

BOARD OF COUNTY COMMISSIONERS

MAY 12, 2026

A BCC Strategic Plan Update Workshop was held at the Murdock Administration Complex in Commission Chambers; Room 119, Port Charlotte, Florida.

The following members were present: Chair Tiseo, Commissioner Constance, Commissioner Deutsch, Commissioner Doherty, and Commissioner Truex. Also, in attendance were: County Administrator Flores, County Attorney David, and Minutes Clerk Welsh. The following members were absent: None.

The Meeting was called to order at 2:00 pm, followed by the Pledge of Allegiance.

County Administrator Flores highlighted Strategic Plan Update Workshop.

1. Strategic Plan Update

Eve Sweeting, Legislative Manager gave a brief overview of Vision/Mission/Values, Infrastructure, Infrastructure Bold Goals, Economic & Community Development, Economic & Community Development Bold Goals, Public Services, Public Services Bold Goals, Data Driven Decision Making, Why it Matters - Optimizes resource allocation, Progress & Accomplishments: Public Works, Charlotte County Mosquito Control, Utilities, Community Services - Libraries & History, Community Services - Parks & Natural Resources, Community Development, Next Steps - Promote a data-driven culture, Efficient & Effective Government, Efficient & Effective Government Bold Goals, Organizational Culture - Ensure culture of continuous improvement, Organizational Culture, Why it Matters - Encourages innovation and problem-solving, Progress & Accomplishments: Bright Ideas, Asset Management, Next Steps - Asset Management, Project Management, Next Steps - Project Management, responded to Department of Homeland Security (DHS) review threshold elimination, funding distribution, and extension.

Francine Lisby, Assistant Budget Director gave a brief overview of Capital Needs Assessment, Strategic Initiatives - Maintain realistic picture of capital needs, Why it Matters - Aligns Long-Range Planning & Funding Opportunities, Progress & Accomplishments, Capital Projects Fund Projections, Progress & Accomplishments - Funding of General Government Projects, Progress & Accomplishments - 2020 Sales Tax Committed Funding, Progress & Accomplishments - 2020 Sales Tax Uncommitted Funding, Next Steps - 2026 Sales Tax Initiative, Next Steps - Capital Process Timeline (Year 1 of 2-year (yr) budget cycle), Next Steps - Funding of General Government Projects, Capital versus (vs) Operating, Strategic Initiatives - Use budget process to reassess on biennial basis, Why it Matters – Sustains Services & Operations, Progress & Accomplishments - Net Budget Capital vs Operating, Progress & Accomplishments - Long Range Financial Projections for Major Funds, Next Steps - Long Range Financial Projections for Major Funds, Levels of Service, Strategic Initiatives - Long-Range Operational Planning, Why it Matters - Strengthens Fiscal Responsibility & Defensible Budgeting, Progress & Accomplishments: Metro Forecasting biannual updates, Data Collection, Metro Forecasting 2025 Population Forecast, Long Range Operational Planning Staffing Needs, County Fee Policy, and Next Steps - Metro Forecasting biannual updates.

Tara Brady, Strategic County Assets Manager gave a brief overview of Levels of Maintenance, Strategic Initiatives - Develop levels of maintenance for assets, Why it Matters - Establishing clear Levels of Maintenance ensures consistent service delivery across departments while balancing cost, risk, and asset performance, Progress & Accomplishments – Identified priority asset classes for initial Levels of Maintenance development, and Next Steps - Finalize Levels of Maintenance definitions for priority asset classes.

John Elias, Public Works Director gave a brief overview of Local Transportation Plan, Strategic Initiatives - Data collection, Why It Matters - Levels of Service (LOS) Monitoring, Progress & Accomplishments – Expanded Traffic Count Coverage, Progress & Accomplishments - Updated Level Of Service Models, Progress & Accomplishments - Intersection Improvements, Progress & Accomplishments - Corridor Studies, and Next Steps - Conduct Corridor Studies.

Carrie Walsh, Human Services Director gave a brief overview of Affordable Housing, Strategic Initiatives - Implement policies and processes, Why it Matters - Affordable housing is the foundation of a thriving community, Affordable Housing Added & Preserved, Current Efforts & Initiatives, Proposed Next Steps, and replied to Affordable Housing Advisory Committee (AHAC) and Human Services Staff efforts.

Brandon Moody, Water Quality and Resiliency Manger gave a brief overview of Water Quality, Strategic Initiatives - Countywide water quality monitoring program, Why it Matters - Recreational Sports Fishing, Progress & Accomplishments - Water Quality: Median Month Ammonia, Fresh vs Tidal Creeks, Average Monthly Ammonia, Charlotte Harbor/Lemon Bay, Progress & Accomplishments - Water Data, Progress & Accomplishments - Impactful Projects, Progress & Accomplishments - Outreach, Next Steps - Resiliency, responded to surge event salt water impacts, algal blooms, community partnerships, Florida Gulf Coast University (FGCU), Peace River Basin water analysis funding, Southwest Florida Regional Planning Council, Coastal and Heartland National Estuary Partnership (CHNEP), and Florida One Water Commission.

Ben Bailey, Community Development Director gave a brief overview of Economic & Community Development - Increase opportunities for industrial development in Charlotte County while balancing open space, Strategic Initiatives - Expand industrial areas, Why it Matters - Deficiency in industrial lands, Progress & Accomplishments - Public-Private Partnerships (PPPs), Next Steps - Expansion Opportunities & PPPs, and replied to population growth impacts.

Kay Tracy, Economic Development Director gave a brief overview of Workforce Development, Strategic Initiatives - High-wage job creation, Why It Matters: The Workforce Gap, Progress & Accomplishments - Target Industry Recruitment, Next Steps - Building early on momentum, responded to targeted industries, economic benefits, Florida SouthWestern State College (FSW) and Florida Gulf Coast University (FGCU) specialty programs, Charlotte County Public Schools, Southwest Florida Advanced Manufacturing Training Center, demographics, educational programs, sustainable community, and sales tax impacts.

