



# Budget Workshop 2021/22 – 2022/23

April 20, 2021



CHARLOTTE COUNTY  
FLORIDA

# Agenda

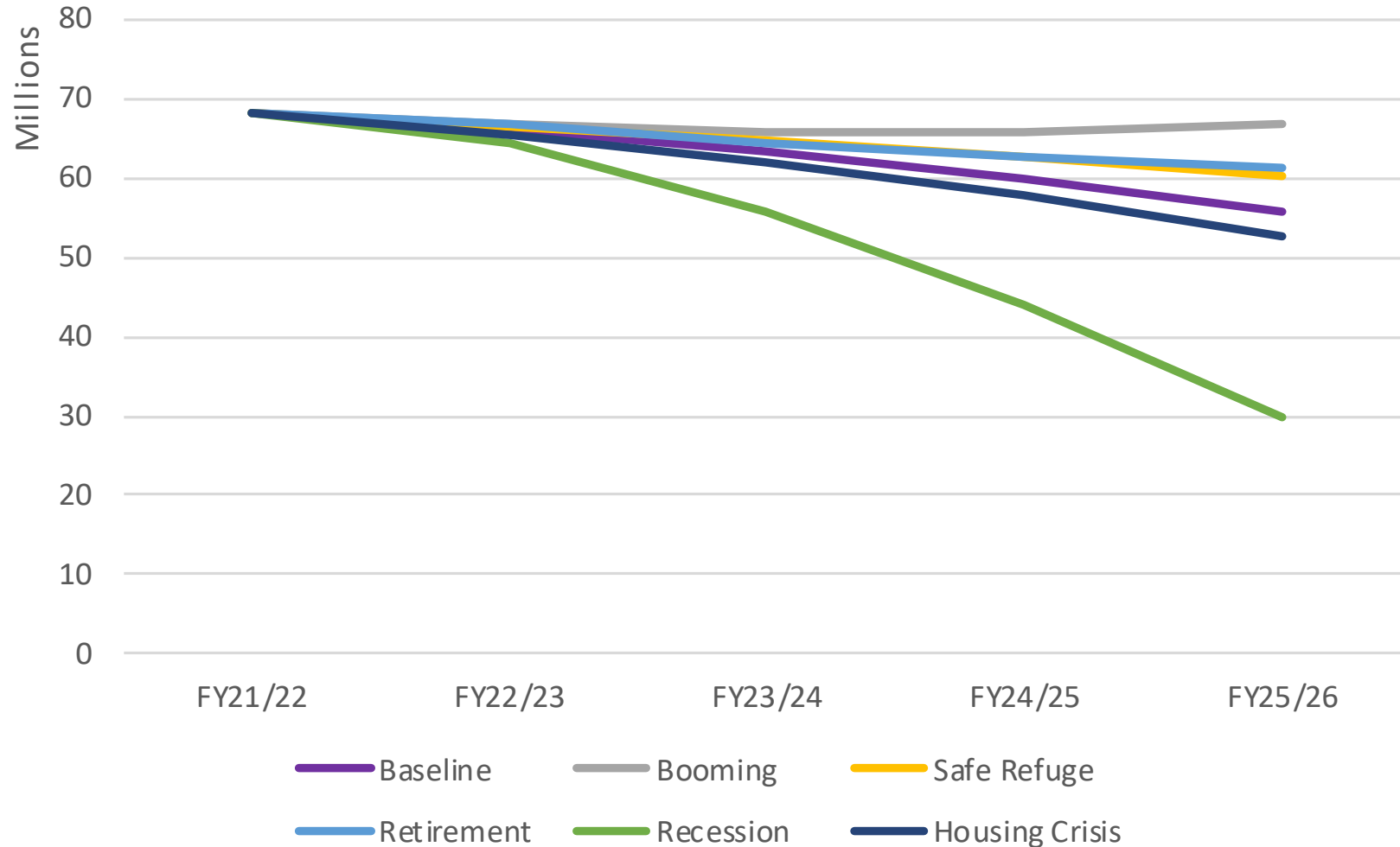
- Broad Overview
- Financial Trends
- Goals
  - Affordable Housing
  - Water Quality
  - Workforce Development

