

LONG RANGE STRATEGIC PLAN SUMMARY
FISCAL YEARS 2022 – 2026



Punta Gorda
FLORIDA

September 22, 2021

CITY COUNCIL

Lynne Matthews, Mayor (District 4)

Debby Carey, Vice-Mayor (District 2)

Nancy Prafke, Council Member (District 5)

Jaha Cummings, Council Member (District 1)

John Miller, Council Member (District 3)

CITY OFFICIALS

Gregory B. Murray, City Manager

David Levin, City Attorney

Karen Smith, City Clerk

DEPARTMENT DIRECTORS and MANAGERS

Ray Briggs, Fire Chief

Pam Davis, Police Chief

Rick Keeney, Public Works Director

Joan LeBeau, Urban Design Director

Kylee McGloin, Assistant to the City Manager

Jeff Payne, Acting Human Resources Manager

Chuck Pavlos, Utilities Director

Melissa Reichert, Assistant City Manager

Brad Schuette, Information Technology Manager

Kristin Simeone, Finance Director

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City Manager Gregory B. Murray Message

Members of City Council and the Community,

As we move into this budget and strategic planning cycle we are faced with the challenge of turning the corner from post-recessionary operations where we are only able to maintain the bare necessities of the City, to evaluating and funding strategic needs to insure that City services, infrastructure, and fiscal position is sound in the years to come. The city's assets include 13 public buildings, 121 miles of streets, 1270 City maintained street lights, 19 traffic signal intersections, and four bridges. The City owns 55 miles of canals and 109 miles of seawall. There are 237 miles of water mains, 129 miles of sanitary sewer, and 119 lift stations. 23 parks totaling 130 acres and nine miles of pathways are the responsibility of the City. 208 motorized equipment items, including cranes, fleet vehicles, boats, and compactors, are also part of the City's assets. The City's total asset base holds a non-depreciated value of \$386,313,048 million. 295 employees also depend on the budget-driven decisions to be able to adequately complete their jobs, and for their very well being.

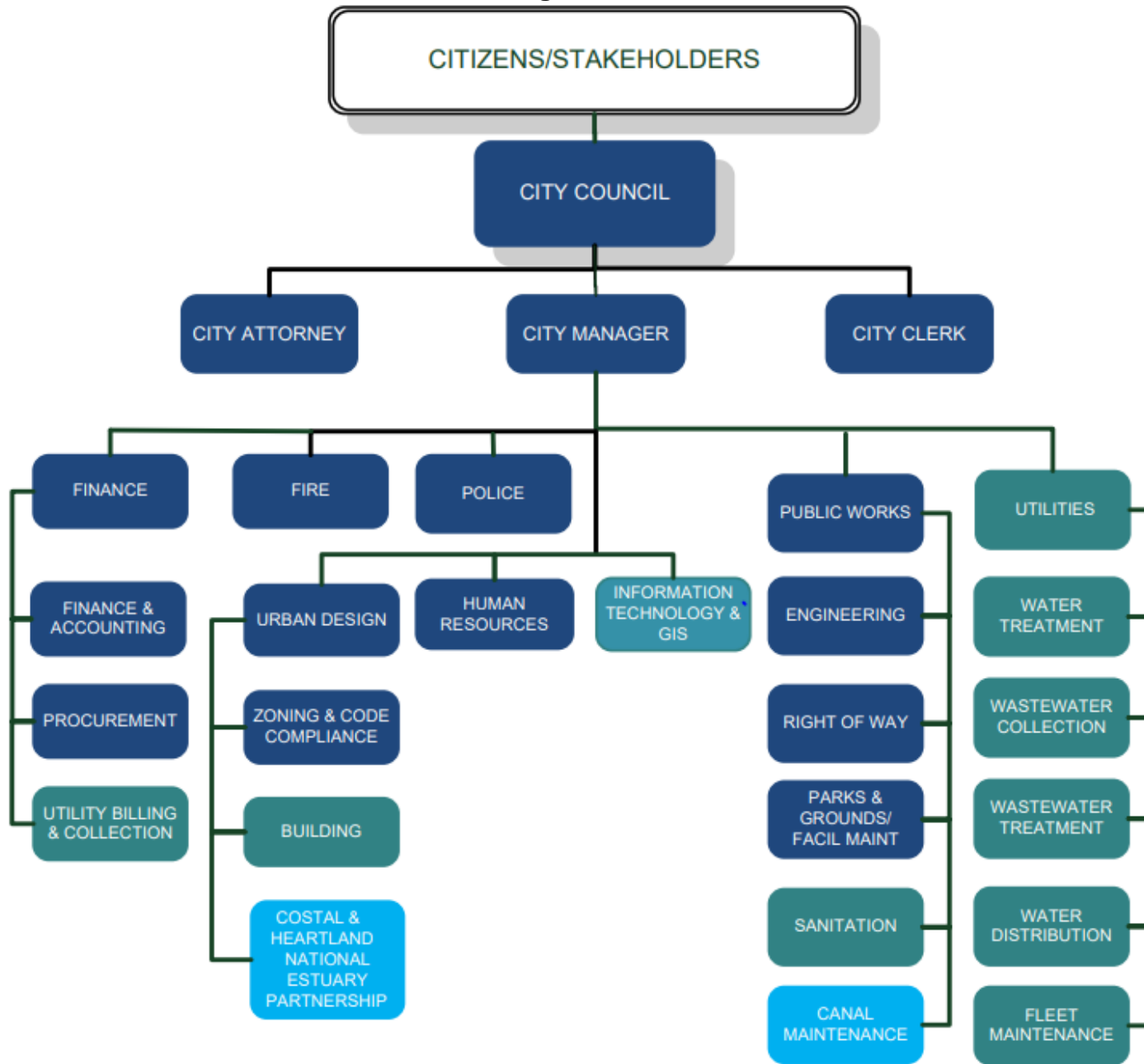
For this planning cycle, staff has focused on each of the City's unique assets, examining the condition of each of those assets and needs to properly maintain them. Input from residents and stake holders was solicited through outreach during the Spring of FY2021. Much of what was found is that City infrastructure is starting to show signs of age and now needs work. Evaluation of the infrastructure also resulted in necessary emergency repairs in some cases. Preventative maintenance programs and resulting upkeep has sometimes needed to be deferred because of recessionary periods, funding challenges, and personnel demands, but implementation of a detailed plan can no longer wait. It takes staffing and funding to make that happen, knowing that deferred improvements will only continue to increase in costs. It is quite a challenge and responsibility to insure that our City functions properly while making strides in service delivery, infrastructure management, and planning for the future. Hence the need to turn the corner, bringing the satisfaction that the City continues to be managed appropriately for the citizens we serve. I am proud to be part of the team working for the City of Punta Gorda.

We are fortunate to have such a dedicated employee base and depth of experience. I have found that over the years available resources have been maximized in order to minimize needs for as long as possible. In addition, substantial cuts were again effectuated this year prior to budget presentations in order to maintain a realistic and conservative budget, while realistically addressing pending and deferred needs. Specific focus has been put on planning not just for FY 2022 but looking five years into the future for planning, budgeting and staffing. This plan of work will allow us to deliver on our mission to preserve and enhance Punta Gorda's identity as a vibrant waterfront community, unique in character and history; and as a desirable place to live, work and visit."

Sincerely,

Gregory B. Murray

FY2022 Organizational Chart



Five Year Staffing Plan General Fund Employees

FUND	NUMBER	FUND NAME Department/Division	Amended Authorized FY 2021	Position Requests FY 2022	FY 2023 Planning Requests	FY 2024 Planning Requests	FY 2025 Planning Requests	FY 2026 Planning Requests	FY 2026 Estimated Positions
001	01-00	CITY COUNCIL ¹	5.00						5.00
001	02-00	City Manager	3.00						3.00
001	02-18	Human Resources	3.00		1.00				4.00
001	03-00	City Clerk	4.00		1.00				5.00
001	06-00	Legal	1.00						1.00
001	04-00	Finance	8.50		1.00				9.50
001	04-05	Procurement	7.50		1.00		1.00		9.50
001	09-01	Public Works Admin	3.00						3.00
001	09-08	Engineering	4.50	0.50					5.00
001	15-15	Facilities Maintenance	3.00	1.00	1.00		1.00		6.00
001	09-16	Right of Way Maintenance	13.00	1.00	1.00		1.00	1.00	17.00
001	09-19	Parks & Grounds	10.00	1.00		1.00			12.00
001	12-00	POLICE	56.00	2.00	2.00	1.00		2.00	63.00
001	13-00	FIRE	30.00	2.00	7.00				39.00
001	15-00	Urban Design	6.00		1.00	1.00		1.00	9.00
001	15-10	Zoning & Code Compliance	6.00		1.00	1.00			8.00
		GENERAL FUND	163.50	7.50	17.00	4.00	3.00	4.00	199.00
502	02-51	INFORMATION TECHNOLOGY	7.00	1.00	1.00			1.00	10.00

Overview

The Strategic Plan (herein referred to as the “Plan”) is used to set the overall goals for the City, provide direction to City departments, and create the basis for each year’s annual budget. The 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. The diagram below shows how the pieces of the Plan fit together.



