

2015/16 - 2016/17 Budget Process

BCC Strategic Focus Area Goals

Progress Update

June 2016

2015/16 - 2016/17 Planning Process Progress

Long-range Outcome		2015/16 – 2016/17 BCC Initiative	Progress	Sponsor
Quality of Life: Enhance community life by clean air and water, conservation of wildlife and natural resources, and provide community amenities through public safety in a business friendly atmosphere.				
<p>Increase access to and awareness of local natural resources</p> <p>Develop a community brand or brands</p> <p>Delineate the core community identity and implement strategies to foster it.</p>	QL 1	Develop “Blue Water” strategy - concept, marketing plan, projects	100% has the water provided by the Utilities Department meets regulatory requirements. This is a continuous goal and very important. It is truly a matter of public safety. R & R project planning will also help to ensure this continues for the future needs of the community. Several meetings were held with environmental groups to help strategize and plan. CHEC and CHNEP have been welcome partners. A 10 step PR strategic planning process was introduced and all new programs will go through the process of a ‘formal’ communications plan. Workshop on Oct 20, 2015 focused on potential strategy.	Gary Hubbard
<p>Improve the appearance of the community</p> <p>Support efforts to improve education</p> <p>Prioritize “Blue Water”</p>	QL 2	Enhance aesthetics of the County (gateways, US 41, SR 776)	<ul style="list-style-type: none"> • SR 776 and US 41 Gateway/Entry feature is 90% constructed (5/25/16) and is estimated to be complete within 1 month followed by a one year warranty period. Phase 2 of this project will include a Community Aesthetic Feature (i.e. Welcome to Charlotte County sign). This was partially funded through a Florida Highway Beautification Council (FHBC) Grant. • FHBC Grant awards for I75/Jones Loop; I75/US17 were received pending grant application deadlines. We are currently finalizing negotiations with Johnson Engineering. • I75/Kings Highway Gateway design is complete, landscape and irrigation permit has been received, and construction is on hold pending the completion of the widening of I75. • Winchester South landscape design is currently at 30%. A stakeholders meeting to include various property owner groups and homeowner associations adjacent to the corridor is being scheduled for the Tringali Center on June 8, 2016. • Construction for the Midway Boulevard Phase 2 landscaping is set to begin after a pre-construction meeting is held. • Construction for Toledo Blade landscaping from Hillsborough Boulevard to US41 is set to begin after a pre-construction meeting is held. • Construction for the Microtunnel landscaping at 3 locations along US41 between Gardner to Harbor is set to begin after a pre-construction meeting is held. • Selection of grant recipient sites include US41 at the Lee County line and US41 at the Sarasota County line. • Zone 1 of the US41 corridor between the base of the Peace River Bridge and Hancock Avenue is under design. 	Danny Quick

	QL 2a	Create policy on landscaping / streetscaping	David M. Jones and Associates was chosen as the design consultant for both US41 Zone 1 and for the development of Countywide landscape standards (Contract # 2016-173). This project is ongoing.	Danny Quick
	QL 2b	Sustainable CIP for landscaping	A multifaceted approach is being developed to include: a comprehensive County-wide (or North, South, and West) single point landscape management contract, a landscaping/streetscaping design standards are being developed with an emphasis on detailed maintenance cost projections.	Danny Quick
	QL 2c	Explore zone partnerships on landscaping	At a BCC Workshop, Staff presented options that were well received by the BCC. Staff as part of Contract # 2016-173 has tasked the consultant to help us develop zone partnerships and branding possibilities. In addition, Staff is working with a community group – Facelift41 to augment partnering options. As a community group, Facelift41 has more flexibility in soliciting private donations and buttressing public/private partnerships.	Danny Quick
	QL 3	Evaluate needs of active lifestyle community	Community Services has engaged and is developing a Parks & Recreation Master Plan and a Library Capacity Plan . In addition, Community Services is engaging the MPO in the development of a Comprehensive Trails Master Plan for Charlotte County.	Tommy Scott
	QL 3a	Multi-use path opportunities	Community Services worked closely with the 1% Local Sales Tax Extension, and a project was identified and approved for Trails & Multi-use paths . To facilitate that, Community Services is engaging the MPO in the development of a Comprehensive Trails Master Plan for Charlotte County.	Tommy Scott
	QL 3b	Softball/emerging sports as a niche for active life style	The Parks & Recreation Master Plan, has identified the need for and recommends the creation of a competitive tennis & pickleball facility in upcoming years. In addition, the Parks and Recreation Master Plan recommends developing park specific master plans to encourage community involvement the development of parks.	Tommy Scott
	QL 3c	Explore outdoor arts facility through a public/private partnership	There is currently a CIP project to purchase a mobile stage to be used for events. This will provide a means to create outdoor programming opportunities whether for County programs or public/private programs.	Tommy Scott

