



# **2013/14 – 2014/15 Budget Workshop**

May 2, 2013

The Board then adopted the Budget for the year 1925, in words and figures as follows:

"BUDGET".

Estimate of expenditures for Charlotte County, Florida, for the fiscal year ending September 30th, 1926, as prepared by the Board of County Commissioners of said County.

GENERAL FUND.

Salary of Clerk and Auditor	2100.00
Per Diem and Milage of County Commissioners	1200.00
Sheriff, Attendance on County Commissioners	200.00
Salary of Supervisor of Registration	300.00
Attorney for Board of County Commissioners	300.00
Repair to Jail	100.00
Janitor and other attendants	500.00
Lights, Fuel and Water	100.00
Rent for offices	1500.00
Rent for Court Room	100.00
Incidentals	1000.00
Allowance for Pupers outside Poor Farm	1200.00
Coroners Inquests	200.00
Insanity Inquiries	100.00
General Stationery	500.00
Record Books	1200.00
Advertizing required by Law	100.00
Tax Assessor	3000.00
Tax Collector	3000.00
Reserved for contingences	5000.00
	<u>22,600.00</u>



# Agenda

- Review of 2013/14 – 14/15 Budget Process
- Fiscal Update – 5 Year Projections
- Strategic Focus Areas
  - Economic Development
  - Growth Management



# **Charlotte County 2013/14 – 2014/15 Budget**

Review of Process



# Proposed Calendar

Dec	Review of proposed process with BCC – confirm focus areas SWOT workshops with Dirs & Managers for each Focus Area
Jan	Results from Citizen Survey Public Input meetings on operations and services Prepare review packet for BCC <ul style="list-style-type: none"><li>• SWOT analysis</li><li>• Citizen Survey</li><li>• Employee Survey</li></ul> Budget kick-off meeting
Feb	BCC Focus Area Workshop BCC workshop for preliminary review <ul style="list-style-type: none"><li>• Assumptions and projected financial status</li><li>• Confirm budget process and calendar</li><li>• Confirm direction to organization</li></ul> On-line solicitation of citizen input Departments update PBB information



# Proposed Calendar

Mar	<p>Goals workshop with Dirs &amp; Managers for each Focus Area</p> <p>Departmental budget submissions due</p> <p>Departmental meetings with Budget to review operations and programs, confirm requests and prepare for meeting with Admin.</p>
Apr	<p>Departmental budget meetings with Admin</p>
May	<p>BCC workshops</p> <ul style="list-style-type: none"> <li>• Review of operations, service levels and cost by strategic focus area</li> <li>• Review efforts to advance BCC goals</li> <li>• Update revenue picture</li> </ul>
May - June	<p>Internal balancing of budget</p>
July	<p>Presentation of Recommended Budget</p> <p>MSBU Public Hearing</p> <p>Capital Improvement Program</p>
Sept	<p>Public Hearings on Recommended 2013/14 – 2014/15 Budget</p> <p>BCC adoption of 2013/14 – 2014/15 Budget</p>



# **Charlotte County 2013/14 – 2014/15 Budget**

**Fiscal Update – 5 Year Projections**



# Assumptions

- Maintain current levels of service
- Wage adjustments for County staff
- Continue to identify efficiencies – target of 1.5%
- Sustainable replacement of capital assets
- Long range planned use of Fiscal Stabilization Reserve
- Prepare reduction scenarios - for Plan B



**General Fund**  
**Five Year Financial Plan - Revenue/Expenditures**  
 (Thousands)

As presented Feb 20, 2013

	Actual FY11/12	Adopted Budget FY12/13	Projected Budget FY13/14	Projected Budget FY14/15	Projected Budget FY15/16	Projected Budget FY16/17
<b>Operating Revenues</b>						
Ad Valorem Taxes	25,001	24,488	23,753	23,753	24,347	24,956
State Shared Revenues	13,445	13,471	13,606	13,742	13,879	14,018
Franchise Fees - FPL	8,098	7,750	7,750	7,828	7,906	7,985
Carges for Services	8,098	7,531	7,606	7,682	7,759	7,837
Other Revenues & Fees	9,043	7,261	7,333	7,407	7,481	7,555
Less 5%-FS 129.01(2)(B)		-2,927	-3,002	-3,021	-3,069	-3,118
Subtotal Central Svs. Chgs	11,129	12,759	12,759	12,759	12,759	12,759
Subtotal Transfers In	7,086	7,692	7,692	7,692	7,692	7,692
<b>Total Revenues</b>	<b>81,900</b>	<b>78,025</b>	<b>77,497</b>	<b>77,842</b>	<b>78,755</b>	<b>79,685</b>
<b>Expenditures</b>						
Personal Services-Excluding Health	26,039	26,687	26,687	26,687	27,221	27,766
FRS Rates	1,805	1,859	1,915	1,972	2,031	2,092
Health & Life Insurance Costs	5,314	5,161	5,419	5,690	5,974	6,572
Operating Expenses	34,375	34,582	35,619	36,688	37,788	38,922
Capital Outlay	1,126	1,044	1,044	1,044	1,044	1,044
Grants & Aid	4,554	5,087	5,087	5,087	5,240	5,397
Transfers	9,492	6,951	7,159	7,374	7,595	7,823
1.5% Budget Reduction (Cummulative)				<b>-1,244</b>	<b>-2,493</b>	<b>-3,759</b>
<b>Total Expenditures</b>	<b>82,705</b>	<b>81,371</b>	<b>82,931</b>	<b>83,298</b>	<b>84,401</b>	<b>85,856</b>
<b>Use of Reserves</b>		3,346	4,189	4,207	4,380	4,884

**General Fund**  
**Five Year Financial Plan - Revenue/Expenditures**  
**(Thousands)**

Updated May 2, 2013



	Actual FY11/12	Adopted Budget FY12/13	Projected Budget FY13/14	Projected Budget FY14/15	Projected Budget FY15/16	Projected Budget FY16/17
<b>Operating Revenues</b>						
Ad Valorem Taxes	25,001	24,488	23,753	23,753	24,347	24,956
State Shared Revenues	13,445	13,471	13,471	13,606	13,742	13,879
Franchise Fees - FPL	8,098	7,750	7,750	7,828	7,906	7,985
Carges for Services	8,098	7,531	8,078	8,158	8,240	8,322
Other Revenues & Fees	9,043	7,261	7,502	7,577	7,653	7,729
Less 5%-FS 129.01(2)(B)		-2,927	-2,927	-3,046	-3,094	-3,144
Subtotal Central Svs. Chgs	11,129	12,759	12,759	12,759	12,759	12,759
Subtotal Transfers In	7,086	7,692	7,692	7,692	7,692	7,692
<b>Total Revenues</b>	<b>81,900</b>	<b>78,025</b>	<b>78,078</b>	<b>78,327</b>	<b>79,245</b>	<b>80,180</b>
<b>Expenditures</b>						
Personal Services-Excluding Health	26,039	26,687	27,815	27,815	28,371	28,939
FRS Rates	1,805	1,859	1,972	2,032	2,093	2,155
Health & Life Insurance Costs	5,314	5,161	5,574	5,853	6,146	6,760
Operating Expenses	34,375	34,582	35,368	36,688	37,788	38,922
Capital Outlay	1,126	1,044	1,146	1,146	1,146	1,146
Grants & Aid	4,554	5,087	5,128	5,128	5,282	5,440
Transfers	9,492	6,951	6,830	7,035	7,246	7,464
1.5% Budget Reduction (Cummulative)				<b>-1,258</b>	<b>-2,524</b>	<b>-3,807</b>
<b>Total Expenditures</b>	<b>82,705</b>	<b>81,371</b>	<b>83,834</b>	<b>84,439</b>	<b>85,548</b>	<b>87,019</b>
<b>Use of Reserves</b>		3,346	4,498	4,845	5,020	5,534



# Potential Financial Impacts

- Medicaid
- Communication Service Tax
- ROW Purchases
- Union Negotiations
- Department of Juvenile Justice
- Department of Corrections
- Affordable Health Care Act
- State funding of Public Health
- Sheriff's Budget
- FRS Rates
- RESTORE
- Local Sales Tax extension



# **2013/14 – 2014/15 Budget Workshop**

## **Strategic Focus Areas**

May 2, 2013



# BCC Strategic Focus Areas

Economic Development	May 2
Growth Management	May 2
Public Safety	May 7
Human Services	May 7
Water Resources	May 16
Quality of Life	May 16
Fiscal / Financial Planning	May 29
Efficient & Effective Government	May 29



# **BCC Focus Areas**

**Economic Development**



# Economic Development

**Goal:** Create a business climate that promotes a diversified, growing economy consistent with established growth management plans and enhanced quality of life.

