,592,568	\$ 1,603,593
Capital	\$ 898,932	\$ 1,128,200	\$ 1,842,439	\$ 1,469,660
Other	\$ -	\$ -	\$ -	\$ -
Debt	\$ -	\$ -	\$ -	\$ -
Reserves/Transfers	\$ 241,130	\$ 533,949	\$ 1,072,734	\$ 979,134
Total	\$ 21,350,327	\$ 24,258,668	\$ 27,196,054	\$ 27,582,704

2022 Budgeted Expenditures



Positions	FY20 Actual	FY21	FY22	FY23
Full Time	110	118	121	121
Part Time	92	105	105	105
	-	-	-	-
	-	-	-	-
	-	-	-	-
Total	202	223	226	226

Notes

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

Community Services Charlotte Sports Park

Mission

Community Services - Delivering Exceptional Service

Linkage to Strategic Goals

Efficient & Effective Government - To manage fiscally sound county operations with a culture of transparency, accountability, citizen engagement and innovation.

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

Economic & Community Development - To create a business climate that promotes a diversified, growing economy consistent with sustainable growth management plans, environmental stewardship and enhanced quality of life.

Core Functions

FY 22 - First Year

Management and Operation of Facility - There is a 20-year Agreement with the Tampa Bay Rays for the provision of Spring Training and major league operations at the Charlotte Sports Park that began in 2006. There are also a total of eight additional Amendments that have been approved by the BCC as part of this Agreement. Staff perform maintenance as identified by facility level of service, amenity repairs, safety inspections, program and special event support and facility custodial roles and responses to citizens concerns and issues.

Local Mandate **85.0%** **\$1,690,099**

Special events, programs and activities - In coordination with the availability of facilities at the Charlotte Sports Park per the Agreement with the Tampa Bay Rays, other special events and various baseball tournaments are hosted.

Local Mandate **15.0%** **\$298,253**

100.0% **\$1,988,352**

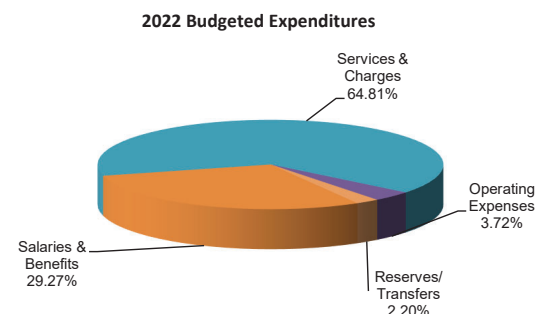
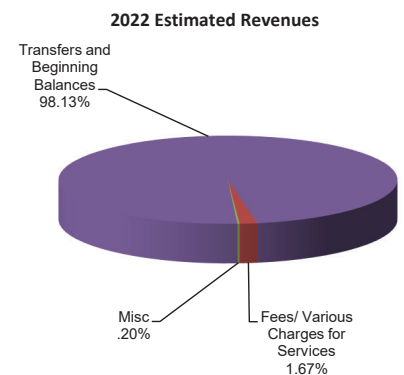
Revenues by Category	FY20 Actual	FY21	FY22	FY23
BCC General Revenues	\$ 20,991	\$ -	\$ -	\$ -
Taxes	-	-	-	-
Fees and Assessments	-	-	-	-
State and Federal Revenue	812	-	-	-
Fees/ Various Charges for Services	79,025	106,600	33,300	33,300
Misc	174,447	79,038	4,000	4,000
Transfers and Beginning Balances	1,593,406	1,715,790	1,951,052	2,018,889
Total	\$ 1,868,681	\$ 1,901,428	\$ 1,988,352	\$ 2,056,189

FY22 Revenues & Expenses

Expenses by Category	FY20 Actual	FY21	FY22	FY23
Salaries & Benefits	\$ 455,214	\$ 516,051	\$ 582,024	\$ 603,720
Services & Charges	1,294,160	1,282,421	1,288,710	1,332,851
Operating Expenses	75,644	63,230	73,955	75,955
Capital	-	-	-	-
Other	-	-	-	-
Debt	-	-	-	-
Reserves/Transfers	43,663	39,726	43,663	43,663
Total	\$ 1,868,681	\$ 1,901,428	\$ 1,988,352	\$ 2,056,189

Positions	FY20 Actual	FY21	FY22	FY23
Full Time	3	3	3	3
Part Time	2	2	2	2
	-	-	-	-
	-	-	-	-
Total	5	5	5	5

Notes



Community Services Extension Services

Mission

Community Services - Delivering Exceptional Service

Linkage to Strategic Goals

Efficient & Effective Government - To manage fiscally sound county operations with a culture of transparency, accountability, citizen engagement and innovation.

Core Functions

FY 22 - First Year

Horticulture Program Development and Implementation - Conducts public educational programs on horticultural topics that have been established for both Residential and Commercial audiences.

Discretionary
Local Mandate
2nd Item Only
33.4%
\$185,281

Best Management Practices Training - Provide mandated Best Management Practice (BMP) Training which includes proper fertilizer practices, irrigation, pest management and turf selection

Water Conservation and Florida-Friendly Landscaping™ - Implements Water Conservation and Florida-Friendly Landscaping™ through education and the Rain Barrel Program.

Sea Grant Program - Provide education and outreach to community in the areas of sustainable angling, coastal habitats and water quality, and boating and waterways management.

Discretionary
33.3%
\$184,726

Citizen Participation in Coastal Science - Provide opportunities for citizens to participate in coastal science data collection and restoration.

4-H Youth Leadership Development - Developing skills in adults & teen leaders to enhance public speaking, conflict resolution, healthy lifestyles and public speaking.

Discretionary
33.3%
\$184,726

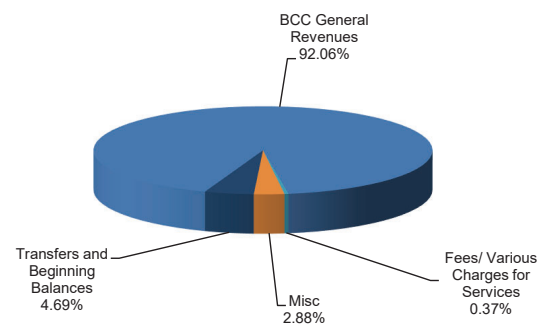
4-H Youth Science, Technology, Engineering, Art and Math (STEAM) Development - Offering opportunities for youth to develop skills and knowledge in Healthy Lifestyles, Citizenship, Leadership, Effective Communication, Critical Thinking Skills, Financial Literacy, Goal Setting, and Science, Technology, Engineering, Art and Math (STEAM).

100.0%
\$554,733

Revenues by Category	FY20 Actual	FY21	FY22	FY23
BCC General Revenues	\$ 471,383	\$ 515,453	\$ 510,668	\$ 530,478
Taxes	-	-	-	-
Fees and Assessments	-	-	-	-
State and Federal Revenue	-	-	-	-
Fees/ Various Charges for Services	125	2,000	2,065	2,000
Misc	10,000	16,000	16,000	16,000
Transfers and Beginning Balances	26,000	26,000	26,000	26,000
Total	\$ 507,508	\$ 559,453	\$ 554,733	\$ 574,478

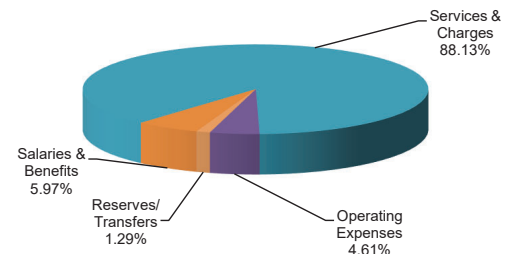
FY22 Revenues & Expenses

2022 Estimated Revenues



Expenses by Category	FY20 Actual	FY21	FY22	FY23
Salaries & Benefits	\$ 8,909	\$ 32,295	\$ 33,142	\$ 33,262
Services & Charges	481,259	491,833	488,866	508,491
Operating Expenses	10,209	28,195	25,595	25,595
Capital	-	-	-	-
Other	-	-	-	-
Debt	-	-	-	-
Reserves/Transfers	7,130	7,130	7,130	7,130
Total	\$ 507,508	\$ 559,453	\$ 554,733	\$ 574,478

2022 Budgeted Expenditures



Positions	FY20 Actual	FY21	FY22	FY23
Full Time	0	0	0	0
Part Time	0	0	0	0
	-	-	-	-
	-	-	-	-
Total	0	0	0	0

Notes

Community Services Library & History

Mission

Community Services - Delivering Exceptional Service

Linkage to Strategic Goals

Public Services - Enhance community life by clean air and water, conservation of wildlife and natural resources, and provide community amenities.

Core Functions

FY 22 - First Year

Library Facilities - Maintain four branch libraries to provide the community with a wide range of lending materials, general and historical reference services, access to computers, wifi and technology and meeting spaces for the general community and small businesses. Staff perform maintenance as identified by facility level of service, amenity repairs, safety inspections, program and special event support and facility custodial roles and responses to citizens concerns and issues.

Discretionary **32.0%** **\$1,985,394**

Community Programming - Provide lifelong learning opportunities through programming, services, and exhibits throughout the community with a focus on literacy and local history.

Discretionary **30.0%** **\$1,861,307**

Charlotte County Heritage - Preserve and promote the historical resources and heritage of Charlotte County.

Discretionary **6.0%** **\$372,261**

Digital Access - Provide the community access to online materials and resources, programming, and learning opportunities.

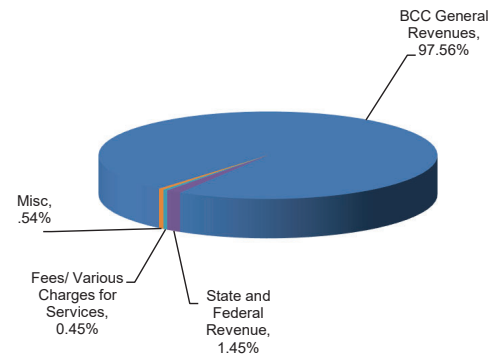
Discretionary **32.0%** **\$1,985,394**

100.0% **\$6,204,357**

Revenues by Category	FY20 Actual	FY21	FY22	FY23
BCC General Revenues	\$ 5,283,124	\$ 5,635,112	\$ 6,053,338	\$ 6,254,648
Taxes	-	-	-	-
Fees and Assessments	-	-	-	-
State and Federal Revenue	169,341	130,000	90,000	90,000
Fees/ Various Charges for Services	17,805	45,000	27,719	28,525
Misc	26,188	74,000	33,300	33,800
Transfers and Beginning Balances	-	-	-	-
Total	\$ 5,496,459	\$ 5,884,112	\$ 6,204,357	\$ 6,406,973

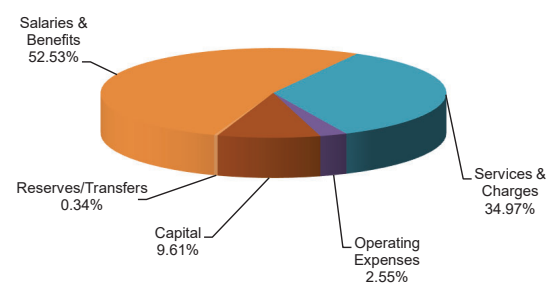
FY22 Revenues & Expenses

2022 Estimated Revenues



Expenses by Category	FY20 Actual	FY21	FY22	FY23
Salaries & Benefits	\$ 2,696,234	\$ 3,178,667	\$ 3,259,005	\$ 3,375,599
Services & Charges	2,067,622	1,960,819	2,169,524	2,262,695
Operating Expenses	125,168	138,238	158,475	151,326
Capital	586,083	596,000	596,000	596,000
Other	-	-	-	-
Debt	-	-	-	-
Reserves/Transfers	21,352	10,388	21,352	21,352
Total	\$ 5,496,459	\$ 5,884,112	\$ 6,204,357	\$ 6,406,973

2022 Budgeted Expenditures



Positions	FY20 Actual	FY21	FY22	FY23
Full Time	33	34	34	34
Part Time	30	30	30	30
	-	-	-	-
	-	-	-	-
	-	-	-	-
Total	63	64	64	64

Notes

Community Services Natural Resources

Mission

Community Services - Delivering Exceptional Service

Linkage to Strategic Goals

Efficient & Effective Government - To manage fiscally sound county operations with a culture of transparency, accountability, citizen engagement and innovation.

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

Economic & Community Development - To create a business climate that promotes a diversified, growing economy consistent with sustainable growth management plans,

Core Functions

FY 22 - First Year

State and Federal permit compliance - Stump Pass Dredge and Manasota Key North Nourishment permit compliance for covered coastal species; Florida Scrub-Jay County-wide Habitat Conservation Plan HCP and Incidental Take Permit compliance; Florida Scrub-Jay Capital Improvement Plan (CIP) Habitat Conservation Plan (HCP) and Incidental Take Permit compliance; FWC Gopher Tortoise Recipient Site permit compliance for Tippecanoe Environmental Park; Manatee Protection Plan administration and compliance.

Environmental land management and restoration - Implement approved land management plans on eight (8) environmentally sensitive properties purchased with state funding, approved plans on five (5) environmentally sensitive properties purchased Conservation Charlotte Funding, approved plans and restoration activities on lands acquired through the CIP HCP and the County-wide HCP for mitigation for the Florida Scrub-jay, and implementatopm the FWC approved land management plan for the Gopher Tortoise Recipient Site.

Implementation of Abandon Vessel Program and Artificial Reef Program - Implementation of the County ordinance to process and remove derelict and abandon vessels from waters within Charlotte County and implementation of the County's artificial reef program through permitting, permit compliance, monitoring, maintenance of existing reefs and installation of new reefs.

