

2021 - 2022
CHARLOTTE COUNTY
CHARTER REVIEW COMMISSION



FINAL REPORT

PRESENTED TO
THE BOARD OF CHARLOTTE COUNTY COMMISSIONERS

BY CHAIRMAN WILLIAM DRYBURGH

JULY 12, 2022

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SECTION I.
INTRODUCTION

This is the Final Report of the Charlotte County 2021-2022 Charter Review Commission (the "2022 CRC").

Authority: The 2022 CRC is an independent commission consisting of fifteen (15) members and three (3) alternates. This commission is appointed by the Board of County Commissioners.

Upon the resignation of five (5) members over time, (4) alternates were made full voting members. A second round of appointments occurred due to the need to replace alternates resulting in four (4) new members being appointed to fill one (1) commission seat and three (3) alternate seats.

The Members of the 2021-2022 Charter Review Commission:

Original Members:

William C. Abbatematteo, V-Chair	Patricia W. Aho	William A. Akins	Jeffrey K. Anlauf
Donna L. Barrett	Joyce S. Cream	William Dryburgh, Chair	Donald McCormick
Theresa A. Murtha	Donna C. Peterman	Richard J. Pitz	Adam James Riley
William B. Schafer	Cyril F. Schrage	Stephen J. Vieira	

Alternates: Colleen C. Palinski-Ferrara Cherie A. Burnette Steve A. Drake

On July 23, 2021, William A. Adkins resigned from the Charter Review Commission. First Alternate Colleen Palinski-Ferrara was made a full voting member of the Commission effective that date. On August 11, 2021, Dr. Joyce Cream resigned from the Charter Review Commission. Second Alternate Cherie Burnette was made a full voting member of the Commission effective that date. On August 17, 2021, Colleen Palinski-Ferrara resigned from the Charter Review Commission. Third Alternate Steve Drake was made a full voting member of the Commission effective August 17, 2021. On September 27, 2021, Member Stephen Vieira resigned from the Charter Review Commission.

On September 28, 2021, the Board of County Commissioners, after receiving numerous applications for Alternate Members, appointed Bob White as a full voting member to the 2022 CRC to replace Stephen Vieira. In addition, the Commissioners appointed Rob Humpel as 1st Alternate, Suzanne Graham as 2nd Alternate and James Coalwell as 3rd Alternate. On May 4, 2022 Member Steve Drake resigned. First Alternate Rob Humpel was appointed as a full voting member on that date, leaving two remaining Alternates.

This commission was appointed by the Board of County Commissioners on March 23, 2021 at their Regular and Land Use board meeting and empowered to conduct a comprehensive study of all aspects of Charlotte County's government. The 2022 CRC is authorized to place proposed amendment and revisions to the Charlotte County Charter on the ballot of the 2022 general election and such proposed amendments do not require prior approval from the Board of County Commissioners. The 2022 CRC conducted a comprehensive review of the Charlotte County Charter and initially chose to place four (4) prospective Charter Amendments

on the 2022 General Election ballot for consideration by the electorate. The 2022 CRC reached this decision after receiving testimony from County officials, staff, constitutional officers, representatives of community organizations, members of the public and other interested parties; and holding three (3) formal public hearings.

There were four (4) initial prospective Charter Amendments considered during the public hearing process. At the final 2022 CRC meeting there were 13 members present to vote on the proposed amendments.

- Original Charter Amendment No. 2 (CRC 10-year reoccurrence) was rejected (8 -5) by the 2022 CRC after the public hearings.
- Original Charter Amendment No.1 (Commission Review of Operations) and original Charter Amendment No. 3 (County Attorney and Director of Economic Development Personnel Language) were passed unanimously by the 2022 CRC.
- Original Charter Amendment No. 4 (Casino Gambling referendum) was approved (11-2) with 2 dissenting votes.

This Final Report contains a summary of the organization and approach followed by the 2022 CRC, a discussion of the various potential Charter amendment concepts that were presented and evaluated by the CRC's four (4) subcommittees, the 2022 CRC's evaluation and decision regarding the various committee proposed Charter amendments, the text of the proposed Charter amendments and the final approved text and ballot language of the proposed amendments.

This Final Report also contains a section which identifies additional considerations for organizational and procedural changes that the 2022 CRC decided were important for the Board of County Commissioners to hear; but did not warrant being elevated to proposed Charter amendments. The 2022 CRC does not have any recommendations for the next Charter Review Commission.

SECTION II.

CRC ORGANIZATION AND APPROACH

The 2021-2022 Charter Review Commission (2022 CRC) was appointed on March 23, 2021, by the Charlotte County Board of County Commissioners at their Regular and Land Use meeting. At the 2022 CRC's initial meeting on April 21, 2021, the 2022 CRC elected as its Chairman, William Dryburgh and Vice Chairman, William C. Abbatematteo.

As with prior Charter Review Commissions, the 2022 CRC decided at its May 12, 2021 meeting to form four (4) Subcommittees for the purposes of study/interviews/recommendations phase of the process.

The Subcommittees and their respective Chairs were as follows:

- Administration Staff – Donna L. Barrett
- Board of County Commissioners – William C. Abbatematteo
- Constitutional Officers – William B. Schafer
- Other Boards and Agencies – Theresa Murtha

The 2022 CRC also approved the hiring of Andrea Yerger on May 26, 2021 to serve as the 2022 CRC's Administrative Support and selected Robert Berntsson, Esq. on June 9, 2021 as its legal counsel.

Subsequently, the four (4) Subcommittees began the work of studying their respective portion of the existing Charter. The Subcommittees held thirty-two (32) public meetings and the 2022 CRC held seventeen (17) public meetings (three (3) of which were Public Hearings). The CRC held two offsite commission meetings in Punta Gorda and Englewood to make the Commission more accessible to Charlotte County Citizens for public comments. The three Public Hearings were held in Punta Gorda, Englewood, and Murdock.

All meetings were recorded, and copies are on file with County Administration. All Agendas, Minutes and subcommittee Final Reports are available on the Charter Review Webpage found in Charlotte County's website. (For more detailed information regarding the interviews conducted, please go to the subcommittee's minutes under which the person was interviewed.) [Charter Review Commission | Charlotte County, FL \(charlottecountyfl.gov\)](https://www.charlottecountyfl.gov).

With the Charter Review process being schedule driven, the 2022 CRC approved the following list of critical milestone dates associated with completing the CRC's responsibilities in keeping with the timeframes established by Florida Statutes:

<u>Activity</u>	<u>Deadline</u>
1. Final Reports from Subcommittees	January 12, 2022
2. CRC Votes on Recommendations from Subcommittees	March 23, 2022
3. First CRC Required Public Hearing – Punta Gorda	April 27, 2022
4. Second CRC Required Public Hearing - Englewood	May 11, 2022

- | | |
|---|------------------|
| 5. Third CRC Required Public Hearing - Murdock | May 25, 2022 |
| 6. CRC Final Vote – Ballot Questions and Final Report | June 2, 2022 |
| 7. BCC Meeting – 2022 CRC Presentation/Amendment Report | July 12, 2022 |
| 8. Election | November 8, 2022 |

The following pages contain the Reports produced from the 2022 CRC's four (4) Subcommittees:

- Administrative Staff Final Report page 7
- Board of County Commissioners Final Report page 13
- Constitutional Officers Final Report page 24
- Other Boards and Agencies Final Report page 32

ADMINISTRATION STAFF SUBCOMMITTEE
FINAL REPORT

**CHARLOTTE REVIEW COMMISSION
CHARLOTTE COUNTY ADMINISTRATION CENTER
18500 MURDOCK CIRCLE
PORT CHARLOTTE, FLORIDA 33948**



Administration/Staff Subcommittee

**FINAL REPORT
December 8, 2021**

Committee Members:

Donna L. Barrett, Chairperson
Cyril F. Schrage
Cherie Burnette
Robert J. Humpel, Alternate

The committee had several changes in their membership. Member Stephen J. Vieira resigned from the Commission in September, 2021 member Steve Drake transferred to the Other Boards and Agencies subcommittee in September, 2021 and alternate Robert J. Humpel was a new addition to this subcommittee in October, 2021.

Introduction:

The Administration/Staff Subcommittee was charged by the full Charter Review Commission to review the portion of the Charlotte County Charter as it relates to Administration and Staff. Accordingly, this subcommittee met eleven times as follows:

June 9, 2021	Elected Chairperson and set meeting date
July 7, 2021	Organization meeting and review of questions for interviewees
July 20, 2021	Finalize interview questions
August 16, 2021	Administration Staff interviews
August 23, 2021	Administration Staff interviews
August 26, 2021	Administration Staff interviews
September 21, 2021	Administration Staff interviews
September 23, 2021	Administration Staff interviews
October 7, 2021	Administration Staff interviews
November 18, 2021	Discussed potential recommendations
December 8, 2021	Finalized recommendations for Final Report

Charlotte County Administration/Staff interviewed:

- County Attorney – Janette Knowlton
- County Administrator – Hector Flores
- Deputy County Administrator – Emily Lewis
- Assistant County Administrator – Claire Jubb
- Budget and Administrative Services Director – Gordon Burger
- Public Works Director – John Elias
- Community Development Director – Ben Bailey
- Utilities Director – Craig Rudy
- Community Services Director– Tommy Scott
- Economic Development Director – Dave Gammon

Each interview took approximately forty-five minutes to one hour to complete. The interviewees had been provided the list of questions prior to the meeting. The interviewees were asked to begin the discussion by describing their duties and functions. In addition to some entity specific question, each interviewee responded to a general set of questions and a brief summary of responses follows. Full

interview responses can be obtained by reading the posted meeting minutes of the interviews on the Charlotte County Charter Review Commission webpage.

Summary of Responses to Questions:

What are your specific duties and in the performance of those duties what, if any, local government re-structuring could be proposed for the Charter that would improve your ability to deliver services?