## Immediate Issues or Initiatives

- 10 year Economic Development plan
- Implementation of incentives and process
- Streamline processes for attracting businesses
- Dedicated team to assist new businesses
- Development of all three CRAs
- Develop strategies for enhancing the aesthetics along US41
- Commitment to tourism as an economic generator
- Marketing Plan – Tie state branding to local initiatives



# Budgetary overview

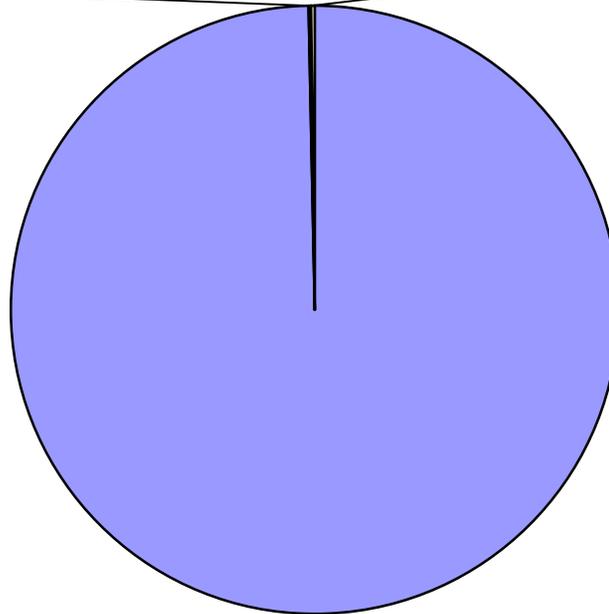


# Where does the money go?

Economic Development Proportional to All Expenditures

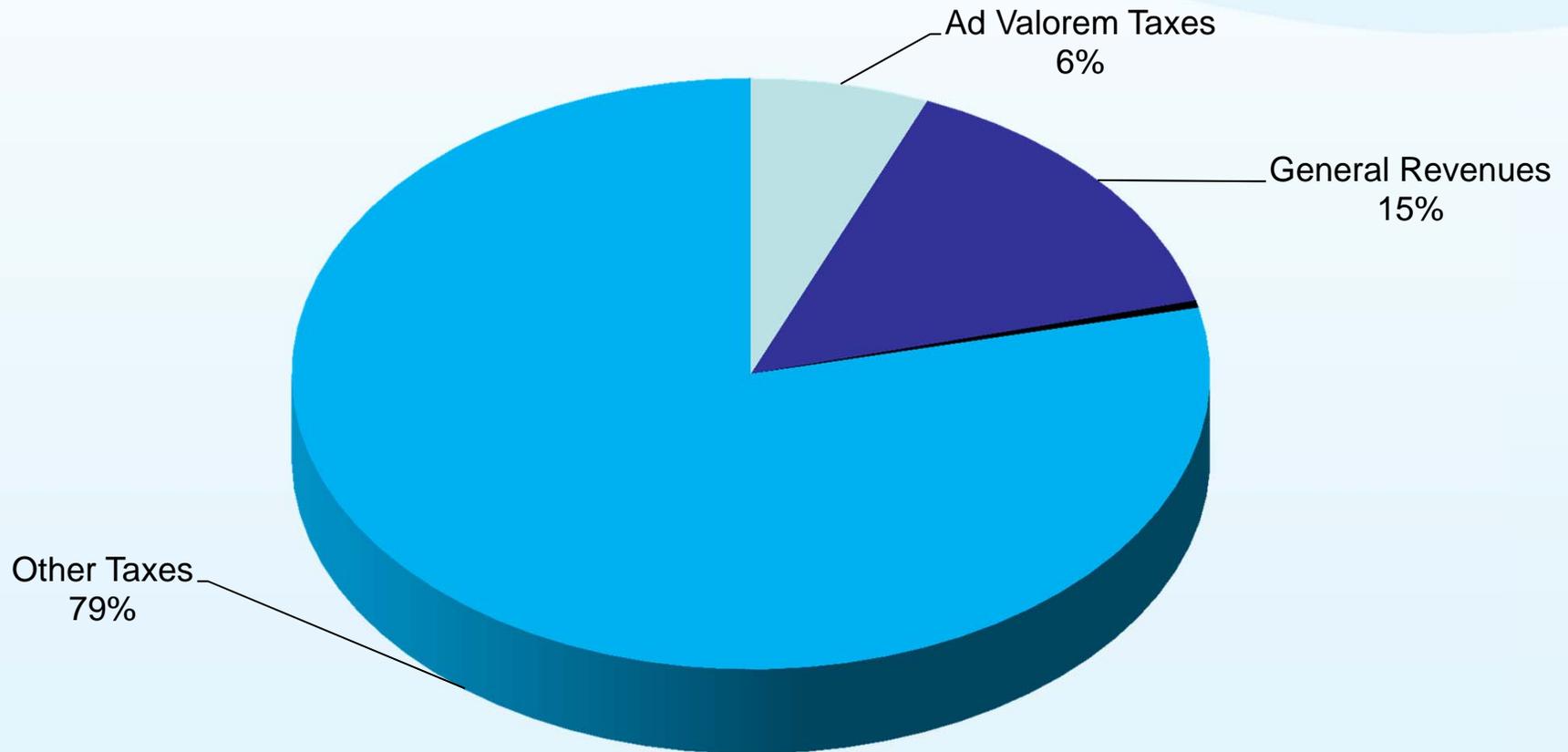
Economic Development,  
763,868

Tourist Development,  
1,123,740





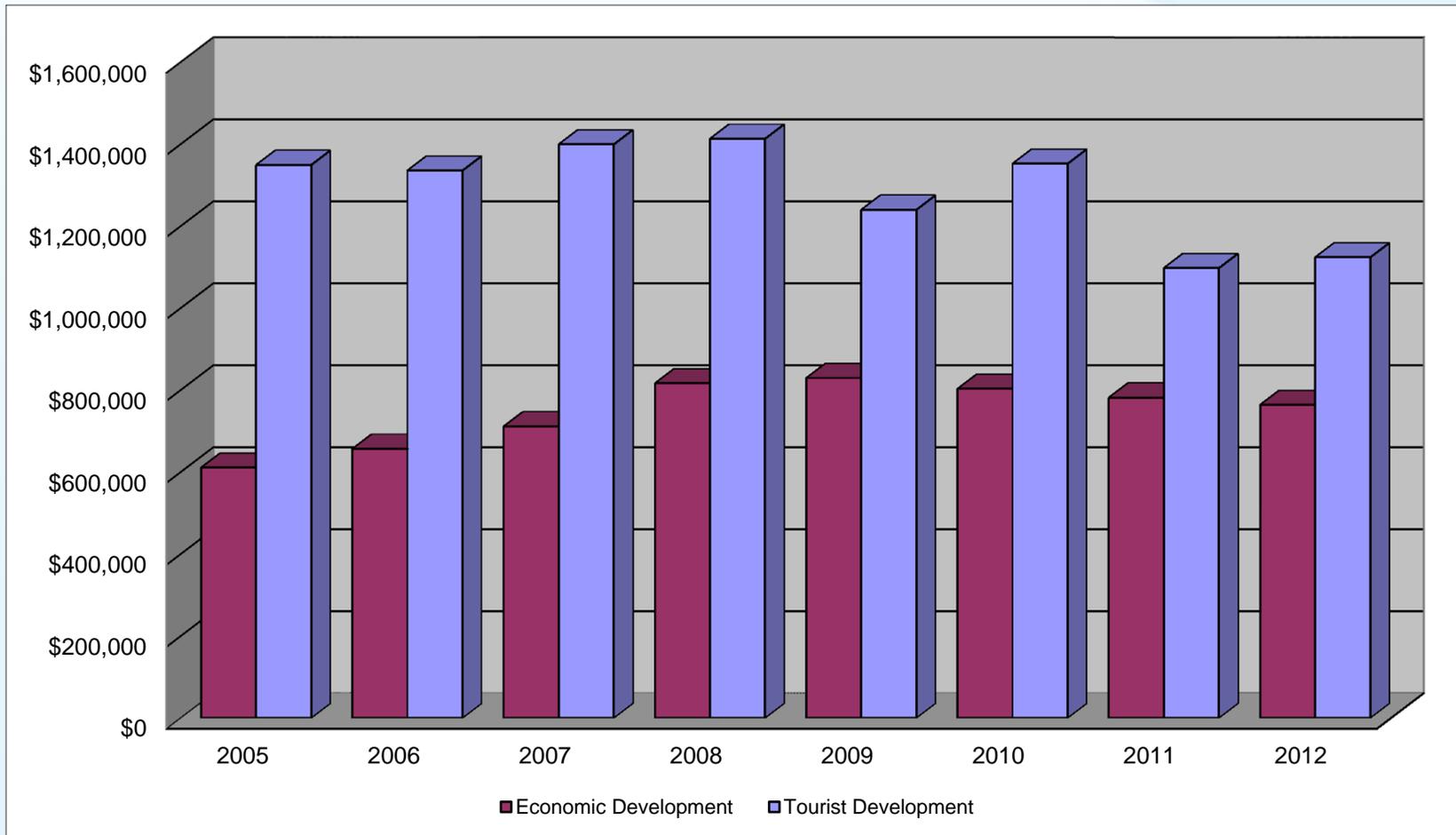
# Where does the money come from?