On April 27, 2005, City Council approved moving forward with development of its first strategic plan by soliciting input from residents, civic groups, ad-hoc boards and committees, as well as staff on priorities to be addressed. Since 2005, the City has annually adopted a strategic plan. The FY 2021 Plan, which was developed after solicitation of input and engagement from the entire community followed by two workshops focusing on all elements of what make up a strategic plan, formed the base from which future action items evolved. Preparation of the FY 2021 Plan took a slightly different direction than the previous year, which involved a more thorough review of the City’s mission, values, vision and goals. The FY2022 Strategic Plan includes the new five year staffing plan, forward looking action items, and a message from the City Manager addressing the budget necessary to implement the strategic plan.

The current Plan has different elements that help transform the City’s vision into reality. They are:

- ✓ *Strategies*: The Plan document contains the strategies that the City will pursue and action items on how to achieve the strategies. Strategies and action items are funded through the annual budget, five-year capital improvements program and partnerships with other public, non-profit and private organizations.
- ✓ *Key Performance Indicators*: Metrics that the City uses as sources of evidence to determine if its strategies are having their intended impact.
- ✓ *Financial Plan*: The City performs multi-year fiscal forecasting to show the long-term impacts of its decisions, model different scenarios and identify/address financial issues well before they are realized. The forecasts are included in the Long-Range Financial Plan presented to City Council in January of each year.

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.

Vision

A vision statement is essentially a description of what a community should look like once it has successfully implemented its strategies and achieved its full potential. An achievable vision is compromised between what an organization wants and what it can have. In Punta Gorda, this contrast is often manifested in perceived tradeoffs between having sufficient financial resources and preserving the values. A vision can provide guidance to help decision-makers identify the “bottom line” of what is truly important. Based on public input, the City’s overall vision is:

“Continue to preserve our small-town character while promoting diversity, economic development and sustainability.”

Vision Elements:

- Punta Gorda will preserve and enhance its historic small town, self-sufficient community character
- Punta Gorda will be an economically sustainable four-season community and cultural hub of Charlotte County
- Punta Gorda will continue to be a safe and secure community
- Punta Gorda will be a place where residents and visitors recognize the significance and character of its waterfront amenities, natural resources, and vibrant downtown
- Strong partnerships and collaboration between the City government and all sectors of the community will embody Punta Gorda’s ability to sustain its small-town, self-sufficient character
- Punta Gorda will have a financially sustainable city government
- Punta Gorda will position itself as the best small town to live, work and visit

As shown above, the core of the City’s vision includes elements of sustainability. Sustainability is the ability of communities to consistently thrive over time as they make decisions to improve the community today without sacrificing the future. Sustainability can provide an organizing framework for building better and stronger communities. Building sustainable communities is at the core of the leadership responsibilities of local government leaders. A sustainable community demonstrates through policy and practices a long-term view and respect for people and for place. The sustainable community will assess impact on the following three areas - ensuring a positive effect on the environment, establishing that there will not be a drain on community resources, and making certain that disparaging treatment for any sector of the community will not be created. Sustainable communities are those that maintain a reliable economic base, practice sound financial management, provide a stable environment for their residents, and act as stewards of their land and other environmental resources. These actions are defined as follows:

Economic sustainability

- ✓ Maintain a sound economic base
- ✓ Provide reliable public services
- ✓ Create an environment conducive to businesses
- ✓ Become and remain competitive in the marketplace
- ✓ Financial sustainability
- ✓ Remain financially viable
- ✓ Establish and maintain professionally recognized, transparent budgeting and financial management practices and systems

Social sustainability

- ✓ Provide a stable environment for citizens
- ✓ Ensure public safety
- ✓ Offer an environment that encourages job creation
- ✓ Engage the community in local decision making
- ✓ Provide amenities that enhance quality of life

Environmental sustainability

- ✓ Safeguard the water supply, open space and other physical assets by preparing for and mitigating natural disasters and by employing environmentally responsible methods for energy generation, waste reduction and disposal and other services

Mission

A mission statement clarifies an organization's purpose and philosophy. It should:

- Specify the reason for the organization's existence
- Establish the scope of the organization
- Identify the organization's unique characteristics
- Provide the overall direction for the organization
- Act as a foundation for development of general and specific objectives as well as program plans

A summary of public input responses revealed that the City's mission should incorporate the following ideals:

- ✓ Become a desired, waterfront destination
- ✓ Be a better place to live, work and play
- ✓ Deliver a high level of service
- ✓ Enhance quality of life
- ✓ Retain our unique character

Based on the above public comments, including City Council input, the mission of the City is:

“To preserve and enhance Punta Gorda’s identity as a vibrant waterfront community, unique in character and history; and as a desirable place to live, work and visit.”

Values

Values identify the philosophical guidelines for an organization's activities and:

- Identify the values held by constituents
- Establish guidelines upon which all initiatives will be based
- Provide the basis for assessing the organization's strategic objectives and plans
- Respect constituent needs and expectations

Through public input garnered from the community survey and workshops, Punta Gorda's residents and leaders value the City's small town, self-sufficient, community-partnerships nature. In this vein, the City should pursue policies and actions that enhance these elements. Revised, key values of the City organization are:

- Maintain a culture of community engagement, teamwork, partnerships, transparency, respect, customer service, and stewardship
- Sustain pride in Punta Gorda's history and well-preserved historical areas and natural resources
- Support and promote local businesses
- Value a high level of openness, and the fair and equitable treatment of all residents
- Ensure an ethical, transparent and accountable city government

Strategic Priorities and Goals

While the City's vision has set the course for the future, the strategic priorities highlighted below provide the roadmap that encompasses governing policies and strategies, operational approaches to implementing the strategies and performance measures/timelines to ensure achievement of these strategies. Included in each section are goals that specify how the general policy directions of the organization's mission will be carried out, and action items that aim to accomplish desired goals. Based on input received during the community engagement sessions, City Council has established five strategic priorities identified below and goals highlighted within each priority area.

- Financial/Economic Sustainability
- Infrastructure Sustainability
- Partnerships, Communication and Collaboration
- Strategic Communications Positioning
- Quality of Life

As mentioned earlier, key performance indicators will be used to summarize progress toward achieving strategic priorities. These outcomes form a scorecard of the City's progress and will facilitate ongoing monitoring of Plan implementation and communication to the public.

Priority 1: Financial/Economic Sustainability - Advance and promote local business development and long-term financial and economic sustainability

Long term financial sustainability is a critical component to the ultimate success of a strategic plan. This section of the Plan provides a basis for future budgets and guides workforce planning and other efforts to improve the effectiveness and efficiency of City services. Long term financial sustainability can only be achieved when recurring revenue and expenses are aligned. How well the City achieves sustainability is reflected in its ability to address financial issues identified in multi-year fiscal forecasts. It also means providing valued public service as efficiently as possible.

An integral part of a community's financial sustainability is to be an economically sustainable community and to enhance the economic well-being of its residents. The City has excellent access to two major roadways, most notably I-75 and US 41, and Punta Gorda Airport. The community's diversity and mix of income levels provides a range of tastes for the business community to serve. Diversity also results in a variety of housing options for prospective residents and provides the community with an array of talents to draw on. The downtown and waterfront areas enhance the City's economic environment. The success of its business sector is through a combination of economic and business development.

Economic development involves the recruitment and retention of high-skill, high-wage diversified industry. Diversified industry means companies that bring wealth to a community by exporting their goods and services to customers outside of the local market, and do not rely on the local economy for income.

Business development encourages a variety of small businesses, retail stores, restaurants, entertainment centers, medical facilities and service-oriented businesses within a city's boundaries, compatible with the demands and desires of the community. Traditionally, business development is market driven, based on population and household demand, and generally occurs by developers and private property owners marketing to fill planned and existing retail and office space. Its premise is that local entrepreneurs and public/private strategies create the environment that can bring economic growth to a community in the form of jobs, increased revenues, a vibrant business sector and healthy life attributes. It seeks to focus on growing and nurturing local businesses that can create spin off business and employment, rather than hunting for the large corporation outside the area. One study on the subject identified the following premises to encourage shopping and promoting locally owned businesses:

- More money re-circulates in the community when one buys from locally owned businesses as opposed to nationally owned businesses
- Local businesses provide most new jobs
- One-of-a-kind businesses are an integral part of a community's distinct character
- Local business owners invest in the community
- Customer service is, in many instances, better
- Competition and diversity lead to more choices
- Local businesses have less environmental impact
- Local businesses' public benefits outweigh their public costs
- Local businesses encourage investment in the community
- Local businesses tend to give more support to nonprofits

The City's strategic priorities focus more on business development initiatives, while Charlotte County concentrates its efforts on economic development opportunities for both Punta Gorda and unincorporated areas of the County.