Nine (9) interviewees indicated no changes were needed.

Knowlton suggested deleting Section 2.3F Economic Development Director.

Have you read the Charlotte County Charter and how is your job performance affected by the Charter?

Ten (10) interviewees believe this is the governing document.

Burger recommended the following change under Article II Sec 2.2 D. Authority

- Change annually to "in conjunction with the budget."
- Burger also suggested the seven-day posting is difficult in the budget development.

Have you had experience working under an elected Administrator, and what is your opinion on an elected Executive form of government?

Nine (9) interviewees indicated "No" they had not worked under an elected administrator. All 67 counties in Florida have an appointed administrator.

Tommy Scott has worked under an elected administrator in the past.

All ten (10) interviewees feel the current structure is best for our community.

This alleviates the conflict of politics between the Board of County Commissioners and administrator.

In your experience is the non-interference clause observed? Is the method of enforcement adequate?

Ten(10) interviewees feel the non-interference clause is observed.

Knowlton recommended under Article II Section 2.3C.

- The "injunction" is problematic. Leaving Part (1) is sufficient.

How do you create the budget for your departments?

Knowlton- Budget for salaries, equipment, research, and outside consultants.

Flores/Lewis/Jubb/Burger- budget department works Jan-Oct. 1. Get input from advisory committees, stakeholders with budgets, MSBU's and public hearings. We build from prior year's using historical actual figures. Presented to board in May/June. Have workshops and final 2 budget hearings in September. Burger starts working on budget in November for the following year.

Rudy- Ongoing process. Yearly budget and start a year in advance reviewing cost to operate plus work with capital maintenance programs, CIP and everything that needs to be completed in 6-year cycle.

Scott- structured from Budget & Admin Services department.

Bailey-works closely with Fiscal services and has quarterly budget meetings. All departments funded through general fund, except for building department which is funded through a special enterprise fund from building permits. Budgeting based on dollars, not permits.

Elias-has many budgets (Capital, Sales Tax, 50 MSBUs). Staff in divisions help create budgets. MSBUs are more complex and working on making changes.

Should there be a residency requirement for Charlotte County Executive Staff?

Ten (10) interviewees feel that "Yes," there should be a resident requirement.

This is already a requirement for the Administrator, Knowlton suggests it should be the same for the Attorney and Economic Development Director for consistency.

Flores - Per the Charter, the Administrator does, the elected officials also as well as our HR policies for the Leadership Team. As Administrator he can waive requirement but has not had to.

Are there any aspects you know from other communities that the Charter Review Commission should consider for Charlotte County?

Six (6) interviewees had no suggestions.

Lewis suggested a 7-14-day Notice for public notices.

Knowlton, Burger, Jubb suggested a 10-year Charter Review. (Burger suggested 10-12 years).

How can we make the process of committee involvement be more effective regarding the MSBU/TU's? (Was not asked to Community Services/Tommy Scott and Economic Development Director/Dave Gammon.)

Get more volunteers to serve on advisory committees.

Additional education and outreach.

Just hired a social media Manager in hopes to help with outreach.

Increasing civic engagement by encouragement.

Consistently more outreach.

Additional Questions Pertaining to a Specific Position:

Public Works Director:

How does Public Works create the Project Lists?

PW provides tiers of service depending on the assets available within a MSBU. We work hard on long term agreed upon levels of service depending on assets of the community. Capital and sales tax depending on fiscal who determines if funds are available.

Budget Director:

Do you feel Fiscal Services should report to Administration or the Board of County Commissioners?

No. It works just fine the way it is.

Administrator:

Do you feel Economic Development Director should report to Administration or the Board of County Commissioners?

No. It works just fine the way it is.

Summary of Findings:

Based on the interviews with the Administration and Staff, our research, discussions, and feedback from citizens in our community, the Administration/Staff subcommittee has the following suggestions:

Charter Recommendations:

1. Article II Sec 2.2 D Authority- change annual review to "in conjunction with budget process."
2. Change Charter Review Commission to review 10 years.
3. Add the same employment language as the Administrator to the position of County Attorney
 - a. Sec 2.3 Executive Branch; D. County Attorney
 - i. (2) The county attorney shall be appointed on the affirmative vote of four (4) members of the board of county commissioners on the basis of ability and qualifications and shall resident within the county while so employed.
 - ii. (3) The county attorney's salary shall be set by the board of county commissioners.
 - iii. (4) The county attorney may be removed with or without cause upon affirmative vote of four (4) members of the board of county commissioners or upon the affirmative vote of three (3) members at two (2) separate meetings held at least two (2) weeks apart. Grounds for removal shall include flagrant neglect of duty,

physical or mental incapacity, conviction for the commission of a felony, violation of any statute relating to conduct of public employees, or such other grounds as may be provided by ordinance.

4. Add the same employment language as the Administrator to the position of Economic Development Director
 - a. Sec 2.3 Executive Branch; F. Director of Economic Development
 - i. (2) The economic development director shall be appointed on the affirmative vote of four (4) members of the board of county commissioners on the basis of ability and qualifications and shall resident within the county while so employed.
 - ii. (3) The Economic Development Director's salary shall be set by the board of county commissioners.
 - iii. (4) The Economic Development Director may be removed with or without cause upon affirmative vote of four (4) members of the board of county commissioners or upon the affirmative vote of three (3) members at two (2) separate meetings held at least two (2) weeks apart. Grounds for removal shall include flagrant neglect of duty, physical or mental incapacity, conviction for the commission of a felony, violation of any statute relating to conduct of public employees, or such other grounds as may be provided by ordinance.

Non-Charter Recommendations:

Regarding the issue of the Change Memo and the lack of time sometimes involved in researching new information, especially for Economic Development projects, the Administration Staff subcommittee recommends:

1. The County Attorney and County Administrator approve these changes in advance.
2. County Administrator to review with Economic Development their change memo procedures.
3. For County Administration to outline and define the procedures for Economic Development projects to be vetted through various relevant county departments prior to Board of County Commissioner meetings where actions would be taken.

Submitted by:



Donna L. Barrett, Chairperson

BOARD OF COUNTY COMMISSIONERS' SUBCOMMITTEE
FINAL REPORT

CHARTER REVIEW COMMISSION
CHARLOTTE COUNTY ADMINISTRATION CENTER
18500 MURDOCK CIRCLE
PORT CHARLOTTE, FLORIDA 33948



Board of County Commissioners Subcommittee

FINAL REPORT

January 5, 2022

Committee Members:

William C. Abbatematteo, Chairman

Jeffrey K. Anlauf

Donna C. Peterman

Dr. Richard J. Pitz

Introduction:

The Board of County Commissioners Subcommittee was charged by the full Charter Review Commission to review the portion of the Charlotte County Charter as it relates to the Board of County Commissioners. Accordingly, this subcommittee met eight times as follows:

June 9, 2021– Organizational meeting to select subcommittee chairperson.

August 4, 2021 – Organizational meeting to establish ground rules, interview topics and meeting dates.

August 18, 2021 – Meeting to finalize topics for discussion and whom to ask for interviews.

September 22, 2021 – Interview with Economic Development Director, Dave Gammon.

October 20, 2021 – Interview with Administrator Hector Flores and Clerk of the Court, Roger Eaton.

December 9, 2021 – Interview with County Commissioner Ken Doherty.

December 16, 2021 – Interviews with County Commissioners Joseph Tiseo, Stephen R. Deutsch, Christopher Constance, and Bill Truex.

January 5, 2022 – Review and Adoption of the Final Report

A complete schedule of interviews, topics and questions from those interviews is attached.

Charlotte County Board of County Commissioners Interviewed:

District 1: Ken Doherty

District 2: Christopher Constance

District 3: Bill Truex

District 4: Stephen R. Deutsch

District 5: Joseph Tiseo

Each interview took approximately sixty (60) minutes. Each interviewee had been provided the list of topics prior to the meetings. Full interview responses can be obtained by reading the posted meeting minutes of the interviews at the Charlotte County Charter Review webpage.

Questions asked of the Five Board of County Commissioners:

Is there anything in the Charter that is restricting your ability to get the job done in providing services to citizens and is there anything that is not in the Charter that should be to provide those services? From your position as a Commissioner, what is wrong with the Charter, if anything?

We have had some discussions concerning the Economic Development Office (EDO) and how the Director of Economic Development reports to the Board of County Commissioners and not to the Administrator. What is your perception about that?

How do you feel about having an elected Administrator?

Explain the communication process under the Sunshine Law in communicating with your direct reports. Using the Attorney as an example as she reports we are being sued. Can you direct one of the three subordinates directly outside of an official meeting?

Commissioners are elected "At-Large." How do you view your role? Do you just represent people in your District, or do you represent everybody? We have received comments from people saying they would have more say if voting for commissioners was via single member districts and that more candidates would run. We have had some races where the commissioner has run unopposed. What's the point of the re-districting that was just done if you all run "at-large"?

When the Charter was founded in 1986, we had roughly 70,000 citizens. Now, each district has about 38,000 citizens. When people talk about representation, it is easier to know the lesser number of people in your district as opposed to the 189,000 dispersed all over the county. At what point do we need more commissioners? Back in 1986 each commissioner represented 14,000 citizens, today it is approaching 40,000. Do you feel the number of commissioners is sufficient for the future with the population growth we are experiencing?

We have had people raise the need for a Citizen Bill of Rights, Clean Water as well as a need for a referendum on Casino gambling. Regarding Casino Gambling, several other counties have it in their charter so that via local referendum they can accept or reject it. The concern is if the State passed it in the next session, it would be too late in 6 years to put it into our Charter. They are trying to be pro-active and get out in front of it. What if we would be pro-active and put it into our Charter?

What is the standard for County Funds being given to certain Non-Profits, NGO's ? How do you Audit the funds given to entities or projects funded through the one percent cent sales tax (School Board)? Who makes sure it was spent appropriately? Should we put into the Charter that we prohibit the sales tax money from going to another taxing district?