# Historical Trend

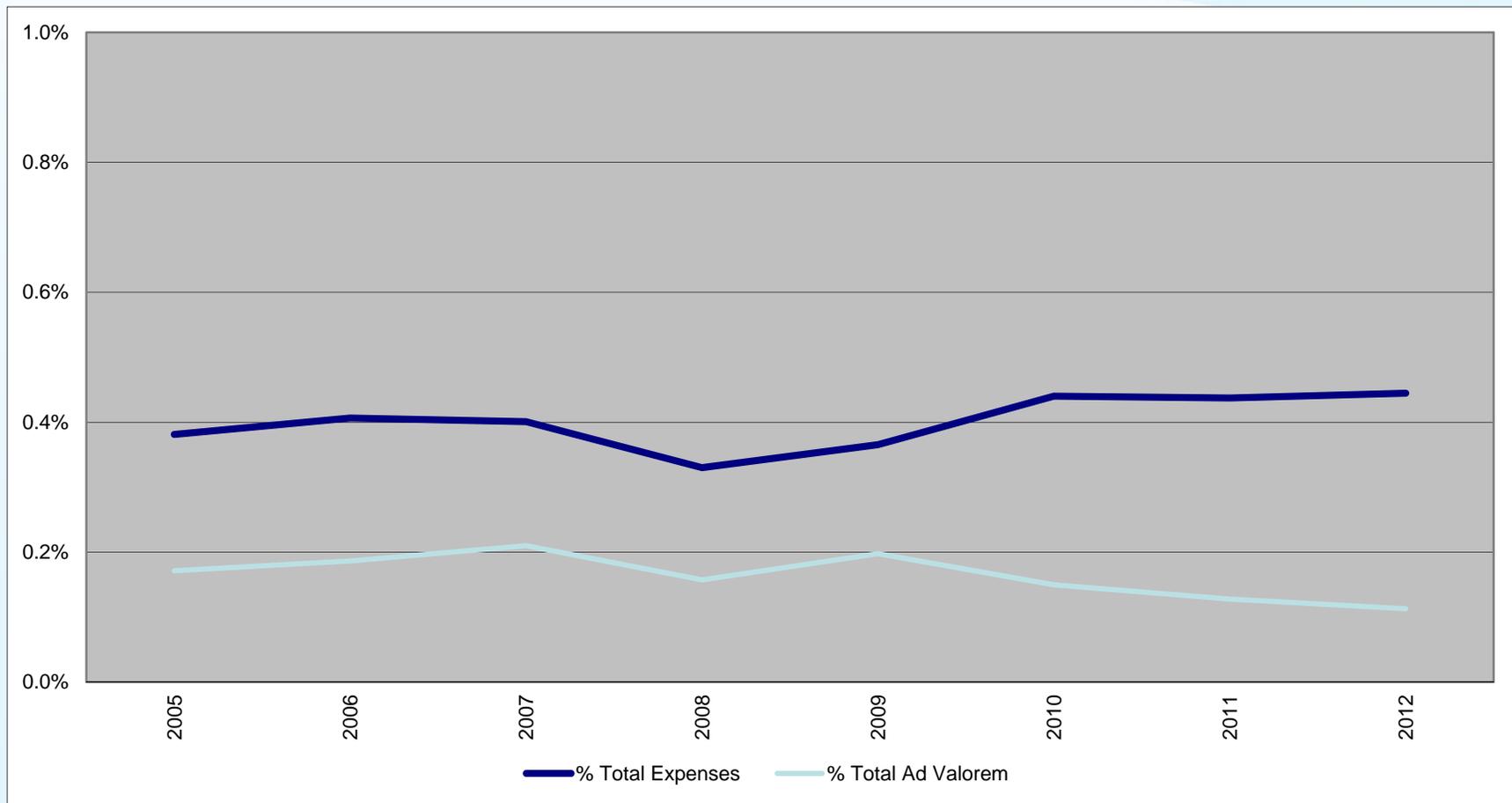
## Total Expenditures





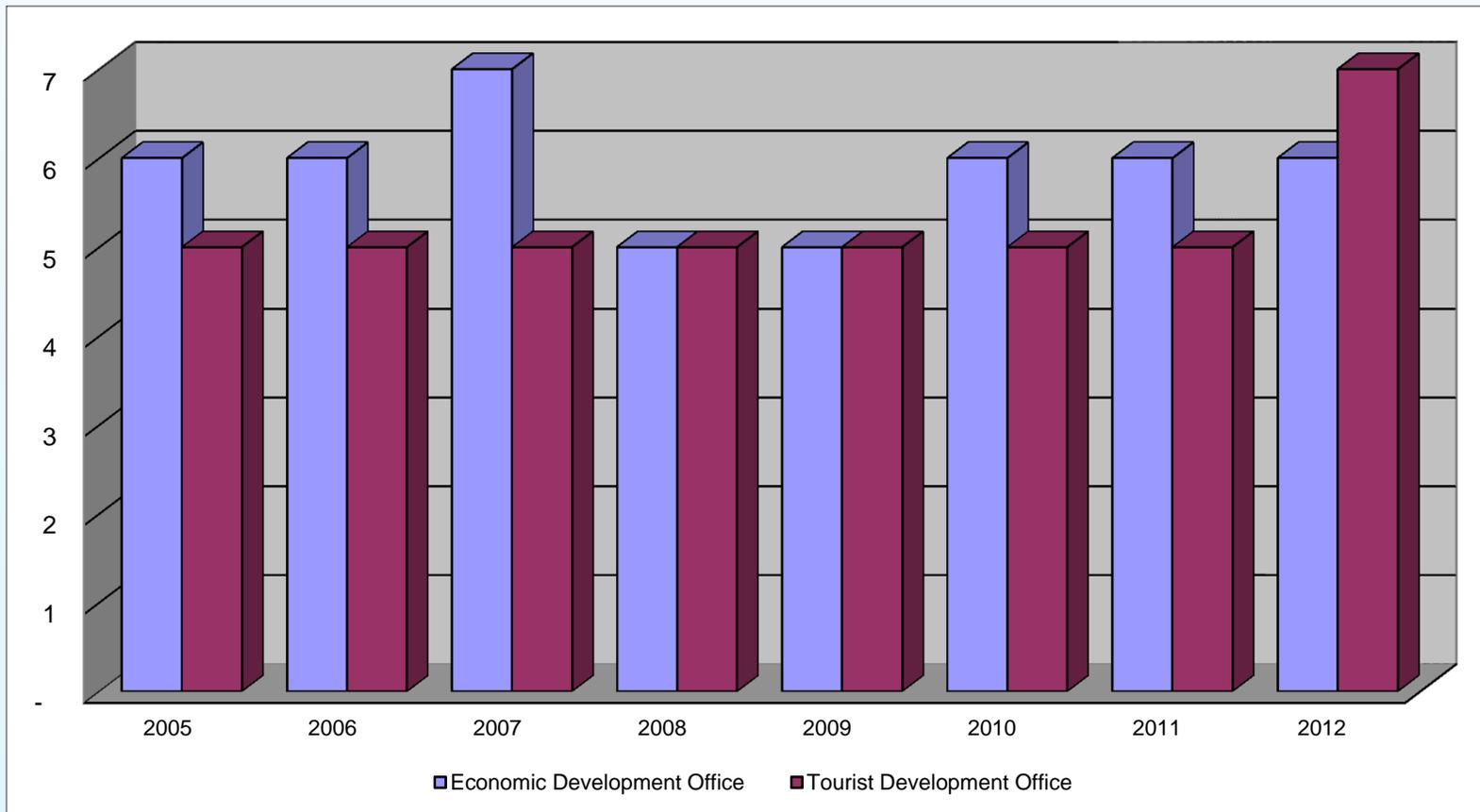
# Historical Trend

% of Total





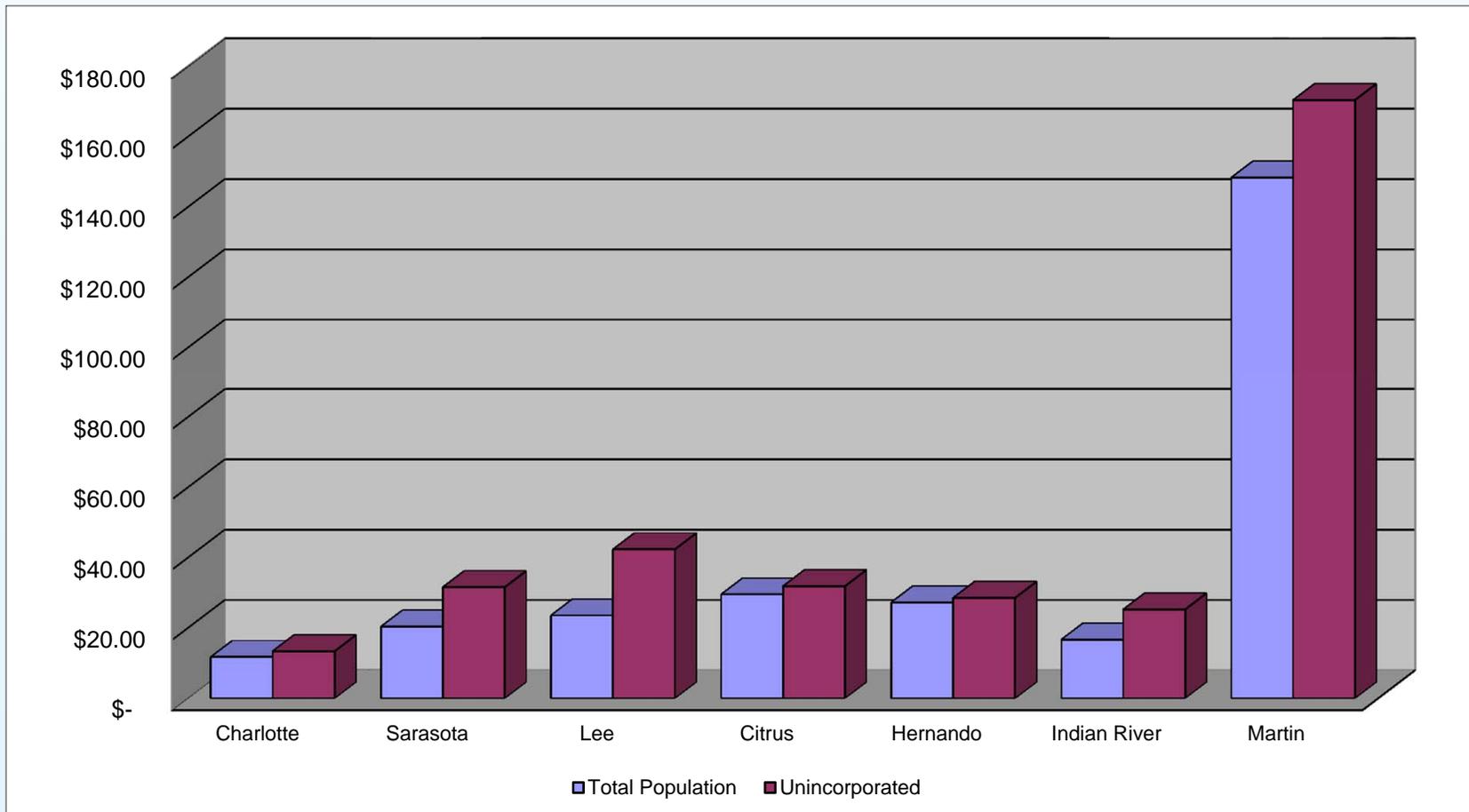
# FTE Historical Trend





# Comparable Counties

## \$ Spent / Capita on Economic Development





# Immediate Issues or Initiatives

- 10 year Economic Development plan
- Implementation of incentives and process
- Streamline processes for attracting businesses
- Dedicated team to assist new businesses
- Marketing Plan – Tie state branding to local initiatives
- Development of all three CRAs
- Develop strategies for enhancing the aesthetics along US41
- Commitment to tourism as an economic generator



# Economic Development Enhancement Request

- Increase marketing budget and tie to Business Tax revenues
- Details to be discussed at May 21<sup>st</sup> workshop



# Charlotte Harbor CRA



Established in 1992  
Tax Increment approved 2003

## Priority Projects:

- Gateway and Harborwalk
- Watershed Master Plan
- Trails and Wayfinding





# Murdock Village CRA



Established in 2003  
Tax Increment approved 2005

## Priority Projects:

- May 21 Workshop

**MURDOCK VILLAGE**

Traffic Count 32,000

Direct Access to Interstate 75

870 Acres of Prime Real Estate in Charlotte County, Florida