- Goal:** Continue best management practices in financial planning and appropriate reserves policies to reach the national standard of 16.7% by increasing reserves by 0.5% or more per year.
- Goal:** Identify sustainable spending policies and appropriate technologies to support business operations through operational audits and investments in new technology that connect the City with the community.
- Goal:** Strengthen and diversify the City's tax base to increase the commercial base, for example, through annexation by annexing a minimum of three properties per year over the next five years.
- Goal:** Support Charlotte County efforts to facilitate and nurture high priority economic development projects through monthly one on one meetings with Council and City Manager.
- Goal:** Ensure the competitiveness of Punta Gorda's business climate through continuous participation in the Economic Development Partnership, Punta Gorda Chamber of Commerce and conducting studies as needed.
- Goal:** Enhance workforce development and diversity in the City organization through intentional succession planning and investment in employee training programs.
- Goal:** Encourage strategic commercial development through the implementation of new Land Development Regulations and Codes being put into place in FY 2022.

***Note:** CHNEP action items are not funded through City of Punta Gorda funds

Specific Action	Department(s)	Measure of Success	Timeframe	Cost (if applicable)
Seek new technology and applications that will help connect the City and the community and deliver services and information in a timely, cost-effective manner to include server upgrades; geographic information systems enhancements; upgrading field connectivity, network security upgrades, and customer online portals	Information Technology/City Clerk	City Codes moved to Municode system to simplify accessing, updating and presentation of City Codes on the Website. Timely and accurate codification of ordinances adopted by City Council.	FY 2022	\$20,000
CHNEP TBD Research or Restoration Project	CHNEP	To solicit and award funding for a restoration project that addresses the CCMP Priority Actions and has long-term applicability and serves as a model for addressing habitat restoration and improvement and resource management challenges	FY 2022	\$77,273
Prepare and adopt the City's Comprehensive Plan Evaluation and Appraisal Report (EAR)	Urban Design	Adopt EAR Based Amendments	FY 2022	\$225,000

Adopt the 2040 Comprehensive Plan Amendments for the required “Property Rights Element”	Urban Design	Adopted Comprehensive Plan Amendments	FY 2022	Staff Time
Ensure that updates to the zoning code and land development regulations remove any regulatory barriers to building viable commercial and mixed-use projects	Urban Design	Adopted Land Development Regulation (LDR) Amendments	FY 2022	Included in LDR form based code rewrite
Adopt a flexible code for areas where commercial development is recommended	Urban Design	Adopted zoning code that has flexible provisions for commercial development in recommended area	FY 2022	\$222,000
Complete a Wage and Benefit survey to provide a comparison of City wages and benefits to surrounding municipalities and those of like size.	Human Resources	Adoption of wage and benefit programs that retain and attract talent.	FY 2022	\$30,000
Proactively hold 10 meetings through the course of the year with property owners that might have an interest in annexation	Urban Design	Three properties annex into the City of Punta Gorda that are beneficial to both the City and the property owner.	FY 2022	Staff Time
		FY 2023-FY 2026 Preliminary Action Items		
Prepare and adopt the City’s Comprehensive Plan Amendments based on the EAR	Urban Design	Adopted Comprehensive Plan Amendments	FY 2023	Cost included in EAR
Proactively hold 10 meetings through the course of the year with property owners that might have an interest in annexation	Urban Design	Three properties annex into the City of Punta Gorda	FY 2023- FY 2026	TBD
Improve use of existing City Cybersecurity tools	Information Technology	New Cybersecurity Admin will allow for more focus on City security and extend the use of existing cybersecurity tools	FY 2023	TBD
Implement Records Management Plan	City Clerk	Reduction in storage space needs – both physical (warehousing) and electronic (cloud based) resulting in cost savings (undetermined amount)	FY23	\$68,500 (annually)

Key Performance Indicator	Actual FY 2020	Projected FY 2021	Proposed FY 2022
GFOA Certificate of Conformance in Financial Reporting	Awarded	To Be Submitted	To Be Submitted
GFOA Distinguished Budget Presentation Award	Awarded	To Be Submitted	To Be Submitted
General Fund recurring revenues aligned with recurring expenditures	102%	100%	102%
Unqualified Audit Opinion	Achieved	To Be Determined	To Be Determined
% compliance with financial management policies	100%	91%	100%
Tax base diversity (goal 75% residential and 25% commercial)	89.9% res. 10.1% comm.	89.5% res. 10.5% comm.	89.3% res. 10.7% comm.
Annexation (acreage and type)	50+ acres: vacant, residential, low industrial	37.92 acres: vacant, medium-density residential, developed commercial	50 acres: vacant, residential, developed commercial
% of space leased in Herald Court Centre	100%	100%	100%
Cost per capita – General Fund services	\$1,086	\$1,092	\$1,170
Utility rates in relation to 16 SWFL communities	2 nd lowest	2 nd lowest	2 nd lowest
Solid waste rates in relation to 11 SWFL communities	2 nd highest	3 rd highest	3 rd highest
Minorities in City workforce	12.5%	12%	12.5%
Females in Managerial/Supervisory Positions	6.6%	6.6%	6.8%
City employees per 100/Population	1.5	1.5	1.5
Taxable sales Punta Gorda MSA (monthly average)	\$254 million	\$254 million	\$254
# of new businesses	92	115	120
# of closed businesses	16	70	60
Workforce in Charlotte County (from FL Research and Economic Information Database)	71,865 <i>(Calendar Year 2019)</i>	To Be Determined	To Be Determined

Priority 2: Infrastructure Sustainability – Maintain and enhance the City’s capital assets and quality municipal services

As an older community and one with its own water and wastewater utility, canal/seawall system as well as an historic district, infrastructure takes on particular importance in Punta Gorda. While new infrastructure projects are well publicized and generally well received, ongoing maintenance of a city’s assets are not very visible nor always appreciated. Maintenance is never a problem until it is. The City’s insurable capital assets (i.e. infrastructure) are valued at \$120 million and consist of two components – city infrastructure and internal infrastructure, defined below. City infrastructure is the physical system of roads, bridges, sidewalks, seawalls, drainage, water and sewer facilities. Internal infrastructure refers to infrastructure used in the provision of municipal services (i.e. fleet, information technology, facilities, office services, radio services, telecommunications, etc.). A snapshot of the City’s infrastructure is:

- 13 public buildings - City Hall, City Hall Annex, Public Works/Utilities Campus, Public Safety, Fire Stations 2 and 3, Water and Wastewater Treatment Plants, Bayfront Center, Freeman House, Cooper Street Center, Laishley Park Marina, and Herald Court Centre
- 121 miles of streets, 2886 streetlights including 1270 streetlights maintained by the City and 1616 FPL maintained lights, 19 traffic signal intersections, 4 bridges and 110 miles of seawall
- 237 miles of water mains, 129 miles of sanitary sewer, 2 storage tanks, master pumping station, booster pumping facility, 119 lift stations and Hendrickson Dam (reservoir)
- 23 parks totaling 130 acres and 9 miles of Pathways (harborwalk, linear park, multi-use recreational trails)
- 208 motorized pieces of equipment (fleet, cranes, boats, compactors)
- 96 Windows Servers (85 virtualized), 4 virtual server hosts (four-node VMware ESXi cluster.), 1 IBM midrange server, four-node VMware Virtual Desktop Interface (VDI) ESXi cluster, four datacenter switches, twenty-one access switches, three firewalls (2 a state of the art next-generation firewall), two Storage Area Networks (SANs). Thirty-five wireless access points, VoIP phone system with 250 phone sets, 5 miles of dark fiber, a total of 320 PC’s, laptops, and tablets

Issues to be addressed to ensure sustainable infrastructure include:

- How can the City best maintain its stock of infrastructure in addition to procuring needed new assets?
- How can the City fund maintenance of its open space (active and passive park system) and waterfront?
- What is a livable level traffic and how do new traffic-generating projects fit within the City’s comprehensive traffic safety/circulation plan?
- Does the City have a long-range plan that ensures infrastructure is in place to meet projected growth demands?
- With more people using the web and social media the City must continue to find new ways to connect the City to the community

Goal: Maintain and enhance the City’s infrastructure to ensure efficient and effective service delivery and quality aesthetic appeal.