# Budget Overview

- Capital budgets
- Operating budgets
- Federal funding
  - CARES
  - ARP

# Post COVID Scenario Projections

## Beginning Balances





# Economic & Community Development

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



# Financial Trends

# Economic & Community Development

## **Community Development**

Building Construction Services

Planning & Zoning

Code Enforcement

Land Information Services

## **Community Services**

Natural Resources

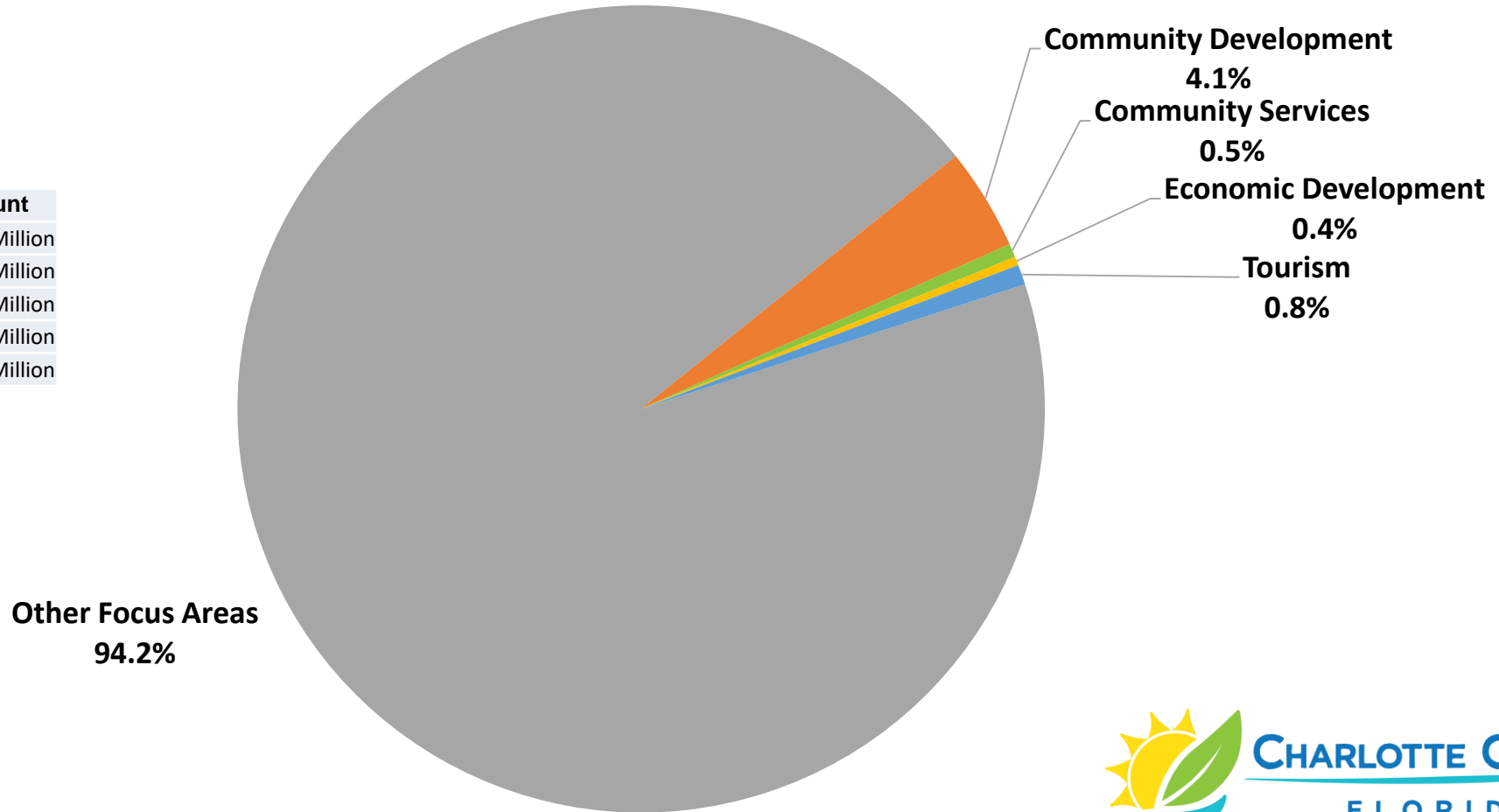
## **Tourism**

## **Economic Development**

# Where does the money go?

## Economic & Community Development Proportional to All Expenditures

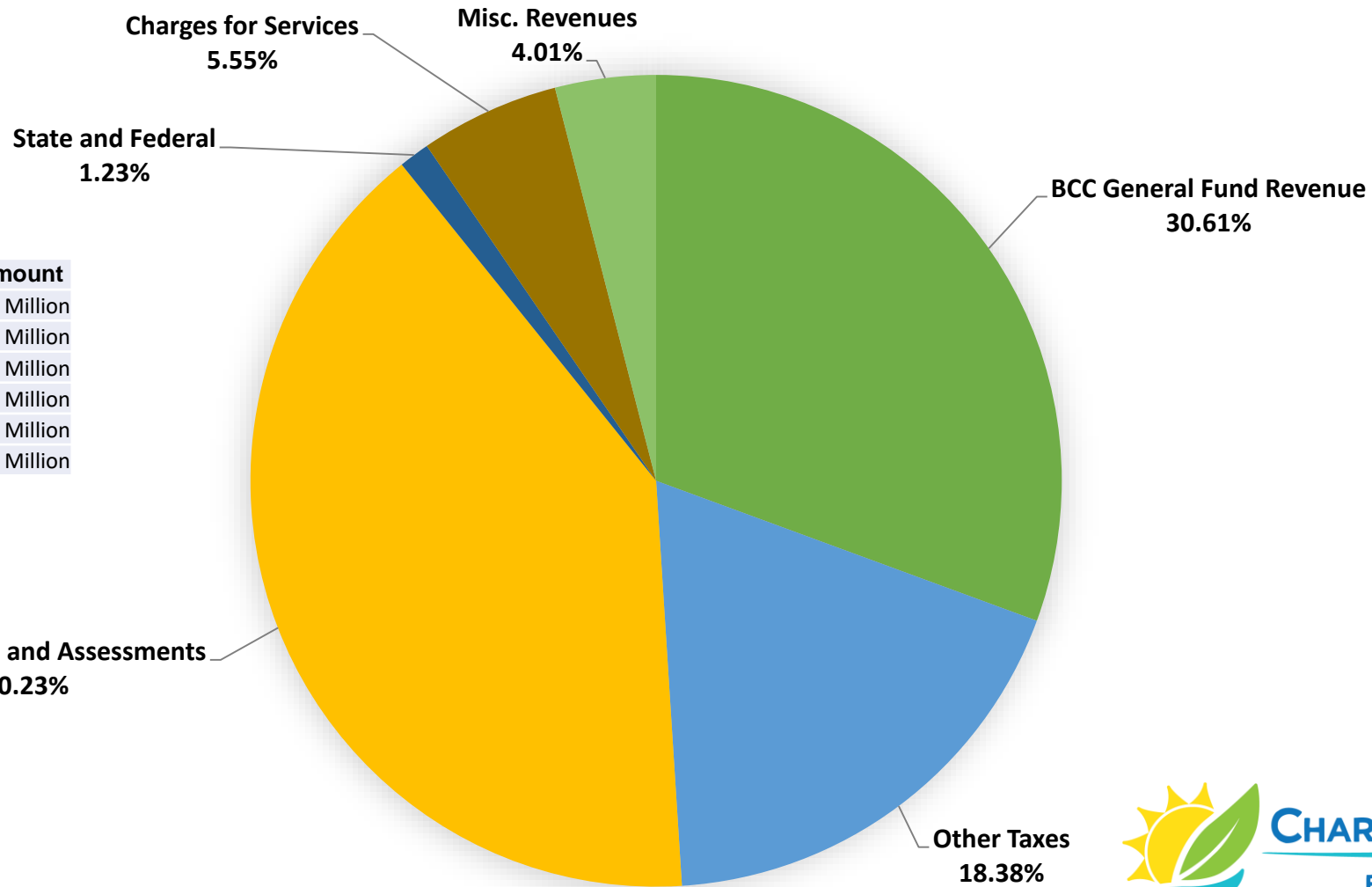
| Focus Area            | Dollar Amount |
|-----------------------|---------------|
| Other Focus Areas     | 280.3 Million |
| Community Development | 12.1 Million  |
| Community Services    | 1.6 Million   |
| Economic Development  | 1.0 Million   |
| Tourism               | 2.4 Million   |