How do you Audit the funds given to entities or projects funded through the one per cent sales tax? Who makes sure it was spent appropriately?

What do you think about term limits for Commissioners?

What do you think about the Charter Review Commission being elected?

What do you think about partisan elections for Commissioners?

Our requirement for Citizen Initiatives is 10% which is at the top end and only a few counties are that high. Most counties are in the 5-6% range with one even being 3%. Do you think our percentage should be lower? Would you object to having a lower percentage put on the ballot again?

Roger Eaton asked the Charter review board to oversee the Candidates qualifications for Elections. There was no enforcement when a candidate violated the residency requirement. Who enforces?

Is there a county policy that prohibits the use of county offices and staff by non-county entities? Is there a written policy? If not, should we have a policy?

Other Interviews: Specific to the Position (questions attached)

Dave Gammon, Economic Development Director

Hector Flores, County Administrator

Roger Eaton, Clerk of the Court and Comptroller

Each interview took approximately sixty (60) minutes. Each interviewee had been provided the list of topics prior to the meetings. Full interview responses can be obtained by reading the posted meeting minutes of the interviews at the Charlotte County Charter Review webpage.

Recommendations - Charter:

Based on the interviews with all the Board of County Commissioners, our research, discussions, and feedback from citizens in our community, the Board of County Commissioners subcommittee has recommended the following issues be incorporated in the Charlotte County Home Rule Charter.

1. Term Limits for all County Elected Officials and Boards (excludes Constitutional Officers):

The subcommittee **does** recommend that the Board of County Commissioners be limited to three consecutive terms in office.

2. Economic Development Office: Return to the Executive Branch of Government:

The subcommittee agrees with the separation of powers between the Legislative and Executive functions of Charlotte County Government. The committee **does** recommend that the Economic Development Office return to the executive branch of government which affects the Charlotte County Charter, Article II, Section 2.3 B (1) *County Department Heads* and F. *Director of Economic Development*.

The subcommittee also recommends either returning to the language of the 2004 Charter (for the above items) or adding a Division of Powers clause– see example from Brevard County:

“Section 1.5 Division of Powers. The County hereby establishes the separation between legislative and executive functions of Brevard County government. The establishment and adoption of policy shall be the responsibility of the Board of County Commissioners and the execution of that policy shall be the responsibility of the County Manager.”

3. **Casino Referendum needed for Casino Gambling:**

The subcommittee **does** recommend language regarding casino gambling be added to the Charter.

To be modeled upon language used in Clay, Orange, Osceola, and Seminole County Charters, which in part reads:

" Reservation of Power by the Electorate: The citizens of Clay County reserve to themselves the power to approve or disapprove casino gambling of any nature within the boundaries of the County. Therefore, if and when casino gambling becomes lawful under the Constitution and Laws of the State of Florida, no action may be taken by the Board of County Commissioners, by the governing body of any municipality, or by any elected or appointed official or employee of either the County or any municipality the effect of which is to authorize, to approve, or in any manner to allow casino gambling to occur anywhere in the County unless and until casino gambling in the County is first authorized by an approving vote of a majority of the qualified electors residing in the County and voting on the question at referendum, and such referendum must be separate and apart from any State-wide or multi-County referendum on the question."

(This excerpt is only one of four or so paragraphs that we are recommending.)

Recommendations – Non-Charter:

Based on the interviews with all the Board of County Commissioners, our research, discussions, and feedback from citizens in our community, the Board of County Commissioners subcommittee has recommended the following issues be considered by Administration and the Board of County Commissioners.

1. **Procedures for review and oversight of County Funds given to other government entities, NGOs, Non-Profits, civic groups, etc.:**

The subcommittee **does make a recommendation** to the Board of County Commissioners and Administration that they review procedures for oversight of County Funds given to other government and non-governmental entities and make sure all mechanisms are in place and address it administratively as needed.

2. **Prohibition on use of county offices and staff for non-County entities, including NGOs, civic groups, 501c(3), 501c(6), etc.:**

The subcommittee **does make a recommendation** and the committee's preference is to handle this issue administratively in lieu of a charter revision.

"The subcommittee inquired about the previous use of county facilities and staff serving as the office, point of contact and record keeping for a 501(c)(6) for several years, and although the subcommittee was told that this practice has stopped after the hiring of a new department director, this arrangement is not officially prohibited by the County, as far as memorializing it in any written policy, code or resolution by the County Administration or Board of County Commissioners. To avoid a repeat of this practice, which we felt is not a legitimate use of public funds, personnel, and property, we prefer and that the Board of County Commissioners or Administration handle this internally by adopting and issuing a written county-wide prohibition of such uses by any county department or personnel, and that such policy is communicated to all county departments and personnel via the standard distribution process for such matters.

Furthermore, if this recommendation is adopted by the Charter Review Commission, we would like to submit this one particular matter to the Board of County Commissioners and the Administration contemporaneously upon such adoption to give the County an opportunity to respond to the Charter Review Commission regarding this recommendation, and upon assurances that the County has agreed to adopt such a prohibition administratively, we will forego any further discussions about addressing this as a Charter revision."

3. **1% Sales Tax:**

The committee **does make a recommendation** to the Board of County Commissioners and Administration to review the process by which they make decisions (to select projects) regarding the allocation of the one percent sales tax dollars.

Submitted by:



William C. Abbate Matteo, Chairperson

Board of County Commissioners subcommittee

POSSIBLE ITEMS TO CONSIDER

Term Limits for all County Elected Officials and Boards (excludes Constitutional Officers).

Number of County Commissioners.

How Elected? At Large vs. By District or a Combination.

County Administrator: Appointed vs. Elected.

Economic Development Office: Return to Executive Branch of Government.

Partisan Elections.

Casino Referendum needed for Casino Gambling.

Establish Ethics Board/Citizen Bill of Rights.

Procedures for review and oversight of County Funds given to other government entities, NGOs, Non-Profits, civic groups, etc.

Prohibition on use of county offices and staff for non-County entities, including NGOs, civic groups, 501c(3), 501c(6), etc.

1% Sales Tax.

Citizen's Initiatives.

Vacancies.

ECONOMIC DIRECTOR INTERVIEW QUESTIONS:

DAVE GAMMON, DIRECTOR

1. Regarding recent programs spearheaded by the Economic Development Office (Airframe and Power) explain how did this idea and others for the County are generated?
2. What are your thoughts on Term Limits for the Commissioners? Would changes on the Commission affect or change how you perform your job?
3. On a practical level how do you manage five bosses? Would it be easier if you reported to the County Administrator?
4. What does EDP do?
5. You meet with the EDP staff and they perform stuff you can't legally do like travel and entertainment.
6. With the success of the Airframe Power plant, is there anything else you are working on?
7. How do you feel about reporting to six bosses?
8. Is there anything you can think of that would make your job easier or give you the ability to work better?
9. Tourism is supported by the bed tax which would sort of make them independent, but they do not report to the five commissioners. Why not?
10. Regarding Language for this position in the Charter:

"F. Director of Economic Development. There shall be a director of the economic development office selected by the board of county commissioners who shall serve at the pleasure of the board."

Is there anything you would like to change about that?

"The director of the economic development office shall not be under the direction and control of the county administrator but shall, instead, be responsible directly to the board of county commissioners."

Is there anything you would like to change with that language?

(Full responses to these questions may be found in the Minutes of the Board of County Commissioners subcommittee dated September 22, 2021.)

CHARLOTTE COUNTY ADMINISTRATOR INTERVIEW QUESTIONS

HECTOR FLORES, ADMINISTRATOR

1. Do you believe your position should be appointed or elected? How do you manage interfacing with five bosses?
2. Non-interference with employees is in the Charter, but the Commissioners are the conduit for citizens' complaints. How is that handled? Is the non-interference clause in the Charter an obstacle to getting things done? What about a complaint about an Employee or department, do they bring it to your attention?
3. About ten of the other County Charters have a Code of Ethics to handle various situations in the county. What is the process for handling an ethical complaint against an employee? Is there a Whistleblower Policy? How would you feel if this policy was written into the Charter?
4. Regarding staff reporting procedures to the Board – are there any problems with the other two positions not reporting to the County Administrator. Do you feel comfortable with this?
5. The Tourism Department looks like Economic Development Office (EDO) in that it contributes to raising revenue for the County. What is the distinction as to why Tourism reports to you and not Economic Development?
6. Our Charter has no separation of powers clause. We are unique. You report to five bosses, but they are not in charge of your day-to-day operations. Your job is independent in this regard. Operationally, reporting to five bosses is difficult. This issue comes before the CRC every time we meet. What would you think of returning EDO to being under your management, are you capable?
7. Are other staff allowed to interact with the Commissioners?
8. Other than what is approved at the end, the final economic package is an operational matter and not a legislative matter.
9. When does EDO come to you – before or after talking to the Commissioners?
10. Do you have any other suggestions or input from the Charter about the Commissioners or any other provisions in other Charters we should look at?

(Full responses to these questions may be found in the Minutes of the Board of County Commissioners subcommittee dated October 20, 2021.)

CLERK OF THE COURT, COMPTROLLER, INTERVIEW QUESTIONS

ROBER EATON, CLERK OF THE COURT AND COMPTROLLER

1. How are any remaining funds allocated in the County at the end of the year and what is the authority?
2. Does your office audit any of the funds given by the County to other entities (School Board, non-profits)? Does the audit look into the money given to an outside entity and that it is spent correctly?
3. In your role as Comptroller, when the County gives supplemental funds (grants) to any entity (Constitutionals, non-profits) (non-budget), do they sign a document that they will use the funds as prescribed and kept in a separate fund subject to audit? How would initiate creating that policy in the County? Would you or the County Commissioners have to approve such a protection going forward?
4. When the County issues grants, do the grantees have to send in periodic reports?
5. Are there any issues related to the Charter that you would like to bring up with this subcommittee?
6. Regarding Charter Enforcement under Article III Sec. 3.2 Residency Requirements. Who do you think should enforce?
7. Do any of the other counties have enforcement rules?

