



2013/14 – 2014/15 Budget Process

BCC Strategic Focus Area Goals

Progress Update

January 2015

2013/14 – 2014/15 Planning Process Progress

| | 2013/14 – 2014/15 BCC Goal | Input from Charlotte Assembly | Progress | Sponsor |
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| Water Resources - Ensure quality and quantity of water resources when and where they are needed and provide a safe and reliable water supply. | | | | |
| | Water Quantity | | | |
| WR 1 | Develop alternative water sources via interconnects | | <p>Pursuing funding options (Sales Tax and SWFWMD Coop Funding) for pipeline interconnect between Punta Gorda and Burnt Store Water Treatment Plants, along with a future interconnection with Babcock Wellfields.</p> <p>Water Use Permit for Babcock Ranch acquired for backup water supply. Estimate of at least 10 million gallons per day of new raw water source to be developed.</p> | Terri Couture |
| WR 2 | Equitable solution to Water Authority rehab of infrastructure | | <p>After pursuing all options for compromise, the Peace River/Manasota Regional Water Supply Authority (Authority) Board took action in December 2013 to charge Charlotte County 79% of the rehab work, rather than the 49% share typically charged to Charlotte County for all other Renewal & Replacement (R&R) work. Charlotte County put the Authority on notice that it was pursuing a lawsuit against them. Mediation and negotiations ensued, which culminated in a successful dispute resolution. A new Interlocal Agreement and Resolution revising cost allocations for the 1991 PRF Rebuild was approved by Authority Board on 12/3/14. Background</p> | Terri Couture |
| WR 3 | Development of Master Water Plan | <ul style="list-style-type: none"> • The County should prioritize the geographic areas in which the sewer system will be expanded. • The County should develop an educational program to educate voters about the benefits of having sewers in population dense areas • A major problem with the reusing of waste water within the county is the distance from the water treatment plants to the areas where the treated water could be used. • It was suggested the County look into the feasibility of utilizing reused water in high density areas. The water could be used for watering lawns and recreational areas in developments and neighborhoods. • The County should also consider reusing the waste water in road medians, green spaces and perhaps some commercial usage. • The County should also develop a marketing | <p>Master Plan discussed at BCC Workshops on 4/16/13 and 5/16/13. Presentation</p> <p>Elevated Potable Water Storage Tanks for increased reliability were rejected for consideration by the Sales Tax Focus Group for Referendum. CIP was drafted for the project to be funded and constructed in “Future Years” beyond FY20.</p> <p>Backbone Transmission System for Reclaimed Water, interconnecting East Port, West Port and Rotonda WRFs is now complete, including new storage facilities. Looking at additional ways to provide reclaimed water to county road landscaped areas. Working with various county golf courses and SWFWMD to gain acceptance of reclaimed water for irrigation supply. A few new commercial customers have executed agreements to receive reclaimed water for irrigation purposes.</p> | Terri Couture |

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| | | program for re-use water where it could be sold for commercial purposes. | | |
| | Water Quality | | | |
| WR 4 | East & West Spring Lake Wastewater Pilot Study | | MSBU created and assessed, design completed and construction bids received. Following negotiations and value engineering with low bidders to bring project within budget, construction is expected to begin in FY2015.. More information. | Terri Couture |
| WR 5 | Environmental Impact Study - phosphate mining | | United States Army Corp of Engineering released the final Area Wide Environmental Impact Statement in July of 2013. Currently, the USACOE is reviewing the 4 permits submitted for proposed mining operations in the "Bone Valley" region of the state. USACOE does not anticipate a decision on those permit applications before June 2014. | Andy Stevens |
| WR 6 | Proactive strategies for dealing with TMDL | | County staff is working with DEP to develop Basin Management Action Plans for the Caloosahatchee Estuary, Gottfried Creek, Lake Okeechobee and the East Branch of Coral Creek. Currently the tidal portion of the Caloosahatchee Estuary BMAP has been completed while the freshwater portion is in progress. | Joanne Vernon |
| WR 7 | Expansion of sewer along US41 | | \$7.5 million budgeted in 2013/14 Budget, but actual bill from FDOT was \$6.1 million. FDOT has initialized construction activities. | Terri Couture |
| Efficient and Effective Government - Facilitate the organization's capacity to govern and manage effectively in the rapidly changing and challenging environment. | | | | |
| EE 1 | Define optimal/acceptable levels of service | <ul style="list-style-type: none"> • Another suggestion was for the County to create customer service standards for every employee and, as part of the appraisal system, evaluate each person's customer skills and performance. • The County should conduct a satisfaction survey of all the businesses in the County. • Every time there is a completion of a project, the County should ask the customer to fill out an evaluation of the services received from the County. • Government offices should be open through lunch. • The County should stay out of the real estate speculation business and leave that to the private sector. | As part of our budgeting process , each service which the County provides is categorized as one of the following; Federal or State Mandated, critical or discretionary. The Discretionary services are the areas where analysis / decision making exists around whether to provide the service or not and at what service levels. Many services were reduced during the budget cutting years of past. Today, we evaluate those decisions and make adjustments as necessary. We also solicit through a Community survey as to what services are most important to the citizens' of Charlotte County. | Ray Sandrock |
| EE 2 | Continue development of overall web presence o Focus on service delivery | | County's initial webpages have been updated. Secondary pages are being updated on a department by department basis. Human Services and Community Development have been completed and have been redesigned with a focus on | Gordon Burger |

