

LONG RANGE STRATEGIC PLAN SUMMARY
FISCAL YEARS 2023 – 2027



Punta Gorda

FLORIDA

Adopted September 21, 2022

CITY COUNCIL

Lynne Matthews, Mayor (District 4)

Debby Carey, Vice-Mayor (District 2)

Melissa Lockhart, Council Member (District 5)

Jaha Cummings, Council Member (District 1)

Mark Kuharski, Council Member (District 3)

CITY OFFICIALS

Gregory B. Murray, City Manager

David Levin, City Attorney

Karen Smith, City Clerk

DEPARTMENT DIRECTORS and MANAGERS

Pam Davis, Police Chief

Bryan Clemons, Public Works Director

Holden Gibbs, Interim Fire Chief

Joan LeBeau, Urban Design Director

Kylee McGloin, Assistant to the City Manager

Jeff Payne, Human Resources Manager

Neil Peters, Utilities Director

Melissa Reichert, Assistant City Manager

Brad Schuette, Information Technology Manager

Kristin Simeone, Finance Director

Odalys Valdez, Legal Assistant

Table of Contents

City Manager Gregory B. Murray Message 2

Organization Chart 4

Five Year Staffing Plan..... 5

Overview 6

 Vision 7

 Mission..... 8

Strategic Priorities and Goals 9

Priority 1: Financial/Economic Sustainability 10

Priority 2: Infrastructure Sustainability..... 16

Priority 3: Partnerships, Communications and Collaboration 22

Priority 4: Strategic Communications Positioning 25

Priority 5: Quality of Life 28

Appendix: Multi-Year Forecasts FY 2022-2026..... 31

City Manager Gregory B. Murray Message

Members of City Council,

As we move into this budget cycle, we are faced with not only implementation of the previously approved long-term initiatives of the city, but also with evaluating and funding strategic needs to ensure that City services, infrastructure, and assets are 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. The most important asset is the 300-employee base that is needed to operate our city. They depend on budget-driven decisions to be able to adequately complete their jobs, and for their very well being. For this budget cycle, one of the key areas on which we have focused is that asset, our employee base, and the policies and procedures we use to run the city that drives revenue and allows our staff to perform their respective jobs.

Coupled with other planning initiatives such as the ability for project completion, infrastructure maintenance, and service delivery itself, employee retention and attraction is the foundation for those initiatives to be successful and must be addressed. Given the current employment environment with accompanying challenges, it has become especially critical. Much of what we find that generally requires attention for our employment base is in relation to salary and benefits. That is what helps us to retain the qualified employees we currently have and attract the ones we need as our service demand increases in complexity and volume. Obviously, we are not like other private firms when it comes to changing our employment standards, knowing that when we do, it will impact each resident that we serve. Given that, we began last year working on our financial planning and personnel strategic plans to prepare for the necessity of enhancing staffing levels and the wages we can provide. This is done two ways; through the collective bargaining process for the two classified employee groups, and through outside evaluation for the remaining non-classified (other general) employees. These three groups then encompass all employees in City government. It is important to reiterate that the employees are always a priority as we work through our challenges and limitations.

We are very pleased that with your support we have been able to address the first classified group beginning fiscal year 2022 and are working to finalize the second and third groups for the new fiscal year beginning in fiscal year 2023. That, then, has allowed us to address all employees within a years' time, and helps offset impacts that the current inflationary environment has inflicted. For the classified employees, specific procedures are in place based on agreed upon timelines to address these items.

For the non-classified general employee group, the third group of employees, specific procedures are also evaluated through a third-party study that identifies any items needing to be addressed. A calculation places employees into any newly recommended ranges based on job factors, market values, and a hybrid between their time spent in their current classification title and total time with the organization to determine any necessary increases. Using this method, the study for this group found that bringing all employees to their new job classification minimum and looking at the hybrid classifications placing them appropriately in each grade, required an average of between 13.2-15.2 percent increases during this fiscal year. By providing up-front increases compounded during the budget cycle, a 14% overall increase will provide a general competitive salary as a starting point for the process. There will be additional follow-up for some grade and salary adjustments moving forward, and a more complete analysis of benefit availability for issues such as pension equity will continue. This will then, consistent with our financial, personnel, and infrastructure management plans allow the City to move forward on solid ground with all 300 employees having been evaluated and addressed.

Just as was necessary with city infrastructure, recent recessionary periods, funding challenges, and other demands have sometimes hindered needed changes in the programmatic aspects of our employment base. Implementation of a detailed plan as shown in the proforma will address our staffing challenges and the funding needed to make that happen. It is quite a challenge and responsibility to ensure that our city functions properly while making strides in service delivery, infrastructure management, and planning for the future. Hence the need to continue to address these challenges, bringing confidence 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 an engaged Council, dedicated employee base, and depth of experience. A realistic and conservative budget, coupled with long-term data driven planning, realistically addressing pending and deferred needs ensures that we properly address issues facing the City.