(Full responses to these questions may be found in the Minutes of the Board of County Commissioners subcommittee dated October 20, 2021.)

BOARD OF COUNTY COMMISSIONERS SUB-COMMITTEE INTERVIEW SCHEDULE

Interview Date	Time	Interviewee
Wednesday, September 22, 2021	11:00 - 11:45	Dave Gammon, Economic Development
Wednesday, October 20, 2021	11:00 - 11:45	Hector Flores, Administrator
	11:45 - 12:30	Roger Eaton, Clerk of the Court
Thursday, December 9, 2021	11:00 - 12:00	Commissioner Doherty
Thursday, December 16, 2021	11:00 - 12:00	Commissioner Deutsch
	12:00 - 1:00	Commissioner Tiseo
	1:00 - 2:00	Commissioner Constance
	2:00 - 3:00	Commissioner Truex

CONSTITUTIONAL OFFICERS SUBCOMMITTEE
FINAL REPORT

**CHARLOTTE REVIEW COMMISSION
CHARLOTTE COUNTY ADMINISTRATION CENTER
18500 MURDOCK CIRCLE
PORT CHARLOTTE, FLORIDA 33948**



Constitutional Officers Subcommittee

**FINAL REPORT
December 13, 2021**

Committee Members:

William B. Schafer, Chairperson
Patricia W. Aho
Donald McCormick
Bob White
Suzanne T. Graham, Alternate

Introduction:

The Constitutional Officers Subcommittee was charged by the full Charter Review Commission to review the portion of the Charlotte County Charter as it relates to the Constitutional Officers. Accordingly, this subcommittee met seven times as follows:

- June 9, 2021 – Organizational meeting to select subcommittee chairperson
- June 23, 2021 – Organizational meeting to establish future interview dates and questions
- August 4, 2021 – Interview with three Constitutional Officers
- August 25, 2021 – Interview with two Constitutional Officers

October 13, 2021 – Meeting to orientate and welcome two new members

November 22, 2021 – Meeting to discuss issues to include in the Final Report

December 13, 2021 – Meeting to review and finalize Final Report

Charlotte County Constitutional Officers interviewed:

Vickie L. Potts, Tax Collector

Paul L. Polk, Property Appraiser

Paul Stamoulis, Supervisor of Elections

Sheriff William Prummell, Jr

Roger D. Eaton, Clerk of the Court

Each interview took approximately forty-five minutes to one hour to complete. The interviewees had been provided the list of questions prior to the meeting. Each Constitutional Officer was asked the same basic questions with some additional questions pertaining to each position. Full interview responses can be obtained by reading the posted meeting minutes of the interviews from this subcommittee on the Charlotte County Charter Review Commission webpage.

What is your opinion of non-partisan elections for Constitutional Officers?

Some of the opinions and comments of our constitutional officers were:

The belief in fair and equitable elections within a two-party system.

The belief that Charlotte County remains a conservative County, although, there have been many changes in the past 50 years.

Party affiliation speaks volumes to the voter and gives them some insight into the candidate's beliefs and ideas to help them pick the most qualified candidates.

It is important for voters to know a candidate's party affiliation; however, constitutional officers are required to perform their services without regard for party affiliation.

What is your opinion on setting term limits for Constitutional Officers?

The constitutional officers are not in favor of term limits of any kind.

The strong belief that voters set the term limits for all Constitutional officers, every four years.

The belief that each Constitutional Officer must have the experience needed to fill their position.

Do you have any ballot suggestions for alternative forms of funding?

Vickie L. Potts, Tax Collector office is funded on a fee for service basis. - "Not unless you want to discuss MSBU's, then yes. MSBU's need to be readdressed because they are an inequitable fee. Non-advalorum assessments put a hardship on the people less able to pay. However, Charlotte County has been under MSBU's too long to make the adjustment to millage rates."

Paul L. Polk, Property Appraiser - Non-advalorum. There are 213,00 accounts in Charlotte –

102,000 parcels where non-advalorem fees are higher than Advalorem taxes: 98, 000 where taxes are higher than non-advalorem fees.

Paul Stamoulis, Supervisor of Elections - No suggestions. Office is funded by Charlotte County but there are grants available for voting costs. The County sets our Budget approval if disapproved, then the Governor mediates between us. The Budget has never been turned down. **Private donations?** – Palm Beach County received some (earmarked for something) Bill Gates donation? State does not look at Budget – just the County as they fund us. I don't accept private donations.

Sheriff William Prummell, Jr - Under Chapter 30 of the Florida Statute, we are limited – much of my funding comes from Advalorem taxes, but we do aggressively seek grants from federal, state, and local organizations. We partner with local organizations to help provide for programing and equipment. My Addiction Recovery Initiative is funded through the Archway Institute. Several years ago, I investigated a special taxing district for areas that use the law enforcement services more frequently. However, those areas are usually lower income districts. An additional tax I believe would be burdensome on those residents. I am not sure if that is a good idea.

Roger D. Eaton, Clerk of the Court - My funding comes from both the State and County. The Court is funded by the State. The support for the County, (i.e., minutes and board functions), the County pays directly. Official records mandated by Statute creates the revenue we bring in. We have a budget process, and the County pays directly. I have reduced my budget 10.8 percent between 2016-2021. Every year there has been a reduction; this year's budget is reduced 2.6%. Everything is electronic which does not happen in all counties. We try to keep as paperless as possible. The expectation of the Public is to have everything in real time, on-line and have it on their phone.

Who maintains the servers? If it is County records, it is provided for in my budget. If it is Court records, then it comes out of a different budget.

What are your observations regarding the relationship of Constitutional Officers and the Board of County Commissioners?

The Constitutional Officers indicated that their working relationship with the Board of County Commissioners was exceptional and the relationship between their fellow Constitutional Officers was positive and supportive.

What Charter amendment would you propose is needed to improve the efficiency of your office? The residency requirement – Article 3, Section 3.2.

Vickie L. Potts, Tax Collector - office is funded on a fee for service basis. None. We are separate. Local government sets the standards of separation of powers.

Paul L. Polk, Property Appraiser - None, to my understanding of what the Charter does. We follow the rules of the Florida Constitution, Florida Statutes, and the Department of Revenue.

Paul Stamoulis, Supervisor of Elections - Voting Centers, however, they do not currently comply with the law, but we might be going that way in the future. Can be physically reviewed. Touch screens were nice, but the auditing was electronic – can't fool with paper ballots – sealed, signed and stored.

Sheriff William Prummell, Jr - The Charter has never positively or negatively affected me. When Amendment 10 passed that really cemented my role and those of the Constitutional Officers here in the County. **To clarify, Amendment 10 made constitutional offices an Elected Official as opposed to Appointed.** The Amendment cemented the Constitutional Offices in the State Constitution so that each county will have elected Constitutional Officers.

Roger D. Eaton, Clerk of the Court - Charlotte County Charter Article 3, Section 3.2 *"No person shall be qualified as a candidate for the office of sheriff, property appraiser, tax collector, clerk of the circuit court, or supervisor of elections unless such person has resided for a least six (6) months in Charlotte County immediately prior to qualification."*

This residency requirement was not observed in my last election. We have this in place in our Charter and no one enforces it. It needs to be enforced so that it never happens again. This also happened in another election regarding the Airport Authority.

Do you feel that the Charter Review Commission is beneficial to your office?

Vickie L. Potts, Tax Collector - Today, no. Before Amendment 10 it was very important to the Constitutional Officers. Now that we have Amendment 10 our Board of County Commissioners and Charter Review Commission like the Constitutional Officers as elected officials.

Paul L. Polk, Property Appraiser - The Charter does not impact the running of this office.

Paul Stamoulis, Supervisor of Elections - Yes. Laws are not static – they need to be reviewed and improved upon. Excellent procedure. Changes for improvement are discussed and opened to Citizen input. Three ways to amend the Charter – Board of County Commissioners, Citizen initiative and Charter Review.

Sheriff William Prummell, Jr - Never affected me either positively or negatively.

Roger D. Eaton, Clerk of the Court - This residency requirement was not observed in my last election. We have this in place in our Charter and no one enforces it. It needs to be enforced so that it never happens again. It was embarrassing. This also happened in another election regarding the Airport Authority. It is unacceptable to have a residency requirement and not enforce it.

Is your office funded by the State of Florida and/or the Charlotte County?

Vickie L. Potts, Tax Collector - office funded on a fee for service basis, Charlotte County pays a fee to collect taxes, based on statute. Our budget is \$6 million a year, however, we return 2-2.5 million back to the County in excess fees each year, none goes to the State. The end of our business year (September), the budget goes to zero and begins again in October. The new Budget is based on population, number of transactions and services provided. The budget is then approved by the Florida Department of Revenue and compared to other county budgets. The State provides the office with all materials it needs -computer programs, printer for driver's license, photos taken, forms, cards, registrations. Need more toner! Equipment and software are at no cost to the office.

Paul L. Polk, Property Appraiser - Funded by the County 99%. Once the Budget is developed and the Department of Revenue approves, then it goes to the Board of County Commissioner to approve. We have a Department of Revenue approved \$5.6 Million Budget that must be funded by the Board of County Commissioners.

Paul Stamoulis, Supervisor of Elections - Charlotte County funds this office. We get additional funds through Grants.

Sheriff William Prummell, Jr - Other than grants – funding basically comes from the County. Certain impact fees can be used for capital projects, but I have not had to ask for it – my funding comes from advalorem taxes.