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| | o More Intuitive | | service delivery, as well as CRA sites and sites for multiple boards and committees. Currently working on Community Services with Public Safety scheduled to begin in Feb. 2015. A banner feature aids in communication. | |
| EE 3 | Follow up on Employee Survey with focus on retention strategies | | <p>Researched “stay” interviews to be implemented in place of “exit” interviews effective April 1, 2014. This data will establish our baseline and then we will determine a frequency schedule for repeat interviews.</p> <p>Developing a management training program to enhance the skill set across the organization. Course offerings will be increased this year to include coaching, evaluation, employee development and customer service.</p> <p>The compensation study was another opportunity to potentially impact retention as we expanded the pay grade ranges by a 50% to a 65% range spread. In addition, a 3% increase was given to all employees</p> <p>The customer service project will further engage the workforce and an engaged workforce correlates with a higher retention rate. Training and metrics will be the focus for this continuing project.</p> | Heather Bacus |
| EE 4 | Expansion of wellness program and use of Employee Health Center | | County has been able to hold health care costs flat for the past 5 years. In 2012/13 employee deductibles were increased but could be offset by participation in wellness program. For 2013/14, the wellness program was expanded with a focus on changing culture. In October 2013 the Sheriff’s employees began using the Health Center. Cumulative savings over the past 5 years has been \$8 million to the county and \$1.5 to employees. Presentation | Gordon Burger |
| EE 5 | Increase community outreach of BCC | | The Board of County Commissioners has held regional Town Hall meetings with the purpose of providing an update on the state of the County and to receive input from citizens on County issues. The County created a document, the “Budget Story” which outlines the current and future focus of County operations. During 2013 Monthly Feedback meetings were held to receive citizen input. The Commissioners continue to hold separate speaking engagements at MSBU groups and other special interest organizations across the County. | Ray Sandrock |
| EE 6 | Enhance credibility of the organization | <ul style="list-style-type: none"> • Get rid of ‘Open for Business’ slogan. The County should not have to say it is ‘Open for Business,’” but should show it by doing it. | To increase the transparency of financial information, and in particular the County’s Budget Process, we have created a Transparency tab on the County’s website to highlight both a community scorecard and budget process information. The community scorecard is a high level look at the BCC’s strategic focus areas and progress being made toward advancing their goals. The Budget Process section contains links to pertinent financial documents, presentations and reports. | Ray Sandrock |