# Where does the money come from?

## Economic & Community Development Revenue Sources

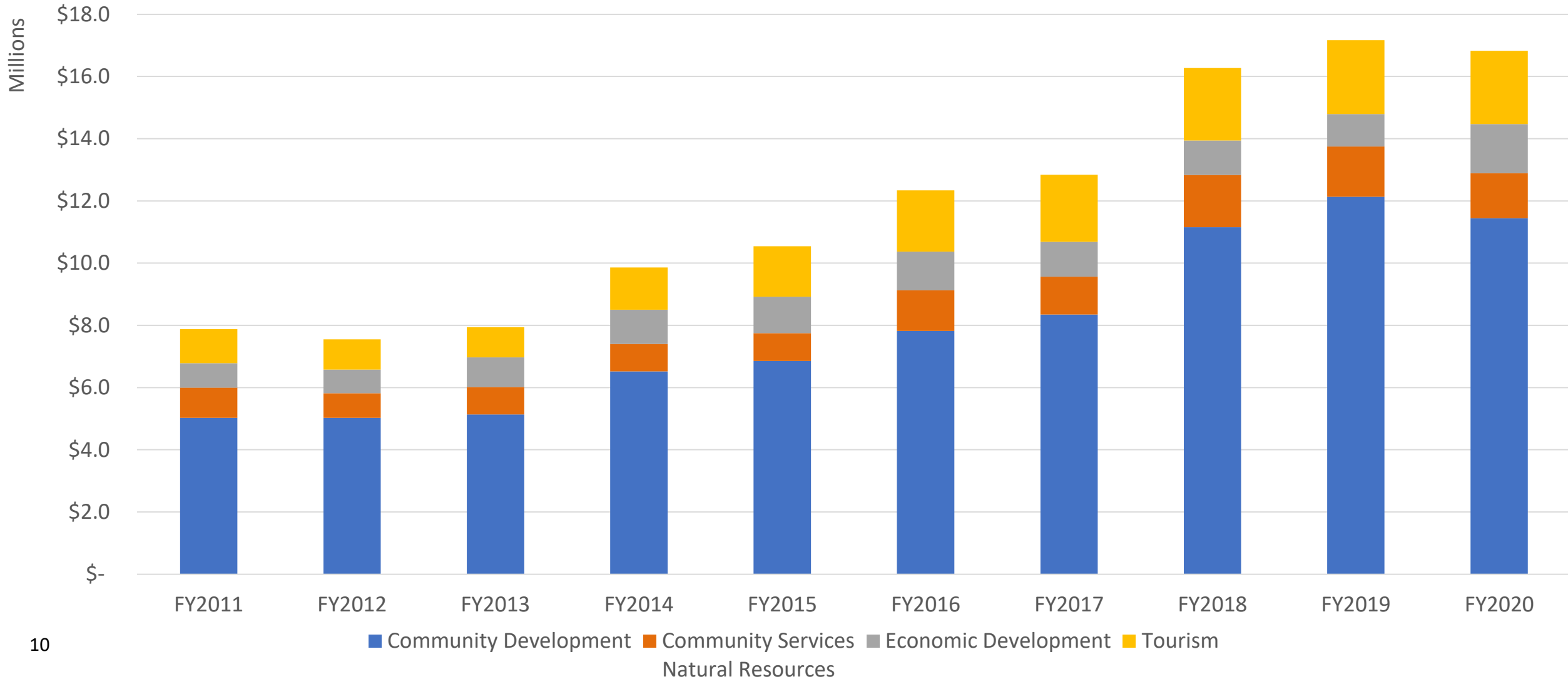


| Funding Source                | Dollar Amount |
|-------------------------------|---------------|
| BCC General Fund Revenue      | 5.15 Million  |
| Other Taxes                   | 3.09 Million  |
| Permits, Fees and Assessments | 6.76 Million  |
| State and Federal             | 0.21 Million  |
| Charges for Services          | 0.93 Million  |
| Misc. Revenues                | 0.67 Million  |