Mandate **45.0%** **\$1,943,160**

Mandate **45.0%** **\$1,943,160**

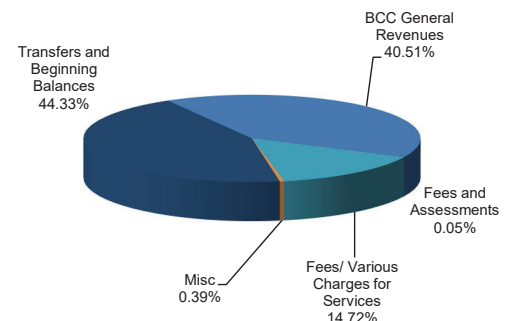
Local Mandate **10.0%** **\$431,813**

100.0% **\$4,318,133**

Revenues by Category	FY20 Actual	FY21	FY22	FY23
BCC General Revenues	\$ 1,172,241	\$ 1,606,054	\$ 1,749,413	\$ 1,852,823
Taxes	-	-	-	-
Fees and Assessments	3,080	450	2,000	2,000
State and Federal Revenue	-	-	-	-
Fees/ Various Charges for Services	614,303	266,396	635,658	642,365
Misc	76,024	10,500	17,000	17,000
Transfers and Beginning Balances	172,777	960,905	1,914,062	1,398,318
Total	\$ 2,038,425	\$ 2,844,305	\$ 4,318,133	\$ 3,912,506

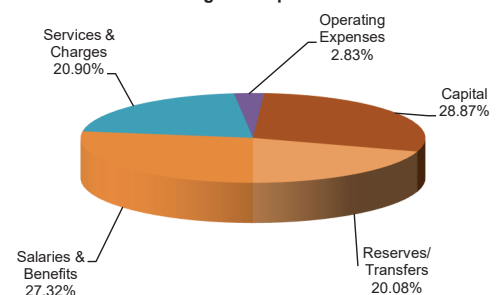
FY22 Revenues & Expenses

2022 Estimated Revenues



Expenses by Category	FY20 Actual	FY21	FY22	FY23
Salaries & Benefits	\$ 892,583	\$ 1,116,598	\$ 1,179,613	\$ 1,221,990
Services & Charges	743,503	741,856	902,701	930,525
Operating Expenses	79,024	137,822	122,310	122,312
Capital	292,071	500,000	1,246,439	873,660
Other	-	-	-	-
Debt	-	-	-	-
Reserves/Transfers	31,243	348,030	867,070	764,018
Total	\$ 2,038,425	\$ 2,844,305	\$ 4,318,133	\$ 3,912,506

2022 Budgeted Expenditures



Positions	FY20 Actual	FY21	FY22	FY23
Full Time	11	13	13	13
Part Time	-	-	-	-
	-	-	-	-
	-	-	-	-
Total	11	13	13	13

Notes

Community Services Park and Sport Field Maintenance

Mission

Community Services - Delivering Exceptional Service

Linkage to Strategic Goals

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

Economic & Community Development - To create a business climate that promotes a diversified, growing economy consistent with sustainable growth management plans, environmental stewardship and enhanced quality of life.

Core Functions

FY 22 - First Year

Parks Maintenance - Parks maintenance is comprised of daily/weekly maintenance as identified level of service by park, vandalism repairs, safety inspections, amenity repairs, special event support and responses to citizens concerns and issues. Implementation of approved land management plans on four active use parks purchased with state funding.

Discretionary **40.0%** **\$2,519,827**

Athletic Park Maintenance - Athletics park maintenance is comprised of regular park maintenance, as well as turf management, pump and irrigation system management, field lining and stripping, field support amenities, and tournament support. Implementation of approved land management plans on four active use parks purchased with state funding.

Discretionary **40.0%** **\$2,519,827**

Park Planning, Design, Public Input, Construction and Administration

Individual park master planning and outreach, evaluation of parks and adherence to the Parks and Recreation Master Plan, planning for MSBU, CRA and DRI Support for park improvements, Parks/Ballfields staffing, maintenance & operations management and supervision, oversight and implementation of the parks infrastructure maintenance plan.

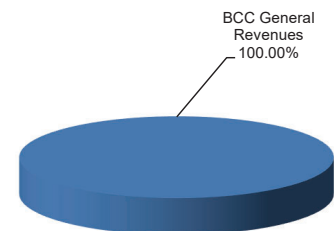
Critical **20.0%** **\$1,259,914**

100.0% **\$6,299,568**

Revenues by Category	FY20 Actual	FY21	FY22	FY23
BCC General Revenues	\$ 5,554,503	\$ 5,654,975	\$ 6,299,568	\$ 6,482,507
Taxes	-	-	-	-
Fees and Assessments	-	-	-	-
State and Federal Revenue	30,677	-	-	-
Fees/ Various Charges for Services	-	-	-	-
Misc	2,797	-	-	-
Transfers and Beginning Balances	-	-	-	-
Total	\$ 5,587,977	\$ 5,654,975	\$ 6,299,568	\$ 6,482,507

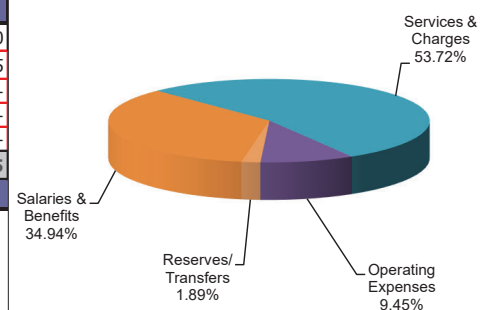
FY22 Revenues & Expenses

2022 Estimated Revenues



Expenses by Category	FY20 Actual	FY21	FY22	FY23
Salaries & Benefits	\$ 1,778,615	\$ 1,955,199	\$ 2,200,938	\$ 2,274,144
Services & Charges	3,155,608	3,084,839	3,384,212	3,488,574
Operating Expenses	537,081	513,463	595,215	595,721
Capital	-	-	-	-
Other	-	-	-	-
Debt	-	-	-	-
Reserves/Transfers	116,672	101,474	119,202	124,067
Total	\$ 5,587,977	\$ 5,654,975	\$ 6,299,568	\$ 6,482,507

2022 Budgeted Expenditures



Positions	FY20 Actual	FY21	FY22	FY23
Full Time	27	27	30	30
Part Time	5	5	5	5
	-	-	-	-
	-	-	-	-
Total	32	32	35	35

Notes

Services and Charges increased due to planned contract increases such as personal sanitary stations and janitorial. Added 3 FT staff for expanded league initiative proposed by Tourism.

Community Services Recreation

Mission

Community Services - Delivering Exceptional Service

Linkage to Strategic Goals

Efficient & Effective Government - To manage fiscally sound county operations with a culture of transparency, accountability, citizen engagement and innovation.

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

Core Functions

FY 22 - First Year

Recreation Centers - There are a total of six Recreation Centers and one Skate Park as part of the Recreation Division. These facilities are fully staffed and provide programming to include youth camps, drop-in sports, instructor-led offerings, sports leagues, facility rentals, and special events. The amenities at these facilities include multi-purpose rooms, meeting space, fitness areas, and gymnasiums. Staff perform maintenance as identified by facility level of service, amenity repairs, safety inspections, program and special event support and facility custodial roles and responses to citizens concerns and issues.

Discretionary **57.0%** **\$4,463,620**

Aquatic Facilities - There are a total of four aquatic facilities as part of the Recreation Division. These facilities are fully staffed and provide various aquatic programs and special events inclusive of swim lessons and in addition to hosting local High School and club swim teams. These facilities are also responsible for the pool maintenance and water quality at each location along with the training of staff based upon American Red Cross protocols.

Discretionary **40.0%** **\$3,132,365**

Parking Meter Collection - There are a total of fourteen parking machines that are regularly collected by the Recreation Division staff. Revenue at the parking meters is approximately \$330,000 annually. The parking machines are maintained by Facilities Construction and Maintenance. Revenue from the parking machines at boat ramps is dedicated to repair, maintenance, and construction of boat ramp facilities in Charlotte County. Beach parking revenue is part of the general fund revenue stream.

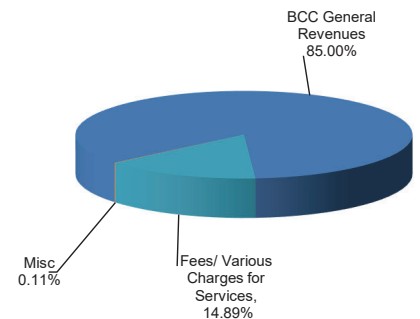
Discretionary **3.0%** **\$234,927**

100.0% **\$7,830,912**

Revenues by Category	FY20 Actual	FY21	FY22	FY23
BCC General Revenues	\$ 5,102,106	\$ 5,972,560	\$ 6,656,932	\$ 6,954,178
Taxes	-	-	-	-
Fees and Assessments	-	-	-	-
State and Federal Revenue	-	-	-	-
Fees/ Various Charges for Services	736,719	1,429,335	1,165,680	1,186,673
Misc	12,454	12,500	8,300	9,200
Transfers and Beginning Balances	-	-	-	-
Total	\$ 5,851,278	\$ 7,414,395	\$ 7,830,912	\$ 8,150,051

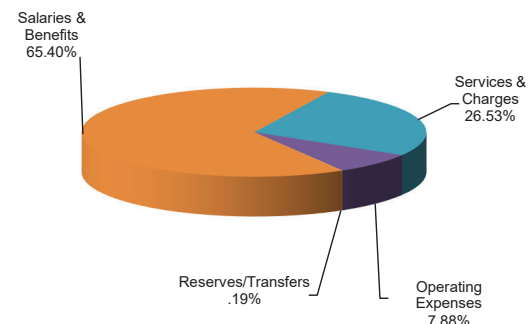
FY22 Revenues & Expenses

2022 Estimated Revenues



Expenses by Category	FY20 Actual	FY21	FY22	FY23
Salaries & Benefits	\$ 3,736,950	\$ 5,035,422	\$ 5,121,746	\$ 5,293,316
Services & Charges	1,502,483	1,699,889	2,077,833	2,205,150
Operating Expenses	569,998	619,684	617,018	632,683
Capital	20,778	32,200	-	-
Other	-	-	-	-
Debt	-	-	-	-
Reserves/Transfers	21,069	27,201	14,316	18,903
Total	\$ 5,851,278	\$ 7,414,395	\$ 7,830,912	\$ 8,150,051

2022 Budgeted Expenditures



Positions	FY20 Actual	FY21	FY22	FY23
Full Time	36	41	41	41
Part Time	55	68	68	68
	-	-	-	-
	-	-	-	-
	-	-	-	-
Total	91	109	109	109

Notes

During the course of FY21 additional staff were added for the opening of new facilities including Centennial Pool (2 FT and 12 PT). The expanded facilities also increased services & charges as well as operating expenses.

County Attorney

County Attorney Office

Mission

County Attorney 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 - To manage fiscally sound county operations with a culture of transparency, accountability, citizen engagement and innovations.

Core Functions

FY2022 - First Year

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.

Local Mandate **15.7%** **\$311,941**

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

Critical **28.3%** **\$561,494**

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 and utilities operations, public safety, land use and preservation of County's real property interests.

Local Mandate **15.5%** **\$307,687**

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.

Critical **40.5%** **\$803,957**

100.0% **\$1,985,079**

Revenues by Category

FY 20 Actual

FY 21

FY 22

FY 23

FY20 Revenues & Expenses

BCC General Revenues	\$ 1,719,135	\$ 2,038,966	1,985,079	2,053,251
Taxes	-	-	-	-
Fees and Assessments	-	-	-	-
State and Federal Revenue	-	-	-	-
Fees/ Various Charges for Services	-	-	-	-
Misc	48	-	-	-
Transfers and Beginning Balances	-	-	-	-
Total	\$1,719,183	\$2,038,966	\$1,985,079	\$2,053,251

FY20 Estimated Revenues



Expenses by Category

FY 20 Actual

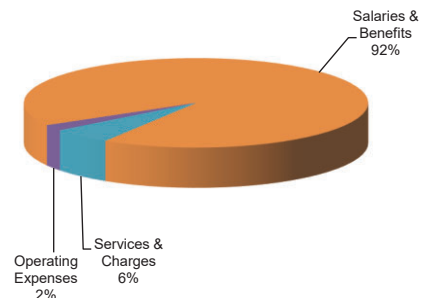
FY 21

FY 22

FY 23

Salaries & Benefits	\$ 1,660,489	\$ 1,883,517	\$ 1,829,705	\$ 1,896,266
Services & Charges	\$ 23,598	\$ 114,849	\$ 112,374	\$ 112,485
Operating Expenses	\$ 35,095	\$ 40,600	\$ 43,000	\$ 44,500
Capital	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -
Debt	\$ -	\$ -	\$ -	\$ -
Reserves/Transfers	\$ -	\$ -	\$ -	\$ -
Total	\$1,719,183	\$2,038,966	\$1,985,079	\$2,053,251

FY20 Budgeted Expenditures



Positions

FY 20 Actual

FY 21

FY 22

FY 23

Full Time	14	14	14	14
Part Time	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
Total	14	14	14	14

Notes

Economic Development

Economic Development Office

Mission

Economic Development Office - 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

Economic and Community Development - To create a business climate that promotes a diversified, growing economy consistent with sustainable growth management plans, environmental stewardship and enhanced quality of life.

Efficient and Effective Government - To manage fiscally sound county operations with a culture of transparency, accountability, citizen engagement and innovation.

Core Functions

FY22 - First Year

Economic Development

Promote entrepreneurial/innovator/remote worker/small business recruitment, Identify and help develop locations for new businesses, recruit focus area businesses including aviation, distribution, manufacturing and marine, work with county staff of infrastructure improvements, encourage workforce development with educational partners, expand affordable housing opportunities, partner with tourism, Punta Gorda Airport Authority, the EDP and Enterprise Florida to leverage marketing opportunities.

Critical 87.5% \$1,058,068

Redevelopment

Update and Implement the community redevelopment plans that are adopted by the Board of County Commissioners. Commissioners. Implementation includes public outreach, coordination between County departments coordination between County departments leveraging local public-sector investment with grant funds and private sector investment to remove the blighted conditions and improve the area.