Goal: Complete the 18-mile pedestrian/bicycle pathway connecting all neighborhoods through collaboration with applicable granting agencies and City investment in pathways by June 2022.

Goal: Maximize use of technology in applicable areas through capital budgeting procedures and investment in learning opportunities for staff.

Goal: Apply best management practices and systems in infrastructure maintenance.

Goal: Establish a five-year capital improvements program that ensures infrastructure is in place to meet projected growth demands and update the plan on an annual basis.

Specific Action	Department(s)	Measure of Success	Timeframe	Cost (if applicable)
Gilchrist Park Renovations Phase II	Urban Design Public Works	Construction Completed	FY 2022	TBD
Laishley Park Splash Pad Renovations	Urban Design Public Works	Construction Completed	FY 2022	TBD
Wayfinding Signage – Downtown	Urban Design Public Works	Construction Completed	FY 2022	TBD
Ponce de Leon Park Boardwalk/Pier Repairs	Urban Design Public Works	Construction Completed	FY 2022	TBD
Virginia Ave (Tamiami to Nesbit) Improvements	Urban Design	Complete Design	FY 2022	\$179,198
Nature Park improvements to boardwalk and fishing pier	Urban Design	Complete Design	FY 2022	\$105,650
Historic City Hall Rehabilitation Project	Urban Design	Completion of 60% design and architectural plans	FY 2022	TBD
A C Freeman Rehabilitation Project	Urban Design	Complete Design	FY 2022	\$102,893
W Henry Street Improvements and Connections	Urban Design	Completion of 60% design and engineering plans	FY 2022	TBD
Continue to update and manage outstanding projects outlined in the City's ADA Transition Plan	Urban Design	Three Projects Completed	Ongoing	TBD
ADA Improvements – W. William Street Sidewalk	Public Works	Design and installation of sidewalk on the north side of William Street from 216 W. William Street to the Cross Trails Center	FY 2022	\$105,000
Boat Club Channel and Basin Dredging	Public Works	Engage consultant to obtain permitting for maintenance dredging for boat club channel and basin. Dredge basin and repair dock	FY 2022	\$22,000
Bridge Repair	Public Works	Bridge repairs resulting from FDOT bridge inspections. Ongoing program	FY 2022	\$10,000
Drainage (citywide)	Public Works	Completed approximately 81 repairs which are noted as severe drainage problems in previous year video inspection. Ongoing program	FY 2022	\$200,000
Drainage Improvements – Boca Grande Area	Public Works	Design plans 60% - 90% complete. Awaiting verification that City can obtain required lots. Submitted grant application for estimated \$1,000,000 if approved by Senate	FY 2022	\$700,000

Henry Street Sidewalk	Public Works	Engineering coordinating FDOT. Survey is complete. Design and permitting in progress	FY 2022	\$250,000
Implement changes determined by the Seawall materials & Methods Feasibility Study	Public Works	Completion of annual seawall restoration utilizing study findings	FY 2022	Included in FY 2022 budget
King Street	Public Works	Design and construction of King Street due to growth and safety. Survey complete	FY 2022	\$80,000
National Pollutant Discharge Elimination System	Public Works	Requirements related to Federal Clean Water Act for storm water. Ongoing program	FY 2022	\$20,000
Railroad Crossing Rehabilitation	Public Works	Rehabilitation improvements to maintain existing railroad crossings pursuant to the General Agreement with Seminole Gulf Railway, L. P. dated November 15, 2020	FY 2022	\$250,000
Street Resurfacing (citywide)	Public Works	Resurface approximately 5 miles of city streets (length varies, dependent on petroleum market pricing). Brick palm Ave and rejuvenation	FY 2022	\$730,000
Storm Sewer Reconstruction	Public Works	Storm drainage pipe lining or replacement of defective pipe. Ongoing program	FY 2022	\$75,000
Wooden Pathways & Pier Pilings	Public Works	City's wooden boardwalks and pier pilings have deteriorated over the years and need to be repaired as needed. Ongoing program	FY 2022	\$100,000
Continue to enhance City GIS capabilities to capture, process and present data quickly and clearly through the web and other applications	Information Technology	Reduction of time it takes from capture to presentation of data	Ongoing	\$15,000
Extend capabilities of Email archive tool Enterprise Vault by adding the Large Email Extraction Accelerator module	Information Technology	Much faster response to large scale email searches and large public records requests	December 2021	\$6,000
Playing off the security upgrade to the City Hall campus have the foundation laid for all security cameras throughout the City to become part of a centralized system	Information Technology	Put a centralized server and NVR in place in City Hall	September 2022	\$10,000
Replace our spare network switch as it was used to replace failed hardware	Information Technology	Once again have a spare unit for quick recovery in the event of a failure	October 2021	\$5,000

Install Runecast VMWare Virtual Systems Management Tool on City VMWare Servers	Information Technology	Improved ability to manage VMWare servers from a single portal	October 2021	\$3,300
Install Control Up Platinum VMWare Virtual Device Management Tool on City VMWare servers	Information Technology	Improved ability to manage VMWare Virtual Desktops (VDI) from a single portal	October 2021	\$5,000
Continue City Computer Replacement program	Information Technology	Replace 25% of City computer inventory	September 2022	\$90,000
Replacement of Aged Out VMWare Host Server (one each year)	Information Technology	Install replacement server for one of our VMWare Hosts	One Each Fiscal Year	\$30,000 each year
Complete move to all security cameras throughout the City being part of a centralized system	Information Technology	Put a centralized server and NVR in place in City Hall	September 2022	\$50,000
Negotiate new land lease with Florida Fish and Wildlife for Wastewater Treatment Plant	Utilities Finance City Manager	Lease agreement in place	FY 2022	TBD
Design Wastewater Treatment Plant Renovation	Utilities	Design Complete	FY 2022	\$3,000,000
Design Septic to Sewer Conversations in Charlotte Park and Complete Assessment Methodology	Finance Utilities	Design report completed and assessment methodology approved	FY 2022	\$750,000
CCHMN Sample Delivery & Assistance	CHNEP	To ensure proper collection and delivery of the samples to the FWC labs for testing of water quality. This data helps develop resources that are provided to elected official	FY 2022	\$3,240
CCHMN Lower Charlotte Harbor	CHNEP	To ensure collection, reporting and mapping of consistent, technically sound long-term water quality data through the estuaries and tidal creeks in the Lower Charlotte Harbor stratum. This includes contracted assistance for sample delivery to lab for analysis. This is an annual project done through the CHNEP that will be continued throughout the timeframe	FY 2022- FY 2026	\$16,240 for upcoming FY22 but the price can increase as additional tasks are added

FY 2023-FY 2026 Preliminary Action Items				
Start the process of upgrading any computer monitor that is older than 6 years	Information Technology	Upgrade 25% of the 176 monitors that are older than 6 years throughout the City	Next Three Fiscal Years	\$10,000 each year
Continue City Computer Replacement program	Information Technology	Replace 25% of City computer inventory	Each Fiscal Year	\$90,000 each year
Virginia Ave (Tamiami to Nesbit) Improvements	Urban Design Public Works	Complete Construction	FY 2023	TBD
Nature Park improvements to boardwalk and fishing pier	Urban Design	Complete Construction	FY 2023	TBD
A C Freeman Rehabilitation Project	Urban Design	Begin Construction	FY 2023	TBD
Ponce de Leon Park Playground	Urban Design Public Works	Construction Completed	FY 2023	TBD
Lower Charlotte Harbor Flatwoods Hydrologic Restoration Initiative	CHNEP	To develop a science-based, data-driven, Strategic Hydrological Planning Tool that will provide guidance to resource management agencies related to the appropriate restoration and management of surface waters currently flowing from the Cecil Webb/Babcock Wildlife Management Area and Yucca Pens Unit	FY 2022	\$571,792

Key Performance Indicator	Actual FY 2020	Projected FY 2021	Proposed FY 2022
% of projects completed within timeframe and estimated cost	100%	100%	100%
Fuel use (gallons)	159,688	156,185	160,870
Five-year capital improvements program that identifies infrastructure needs with funding source	Yes	Yes	Yes

Priority 3: Partnerships, Communication and Collaboration – Continue to promote partnerships, communication and transparency with all stakeholders

Partnership and collaboration opportunities have been an integral part of the City's strategic planning priorities for some time and embody how the organization delivers services to the community. While a city government doesn't necessarily have to provide all services; it should be a catalyst for action. In this vein, the City works with numerous public, private and non-profit agencies that provide a wide variety of recreational, cultural, educational, administrative and operational services to the community.