Traffic Count 25,000

Charlotte County Sports Park

**Florida's Hottest Opportunity**

**MURDOCK VILLAGE**

870+ prime acres of publicly owned land in the heart of a dense consumer market in Southwest Florida. A strategic location adjacent to the Charlotte County Sports Park (home to Tampa Bay Rays' spring training and the Charlotte Stone Crabs regular season) and just minutes from I-75, scenic Gulf beaches, and the beautiful Charlotte Harbor. Excellent demographics, high traffic counts, with frontage on U.S. 41 and State Road 776, and zoning customized to your needs.

Florida: The perfect climate for business.

**Let's talk!**

18501 Murdock Circle, Suite 302  
Port Charlotte, Florida 33948  
Ph: 1.941.766.4961  
F: 1.941.766.4967  
FloridaED@charlottefl.com  
www.FloridasInnovation.com

**CHARLOTTE COUNTY**  
Economic Development

FLORIDA

TAMPA ORLANDO MIAMI

CHARLOTTE COUNTY

TAMPA PUNTA GORDA



# Parkside CRA

Established in 2010

Tax Increment Established – 2011

Projects underway:

- Elkcam Blvd Multi Use Path
- Harbor Blvd US-41 to Olean
- Sunshine Lake





# Parkside CRA

	<b>Committed</b>
Elkcam Blvd Multi Use Path	652,000
Harbor Blvd US - 41 to Olean	4,434,000
Sunshine Lake/Sunrise WW WQP	750,000
Reserved	<u>3,164,000</u>
Total	<u>9,000,000</u>