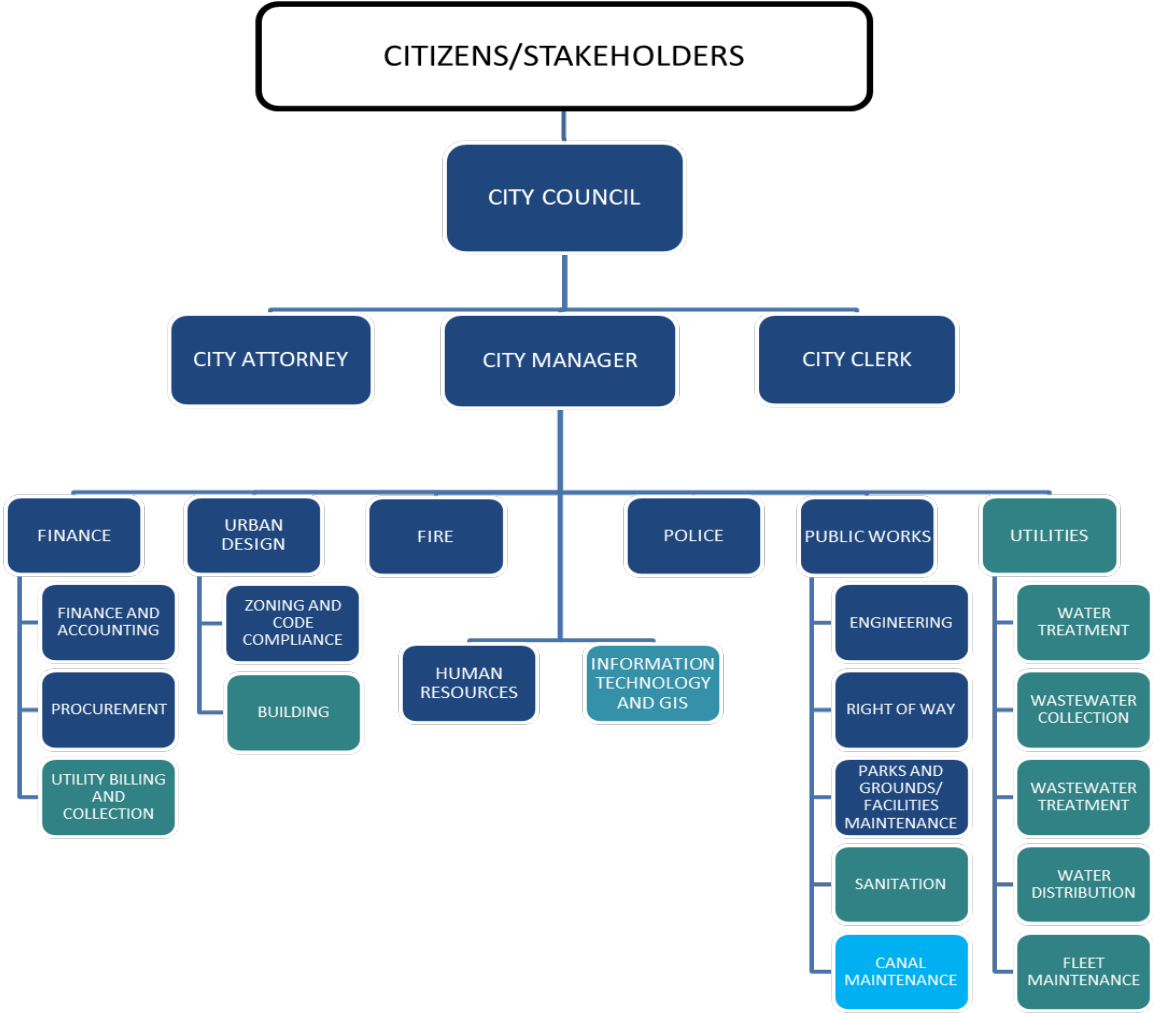
This budget message provides a narrative explanation that summarizes those needs driving our recommendations. The pertinent economic information that was reviewed, critical assessments driving operations, strategic initiatives, and conservative fiscal implications and targets are included. As you review these recommendations, I encourage each of you to keep the baseline assumptions in mind and stated needs at the forefront of your considerations. This information provides the reasoning behind our proposed plan to ensure proper service delivery, infrastructure management, personnel decisions, and needed resources to keep the city on a solid foundation and insure its future.

Thank you for your support in continuing to move our city forward.

Sincerely,

Gregory B. Murray

FY2023 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		0.00	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	16.00	5.00	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 2023.

Specific Action	Department(s)	Measure of Success	Timeframe	Cost (if applicable)
Hire a Records Coordinator to Implement a Records Management Plan	City Clerk	Reduction in storage space needs – both physical (warehousing) and electronic (cloud based) resulting in cost savings (undetermined amount)	FY 2023	\$68,500 (annually)
GovQA Email/Attachments to PDF module	City Clerk	Staff will be able to create PDF listings of large data files and email pulls to improve responsiveness to PRR.	FY 2023	\$8,000
Perform Cost Benefit Analysis of annexations by identifying the impact(s) on City departments.	All	Annexation Report	FY 2023	Staff Time
Continue working on a system to allow all permit functions for building to be available online.	Building Department/IT	Availability of an On-Line Permitting Program	Ongoing	TBD
Adopt a flexible code for areas where commercial development is recommended	Urban Design	Adopt zoning code that has flexible provisions for commercial development in recommended area	FY 2023	\$222,000