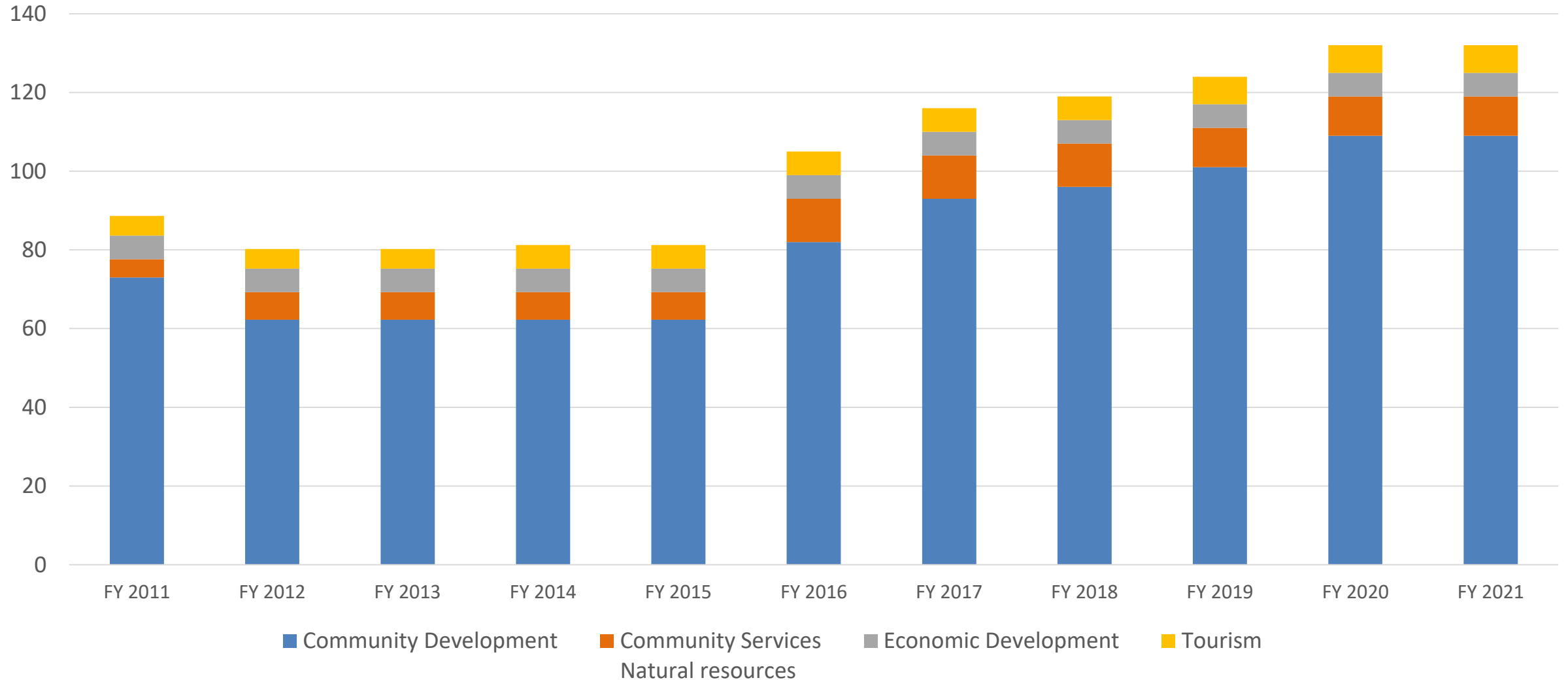
# Historical Trend

## Total Expenditures by Department



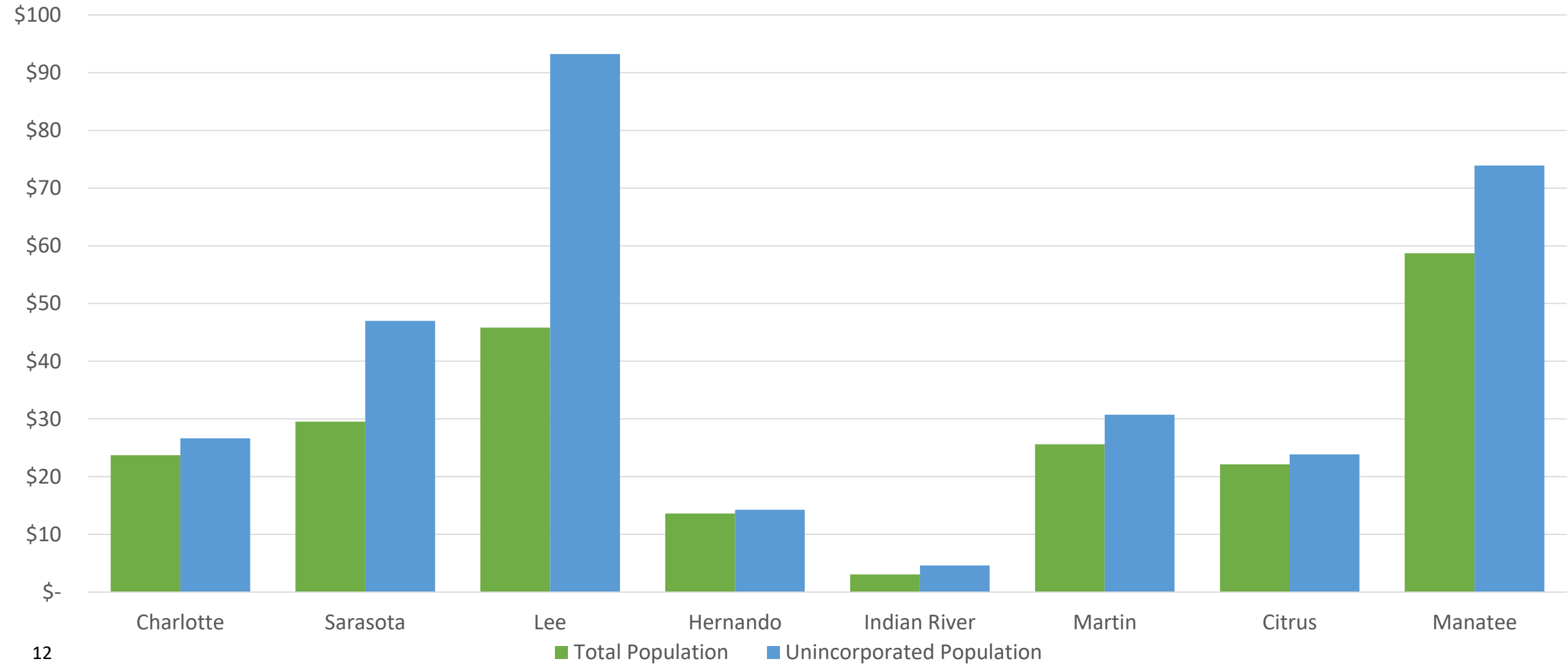
# Historical Trend

## Total FTE by Department



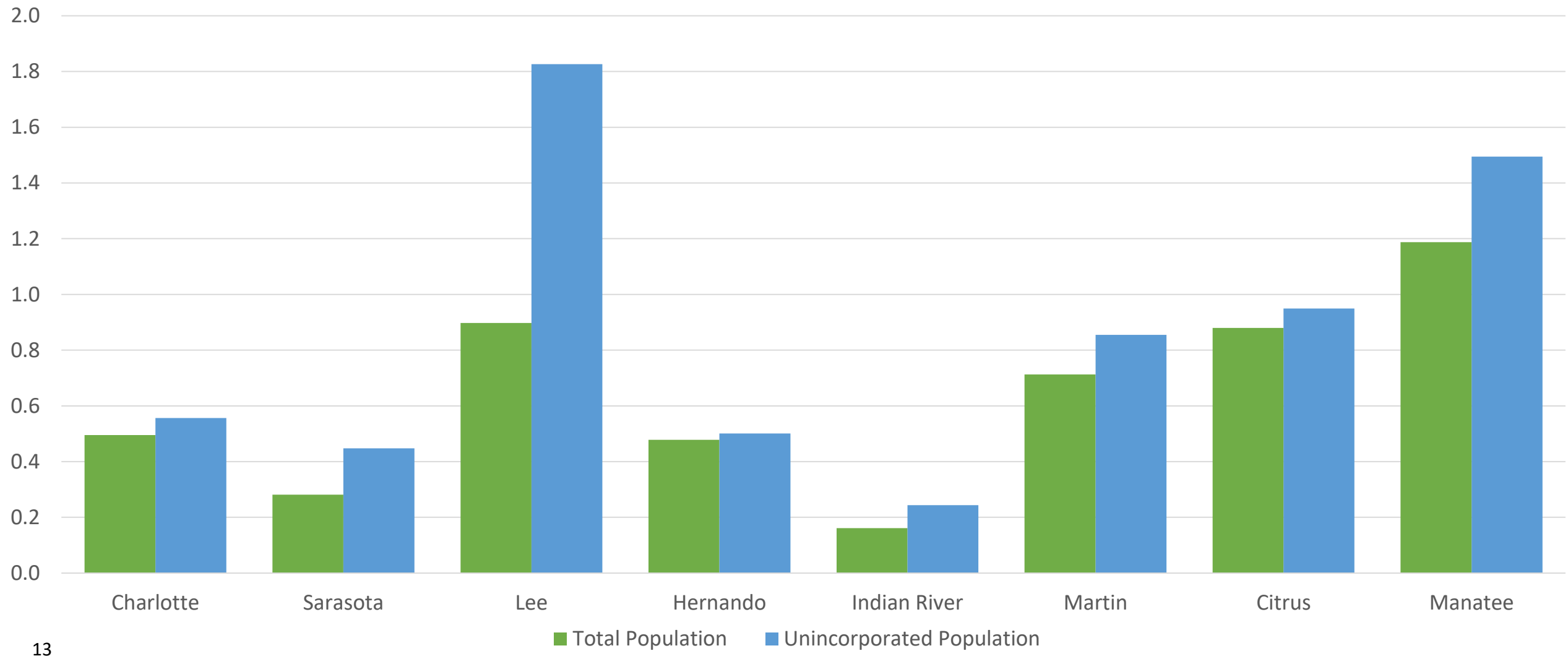
# County Comparison

## Total Economic & Community Development Expenditures per Capita



# County Comparison

## Total Economic & Community Development FTE per 10,000



# Population data

| Charlotte        | Population | Percentage |
|------------------|------------|------------|
| Punta Gorda      | 19,961     | 10.98%     |
| Unincorporated   | 161,809    | 89.02%     |
| Total Population | 181,770    | 100.00%    |