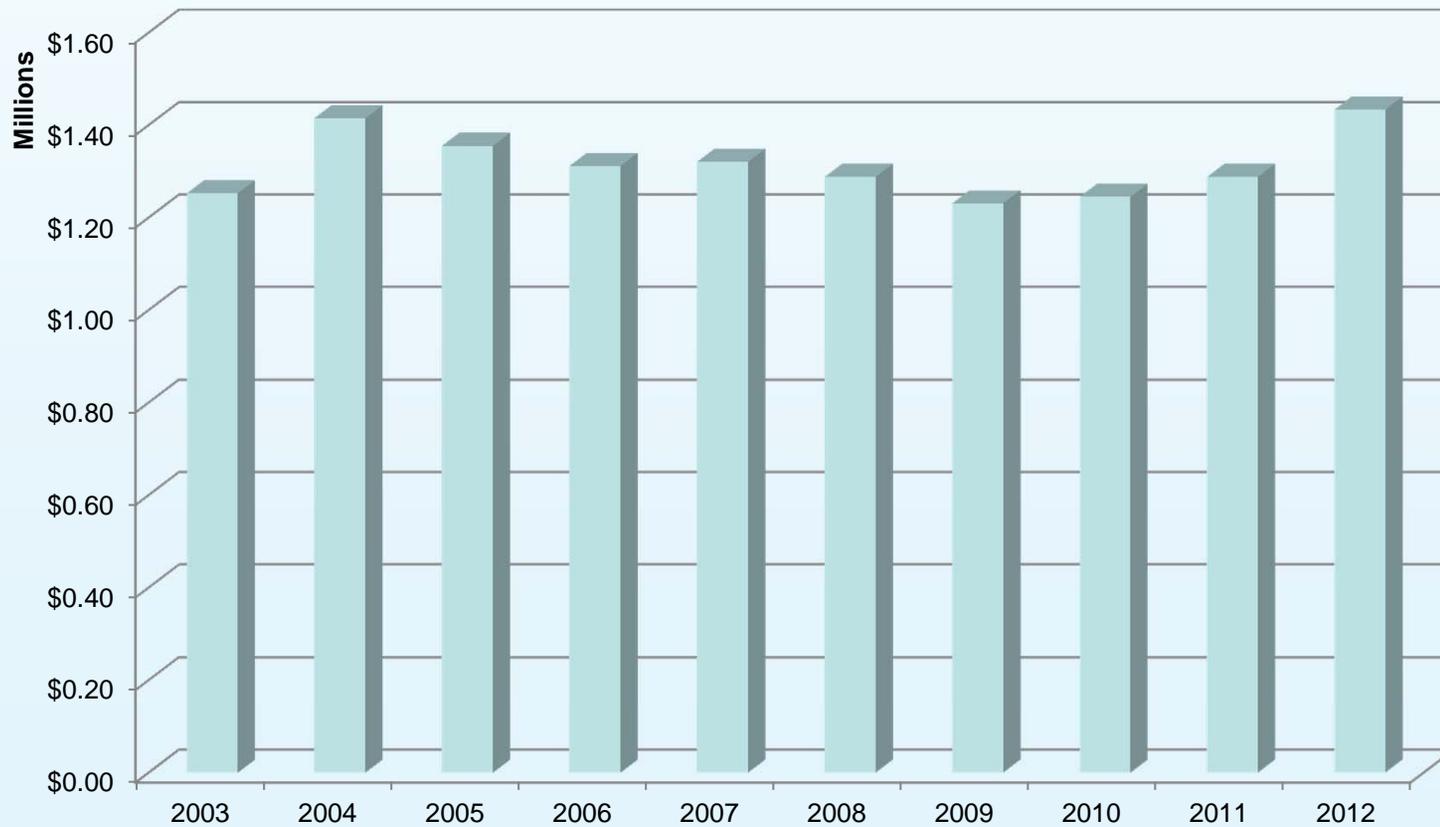
# Tourism Budget Request

Research Contract	49,000
Position ( PT to FT)	35,187
Meetings / Conventions Contract	30,000
Advertising / Promotion	<u>80,000</u>
<b>Total Request:</b>	<b>194,187</b>



# Tourism Budget Request

## Tourist Development Tax Revenue





**CHARLOTTE HARBOR**  
& THE *Gulf Islands*  
VISITOR & CONVENTION BUREAU

## **2014 Marketing**

# **Enhancement Funds Request**



# **Convention & Meeting sales**



**Approximately \$275K**  
**in area expenditures for**  
**every 1500 room nights**  
**booked.**



# Benefits more than Hotels

- **\$150K** for accommodations
- **\$100K** for area restaurants
- **\$10K** for area gas stations
- **\$15K** for area retailers



- **Move from reactive to pro-active.**
- **Increased contact with Florida Meeting and Event planners**
- **Increased site visits**
- **Increased exposure for Punta Gorda and West County within Florida.**



# Advertising and Promotion



**\$10K for a birding campaign**

**\$20K to expand our summer advertising push**

**\$20K for expansion of German and UK markets (no travel)**



# RESEARCH



Why are our customers coming here?

Punta Gorda

Englewood and the Beaches

Where are they coming from?

How does that vary by season?

% of Visitors from international  
markets

What are their spending patterns?



# **Benchmark where we are in 2014**

**Without research we can't tell  
whether our advertising is  
working or whether we are  
meeting our goals!**



# Transitioning part-time position to full-time



**This would be a staff  
increase of 1.5 positions  
over the last ten years.**



# Market Changes

- **Accommodations inventory has grown**
- **Event Center added to market**
- **Better Sports facilities**



# **BCC Focus Areas**

Growth Management



# Growth Management

**Goal:** 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, and protect our environmental assets.

## Immediate Issues or Initiatives

- Monitor & support the HCP permit process
- Development of County CRAs
- Completion and adoption of revised Land Development Regulations
- Develop Stump Pass Management Plan
- Review and recommend action on broad based plan for County's infrastructure