Roger D. Eaton, Clerk of the Court - My funding comes from both the State and County. The Court is funded by the State. The support for the County, (i.e., minutes and board functions), the County pays directly. Official records mandated by Statute creates the revenue we bring in. We have a budget process, and the County pays directly. I have reduced my budget 10.8 percent between 2016-2021. Every year there has been a reduction; this year's budget is reduced 2.6%.

What percentage of your budget is directly related to buildings and maintenance?

The building and maintenance costs for the Tax Collector, Property Appraiser, Supervisor of Elections, Sheriff and Clerk of the Court offices are provided within the county Public Safety Budget.

What is your relationship in auditing by the Clerk of the Courts?

Vickie L. Potts, Tax Collector - None – we are audited by the State. All elected officials participate with auditing the County and the Board of County Commissioners – we pick who will audit – the 5 Constitutional Officers are the audit committee.

Paul L. Polk, Property Appraiser – it is possible to check with the Clerk of the Court for data through jury summonses.

Paul Stamoulis, Supervisor of Elections - Interesting... We may be the only Constitutional Office audited by clerk of the court.

Sheriff William Prummell, Jr - We are audited every year by the Board of County Commissioners who contracts with an outside source. Every five years all constitutional offices are audited.

Roger D. Eaton, Clerk of the Court - Internal Audits the clerk of the court is constitutionally responsible for as Clerk of Court – different County Boards and their aspect of responsibilities; Financial Audits – Ashley Brown – 3rd party -(Charlotte County) audits all the Constitutional Officers (budgets and appropriations). My office does not audit the budgets of the Constitutional Officers.

Summary: Our committee found all the Constitutional officers to be open to any question posed to them by the committee members. Personally, I feel the County residents are lucky to have such qualified constitutional officers heading each of their offices. I only wish that our residents could have participated in our interaction with each of the constitutional officers. These individuals are not "simply politicians", they are very knowledgeable in their individual duties and seem to be proud of how well each of their offices is operated.

Additional Questions Pertaining to a Specific Office:

Vickie L. Potts, Tax Collector: None.

Paul L. Polk, Property Appraiser:

How do you enforce Homestead, Veterans and Survivors exemption eligibility?

We look at rentals – short term/Air B & B is an issue. We do check short-term rentals. Renting part of the house – It is a Veterans Disability– paperwork is required, and we have a good working relationship with Veterans Administration.

Paul Stamoulis, Supervisor of Elections:

Would a change to the Charter making election of county commissioners non-partisan be more expensive?

There would be no change in cost. Non-party affiliation election just means the political party is or is not listed on the ballot.

What methods do you have in place to purge the voter rolls?

Every odd year we are required to send notices to people we have not heard from in the past two years. If the notice comes back, we send a second registered notice asking them to respond. If we do not hear back, they are put on inactive status. The voter record is purged after two election cycles if not heard from.

If the voter died in Florida, we are notified automatically by the Dept. of Health. If voter dies out of state, we must rely on next of kin.

Recently some states banded together to share this information – Florida just joined. Previously we had 6,000 suspected voters of not being around and we have now reduced it down to 12 due to a change in our notification letter. This was so successful that we recently

received an Email from the Division of Elections asking for a copy of our new letter stating they would like to send to all Supervisors of Elections in Florida and suggest they use it.

Who is responsible for determining the eligibility of candidates and how should it be enforced?

The filing officer performs a ministerial function in reviewing qualifying papers. In determining whether a candidate is qualified, the filing officer shall review the qualifying papers to determine whether all items required by paragraph (a) have been properly filed and whether each item is complete on its face, including whether items that must be verified have been properly verified pursuant to s. 92.525 (1)(a). The filing officer may not determine whether the contents of the qualifying papers are accurate.

Only person in Charlotte County who cannot investigate is the Supervisor of Elections. Every other person can investigate and bring suit, opponent especially.

Sheriff William Prummell, Jr:

What percentage of your budget is directly related to the following?

- a) **Law Enforcement and the Sheriff's Department:** My primary function is law enforcement and the courts which is 66% of my budget, of which 5% is directed to communications.
- b) **The Jail and Jail Staff:** The Jail comprises 30% of the Budget.
- c) **Buildings and Building Maintenance:** Building costs stay within the Public Safety Budget which is the case for all Constitutional Offices- .01% of Budget. Courts are 4% of my Budget – for security of the courthouse.
- d) **How does the fee from housing "out of county" inmates affect your budget?** Housing of Inmates is a contract with the Marshall Services and is .05 % off my budget. We use about \$500,000 – \$750,000 of this revenue to offset costs in the Jail. We usually make more revenue. Any monies remaining at the end of the fiscal year is returned to the County, as I am not allowed to retain any excess.

Would you favor the Sheriff's Office no longer being the franchisee of the Jail?

I believe it is more cost effective and efficient to be run by the Sheriff's department and prefer to run the Jail as it maintains a smoother operation between law enforcement and corrections. We must also to be wary of for-profit management as they can walk out with short notice if they are not making money. You are then left with a Jail full of inmates with no one to operate it.

Roger D. Eaton, Clerk of the Court:

What are your observations and suggestions for improving your auditing functions? -

The County Clerk serves as the auditor for all the Constitutional Offices in Florida. Clerk audits but an independent Audit is done at the end of the year. No charge for us but we could hire an independent auditor if we wanted to pay for one.

What is your relationship in auditing the budgets - Internal Audits - I am constitutionally responsible for as Clerk of Court – different County Boards and their aspect of responsibilities; Financial Audits – Ashley Brown – 3rd party -(Charlotte County) audits all the

Constitutional Officers (budgets and appropriations). My office does not audit the budgets of the Constitutional Officers. We audit functions, while still looking at financials but do not audit budgets and expenses.

- **Who audits The Clerk of the Court?** - Department of Financial Revenue Services audits us every 6-7 years; they also perform the Child Support audit which happens annually. Cherry Becker is the company that audits the County, but we work with them because our office handles the financial systems.

End Narrative:

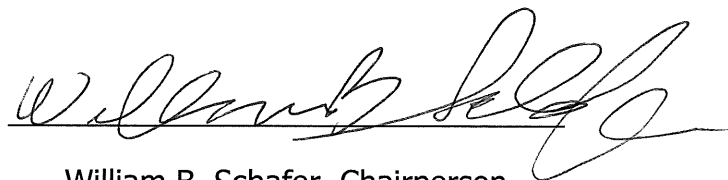
Recommendations:

Based on the interviews with all the Constitutional Officers, our research, discussions, and feedback from citizens in our community, the Constitutional Officers subcommittee has recommended the following issues be incorporated in the Charlotte County Home Rule Charter.

1. Enforcement of the Charter: The duties of the Charter Review Commission should be amended in the Home Rule County Charter keeping the commission active until the next Charter Review Commission is established in six years. In the event there is a question of interpretation and/or enforcement of the current Home Rule County Charter, the remaining members of the Charter Review Commission will interpret/enforce any said violation through the Charlotte County Attorney's Office. To include enforcement of Residency for all officials elected to office within the County. There shall be elected by the electors of each county, for terms of four years, a sheriff, a tax collector, a property appraiser, a supervisor of elections, and a clerk of the circuit court per Article III, Section 3.2.

2. The Burden of the Non-Ad-Valorem fees from MSBU's. The burden from the fees imposed by MSBU's is increasing and there is a need to review whether there are options for reducing or lessening this burden. While no mechanism was suggested for reducing or lessening the burden of the MSBU's, it is suggested that a formal review process may provide options and suggestions for addressing this burden.

Submitted by:



William B. Schafer, Chairperson

Constitutional Officers subcommittee

OTHER BOARDS AND AGENCIES SUBCOMMITTEE

FINAL REPORT

**CHARLOTTE REVIEW COMMISSION
CHARLOTTE COUNTY ADMINISTRATION CENTER
18500 MURDOCK CIRCLE
PORT CHARLOTTE, FLORIDA 33948**



Other Boards and Agencies Subcommittee

FINAL REPORT

December 8, 2021

Committee Members:

Theresa Murtha, Chairperson

James Adam Riley

Steve Drake

James Coalwell, Alternate

The Other Board and Agencies Sub-committee (OBA) was established at the Charter Review Commission meeting of May 12, 2021. It was chartered to interact with civic entities not covered by other sub-committees but involved in public policy that could be affected by changes to the Charter. Assigned to the initial subcommittee were Theresa Murtha, Joyce Cream, Adam Riley, and Coleen C. Palinski-Ferrara. Theresa Murtha was elected Chair of the sub-committee. Joyce Cream resigned from the Committee on August 11, 2021. Coleen C. Palinski-Ferrara resigned August 17, 2021. Steve Drake was subsequently appointed to the sub-committee and joined at the meeting of August 31, 2021. James Coalwell was appointed to the Charter Review Commission on September 27, 2021 and was assigned to the OBA by Chairman Bill Dryburgh on October 5, 2021.

Introduction:

The OAB held 12 meetings. Four organizational meetings took place in June and July to establish an "Operating Plan" {appended}, a list of boards and agencies to question, and questions to ask. Seven interview sessions were conducted from August 3rd through October 11, 2021. In total, 19 interviews were conducted, representing 15 entities. A complete schedule of interviews and questions from those interviews is appended.

Charlotte County Other Boards and Agencies interviewed:

Representative of the following Agencies, Boards that were invited for interviews:

- The Punta Gorda Chamber of Commerce
- The Englewood Chamber of Commerce
- The Charlotte County Chamber
- The City of Punta Gorda
- The Charlotte County School Board and the Charlotte County School System
- Economic Development Partnership
- Charlotte County Airport Authority
- Veterans Organization
- Punta Gorda, Port Charlotte Board of Realtors
- Beaches and Shores Advisory Board
- Charlotte County Tourism Bureau
- Charlotte Desoto Building Industry Association
- Charlotte County Zoning Advisory Board
- Rotunda West Civic Association
- Punta Gorda Isles Civic Association

Representatives of all the above organizations consented and came for interviews except for the Charlotte County Chamber, who was invited but did not come for an interview.