| Indian River        | Population | Percentage |
|---------------------|------------|------------|
| Fellsmere           | 5,611      | 3.62%      |
| Indian River Shores | 4,314      | 2.78%      |
| Orchid              | 425        | 0.27%      |
| Sebastian           | 25,168     | 16.24%     |
| Vero Beach          | 16,708     | 10.78%     |
| Unincorporated      | 102,713    | 66.29%     |
| Total Population    | 154,939    | 100.00%    |

| Martin           | Population | Percentage |
|------------------|------------|------------|
| Indiantown       | 6,728      | 4.24%      |
| Jupiter Island   | 829        | 0.52%      |
| Ocean Breeze     | 303        | 0.19%      |
| Sewall's Point   | 2,090      | 1.32%      |
| Stuart           | 16,504     | 10.41%     |
| Unincorporated   | 132,144    | 83.32%     |
| Total Population | 158,598    | 100.00%    |

| Citrus           | Population | Percentage |
|------------------|------------|------------|
| Crystal River    | 3,434      | 2.32%      |
| Inverness        | 7,340      | 4.97%      |
| Unincorporated   | 136,970    | 92.71%     |
| Total Population | 147,744    | 100.00%    |

| Lee              | Population | Percentage |
|------------------|------------|------------|
| Bonita Springs   | 54,437     | 7.40%      |
| Cape Coral       | 185,837    | 25.28%     |
| Estero           | 32,412     | 4.41%      |
| Fort Myers       | 87,871     | 11.95%     |
| Fort Myers Beach | 6,520      | 0.89%      |
| Sanibel          | 6,756      | 0.92%      |
| Unincorporated   | 361,315    | 49.15%     |
| Total Population | 735,148    | 100.00%    |

| Sarasota            | Population | Percentage |
|---------------------|------------|------------|
| Longboat Key (part) | 4,590      | 1.08%      |
| North Port          | 73,652     | 17.28%     |
| Sarasota            | 56,692     | 13.30%     |
| Venice              | 23,315     | 5.47%      |
| Unincorporated      | 268,026    | 62.88%     |
| Total Population    | 426,275    | 100.00%    |

| Hernando         | Population | Percentage |
|------------------|------------|------------|
| Brooksville      | 8,661      | 4.60%      |
| Unincorporated   | 179,688    | 95.40%     |
| Total Population | 188,349    | 100.00%    |

| Manatee             | Population | Percentage |
|---------------------|------------|------------|
| Anna Maria          | 1,623      | 0.42%      |
| Bradenton           | 57,006     | 14.71%     |
| Bradenton Beach     | 1,202      | 0.31%      |
| Holmes Beach        | 3,927      | 1.01%      |
| Longboat Key (part) | 2,453      | 0.63%      |
| Palmetto            | 13,360     | 3.45%      |
| Unincorporated      | 307,843    | 79.46%     |
| Total Population    | 387,414    | 100.00%    |

A stylized logo featuring a yellow sun with rays, a green leaf, and a blue wave-like shape at the bottom. The text "Economic & Community Development" is overlaid on the sun and leaf.

# Economic & Community Development

## Revised BCC Goals FY22 – FY23



# Economic & Community Development

## Revised Goals

- Averaging 200 new affordable housing units added to the community inventory per year, 1000 total units added in 5 years
- Develop and implement the One Charlotte One Water integrated water resource management plan before the end of FY2023
- Increase dual enrollment in vocation centers and local colleges by 3%
- Increase # of college internships to 15 students (5 students per semester) for FY2022 and 20 students for FY2023





# Affordable Housing



# Affordable Housing Accomplishments

- Creation of taskforce and strategic “Tool Kit”
- Creation of Charlotte HOME
  - Process that awards density, subsidizes fees, waives impact fees, removes barriers
- Investment in Affordable Housing Trust Fund
- Process for Local Government Area of Opportunity (LGAO) and property transfer to qualified non-profits

# Affordable Housing Initiatives in Progress

- Expansion and strengthened Affordable Housing Advisory Committee (AHAC)
- Ongoing advocacy and planning for State Housing Initiatives Partnership (SHIP) funding (Sadowski)
- Revision of the affordable housing section of the Comprehensive Plan
- Ongoing education and planning around County density units
- Planning for County becoming an entitlement community
- Support Community Land Trust and work to become Community Housing Development Organization (CHDO)

# Affordable Housing Potential Initiatives

- Explore increased partnership with the Punta Gorda Housing Authority
- Strengthen partnership with Lee County Housing Finance Authority and explore additional strategies to increase the use of Multi-family Mortgage Revenue Bonds (MMRB)
- Explore the creation of a Landlord Risk Mitigation Fund
- Explore rental subsidies or a “Buy Down” strategy
- Prioritize planning & zoning strategies that increase affordable housing, particularly accessory dwelling units and missing middle
- Consider purchasing aging hotels or buildings (1 & 2 bdrm)
- Expansion of investment in the Affordable Housing Trust Fund