Infrastructure: Stabilize and maintain County-wide infrastructure				
Maintain maintenance programs & delineate costs Plan for Unfunded projects – Justice Center, roads	IN 1	Develop a 20 year Capital schedule and identify funding	Over a 6 month period staff developed and presented to the BCC a comprehensive revision of the county's capital policy and reporting capabilities. Presented a preliminary 20 year Capital Needs Assessment on April 5 th .	Travis Mortimer
	IN 1a	Expand to include maintenance projects (5, 10, 20 year schedules)	Presented a preliminary 20 year capital maintenance schedule on April 5 th . Revised policy establishes capital maintenance as a priority and designates specific funding sources.	Travis Mortimer
	IN 1b	Incorporate results of asset management study and master plans (parks, library, facilities, Sheriff)	<p>Asset Management Study (a.k.a. Facilities Condition Assessment) results have been incorporated into FY16 – FY21 Capital (R&R) and Operating budgets. Many higher priority needs have been accomplished. A new personnel position has been requested for FY17 to manage and maintain the Assessment over time and develop expanded preventive maintenance programs.</p> <p>An RFP has been prepared and is ready for advertisement for a Public Facilities Strategic Master Space Plan, the last phase in the County's 20-year space planning process. Meanwhile, CCSO, parks and recreation, library and general government space planning needs continue to be addressed through existing and proposed capital improvement plans for new facilities.</p>	David Milligan
	IN 1c	Seek all means of alternative funding (including state and federal)	At the March 15 th BCC workshop staff provided a review of current and potential revenue sources for capital and capital maintenance projects. (March 15th presentations)	Gordon Burger
	IN 2	Create policy on landscaping / streetscaping	David M. Jones and Associates was chosen as the design consultant for both US41 Zone 1 and for the development of Countywide landscape standards (Contract # 2016-173). This project is ongoing.	Danny Quick