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 a benefit to the City and the property owner.	FY 2023	Staff Time
Implement recommendations from the compensation & benefits study.	Human Resources	Ability to attract new talent and retain current employees.	FY 2023-ongoing	Final cost TBD
Improve workplace safety.	Human Resources	Reduce number of Workmen's Compensation Claims by 10%	FY 2023-Ongoing	Annual costs \$77,100 and \$30,000 for vehicle and equipment. Personnel, training, and possibly additional equipment or PPE.
Implement Cybersecurity training.	Human Resources/IT	Increased awareness of cyber threats and no successful attacks against the City.	FY 2023-Ongoing	Cost TBD. Software cost and personnel time to complete training.
Large Format Scanner	IT/City Clerk	Add large format and non-standard sized scanning capability to Clerk's Office. Improved efficiency of office.	FY 2023	\$12,000
Rubrik - Enterprise Upgrade SONAR/RADAR/AppFlow - extended ransomware protection - maint \$8k/yr	All	Addition of stringent security protection of city data from ransomware and other cyberattacks.	FY 2023	\$40,000
PowerBI (CM)	All	Power BI implemented as city standard reporting and analytics tool.	FY 2023	\$12,000
VMWare Host Replacement of Aged Out Server	All	Replace the oldest of our VMWare Host Servers to allow efficiency in remote access to work tools.	FY 2023	\$25,000
Digital Plans Review (Avolve) (UD) software	Urban Design	Plans review will be done digitally rather than on paper.	FY 2023	\$85,000
Contract Template Builder	Finance	Procurement will be able to build contracts digitally from standard sections and pull	FY 2023	\$5,000

		together city contracts in a fraction of the time required now.		
Digital Plans Review (UD/FIRE) hardware(\$5K per)	Urban Design Fire	Building and Fire Inspectors will be able to review plans electronically rather than on paper making operations more efficient.	FY 2023	\$15,000
MS Server Licenses to upgrade from Server 2012 to 2022	All	City Microsoft driven servers will all be on the latest operating system version	FY2023	\$22,000
MS Server 2022 Client Access Licenses (CALs)	All	City will possess the necessary licensing to allow users to use city servers.	FY 2023	\$10,000
Consulting Support for move to Office 365	All	Smooth transition from current on premises productivity tool to the cloud.	FY 2023	\$15,000
FY 2024-FY 2027 Preliminary Action Items				
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 2024 (in conjunction with adoption of new Form Based Codes.	\$20,000
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	FY 2024-FY 2026	Staff Time
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 2024	Staff Time
FMLA Tracking Software	IT/Human Resources	The city will be able to better manage the paperwork and management of the use of FMLA leave.	FY 2024	\$25,000

PowerBI (CM)	All	Power BI implemented as city standard reporting and analytics tool.	FY 2024-FY 2027	\$12,000
Move Email to the cloud - P2 Email only - Field Work	All	Exchange server and email services moved to a cloud hosted implementation.	FY 2024-FY 2027	\$6,000
MS365 E3 300 (inc. Azure AD, o365, Exchange, etc.)	All	All city information workers moved to Microsoft Office 365 Productivity Suite on a Government E3 license	FY 2024-FY 2027	\$70,000
VMWare Host Replacement of Aged Out Server	All	Replace the oldest of our VMWare Host Servers.	FY 2024-FY 2027	\$25,000
Kiosk Prototype	Urban Design, Billing and Collections	A self-contained station will be strategically deployed in the city to offer an alternative site for information or to make payments	FY 2024	\$25,000
Password free Access Management	All	Access to computers will not require a password but will satisfy CJIS and other requirements for access security	FY 2024	\$18,000
ADA Project Tracker (HR)	All	We will be able to track and manage all city ADA projects from one central database system.	FY 2024	\$30,000
CIP Tracking Software (FIN)	All	The city will automate the CIP planning and tracking process.	FY 2024	\$12,500
Computer/Laptop/Tablet	All	Replacement of ~25% of City computer hardware.	FY 2024-FY 2027	\$110,000

Key Performance Indicator	Actual FY 2021	Projected FY 2022	Proposed FY 2023
GFOA Certificate of Conformance in Financial Reporting	Submitted	To Be Submitted	To Be Submitted
GFOA Distinguished Budget Presentation Award	Awarded	Awarded	To Be Submitted
General Fund recurring revenues aligned with recurring expenditures	103%	101%	97%
Unqualified Audit Opinion	Achieved	To Be Determined	To Be Determined
% compliance with financial management policies	100%	100%	100%
Tax base diversity (goal 75% residential and 25% commercial)	89.5% res. 10.5% comm.	89.3% res. 10.7% comm.	89.0% res. 11% comm.
Annexation (acreage and type)	19.44 acres: developed commercial and vacant, medium-density residential	50 acres: vacant, residential, developed commercial (Currently at 20.14 acres)	50 acres: vacant, residential, developed commercial
% of space leased in Herald Court Centre	100%	100%	100%
Cost per capita – General Fund services	\$1,212	\$1,348	\$1,451
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	3 rd highest	3 rd highest	2 nd highest
Minorities in City workforce	12.5%	12.7%	12.9%
Females in Managerial/Supervisory Positions	6.6%	6.8%	6.9%
City employees per 100/Population	1.5	1.5	1.6
Taxable sales Punta Gorda MSA (monthly average)	\$304 Million	\$361 Million	\$305 Million
# of new businesses	117	125	130
# of closed businesses	70	50	40

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 2024.