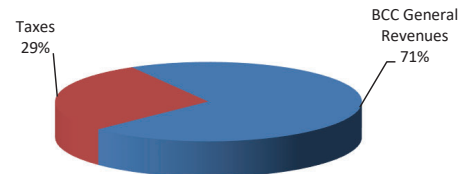
Local Mandate 12.5% \$151,153

100.0% \$1,209,220

Revenues by Category	FY 20 Actual	FY 21	FY 22	FY 23
BCC General Revenues	697,670	859,214	859,220	902,438
Taxes	350,689	350,000	350,000	350,000
Fees and Assessments	-	-	-	-
State and Federal Revenue	-	-	-	-
Fees/ Various Charges for Services	-	-	-	-
Misc	-	-	-	-
Transfers and Beginning Balances	-	-	-	-
Total	\$ 1,048,359	\$ 1,209,214	\$ 1,209,220	\$ 1,252,438

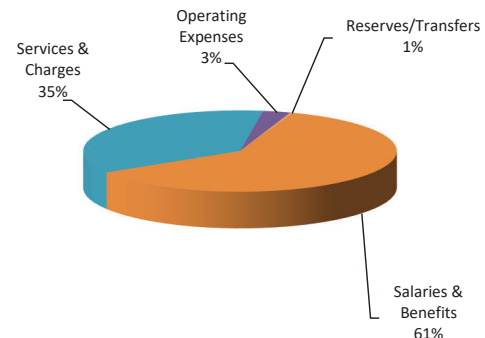
FY22 Revenues & Expenses

FY 22 Estimated Revenues



Expenses by Category	FY 20 Actual	FY 21	FY 22	FY 23
Salaries & Benefits	602,309	660,347	732,863	758,121
Services & Charges	403,752	504,582	437,797	445,757
Operating Expenses	37,958	39,945	34,220	44,220
Capital	-	-	-	-
Other	-	-	-	-
Debt	-	-	-	-
Reserves/Transfers	4,340	4,340	4,340	4,340
Total	\$ 1,048,359	\$ 1,209,214	\$ 1,209,220	\$ 1,252,438

FY 22 Budgeted Expenditures



Positions	FY 20 Actual	FY 21	FY 22	FY 23
Full Time	6	6	6	6
Part Time	-	-	-	-
	-	-	-	-
	-	-	-	-
Total	6	6	6	6

Notes

Facilities Construction and Maintenance

Facilities Construction and Maintenance

Mission

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

Linkage to Strategic Goals

Efficient and Effective Government - To manage fiscally sound county operations with a culture of transparency, accountability, citizen engagement and innovation.

Infrastructure - To build and maintain countywide infrastructure that meets our evolving needs and enhances our community appearance, improves public safety and protects our natural resources.

Core Functions

FY 22 - First Year

Repair and Maintenance - To repair and maintain County facilities in a proactive, responsive, and value-conscious manner.

Mandate **49.6%** **\$7,426,541**

Operations - To provide exceptional customer support ensuring County facilities are clean, safe, and well maintained for the public and staff use.

Discretionary / Mandate **31.7%** **\$4,747,791**

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

Mandate **10.0%** **\$1,499,138**

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

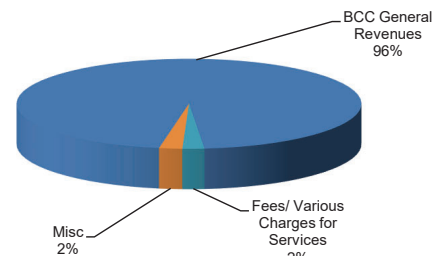
Mandate **8.6%** **\$1,287,796**

100.0% **\$14,961,266**

Revenues by Category	FY20 Actual	FY21	FY22	FY23
BCC General Revenues	\$ 12,835,128	\$ 12,854,524	\$ 14,332,810	\$ 14,560,953
Taxes	-	-	-	-
Fees and Assessments	-	-	-	-
State and Federal Revenue	12,458	-	-	-
Fees/ Various Charges for Services	279,928	375,994	305,000	305,000
Misc	320,133	238,824	323,456	323,456
Transfers and Beginning Balances	-	-	-	-
Total	\$ 13,447,646	\$ 13,469,342	\$ 14,961,266	\$ 15,189,409

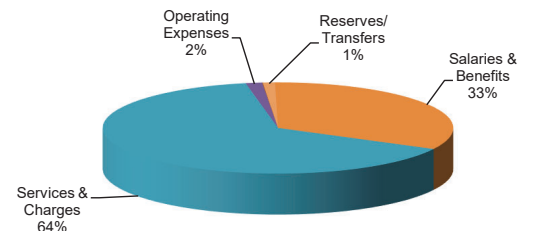
FY22 Revenues & Expenses

2022 Estimated Revenues



Expenses by Category	FY20 Actual	FY21	FY22	FY23
Salaries & Benefits	\$ 3,830,432	\$ 4,478,489	\$ 4,926,455	\$ 4,945,347
Services & Charges	9,032,270	8,547,617	9,632,712	9,832,850
Operating Expenses	281,033	253,457	228,125	228,186
Capital	135,527	5,590	5,590	5,500
Other	-	-	-	-
Debt	-	-	-	-
Reserves/Transfers	168,384	184,189	168,384	177,526
Total	\$ 13,447,646	\$ 13,469,342	\$ 14,961,266	\$ 15,189,409

2022 Budgeted Expenditures



Positions	FY20 Actual	FY21	FY22	FY23
Full Time	50	51	57	57
Part Time	2	2		
Total	52	53	57	57

Notes

During the course of FY21 6 FT additional staff were added and 2 PT staff were eliminated for maintaining Level of Service in the added 800,000 sq ft to County Facilities with the Sales Tax Extension and other capital funding sources.

Human Resources

Human Resources

Mission

Human Resources - is dedicated to delivering exemplary customer service by engaging in collaborative partnerships. The Human Resources Department seeks to contribute to the BCC community through the development and administration of effective human resources systems (employment, compensation, employee relations/labor relations, professional development, personnel record maintenance and consulting with both managers and employees). Consulting in the area(s) of performance management, disciplinary actions, difficult workplace situations, conflict resolution/guidance, and the interpretation of employment regulations are among the most often requested. Human Resources is also responsible for

Linkage to Strategic Goals

Efficient and Effective Government - To manage fiscally sound county operations with a culture of transparency, accountability, citizen engagement and innovation.

Core Functions

FY 22 - First Year

Employee & Labor Relations - Risk avoidance; State of Florida EEO-4 statistical reporting; performance management; discipline coaching; CBA/Policies and Procedures interpretation/administration/negotiation; terminations without discrimination; contested unemployment claims coordination; response to all Equal Employment Opportunity Commission charges; grievance resolution; mediations.

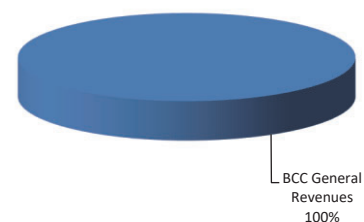
Recruiting/Employee Transaction - Compensation (wage) classification market analysis, review, administration and maintenance; FRS/Deferred Compensation assistance, 3rd party vendor selection; job vacancy advertising/posting; applicant screening (i.e. veteran's preference, etc.); applicant selection/testing; interviewing assistance/coaching; equitable compensation coaching; background investigations; post-offer drug screens; employment offers; employee programs; records and report management; document scanning.

Learning/Organizational Development - Performance Management, competency development and integration, data collection, succession, analysis, and planned interventions. Multiple development opportunities through Charlotte County Employee University, Management University, Leadership Development Program, employee liability claim prevention through employment law training, workforce planning and design/re-design, team/individual skill/personality assessments, coaching.

Mandated/ Local Mandate	23.0%	\$281,270
Local Mandate	42.0%	\$513,624
Critical/ Discretionary	35.0%	\$428,020
	100.0%	\$1,222,914

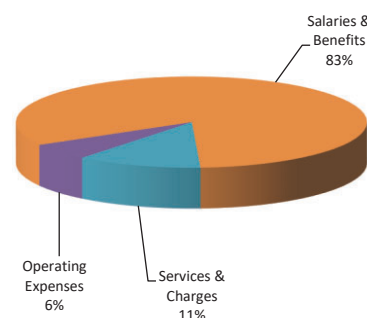
Revenues by Category	FY 20 Actual	FY 21	FY 22	FY 23
BCC General Revenues	\$ 824,387	\$ 1,067,350	\$1,222,914	\$1,208,189
Taxes	-	-	-	-
Fees and Assessments	-	-	-	-
State and Federal Revenue	-	-	-	-
Fees/ Various Charges for Services	-	-	-	-
Misc	-	-	-	-
Transfers and Beginning Balances	-	-	-	-
Total	\$824,387	\$1,067,350	\$1,222,914	\$1,208,189

FY 22 Estimated Revenues



Expenses by Category	FY 20 Actual	FY 21	FY 22	FY 23
Salaries & Benefits	\$ 750,961	\$ 912,041	\$ 1,009,487	\$ 1,044,691
Services & Charges	21,138	92,309	140,427	90,498
Operating Expenses	52,289	63,000	73,000	73,000
Capital	-	-	-	-
Other	-	-	-	-
Debt	-	-	-	-
Reserves/Transfers	-	-	-	-
Total	\$824,387	\$1,067,350	\$1,222,914	\$1,208,189

FY22 Budgeted Expenditures



Positions	FY 20 Actual	FY 21	FY 22	FY 23
Full Time	10	14	14	14
Part Time	0	0	0	0
	-	-	-	-
	-	-	-	-
	-	-	-	-
Total	10	14	14	14

Notes

Four HR Coordinator positions were moved from the operating departments to the HR home department.

Human Services

Human Services

Mission

Human Services - The mission of Charlotte County Human Services is to connect people and resources.

Linkage to Strategic Goals

Economic and Community Development - To add 3,650 affordable housing units by 2024.

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

Efficient & Effective Government - To manage fiscally sound county operations with a culture of transparency, accountability, citizen engagement and innovation.

Core Functions

FY 22 - First Year

Veteran Services

1. Provide benefits information and claims assistance to veterans, their dependents, and their survivors through outreach and one-on-one counseling.
2. Participate and organize numerous veterans' activities in the community in partnership with veteran organizations.
3. Maintain accreditations with Florida Department of Veteran Affairs, Disabled American Veterans, and the American Legion by successfully completing all required training and certification testing.

Critical 6.4% \$479,681

Neighborhood Services

1. Develop and coordinate an integrated client services model to streamline access to community services, coordinate the delivery of services with community partners, and improve outcomes for families and children. Create and build community partnerships and collaborations.
2. Administer the Family Self-Sufficiency, Homeless Prevention, and Juvenile Diversion Programs.
3. Develop, implement, monitor and evaluate all County housing grant programs.
4. Participate, coordinate and evaluate other housing and community initiatives.
5. Initiate new program planning and development including research, grant proposal writing, budget analysis and establishing outcomes measures.

Discretionary 34.9% \$2,632,875

Aging & Adult Services

1. Lead Agency Case Management Services.
2. Implement a new re-entry program in collaboration with the Sheriff Department and other collaborative community partners.

Fed/State Mandate 23.7% \$1,793,565

Intake Services

1. Provide Information and Referral for the community and conduct Intake for all of Human Services.
2. Medicaid, Hospital, Child Medical Exams and Unclaimed Bodies.
3. Provide direct supervision and evaluation of Low Income Home Energy Assistance Program (LIHEAP).
4. Provide direct supervision and evaluation of the Elderly Home Energy Assistance Program (EHEAP).
5. Provide coordination and supervision for the Human Services Food Bank Program.
6. Provide evaluation for Heartship Program.

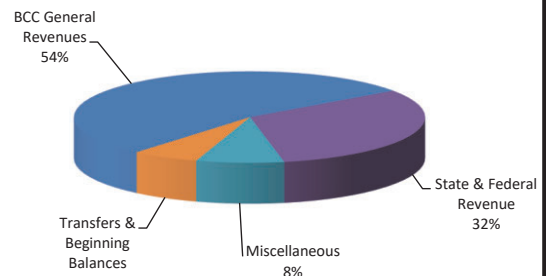
Critical 35.0% \$2,647,761

Total 100.0% \$7,553,882

Revenues by Category	FY 20 Actual	FY 21	FY 22	FY 23
BCC General Revenues	3,750,852	3,682,126	4,086,606	4,179,797
Taxes	-	-	-	-
Fees & Assessments	-	-	-	-
State & Federal Revenue	2,278,901	2,780,359	2,393,759	2,405,873
Fees / Various Charges for Services	-	-	-	-
Miscellaneous	802,239	479,525	607,450	606,950
Transfers & Beginning Balances	384,319	1,143,695	466,067	491,160
Total	\$ 7,216,312	\$ 8,085,705	\$ 7,553,882	\$ 7,683,780

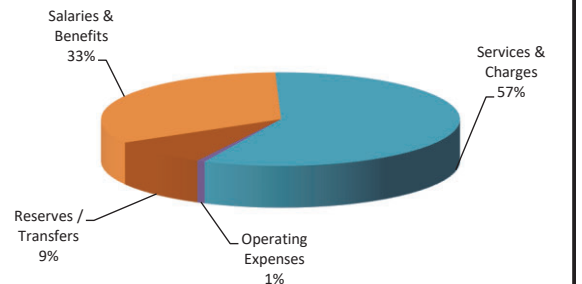
FY22 Revenues & Expenses

2022 Estimated Revenues



Expenses by Category	FY 20 Actual	FY 21	FY 22	FY 23
Salaries & Benefits	2,176,369	2,224,497	2,479,541	2,579,361
Services & Charges	4,148,873	4,008,235	4,341,347	4,378,024
Operating Expenses	27,713	48,132	54,730	54,730
Capital	-	-	-	-
Other	-	-	-	-
Debt	-	-	-	-
Reserves / Transfers	863,358	1,804,841	678,264	671,665
Total	\$ 7,216,312	\$ 8,085,705	\$ 7,553,882	\$ 7,683,780

2022 Budgeted Expenditures



Positions	FY 20 Actual	FY 21	FY 22	FY 23
Full Time	27	27	29	29
Part Time	0	0	0	0
Contract Positions (Grant Funded)	2	2	0	0
	-	-	-	-
	-	-	-	-
Total	29	29	29	29

Notes

Salaries & Benefits increase includes 2 new positions that were approved by the BOCC in February 2021.