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| EE 7 | Proactive strategies for intergovernmental relationships | | <p>Over the past year we have placed a priority on developing and strengthening intergovernmental relations at the local, state, and federal levels. We've established and hosted regional workgroups with local governments throughout our region at the Commission, Administration, and staff levels. Examples include: joint commission/city council meetings, regional county administrator meetings, and the development of a regional legislative workgroup.</p> <p>We implemented a state legislative agenda in which we were successful in obtaining water project funding and played a critical role in lobbying against state regulation of pain management clinics. We've realized significant benefits from members of the Commission and Administration taking a leadership role in the Florida Association of Counties (FAC), specifically related to the RESTORE Act and NFIP reform.</p> <p>Through strategically enhancing and implementing our federal legislative agenda over the past two years, we've taken a lead role in addressing a number of critical legislative challenges facing the State and realized significantly improved relationships with our legislators. Coupled with the strength of our lobbyist, this has resulted in the County being considered a leader in FAC's newly created legislative committee and efforts to address unintended consequences of NFIP reform.</p> | Kelly Shoemaker |
| EE 8 | Explore ombudsman concept for process improvement | <ul style="list-style-type: none"> • It was felt staff attitudes when approached about a project should be "start with 'yes, let's make this work' and then work towards a 'no, current codes do not allow that.'" Currently, many participants felt staff "starts with a no and the customer has to work very hard to get to a yes in order to get a project approved." • It was suggested county employees receive training in customer service to provide better assistance to their customers as well as technical training to better understand the County's regulations and policies. • It was suggested the County do a better job in communicating to builders, developers and other citizens the purpose of those regulations when they are passed. • Another suggestion was for the County to | <p>Ombudsman position created and filled in Nov, 2013. Priorities for the position are to serve as a troubleshooter, facilitator and advocate by working with customers and reviewing processes from their perspective. In addition the Building Construction Services website has been updated to be more intuitive and user friendly.</p> | Ty Harris |

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| | | <p>create customer service standards for every employee and, as part of the appraisal system, evaluate each person’s customer skills and performance.</p> <ul style="list-style-type: none"> • Although the County says it has “one-stop shopping” for permitting, many of the builders in the Assembly said that was not true. This should be investigated to determine if this is the case or not. • The County should consider hiring an ombudsman to act as a liaison between the County and business persons who may run into difficulties or have problems with projects. | | |
| EE 9 | Continued focus on efficiencies | <ul style="list-style-type: none"> • The County should conduct a study of best practices of other Florida counties to see what they could learn and apply here. | <p>Charlotte County has joined the Florida Benchmarking Consortium, a peer group of over 50 other jurisdictions that collects common measures for comparison and benchmarking for improvement.</p> <p>Additionally realignments of Fleet services and Transit operations under one management structure will save approximately \$140,000 annually.</p> <p>An ongoing effort to review services and structure has also led to realignments within Fiscal Services, Community Development and Public Works.</p> | Gordon Burger |
| 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. | | | | |
| QL 1 | Expand on ways to gather citizen input | <ul style="list-style-type: none"> • Every time there is a completion of a project, the County should ask the customer to fill out an evaluation of the services received from the County. | <p>Charlotte County does a customer satisfaction survey every other year as input into the two year budget process. At that time we also solicit online input on prioritization of services. With the update of the County’s website this concept is being expanded further to solicit input on a variety of timely issues such as the potential uses for the Sales Tax renewal. The update of the county website includes a department-targeted “Contact Us” form that is accessible from every new webpage—the form allows input, comments, questions to be directed by the public to a specific department, which facilitates faster customer service.</p> <p>Some departments/divisions have customer satisfaction surveys or suggestion forms available through the public website, including solid waste and libraries.</p> <p>A mobile app will roll out this spring that includes a method for citizens to report issues found around the county. This same feature will help staff track services</p> | Elaine Jones |

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| | | | <p>requests.</p> <p>Social media and chamber e-newsletters are increasingly being used to communicate with citizens about upcoming county functions and ways to provide input.</p> | |
| QL 2 | Charlotte Assembly to solicit citizen participation in shaping the vision of the county's future | | <p>Charlotte Assembly was held on Oct 16-17, 2013 involving approximately 100 citizens. A Policy Statement was developed and where applicable elements have been included in this document. The input will further be incorporated in the winter of 2015 when the BCC establishes their goals for the next 2 year budget process. Additional information on the Assembly</p> | Kelly Shoemaker |
| QL 3 | Articulation of Charlotte County's vision at each level of the organization | | <p>County Administrator Ray Sandrock has made this an integral part of each Director's responsibility within their departments. The Administrator has also begun a weekly update on the County's employee webpage and schedules weekly small group meetings with employees from across the organization.</p> | Ray Sandrock |
| QL 4 | Explore developing separate millage district for Library funding | <ul style="list-style-type: none"> The County should expand and improve the county-wide Library System including doing a better job of marketing library events and programs. | <p>This directive is currently being researched and options developed. Progress was reported back to the BCC at the Budget Workshop on May 20, 2014. A library customer survey asked patrons "If you were asked to vote for a small tax increase to maintain and improve our library services, would you be likely to vote for the increase?". Similar question was asked in the County-wide Citizen Survey conducted in Dec 2014. Recommendation for implementation will be incorporated into 2015/16 Budget.</p> | Gordon Burger |
| QL 5 | Explore developing separate millage district for mosquito control | | <p>This directive was researched and options developed. Progress was reported back to the BCC for further direction at the Budget Workshop on May 20, 2014. This option is no longer being considered.</p> | Gordon Burger |
| QL 6 | Partner with education to retain a younger population and provide a workforce for economic development | | <p>Created water/waste water courses through Charlotte Technical Center to assist in recruiting certified applicants. (10 students enrolled)</p> <p>Working on the creation of an Electrical Course through Charlotte Technical Center to assist in recruiting trained applicants for our Lighting District positions; however, there was not enough student interest to proceed with the course in 2014-15.</p> | Heather Bacus |