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)
Complete an update to ADA Transition Plan to include City's progress made since the original plan and to review the facilities not included in the original ADA Plan	Urban Design	Plan Update completed	FY 2023	\$125,000
Ponce de Leon Park Boardwalk/Pier Repairs	Urban Design Public Works	Construction Completed	FY 2023	\$730,000
Virginia Ave (Tamiami to Nesbit) Improvements	Urban Design	Complete Construction	FY 2023	\$1,055,500
W Henry Street Improvements and Connections	Urban Design Public Works	Complete phase one Construction	FY 2023	\$3,227,000 to be completed in phases (1,160,000 unfunded)
Historic City Hall Rehabilitation Project	Urban Design	Completion of 100% design and architectural plans	FY 2023	\$11,253.735 (Total project cost)
Boat Club Channel & Basin	Public Works	Dredging the channel and basin that have silted which limits access to the public, boating, and sailing club. Permitting for the maintenance dredging is in progress. A Mac Grant for \$200,000 was approved but will not be awarded if permitting isn't completed prior to October 1, 2022. The Boat Club is applying for permits and additional funding for more floating docks.	FY 2023	\$30,000 Dock \$163,000 dredging (pending grant)
Bridge Repair Program	Public Works	Bridge repairs resulting from FDOT bridge inspections. Work program based on DOT report. The documented repairs that were recommended are continuing to be completed. Ongoing program	FY 2023	\$20,000
Drainage Improvements – Boca Grande Area	Public Works	Start construction of the project.	FY 2023	\$5,806,435 (total project cost)
Henry Street Crosswalk Program	Public Works	Preparing scope of work to hire a traffic engineer to design a signalized HAWK pedestrian crosswalk. Install a "Hawk" signalized crosswalk from near the SE corner of Garvin and Henry connecting to the adjacent sidewalk at the NE corner of Breakers	FY 2023 – FY 2024	\$530,000

		Court and Henry Street. Install a non-signalized standard crosswalk from near the SW corner of Caicos and Henry to the adjacent sidewalk at the NW corner of Henry and Maud Streets. Install a flashing beacon light at the top of the bridge on Marion Street before Garvin Street visible eastbound with signage, "Slow Pedestrian Crossing Ahead."		
Henry Street Sidewalk	Public Works	Installation of sidewalk on Henry Street between Shreve and SR 41. Application preparation in conjunction with FDOT to acquire permits.	FY 2023	\$156,000
Herald Court Centre Maintenance Program	Public Works	Hire a consultant to inspect and determine necessary repairs to the Herald Court Centre. Information/scope of work provided to Procurement to hire a consultant. Traffic Coating, sealing, and packing of seams on landings and ramps and other repairs as identified by the consultant.	FY 2023 – FY 2024	\$700,000
King Street Improvements Program	Public Works	A draft design is in process. Design and construction of King Street due to growth and safety concerns. Working with adjacent property owner on a drainage easement.	FY 2023 – FY 2024	\$240,000
Laishley Park Marina Dock Service Dredging	Public Works	Funding for a dock maintenance fund and for future marina dredging.	FY 2023 – FY 2027	\$1,020,000
Laishley Park Marina Dock Sidewalk	Public Works	Funding for Laishley Park Marina dock sidewalk and fishing pier repair. The City is working with Hans Wilson to have an inspection completed and develop repair options.	FY 2023	\$100,000
National Pollutant Discharge Elimination System	Public Works	Requirements related to Federal Clean Water Act for storm water. Ongoing program	FY 2023	\$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 Nov 15, 2020. Ann Street	FY 2023 – FY 2025	\$850,000
Unimproved Alleyway	Public Works	Make necessary improvements to alleyways as needed due to growth and development along unimproved alleyways. Requested \$150,000 per year - UNFUNDED Necessary repairs to provide safe access and drainage to homes.	FY 2023 – FY 2027	\$750,000

Street Resurfacing (citywide)	Public Works	Resurface approximately 5 miles of city streets (length varies, dependent on petroleum market pricing) to prolong the life of the street.	FY 2023	\$750,000
Storm Sewer Reconstruction	Public Works	Storm drainage pipe lining or replacement of defective pipe. Ongoing program	FY 2023	\$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 2023	\$100,000
BSI Inlet Widening Removal of South Side Lock Infrastructure	Public Works	Design and permitting completed to remove a portion of the south side of the lock to allow barges to maneuver through. To be discussed with Advisory Board/Committee meetings. Permits have been received. Ongoing program	FY 2023	\$1,030,000
BSI Land Acquisition for Staging	Public Works	Begin saving funds to acquire land for staging construction materials within the BSI Community. Ongoing program	FY 2023- FY 2027	\$500,000
PGI Spoil Site Channel	Public Works	A feasibility study was completed to determine if a channel from Ponce Inlet to the spoil site is feasible. To be presented to Advisory Committee for comment and recommendation. Permitting to begin. Ongoing program.	FY 2023- FY 2027	\$1,114,000
Waste Water Treatment Plant Improvement	Utilities	Start Construction of improvements for WWTP	FY 2023	\$78,200,000 (total project cost)
Lift Station 30 Gravity Rehabilitation	Utilities	Design and construct new gravity sewer mains that feed LS 30	FY 2023	\$650,000
Henry Street 14" Force Main Replacement	Utilities	Construct new 16" FM and install new manholes	FY 2023	\$1,200,000
Henry Street 20" Force Main Replacement crossing at I-75	Utilities	Design and construct new 20" force main under I-75	FY 2023	\$2,250,000
Water Treatment Plant Evaluation/ Rehabilitation (Filters, SCU & Alum Tank)	Utilities	Design for rehabilitation of filters, SCU and Alum tank at Water Treatment Plant	FY 2023	\$23,123,000 (total project cost)
Water Treatment Plant Burnt Store Road Booster Station	Utilities	Design for rehabilitation of pumps and riser pipe for elevated tank	FY 2023	\$3,550,000 (total project cost)
Water Treatment Plant Well #4 Remediation	Utilities	Construction on well #4 remediation	FY 2023	\$280,000