Judicial

Judicial Departments

Mission

Judicial System Departments - The mission of the Administrative Office of the Courts is to provide professional services to support the judiciary in their efforts to protect rights and liberties, uphold and interpret the law, and provide for the peaceful resolution of disputes.
The State Attorney provides citizens with a right to be represented in criminal matters with staff who are competent, experienced and dedicated to enforcing the law.
The Public Defender protects the statutory rights of all citizens through effective representation of clients

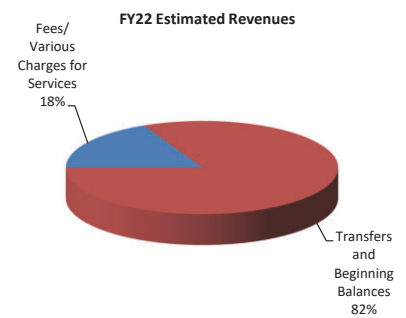
Department Overview

FY22 - First Year

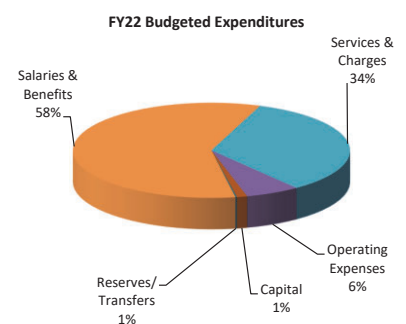
Court Administration - The mission of the 20th Judicial Circuit - Administrative Office of the Courts is to provide the highest level of professional service with integrity, equality, and respect that supports the judiciary in their efforts to protect rights and liberties, ensure access to justice for all citizens, and provide for the peaceful resolution of disputes in a fair and timely manner.	25.1%	\$774,606
Criminal Justice Information System, CJIS - Manage and support IT infrastructure and shared information systems for the Administrative Office of the Courts (AOC, including Pre-Trial Services & County Probation), Public Defender (PD), and State Attorney (SAO).	4.6%	\$142,867
Guardian Ad Litem - The Guardian ad Litem Program is a partnership between State government, County government, and the private sector providing advocacy on behalf of abused, abandoned, and neglected children who are involved in court proceedings. The Guardian ad Litem Program focuses exclusively on the child. Florida Statutes require a Guardian ad Litem be appointed at the earliest possible time in the dependency proceeding. This is consistent with federal law which mandates the state have a procedure requiring a Guardian ad Litem in every case involving an abused or neglected child which results in a judicial proceeding. Our Program recruits, trains, supports and supervises community volunteers as they advocate for these children in court and in the community. Additionally, through our not-for-profit agency, Voices for Kids of Southwest Florida, our Program is able to provide various services to the children we serve.	0.2%	\$6,532
Pre-Trial - Manage and support IT infrastructure and shared Information systems for State Attorney(SAO), Public Defender(PD), Charlotte County Pretrial Services is committed to providing efficient and effective services to the Twentieth Judicial Circuit and the Administrative Office of the Courts. The Mission of the Charlotte County Pretrial Services Department is to provide quality and timely information to the criminal courts, which support the judicial decision to release or detain at the earliest feasible opportunity. Our efforts are intended to promote equitable treatment of the accused, to provide protection to the community, to assist in the fair administration of justice, to comply with Florida Statutes, rules and regulations, and to reduce in-custody costs. As a team, we promote a professional environment for the effective supervision of defendants by fostering their personal growth and assuring thier compliance with the supervised release conditions.	22.6%	\$ 698,958
Probation - The Charlotte County Probation Department Is dedicated to provide professional and effective services to the citizens of Charlotte County, the Twentieth Judicial Circuit, and the Administrative Office of the Courts. Our mission Is to insure that orders of the Statutes, rules and regulations. Court are efficiently enforced, the community is protected, and that justice is fairly administered in compliance with Florida	17.5%	\$ 541,979
The Public Defender - The Charlotte County Public Defender mission is to protect the constitutional and statutory rights of all citizens through the effective legal representation of court appointed clients pursuant to Chapter 27, Florida Statutes. The Public Defenders of Florida carry their mission to provide legal representation of court appointed clients through Criminal and Civil Courts.	8.4%	\$ 260,526
The State Attorney Office - Under the Florida Constitution, the State Attorney serves as the prosecutor representing the people in criminal courts throughout the circuit. Decisions will be made based on the law and evidence. The rights of the victims of crime shall always be respected and enforced through vigorous and fair prosecution.	11.2%	\$ 345,609
Other	10.3%	\$ 318,000
	100.0%	\$3,089,077

Revenues by Category	FY 20 Actual	FY 21	FY 22	FY 23
BCC General Revenues	\$ -	\$ -	\$ -	\$ -
Taxes	\$ -	\$ -	\$ -	\$ -
Fees and Assessments	\$ -	\$ -	\$ -	\$ -
State and Federal Revenue	\$ -	\$ -	\$ -	\$ -
Fees/ Various Charges for Services	\$ 456,488	\$ 553,000	\$ 553,000	\$ 553,000
Misc	\$ 5,554	\$ -	\$ -	\$ -
Transfers and Beginning Balances	\$ 2,305,183	\$ 2,431,772	\$ 2,536,077	\$ 2,602,175
Total	\$ 2,767,225	\$ 2,984,772	\$ 3,089,077	\$ 3,155,175

FY22 Revenues & Expenses



Expenses by Category	FY 20 Actual	FY 21	FY 22	FY 23
Salaries & Benefits	\$ 1,659,381	\$ 1,743,633	\$ 1,806,954	\$ 1,871,027
Services & Charges	\$ 828,281	\$ 993,822	\$ 1,043,562	\$ 1,047,427
Operating Expenses	\$ 148,087	\$ 203,722	\$ 196,300	\$ 194,460
Capital	\$ 5,171	\$ 36,893	\$ 36,893	\$ 36,893
Other	\$ -	\$ -	\$ -	\$ -
Debt	\$ -	\$ -	\$ -	\$ -
Reserves/ Transfers	\$ 5,368	\$ 6,702	\$ 5,368	\$ 5,368
Total	\$ 2,646,288	\$ 2,984,772	\$ 3,089,077	\$ 3,155,175



Positions	FY 20 Actual	FY 21	FY 22	FY 23
Full Time	34	34	34	34
Part Time	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
Total	34	34	34	34

Notes

Charlotte County is paying for 3 positions for the State Attorney Office and 7 positions for Public Defender through the account line Legal Services. This account line is included in the Services and Charges row.

Public Safety

Public Safety

Mission

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

Core Functions

FY 22 - First Year

Animal Control Division

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, and protect the safety and welfare of the citizens and animals of this community.

2.2% \$1,390,471

Emergency Management Division

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.

1.3% \$823,148

Emergency Medical Services Division

The Fire/Emergency Medical Services Divisions provide 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.

34.0% \$21,718,260

Fire Rescue Division

The Fire/Emergency Medical Services Division 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.

57.4% \$38,019,346

Radio Communications Division

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.

5.1% \$3,187,374

100.0% \$65,138,599

Revenues by Category

FY 20 Actual

FY 21

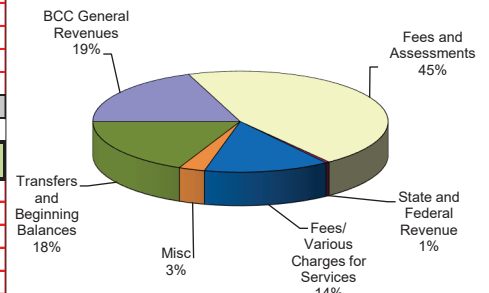
FY 22

FY 23

FY22 Revenues & Expenses

BCC General Revenues	\$ 4,096,493	\$ 11,588,370	\$ 12,571,090	\$ 13,192,307
Taxes	-	-	-	-
Fees and Assessments	24,210,108	25,872,538	29,600,714	31,111,450
State and Federal Revenue	1,238,291	256,807	271,807	271,807
Fees/ Various Charges for Services	7,614,959	8,762,170	8,949,563	9,317,860
Misc	2,051,406	1,625,124	1,866,808	1,871,458
Transfers and Beginning Balances	682,231	5,177,793	11,878,617	7,744,072
Total	\$ 39,893,487	\$ 53,282,802	\$ 65,138,599	\$ 63,508,954

FY22 Estimated Revenues



Expenses by Category

FY 20 Actual

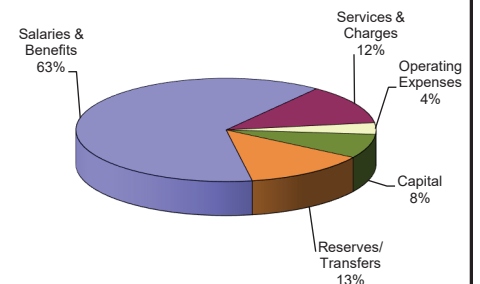
FY 21

FY 22

FY 23

Salaries & Benefits	\$ 37,790,995	\$ 38,382,561	\$ 41,076,035	\$ 42,711,478
Services & Charges	(515,664)	7,531,461	8,124,770	8,446,588
Operating Expenses	1,868,401	1,975,653	2,361,891	2,162,091
Capital	1,270,257	947,000	4,934,032	2,056,458
Other	(0)	-	-	-
Debt	-	-	-	-
Reserves/ Transfers	192,458	4,446,127	8,641,871	8,132,339
Total	\$ 40,606,448	\$ 53,282,802	\$ 65,138,599	\$ 63,508,954

FY22 Budgeted Expenditures



Positions

FY 20 Actual

FY 21

FY 22

FY 23

Full Time	277	297	302	302
Part Time	1	1	1	1
	-	-	-	-
	-	-	-	-
	-	-	-	-
Total	278	298	303	303

Notes

The following pages contain variance analysis for each division of Public Safety.

Public Safety Animal Control

Mission

Animal Control - Protect the safety and welfare of the citizens and animals of this community; Enforce the county ordinances and statutes pertaining to animals; Assist the public in resolving animal issues. Educate the public in public safety and humane issues regarding animals.

Linkage to Strategic Goals

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

Core Functions

Animal Control Investigations

1. Respond to cases involving rabies related incidents, animals in distress or injured, animal cruelty, animal neglect, and animal abandonment.
2. Provide services for the trapping, impoundment, and nuisance related incidents involving domestic animals, livestock, and wildlife.
3. Respond to after hours high emergency priority calls that require an immediate officer response.
4. Statutory requirements related to Dangerous Animals set forth by Charlotte County Ordinance 2012-023 Section 1-4-30, Charlotte County Ordinance #98-70 Section 1-4-30 {d} {1}, and Florida Statue F.S.S. 767.12 Section (1) {a}.

Operations and Administrative Services

1. To provide and retrieve information to and from citizens and other agencies, distribute press releases, and update website.
2. To Dispatch and Receive calls and relaying those calls to officers and/or appropriate agencies.
3. To preserve and maintain records pursuant to Florida Statutes F.S.S 119.01 - (General State Policy on Public Records) and F.S.S 119.021 - (Public records shall be maintained and preserved).
4. To perform operations duties consisting of managing road operations, addressing citizens complaints, employee evaluations, and budgeting.

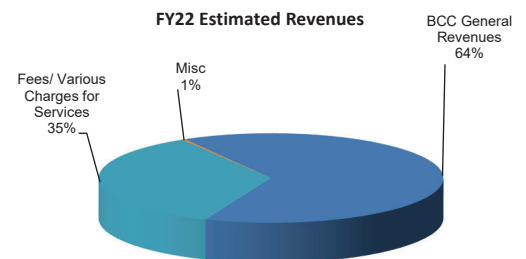
FY 22 - First Year

Critical	50.0%	\$663,621
Critical	50.0%	\$663,621
Capital		\$14,500
Reserves & Transfers		\$48,729
	100.0%	\$1,390,471

Revenues by Category	FY 20 Actual	FY 21	FY 22	FY 23
BCC General Revenues	\$ 742,604	\$ 775,394	\$ 897,071	\$ 879,183
Taxes	-	-	-	-
Fees and Assessments	-	-	-	-
State and Federal Revenue	-	-	-	-
Fees/ Various Charges for Services	389,423	358,900	488,900	507,160
Misc	5,036	4,500	4,500	4,500
Transfers and Beginning Balances	-	-	-	-
Total	\$ 1,137,064	\$ 1,138,794	\$ 1,390,471	\$ 1,390,843

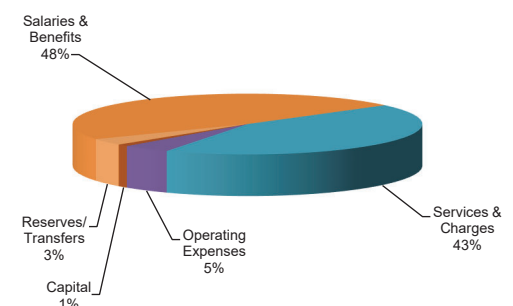
FY22 Revenues & Expenses

FY22 Estimated Revenues



Expenses by Category	FY 20 Actual	FY 21	FY 22	FY 23
Salaries & Benefits	\$ 571,999	\$ 581,472	\$ 663,271	\$ 684,261
Services & Charges	479,106	471,496	601,824	625,706
Operating Expenses	28,375	33,292	62,147	32,147
Capital	-	5,000	14,500	-
Other	-	-	-	-
Debt	-	-	-	-
Reserves/ Transfers	57,583	47,534	48,729	48,729
Total	\$ 1,137,064	\$ 1,138,794	\$ 1,390,471	\$ 1,390,843

FY22 Budgeted Expenditures



Positions	FY 20 Actual	FY 21	FY 22	FY 23
Full Time	8	8	8	8
Part Time	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
Total	8	8	8	8

Notes:

Animal Tag revenue was increased for the new Pet Data System. This is offset by additional expenses in Services & Charges. Operating Expenses were increased from FY21 to FY22 for software to use for dispatch and tracking field officers. Capital was increased to replace fencing for the livestock holding area.