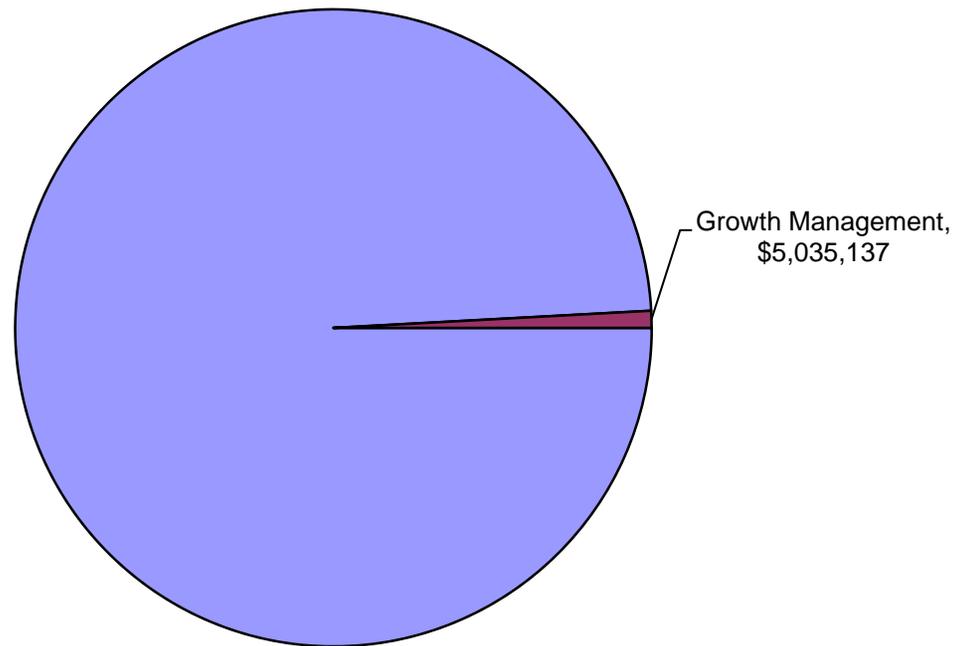


# Budgetary overview



# Where does the money go?

Growth Management Proportional to All Expenditures

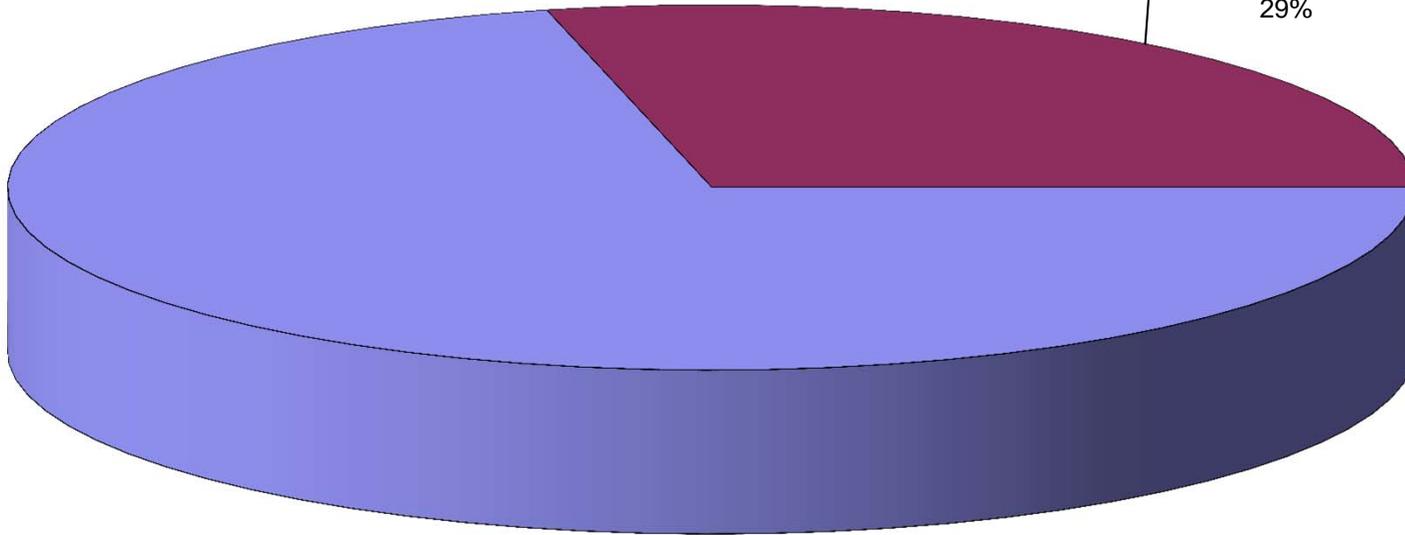




# Where does the money come from?

Ad Valorem Taxes  
71%

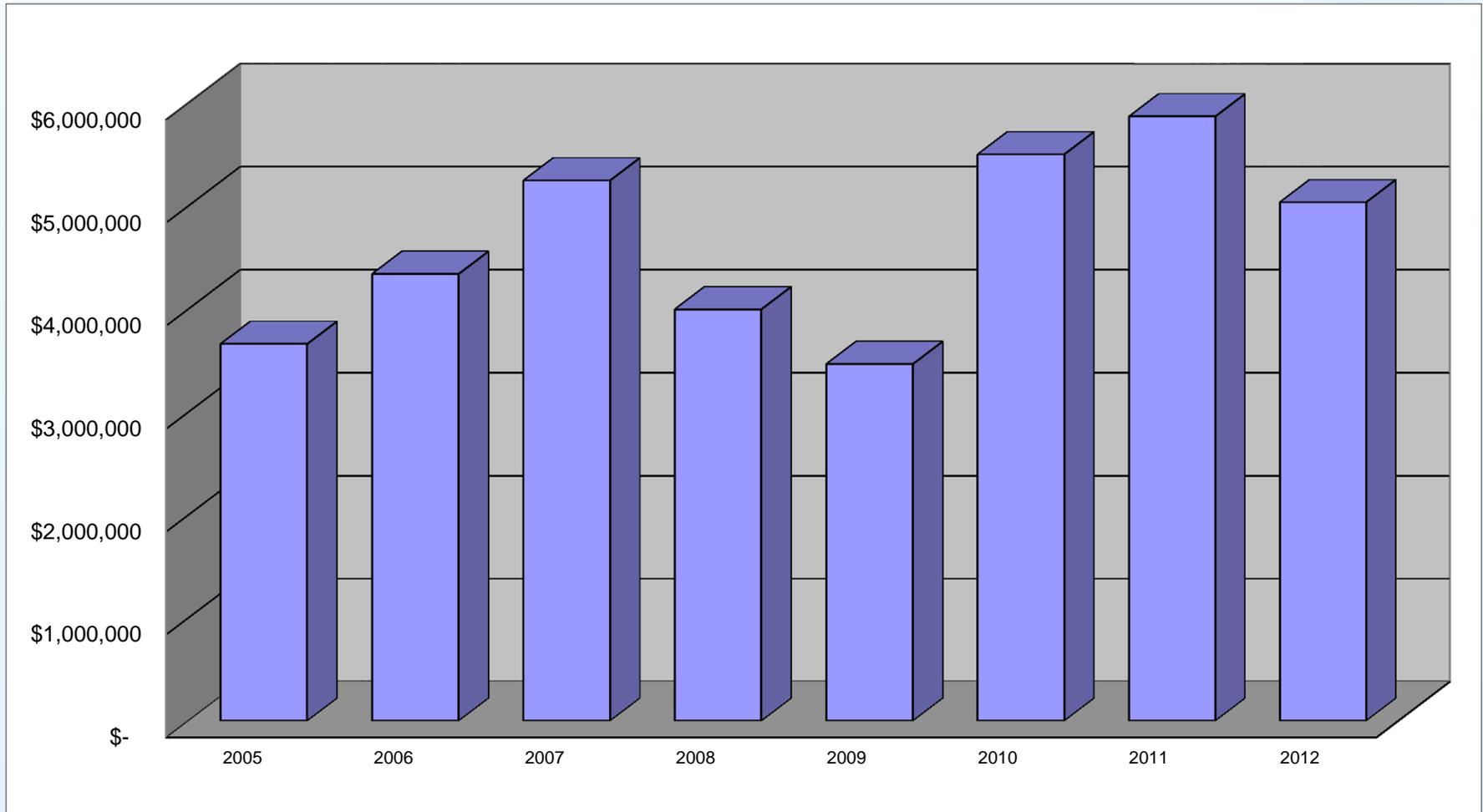
Department Revenues  
29%





# Historical Trend

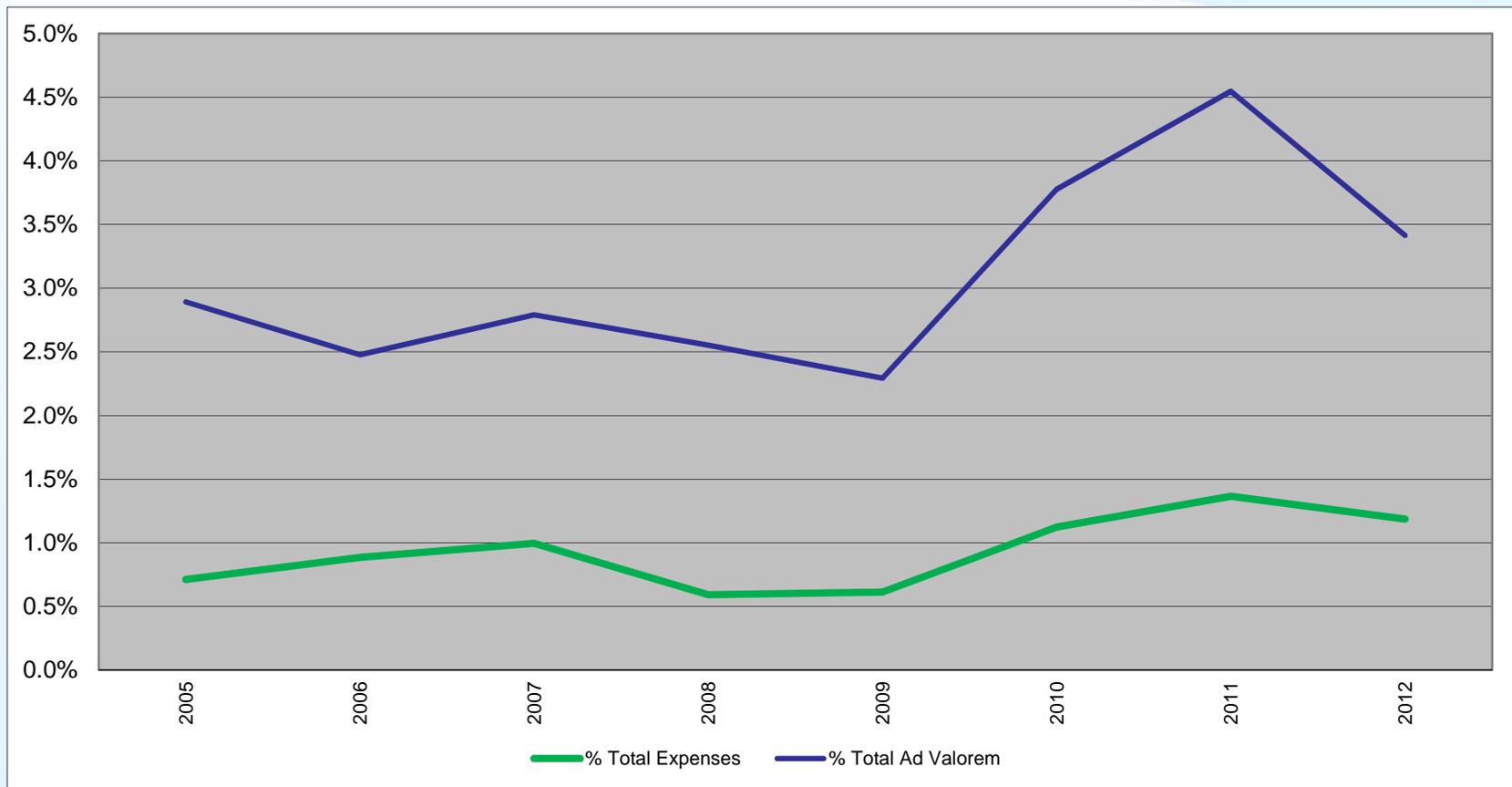
## Total Expenditures





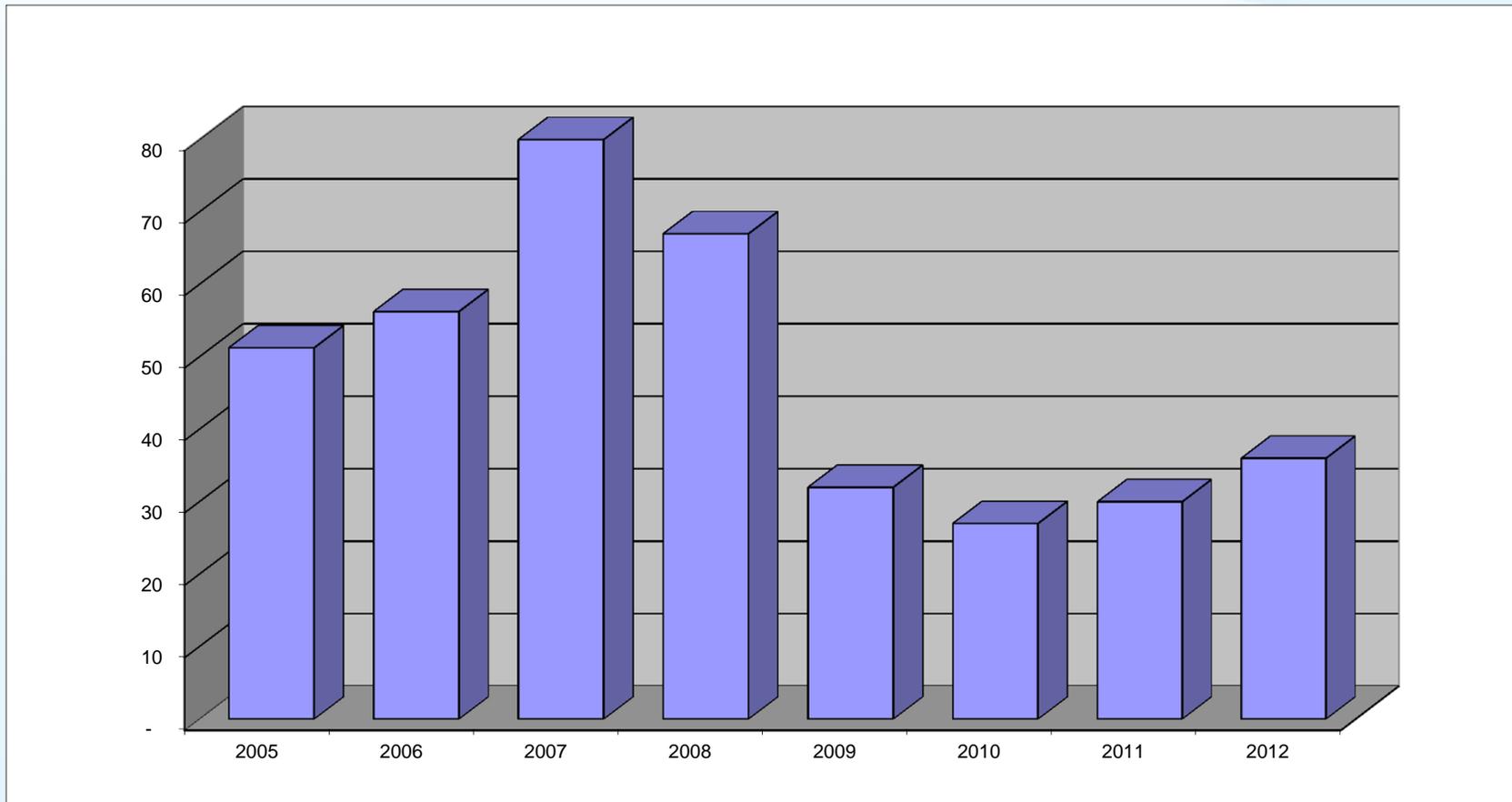