Economic Development: Create a business climate that promotes a diversified, growing economy consistent with established growth management plans and enhanced quality of life.				
Articulate community identity from an economic strategy perspective	ED 1	Murdock Village	<ul style="list-style-type: none"> • Application for DEO grant to revise and update the existing redevelopment plan submitted and pending approval • Discussion and direction for US 41 corridor lots and disposition • Completion of MF demand study 	Lucienne Pears
Strengthen education options for a skilled workforce needed for that identity	ED 1a	Secure “first” large scale project and develop alternative configurations	Continuous marketing and discussions with potential investors	Lucienne Pears
Create infrastructure needed to foster development of that identity	ED 1b	Infrastructure - Toledo Blade as front door	Recommendations on alignment, construction, design to be included with revised redevelopment plan	Lucienne Pears
	ED 1c	Business & Technology Park	<ul style="list-style-type: none"> • Projected to be established with revised redevelopment plan • Discussions with potential university and private partners for development 	Lucienne Pears
Improve data and analytic capacity	ED 2	Parkside – medical corridor	Significant infrastructure improvements underway	Lucienne Pears
Improve position in film industry	ED 3	Charlotte Harbor – linkage to Punta Gorda	<ul style="list-style-type: none"> • Harborwalk Phase 1a “Live Oak Point” complete • Phase 1B completed design and pending permitting 	Lucienne Pears
	ED 4	Airport District as industrial corridor	<ul style="list-style-type: none"> • Continue marketing of available properties • Begin construction of Piper Road and analysis of additional infrastructure needs • Implement niche market direct marketing campaign based on workforce skills and availability as outlined in EDO strategic plan 	Lucienne Pears
	ED 5	Western Michigan University aviation, medical and arts programs	<ul style="list-style-type: none"> • Secure airport hangar lease on behalf of WMU • Provide support and assistance with State agency permitting and compliance • Continue community partnerships campaign • Completion of MF demand study to promote student housing opportunities 	Lucienne Pears
	ED 6	Creation of Visitor Center	<ul style="list-style-type: none"> • Consultecon was the firm chosen to conduct a feasibility study for a visitor center at Jones Loop and I-75 • Stakeholder interviews and research were completed • Final report due in early June • VCB is working with EDO on job creation and economic impact projections 	Lorah Steiner
	ED 7	Explore Incubator opportunities	<ul style="list-style-type: none"> • As part of EDO strategic plan, support creation of entrepreneurial environment • Working with higher ed partners to establish programming in advance of real estate 	Lucienne Pears
	ED 8	Develop database of film industry assets	<ul style="list-style-type: none"> • Film and Digital Media manager documented hundreds of locations in Charlotte County • Locations photos, tags and descriptors were loaded into the database • The database is accessible to film location scouts via Reel Scout on line. 	Lorah Steiner

Water Resources: Ensure quality and quantity of water resources when and where they are needed and provide a safe and reliable water supply.				
Develop a Central Sewer System	WR 1	Develop "Blue Water" strategy	Staff has held planning meetings to help create a strategy for "Blue Water". Partners included CHNEP & CHEC. 3 meetings were held in September 2015 with staff to discuss the planning strategy and steps to attain grant funding to help further develop educational outreach. Workshop on Oct 20, 2015 focused on potential strategy.	Gary Hubbard
Improve water quality in the Harbor				
Strengthen public appreciation of the local natural environment and its importance to our local economy	WR 1a	Drinking water – Pursue interconnects (RO plant and Babcock Ranch)	CIP is in place and we have submitted info to the Peace River Water Authority, who has also placed it on their CIP listing. The intent is to work together to receive grants. SWFWMD	Gary Hubbard
Ensure long term water supply with regional partners	WR 1b	Develop next stage of Wastewater Master Plan	Proposals have been received from five (5) firms, and in June 2016, reviews will be completed and firms will be recommended for selection.	Gary Hubbard
Enhance the credibility of CCU	WR 1c	Educate citizens on benefits of having sewers in population dense areas	Staff continues to educate the community on the need for sewers over septic systems to help repair the impaired waterways in Charlotte Harbor. Dr.Lapointe , from Florida Atlantic University, will continue monitoring in Charlotte Harbor and updates will be provided. Staff also have provided continued education on the Utilities Department section of the website on a statewide level. Dr. Lapointe presented to the BCC on Mar 8, 2016	Gary Hubbard
	WR 1d	Reuse - Education and promotion of reuse water	7 public outreach and education tours conducted October 2015-May 2016. Tours are of the WRFs that share the process to create reuse water, and benefits to the community in it's availability. Outreach program efforts are on-going to educate eligible non-customers to become customers.	Gary Hubbard
	WR 1e	Storm water - Proactive strategies for TMDL	Staff continues to work with FDEP to do things proactively to try and prevent TMDLs from being set where we can. Two examples of this are the canal maintenance program that has been proposed and the clean-up projects that have been completed in Sunshine Lake/Sunrise Waterway .	Danny Quick
	WR 2	Review "Waters of the US" for impact	Staff continues to follow the "WOTUS" rule. Currently it is being challenged in a federal appeals court.	Danny Quick