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

Core Functions

	FY 22 - First Year		
Preparedness and Planning 1. To prepare, update, and review plans for both natural and man-made events that may occur in Charlotte County. 2. To maintain and update the Special Needs registry of persons who require extra assistance during evacuations based on medical and financial limitations. 3. To Conduct informational events to prepare Charlotte County residents for emergencies .	Critical	56.0%	\$434,171
Operations and Response 1. To insure operational readiness of the Emergency Operations Center and County Staff to respond to large emergencies and events in a timely and efficient manner. 2. Provide training to first responders and command staff to operate according to the Incident Command System. 3. Maintain a system of requesting resources from all available sources during emergencies and disasters. 4. To provide alerting system management.	Mandated Critical	30.0% 1.0%	\$232,592 \$7,753
Mitigation and Recovery 1. To develop plans and strategies that prevent or lessen the impact of incidents on the residents and visitors to Charlotte County. 2. To maintain, review, and insure the compliance of plans that will begin the recovery from disasters that occur within the County.	Mandated	13.0%	\$100,790
	Capital		\$40,000
	Reserves & Transfers		\$7,842
		100.0%	\$823,148

Revenues by Category	FY 20 Actual	FY 21	FY 22	FY 23
BCC General Revenues	\$ 483,525	\$ 538,826	\$ 569,493	\$ 600,400
Taxes	-	-	-	-
Fees and Assessments	-	-	-	-
State and Federal Revenue	219,686	189,655	204,655	204,655
Fees/ Various Charges for Services	7,649	5,000	5,000	5,000
Misc	2,000	-	-	-
Transfers and Beginning Balances	-	-	44,000	-
Total	\$ 712,860	\$ 733,481	\$ 823,148	\$ 810,055

Expenses by Category	FY 20 Actual	FY 21	FY 22	FY 23
Salaries & Benefits	\$ 338,784	\$ 400,407	\$ 397,061	\$ 410,968
Services & Charges	316,140	291,314	332,751	345,751
Operating Expenses	46,996	35,444	45,494	45,494
Capital	-	-	40,000	-
Other	-	-	-	-
Debt	-	-	-	-
Reserves/ Transfers	10,940	6,316	7,842	7,842
Total	\$ 712,860	\$ 733,481	\$ 823,148	\$ 810,055

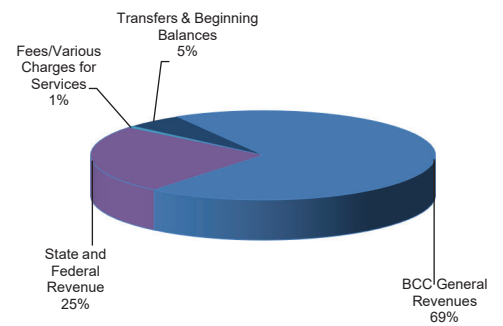
Positions	FY 20 Actual	FY 21	FY 22	FY 23
Full Time	4	4	4	4
Part Time	-	-	-	-
	-	-	-	-
	-	-	-	-
Total	4	4	4	4

Notes

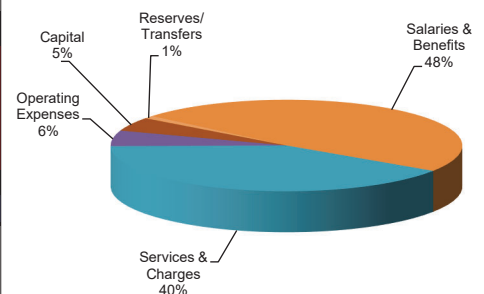
State and Federal Grants are typically not budgeted until an agreement is executed. The grant revenue includes estimated amounts for only the Emergency Management grants that are renewed annually. Services & Charges increased due to central/indirect allocation. Capital was increased for a forklift to move supplies at the COVID warehouse.

Emergency Management funds an additional 0.1 FTE for positions reporting to other divisions.

FY22 Estimated Revenues



FY22 Budgeted Expenditures



Public Safety Emergency Medical Services

Mission

Emergency Medical Services Division - The Fire/Emergency Medical Services Divisions provide 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 - To maintain a safe and healthy community by delivering essential services from skilled, professional and dedicated public servants.

Core Functions

Treatment & Transport

1. To provide emergency medical and non-emergency services in the community with a commitment to safety, professionalism, integrity and care.
2. To provide transport services for patients needing emergency medical care.
3. To provide stand-by services for special events; for example, the Rays Games, the Air Show, the Boat Races, etc.

Training

1. To provide staff with training from local, state, and, national groups as applicable to the staff member's level of certification and/or service ranking.
2. To facilitate rescue simulations for training special operations staff; such as, active shooter.

Public Education and Information

1. Manage medical information programs; such as, the Red Dot Program and Safety on Scene Emergency Information Program (SOS).
2. Manage the "Help Us Locate You in an Emergency" programs; such as, the Address Sign Program, Flicker of Life Program, Knox Box Program, and Pet Sticker Program.
3. Manage other community programs; such as, Invite Fire & EMS to your Community Event Program, Smoke Detector Program, and AED Registration Program.

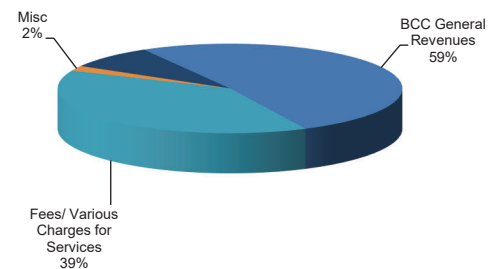
FY 22 - First Year

Critical	87.0%	\$17,595,710
Mandated	8.0%	\$1,617,996
Critical	5.0%	\$1,011,248
Capital		\$1,489,250
Reserves & Transfers		\$4,056
	100.0%	\$21,718,260

Revenues by Category	FY 20 Actual	FY 21	FY 22	FY 23
BCC General Revenues	\$ 2,870,363	\$ 10,274,150	\$ 11,104,526	\$ 11,712,724
Taxes	-	-	-	-
Fees and Assessments	-	-	-	-
State and Federal Revenue	317,034	-	-	-
Fees/ Various Charges for Services	7,184,195	8,352,270	8,409,663	8,759,700
Misc	433,792	172,000	392,096	392,096
Transfers and Beginning Balances	-	-	1,811,975	54,175
Total	\$ 10,805,384	\$ 18,798,420	\$ 21,718,260	\$ 20,918,695

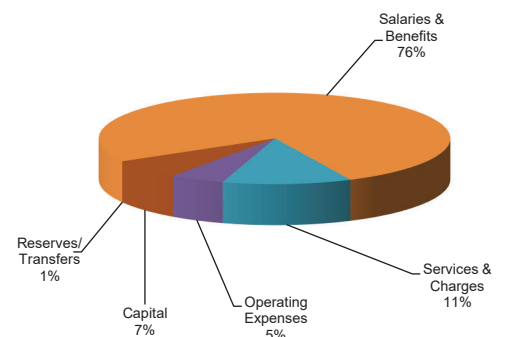
FY22 Revenues & Expenses

FY22 Estimated Revenues



Expenses by Category	FY 20 Actual	FY 21	FY 22	FY 23
Salaries & Benefits	\$ 15,167,798	\$ 15,615,710	\$ 16,575,236	\$ 17,238,245
Services & Charges	(5,248,524)	2,316,666	2,565,228	2,677,354
Operating Expenses	862,522	812,738	1,084,490	919,790
Capital	19,533	49,250	1,489,250	79,250
Other	-	-	-	-
Debt	-	-	-	-
Reserves/ Transfers	4,056	4,056	4,056	4,056
Total	\$ 10,805,384	\$ 18,798,420	\$ 21,718,260	\$ 20,918,695

FY22 Budgeted Expenditures



Positions	FY 20 Actual	FY 21	FY 22	FY 23
Full Time	119	120	120	120
Part Time	1	1	1	1
Total	120	121	121	121

Notes

The increase in Operating Expenses is for adding ventilators to rescues, and adding the inventory system to additional stations. Capital was increased to replace the LifePak 15 with new Monitor/Defibrillators.

EMS funds an additional 1.0 FTE for positions reporting to other divisions.

Public Safety Fire Rescue

Mission

Fire Rescue Division - The Fire/Emergency Medical Services Division 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 - To maintain a safe and healthy community by delivering essential services from skilled, professional and dedicated public servants.

Core Functions

Fire Suppression and Rescue Operations

1. Respond to residential, commercial, and brush fires and complete fire suppression protocols.
2. Provide rescue operations for both on the water and on land emergencies.
3. Provide mutual aid for surrounding counties, other state municipalities, and Florida State Operations.
4. Participate in the Public Protection Class Rating (ISO).

Training

1. To facilitate tower and burn training for all certified staff.
2. To facilitate rescue simulations for training special operations staff.
3. To provide staff with training from local, state, and, national groups as applicable to the staff member's level of certification and/or service ranking.

Fire Prevention/Protection

1. Review of building plans and inspection for new construction.
2. Plan reviews and inspections for special events, fireworks, tents, etc.
3. Inspections for existing occupancies - Schools (Public/Private), hospitals, daycares, assisted living facilities, clinics, group homes assemblies, restaurants, etc.
4. Facilitation of fire drills and Fire extinguisher classes.

Public Education and Information

1. Manage medical information programs; such as, the Red Dot Program and Safety on Scene Emergency Information Program (SOS).
2. Manage the "Help Us Locate You in an Emergency" programs; such as, the Address Sign Program, Flicker of Life Program, Knox Box Program, and Pet Sticker Program.
3. Manage other community programs; such as, Invite Fire & EMS to your Community Event Program, Smoke Detector Program, and AED Registration Program.

Emergency Vehicle Maintenance and Logistic

1. To facilitate the purchase and maintenance of all Fire & EMS apparatus including Engines, Ambulances, Ladder Trucks, Brush Trucks, Special OPS/Hazmat Vehicles, Marine Vessels, and other Rescue Apparatus.
2. To provide in-the-field vehicle and apparatus support to maintain continuous operations.
3. To provide fire station repair and maintenance within the scope of staff expertise.

	FY 22 - First Year		
Critical	70.0%	\$19,933,833	
Critical	20.0%	\$5,695,381	
Local Mandate	2.0%	\$569,538	
Critical	4.0%	\$1,139,076	
Critical	4.0%	\$1,139,076	
Capital		\$3,207,000	
Reserves & Transfers		\$6,335,442	
	100.0%	\$38,019,346	

Revenues by Category	FY 20 Actual	FY 21	FY 22	FY 23
BCC General Revenues	\$ -	\$ -	\$ -	\$ -
Taxes	-	-	-	-
Fees and Assessments	24,210,108	25,872,538	29,600,714	31,111,450
State and Federal Revenue	701,162	67,152	67,152	67,152
Fees/ Various Charges for Services	33,693	46,000	46,000	46,000
Misc	900,673	716,011	761,064	761,064
Transfers and Beginning Balances	682,231	3,025,642	7,544,416	5,488,414
Total	\$ 26,527,867	\$ 29,727,343	\$ 38,019,346	\$ 37,474,080

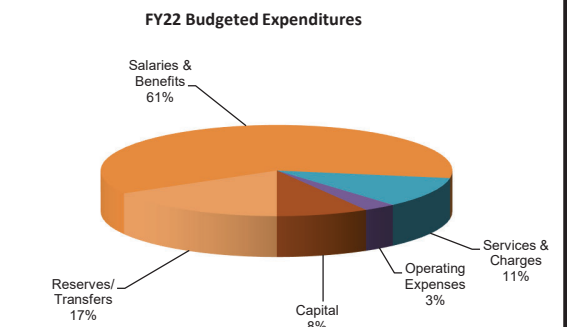
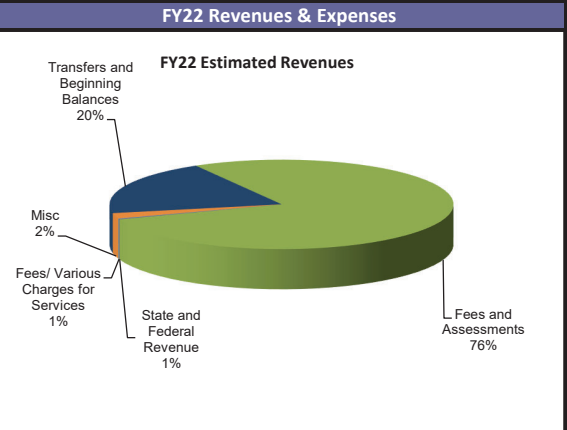
Expenses by Category	FY 20 Actual	FY 21	FY 22	FY 23
Salaries & Benefits	\$ 21,544,449	\$ 21,600,462	\$ 23,191,112	\$ 24,118,755
Services & Charges	3,671,880	3,986,823	4,143,011	4,303,080
Operating Expenses	893,480	1,078,900	1,142,781	1,142,781
Capital	1,237,975	885,750	3,207,000	1,910,000
Other	-	-	-	-
Debt	-	-	-	-
Reserves/ Transfers	115,440	2,175,408	6,335,442	5,999,464
Total	\$ 27,463,223	\$ 29,727,343	\$ 38,019,346	\$ 37,474,080

Positions	FY 20 Actual	FY 21	FY 22	FY 23
Full Time	161	164	168	168
Part Time	-	-	-	-
	-	-	-	-
	-	-	-	-
Total	161	164	168	168

Notes

Capital was increased for a Cascade System at Station 9 and a new marine transport truck for Station 4. Capital is also higher due to the timing of replacing heavy equipment (Apparatus) on the CIP replacement schedule.

1 FTE of Fire Rescue staff are funded by other divisions. 1 Position was added in FY2021. 3 Positions added in FY2022 (Battalion 3).



Public Safety Radio Communications

Mission

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

Core Functions

FY 22 - First Year

Infrastructure Management

1. To provide the management and repair of 5- County-owned, 1-land leased tower at no charge, and 1-space rented tower.
2. To manage Harris UAS, GenWatch, and Centricom radio system database management.
3. To maintain and repair system and radios "in-house" when applicable.
4. To provide system support 24-7 that are mission critical.
5. To manage vendors, participate in contract negotiations, maintain FCC Licensing, and verification of radio system coverage utilizing drivetest, mapping software, and spectrum analyzer.
6. Traffic Infractions Revenues - F.S. 318.21 (9): Twelve dollars and fifty cents from each moving traffic violation must be used by the county to fund the county's participation in an intergovernmental radio communication program approved by the Dept. of Management Services.

Critical **35.0%** **\$265,401**

Subscriber Management

1. To provide support for 1904 internal and 607 external agency subscriber units.
2. To manage and maintain subscriber ID database, the Fire Department's Mobile Command Center Communications System, and provide support to all users on the radio system.
3. To provide technical support to the School Board and Lanfill, monitoring of special events, and work with external agencies on improved interoperability.

Critical **30.0%** **\$227,487**

Digital Radio System (P25)

1. To complete the Babcock Tower installation and make operational with the P25 system.
2. To complete the installation of BDAs to ensure system optimization within critical buildings.
3. To assist in the close-out of the P25 sales tax project.