Goal: Promote partnership opportunities with public, private and non-profit organizations.

Goal: Emphasize transparency in City operations, reporting, and activities.

Goal: Continue to seek community input in decision making process.

Goal: Support and assist community efforts to address City priorities through recognition and process initiatives.

Goal: Diversify Housing Types through implementing selected recommendations in the 2019 PLAN Punta Gorda Citywide Master Plan over the next five years.

Specific Action	Department(s)	Measure of Success	Timeframe	Cost (if applicable)
Emphasize transparency in operations through Citizens Academy	Public Works	15 participants in Citizens Academy resulting in 100% of participants reporting an increase in understanding of government operations	Citizens Academy January 2022 – April 2022	Staff Time Only
CHNEP Conservation Grant Program	CHNEP	To implement the CCMP through award of funding to community partners for CCMP- related community projects and initiatives	FY 2022	\$30,000
CHNEP 2022 Calendar with educational insert	CHNEP	To educate, motivate and engage the public and partners through creating an annual nature calendar that showcase the importance and diversity of the natural CHNEP area	FY 2022	\$30,000
CHNEP Harbor Happenings Magazine	CHNEP	To educate, motivate and engage the public and partners through creating 3 magazines to report on environmental happenings, including watershed issues, events and updates on CHNEP activities	FY 2022	\$20,000
Target Audiences Education	CHNEP	To provide events and citizen science volunteer opportunities that increase environmental awareness, education and engagement in protecting natural resources throughout the CHNEP area. This includes collateral, sponsorships/registrations and other costs associated in events to reach target audiences	FY 2022	\$40,400
CHNEP Policymaker Education	CHNEP	To educate local government officials on the importance of protecting our watershed and all that it encompasses. We aim to provide resources that can then be distributed to citizens as well as used in professional settings to advocate for the protection of our resources	FY 2022	\$10,000
Implement Punta Gorda Police Department Youth Academy	Police	30 student participants between 10 and 14 years old. All students report that they have learned something about law enforcement	FY 2022	\$6,000
Continue Police Department monthly citizens advisory and every other month business advisory councils to enhance communication and address issues as they arise	Police	Meetings held with 100% of the issues resolved	Ongoing	Staff Time Only

Implement quarterly youth advisory council to enhance communication and address issues as they rise	Police	Meetings held with 100% of the issues resolved	FY 2022	Staff Time
Facilitate representation and communication between Punta Gorda Housing Authority and Charlotte County Affordable Housing Advisory Council. Facilitate communication and collaboration between the City and Gulf Coast Partnership	Urban Design	Participate in Monthly Meetings and provide meeting highlights	Ongoing	Staff Time
Work in collaboration with TEAM Punta Gorda, Punta Gorda Green Thumbs, Punta Gorda in Bloom and other organizations on City beatification projects	Urban Design Public Works	Number of collaborated projects completed	Ongoing	Staff Time
Collaborate with the Florida Department of Transportation on the Northbound Tamiami Trail (US 41) Vision Study	Urban Design	Final approved project with City requirements	FY 2022	Staff Time
FY 2023-FY 2026 Preliminary Action Items				
Video updates on Urban Design projects to effectively educate and connect with the Public	Urban Design	Videos completed for public viewing	FY 2023 - FY 2026	Staff Time

Key Performance Indicator	Actual FY 2020	Projected FY 2021	Proposed FY 2022
City Communications (Weekly Highlights Reports, Information Sharing Reports, Targeted Newsletters and Action Registers)	157	160	164
Citizen Interaction through Social Media	420,000	444,000	453,320
Citizen's Academy customer satisfaction rating	100%	100%	100%
Financial information on City website	Yes	Yes	Yes
Civic involvement – volunteer hours provided to City service delivery (Police and Fire)	14,179	15,511	15,000
Business Satisfaction Survey results - % excellent rating	100%	100%	100%

Priority 4: Strategic Communications Positioning – Develop and promote the City through creation of public/private partnerships that diversify the tax base, enhance the area as a visitor destination, and secure the future of the City’s distinct quality of life through the introduction and consistent communication of the new City brand.

Strategic communications positioning and marketing can be referred to as the management process responsible for identifying, anticipating and satisfying stakeholder requirements and in so doing serves to facilitate the achievement of the organization’s objectives. There exist a number of partners within the City environs that deliver such service, to include:

- ADA Advisory Committee
- Charlotte County Airport Authority
- Charlotte County Chamber of Commerce
- Charlotte County Economic Development Office
- Punta Gorda-Port Charlotte-North Port Board of Realtors
- Charlotte Harbor Visitor and Convention Bureau
- Economic Development Partnership
- Fishermen’s Village
- Homeowner Associations (Punta Gorda Isles, Burnt Store Isles, Seminole Lakes, Burnt Store Meadows, Emerald Point, Parkhill/Eagle Point, Historic District)
- Local Arts Organizations
- Punta Gorda Boaters Alliance
- Punta Gorda Chamber of Commerce
- Punta Gorda Downtown Merchants Association
- TEAM Punta Gorda

The goals identified below illustrate the City's efforts to identify its brand and market its lifestyle and infrastructure qualities with the assistance of its many partners.

Goal: Implement the strategic communications/marketing plan for the City.

Goal: Optimize waterfront, bicycle and pedestrian assets of the City.

Goal: Coordinate with stakeholders in promoting Punta Gorda as a boating, fishing and bicycle-friendly destination.

Goal: Support and facilitate the marketing of Punta Gorda's assets as a core to a vibrant downtown.

Goal: Optimize expertise of regional and local partners (i.e. Charlotte Harbor Tourism Bureau, Chambers of Commerce, Realtor Association, Economic Development Partnership, tourism-oriented private sector) to achieve stated objectives.

Goal: Make Downtown a vibrant and attractive place through implementing selected recommendations in the 2019 PLAN Punta Gorda Citywide Master Plan over the next five years.

Goal: Encourage strategic commercial development through implementing selected recommendations in the 2019 PLAN Punta Gorda Citywide Master Plan over the next five years.

Specific Action	Department(s)	Measure of Success	Timeframe	Cost (if applicable)
Continue marketing of the City to include local information guide, advertising in partner publications, PGD in airport advertising, targeted business attraction, and Sunseeker Inflight Magazine marketing. Seek opportunities for partnerships in marketing	City Manager's Office	3 % increase in visits to website	FY 2022	\$66,259
Create Isles Life Columns	City Council (Mayor)	12 columns written	FY2022	Staff time
Create City Manager columns for Sun Newspaper	City Manager's Office	52 columns written	FY 2022	Staff time
Place park and facility rentals on the City website to improve processes and allow direct access to scheduling, payment and reporting on their use	Information Technology	Park and facility rentals online	March 2022	\$20,000

Key Performance Indicator	Actual FY 2020	Projected FY 2021	Proposed FY 2022
New website visits	254,904	305,884	315,060
Return website visits	48,924	55,430	57,000
Microsite visits	19,240	19,817	20,000
Marketing Efforts to Support Explore Punta Gorda	17	19	19
Liveboards at Laishley Marina (monthly average)	18	20	20
Laishley Marina Occupancy (monthly average)	73	77	83
Mooring Field Occupants (monthly average)	5	7	10
Number of fishing/boating events	7*	10	12
Number of festivals/parades	34*	75	80
Number of sporting events (bicycle, runs, walks)	5*	15	15

*Event permits were not issued due to COVID-19

Priority 5: Quality of Life – Enhance and promote Punta Gorda’s attractive neighborhoods and working environment, heritage tourism, cultural opportunities, healthy eco-system and outdoor lifestyle, and its vibrant, safe City status

Quality of life is an all-inclusive term that includes such elements as economic prosperity, an affordable home, gainful employment, clean air and water, quality healthcare, safe and attractive neighborhoods and working environments, ample education and recreational opportunities, convenient transportation systems, and an active and diverse community which is rich in art and cultural amenities. The following elements embody Punta Gorda’s quality of life:

- ✓ The Punta Gorda Historic District includes three neighborhoods, each with their own varying level of preservation interest; a burgeoning waterfront and planned 18-mile Punta Gorda Pathways linking all neighborhoods with a pedestrian/bicycle pathway; and numerous festivals promoting the arts, culture and outdoor recreational activities
- ✓ Arts and cultural facilities such as the Charlotte Harbor Event and Conference Center, Charlotte Performing Arts Center, Visual Arts Center, Artisan’s Atelier, Historic Women’s Club and Train Depot, Blanchard House Museum of African American History and Culture, Cultural Heritage Center of SW Florida, Military Heritage Museum, Punta Gorda History Center and numerous private art galleries/shops are within Punta Gorda
- ✓ Charlotte Harbor ecosystem supports abundant recreational and research opportunities.
- ✓ The City places an emphasis on land development regulations that are modeled after new urbanism, mixed-use building standards, strong code compliance and aesthetic considerations.
- ✓ The City’s potable water supply comes from the Shell Creek/Prairie Creek Watershed which flows into the Hendrickson Dam. With the exception of Total Dissolved Solids (TDS), a secondary non-health related standard for which the City has received an exemption, the City meets all primary and other secondary treatment standards. The groundwater reverse osmosis plant further enhances the quality of the water supply by addressing TDS and increasing capacity when demand warrants such investment
- ✓ Punta Gorda continues to work toward a diverse housing mix that is affordable and attainable for all income levels, racial backgrounds, life stages and abilities

Goal: Support, promote and maintain the City’s historic character.