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| | | | Hired a full-time HR recruiter to assist with job fairs, high school career days, classroom presentations, and college partnerships. | |
| QL 7 | Enhance the aesthetics of major gateways | <ul style="list-style-type: none"> It is suggested the County maintain landscaping in road way medians—particularly long major roads into and out of the county—state routes 41, 776, and 17—and to use sustainable plantings to avoid periodic re-planting. This could also apply to cleaning up the gateways and medians into the county. | County established a landscaping committee with both staff and citizen representation. Committee developed a list of 14 “ gateways ” and landscape standards... A 6 year CIP beginning FY2015/16 is being proposed by Public Works to design and construct those 14 gateway projects at major entry points into Charlotte County. Total proposed budget is \$1.4 million. | Dan Quick |
| QL 8 | Promote assets we already have – trails, paths, passive parks, state lands | | <p>Community Services publishes a Program Guide twice a year that highlights the availability and access of County parks, libraries, facilities and natural areas, as well as other State and City facilities that are within Charlotte County’s boundaries. Additional publications distributed widely throughout the County include Artificial Reefs, Blueways Trail Guide, and Boating and Angling Guide, and are accessible via the Community Services website. In addition the County’s website contains links to other agencies that promote and make available information on natural areas recreation, as well as press releases that give information about parks and activities.</p> <p>Community Services also provides many programs, activities and events within the Community. In the past year, we had: almost 1,000 kids in various camps, over 600 kids in youth basketball, over 650 adults in sporting programs, offered over 2100 hours of fitness or wellness classes at our recreation centers, over 100,000 swimmers in our pools, over 650 seniors participate in “Senior Games”, almost 10,000 users at our skate parks, over 78,000 people attend a Tampa Bay Rays spring training game, be named the “Number 1 Spring Training Site by USA Today”, over 60,000 people attend a Charlotte Stone Crabs game, over 4,600 users of our tennis courts, almost 900 people participate in various runs and almost 2,000 people attend a variety of special events offered at our facilities.</p> <p>BCC presentation</p> | Tommy Scott |
| QL 9 | Enhance code enforcement | <ul style="list-style-type: none"> A major issue identified was the lack of code consistency among commercial signs within the County—excluding the City of Punta Gorda. It is recommended the County create a stakeholder group made up of commercial business owners/operators to review sign codes and recommend changes and additions to these codes. | <p>The Charlotte County sign code was last revised in 2011 to allow additional signage and flexibility for business owners.</p> <p>Staff has prepared options for a South County overlay which will be presented to the BCC at the April BCC. There will be a stakeholder meeting in late January/early February with an update to the BCC at the February workshop with BCC to direction to come thereafter.</p> | Ty Harris |