Patrick Fuller, Emergency Management Director gave a brief overview of Resiliency & Recovery, Strategic Initiatives - Embrace the Whole Community approach while creating a Culture of Preparedness, Why it

Matters - Enhancing community resilience reduces the overall impact of disasters and speeds recovery, Progress & Accomplishments - Public Outreach, Next Steps - Expansion of Safety Networks program, Resiliency & Recovery - Strengthen the resiliency and recovery capacity of the organization, Strategic Initiatives - Access facility resiliency and mitigate risks, Why it Matters, Progress & Accomplishments - Recovery and Resiliency positions, Next Steps - Process development, replied to Federal Emergency Management Agency (FEMA) Act of 2025, Transit partnership, Block Grant Disaster Relief Program distribution and reimbursement methodology, Florida Division of Emergency Management (FDEM) Executive Director Kevin Guthrie, storm disaster retroactive impacts, phased project performance period extension, and emergency declaration challenges.

Brian Gleason, Communications Director gave a brief overview of Communication, Strategic Initiatives - Revise and implement Strategic Communications Plan, Why it Matters - Builds public trust and transparency, Progress & Accomplishments: Expand Communications Channels, Constant Contact Partnership Expansion, Ribbon Cuttings, Next Steps - Community Speaker Program, and responded to streaming options and views.

Deputy County Administrator Emily Lewis gave a brief overview of Changing Organization, Strategic Initiatives - Multi-Channel Internal Outreach, Why it Matters - Provides clarity during change, Progress & Accomplishments - Department Realignment, and Next Steps - Department Realignment.

Mary Shelley, People Operations Director gave a brief overview of Organizational Culture - Ensure culture as “Great Place to Work”, Strategic Initiatives - Supporting employees physical and mental well-being, Why it Matters - Attracts and retains talent, Progress & Accomplishments: Supporting employees physical and mental well-being, Employee Recognition, Employee Development, Next Steps - Benefits, Employee Safety and Wellness moved under People Operations, Organizational Culture - Increase “Line of Sight”, Strategic Initiatives - Improve line of Sight between tasks and goals, Why it Matters - Connects daily work to bigger goals, Progress & Accomplishments - Quarterly Managers and Supervisors Meetings, and Next Steps - Continue reinforcing Line of Sight with employees.

Chair Tiseo discussed Progress & Accomplishments - Net Budget Capital vs Operating, personnel costs, hurricane financial impacts, Fiscal Services Department, Next Steps, AHAC Members and recommendations, Affordable Housing Added & Preserved, subsidy qualification certainties, best management practices, stormwater and water quality improvements, septic to sewer conversion project, water impairment sources and watershed impacts, Heartland Regional Transportation Planning Organization (TPO), regional watershed water quality meetings, Live Local Act, Why It Matters: The Workforce Gap, Cities of North Port and Cape Coral, demographics, Charlotte County School Board outreach and future workforce, educational programs, FSW, Family Services Center benefits and utilization, Community Action Agency Advisory Board (CAAAB), Constant Contact Partnership Expansion, streaming views, Block Grant funding population methodology, FEMA reimbursement timeframes, time savings, and Category G projects. **Commissioner Constance** mentioned Economic & Community Development, growth management, Average Monthly Ammonia, Charlotte Harbor/Lemon Bay, algal bloom, pollution sources, storm damage and population impacts, septic to sewer conversion project,

Jones Edmunds, Quick Response (QR) Code option, Why it Matters - Deficiency in industrial lands, classification challenges, Metro Forecasting Chief Executive Officer David Farmer, Strategic Initiatives - High-wage job creation, artificial intelligence (AI) employment impacts and resiliency, education and training programs and outreach, Arcadia Aerospace Industries (AAI), Western Michigan University Florida campus, Cheney Brothers, surrounding counties, Why It Matters: The Workforce Gap, FEMA engagement rule impacts, Hurricane Ian, Emergency Operations Center (EOC) dormitory units, and hurricane season. **Commissioner Doherty** commented on department data, Average Monthly Ammonia, Charlotte Harbor/Lemon Bay, index criteria, 16 County Coalition, South Florida Water Management District (SFWMD), Southwest Florida Water Management District (SWFWMD), US Army Corps of Engineers, Peace River Basin, trade school, Charlotte County Public Schools outreach, demographics, Why It Matters: The Workforce Gap, Transportation Disadvantage Local Coordinating Board (LCB), Family Services Center, partnership, preparedness, Transit Department evacuation assistance, and Progress & Accomplishments - Recovery and Resiliency positions. **Commissioner Truex** noted Lee County, project timeline extension, FEMA, Disaster Recovery Task Force, staffing turnover, and road project reimbursement failures.

AA. County Administrator Comments - None

BB. County Attorney Comments - None

CC. Commissioner Comments

Chair Tiseo discussed Charlotte County Fire response time, emergency services activity, professionalism, and staff efforts. **Commissioner Constance** spoke to fire alarm response and emergency services activity, Public Safety Director Chief Matthew McElroy and Battalion Chief Matthew Miszewski, staff efforts, professionalism, vehicle and first responder locators, and preparedness. **Commissioner Doherty** mentioned staff efforts and public understanding.

ADJOURNED: 4:40 pm

Joseph M. Tiseo, Chair

DATE ADOPTED: _____

ATTEST:

**ROGER D. EATON, CLERK
OF THE CIRCUIT COURT AND
EX-OFFICIO TO THE BOARD
OF COUNTY COMMISSIONERS**

By: _____
Deputy Clerk