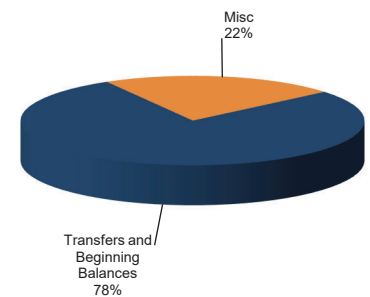
Critical **35.0%** **\$265,402**

Capital
Reserves & Transfers **\$183,282**
\$2,245,802
100.0% **\$3,187,374**

Revenues by Category	FY 20 Actual	FY 21	FY 22	FY 23
BCC General Revenues	\$ -	\$ -	\$ -	\$ -
Taxes	-	-	-	-
Fees and Assessments	-	-	-	-
State and Federal Revenue	408	-	-	-
Fees/ Various Charges for Services	-	-	-	-
Misc	709,904	732,613	709,148	713,798
Transfers and Beginning Balances	-	2,152,151	2,478,226	2,201,483
Total	\$ 710,312	\$ 2,884,764	\$ 3,187,374	\$ 2,915,281

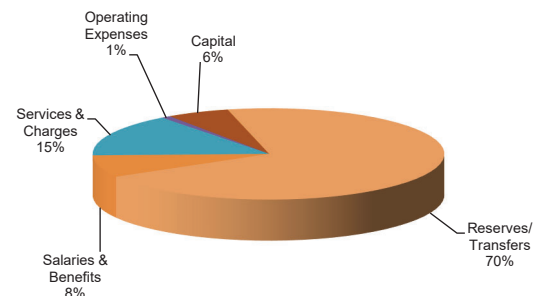
FY22 Revenues & Expenses

FY22 Estimated Revenues



Expenses by Category	FY 20 Actual	FY 21	FY 22	FY 23
Salaries & Benefits	\$ 167,965	\$ 184,510	\$ 249,355	\$ 259,249
Services & Charges	265,735	465,162	481,956	494,697
Operating Expenses	37,029	15,279	26,979	21,879
Capital	12,750	7,000	183,282	67,208
Other	(0)	-	-	-
Debt	-	-	-	-
Reserves/ Transfers	4,439	2,212,813	2,245,802	2,072,248
Total	\$ 487,917	\$ 2,884,764	\$ 3,187,374	\$ 2,915,281

FY22 Budgeted Expenditures



Positions	FY 20 Actual	FY 21	FY 22	FY 23
Full Time	1	1	2	1
Part Time	-	-	-	-
	-	-	-	-
	-	-	-	-
Total	1	1	2	1

Notes

The Capital budget increase is for tower site equipment and infrastructure improvements.

Radio Communications funds an additional 0.5 FTE for positions reporting to other divisions.

1 Position added in FY2022 (Radio Technician).

Public Works

Public Works

Mission

Public Works Department: To deliver quality public works services and manage public road and stormwater infrastructure on behalf of the citizens of Charlotte County, effectively and efficiently.

Department Overview

FY 22 - First Year

Engineering - Capital project development and assessment. Project design, permitting and construction for roads, bridges, stormwater control structures, sidewalks, and canal dredging. Coordinate right-of-way land acquisition. Post construction inspection for compliance to State mandates. Infrastructure assessment. Monitoring and inspection of right-of-way construction permits. Coastal and marine construction and waterway maintenance. Repair and maintenance of traffic signals, traffic control devices and street lights. Locate underground utilities for construction and repair projects within the public right-of-way. Electrical maintenance of draw bridge and boat lock at South Gulf Cove. Traffic sign and road legend maintenance.

18.4% \$16,427,759

Road Maintenance - Maintenance of gas tax and MSBU/TU roads. Pothole patching. Sidewalk maintenance. Landscape maintenance. Right-of-way safety mowing. Vegetation control. Maintenance of major and minor drainage ditches, pipes and structures, includes pipe repair and replacement, and cleaning of ditches. Bridge maintenance. Guardrail and handrail maintenance. Protective measures prior to storms. Emergency response and recovery. Customer assistance calls. MSBU liaisons. Bascule bridge operation. South Gulf Cove boat lock maintenance. Cemetery maintenance.

37.8% \$33,733,108

Mosquito and Aquatic Weed Control - Provide ground adulticide, ground larvicide, air adulticide, and air larvicide control services. Provide surveillance for immature mosquito larva and adult mosquitoes, and disease transmission. Provide customer service requests.

5.6% \$4,996,293

Solid Waste Enterprise - Plans and oversees the disposal of solid waste from business and residents of Charlotte County. The Landfill provides proper, efficient, economical and convenient disposal of all types of waste materials. Provide facilities for the disposal of debris, recycling and special waste to residents of the County.

38.2% \$34,148,987

100.0% \$89,306,147

Revenues by Category	FY 20 Actual	FY 21	FY 22	FY 23
BCC General Revenues	\$ 3,918,889	\$ 4,013,281	\$ 5,036,951	\$ 5,059,607
Taxes	\$ 9,336,258	\$ 11,042,458	\$ 12,525,522	\$ 12,998,262
Fees and Assessments	\$ 812,778	\$ 670,000	\$ 850,000	\$ 875,000
State and Federal Revenue	\$ 4,788,518	\$ 3,554,925	\$ 3,591,174	\$ 3,770,697
Fees/ Various Charges for Services	\$ 6,985,696	\$ 6,659,506	\$ 7,046,258	\$ 7,104,758
Misc	\$ 15,357,064	\$ 12,234,550	\$ 15,579,542	\$ 15,971,288
Transfers and Beginning Balances	\$ 674,089	\$ 54,466,611	\$ 44,676,700	\$ 39,364,028
Total	\$ 41,873,292	\$ 92,641,331	\$ 89,306,147	\$ 85,143,640

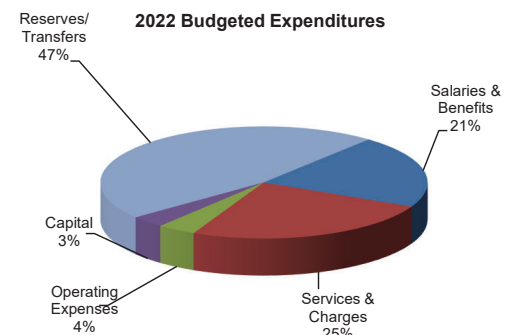
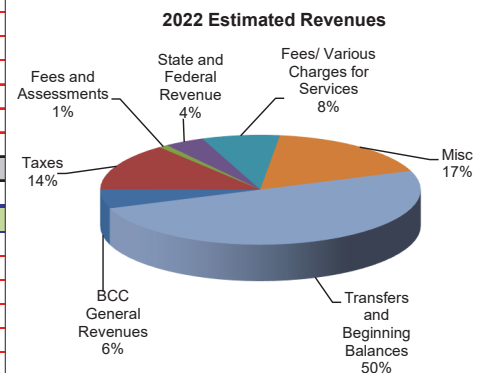
Expenses by Category	FY 20 Actual	FY 21	FY 22	FY 23
Salaries & Benefits	\$ 16,270,430	\$ 18,272,244	\$ 18,732,473	\$ 19,388,461
Services & Charges	\$ 19,983,204	\$ 28,077,656	\$ 22,292,909	\$ 20,188,854
Operating Expenses	\$ 3,721,128	\$ 2,421,400	\$ 3,425,131	\$ 3,276,915
Capital	\$ 1,063,932	\$ 5,230,000	\$ 3,063,961	\$ 2,444,845
Other	\$ -	\$ -	\$ -	\$ -
Debt	\$ -	\$ -	\$ -	\$ -
Reserves/Transfers	\$ 1,425,562	\$ 32,485,184	\$ 41,791,673	\$ 39,844,565
Total	\$ 42,464,256	\$ 86,486,484	\$ 89,306,147	\$ 85,143,640

Positions	FY 20 Actual	FY 21	FY 22	FY 23
Full Time	211	211	212	212
Part Time	1	1	1	1
Total	212	212	213	213

Notes:

The following pages contain variance analysis for each division of Public Works.

FY22 Revenues & Expenses



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 - To manage fiscally sound county operations with a culture of transparency, accountability, citizen engagement and innovation.

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

Economic & Community Development - Create a business climate that promotes a diversified, growing economy consistent with sustainable growth management plans, environmental stewardship and enhanced quality of life.

Core Functions

FY 22 - First Year

Road and Bridge Project Construction and Traffic Maintenance

Capital project development and assessment. Project design, permitting and construction for roads, bridges, stormwater control structures, sidewalks, and canal dredging. Coordinate right-of-way land acquisition. Post construction inspection for compliance to State mandates. Infrastructure assessment. Monitoring and inspection of right-of-way construction permits. Coastal and marine construction and waterway maintenance.

Survey

Review and comment on Subdivision Plats submitted to Community Development by developers. Review and comment on proposed commercial developments submitted to Site Plan Review Committee. Convert field data into database. Provide vertical control benchmark program. Provide elevation data for FEMA and National Flood Insurance program. Data collection for topo for drainage studies. Contract Management for contracted Survey work. Easement staking and surveying. Survey and CADD work for boundary surveys when needed.

Lighting Services for Charlotte County

Repair and maintenance of traffic signals, traffic control devices and street lights. Locate underground utilities for construction and repair projects within the public right-of-way. Electrical maintenance of draw bridge and boat lock. Technical review of all plans for signals and roadway lights. Inspection of new traffic signals and roadway lighting systems. Maintenance and operation of Advanced Transportation Management System. Administer residential street lighting program per County ordinance. Maintain 75 miles of fiber optic cable for lighting and Charlotte County Information Technology.

Land Development

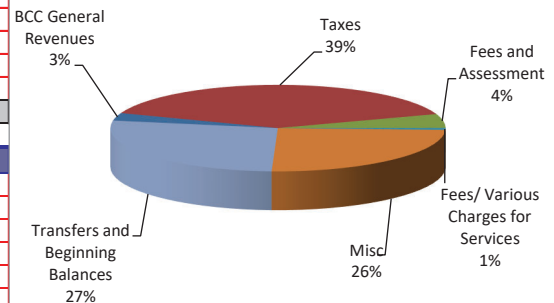
Enforcement of local Land Development Regulations - ROW and Stormwater to ensure that all work completed in the County owned Right of Way is in compliance with County Regulations. Enforcement of Land Development Regulations/Excavations to ensure that all land development activities associated with excavations and earthmoving activities are in compliance with the County's Land Development Regulations and remain so over their permitted lifetime. Perform onsite grade inspections and initial commercial stormwater inspections.

Mandated/Critical	46.0%	\$5,066,651
Local Mandate	3.0%	\$330,434
Critical	42.0%	\$4,626,072
Local Mandate	9.0%	\$991,301
Capital Reserves/Transfers		\$327,909
Grand Total	100.0%	\$16,427,759

Revenues by Category	FY 20 Actual	FY 21	FY 22	FY 23
BCC General Revenues	\$ 270,902	\$ 502,385	\$ 472,005	\$ 541,111
Taxes	4,215,215	5,817,458	6,421,295	6,630,172
Fees and Assessments	812,778	670,000	850,000	875,000
State and Federal Revenue	622	-	700	700
Fees/ Various Charges for Services	108,542	39,050	125,000	133,500
Misc	3,758,833	3,700,900	4,092,600	4,233,300
Transfers and Beginning Balances	37,137	4,256,664	4,466,159	4,466,159
Total	\$ 9,204,030	\$ 14,986,457	\$ 16,427,759	\$ 16,879,942

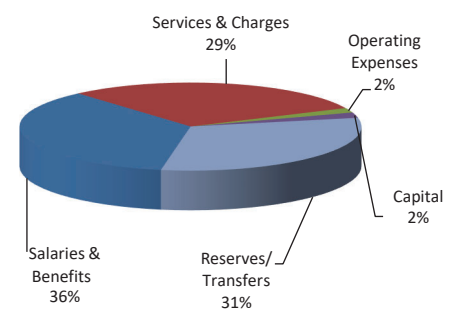
FY22 Revenues & Expenses

FY 22 Estimated Revenues



Expenses by Category	FY 20 Actual	FY 21	FY 22	FY 23
Salaries & Benefits	\$ 4,900,010	\$ 5,804,650	\$ 5,879,889	\$ 6,072,813
Services & Charges	3,711,236	3,404,865	4,854,691	5,112,813
Operating Expenses	161,732	233,020	279,878	273,151
Capital	244,153	-	327,909	360,000
Other	-	-	-	-
Debt	-	-	-	-
Reserves/Transfers	186,898	5,543,922	5,085,392	5,061,165
Total	\$ 9,204,030	\$ 14,986,457	\$ 16,427,759	\$ 16,879,942

FY 22 Budgeted Expenditures



Positions	FY 20 Actual	FY 21	FY 22	FY 23
Full Time	58	58	59	59
Part Time				
Total	58	58	59	59

Notes:

Salaries & Benefits: Adjusted for one new position - Code Compliance Officer (\$35).

Operating Expenses: Increased for to increased ROW inspections (\$95k) and upgrade of computer software maintenance (68k).

Other Contractual Services: Increased for new Asset Management System (\$37k).

Public Works

Mosquito and Aquatic Weed Control

Mission

Mosquito & Aquatic Weed Control - 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 -- To manage fiscally sound county operations with a culture of transparency, accountability, citizen engagement and innovation.

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

Core Functions

FY22 - First Year

County-Wide Mosquito Control - Provide ground adulticide, ground larvicide, air adulticide, and air larvicide control services. Provide surveillance for immature mosquito larva and adult mosquitoes, and disease transmission. Provide customer service requests. Perform Adulticide Resistance Testing & Educational Outreach. Test mosquito pools for disease.

Provides an arthropod control program for the control of disease vectoring or pestiferous mosquitoes. Treated 990,380 acres with ground and 338,880 with aerial adulticide. Treated 4,239 acres with ground larvicide and 12,480 acres with aerial larvicide.

Provide surveillance program and records keeping at count stations with 796 counts taken. Centers for Disease Control light traps/BG traps/Oviposition traps 608 set/recovered 13,865 identified to species. Analyzed 756 blood samples of sentinel chicken flocks; Sentinel Chicken Conversions for West Nile Virus and St. Louis Encephalitis. Began Expand Mosquito rearing capabilities, for resistance testing. Provide customer service and outreach with 1,636 service requests responded to by site visit or treatment. Expand educational outreach program regarding Zika and Arboviruses.

Maintained equipment maintenance, calibration, and training. Service and calibration of spray equipment - Air, Ground Trucks and Handheld Units.

In compliance with Florida Statute 388 and Florida Administrative Code 5E-13, 24,040 pounds of tires were picked up and disposed.