Taylor Road Water Main Upgrade (10" to 12")	Utilities	Construction of new 12" water main upgrade	FY 2023	\$3,500,000
Tee and Green Water Main Extension	Utilities	Construction of new water main extension	FY 2023	\$450,000
Bal Harbor Water Main Project	Utilities	Design for new water main on Bal Harbor	FY 2023	\$600,000
Security Camera systems repair and upgrades	All	Any issues with in place security camera systems will be resolved and existing systems improved.	FY 2023	\$40,000
COMPUTER/LAPTOP/TABLET REPLACEMENTS	All	Replacement of ~25% of City computer hardware.	FY 2023	\$110,000
GIS Equipment (digital receivers, camera, antenna, drones)	All	Improved use of city enterprise wide GIS system.	FY 2023	\$15,000
Wireless APs for WTP/WWTP	Utilities	Ability to access city network from exterior areas of Water and Wastewater Plants.	FY2 023	\$12,000
Signal Lights for Process Room	Utilities	Process Room will be more aware of incoming calls with indicators showing when the phone is ringing.	FY 2023	\$1,000
FOG/Linko replacement	Utilities	Software to support backflow prevention management will be upgraded.	FY 2023	\$30,000
Monitor Refresh (older than 6 years)	All	Replace ~25% of monitors in the city over 6 years old.	FY 2023	\$10,000
FY 2024-FY 2027 Preliminary Action Items				
Restoration and Construction of Historic City Hall	Public Works	Completed Construction	FY 2024- FY 2025	Total project cost \$11,253.735
Continue to implement the Historic District Infrastructure Initiative	Urban Design and Public Works	Complete sections identified in the 2019 Plan	FY 2023	\$2,788,000
Continue to update and manage outstanding projects outlined in the City's ADA Transition Plan	Urban Design	Three Projects Completed	Ongoing	TBD
Water and Wastewater Modeling	Utilities	Completed study will identify areas of focus for meeting capacity needs.	FY2025	\$300,000
Nature Park improvements to boardwalk and fishing pier	Urban Design	Complete Construction	FY 2024	TBD
A C Freeman Rehabilitation Project	Urban Design	Complete Rehabilitation	FY 2024	TBD
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

BSI Channel Corner Widening	Public Works	Widening and dredging the perimeter canal at 90 degree corners (5 locations) so a barge can maneuver through. Ongoing program. Part of BSI budget process. To be discussed with Advisory Board/Committee meetings.	FY 2024	\$725,000
Timer Automation	Public Works	All city timers for gates, sprinklers, etc. will be on a cloud based central service that is easy to setup and maintain.	FY2023	\$15,000
Continue City Computer Replacement program	Information Technology	Replace 25% of City computer inventory	Each Fiscal Year	\$90,000 each year
Ponce de Leon Park Playground	Urban Design Public Works	Construction Completed	FY 2024	TBD

Key Performance Indicator	Actual FY 2021	Projected FY 2022	Proposed FY 2023
% of projects completed within timeframe and estimated cost	100%	TBD	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	20 participants in Citizens Academy resulting in 100% of participants reporting an increase in understanding of government operations	Citizens Academy January 2023 – April 2023	Staff Time
Implement Public Safety Youth Academy	Police/Fire	30 student participants between 10 and 14 years old. All students report that they have learned something about law enforcement	Summer FY 2023	\$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
Continue with youth advisory council to enhance communication and address issues as they rise	Police	Collaborative partnership with Charlotte County students in 9 th through 12 th grades. Meetings held with 100% of the issues resolved	(September through May) FY 2023	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 resulting in partnership opportunities being brought to City Council.	Ongoing	Staff Time
Increase staffing to include addition of detective position	Police	Equalize and reduce workload in the Criminal Investigation Section.	FY 2023	\$87,000 annually and \$63,000 for vehicle and equipment
Increase staffing to add additional crime scene/evidence technician	Police	Enhance response to crime scenes. Help reduce evidence storage upon expiration of retention date.	FY 2023	\$73,700 annually
Work in collaboration with TEAM Punta Gorda, Punta Gorda Green Thumbs, Punta Gorda in Bloom and others organizations on City beatification projects	Urban Design Public Works	Three 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 2023	Staff Time
FY 2024-FY 2027 Preliminary Action Items				
Continue outreach and partnerships with a willingness to create new programs and participate with both existing partners and those that emerge over time.	All	12 projects completed that enhance the City of Punta Gorda	FY 2024 FY 2027	Staff Time

Key Performance Indicator	Actual FY 2021	Projected FY 2022	Proposed FY 2023
City Communications (Weekly Highlights Reports, Information Sharing Reports, Targeted Newsletters and Action Registers)	157	164	164
Citizen Interaction through Social Media	420,000	453,320	465,000
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	14,179	15,000	15,000

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
- Punta Gorda Historic Mural Society
- 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 2023	\$68,707
Create City Manager columns for Sun Newspaper	City Manager's Office	52 columns written	FY 2023	Staff time
Create Isles Life Column	City Council (Mayor)	12 columns written	FY2023	Mayors' 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	FY 2022 – FY 2023	\$20,000
FY2024-FY2027 Preliminary Action Items				
Website Upgrade	All	Website is accessible and business conducted on website increases by 25%	FY 2024-FY 2025	TBD