Meetings with individuals from these groups ranged from 30 to 90 minutes. Questions were submitted to each interviewee in advance. Each meeting was publicly noticed, and four citizens from the public did attend offering comments.

The final questionnaire is appended.

After establishing the question list, it was amended based on comments received from interviewees and members of the public attending sub-committee and full commission meetings. Persons that were interviewed prior to changes in the questionnaire were sent the added questions for comment and five out of the seven sent the questions responded with additional comments. Topics covered during the interviews included:

- Term Limits
- Number of Commissioners
- Single District Voting for Commissioner position
- County Administrator Appointment or Elected

- Signature Percentage Required for Ordinance Change Petition
- Casino Gambling Provision
- One Percent Sales Tax
- Business Climate in the County
- County Leadership Forum
- Campaign Financing
- Age and Time Living in County to Run for Office
- Airport Management
- Water Quality Issues

In addition to some entity specific question, each interviewee responded to a general set of questions and a brief summary of our findings follows. Full interview responses can be obtained by reading the posted meeting minutes of the interviews on the Charlotte County Charter Review Commission webpage.

Findings:

Below is a summary of some of the major findings based on the discussions outlined above.

- There was a general consensus that no changes were needed with respect to number of Commissioners, election of Commissioners, election of Constitutional Officers and appointment of the County Administrator.
- There is concern about how the one percent sales tax allocation is administered especially from the Punta Gorda area and the School System. This was not universal. It was recommended that members of the one-percent tax committee should be able to be part of the presentation to the County Commissioners.
- There is interest in a forum for Charlotte County leadership from public and private organizations, although this is not agreed upon universally.
- There is concern that the citizens of Charlotte County be given an opportunity to give input on casino gambling even if legal in the State. Though again, this was not a universal opinion and some agency representatives felt strongly that it was not necessary, if determined at the state level. In addition, it was noted that it may not be an appropriate item for the Charter.
- There were mixed opinions on term limits for Commissioners. Several interviewees thought this should be done, others thought that elections took care of this concern.
- Some interviewees thought age restrictions should be introduced for elected office.
- Some interviewees thought that County Department Heads should be County residents, others disagreed strongly.
- Some interviewees thought that the County should play a role in the composition of the Airport Authority. While the Airport Commission is not under the purview of the Charter, there may be a role on how the Airport is administrated.
- Some interviewees thought that the required percentage of signatures to propose change or new ordinance should be reduced, although most thought 10 percent was about right.

End Narrative:

Recommendations for The Charlotte County Charter

1. Term limits for County Commissioners: Insert after 2.2. "staggered terms of four years" no county commissioner shall serve more than two consecutive terms.

2. Referendum on Casino Gambling: See sample below of Potential Language:

Casino Gambling Provision Based on Osceola County, Florida

A. Reservation of Power by the Electorate. The citizens of Charlotte County reserve to themselves the power to approve or disapprove casino gambling of any nature within the boundaries of the County. Therefore, if and when casino gambling becomes lawful under the Constitution and Laws of the State of Florida, no action may be taken by the Board of County Commissioners, by the governing body of any municipality, or by any elected or appointed official or employee of either the County or any municipality the effect of which is to authorize, to approve, or in any manner to allow casino gambling to occur anywhere in the County unless and until casino gambling in the County is first authorized by an approving vote of a majority of the qualified electors residing in the County and voting on the question at referendum, and such referendum must be separate and apart from any Statewide or multi-County referendum on the question.

B. Definition. For purposes of this section, "casino gambling" means playing or engaging in any game of skill or chance for money or any other thing of value, regardless of how such game is named, labeled, or otherwise characterized, which game of skill or chance, when played for money or other thing of value, is unlawful under the Constitution or Laws of the State of Florida as of ...

C. Referendum. If and when casino gambling becomes lawful under the Constitution and Laws of Florida, the Board of County Commissioners may offer to the electorate at any primary, special, or general election, and upon petition from the governing body of a municipality in the County, the Board Charlotte County shall offer as soon as practicable to the electorate, the question of whether casino gambling shall be authorized in the County. Upon approval of the question at referendum, the County and any municipality may thereafter allow casino gambling to the extent lawful under the Constitution and Laws of the State of Florida, and at the option of the Board of County Commissioners, this section may then be deleted from this Charter. If the question is disapproved at referendum, it may be offered to the electorate again from time to time, but in no case more frequently than once in any period of 24 months.

D. Enforcement. The restrictions of this section may be enforced by the County, by a municipality in the County, or by any person substantially affected by any violation thereof. E. Municipal Referenda Not Prohibited. Nothing in this section prohibits any municipality in the County, whether by Charter or municipal ordinance, from likewise requiring approval by its voters at referendum before casino gambling may be allowed within the boundaries of the municipality, but any such referendum requirement shall be in addition to, not in substitution of, the referendum approval required by Subsection A above.

3. Balancing of the Composition of the Charter Review Commission to ensure equal representation across Charlotte County.

Recommendations for Future Charter Review Commissions

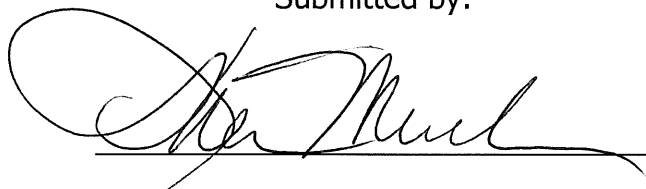
- To make more efficient use of time and encourage participation, there is a need for the ability to conduct interviews using Zoom, Facetime, or other appropriate technology. All sub-committee members could be present at physical meeting and public able to witness interviews conducted on a screen.
- Improvement needed in public awareness of the Charter Review Commission and encouragement to attend meetings and voice opinions.
- Recommend consider making the Commission a Standing Commission between required time for changes to be submitted to the electorate. During the early part of the timeframe, meetings could be less frequent, but would encourage recommendations and study recommendations from the public for consideration. The Commission could also be available as an enforcement watchdog of the Charter.

Recommendations (Other)

- The County should work with a partner to establish a forum/conference for interaction and planning with the leadership of public and private entities in the County to discuss and plan for core issues facing the County, for instance, water quality and quantity.
- Given concerns regarding the one-percent tax administration, it is recommended that procedures be reviewed by a Citizens Committee prior to the next One-Percent Sales Tax Committee start-up and recommendations for changes be evaluated and voted on by the County Commissioners. It is also recommended that a table of future costs associated with each project be used in deciding on projects to select. In addition, we recommend that there be an effort to balance proposed expenditures on projects across the County.
- The Charter is silent on balancing of memberships on the various advisory committees and boards to be reflective of the County as a whole. It is recommended that the selection process for committees and boards consider balancing with members from different areas of the County.

In closing, we want to commend our Administrative Assistant, Andrea Yerger, for her outstanding job in scheduling, recording, and helping to guide the work of our sub-committee.

Submitted by:



Theresa Murtha, Chairperson

Other Boards and Agencies subcommittee

Other Boards and Agencies Sub-Committee

2021-22 Operating Plan

(Adopted 7/28/21)

Scope:

The group will interview civic groups/boards not being covered by other committees within the Charter Review Board. Groups to include the following (may be extended):

- Chamber of Commerce's for Charlotte County, Punta Gorda and Englewood
- Charlotte/ DeSoto Building Industry Association
- Board of Realtors for Charlotte and Englewood
- Enterprise Charlotte Economic Council
- City Manager for Punta Gorda
- Charlotte County Airport Authority
- Superintendent of Charlotte County Schools
- The Charlotte County School Board
- Marine Advisory Committee
- Planning & Zoning Board.

Objectives:

To identify and evaluate potential changes to the Charlotte County Charter that would provide benefit to Charlotte County residents and/or help the focus groups identified in this process.

To obtain insights and suggestions for other key issues facing the County now and in the future.

Strategy:

Hold public hearings with representatives from each of the focus groups with general questions regarding what might be included or not included in the charter and specific questions for their agency as appropriate.

Below are General and Specific Group Questions:

Do you think we should introduce Term Limits in the Charter for our Legislators?

Do you think there should be fewer or more Commissioners on the Board of Commissioners?

Should County Department Heads and members of Administration be required to be county residents?

Should Constitutional Officers be appointed by the Board of County Commissioners or elected?

Should the County Administrator be appointed or elected?

Should the percentage of the required signatures for the public to propose a change or a new ordinance be reduced or increased from 10 percent to another number?

Should the State of Florida pass Casino Gambling, should there be a provision in the Charter for allowing Charlotte County citizens to give input to the County on Casino Gambling?

Should the Charter Review Commission recommend changes to the Home Rule Charter that would help in business development efforts or to improve the business climate in Charlotte County? What changes would you recommend in that regard?

Do you think the County should have a requirement by the Charter to update their comprehensive plan on a specific schedule? Should the Charter require specific elements to be within that plan? For instance, water resources.

Are there any other changes to the County Home Charter that should be considered?

Specific Questions to Organizations:

Punta Gorda City Council – Are there any issues such as Charlotte County geographic jurisdiction for water resources that might be addressed by the CRC?

Airport Authority: Business development is of primary importance at present. Should the CRC recommend changes to the Home Rule Charter that would help the airport in business development efforts?

Water Districts: Do you see a need for desalinization in the future?