# General Fund Year-end Balances

|                                    | Actual<br>FY15/16 | Actual<br>FY16/17 | Actual<br>FY17/18 | Actual<br>FY18/19 |
|------------------------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Operating Revenues</b>          |                   |                   |                   |                   |
| Ad Valorem Taxes                   | 26,350,939        | 28,182,448        | 30,572,068        | 33,065,361        |
| State Shared Revenues              | 17,939,651        | 19,145,211        | 20,279,539        | 20,509,364        |
| Franchise Fees - FPL               | 8,948,092         | 9,211,615         | 9,447,366         | 9,821,490         |
| Charges for Services               | 9,989,095         | 9,450,594         | 10,348,340        | 10,867,614        |
| Other Revenues & Fees              | 3,787,707         | 5,402,045         | 5,696,137         | 6,474,397         |
| Internal Charges                   | 15,632,274        | 14,249,503        | 17,686,136        | 17,254,582        |
| Transfers In                       | 10,301,381        | 8,214,086         | 7,632,074         | 7,433,748         |
| <b>Total Revenues</b>              | 92,949,139        | 93,855,502        | 101,661,660       | 105,426,556       |
| <b>Expenditures</b>                |                   |                   |                   |                   |
| Personal Services-Excluding Health | 29,395,628        | 30,863,736        | 32,127,862        | 35,007,986        |
| FRS Rates                          | 3,179,714         | 3,518,201         | 3,808,181         | 4,318,972         |
| Health & Life Insurance Costs      | 6,342,762         | 6,705,746         | 7,328,370         | 7,998,684         |
| Operating Expenses                 | 26,297,167        | 27,083,983        | 28,752,122        | 28,908,490        |
| Capital Outlay                     | 1,183,367         | 3,548,305         | 1,643,878         | 1,447,269         |
| Grants & Aid                       | 2,614,622         | 2,829,619         | 2,860,492         | 3,565,795         |
| Constitutional Offices             | 13,545,185        | 13,800,422        | 14,171,436        | 14,594,270        |
| Transfers                          | 12,551,687        | 8,426,305         | 13,348,841        | 8,042,680         |
| <b>Total Expenditures</b>          | 95,110,133        | 96,776,317        | 104,041,182       | 103,884,146       |
| <b>Surplus / (Shortfall)</b>       | (2,160,994)       | (2,920,815)       | (2,379,522)       | 1,542,410         |
| Less: Carry-forward                |                   |                   |                   | 900,685           |
| <b>Available Surplus</b>           |                   |                   |                   | 641,725           |

# Sample Policy

- On an annual basis, if available, the BCC may allocate prior year surplus up to \$250,000 or 30% of surplus to the Affordable Housing Reserve.

# FY19/20 General Fund

## Year-end Balance

|                              |             |
|------------------------------|-------------|
| <b>Total Revenues</b>        | 107,813,144 |
| <b>Total Expenditures</b>    | 101,779,350 |
| <b>Surplus / (Shortfall)</b> | 6,033,794   |
| Less: Carry-forward          | 2,515,089   |
| <b>Available Surplus</b>     | 3,518,705   |

# Water Quality





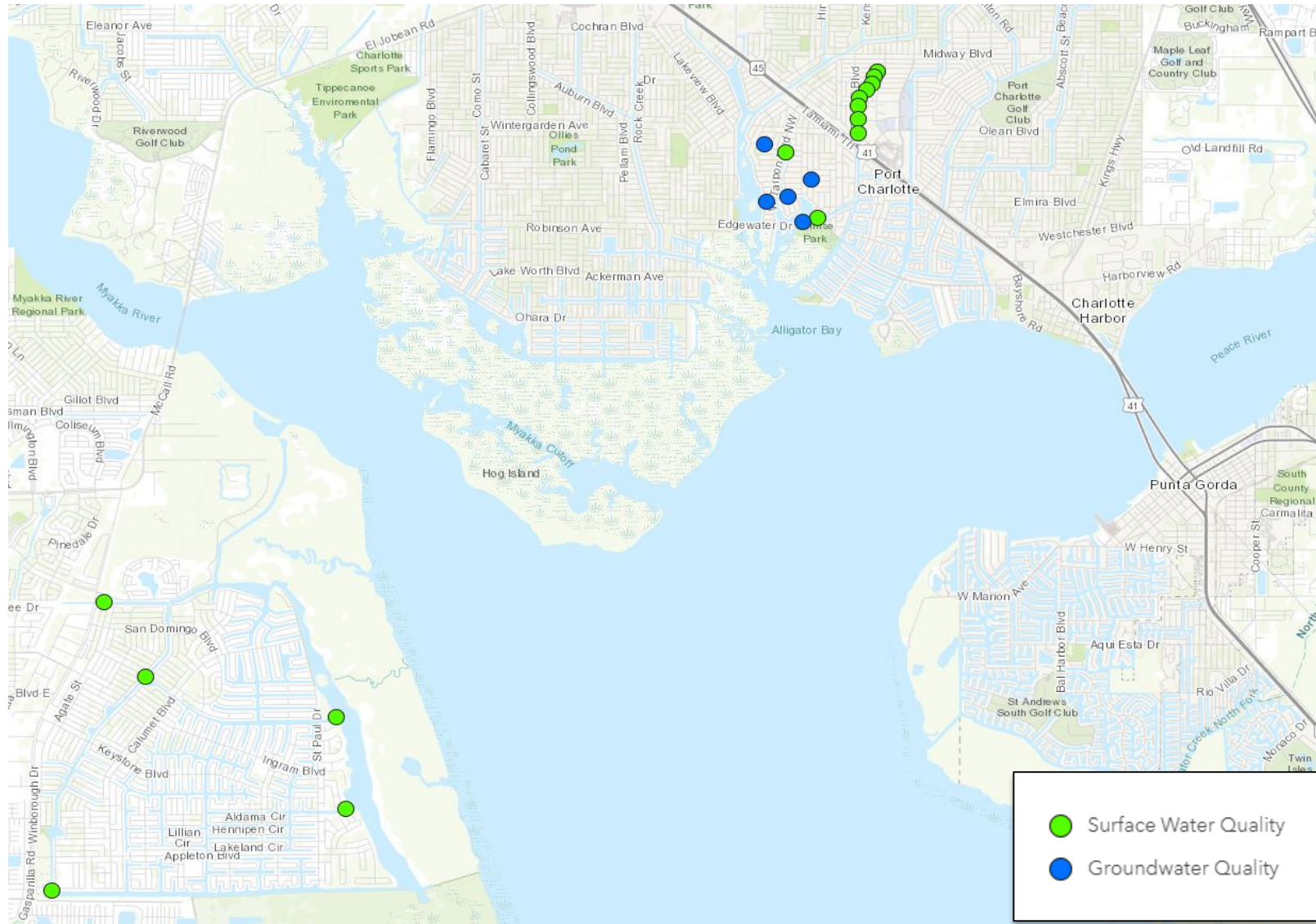
# Water Quality Accomplishments

- 2020 One Water Assembly
- One Water Pre-Plan Development
- Water Quality Manager

# In Progress: WQ Monitoring Plan

- Summary of County/Harbor monitoring by internal and external agencies
- Survey of other counties' monitoring programs
- Development of Plan framework
- Cost estimates