| Fiscal/Financial Planning - Continue to increase the effectiveness of local government and maintain a strong financial condition. | | | | |
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| FP 1 | Stabilize and maintain our internal infrastructure and improve where opportunities occur | | <p>As it relates to buildings and facilities, a work order system is fully implemented enabling the department to track and sort repairs to identify chronic problem areas. Sufficient results will be accumulated in FY15 to predict trends.</p> <p>The Capital Asset Planning and Management System analysis of the physical condition over 100 buildings and data input into the Facility Optimization Software system is complete; training on use of the system is underway; reporting formats and conclusions will be refined during FY15.</p> <p>Comprehensive preventive maintenance planning for facility building systems and infrastructure is underway during FY15 as a spin-off to the asset management analysis.</p> <p>Annual contractor workflow process is fully implemented creating accountability for project selection, prioritization, management, and evaluation of annual contractor assignments. Many of the practices developed through this effort have resulted in improved effectiveness of capital project processes.</p> | David Milligan |
| FP 2 | Secure health insurance benefit structure and costs | | <p>County has been able to hold health care costs flat for the past 5 years. In 2012/13 employee deductibles were increased but could be offset by participation in wellness program. For 2013/14, the wellness program was expanded with a focus on changing culture. Beginning in Oct 2013 the Sheriff's employees began using the Health Center. Cumulative savings over the past 5 years has been \$8 million to the county and \$1.5 to employees. Presentation</p> | Gordon Burger |
| FP 3 | Review of MSBU and road classification system | | <p>Overview of MSBU and road classification presented to BCC on May 7, 2013 and in greater detail on Nov 19, 2013. Traffic counts and concurrency information are published on the County's website.</p> | Dan Quick |
| FP 4 | Review current debt | | <p>Through 2013 and 2014, the Finance Division of the Clerk's Office reviewed and brought to the BCC a number of refinancing options that has saved the County approximately \$16 million.</p> | Gordon Burger |
| FP 5 | Review capital projects for potential bonding | | <p>CCU is currently working with the Clerk's Office to review a wide range of capital projects for potential bonding.</p> | Gordon Burger |
| FP 6 | Develop plan for 2014 Sales Tax Extension | | <p>The Sales Tax ballot item was approved by the voters (55%). Staff is drafting the CIP sheets for each of the 19 county projects and will be meeting with the Board to discuss the project schedules. Additional information</p> | Kelly Shoemaker |
| FP 7 | Conduct compensation study and develop strategic plan for employee retention | | <p>We expanded the pay grade ranges by a 50% to a 65% range spread. In addition, a 3% increase was given to all employees</p> | Heather Bacus |

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| FP 8 | Explore alternative funding sources | | <p>Funding options were researched and developed for library services and/or mosquito control.</p> <p>Staff has also compiled a list of all fees charged within the county and are reviewing for potential updates.</p> <p>On an ongoing basis proposed legislation is review for potential impact on revenues.</p> <p>Impact Fee studies were conducted and on Jan 6, 2015 the Board authorized phasing Impact Fees in over a 3 year period.</p> | Gordon Burger |
| FP 9 | Explore location and use of CNG facilities within the County | | County participated in the School Board's RFI process. NoPetro was selected and the School Board has negotiated a 25 year Lease Development Agreement and separate Fuel Purchase Agreement. The earliest NoPetro would begin construction of a fueling station would be 2016. | Gordon Burger |
| 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. | | | | |
| GM 1 | Monitor & support the HCP permit process | | <p>In June of 2013 Natural Resources Staff submitted a final HCP application to the U.S. Fish and Wildlife Service (FWS)</p> <p>In January 2014, FWS staff completed Environmental Assessment and submitted revised HCP package to the Solicitor's office in Atlanta. The HCP was approved Dec. 12, 2014 by the Department of the Interior through the U.S. Fish and Wildlife Service.</p> <p>Presentation</p> | Andy Stevens |
| | Development of County CRAs | | | |
| GM 2 | Refine the direction and subsequent development of Murdock Village | | <p>A conceptual Environmental Resource Permit (ERP) is currently being undertaken for the sake of providing a more thorough analysis of land development issues, thereby streamlining future development processes as the land values return to a point where it might be more feasible or lucrative to move the property.</p> <p>The market study performed on the viability of a Sports and Entertainment district is very positive and will continue to be used to market the concept to sports venue and mixed use developers.</p> | Tom Patton |
| GM 3 | Develop Parkside Revitalization Plan for US 41 | <ul style="list-style-type: none"> In general, the Assembly encouraged growth including the re-building and re-development of older areas of County. However, it was emphasized that any growth plans should be kept simple and easy to follow. | <p>Parkside Revitalization Plan has been drafted after several public meetings. It will be scheduled for the public hearing process in mid- 2015. Two capital projects are underway – Elkcam Blvd is under construction and is expected to be completed at the end of 2015. Harbor Blvd Enhancement project is under design. A Board meeting will be scheduled in early 2015 to provide an update on all projects. More information</p> | Debrah Forester |