Goal: Maintain the City’s high safety rating, emergency response and storm preparedness.

Goal: Meet all water quality standards (primary and secondary).

Goal: Achieve status as a waterfront destination for land and water visitors through implementing selected recommendations in the 2019 PLAN Punta Gorda Citywide Master Plan over the next five years.

Goal: Support and promote a pedestrian and bicycle friendly community through implementing selected recommendations in the 2019 PLAN Punta Gorda Citywide Master Plan over the next five years.

Goal: Ensure a diversity of housing stock that is attainable for all income levels, racial backgrounds, life stages and abilities through implementing recommendations selected in the 2019 PLAN Punta Gorda Citywide Master Plan over the next five years.

Goal: Continue Universal Accessibility transition plan efforts within the City.

Goal: Continue planning and implementing climate change strategies that; 1) protect significant natural resources 2) support economic growth, improve protection of life and property in hazardous areas.

Goal: Diversify Housing Types through implementing selected recommendations in the 2019 PLAN Punta Gorda Citywide Master Plan over the next five years.

Specific Action	Department	Measure of Success	Timeframe	Cost (if applicable)
Add the new ESO/Firehouse Activities Module to our existing ESO software installation	Information Technology	Improved tracking of assets and other inventories used by the Fire Department	December 2021	\$5,000
Install AuditProof Audit Tracking Software to manage and track audit responses for the Police Department	Information Technology	Ability to capture, track and manage audit responses	December 2021	\$5,500
Complete and adopt the City's Park and Recreation Master Plan Update	Urban Design	Adoption of the Park and Recreation Master Plan Update	FY 2022	Staff Time
Hire two new firefighters	Fire	Two firefighters successfully on boarded resulting in reduced overtime.	FY 2022	\$94,890
Promote housing alternatives that meet workforce needs by reviewing how City may assist in creation of such housing to meet growing demand of workers in our area, by creatively offering developers assistance (i.e. utility incentives, etc.). With annexed land, consider opportunities for affordable housing	Urban Design	Implementation of 2040 Comprehensive Plan and incorporating additional policies in the EAR based amendments	Ongoing	Staff Time
Implement transition from Uniform Crime Report (UCR) reporting to National Incident Based Reporting System	Police	Police crime data fully accepted by the Florida Department of Law Enforcement and the Federal Bureau of Investigations	FY 2022	Staff Time
CCHMN- Upper Charlotte Harbor	CHNEP	To ensure collection, reporting and mapping of consistent, technically sound long-term water quality data through the estuaries and tidal creeks in the Upper Charlotte Harbor stratum	FY 2022	\$74,000
CCHMN Lower Charlotte Harbor	CHNEP	To ensure collection, reporting and mapping of consistent, technically sound long-term water quality data through the estuaries and tidal creeks in the Lower Charlotte Harbor stratum. This includes contracted assistance for sample delivery to lab for analysis	FY 2022	\$16,240

CHNEP Water Atlas Maintenance & Improvements	CHNEP	To ensure continuing access to technical info. From throughout the CHNEP study area to scientists, resource managers, elected officials, and the public through a user-friendly web-based data tool. The resulting data, maps and graphs are easily accessible for use to evaluate resource conditions, answer site and topic specific questions, and convey scientific info. In an understandable manner.	FY 2022	\$83,070
Cyanobacteria Rapid Response Pilot Study	CHNEP	To develop and implement a rapid response pilot program to mitigate the impacts of and remove cyanobacteria and nutrients from the Caloosahatchee River. This plan will be implemented during high levels of algal blooms to remove the toxins from a concentrated area. This technology, if proven effective, will then hopefully be a useful tool in combating future blooms	FY 2022	\$66,061
Pine Island Restoration Project	CHNEP	To increase the area of restored wetland habitat through hydrological restoration on the Pine Islands Flatwoods Preserve which is a 919-acre passive area which supports 134 wildlife species. As a result of increasing wetlands on-site, cleaner and more appropriate flows of freshwater will be flowing across and off-site. This will support healthier and more abundant aquatic life downstream	FY 2022	\$96,000
Myakka Headwaters Project	CHNEP	To increase the area of restored wetland habitat through exotic invasive plant removal. Wetlands naturally filter out pollutants and provide freshwater base flow to maintain healthy salinity levels in tidal creeks and estuaries.	FY 2022	\$31,000
FY2023-FY2026 Preliminary Action Items				
Storm Sewer Reconstruction	Public Works	Storm drainage pipe lining or replacement of defective pipe. Ongoing program	FY 2023- FY 2026	\$528,224

CHNEP Water Atlas Maintenance & Improvements	CHNEP	To ensure continuing access to technical info. From throughout the CHNEP study area to scientists, resource managers, elected officials, and the public through a user-friendly web-based data tool. The resulting data, maps and graphs are easily accessible for use to evaluate resource conditions, answer site and topic specific questions, and convey scientific info.	FY 2023- FY 2026	Typically \$84,000 per year but due to enhancements price can vary
CCHMN Upper Charlotte Harbor	CHNEP	To ensure collection, reporting and mapping of consistent, technically sound long-term water quality data through the estuaries and tidal creeks in the Upper Charlotte Harbor stratum. This is an annual project done through the CHNEP that will be continued throughout the timeframe	FY 2023- FY 2026	\$74,000 for upcoming FY but the price can increase due to additional tasks that are added
Boat Club Channel and Basin Dredging	Public Works	Engage consultant to obtain permitting for maintenance dredging for boat club channel and basin. Dredge basin and repair dock	FY 2023	\$175,000
Bridge Repair	Public Works	Bridge repairs resulting from FDOT bridge inspections. Ongoing program	FY 2023- FY 2026	\$68,319
Drainage Improvements	Public Works	Construction for city-wide regrading of drainage swales, based on video observations of standing water after 72 hours	FY 2023- FY 2026	\$1,000,000
Drainage Improvements – Boca Grande Area	Public Works	Design plans 60% - 90% complete. Awaiting verification that City can obtain required lots	FY 2023	\$5,158,212
Henry Street Crosswalk	Public Works	This project will improve safety and quality of life for residents in the area of Marion/Henry/Garvin by providing safe crossing points	FY 2023	\$249,000
King Street	Public Works	Design and construction of King Street due to growth and safety	FY 2023	\$160,000
National Pollutant Discharge Elimination System	Public Works	Requirements related to Federal Clear Water Act for Stormwater. Ongoing Program	FY 2023- FY 2026	\$179,722
Railroad Crossing Rehabilitation	Public Works	Rehabilitation improvements to maintain existing railroad crossings pursuant to the General Agreement with Seminole Gulf Railway, L.P. dated Nov. 15, 2020	FY 2023- FY 2025	\$980,000

Wooden Pathways & Pier Pilings	Public Works	City's wooden boardwalks and pier pilings have deteriorated over the years and need to be repaired as needed. Ongoing program	FY 2023- FY 2026	\$783,869
Implement strategies from the Parks and Recreation Master Plan to develop a Strategic Parks Section within Urban Design	Urban Design Public Works	Develop an independent section within the division to assist with events and park rentals	FY 2023- FY 2026	TBD
Increase patrol officer staffing to allow patrol zone coverage to change from three patrol zones to four patrol zone (two additional patrol officers and equipment in FY 2022 (half year) and two additional patrol officers and equipment needed in FY 2026 in order to make this transition)	Police	More evenly spread out the workload between response areas and decrease response times to calls for service	FY 2026	\$501,000