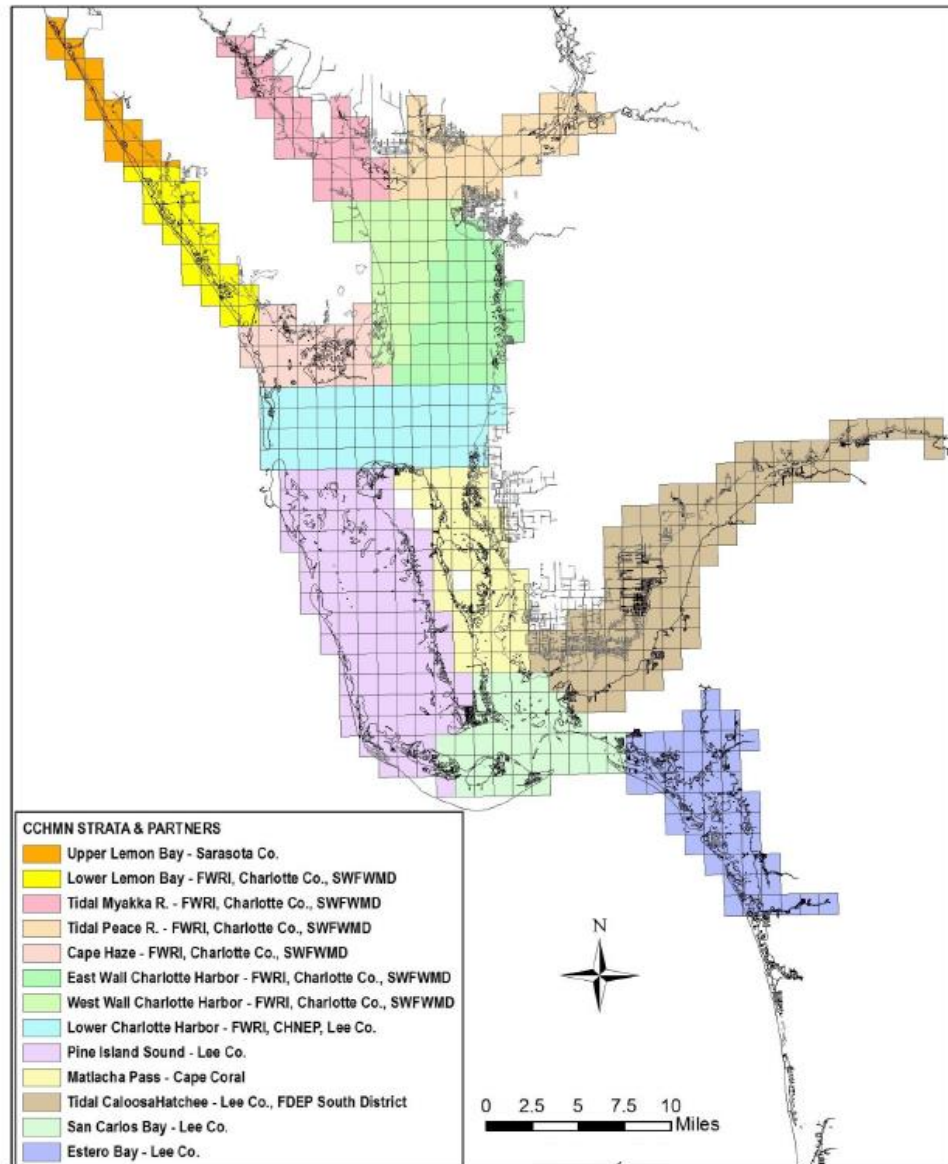
# Charlotte County WQ Monitoring



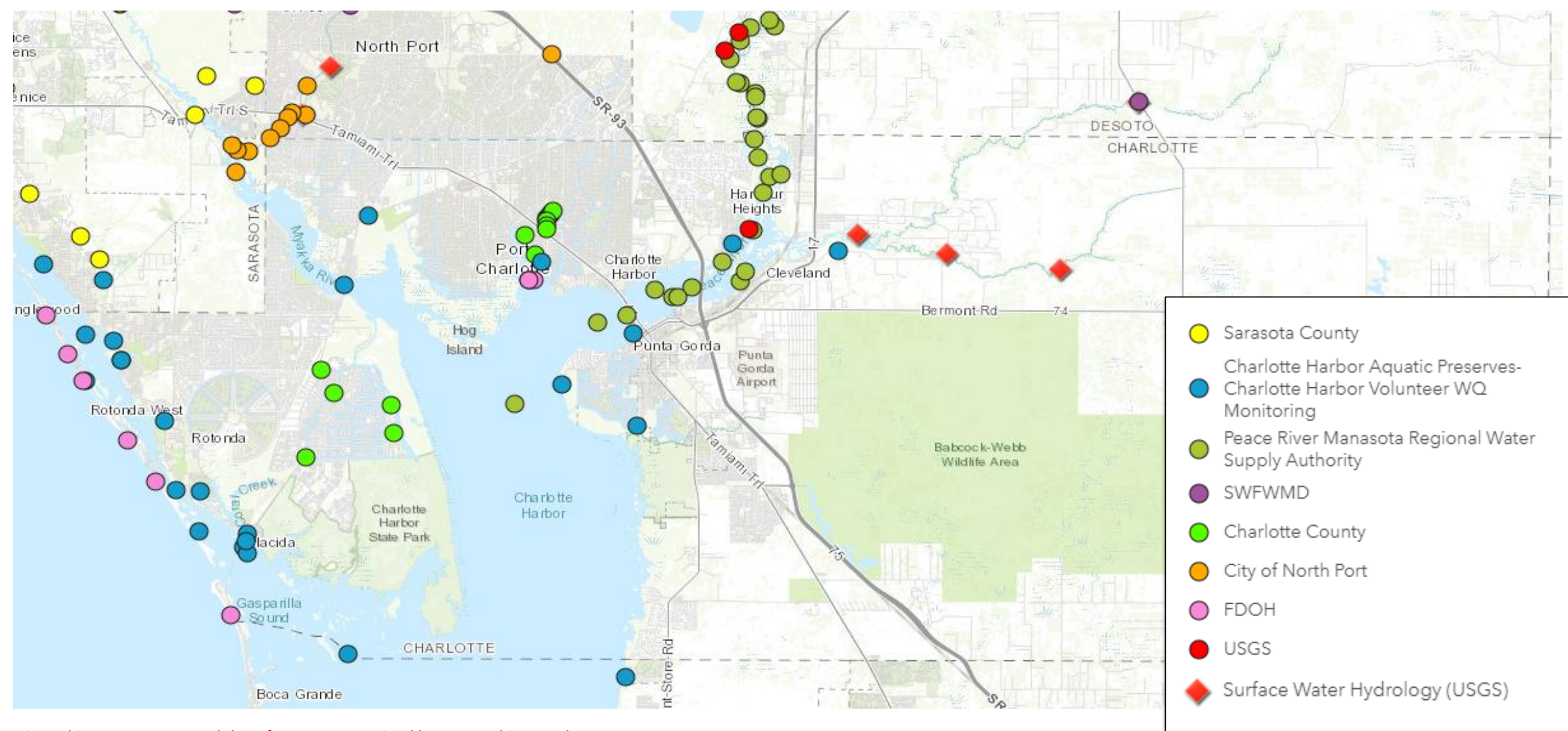
NOTE: This map is DRAFT and the information contained herein is subject to change