# Historical Trend

% of Total





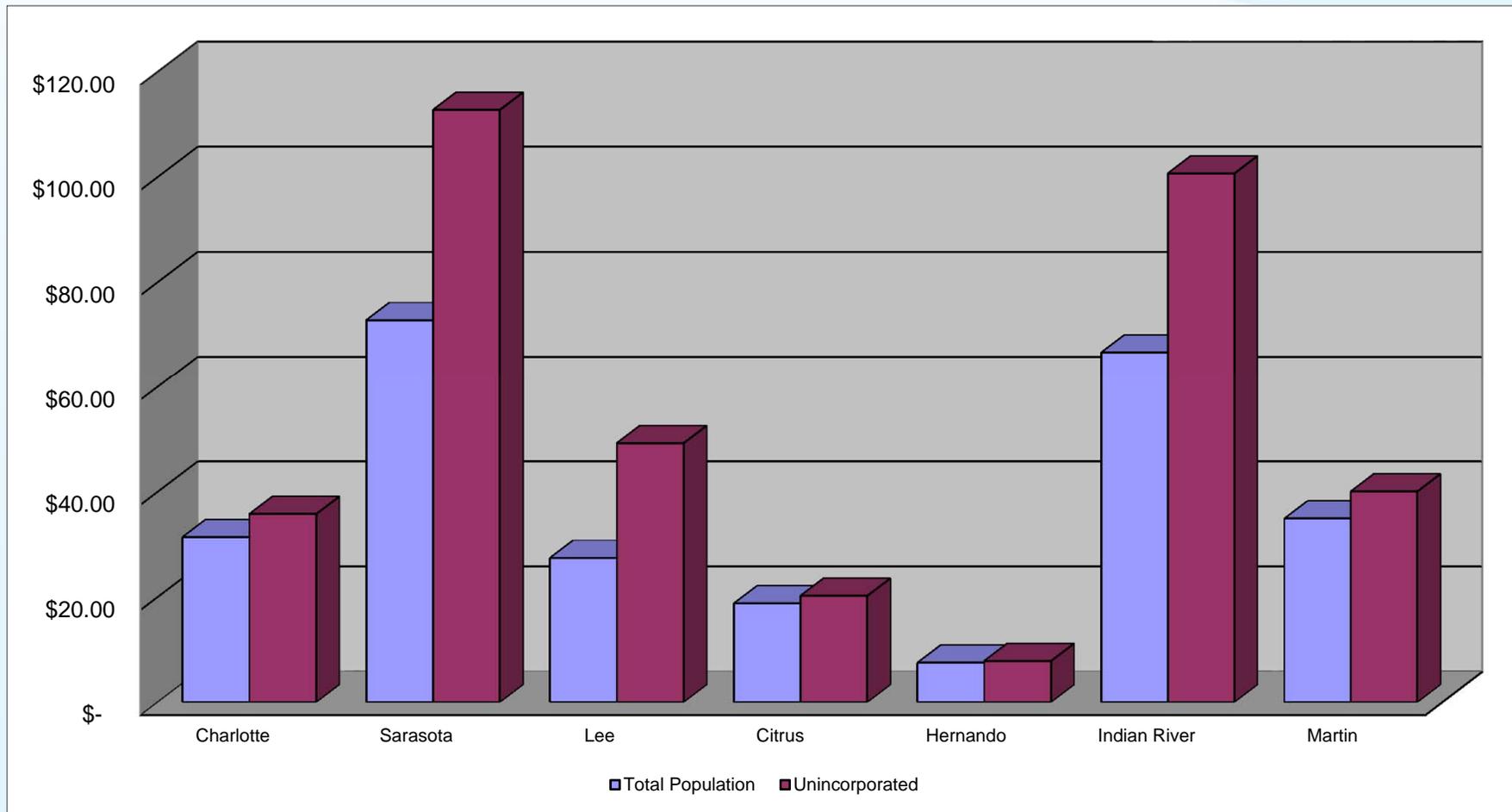
# FTE Historical Trend





# Comparable Counties

## \$ Spent / Capita on Growth Management





# Immediate Issues or Initiatives

- Monitor & support the HCP permit process
- Development of County CRAs
- Completion and adoption of revised Land Development Regulations
- Develop Stump Pass Management Plan
- Review and recommend action on broad based plan for County's infrastructure