Key Performance Indicator	Actual FY 2020	Projected FY 2021	Projected FY 2022
Uniform Crime Index*	286	*	*
Average patrol response time for calls for service (minutes)	3:52	4:03	4:03
Clearance rate*	40.6%	*	*
Quality Assurance Review results (% satisfied with police officer service)	97.6%	98.8%	97.8%
% fire emergency calls with response time less than 5 min	76%	74%	73%
Average fire response time for calls for service (minutes)	4:10	4:20	3:29
% Waste diverted from landfill due to recycling (tons)	32% (6072)	35% (6662)	53% (6367)
Stormwater (NPDES) compliance with state standards	100%	100%	100%
Achievement of water quality standards (excluding TDS)	Yes	Yes	Yes
General Fund invested in United Way programs	\$27,500	\$27,500	\$27,500

**Police data above is reported by calendar year and the Uniform Crime Index is being phased out as of 2020 based on reporting requirements by the Federal Bureau of Investigations. It will be replaced by the National Incident Based Reporting (NIBRS) system. Data will be changed.*

Appendix: Multi-Year Fiscal Forecasts FY 2022-2026

In January 2008, the City published its first Business Plan which incorporated economic and financial strategies and key performance measures into a single document. In order to augment the financial strategy component of the Plan, a long-range financial plan was developed in January 2009 to assist management in the planning and allocation of resources to achieve the City Council's goal of maintaining fiscally responsible decision making within all sectors of the organization. The Plan provided the organization with an opportunity to change or influence current policies and practices before they created critical fiscal strains on the budgetary fabric. The proformas provided in the Long-Range Financial Plan are updated during the budget process and then provide a baseline for action items contained in the financial/economic sustainability element of the Strategic Plan. The proformas presented have been updated to reflect FY 2022 proposed budget through FY 2026.

General Fund Proforma Schedule of Revenues and Expenditures Proposed Budget FY 2022 through Proforma FY 2026

	Proposed FY 2022	Proforma FY 2023	Proforma FY 2024	Proforma FY 2025	Proforma FY 2026
Change in Taxable Value of Property	5.2%	5%	5%	5%	5%
Revenues:					
Ad Valorem Tax	\$13,898,620	\$14,593,555	\$15,323,230	\$16,089,390	\$16,893,860
Other Revenue	12,276,175	12,608,915	12,779,860	12,716,210	12,685,160
Total Revenues	26,174,795	27,202,470	28,103,090	28,805,600	29,579,020
Expenditures:					
Personnel Expenditures	16,669,385	18,811,650	19,978,465	21,048,410	22,280,175
Operating Expenditures	5,435,985	5,659,015	5,825,965	5,953,700	6,055,490
Capital Outlay	1,083,010	1,135,735	903,000	882,000	1,004,000
Transfers for Tax Increment Financing	1,038,065	1,100,350	1,166,370	1,236,355	1,310,535
Transfers for Capital Projects	477,000	457,000	480,000	350,000	205,000
Transfers for Roads	459,000	459,000	459,000	459,000	459,000
Transfers for Drainage	200,000	200,000	200,000	200,000	200,000
Contingency	15,000	15,000	15,000	15,000	15,000
Total General Expenditures	25,377,445	27,837,750	29,027,800	30,144,465	31,529,200
Revenues in Excess (Shortfall) of Expenditures	797,350	(635,280)	(924,710)	(1,338,865)	(1,950,180)
Projected Carryover-Beg	6,013,470	6,810,820	6,175,540	5,250,830	3,911,965
Projected Carryover-End	\$6,810,820	\$6,175,540	\$5,250,830	\$3,911,965	\$1,961,785
Minimum Reserve (10% to 12%) plus additional \$120,460	\$2,667,000	\$3,043,500	\$3,313,600	\$3,587,100	\$3,904,000

**Community Redevelopment Agency Fund
Proforma Schedule of Revenues and Expenditures
Proposed Budget FY 2022 through Proforma FY 2026**

	Proposed FY 2022	Proforma FY 2023	Proforma FY 2024	Proforma FY 2025	Proforma FY 2026
Debt Service Division					
Assessed Property Valuation change	5.8%	2%	2%	2%	2%
Tax Increment Financing (TIF) Revenue	\$2,693,895	\$2,747,770	\$2,802,725	\$2,858,780	\$2,915,955
CRA Lease Payments (Debt Service)	1,544,082	1,584,278	1,626,290	1,666,100	1,708,682
Revenues in Excess of Debt Svc	1,149,813	1,163,492	1,176,435	1,192,680	1,207,273
Reserve - TIF for Debt Svc (Beg)	2,428,214	3,578,027	4,741,519	5,917,954	7,110,634
Reserve - TIF for Debt Svc (End)	\$3,578,027	\$4,741,519	\$5,917,954	\$7,110,634	\$8,317,907
Herald Court Operations Division					
Herald Court Revenues	\$228,790	\$237,760	\$244,565	\$276,470	\$282,285
Herald Court Operating Expenditures	201,235	408,715	216,490	224,570	213,920
Revenues in Excess (Shortfall) of Herald Ct Operations	27,555	(170,955)	28,075	51,900	68,365
Reserve - Herald Ct (Beg)	276,851	304,406	133,451	161,526	213,426
Reserve - Herald Ct (End)	\$304,406	\$133,451	\$161,526	\$213,426	\$281,791
CRA Operations Division					
Other CRA Revenues	\$122,355	\$123,370	\$124,395	\$125,430	\$126,480
Other CRA Operating Expenditures	160,000	326,500	111,000	94,000	112,000
Revenues in Excess (Shortfall) of Other Operations	(37,645)	(203,130)	13,395	31,430	14,480
Reserve - Other Operations (Beg)	249,692	212,047	8,917	22,312	53,742
Reserve - Other Operations (End)	\$212,047	\$8,917	\$22,312	\$53,742	\$68,222

Utilities OM&R Fund
Proforma Schedule of Revenues and Expenses
Proposed Budget FY 2022 through Proforma FY 2026

	Proposed FY 2022	Proforma FY 2023	Proforma FY 2024	Proforma FY 2025	Proforma FY 2026
Revenues:					
Chg for Serv - Water	\$11,244,890	\$11,526,010	\$11,813,040	\$12,106,090	\$12,405,285
Chg for Serv - Sewer	8,347,680	8,556,370	8,769,445	9,138,690	9,360,795
Other Revenue	957,090	1,135,645	1,664,735	2,188,855	2,340,010
Total Revenues	20,549,660	21,218,025	22,247,220	23,433,635	24,106,090
Expenses:					
Operations	14,605,575	15,123,315	15,662,220	16,223,240	16,807,390
Renewal & Replacement of Infrastructure	1,120,000	1,120,000	1,120,000	1,120,000	1,120,000
Transfer for Capital Improvement Projects	5,500,000	935,000	4,835,000	1,620,000	1,700,000
Existing Debt Service	999,595	999,595	999,595	999,595	999,595
Transfer to SRF Fund-reserve incr(decr)	500,000	800,000	832,000	0	0
Est. new debt service WWTP	0	0	1,066,000	2,132,000	2,132,000
Est. new debt service Septic to Sewer-Area 1	0	0	171,500	343,000	343,000
Est. new debt service WTP Filtration Rehab	0	0	773,000	1,545,000	1,545,000
Total Expenses	22,725,170	18,977,910	25,459,315	23,982,835	24,646,985
Revenues in Excess (Shortfall) of Expenses	(2,175,510)	2,240,115	(3,212,095)	(549,200)	(540,895)
Operating Reserves-Beg	8,284,281	6,108,771	8,348,886	5,136,791	4,587,591
Operating Reserves-End	\$6,108,771	\$8,348,886	\$5,136,791	\$4,587,591	\$4,046,696

Sanitation Fund
Proforma Schedule of Revenues and Expenses
Proposed Budget FY 2022 through Proforma FY 2026

	Proposed FY 2022	Proforma FY 2023	Proforma FY 2024	Proforma FY 2025	Proforma FY 2026
Revenues:					
Chg for Serv - Refuse Collection	\$3,945,500	\$4,134,600	\$4,360,215	\$4,622,355	\$4,884,780
Other Revenue	38,710	39,825	38,950	37,825	37,825
Total Revenues	3,984,210	4,174,425	4,399,165	4,660,180	4,922,605
Expenses:					
Operations	3,866,520	4,057,470	4,221,940	4,432,350	4,610,160
Capital	0	280,000	294,000	256,000	324,000
Total Expenses	3,866,520	4,337,470	4,515,940	4,688,350	4,934,160
Revenues in Excess (Shortfall) of Expenses	117,690	(163,045)	(116,775)	(28,170)	(11,555)
Operating Reserves-Beg	587,881	675,571	792,526	675,751	647,581
Capital Outlay Reserves-Beg	250,000	280,000	0	0	0
Capital Outlay Reserves-End	\$280,000	\$0	\$0	\$0	\$0
Operating Reserves-End	\$675,571	\$792,526	\$675,751	\$647,581	\$636,026