Growth Management - 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.				
Improved community appearance	GM 1	Continued progress in becoming "business-friendly"	<ul style="list-style-type: none"> Increased online permitting services. Implemented customer service standards via custom trainings organized through the Human Resource/Training Department for front line staff. Digital review process is being implemented for Babcock Ranch Development to assist new contractors to Charlotte County in our process and expedite this large scale project. Results of this endeavor will facilitate future digital review permitting. The department has received many comments from the public in the past 8 to 12 months about the service levels offered by the department. Complaint numbers are dropping and relationships with the construction industry continue to improve. 	Claire Jubb
Improved traffic flow management				
More efficient review processes				
More consistent application and interpretation of rules	GM 1a	Improve consistency and predictability of regulations	<ul style="list-style-type: none"> Initiated multiple public round table discussions to encourage dialogue between county staff and citizens. On Tuesday January 26, 2015 the BCC approved the adoption of eight Ordinances which comprise the first round of Comprehensive Plan updates after the rescission last year. Though there was some disagreement amongst some citizens, these changes will help to clarify and improve the plan, as well as provide for some much needed flexibility. County staff has been working on revisions to the County's Land Development Regulations (LDRs). During 2015, the Board adopted revisions to some special LDRs. During the implementation of the adopted LDRs, staff noticed that there were some errors or codes that needed to be amended in order to be consistent with the Florida Building Code. Therefore, staff has been working on some revisions to the LDRs. Staff has regular meetings to work on revisions. Staff plans to bring these revisions to the Board for adoption in November 2016. The Community Development Department will host a roundtable meeting on June 1st to solicit comments regarding the existing sign code. 	Claire Jubb
Modified land layout that would make the community more attractive to residents and businesses				
	GM 1b	Ensure regionally consistent on codes	<ul style="list-style-type: none"> The new development of SOP's in 2015 to establish interpretations of the Florida Building Code by the Building Official. This provides consistent enforcement by the plans examiners and inspectors. The development of revised permit applications and checklists for customers which streamlines the process and provides consistency. The use of technology and software have been utilized further to achieve this goal. In January of 2016, the Building Official was nominated to serve on the executive board of the Gulf Coast Building Officials Association of Florida (BOAF). This will further open doors to working with not only area Building Officials, but those across the State to ensure consistent regional building code enforcement. The group meets once a month to review policies, procedures and interpretations of the building code. The continued use of bi-weekly and monthly staff meetings to ensure that all staff is clear on the goals and objectives of the department and to answer any questions about building code enforcement. 	Claire Jubb

	GM 2	Review "Waters of the US" for impact	Staff continues to follow the "WOTUS" rule. Currently it is being challenged in a federal appeals court.	Danny Quick
	GM 3	Next stage of FEMA mapping	<ul style="list-style-type: none"> • Staff continues to work closely with FEMA and the FEMA consultants to pilot a new collaborative approach to re-mapping. The aim is to be involved throughout the process and avoid the need for costly challenges and acrimonious relationships with FEMA at the end of the project. This approach is proving to be highly successful and could become the national model for future projects. • Staff provided the Risk MAP consultants with over 100,000 elevation point's taken from our digitized elevation certificate data and elevation data from stormwater, road and bridges projects. This will significantly improve the quality of data available for the model runs and we anticipate this data will have a real impact on the potential BFE's and flood maps. • Inter-local government cooperation with the City of Punta Gorda to file and maintain a spatial layer for all elevation certificates within their jurisdiction. • Completed first stage of Risk Map Assessment—awaiting the results from the ISD2. Have received positive feedback from our consultants involved. • After several years of discussion, the Board of County Commissioners adopted revisions to the Floodplain Management Ordinance on March 8, 2016. The revisions were needed primarily to make it consistent with model language developed by federal and state agencies. In addition, revisions were made to make it consistent with the Florida Building Code. The revisions also make it more consistent with regulations in neighboring jurisdictions. There are no costs to County government nor is additional staffing proposed resulting from the revisions. The County will continue to maintain a Class 5 rating thus offering up to a 25 percent discount to flood insurance policy holders. • On Jan 12 2016, Claire Jubb, Community Development Director, attended and spoke about Flood Plain Management and Flood Insurance at the Peace River Engineering Society. Claire advised them of progress with flood insurance premiums, possible remapping that may come into effect in 2018/2019 and some potential changes to the County's Floodplain Ordinance. This is part of the outreach program the Community Development Department staff actively encourage. 	Claire Jubb