# CHNEP Coastal Charlotte Monitoring

- Monthly sample collection
  - Five sites/stratum/month
- Sample analyses funded in part by Charlotte County

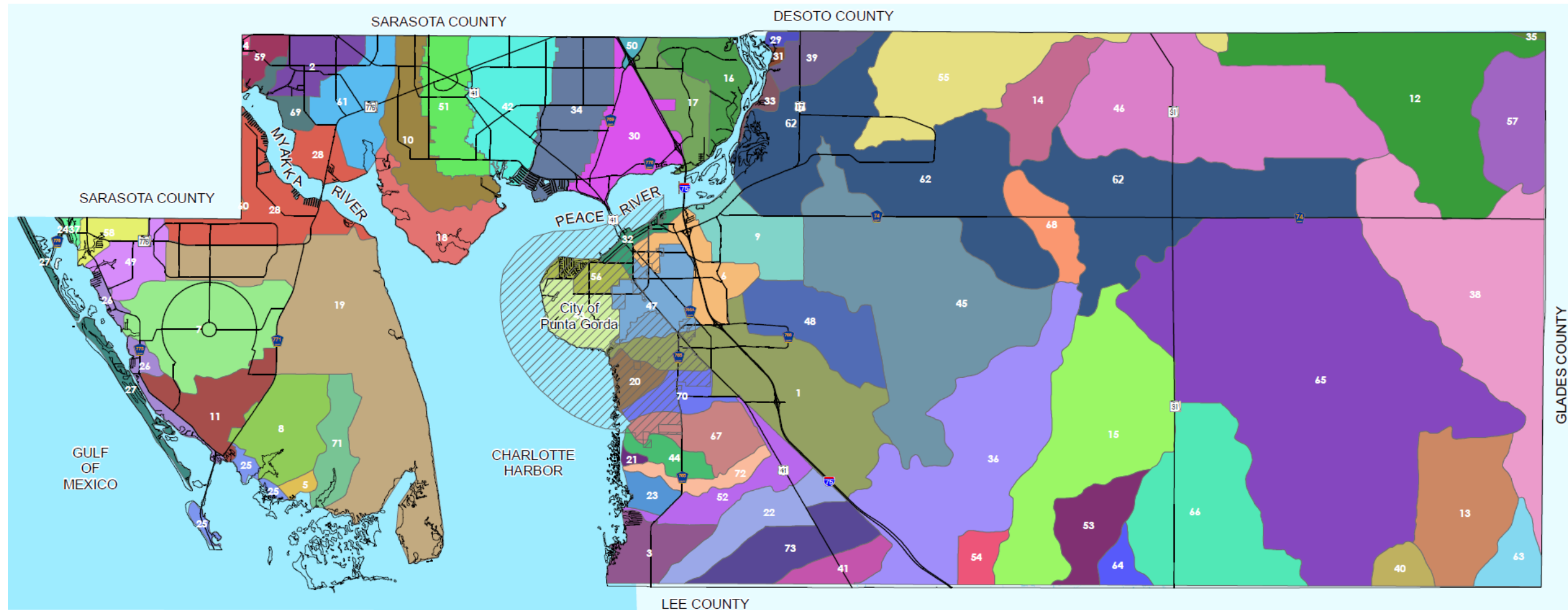


# External Monitoring- Surface Water



NOTE: This map is DRAFT and the information contained herein is subject to change

# Charlotte County Drainage Basins



# Next Steps: WQ Monitoring Plan

- Draft Proposed Network
  - Surface water grab sample network
  - Groundwater monitoring
  - Continuous monitoring
  - Final strategy based on advisor recommendations and budget

# In Progress: One Charlotte, One Water

- Create Taskforce subgroups
- Summarize current activities that address Assembly recommendations
- Determine additional resource needs



# Next Steps: One Charlotte, One Water

- Continue reaching out to external groups
- Expand/Refine/Evaluate Plan Menu of Options

# Workforce Development



# Major Initiatives

- **Partnership with Charlotte Technical College**
  - Workforce Summit - needs assessment
  - Workforce needs linked to programs offered (career pathways)
  - Student assembly & job fair participation
  - Participation on the IT Occupational Board

# Major Initiatives

- **Highschool & College Partnerships**
  - Career counselors posting County jobs & speaking engagements re: dual enrollment
  - Tracking HS students as a NeoGov source
  - Quarterly college visits discussing job postings, intern/temporary opportunities, promotional materials

# Major Initiatives

- **Projects & Programs**

- Airframe & Powerplant Program – CTC future update
- Career exploration, junior achievement, “build my future, Girls Who Code, Big Brothers/Sisters mentoring program



| <b>Internship Data</b>                                  |                |                |                |                |              |   |
|---|----------------|----------------|----------------|----------------|--------------|---|
| <b>Sources</b>  | <b>2017/18</b> | <b>2018/19</b> | <b>2019/20</b> | <b>2020/21</b> | <b>TOTAL</b> |   |
| Charlotte County Seniors                                | 3              | 1              |                |                | 4            |   |
| Charlotte Technical College                             | 2              | 1              | 3              | 2              | 8            |   |
| FSW   | 4              | 3              | 3              |                | 10           |   |
| FGCU  | 2              | 4              | 5              | 2              | 13           |   |
| USF Sarasota-Manatee                                    |                | 4              | 2              | 1              | 7            |   |
| USF Tampa   | 3              |                |                | 1              | 4            |   |
| State College of FL                                     |                | 2              |                |                | 2            |   |
| Keiser University                                       |                |                |                |                |              |   |
| Southern Technical                                      |                |                |                |                |              |   |
| Hodges University                                       |                | 1              |                |                | 1            |   |
| Suncoast Technical                                      |                |                |                |                |              |   |
| New College of FL (Sarasota)                            | 1              |                |                |                | 1            |   |
| University of Florida                                   |                |                |                |                |              |   |
| Florida International University                        | 1              |                |                | 1              | 2            |   |
| Other   |                | 1              |                |                | 1            |   |
| <b>TOTAL</b>  | <b>16</b>      | <b>17</b>      | <b>13</b>      | <b>7</b>       | <b>53</b>    | * |
| <b>*Currently hired 8 interns (6 positions/2 temps)</b> |                |                |                |                |              |   |

# Opportunities with Internships

- Interns can start with us at any level of education
- Departments need to have a vacancy to hire an intern once they graduate. During the internship they are treated as seasonal employees.
- Ideal intern would return year after year until graduation and then apply for an opening

# In Progress

- Continue to work on major initiatives
- Continue to grow our internship program and work on solutions for the challenges presented
- Technological advances, reduce days to fill, candidate experience



Questions?