Key Performance Indicator	Actual FY 2021	Projected FY 2022	Proposed FY 2023
New website visits	305,884	315,060	317,000
Return website visits	55,430	57,000	60,000
Microsite visits	19,817	20,000	20,500
Marketing Efforts to Support Explore Punta Gorda	19	19	19
Liveboards at Laishley Marina (monthly average)	20	10	10
Laishley Marina Occupancy (monthly average)	77	77	77
Mooring Field Occupants (monthly average)	7	12	12
Number of fishing/boating events	10	12	12
Number of festivals/parades	75	80	80
Number of sporting events (bicycle, runs, walks)	15	15	15

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 and organizations such as the Charlotte Harbor Event and Conference Center, Punta Gorda Historic Mural Society, 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)
Complete the Parks and Recreation Master Plan	Urban Design	Approved Plan	December 2022	Staff Time
Complete the Comp Plan Amendments as provided to the DEO	Urban Design	Final adoption of the 2050 Comprehensive Plan	November 2023	Consultant and Staff Time
FEMA Staffing for Adequate Fire and Emergency Response (SAFER) program - Hire seven new firefighters	Fire	Increase the number of firefighters on fire grounds and emergency scenes, improving the overall safety for citizens and crew members. Move closer to meeting the standards set by National Fire Protection Agency. Reduce the need for overtime.	FY 2023	First three years covered by grant funds (if awarded)
Turn out timers	Fire	The stations will have the ability to visualize turn out times.	FY 2023	\$3,000
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 2022	\$5,000
Cradlepoints for Fire Apparatus (9)	Fire	Improvement to apparatus connectivity to Verizon Wireless network which will improve communications and access to the city network.	FY 2023	\$4,500
FY2024-FY2027 Preliminary Action Items				
Complete Local Register of Historic Residences as part of the LDR Form Based Code Updates	Urban Design	Completion of the Report and acceptance by the State Historic Division	June 2024	Staff Time
Expand Historic District Infrastructure Analysis to include Traditional Punta Gorda Area	Urban Design and Public Works	Complete Engineering Infrastructure Analysis Report	December FY 2024	\$150,000
Update the Downtown Parking Plan	Urban Design	Adoption and Implementation of the Plan	FY 2023 – 2024	\$125,000

Key Performance Indicator	Actual FY 2021	Projected FY 2022	Projected FY 2023
Uniform Crime Index*	286	*	*
Average patrol response time for calls for service (minutes)	4:06	4:03	4:00
Clearance rate*	40.6%	*	*
Quality Assurance Review results (% satisfied with police officer service)	99.2%	99.8%	99.1%
% fire emergency calls with response time less than 5 min	68.5%	66.6%	64%
Average fire response time for calls for service (minutes)	4:40	4:44	4:54
% Waste diverted from landfill due to recycling (tons)	32%	35%	35%
Stormwater (NPDES) compliance with state standards	100%	100%	100%
Achievement of water quality standards	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 2023-2027

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 2023 proposed budget through FY 2027.

General Fund Proforma Schedule of Revenues and Expenditures Proposed Budget FY 2023 through Proforma FY 2027

	Proposed FY 2023	Proforma FY 2024	Proforma FY 2025	Proforma FY 2026	Proforma FY 2027
Change in Taxable Value of Property	12.4%	5%	5%	5%	5%
Revenues:					
Ad Valorem Tax	\$15,613,535	\$16,394,210	\$17,213,920	\$18,074,620	\$18,978,350
Other Revenue	12,782,295	12,875,345	12,999,900	13,125,985	13,253,640
Estimated Grants/Use of ARPA	1,189,310	1,089,495	488,740	0	0
Use of Prior Year's Reserve	0	0	649,895	1,309,500	1,394,625
Total Revenues	29,585,140	30,359,050	31,352,455	32,510,105	33,626,615
Expenditures:					
Personnel Expenditures	19,251,600	20,458,265	21,542,520	22,788,750	23,797,955
Operating Expenditures	6,150,270	6,256,660	6,351,980	6,387,085	6,574,310
Capital Outlay	1,201,735	1,103,000	882,000	904,000	740,000
Transfers for Tax Increment Financing	1,176,535	1,247,125	1,321,955	1,401,270	1,485,350
Transfers for Capital Projects	1,031,000	520,000	480,000	255,000	255,000
Transfers for Roads	459,000	459,000	459,000	459,000	459,000
Transfers for Drainage	300,000	300,000	300,000	300,000	300,000
Contingency	15,000	15,000	15,000	15,000	15,000
Total General Expenditures	29,585,140	30,359,050	31,352,455	32,510,105	33,626,615
Estimated Beginning Reserves	\$8,708,219	\$8,708,219	\$8,708,219	\$8,058,324	\$6,748,824
Estimated Ending Reserves	\$8,708,219	\$8,708,219	\$8,058,324	\$6,748,824	\$5,354,199
Minimum Reserve (13.2% to 15.2%)	\$3,905,300	\$4,159,200	\$4,452,100	\$4,779,000	\$5,111,300

**Community Redevelopment Agency Fund
Proforma Schedule of Revenues and Expenditures
Proposed Budget FY 2023 through Proforma FY 2027**