Public Safety - Maintain a safe and healthy community in which to live.				
Maintain low crime rate	PS 1	Conduct an evaluation of current evacuation routes throughout the County	This goal was researched and options presented during a BCC Budget Workshop on May 15, 2015	Marianne Taylor
Improve community safety features such as lighting, sidewalks, bike paths	PS 2	Increase the number of available emergency shelters and staffing	This goal was researched and options presented during a BCC Budget Workshop on May 15, 2015	Marianne Taylor
Improve the capacity to meet growth demands with respect to response times, equipment, space	PS 3	Sheriff's Master Facility Plan	Budgeting and planning for the original 5-10 year forecast dated February 17, 2015 has begun and been expanded to include other identified CCSO needed facilities. District 1 HQ, a sales tax project, is ready to go to construction; preliminary discussions have taken place to develop District 4 HQ, Forensics, Evidence and Impound Yard at the former Utilities spray fields on Loveland Blvd.; master planning for new District 3 HQ, Training facilities, and a new firing range is nearly complete; a design contract has been executed for a new firing range with design to begin once the master plan is accepted; the jail infirmary, as sales tax project, is in design development stage; and, discussions have commenced to locate new administrative and District 2 headquarters at Murdock Village.	David Milligan
Execute strategies to manage risks such as code violations, driver safety, homelessness				
Maintain good working relationships with other safety providers such as hospitals	PS 4	Explore MSTU for EMS services	This goal was researched and options presented during a BCC Budget Workshop on May 15, 2015	Marianne Taylor
Strengthen community education efforts	PS 5	Implement "fit for duty" standards	The BCC approved a three (3) year Collective Bargaining Agreement with the IAFF that includes mandatory annual physicals through the employee health center. The physicals are set up in three (3) phases and most employees have completed Phase I and are scheduled to complete Phases II & III between now and August, 2016.	Heather Bacus
Healthier workforce				

Human Services: Pursue available funding sources to facilitate providing services to meet community needs.				
Develop a comprehensive strategic plan with community partners Enhance coordination with outside agencies Expand funding options – grants	HS 1	Assess capabilities to meet medical needs of uninsured and underinsured population	The County Human Services Department is involved with a community-wide Health and Human Services Master Plan called “Together Charlotte” with our community partners: Health Department; United Way; Charlotte Behavioral HealthCare and the Community Foundation. The Plan will identify priorities for health and human services and create a vision and goals for our community. In addition, the Community Health Improvement Partnership (CHIP) consists of the Health Department, VBA, Human Services and many other community stakeholders. The focus area of one of the CHIP subcommittees, “Access to Care”, is assisting individuals who are uninsured or underinsured access healthcare.	Hector Flores
Strengthen community education about services Identify who uses our services and trend data about possible future use - Retirees, workers	HS 2	Coordination of pharmacy services between Family Health Centers and Virginia B Andes	County continues to encourage communications & coordination of pharmacy services. VBA is pursuing other avenues to meet the pharmacy needs of the underserved and uninsured community.	Hector Flores
Better coordination with Sarasota and other surrounding counties regarding homelessness and transportation	HS 3	Support efforts to secure additional FQHC resources	Recent BCC and County department activity has been in the form of providing support letters for Virginia B Andes’ application for a New Access Point (NAP) to become a Federally Qualified Health Center (FQHC).	Hector Flores
	HS 4	Encourage medical education and training	Continue partnerships in working with local agencies & stakeholders for the overall good of the community. In May 2016, the BCC approved of an affiliation agreement with the Charlotte County School Board that will enable students in the emergency medical technician and responder programs at Charlotte Technical College to participate in ride-along with Fire/EMS personnel to fulfill the requirements of their course curriculum.	Hector Flores