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| GM 4 | Expansion of Harborwalk in Charlotte Harbor | | Harborwalk Phase IA has received Notice to Proceed from FDOT and construction is anticipated to start in March 2015. Phase 1B is at 60% design and is scheduled for construction in 2016. Phase 1C and Phase 2 are included in 2015 Sales Tax Project list and implementation schedule is being prepared. More information | Debrah Forester |
| GM 5 | Completion and adoption of revised Land Development Regulations | | <p>Work on the Land Development Regulations is in progress and a target completion date of December 2015. Revisions to the County's Land Development Regulations (LDRs) has been divided into three phases:</p> <ul style="list-style-type: none"> • Phase I focused on revisions to the conventional zoning districts and some sections of Article I. In General and Article III. Special Regulations of Chapter 3-9. Zoning. • Phase II will focus on all overlay codes and the remaining sections of Article I., In General, and Article III., Special Regulations of Chapter 3-9. Zoning. • Phase III will focus on regulations found primarily in Chapter 3-5. Planning and Development, which may include topics such as wetlands, landscaping and buffers, and site and commercial design standards. <p>Phase I was adopted by the Board of County Commissioners on November 25, 2014. In order to thoroughly review and revise the County's LDRs, staff divided Phase II into small groups and will bring them approximately every three months to the Board of County Commissioners for consideration. Staff has been working with the public by hosting weekly LDR roundtable meetings to solicit comments and to discuss the proposed changes. Revisions to six sections of Article III. Special Regulations of Chapter 3-9. Zoning were presented to the Planning and Zoning Board on January 12, 2015 and will be presented to the Board of County Commissioners on February 24, 2015 for adoption. Revisions to the Manasota and Sandpiper Key Zoning District Overlay will be presented to the Board of County Commissioners on February 24, 2015 for its first public hearing and on March 24, 2015 for the adoption hearing.</p> <p>Changes made to the Smart Charlotte 2050 Comprehensive Plan were approved by the Board of County Commissioners and by the Florida Department of Economic Opportunity. A law suit challenging the changes has been filed and staff is working with the County Attorney's Office to work through this legal process.</p> | Ty Harris |
| GM 6 | Review and recommend action on broad based plan for County's infrastructure | <ul style="list-style-type: none"> • Improvements along Piper Road, Edgewater Road, Burnt Store Road, and Winchester Road need to be addressed. • Extension of the road projects south from Port Charlotte Blvd (sidewalks, landscaping, lighting, and sewer) should be continued. | Master Plan discussed at BCC Workshops on 5/2/13 and 11/19/13. Presentation Concurrency for Road Projects | Dan Quick |

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| Public Safety - Maintain a safe and healthy community in which to live. | | | | |
| PS 1 | Monitor and adjust for financial impact of final IAFF contract (both to fire assessments and Gen Fund) | | County signed a three year agreement with the IAFF through 2016. | Heather Bacus |
| PS 2 | Long term radio replacement (conversion to P25 or other alternative) | | This project was approved for inclusion in the 1% Sales Tax Extension. The project has moved forward with the procurement of 79 digital-ready portable radios and 365 Digital-ready mobile radios. The latter completes the purchase of mobile radios necessary for the Divisions under the Board Of County Commissioners. | Marianne Taylor |
| PS 3 | Because of use of one time savings, Sheriff's budget for 2013/14 will start with \$1.7 million shortfall | | BCC rolled-back the millage rate for the Sheriff's budget to bring funding back to the 2011/12 level. | Gordon Burger |
| Economic Development - Create a business climate that promotes a diversified, growing economy consistent with established growth management plans and enhanced quality of life. | | | | |
| ED 1 | Implement 10 Year Economic Development Plan | | The strategic plan was completed August 2011, and the Economic Development Department updates the plan at least annually in the process of developing annual Marketing Strategies ...strategically aimed at diversifying the local economy. | Tom Patton |
| ED 2 | Implementation of incentives and process | | County Economic Development staff regularly attend Enterprise Florida (EFI) and Florida Economic Development Council (FEDC) meetings, staying abreast of new programs, strategies and best management practices. The incentives currently in place in Charlotte County are widely recognized across the industry as the most effective for businesses and protecting the interests of the local government by limiting exposure. | Tom Patton |
| ED 3 | Streamline processes for attracting businesses | | E.D. staff have implemented processes with the Community Development Department (in conjunction with the recently implemented Ombudsman Program), to provide clients streamlined permitting, pre-development review and a fast-track process in permitting and inspections. ED staff has successfully assisted numerous businesses, many of whom receive only permitting assistance from the ED staff to facilitate relocations and expansions. | Tom Patton |
| ED 4 | Dedicated team to assist new businesses | | This team has been in place since the Cheney announcement, and our relationships with the Community Development Department continue to improve assistance to newly recruited businesses. | Tom Patton |