# Land Development Regulations

- Mining ordinance
- Charlotte Harbor CRA
- Manasota Key Overlay
- Punta Gorda sign criteria adoption
- Parkside CRA
- Bridgeless Islands
- Livability/Green Building Ordinance
- Babcock



# Roadway Classifications

RJC	-	Rural Major
RNC	-	Rural Minor
UC	-	Urban Collector
L	-	Local
MA	-	Major Arterial

CHARLOTTE COUNTY: ROADWAY LEVEL OF SERVICE DATA (AS OF 12/31/2011)

LOS Report ID	Roadway	From	To	Fed. Func. Class.	Lanes	2011 AADT	Date of Last Count	Sugg. Gr. Rate	Level of Service Calculations								
									K100	100 <sup>th</sup> Hr Vol.	Level of Service Limits (Pk. Hr. Two-way Vol.)				Level of Service		Percent (%) Capacity Used
											B	C	D	E	Adopted	Current	
165	Acline Road	U.S. 41	Taylor Rd.	RJC	2	1,636	Sep-11	1.00%	0.091	149	n/a	918	1,332	1,413	D	C	11%
189	Acline Road	Burnt Store Rd.	U.S. 41	RJC	2	1,736	Jul-11	1.00%	0.091	158	n/a	918	1,332	1,413	D	C	12%
246	Airport Road	U.S. 41	Cooper St.	RJC	2	5,345	Jul-11	4.24%	0.091	486	n/a	918	1,332	1,413	D	C	37%
247	Airport Road	Cooper St.	Taylor Rd.	RJC	2	6,228	Dec-11	7.32%	0.091	567	n/a	918	1,332	1,413	D	C	43%
167	Airport Road	Taylor Rd	I-75	RJC	2	4,309	Dec-11	1.00%	0.091	392	n/a	918	1,332	1,413	D	C	29%
166	Airport Road	I-75	Golf Course Blvd.	RJC	2	2,583	Dec-11	1.00%	0.091	235	n/a	918	1,332	1,413	D	C	18%
209	Appleton Blvd	San Cruz Waterway	C.R. 771	RNC	2	1,372	Sep-11	4.40%	0.091	125	n/a	918	1,332	1,413	D	C	9%
168	Aqui Esta Drive	Bal Harbor Blvd.	U.S. 41	UC	2	6,115	Jul-11	1.00%	0.091	556	n/a	918	1,332	1,413	D	C	42%
248	Aqui Esta Drive	U.S. 41	Airport Rd.	UC	2	3,919	Dec-11	2.36%	0.091	357	n/a	918	1,332	1,413	D	C	27%
23	Atwater Street	Peachland Blvd.	Veterans Blvd.	RJC	2	2,594	Nov-11	1.00%	0.091	236	n/a	918	1,332	1,413	D	C	18%
25	Bayshore Road	Sibley Bay St.	Edgewater Dr.	UC	2	3,828	Nov-11	1.00%	0.091	348	n/a	918	1,332	1,413	D	C	26%
310	Bayshore Road	Edgewater Dr.	U.S. 41	UC	2	3,057	Nov-11	1.00%	0.091	278	n/a	918	1,332	1,413	D	C	21%
26	Bayshore Road	U.S. 41	Sibley Bay St.	UC	2	2,946	Nov-11	1.00%	0.091	268	n/a	918	1,332	1,413	D	C	20%
116	Beach Road	Gulf Blvd.	S.R. 776	UC	2	9,398	Aug-11	1.00%	0.091	855	n/a	918	1,332	1,413	D	C	64%
232	Beacon Drive	Westchester Blvd.	Elmira Blvd.	L	2	2,926	Oct-11	1.00%	0.091	266	n/a	918	1,332	1,413	D	C	20%
233	Beacon Drive	Elmira Blvd.	Olean Blvd.	L	2	2,826	Oct-11	1.00%	0.091	257	n/a	918	1,332	1,413	D	C	19%
218	Beacon Drive	Olean Blvd.	Midway Blvd.	L	2	2,083	Oct-11	1.00%	0.091	190	n/a	918	1,332	1,413	D	C	14%
219	Beacon Drive	Midway Blvd.	Quasar Blvd.	L	2	1,506	Apr-11	1.00%	0.091	137	n/a	918	1,332	1,413	D	C	10%
234	Beacon Drive	Quasar Blvd.	Peachland Blvd.	L	2	1,275	Apr-11	1.00%	0.091	116	n/a	918	1,332	1,413	D	C	9%
220	Beaver Lane	Hancock Ave.	Westchester Blvd.	L	2	4,425	Oct-11	1.14%	0.091	403	n/a	918	1,332	1,413	D	C	30%
221	Birchcrest Blvd	Midway Blvd.	Strasburg Dr.	L	2	1,492	Apr-11	1.00%	0.091	136	n/a	918	1,332	1,413	D	C	10%
236	Birchcrest Blvd	Strasburg Dr.	Peachland Blvd.	L	2	954	Apr-11	1.21%	0.091	87	n/a	918	1,332	1,413	D	C	7%
237	Birchcrest Blvd	Peachland Blvd.	Veterans Blvd.	L	2	608	Oct-11	1.00%	0.091	55	n/a	918	1,332	1,413	D	C	4%
1	Biscayne Drive	Cornelius Blvd.	Chancellor Blvd.	UC	2	1,710	Sep-11	1.00%	0.091	156	n/a	918	1,332	1,413	D	C	12%
3	Biscayne Drive	SR-776	Cornelius Blvd.	UC	2	1,480	Aug-11	2.39%	0.091	135	n/a	918	1,332	1,413	D	C	10%
258	Broadpoint Drive	Sunnybrook Rd.	Voyageur Dr.	L	2	1,226	Apr-11	1.00%	0.091	112	n/a	918	1,332	1,413	D	C	8%
259	Broadpoint Drive	Voyageur Dr.	San Marco Dr.	L	2	498	Apr-11	1.00%	0.091	45	n/a	918	1,332	1,413	D	C	3%
185	Burnt Store Road	Lee County line	Zemel Rd.	MA	2	6,237	Dec-11	5.00%	0.091	568	837	1,350	1,440	n/a	C	B	42%
184	Burnt Store Road	Zemel Rd.	Acline Rd.	MA	2	7,809	Dec-11	5.00%	0.091	711	837	1,350	1,440	n/a	C	B	53%
169	Burnt Store Road	Acline Rd.	U.S. 41	MA	2	12,096	Dec-11	5.00%	0.091	1,101	837	1,350	1,440	n/a	C	C	82%
270	Burnt Store Road	N. Jones Loop Rd.	Taylor Rd.	MA	2	11,086	Jan-11	1.64%	0.091	1,009	837	1,350	1,440	n/a	D	C	70%
202	Calumet Blvd	Ingraham Blvd.	San Domingo Blvd.	RNC	2	192	Mar-11	1.00%	0.091	17	n/a	918	1,332	1,413	D	C	1%
22	Campbell Street	Eisenhower Dr.	Chancellor Blvd.	RJC	2	182	Mar-11	1.00%	0.091	17	n/a	918	1,332	1,413	D	C	1%
159	Cape Haze Drive	Amberjack Cove Waterway	C.R. 775	RJC	2	3,052	Sep-11	1.00%	0.091	278	n/a	918	1,332	1,413	D	C	21%
222	Capricorn Blvd	Rampart Blvd.	Sandhill Blvd.	L	2	3,885	Oct-11	1.00%	0.091	354	n/a	918	1,332	1,413	D	C	27%
188	Carmalita Street	BMX Track	U.S. 41	UC	2	3,553	Dec-11	4.41%	0.091	323	n/a	918	1,332	1,413	D	C	24%
309	Carmalita Street	Florida St.	BMX Track	UC	2	1,779	Dec-11	1.00%	0.091	162	n/a	918	1,332	1,413	D	C	12%
2	Chamberlain Blvd	Cornelius Blvd.	US 41	RJC	2	1,491	Aug-11	1.00%	0.091	136	n/a	918	1,332	1,413	D	C	10%
121	Chancellor Blvd	Campbell St.	Apollo Waterway	UC	2	2,948	Sep-11	6.35%	0.091	268	n/a	918	1,332	1,413	D	C	20%
122	Chancellor Blvd	Apollo Waterway	US-41	UC	2	2,416	Sep-11	6.04%	0.091	220	n/a	918	1,332	1,413	D	C	17%