Efficient and Effective Government: Facilitate the organization's capacity to govern and manage effectively in the rapidly changing and challenging environment.				
Increase the technological & human relations skills of staff	EG 1a	Learn from other county's best practices	Belong to the Florida Benchmarking Consortium which allows comparison with other jurisdictions across the state of Florida. Reviewed comparable counties to explore options for funding capital projects. Administrator belongs to FACM Administrator's group which actively looks for innovations that could be applied across counties.	Gordon Burger
Make the electronic services of the county more user friendly				
Strengthen a culture of innovation, performance and accountability	EG 1b	Explore cooperative efforts with North Port	County Administration and staff have met several times with Northport Manager and staff to explore partnerships around shared services (Aquatic Wee, Lighting and Fleet Maintenance).	Ray Sandrock
Strengthen the capacity for analytics and data driven decision making	EG 2a	Actively engage in Peace River Water Authority policy direction	Administration and staff participate in bi-monthly meetings with the Authority and other members to review issues and budget items. Utility staff reviews Authority Agenda items with the BCC.	Ray Sandrock
Improve the customer experience	EG 2b	Provide SWFWMD participation	Attend SWFWMD meetings as appropriate. Maximize funding opportunities through being aware of grants and making timely and appropriate application.	Ray Sandrock
Healthier workforce	EG 3	Improve communication and correct misinformation	Develop relationships with media and provide timely, factual information about county policies and projects and correct errors in news stories. Use Ray's weekly column to provide updates on county initiatives, while highlighting how they fulfill the county's mission, vision and strategic focus areas.	Brian Gleason
Improving our communications with the public				
Proactive approach to disbursing information (ex. press conference)	EG 3a	Develop one page data sheets for Public Hearing issues	Staff is using point papers to communicate background, options and recommendations for hot topic items.	Kelly Shoemaker
	EG 3b	Utilization of social media	Launch Facebook and Instagram pages to distribute information, videos and photos to users of social media.	Brian Gleason
	EG 4a	Promote benefit of employee health center	Applied for and was awarded CIGNA's Well-Being Award for 2015. Add annual physicals for firefighters/paramedics.	Gordon Burger
	EG 4b	Payment structure to retain employees	Implemented automated pay for performance salary increases.	Ray Sandrock

Fiscal/Financial Planning: Continue to increase the effectiveness of local government and maintain a strong financial condition.				
Improve performance and fiscal data	FP 1	Implement employee pay-for-performance	October, 2015 marks the successful re-implementation of employee pay-for-performance increases, ranging from 1-5% depending on evaluation scores. An overall 2½% was budgeted for this increase.	Heather Bacus
Educate staff on tools to improve fiscal management	FP 2	Enhance “line of sight” between various levels of county operations	This continues to be a focus of our Ambassador Program, New Hire Orientations, departmental orientations, training, evaluation discussions, and the departmental strategic planning process.	Heather Bacus
Develop state level strategy for funding	FP 3	Integrate strategic goals into long range financial planning	Budget process begins with development of BCC Strategic Plan . Extensive process with BCC to develop a 20 year capital and capital maintenance plan with funding identified for first 5 years. During the course of 2016, every county department is being trained and is developing a strategic plan that aligns with the BCC strategic plan. These plans coincide with the department Performance Based Budget (PBB) documentation to serve as the starting point for the 2017/18 biennial budget process.	Gordon Burger
	FP 4	Educate public on financial stability	Continue to enhance the information provided on the county’s “Transparency” page. Developed an interactive financial scorecard to go live summer of 2016.	Gordon Burger
	FP 4a	Periodic financial updates	Developed an interactive financial scorecard to go live summer of 2016. Provide quarterly budget updates on “Transparency” page.	Gordon Burger
	FP 4b	Provide education on specific issues prior to and at public hearings	Developed point paper policy. Outreach to media on targeted issues. CC-TV News You Can Use segments on specific issues.	Brian Gleason