

City of Punta Gorda, Florida

# *STRATEGIC PLAN*

FY 2012



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Sue Foster, City Clerk

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Dennis Murphy, Growth Management  
Butch Arenal, Police  
Rick Keeney, Public Works  
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# City of Punta Gorda, Florida Strategic Plan

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# City of Punta Gorda, Florida Strategic Plan

## Overview

A strategic plan provides a tool for more effective and economical operations and demonstrates to the public that careful consideration has been given to future development and direction of the organization. The Plan provides a realistic view of the expectations for the organization and community at-large.

On April 27, 2005, City Council approved moving forward with development of its first strategic plan and solicited input from residents, boards and committees, civic groups and staff on priorities to be addressed. The City has now completed five strategic plans, in which over 95% of the projects in the plan were completed or ongoing. As strategic planning is an ongoing process, the FY 2012 plan was developed after Council again solicited input from the entire community. Council Members discussed such input at its September 7, 2011 Council meeting and reached consensus on plan focus areas. Council is scheduled to adopt the FY 2012 plan on September 21, 2011. The focus areas are delineated below:

- Administration
- Business Development
- Quality of Life
- Stakeholders

Within each focus area, the Plan delineates objectives and action items to be accomplished including timelines, costs and funding sources, where appropriate. The plan helps us stay focused in our near term objectives and tasks, while still keeping our eye on the long range perspective of our actions. Our strategic plan is dynamic and can be adjusted or molded from time to time as needed. It is a working document that evolves as development takes place. Throughout the year, we will provide status reports on our progress. In this way, it is a document by which we can measure our success and by which the community can evaluate our performance.

## Administration

**Objective:** Develop and implement sound municipal management structure and processes that provide for efficient operations, strengthen the City’s standing with financial institutions and sets in place measures of performance for the organization as a whole and within each department.

PROJECT	TIMEFRAME	COST
Update the long range Financial Plan as the framework for setting FY 2013 budget guidelines. Include a reassessment of the City’s financial management policies and recommend adjustments in compliance with recent national standards.	January 2012	
Continue implementation of Lean/Six Sigma business management training and projects that assess key organizational processes and recommend/implement changes, where appropriate, to enhance efficiencies and customer service	Ongoing	
Conduct a budget retreat to present financial trends, fiscal forecasts, program of service overviews and alternatives to eliminate any projected budget gaps	April 2012	
Undertake a re-assessment of the strategic planning process and format and based on such re-assessment, prepare FY 2013 Strategic Plan	September 2012	

## Business Development

**Objective:** Diversify the economy and tax base through the recruitment, expansion and retention of diversified business development and improving the business environment in the City

PROJECT	TIMEFRAME	COST
Achieve progress of annexations along US 41 corridor, Jones Loop Road (pending successful annexation of the former LOOP property), US 17 corridor and other areas as deemed appropriate.	Ongoing	
Continue participation/partnership with Enterprise Charlotte Economic Council, Punta Gorda Chamber of Commerce Business Development Committee, Economic Development Working Group and TEAM Punta Gorda to enhance business development initiatives.	Ongoing	
Continue assessment of ordinances and land development regulations that impact business development and recommend amendments, where appropriate, to enhance development opportunity. Prepare similar type of tax abatement ordinance recently adopted by Charlotte County voters and be ready to place on 2012 election ballot, as applicable.	Ongoing	
Support a working group geared to develop a marketing program and strategies that facilitate development of City Marketplace, former U-Save and other large commercial properties. Include in the effort an assessment of needs within the Trabue Woods community, in order to bring business closer and accessible to area residents.	Ongoing	
Work with partner organizations to continue marketing efforts that emphasize City's assets to include private/public building and infrastructure improvements, downtown amenities, heritage tourism, murals and special events.	Ongoing	

## Quality of Life

**Objective:** Preserve the livability, history, and quality of life in the City within a changing and developing community.

PROJECT	TIMEFRAME	COST
Undertake through design and/or completion a myriad of ongoing infrastructure improvements including:		
Linear Park Phase 2 & 3 (Olympia to Cross Street)	2012 & 2013	\$1,300,000
U.S. 41 Multi Use Recreational Trail (Aqui Esta to Airport/Monaco to Jones Loop Road and Jones Loop Road to Taylor)	December 2012	\$719,000
Multi Use Recreational Trail – Shreve Street	October 2011	\$470,000
Harborwalk Best Western – design & permitting	2012 & 2013	\$78,000
Small Boat Launch & Seawall Replacement – Bayfront	December 2011	\$253,000
Harborwalk Zone 7 – Gilchrist Park area	2012 & 2013	\$1,100,000
Bal Harbor – water, sewer, drainage, turn lane and resurfacing	February 2012	\$1,208,000
Street Resurfacing	September 2012	\$600,000
Corto Andra/Boca Grande Drainage	TBD	TBD
Aqui Esta Sidewalks (Magdalena to U.S. 41)	December 2012	\$500,000
Aqui Esta Drainage (Magdalena to Bal Harbor)	December 2011	\$15,000
Downtown Flooding Mitigation (Harvey/Durrance and Hospital areas)	2012 & 2013	\$1,600,000
U.S. 41 Southbound Lighting	TBD	\$223,000

West Mooring Field – pending grant approval	TBD	\$342,000
Continue a bike path program that meets the requirements of Bicycle Friendly Community	Ongoing	
Assess and enhance, where appropriate, pedestrian friendly amenities in the Main Street area to include – re-bricking, landscaping, street furniture, waste receptacles, decorative lighting and intersection access.	Ongoing	
Complete changes to submerged land lease at Laishley Marina to include waiving annual rental for submerged lands lease and additional slip rentals.	January 2012	

## Stakeholders

**Objective:** Enhance productive working relationships, public information, involvement and assistance to stakeholders in an effort to maximize public participation in the decision-making process.

PROJECT	TIMEFRAME	COST
Continue communications programs through Town Hall meetings, online City Hallways newsletter, weekly reporting, televised Council meetings and customer surveys	Ongoing	
Optimize relationships at all levels with the City's partners through a proactive presence (Congress, State Legislators, Charlotte County, Airport Authority, Charlotte County School District, Enterprise Charlotte Economic Council, Charlotte County Tourism Bureau, Southwest Florida Water Management District, Peace River/Manasota Water Management Authority, Charlotte Harbor Estuary organizations, TEAM Punta Gorda, Punta Gorda & Charlotte County Chambers of Commerce, Downtown Merchants Association, Homeowners' Associations, etc) which lead to effective collaboration	Ongoing	