Other Boards and Agencies \ Subcommittee Interview Schedule

Interview Date	Time	Interviewee
Tuesday, August 3, 2021	2:15 p.m.	
	3:00 p.m.	John Wright, Director, PG Chamber
	3:45 p.m.	Doug Izzo, Director, Englewood Chamber
Tuesday, August 17, 2021	2:15 p.m.	Bob White, Director, CC Chamber- cancelled
	3:00 p.m.	Gregory Murray, City Manager, PG
	3:45 p.m.	Stephen Dionisio, Sup School Board
Tuesday, August 31, 2021	2:15 p.m.	Lynne Matthews, Mayor, PG
	3:00 p.m.	Robert Hancik, Airport Authority
	3:45 p.m.	Arthur McGinnis, Veterans
Monday, September 13, 2021	2:15 p.m.	Paul Andrews, Airport Authority-cancelled
	3:00 p.m.	Joan LeBeau, Director, Urban Design, PG
	3:45 p.m.	Sharon Neuhofer, Bd of Realtors
Wednesday, September 22, 2021	2:15 p.m.	Suzanne Graham, CD/BA
	3:00 p.m.	Sean Doherty, Tourism Director, PG
	3:45 p.m.	Don McCormick, Beaches & Shores
Tuesday, October 5, 2021	2:15 p.m.	Wendy Atkinson - School Board Chair
	3:00 p.m.	Michael Gravenson, P & Zoning Bd
	3:45 p.m.	Eric Loche, EDP- V-President
	4:30 p.m.	Danny Nix, EDP - President
Monday, October 11, 2021	2:15 p.m.	Pattie Aho, Rotunda West
	3:00 p.m.	John Welsh, PGICA
	3:45 p.m.	Vanessa Oliver, Esq. Airport Authority

2021 Charter Review Commission
Other Boards and Agencies Subcommittee
Interview Questions

1. Do you think we should introduce Term Limits in the Charter for our Legislators?
2. Do you think there should be fewer or more Commissioners on the Board of Commissioners?
3. Should County Department Heads and members of Administration be required to be county residents?
4. Should Constitutional Officers be appointed by the Board of County Commissioners or elected?
5. Should the County Administrator be appointed or elected?
6. Should the percentage of the required signatures for the public to propose a change or a new ordinance be reduced or increased from 10 percent to another number?
7. If the State of Florida passes Casino Gambling, should there be a provision in the Charter for allowing Charlotte County to decide on whether to allow it within the County?
8. Should the Charter Review Commission recommend changes to the Home Rule Charter that would help in business development efforts or to improve the business climate in Charlotte County? What changes would you recommend in that regard?
9. Is the project selection allocation process for the One Percent Sales Tax in the best interest of the overall County and fair to every region of the County?
10. Should there be a continuing oversight advisory committee dedicated to this tax?
11. Should there be a need for a Congress or Forum for County Leadership to discuss major long-range planning?
12. Should there be restrictions on the amounts of money raised for financing local campaigns?
13. Should there be a minimum age to serve in a local elected position?
14. Should the county via a referendum or commission vote have a say on any major changes to the airport management? (Currently state law prevails)

15. Should residency requirements to qualify for positions such as commissioner, sheriff, supervisor of elections be longer than the current six months?
16. Should voting for commissioner be restricted to residents within the district the commissioner represents?
17. Are there any other changes to the County Home Charter that should be considered?

Specific Questions to Organizations:

Punta Gorda City Council – Are there any issues such as Charlotte County geographic jurisdiction for water resources that might be addressed by the CRC?

Airport Authority: Business development is of primary importance at present. Should the CRC recommend changes to the Home Rule Charter that would help the airport in business development efforts?

Water Districts: Do you see a need for desalinization in the future?

1. Single Member District Voting for Board of County Commissioners:

Article II, Section 2.2 A of the Charlotte County Charter. The following language to be inserted into the existing language, after "pursuant to general law," "and each district's commissioner shall be elected by only the qualified electors residing within each commissioner's district."

2. Charlotte County Water Quality.
3. Right to Clean Water Amendment – see language in proposed amendment.
4. Section 1.3 "Municipal Ordinances" – add language regarding sustainability.
5. Term Limits for Commissioners (3 Terms).
6. Elected Charter Review Members.

Sec. 4.2 C. (1) Change wording from "shall be appointed by the board of county commissioners" to "shall be elected district wide by the electors in each district."

7. Lower Percentage for Citizen's Initiatives.

8. Separation of Powers/Limit power and authority of County Attorney and County Administrator:

1) Sec. 2.3 D. County Attorney – "Under no circumstances shall the county attorney take any action that can be construed in any way to violate the rights of the people or well-established law. The County Commission shall not delegate legislative or judicial authority to the county attorney. None of the authority of the County Sheriff shall be delegated to the County Attorney. An attempt to do so shall be grounds for immediate removal of the county attorney and/or the county commissioners."

2) Sec. 2.3 A. (5) Executive Branch -"Under no circumstances shall the county administrator take any action that can be construed in any way to violate the rights of the people or well-established law. The County Commission shall not delegate legislative or judicial authority to the county administrator. None of the authority of the County Sheriff shall be delegated to the County Administrator. An attempt to do so shall be grounds for immediate removal of the county attorney and/or the county commissioners."

9. Citizen's Bill of Rights – see proposed language:

10. New Opening Statement to the Charter:

"We, the people of Charlotte County, in order to secure for ourselves the benefits and responsibilities of home rule and in order to provide for a county government to provide for the protection of our life, liberty, and property, do under God adopt this charter and as part thereof adopt the following."

11. Membership of the Charter Review Commission – make-up to include more rank and file as opposed to business leaders.

12. The 1% Surcharge. This charge is becoming a perpetual tax. Objections are: County should manage their expenditures; can engage in projects of questionable use for the average citizen; growth should not be charged to the average citizen – that is what impact fees are for; use of county funds to promote the surcharge.

13. Elected Administrator.
14. Elected Attorney.
15. Non-movement of Economic Development Director to Administration.
16. Changing the percentage of signatures to initiate or repeal existing ordinances from ten (10) percent in Article II, Section 2.2 G (1) to:
 - 5% for repeal of an ordinance, 7% for an amendment to an ordinance and 10% for a new ordinance.
17. Adopt Lobbying Language using Lee County's Ordinance No. 03-14 as a template.
18. Excerpts from Schafer proposal:
 - Election of County Commissioners: "The Board of County Commissioners shall be composed of 7 commissioners; 5 commissioners shall be elected (district-wide) from each of the existing 5 election districts. In addition, 2 new commissioners shall be elected upon a county-wide (at large) basis. All Commissioners must reside within their district of residence during their term of office."
 - The County Administrator – " shall be appointed on the affirmative vote of a "Super Majority" (5 of 7 votes)...and removed with or without cause upon a "Simple Majority" (4 out of 7 votes)...grounds for removal may include neglect of duty."
 - The County Attorney – same above language as County Administrator.
 - The Director of Economic Development – same above language as County Administrator.
 - Residency Requirements: "Vacancies in Charlotte County elected offices shall be appointed by the Governor of Florida as provided by general law and the Florida Constitution. Candidates running for at-large elective office in the County of Charlotte must reside within Charlotte County for at least 6 months immediately prior to the time of qualifying to run for said office and remain a resident of Charlotte County during his/her entire term of office."
 - Constitutional Officers: "There shall be elected by the electors of each county, for terms of four years, a sheriff, a tax collector, a property appraiser, a supervisor of elections, and a clerk of the circuit court. A county charter may not abolish the office of a sheriff, a tax collector, a property appraiser, a supervisor of elections, or a clerk of the circuit court; transfer the duties of those officers to another officer or office; change the length of the four-year term of office; or establish any manner of selection other than by election by the electors of said county."
19. Proposal regarding Citizen Input:
 - That during Citizen Input at public meetings, each citizen be given three minutes to speak "per topic".

PROPOSED RECOMMENDATIONS PRESENTED BY CITIZENS:

"To get the word out: The CRC needs to list and outline the proposed changes it is considering, in the local papers and website, including multiple county sites, pages, etc. and announced on TV, which stations will accommodate. Repeat notices as many times as can be accommodated."

Direct Mail: Mail notice with explanation to all Charlotte County registered voters.

Radio: Radio advertising value lies in name recognition, which lies in ad repetition, which is dependent upon the financial commitment of the entity purchasing the radio advertising.

Newspaper: Much the same as Radio, ad impact is largely seeing the advertiser's name over and over, week after week, even day after day. Yet the reader can hold, see, and even cut out a coupon, e.g. So many one-time, and immediate impact opportunities exist to exploit newspaper advertising with imagination.

TV: Driving home the need for civic input for something as weighty and impactful directly upon people's lives and future as a ballot question, Home Rule Charter change or amendment; is well in the scope of a "public service announcement." Stations should be receptive.

All the above media outlet types can be handed CRC "press releases" containing public service announcements. The CRC can make a video, seek to be interviewed by show hosts, etc. Put up glaring announcements on the general Charlotte County pages, sites, Facebook, twitter, ad infinitum. Letters to the editor from CRC members inviting participation too. Also, run paid TV, Radio, NP spots.

SECTION III.

PROPOSED CHARTER AMENDMENTS AND APPROVED BALLOT LANGUAGE

The 2022 CRC voted on all topics that were raised at the March 9 and 23, 2022 meetings and then proceeded to the three (3) required Public Hearings on April 27th, May 11th, and May 25th, 2022 with the following amendments:

Charter Amendment No. 1

County Commission Review of Operations.

Shall Article II, Section 2.2.D of the Charlotte County Charter be amended to provide for the County Commission to conduct a review of all operations of the County in conjunction with the budget process?

YES for Approval

NO for Rejection

The third sentence of Section 2.2.D is amended to read: "in addition to its other powers and duties, the board of county commissioners shall conduct an ~~an annual~~ review of all operations of the county in conjunction with the budget process, including all programs and services provided, with input from the public, prior to April first of each year, and take action as a result of this review for improvement of the county and the welfare of its residents."

Charter Amendment No. 2

Charter Review Commission to be convened every 10 years.

Shall Article IV, Section 4.2.C.(1) of the Charlotte County Charter be amended to provide for the Charter Review Commission to be appointed every 10 years rather than every 6 years?