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| ED 5 | Development of all three CRAs | | Charlotte Harbor CRA Land Use changes are scheduled public hearing in February 2015 for transmittal to DEO, Parkside Revitalization Plan has been drafted and will begin the public hearing process in mid-2015. FDOT will begin the widening of US41 adjacent to Murdock Village in the first quarter of 2015; this project will enhance the access and utility availability to the area. Marketing to commercial end users began in 2014 and will continue in 2015. There are continued challenges in revitalizing these areas due to current economic conditions. Continued investment from the Public Sector is expected to encourage private sector investment. More information | Debrah Forester |
| ED 6 | Landscaping Committee proposal for landscaping of County gateways | <ul style="list-style-type: none"> The County needs to identify the areas for Gateway corridors within the county and add the necessary infrastructure needed. | A 6 year CIP beginning FY2015/16 is being proposed by Public Works to design and construct those 14 gateway projects at major entry points into Charlotte County. Total proposed budget is \$1.4 million.. Gateway landscaping | Dan Quick |
| ED 7 | Develop strategies for enhancing the aesthetics along 41 | | A 6 year CIP beginning FY2015/16 is being proposed by Public Works to design and construct those 14 gateway projects at major entry points into Charlotte County. Total proposed budget is \$1.4 million.. | Dan Quick |
| ED 8 | Commitment to tourism as an economic generator | | <p>Tourism was up 16% in 2013. 2014 collections exceeded 2013 by 18.52%</p> <p>The "Show Us Your Charlotte" photo contest exceed expectations. During the first six months of the program, the VCB received 120 photos. Six were chosen as winners of the contest. All photos become the property of the VCB and may be used in print and electronic media.</p> <p>Reinstated research program. Research showed overnight visitors to Charlotte County spent \$112,262,000 from April-September, 2013 and \$140,297,600 for the same period in 2014. By the end of 2015, we will have a full year to year comparison of tourism spending and visitation.</p> <p>Six businesses assisted the VCB by adopting 20 meeting planners during 2014. Every two months planners received a box from one of the participating businesses along with a small gift and destination information. It is too early to assess results as meetings are often scheduled one or more years out, however we have received very positive comments about the program. The primary purpose was to raise awareness of Charlotte County as a meetings destination.</p> <p>Familiarization tours with journalists resulted in more than 70 million impressions in state and national media including the New York Times and Fox News on-line. Provide a VCB liaison to the Charlotte County Hospitality Association (CCHA). A strong hospitality association is critical to growing tourism in Charlotte County. In 2014, the VCB dedicated one position to both marketing support and assisting the</p> | Lorah Steiner |