Aquatic Weed Control --- Control aquatic vegetation (native & exotic) in County fresh water canals and drainage ditches for storm water conveyance. Maintain and monitor wetland mitigation sites in compliance with permit conditions.

Control exotic and native vegetation in County canals and Right-of-Ways mitigation areas, with regard to permitting compliance. Inspect and treat 2,708 surface areas, 829 aquatic areas, and 64 miles of right-of ways three times annually for a total of 1,600 sites. Monitor and maintain 13 wetland mitigation sites to permit conditions.

Maintain spray equipment, perform calibration and training.

Remain 100% state certified pesticide applicators.

Discretionary	36.0%	\$1,593,434
Madated	30.0%	\$1,327,862
Discretionary	3.5%	\$154,917
Mandated	3.5%	\$154,917
Local Mandate	21.0%	\$929,503
Mandated	5.0%	\$221,310
Mandated	1.0%	\$44,262
Capital		\$230,000
Reserves & Transfers		\$340,087
Grand Total	100.0%	\$4,996,293

Revenues by Category

FY 20 Actual

FY 21

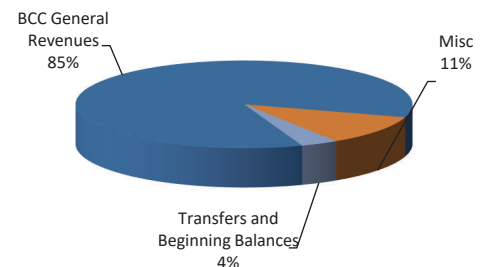
FY 22

FY 23

FY22 Revenues & Expenses

BCC General Revenues	\$ 3,358,857	\$ 3,268,346	\$ 4,263,293	\$ 4,215,603
Taxes	-	-	-	-
Fees and Assessments	-	-	-	-
State and Federal Revenue	6,192	-	-	-
Fees/ Various Charges for Services	-	-	-	-
Misc	534,770	433,000	553,000	553,000
Transfers and Beginning Balances	-	225,000	180,000	200,000
Total	\$ 3,899,819	\$ 3,926,346	\$ 4,996,293	\$ 4,968,603

2022 Estimated Revenues



Expenses by Category

FY 20 Actual

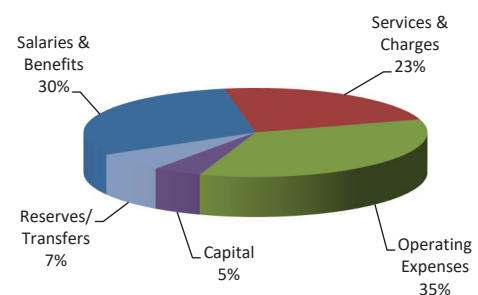
FY 21

FY 22

FY 23

Salaries & Benefits	\$ 1,210,922	\$ 1,438,787	\$ 1,520,461	\$ 1,578,674
Services & Charges	888,186	1,006,730	1,156,902	1,189,597
Operating Expenses	1,394,643	926,681	1,748,843	1,601,997
Capital	65,517	237,000	230,000	230,000
Other	-	-	-	-
Debt	-	-	-	-
Reserves/Transfers	340,551	317,148	340,087	368,335
Total	\$ 3,899,819	\$ 3,926,346	\$ 4,996,293	\$ 4,968,603

2022 Budgeted Expenditures



Positions

FY 20 Actual

FY 21

FY 22

FY 23

Full Time	16	16	16	16
Part Time				
Total	16	16	16	16

Notes:

Capital: Aquatic Weed requests to purchase a zero turn mower and a mini-excavator with trailer (\$110k). Mosquito Control requests upgrade of Adapco monitors for dispensing unit to replace obsolete software. (\$174k).

Operating Expenses: Increase in Insecticides/pesticides (\$633k), Larvicide (\$24k), and Adulticide (\$80k) due to an increase in prices and seasonal spraying.

Public Works Department Road Maintenance

Mission

Public Works Department - 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 - To build and maintain countywide infrastructure that meets our evolving needs and enhances our community appearance, improves public safety and protects our natural resources.

Core Functions

FY 22 - First Year

Road Maintenance

Maintenance of gas tax and MSBU/TU roads. Pothole patching. Sidewalk maintenance. Landscape maintenance. Right-of-way safety mowing. Vegetation control. Maintenance of major and minor drainage ditches, pipes and structures, includes pipe repair and replacement, and cleaning of ditches. Bridge maintenance. Guardrail and handrail maintenance. Protective measures prior to storms. Emergency response and recovery. Customer assistance calls. MSBU liaisons. Bascule bridge operation. South Gulf Cove boat lock maintenance. Cemetery maintenance.

Manage 54 Municipal Service Benefit & Taxing Units; 32 represented by formal Advisory Boards. Maintain active membership database listing contact information and term limits for each member; advertise Committee vacancies; present applications to the BCC for approval; coordinate maintenance requests and capital projects between Advisory Committees and appropriate County departments; advertise and schedule all Committee meetings; prepare meeting notes and post to Public Works webpage. Coordinate assessment rates for MSBUs and tax rates for MSTUs between Advisory groups, Tax Collector, Property Appraiser; update geographic boundaries of MSBU/TUs as needed.

Mandated/Critical **100.0%** **\$22,919,230**

Capital **\$1,594,052**

Reserves/Transfers **\$9,219,826**

Grand Total **100.0%** **\$33,733,108**

Revenues by Category	FY 20 Actual	FY 21	FY 22	FY 23
BCC General Revenues	\$ 289,131	\$ 242,550	\$ 301,653	\$ 302,893
Taxes	5,121,043	5,225,000	6,104,227	6,368,090
Fees and Assessments				
State and Federal Revenue	4,781,703	3,554,925	3,590,474	3,769,997
Fees/ Various Charges for Services	21,258	12,500	21,258	21,258
Misc	10,010,790	7,653,715	10,007,942	10,208,488
Transfers and Beginning Balances	621,524	27,036,366	13,707,554	8,257,629
Total	\$ 20,845,449	\$ 43,725,056	\$ 33,733,108	\$ 28,928,355

Expenses by Category	FY 20 Actual	FY 21	FY 22	FY 23
Salaries & Benefits	\$ 7,706,446	\$ 8,629,467	\$ 8,867,263	\$ 9,141,579
Services & Charges	12,505,999	20,990,763	12,954,434	10,493,376
Operating Expenses	695,292	1,025,068	1,097,533	1,102,582
Capital	754,263	2,062,000	1,594,052	1,538,983
Other	-	-	-	-
Debt	-	-	-	-
Reserves/Transfers	836,520	4,862,911	9,219,826	6,651,835
Total	\$ 22,498,518	\$ 37,570,209	\$ 33,733,108	\$ 28,928,355

Positions	FY 20 Actual	FY 21	FY 22	FY 23
Full Time	105	105	105	105
Part Time	1	1	1	1
Total	106	106	106	106

Notes:

Salaries & Benefits: Temp salaries and overtime increased due to work demand (\$61k & \$100k).

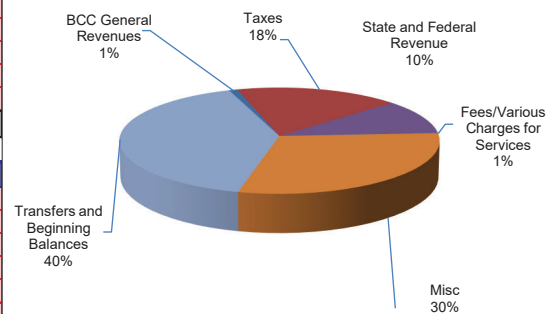
Capital: Equipment replacement increased due to timing of scheduled replacement (\$1.2m).

Miscellaneous revenues are recovery of labor and equipment costs to MSBUs.

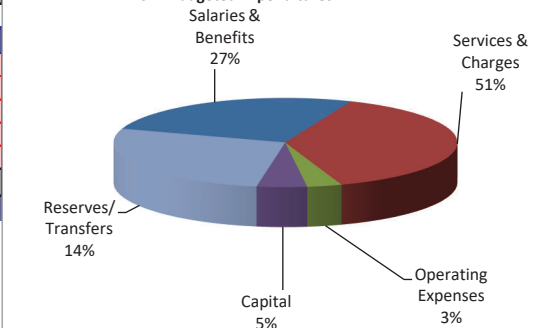
PW Road Maintenance funds an additional 6.05 FTE for positions reporting to other divisions.

FY22 Revenues & Expenses

2022 Estimated Revenues



2022 Budgeted Expenditures



Public Works Solid Waste

Mission

Solid Waste Enterprise Division - The Solid Waste Division is an Integrated Municipal Solid Waste Management System that oversees the disposal of solid waste from business and residents of Charlotte County. The Landfill provides proper, efficient, economical and convenient disposal of construction and demolition, household hazardous waste, solid waste, tires, white goods and yard waste for the community. Resource Division plans and provides efficient, economical and convenient facilities for the disposal of debris, recycling and special waste to the residents of Charlotte County. The Division is recognized as a leader in customer service satisfaction, community based educational outreach, illegal dumping and hazardous waste programs.

Linkage to Strategic Goals

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

Efficient and Effective Government - To manage fiscally sound county operations with a culture of transparency, accountability, citizen engagement and innovation.

Core Functions

FY 22 - First Year

Solid Waste Disposal -

Processed 27,8631 Tons of solid waste in 2020. Provide Solid Waste disposal in compliance with Federal, State and Local regulations. Comply with operating permit. Consistently looking at new methods and innovations on processing solid waste and using new technologies to reduce costs and bring in new revenue. Achieved a 75.2% recycling rate 3 years prior to the State mandate of achieving 75% by the year 2020. Diverting recyclables from the landfill extends the life of the landfill.

The Division acquired a drone to assist the Division in identifying illegal dumping in areas that were previously out of sight and broaden our ability to address illegal dumping. The drone was also used to identify areas affected by Red Tide. The Drone has also been used to assist other Departments in the County with aerial video support. Provide excellent customer service - 98.5% satisfaction in service reported through customer surveys in 2020.

Solid Waste Resources -

Operates the Mid County and West County Mini-Transfer & Recycling Facilities where 63,132 residents utilized the Mid County & West Char. Mini-Transfer & Recycling Facilities in 2020. Conducts hazardous waste commercial business Small Quantity Generator (SQG). Conducted 263 state required hazardous waste commercial business SQG inspections in 2020.

Oversight of the Illegal Dumping Program which involves investigating illegal dumping activities by making arrests or by taking code compliance actions. Performed 1,125 investigations resulting in 26 arrests on illegal dumping activities in 2020.

Oversight of the Keep Charlotte Beautiful Program where 4,223 volunteers donated 10,446 hours, 126,020 viewers of KCB PSA's and 129,242 Facebook touches.

Educational outreach on the integrated solid waste management system which reached 254,803 residents through programs and community events. The Solid Waste Division reached residents through 194,000 brochures, 42,681 website visits, 6,889,940 through TV ads. Total estimated 3,751 educational touches through outreach programs.

Monitor the Sanitation Unit to include 57,656 inquires responded to, Residential containers - 5,369 delivered, 2,331 exchanged, 754 removed and 2,314 repaired.

Local Mandate **77.5%** **\$4,720,230**

Discretionary **22.5%** **\$1,370,389**

Capital **\$912,000**
Reserves & Transfers **\$27,146,368**
Grand Total **100.0%** **\$34,148,987**

Revenues by Category	FY 20 Actual	FY 21	FY 22	FY 23
BCC General Revenues	\$ -	\$ -	\$ -	\$ -
Taxes	-	-	-	-
Fees and Assessments	-	-	-	-
State and Federal Revenue	-	-	-	-
Fees/Various Charges for Services	6,855,897	6,607,956	6,900,000	6,950,000
Misc	1,052,670	446,935	926,000	976,500
Transfers and Beginning Balances	15,428	22,948,581	26,322,987	26,440,240
Total	\$ 7,923,994	\$ 30,003,472	\$ 34,148,987	\$ 34,366,740

Expenses by Category	FY 20 Actual	FY 21	FY 22	FY 23
Salaries & Benefits	\$ 2,453,051	\$ 2,399,340	\$ 2,464,860	\$ 2,595,395
Services & Charges	2,877,783	2,675,298	3,326,882	3,393,068
Operating Expenses	1,469,461	236,631	298,877	299,185
Capital	-	2,931,000	912,000	315,862
Other	-	-	-	-
Debt	-	-	-	-
Reserves/Transfers	61,593	21,761,203	27,146,368	27,763,230
Total	\$ 6,861,889	\$ 30,003,472	\$ 34,148,987	\$ 34,366,740

Positions	FY 20 Actual	FY 21	FY 22	FY 23
Full Time	32	32	32	32
Part Time				
Total	32	32	32	32

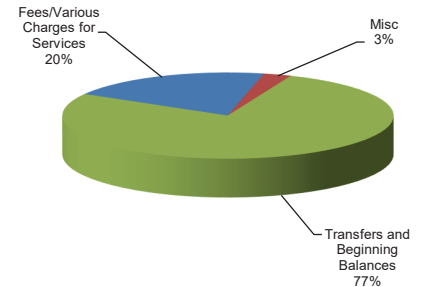
Notes:

Operating Expenses: Increase in Repair & Maintenance due to Leachate tank rehab. (\$102k). Closure charges increased due to current requirements (\$438k).

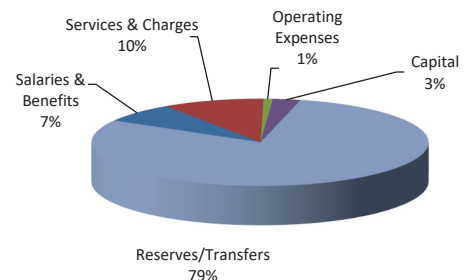
Capital: Addition to fleet - large dozer (\$444k).

FY22 Revenues & Expenses

2022 Estimated Revenues



2022 Budgeted Expenditures



Tourism

Tourist Development Bureau

Mission

Tourist Development Bureau - The mission of the Punta Gorda/Englewood Beach Visitor & Convention Bureau (VCB), as the industry's leader, is 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.

Directional Statements - Promote sustainability & environmental stewardship, art, culture and historic preservation, and enhance public access to water and beaches.

Linkage to Strategic Goals

Economic & Community Development - To create a business climate that promotes a diversified, growing economy consistent with sustainable growth management plans, environmental stewardship and enhanced quality of life.