	Proposed FY 2023	Proforma FY 2024	Proforma FY 2025	Proforma FY 2026	Proforma FY 2027
Debt Service Division					
Assessed Property Valuation change	10.8%	2%	2%	2%	2%
Tax Increment Financing (TIF) Revenue	\$3,053,235	\$3,114,300	\$3,176,585	\$3,240,115	\$3,304,915
CRA Lease Payments (Debt Service)	1,584,280	1,626,290	1,666,100	1,708,680	1,753,965
Revenues in Excess of Debt Svc	1,468,955	1,488,010	1,510,485	1,531,435	1,550,950
Reserve - TIF for Debt Svc (Beg)	3,564,919	5,033,874	6,521,884	8,032,369	9,563,804
Reserve - TIF for Debt Svc (End)	\$5,033,874	\$6,521,884	\$8,032,369	\$9,563,804	\$11,114,754
Herald Court Operations Division					
Herald Court Revenues	\$255,190	\$260,895	\$282,755	\$289,875	\$296,825
Herald Court Operating Expenditures	394,540	201,405	208,520	215,905	223,560
Revenues in Excess (Shortfall) of Herald Ct Operations	(139,350)	59,490	74,235	73,970	73,265
Reserve - Herald Ct (Beg)	334,666	195,316	254,806	329,041	403,011
Reserve - Herald Ct (End)	\$195,316	\$254,806	\$329,041	\$403,011	\$476,276
CRA Operations Division					
Other CRA Revenues	\$136,075	\$140,150	\$144,235	\$148,335	\$140,575
Other CRA Operating Expenditures	326,500	111,000	94,000	112,000	94,000
Revenues in Excess (Shortfall) of Other Operations	(190,425)	29,150	50,235	36,335	46,575
Reserve - Other Operations (Beg)	253,887	63,462	92,612	142,847	179,182
Reserve - Other Operations (End)	\$63,462	\$92,612	\$142,847	\$179,182	\$225,757

Utilities OM&R Fund
Proforma Schedule of Revenues and Expenses
Proposed Budget FY 2023 through Proforma FY 2027

	Proposed FY 2023	Proforma FY 2024	Proforma FY 2025	Proforma FY 2026	Proforma FY 2027
Revenues:					
Chg for Serv - Water	\$12,126,960	\$12,642,360	\$13,177,385	\$13,732,780	\$14,309,310
Chg for Serv - Sewer	8,795,635	9,169,450	9,557,500	9,960,325	10,378,475
Other Revenue	910,175	896,265	1,433,635	1,985,290	2,320,480
Total Revenues	21,832,770	22,708,075	24,168,520	25,678,395	27,008,265
Expenses:					
Operations	16,678,680	16,678,995	17,516,435	18,143,600	18,796,375
Renewal & Replacement of Infrastructure	1,120,000	1,120,000	1,120,000	1,120,000	1,120,000
Transfer for Capital Improvement Projects	1,685,000	6,370,000	850,000	2,485,000	800,000
Existing Debt Service	999,595	999,595	999,595	999,595	999,595
Transfer to SRF Fund-reserve incr(decr)	1,500,000	1,500,000	1,460,400	0	0
Est. new debt service WWTP	0	0	2,230,000	4,460,400	4,460,400
Est. new debt service WTP Filtration Rehab	0	0	778,000	1,556,000	1,556,000
Total Expenses	21,983,275	26,668,590	24,954,430	28,764,595	27,732,370
Revenues in Excess (Shortfall) of Expenses	(150,505)	(3,960,515)	(785,910)	(3,086,200)	(724,105)
Operating Reserves-Beg	8,646,200	8,495,695	4,535,180	3,749,270	663,070
Operating Reserves-End	\$8,495,695	\$4,535,180	\$3,749,270	\$663,070	(\$61,035)

Sanitation Fund
Proforma Schedule of Revenues and Expenses
Proposed Budget FY 2023 through Proforma FY 2027

	Proposed FY 2023	Proforma FY 2024	Proforma FY 2025	Proforma FY 2026	Proforma FY 2027
Revenues:					
Chg for Serv - Refuse Collection	\$4,281,275	\$4,520,240	\$4,762,445	\$5,009,365	\$5,261,005
Other Revenue	44,400	42,600	42,600	42,600	42,600
Total Revenues	4,325,675	4,562,840	4,805,045	5,051,965	5,303,605
Expenses:					
Operations	4,337,740	4,436,145	4,636,700	4,847,570	5,069,345
Capital	361,000	341,250	183,750	0	395,040
Total Expenses	4,698,740	4,777,395	4,820,450	4,847,570	5,464,385
Revenues in Excess (Shortfall) of Expenses	(373,065)	(214,555)	(15,405)	204,395	(160,780)
Operating Reserves-Beg	843,186	750,121	535,566	520,161	474,556
Capital Outlay Reserves-Beg	280,000	0	0	0	250,000
Capital Outlay Reserves-End	\$0	\$0	\$0	\$250,000	\$250,000
Operating Reserves-End	\$750,121	\$535,566	\$520,161	\$474,556	\$313,776

**PGI Canal Maintenance Fund
Proforma Schedule of Revenues and Expenditures
Proposed Budget FY 2023 through Proforma FY 2027**