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| | | | Hospitality Association which had previously struggled to find stability. With new leadership of the association and support from the VCB, CCHA had experienced substantial membership growth and has a stable and active board. Punta Gorda's tourism committee is also much stronger and the Englewood Chamber is forming a new tourism committee. We believe we are well-positioned for a much more engaged and much strong community approach to Tourism Development in 2015. | |
| ED 9 | Marketing Plan - Tie state branding to local initiatives | | The County has not only adopted new logos to tie to the State's new brand, but we have become a lead economic development partner with Enterprise Florida with respect to collaborative marketing efforts. | Tom Patton |
| Human Services - Pursue available funding sources to facilitate providing services to meet community needs. | | | | |
| HS 1 | Monitor changes in Medicaid funding and requirements at state level | | Florida has moved to an HMO model for Medicaid provision. Under this model three HMOs have been designated within Charlotte County. Included in services provide by the HMO are medical transits which were previously provided by The County's Sunshine Transit. These services were transition in 2014 resulting in a net funding loss of \$380,000. | Gordon Burger |
| HS 2 | Monitor impacts of Affordable Health Care Act on service delivery and funding | | County continues to monitor as the Act is defined and implemented. First impact is an additional charge to the County of \$163,000 each year from 2014 – 2016 to fund the formation of the employee insurance exchange. Currently reviewing PT positions to revise policy and practices for compliance with the Employer Shared Responsibility Provision. | Gordon Burger |
| HS 3 | Review of Public Health direction, services & funding | | Dr Henry Kurban, Charlotte County Public Health Dir. Presented an overview at a BCC Workshop on 5/7/13. Presentation | Dr. Henry Kurban |
| HS 4 | Review of transportation options for low income clients | <ul style="list-style-type: none"> Public transportation is certainly an important part for Quality of Life. The County should make better use of the Dial-a-ride and Sunshine car service/transportation and ensure the service is more reliable. There are too many instances where residents have tried to utilize these services, but the service showed up very late and sometimes not at all. | Conducted a " Latent Demand Study " to explore the potential for fixed route transit service from the Parkside area to North Port. The results of this study are being incorporated into the Transit Development Plan. Every 10 years a Transit Development Plan must be completed and adopted by the County. On June 10, 2014, the BCC approved the FY2015-FY2024 Transit Development Plan which included a "fixed route" option. Transit Development Plan | Gordon Burger |
| HS 5 | Review affordable housing needs and options | | Housing is closing out the grant received under the Neighborhood Stabilization Program 3 (NSP3) in excess of \$2 million. NSP 1 is closed out in the County. The State Housing Initiative Partnership (SHIP) is being spent down and will be completed according to contract for State Fiscal Year 2013-2014. New SHIP funding has been received for FY 2014-2015 and projects will be completed following strategies in the adopted Local Housing Assistance Plan 2014-2017. SHIP is funded through State Doc Stamps placed in the Sadowski Trust Fund. | Vikki Carpenter |

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| | | | <p>Amendment I recently passed by Florida Voters on environmental issues may impact the Sadowski Trust Fund so affordable housing advocates will be keeping watchful eye on potential impact to SHIP funding.</p> <p>Housing has begun a cooperative program with the HS Family Self Sufficiency Program to provide houses for eligible clients of that program There are two houses occupied by this program. Housing has also attained occupancy of a Special Needs house which has three mentally challenged individuals in residence.</p> | |
| HS 6 | Review of primary health care options in Englewood | | <p>Currently the Englewood Care Clinic, a volunteer clinic, provides medical services to under-served residents of Englewood and surrounding communities.</p> <p>Charlotte County conducted a 5 week pilot program in Sept/Oct 2013 that provided no-cost shuttle service from the former Englewood Health Center San Casa location (which closed on Aug 30, 2103) to the North Port Health Center.</p> <p>Family Health Centers (FHC) was approached to consider providing services at the San Casa location, but FHC declined at the time.</p> <p>Charlotte County continues to monitor and stay involved in discussions. Parties involved in recent meetings were Commissioner Truex, Sarasota Commissioner Robinson, Charlotte Health Department, Sarasota Health Department.</p> | Hector Flores |
| HS 7 | Review of essential human services provided and funding sources | | <p>Completed Community Needs Assessment in collaboration with United Way of Charlotte County. This was presented to the BCC on 10/08/2013. Presentation</p> <p>Developed an integrated and interactive Community Resources Mapping tool for residents to identify resources closest in proximity to them.</p> <p>The Children’s Services Council, with the assistance of the Human Services Departments completed a Developmental Assets survey of all high school students in Charlotte County. The First Youth Summit was held in October 2014 with over 100 youth in attendance.</p> <p>Charlotte County was awarded \$76,598 in grant funds from the Florida Department of Children and Families Office of Homelessness to provide homeless prevention and rapid rehousing services to families with children attending Charlotte County schools who have been identified as homeless or at risk of becoming homeless. Families will be assessed and services provided for transitional housing and support toward reaching their self-sufficiency goals.</p> | Vikki Carpenter |