**PGI Canal Maintenance Fund
Proforma Schedule of Revenues and Expenditures
Proposed Budget FY 2022 through Proforma FY 2026**

	Proposed FY 2022	Proforma FY 2023	Proforma FY 2024	Proforma FY 2025	Proforma FY 2026
Assessment Rate	\$650	\$650	\$650	\$650	\$650
Revenues:					
Operating Assessment	\$3,382,210	\$3,382,210	\$3,382,210	\$3,382,210	\$3,382,210
FEMA & State-Hurr. Irma Reimb.	7,825,150	0	0	0	0
Other Revenue	8,000	9,250	8,500	7,250	5,750
Total Revenues	11,215,360	3,391,460	3,390,710	3,389,460	3,387,960
Expenditures:					
Operations	1,030,540	1,070,755	1,112,810	1,156,805	1,202,840
Inlet Dredging	75,000	75,000	75,000	75,000	75,000
Seawalls and Stabilization	2,386,065	2,457,645	2,531,375	2,607,315	2,685,535
Capital	0	100,000	225,000	225,000	225,000
Trsfr to Debt Svc Fd-Repay Seawall Ln	7,981,660	0	0	0	0
Reserve for Contingencies	50,000	50,000	50,000	50,000	50,000
Total Expenditures	11,523,265	3,753,400	3,994,185	4,114,120	4,238,375
Revenues in Excess (Shortfall) of Expenditures	(307,905)	(361,940)	(603,475)	(724,660)	(850,415)
Operating Reserves-Beg	3,094,696	2,611,791	2,349,851	1,971,376	1,471,716
Reserve Seawall Replacement-Beg	600,000	775,000	675,000	450,000	225,000
Reserve Seawall Replacement-End	\$775,000	\$675,000	\$450,000	\$225,000	\$0
Operating Reserves-End	\$2,611,791	\$2,349,851	\$1,971,376	\$1,471,716	\$846,301

**BSI Canal Maintenance Fund
Proforma Schedule of Revenues and Expenditures
Proposed Budget FY 2022 through Proforma FY 2026**

	Proposed FY 2022	Proforma FY 2023	Proforma FY 2024	Proforma FY 2025	Proforma FY 2026
Operating Rate	\$560	\$560	\$560	\$560	\$560
Revenues:					
Operating Assessment	\$577,905	\$577,905	\$577,905	\$577,905	\$577,905
Interest	1,500	1,790	1,570	1,250	1,150
FEMA & State-Hurr, Irma Reimb	294,500	0	0	0	0
Total Revenues	873,905	579,695	579,475	579,155	579,055
Expenditures:					
Operations	101,450	106,245	109,155	112,170	115,310
Inlet Dredging	25,000	30,000	30,000	30,000	30,000
Seawalls and Stabilization	460,630	474,455	488,690	503,355	518,455
Barge Access-Inlet Widening Construction	500,000	0	0	0	0
Reserve for Contingencies	50,000	50,000	50,000	50,000	50,000
Total Expenditures	1,137,080	660,700	677,845	695,525	713,765
Revenues in Excess (Shortfall) of Expenditures	(263,175)	(81,005)	(98,370)	(116,370)	(134,710)
Operating Reserves-Beg	496,309	458,134	377,129	278,759	162,389
Reserve Seawall Repl & Spec.Proj-Beg	225,000	0	0	0	0
Reserve Seawall Repl & Spec.Proj-End	\$0	\$0	\$0	\$0	\$0
Operating Reserves-End	\$458,134	\$377,129	\$278,759	\$162,389	\$27,679
Projects Requiring Approval & Funding:					
Channel Corner Widening Proj	0	100,000	100,000	200,000	325,000
BSI Land Acquisition for Staging	0	100,000	100,000	100,000	100,000
Est. Beg. Reserves with projects	721,309	458,134	177,129	(121,241)	(537,611)
Est. End. Reserves with projects	\$458,134	\$177,129	(\$121,241)	(\$537,611)	(\$1,097,321)

**Laishley Park Marina Fund
Proforma Schedule of Revenues and Expenses
Proposed Budget FY 2022 through Proforma FY 2026**

	Proposed FY 2022	Proforma FY 2023	Proforma FY 2024	Proforma FY 2025	Proforma FY 2026
Revenues:					
Slip & Mooring Rentals	\$451,495	\$451,495	\$451,495	\$451,495	\$451,495
Intergovernmental Revenue	11,000	11,000	11,000	11,000	11,000
Other Revenue	27,640	27,885	28,135	28,390	28,640
Total Revenues	490,135	490,380	490,630	490,885	491,135
Expenses:					
Laishley Park Marina Expenses	289,500	254,805	260,275	265,920	271,740
Marina Park Contract Expenses	233,185	240,030	247,080	254,345	261,825
Capital Outlay	22,000	6,000	6,000	6,000	6,000
Total Expenses	544,685	500,835	513,355	526,265	539,565
Revenues in Excess (Shortfall) of Expenses	(54,550)	(10,455)	(22,725)	(35,380)	(48,430)
Operating Reserves-Beg	419,719	365,169	354,714	331,989	296,609
Operating Reserves-End	\$365,169	\$354,714	\$331,989	\$296,609	\$248,179

Building Fund
Proforma Schedule of Revenues and Expenses
Proposed Budget FY 2022 through Proforma FY 2026

	Proposed FY 2022	Proforma FY 2023	Proforma FY 2024	Proforma FY 2025	Proforma FY 2026
Revenues:					
Permits, Fees & Spec. Assessments	\$1,313,850	\$1,338,850	\$1,364,350	\$1,390,360	\$1,416,890
Other Revenue	64,900	64,700	64,600	65,300	65,850
Total Revenues	1,378,750	1,403,550	1,428,950	1,455,660	1,482,740
Expenses:					
Operations	1,399,255	1,519,845	1,582,355	1,647,625	1,715,775
Capital	0	53,000	0	0	0
Total Expenses	1,399,255	1,572,845	1,582,355	1,647,625	1,715,775
Revenues in Excess (Shortfall) of Expenses	(20,505)	(169,295)	(153,405)	(191,965)	(233,035)
Operating Reserves-Beg	1,495,774	1,475,269	1,305,974	1,152,569	960,604
Operating Reserves-End	\$1,475,269	\$1,305,974	\$1,152,569	\$960,604	\$727,569

**Six Cent Gas Tax Fund
Proforma Schedule of Revenues and Expenditures
Proposed Budget FY 2022 through Proforma FY 2026**

	Proposed FY 2022	Proforma FY 2023	Proforma FY 2024	Proforma FY 2025	Proforma FY 2026
Revenues:					
Local Option Gas Tax	\$596,700	\$608,635	\$620,810	\$633,225	\$645,890
Other Revenue	308,120	316,090	322,700	329,485	336,430
Total Revenues	<u>904,820</u>	<u>924,725</u>	<u>943,510</u>	<u>962,710</u>	<u>982,320</u>
Expenditures:					
Operating Expenditures	1,007,460	1,031,115	1,055,475	1,080,565	1,106,420
Capital	45,000	0	0	0	0
Total Expenditures	<u>1,052,460</u>	<u>1,031,115</u>	<u>1,055,475</u>	<u>1,080,565</u>	<u>1,106,420</u>
Revenues in Excess (Shortfall) of Expenditures	(147,640)	(106,390)	(111,965)	(117,855)	(124,100)
Operating Reserves-Beg	<u>618,189</u>	<u>470,549</u>	<u>364,159</u>	<u>252,194</u>	<u>134,339</u>
Operating Reserves-End	<u>\$470,549</u>	<u>\$364,159</u>	<u>\$252,194</u>	<u>\$134,339</u>	<u>\$10,239</u>

**Additional Five Cent Gas Tax Fund
Proforma Schedule of Revenues and Expenditures
Proposed Budget FY 2022 through Proforma FY 2026**

	Proposed FY 2022	Proforma FY 2023	Proforma FY 2024	Proforma FY 2025	Proforma FY 2026
Revenues:					
Local Option Gas Tax	\$270,300	\$275,705	\$281,220	\$286,845	\$292,580
Transfer from General Fund Ad Valorem	459,000	459,000	459,000	459,000	459,000
Other Revenues	130	130	135	135	140
Total Revenues	729,430	734,835	740,355	745,980	751,720
Expenditures:					
Paving	730,000	735,000	740,000	745,000	750,000
Total Expenditures	730,000	735,000	740,000	745,000	750,000
Revenues in Excess (Shortfall) of Expenditures	(570)	(165)	355	980	1,720
Operating Reserves-Beg	26,672	26,102	25,937	26,292	27,272
Operating Reserves-End	\$26,102	\$25,937	\$26,292	\$27,272	\$28,992