YES for Approval

NO for Rejection

The first sentence of Section 4.2.C.(1). Is amended to read: "A charter review commission consisting of fifteen (15) members and three (3) alternates shall be appointed by the board of county commissioners at least eighteen (18) months before the general election occurring in 2016~~32~~ and at least eighteen (18) months before the general election occurring every ten (~~6~~10) years thereafter, to review the home rule charter and propose any amendments or revisions which may be advisable for the placement on the general election ballot.

Charter Amendment No. 3

Personnel policies for County Attorney and Director of Economic Development.

Shall Article II, Sections 2.3.D. and F. of the Charlotte County Charter be amended to apply the same Charter personnel policies applicable to the County Administrator to the County Attorney and Director of Economic Development?

YES for Approval

NO for Rejection

Section 2.3.D. and F. are amended as follows:

Section 2.3.D. is amended by renumbering existing section 2.3.D. to 2.3.D.(1) and adding new section D.(2) through D.(4) to read as follows:

(2) The county attorney shall be appointed on the affirmative vote of four (4) members of the board of county commissioners on the basis of legal ability and qualifications, pursuant to requirements specified by ordinance, and shall reside in the county while so employed.

(3) The county attorney's salary shall be set by the board of county commissioners.

(4) The county attorney may be removed with or without cause upon the affirmative vote of four (4) members of the board of county commissioners, or upon the affirmative vote of three (3) members at two (2) separate board meetings held at least two (2) weeks apart. Grounds for removal for cause shall include flagrant neglect of duty, physical or mental incapacity, conviction for the commission of a felony, violation of any statute relating to conduct of public employees, or such other grounds as may be provided by ordinance.

Section 2.3.F. is amended by renumbering existing section 2.3.F. to 2.3.F.(1) and adding new sections F.(2) through F. (4) to read as follows:

(2) The director of economic development shall be appointed on the affirmative vote of four (4) members of the board of county commissioners on the basis of legal ability and qualifications, pursuant to requirements specified by ordinance, and shall reside in the county while so employed.

(3) The director of economic development's salary shall be set by the board of county commissioners.

(4) The director of economic development may be removed with or without cause upon the affirmative vote of four (4) members of the board of county commissioners, or upon the affirmative vote of three (3) members at two (2) separate board meetings held at least two (2) weeks apart. Grounds for removal for cause shall include flagrant neglect of duty, physical or mental incapacity, conviction for the commission of a felony, violation of any statute relating to conduct of public employees, or such other grounds as may be provided by ordinance.

Charter Amendment No. 4

Shall the Charlotte County Charter be amended to require-referendum approval to allow Casino Gambling in Charlotte County?

YES for Approval

NO for Rejection

Section 1.6 is added to the Charter to read:

1.6 Casino Gambling

The citizens of Charlotte County reserve to themselves the power to approve or disapprove casino gambling of any nature within the boundaries of the County. Therefore, if and when casino gambling becomes lawful under the Constitution and Laws of the State of Florida, no action may be taken by the Board of County Commissioners, by the governing body of any municipality, or by any elected or appointed official or employee of either the County or any municipality the effect of which is to authorize, to approve, or in any manner to allow casino gambling to occur anywhere in the County unless and until a referendum on allowing casino gambling in the County is approved by a majority of the voters voting on the question at an election.

APPROVED BALLOT QUESTIONS (JUNE 2, 2022)

At the June 2, 2022 Charter Review Commission Meeting, the 2022 CRC voted to approve the following amendments and ballot language to be proposed to the voters at the General Election to be held November 8, 2022:

Charter Amendment No. 1

County Commission Review of Operations.

Shall Article II, Section 2.2.D of the Charlotte County Charter be amended to provide for the County Commission to conduct a review of all operations of the County in conjunction with the budget process?

Yes for Approval

No for Denial

Charter Amendment No. 2

Personnel policies for County Attorney and Director of Economic Development.

Shall Article II, Sections 2.3.D. and F. of the Charlotte County Charter be amended to apply the same Charter personnel policies applicable to the County Administrator to the County Attorney and Director of Economic Development?

Yes for Approval

No for Denial

Charter Amendment No. 3

Shall the Charlotte County Charter be amended to require-referendum approval to allow Casino Gambling in Charlotte County?

Yes for Approval

No for Denial

SECTION IV
ORGANIZATIONAL/PROCEDURAL CHANGES FORWARDED TO
BOARD OF COUNTY COMMISSIONERS

- Better Communication of Charter Review Meetings.
- Change Memo procedure:
 1. The County Attorney and County Administrator approve these changes in advance.
 2. County Administrator to review with Economic Development their change memo procedures.
 3. For County Administration to outline and define the procedures for Economic Development projects to be vetted through various relevant county departments prior to Board of County Commissioner meetings where actions would be taken.
- Review procedure for oversight of County funds given to other government and non-governmental entities.
- Create a policy on the use of County offices and staff for non-county entities, including NGOs, civic groups, 501c(3), 501c (6), etc.
- One Percent Sales Tax: Review selection process of projects for one percent sales tax dollars and consider auditing of sales tax funds provided to other entities.
- MSBU Costs – request formal review process to provide options and suggestions (exemptions) to reduce burden.
- Have staff formulate a strategy to be used to enforce the Charter provisions, especially candidate qualifications required by the Charter.

SECTION V
RECOMMENDATIONS TO FUTURE CHARTER REVIEW COMMISSIONS

None.

FINAL APPROVAL BY THE 2021 -2022
CHARLOTTE COUNTY CHARTER REVIEW COMMISSION

We attest that this information is true, accurate, and complete and that we are the duly authorized representatives to sign this document for the 2021-2022 Charter Review Commission.

APPROVED AND SIGNED ON THIS 2 DAY OF JUNE, 2022.



William Dryburgh, Chairman
2021-2022 Charter Review Commission



Robert H. Berntsson, Esq.
2021-2022 Charter Review Commission
General Counsel

APPENDIX A

LIST OF REGULAR MEETINGS, SPECIAL MEETINGS AND PUBLIC HEARINGS

(Note: The Minutes of and documents from all meetings are located on the Charlotte County Charter Review Web page and the recorded audio is on file with County Administration.)

<u>Date</u>	<u>Topic</u>
04/21/2021	Organizational – Election of Chair and Vice-Chair
05/12/21	General Membership -Setting Operating Ground Rules and Subcommittee Assignments
06/08/2021	General Membership – Announce Administrative Support, Selection of Counsel and Subcommittee Assignments and Election of Chairpersons
06/23/21	Subcommittee Constitutional Officers organizational meeting to establish interview dates and questions
06/23/21	Subcommittee Administration Staff organizational meeting to establish interview questions
06/30/21	Subcommittee Other Boards and Agencies organizational meeting to establish interview questions
07/07/21	Subcommittee Administration Staff discussion
07/15/21	Subcommittee Other Boards and Agencies discussion
07/20/21	Administration Staff discussion to finalize interview questions
07/28/21	Other Boards and Agencies discussion
08/03/21	Other Boards and Agencies Interviews
08/04/21	Subcommittee Board of County Commissioners organization meeting to establish ground rules, interview topics and meeting dates
08/04/21	Subcommittee Constitutional Officers interviews
08/11/21	General Membership Meeting – Subcommittee reports
08/16/21	Subcommittee Administration Staff interviews
08/17/21	Subcommittee Other Boards and Agencies interviews
8/18/21	Subcommittee Board of County Commissioner to finalize topics of discussion and whom to ask for interviews
08/23/21	Subcommittee Administration Staff interviews
08/25/21	Subcommittee Constitutional Officers interviews
08/31/21	Subcommittee Other Boards and Agencies interviews
09/08/21	General Membership Meeting – presentation on 1 percent sales tax and subcommittee reports
09/13/21	Subcommittee Other Boards interviews
09/21/21	Subcommittee Administration Staff interviews
09/22/21	Subcommittee Board of County Commissioners interviews
09/22/21	Subcommittee Other Boards and Agencies interviews
09/23/21	Subcommittee Administration Staff interviews
10/05/21	Subcommittee Other Boards and Agencies interviews
10/07/21	Subcommittee Administration Staff interviews
10/11/21	Subcommittee Other Boards and Agencies interviews

10/13/21	General Membership Meeting – subcommittee reports, approval of expense report and review of reports related to the 1 percent sales tax and subcommittee meetings
10/20/21	Subcommittee Board of County Commissioners interviews
11/10/21	General Membership Meeting – subcommittee reports
11/18/21	Subcommittee Administration Staff discussion on final recommendations
11/18/21	Subcommittee Other Boards discussion of issues for final report
11/22/21	Subcommittee Constitutional Officers discussion of issues for final report
12/08/21	General Membership Meeting – subcommittee reports and subcommittee meetings
12/09/21	Subcommittee Board of County Commissioners interviews
12/13/21	Subcommittee Constitutional Officers review of final report
12/16/21	Subcommittee Board of County Commissioners interviews
01/05/22	Subcommittee Board of County Commissioners review of issues and adoption of final report
01/12/22	General Membership Meeting – Constitutional Officers Subcommittee Final Report
02/09/22	General Membership Meeting – Administration Staff Final Report
03/09/22	General Membership Meeting – Board of County Commissioners and Other Boards and Agencies Final Reports and discussion and voting on issues
03/23/22	General Membership Meeting – Discussion and Vote on all remaining issues
04/13/22	General Membership Meeting – Review and approve Draft language for Charter Amendments
04/27/22	CRC Public Hearing at the Charlotte Harbor Conference and Event Center, Punta Gorda
05/11/22	CRC Public Hearing at the Ann & Chuck Dever Park, Englewood
05/26/22	CRC Public Hearing at the Murdock Administration Center
06/02/22	General Membership Meeting – Final meeting and Final Vote on Ballot Questions and Final Report to the Board of County Commissioners
07/12/22	Presentation of Final Report of the 2021-2022 Charter Review Commission to the Board of County Commissioners by Chairman William Dryburgh and Robert Berntsson, Esq.