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

Core Functions

FY 22 - First Year

Leisure Travel Marketing

Leisure marketing builds awareness and brand identity for the area through advertising, public relations and media outreach; and creates a unified presence in the marketplace through cooperative sales & marketing opportunities among local industry partners. By differentiating our tropical, natural eco-tourism experiences through a variety of promotional efforts, the VCB generates website traffic and inquiries. Inquiries convert to visitors. The objective is to increase overnight visitors, fill hotel rooms and thus generate tourist tax, sales tax, and thus generate tourist tax, sales tax, and visitor expenditures for local businesses.

Media and Public Relations

The VCB media and public relations effort is designed to increase media awareness of the destination by building and strengthening relationships with travel editors, writers and other journalistic resources. The resulting articles and editorial coverage by travel media featuring Charlotte's tourism opportunities provided exposure which equated to thousands of dollars in unpaid advertising which the VCB's advertising budget could not otherwise support. The value of this publicity was further enhanced by professional travel writers' validations of the Charlotte Harbor Gulf Island Coast as a premiere vacation destination.

Sporting/Meeting Event Development

- Sports drive overnight stays, restaurant and retail revenues year-round. State, regional, national and international sporting events contribute significantly to the area's economy and increase awareness of the Charlotte Harbor Gulf Island Coast as a leisure and event destination. The VCB promotes the area using a variety of advertising and outreach efforts positioning Charlotte County as an amateur and professional sporting event venue to event planners and sporting events rights holders.
- The VCB has increased outreach to the association and government meetings markets through the addition of a half-time sales manager dedicated to the meetings market. The meetings market will require more attention as Sunseeker resort comes online, which drastically changes (increases) the potential for the meetings market.

Film/Digital Media

Promote the Charlotte Harbor Gulf Island Coast and a location for film, television and video production; establish and maintain a location database (photographs); acquire video and photographs for use in digital advertising, print and public relations; follow up on production leads from Film Florida; identify crew and equipment available in Charlotte County; assist productions on location. Assist in logistics for FAM, Partner Relations and media acquisition.

100.0% \$4,316,352

Revenues by Category	FY20 Actual	FY21	FY22	FY23
BCC General Revenues	\$ -	\$ -	\$ -	\$ -
Taxes	2,663,978	2,495,814	2,567,810	2,573,220
Fees and Assessments	-	-	-	-
State and Federal Revenue	23,691	5,000	42,000	42,000
Fees/ Various Charges for Services	-	-	-	-
Misc	49,236	-	-	-
Transfers and Beginning Balances	-	915,242	1,706,542	972,754
Total	\$ 2,736,905	\$ 3,416,056	\$ 4,316,352	\$ 3,587,974

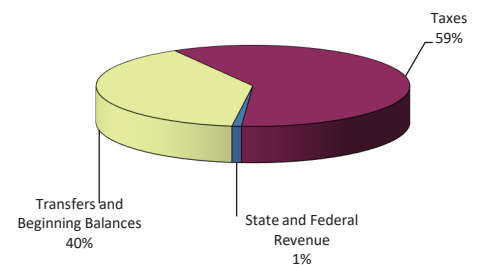
Expenses by Category	FY20 Actual	FY21	FY22	FY23
Salaries & Benefits	\$ 705,717	\$ 811,259	\$ 716,236	\$ 742,364
Services & Charges	827,666	2,064,886	2,282,239	2,296,912
Operating Expenses	38,443	59,643	61,643	61,643
Capital	-	-	-	-
Other	-	-	-	-
Debt	-	-	-	-
Reserves/Transfers	754,819	480,268	1,256,234	487,055
Total	\$ 2,326,645	\$ 3,416,056	\$ 4,316,352	\$ 3,587,974

Positions	FY20 Actual	FY21	FY22	FY23
Full Time	6	7	7	7
Part Time	3	2	2	2
	-	-	-	-
Total	9	9	9	9

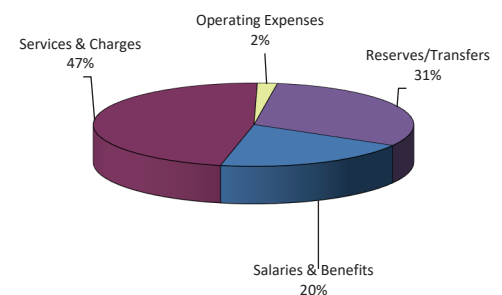
Notes:

Reserves/Transfers: Manual adjustment made lowering Transfers and increasing Services and Charges to reflect the \$600,000 of advertising budgeted in the 4th & 5th cent fund.

2022 Estimated Revenues



2022 Budgeted Expenditures



Utilities

Utility Department Water/Sewer

Mission

Utility Enterprise Division - 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.

Linkage to Strategic Goals

Economic and Community Development - To create a business climate that promotes a diversified, growing economy consistent with sustainable growth management plans, environmental stewardship and enhanced quality of life.

Infrastructure - To build and maintain countywide infrastructure that meets our evolving needs and enhances our community appearance, improves public safety and protects our natural resources.

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

Efficient and Effective Government - To manage fiscally sound county operations with a culture of transparency, accountability, citizen engagement and innovation.

Core Functions

FY 22 - First Year

Water Supply - CCU has two water supply sources for its two independent public water systems. CCU purchases treated water from the Peace River/Manasota Regional Water Supply Authority which serves Mid/West County. CCU owns and operates one Reverse Osmosis Water Treatment Plant which produces water to serve the South County distribution system (Burnt Store area). The Burnt Store RO Plant capacity is 3.61 MGD and has 1.5 MG of storage. Seven production wells provide raw water to the plant for treatment. The site has two Deep Injection Wells which are shared with a Water Reclamation Facility located on the same site.	Mandatory	32.0%	\$24,825,947
System Maintenance & Integrity - The Water Division operates and maintains over 1,400 miles of water main ranging in size from 2" to 24" in compliance with all Florida Department of Environmental Protection and Department of Health requirements. In addition, it operates and maintains four water-booster pumping stations with ground storage tanks, one chemical booster station, as well as eight supply interconnects with Peace River Authority and seven emergency interconnects with neighboring water utilities. This division performs corrective, preventative and predictive maintenance to maintain system integrity while ensuring water supply availability for future growth through planning, budgeting, conservation and education.	Mandatory	31.0%	\$24,050,135
Future Water Supply Demands - The Utilities' water supply needs are being met through a 20 year master water supply contract. Three alternative groundwater supply sources have also been identified. The county has a water conservation program in place as well as continues to expand its reuse water program. A Potable Water Master Plan contract was awarded in FY 20 to address present and future needs of our customers and county.	Mandatory	25.0%	\$19,395,270
Outreach, Consumer Education, Employee Training, Customer Contact - CCU regularly participates in community outreach programs to promote understanding of its daily operations. Citizen educational tours are provided throughout the year at the treatment facilities promoting alternative water sources, conservation, and good stewardship of water resources. CCU continues to promote both water conservation and hydration programs, including bill inserts, news articles, brochures, and speaking engagements within the community. CCU website/ social media is updated regularly to keep the public informed on current events, projects, and important notices. CCU offers employee training opportunities in all divisions extending from workplace safety, licensing requirements, customer service, as well as personal and professional growth.	Mandatory	5.0%	\$3,879,054
Fiscal Planning and revenue collection -Ensure fiscal sustainability through adherence to government accounting standards, financial planning and budgets, bill customers accurately and appropriately, ensure timely collection of revenue, maintain compliance standards.	Local Mandate	7.0%	\$5,430,676
	Reserves		\$9,748,521
	Water Total	100.0%	\$87,329,602

Revenues by Category	FY20 ACTUALS	FY21 Budget	FY22 Proposed	FY23 Proposed
BCC General Revenues	\$ -	\$ -	\$ -	\$ -
Taxes	-	-	-	-
Fees and Assessments	-	-	-	-
State and Federal Revenue	-	1,194,266	-	-
Fees/ Various Charges for Services	82,717,852	82,013,242	92,751,501	94,953,790
Misc	4,765,604	5,662,842	4,061,644	4,120,519
Transfers and Beginning Balances	26,114,886	34,089,295	51,634,423	58,968,923
Total	\$ 113,598,342	\$ 122,959,645	\$ 148,447,568	\$ 158,043,232

Expenses by Category	FY20 ACTUALS	FY21 Budget	FY22 Proposed	FY23 Proposed
Salaries & Benefits	\$ 20,278,941	\$ 20,663,329	\$ 21,676,878	\$ 22,430,318
Services & Charges	15,431,182	16,002,456	22,790,896	22,859,552
Operating Expenses	32,401,618	17,716,613	19,775,146	19,696,310
Capital	556	4,802,517	4,154,510	3,581,256
Other	-	365,772	-	-
Debt	16,793,265	17,050,300	16,946,138	16,925,988
Reserves/Transfers	6,216,331	46,358,658	63,104,000	72,549,808
Total	\$ 91,121,893	\$ 122,959,645	\$ 148,447,568	\$ 158,043,232

Positions	FY20 ACTUALS	FY21 Budget	FY22 Proposed	FY23 Proposed
Full Time	237	256	256	256
Part Time	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
Total	237	256	256	256

Notes

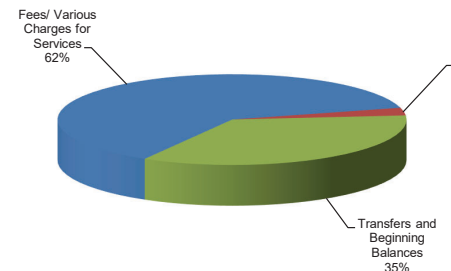
Fees/Various Charges: FY22 increase due to connections growth and 7% annual rate increases effective April 2021.

Misc Revenues: Net decrease due to \$1M new backflow program revenues and expiration of nearly \$2M annual water authority reimbursement; in addition to lower misc water/wastewater usage & penalty charges.

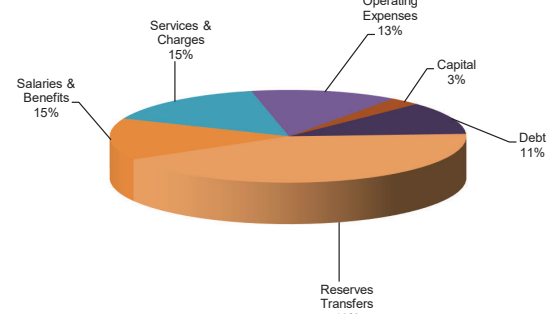
Srvcs & Charges Exp: FY22 increase of \$2M for Professional Svcs and \$5M for Other Contractual.

Operating Expenses: FY22 increase due to \$860,000 for backflow program and \$500,000 planned Mueller meter replacement program.

2022 Estimated Revenues



2022 Budgeted Expenditures



Utility Department Water/Sewer

Mission

Utility Enterprise Division - 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.

Linkage to Strategic Goals

Economic and Community Development - To create a business climate that promotes a diversified, growing economy consistent with sustainable growth management plans, environmental stewardship and enhanced quality of life.

Infrastructure - To build and maintain countywide infrastructure that meets our evolving needs and enhances our community appearance, improves public safety and protects our natural resources.

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

Efficient and Effective Government - To manage fiscally sound county operations with a culture of transparency, accountability, citizen engagement and innovation.

Core Functions

FY 22 - First Year

WASTEWATER/WATER RECLAMATION

Wastewater Supply - Quantity/Quality/Treatment - The Treatment Facilities Division treats approximately 190 gallons of wastewater per, Equivalent Residential Unit, per peak day. Service is provided via four Water Reclamation Facilities throughout the county. The total combined treatment capacity of the four facilities is 9.7 Million Gallons per Day. The Cross-Connection Control Protection Plan is to protect the county water system from any cross contaminations from any other sources. The Industrial Pretreatment Program monitors and enforces the Fats, Oils & Greases into the collections system. This pertains to commercial properties connected to the county sewer system. A state certified laboratory provides nearly 37,000 analysis per year to ensure proper treatment and regulatory compliance.

Mandatory 32.0% \$17,563,297

System Maintenance and Integrity - The Treatment Facilities Division operates and maintains six treatment plants and multiple pump stations throughout the county. All are operated in compliance with Florida Department of Environmental Protection and Environmental Protection Agency requirements. Preventative, predictive and corrective maintenance ensure system integrity. The Treatment Facilities Division operates two Septage Receiving stations to provide environmentally sound treatment for haulers of septic tank wastes. We partner with Liquid Environmental Solutions to provide treatment of restaurant grease recycling. The Treatment division provides Bio-solids processing in cooperation with Synagro Technologies. The bio-solids product is composted and used at the landfill for beneficial cover material. The treatment division has six Deep Injection Wells that are utilized to dispose of water not suitable for or needed by our reuse customers. Treatment Facilities performs preventive maintenance by inspections, testing, servicing, and calibration of process equipment, calibration/verification of meters at six facilities and multiple pump stations to ensure efficient, compliant operation. The Wastewater Collection Department maintains over 950 miles of sewer lines utilizing a preventive maintenance program. This program includes high pressure cleaning, CCTV & manhole inspection, smoke testing and line flushing. This division also provides 24/7 response for emergency issues and customer concerns.

Mandatory 35.0% \$19,209,857

Future Wastewater Treatment Demand - East Port Water Reclamation Facility Expansion and Burnt Store Water Reclamation Facility Expansion Design contracts currently in progress with an estimated construction completion date of 2023 for both facilities. Capacity needs will be identified and built accordingly meeting compliance standards. Wastewater supply needs identified in Capital Improvement Projects.

Mandatory 21.0% \$11,525,914

Outreach, Consumer Education, Employee Training, Customer Contact - CCU regularly participates in community outreach programs to promote understanding of its daily operations. Citizen educational tours are provided throughout the year at the treatment facilities promoting alternative water sources, treatment processes, and good stewardship of wastewater resources. CCU website/social media is updated regularly to keep the public informed on current events, projects, and important notices. CCU offers employee training opportunities in all divisions extending from workplace safety, licensing requirements, customer service, as well as personal and professional growth.

Local Mandate 5.0% \$2,744,265

Fiscal Planning and Revenue Collection - Ensure fiscal sustainability through adherence to government accounting standards, financial planning and budgets, bill customers accurately and appropriately, ensure timely collection of revenue, maintain compliance standards.

Local Mandate 7.0% \$3,841,971

Reserves \$6,232,660

Wastewater Total 100.0% \$61,117,966