	Proposed FY 2023	Proforma FY 2024	Proforma FY 2025	Proforma FY 2026	Proforma FY 2027
Assessment Rate	\$950	\$1,100	\$1,250	\$1,400	\$1,550
Revenues:					
Operating Assessment	\$4,941,440	\$5,721,060	\$6,500,675	\$7,280,290	\$8,059,905
Other Revenue	10,920	12,600	12,825	11,210	9,950
Total Revenues	4,952,360	5,733,660	6,513,500	7,291,500	8,069,855
Expenditures:					
Operations	1,262,870	1,296,970	1,357,555	1,400,090	1,465,265
Inlet Dredging	75,000	75,000	75,000	75,000	75,000
Seawalls and Stabilization	3,779,090	4,606,955	5,459,655	6,337,945	6,528,080
Capital/Special Projects	115,000	231,500	255,000	225,000	225,000
Reserve for Contingencies	50,000	50,000	50,000	50,000	50,000
Total Expenditures	5,281,960	6,260,425	7,197,210	8,088,035	8,343,345
Revenues in Excess (Shortfall) of Expenditures	(329,600)	(526,765)	(683,710)	(796,535)	(273,490)
Operating Reserves-Beg	2,897,076	2,667,476	2,372,211	1,907,001	1,335,466
Reserve Seawall Replacement-Beg	775,000	675,000	443,500	225,000	0
Reserve Seawall Replacement-End	\$675,000	\$443,500	\$225,000	\$0	\$0
Operating Reserves-End	\$2,667,476	\$2,372,211	\$1,907,001	\$1,335,466	\$1,061,976

**BSI Canal Maintenance Fund
Proforma Schedule of Revenues and Expenditures
Proposed Budget FY 2023 through Proforma FY 2027**

	Proposed FY 2023	Proforma FY 2024	Proforma FY 2025	Proforma FY 2026	Proforma FY 2027
Operating Rate	\$760	\$785	\$810	\$835	\$860
Special Project Rate	\$100	\$90	\$90	\$90	\$90
Revenues:					
Operating Assessment	\$784,115	\$809,890	\$835,665	\$861,440	\$887,215
Special Project Assessment	103,105	92,795	92,795	92,795	92,795
Interest	1,240	1,300	1,105	580	95
Financing	347,000	0	0	0	0
Total Revenues	1,235,460	903,985	929,565	954,815	980,105
Expenditures:					
Operations	113,215	125,390	119,435	133,620	127,965
Inlet Dredging	25,000	25,000	25,000	25,000	25,000
Seawalls and Stabilization	680,110	700,630	721,770	743,550	765,990
Barge Access-Inlet Widening Constr	450,000	0	0	0	0
Debt Service	0	91,200	91,200	91,200	91,200
Reserve for Contingencies	50,000	50,000	50,000	50,000	50,000
Total Expenditures	1,318,325	992,220	1,007,405	1,043,370	1,060,155
Revenues in Excess (Shortfall) of Expenditures	(82,865)	(88,235)	(77,840)	(88,555)	(80,050)
Operating Reserves-Beg	452,265	369,400	281,165	203,325	114,770
Operating Reserves-End	\$369,400	\$281,165	\$203,325	\$114,770	\$34,720
Projects Requiring Approval & Funding:					
Channel Corner Widening Proj	100,000	100,000	200,000	325,000	0
BSI Land Acquisition for Staging	100,000	100,000	100,000	100,000	100,000
Est. Beg. Reserves with projects	452,265	169,400	(118,835)	(496,675)	(1,010,230)
Est. End. Reserves with projects	\$169,400	(\$118,835)	(\$496,675)	(\$1,010,230)	(\$1,190,280)

Lashley Park Marina Fund
Proforma Schedule of Revenues and Expenses
Proposed Budget FY 2023 through Proforma FY 2027

	Proposed FY 2023	Proforma FY 2024	Proforma FY 2025	Proforma FY 2026	Proforma FY 2027
Revenues:					
Slip & Mooring Rentals	\$451,795	\$451,795	\$451,795	\$451,795	\$451,795
Intergovernmental Revenue	12,000	12,000	12,000	12,000	12,000
Other Revenue	25,720	25,945	26,175	26,405	26,640
Total Revenues	489,515	489,740	489,970	490,200	490,435
Expenses:					
Lashley Park Marina Expenses	273,995	280,415	286,385	292,545	298,900
Marina Park Contract Expenses	251,005	258,385	265,990	273,815	281,880
Capital Outlay	6,000	6,000	6,000	6,000	6,000
Total Expenses	531,000	544,800	558,375	572,360	586,780
Revenues in Excess (Shortfall) of Expenses	(41,485)	(55,060)	(68,405)	(82,160)	(96,345)
Operating Reserves-Beg	380,630	339,145	284,085	215,680	133,520
Operating Reserves-End	\$339,145	\$284,085	\$215,680	\$133,520	\$37,175

Building Fund
Proforma Schedule of Revenues and Expenses
Proposed Budget FY 2023 through Proforma FY 2027

	Proposed FY 2023	Proforma FY 2024	Proforma FY 2025	Proforma FY 2026	Proforma FY 2027
Revenues:					
Permits, Fees & Spec. Assessments	\$1,463,850	\$1,491,850	\$1,520,410	\$1,549,540	\$1,579,255
Other Revenue	70,250	70,250	70,250	70,250	70,250
Total Revenues	1,534,100	1,562,100	1,590,660	1,619,790	1,649,505
Expenses:					
Operations	1,662,580	1,729,125	1,798,525	1,870,910	1,946,410
Capital	138,000	0	0	0	0
Total Expenses	1,800,580	1,729,125	1,798,525	1,870,910	1,946,410
Revenues in Excess (Shortfall) of Expenses	(266,480)	(167,025)	(207,865)	(251,120)	(296,905)
Operating Reserves-Beg	1,839,266	1,572,786	1,405,761	1,197,896	946,776
Operating Reserves-End	\$1,572,786	\$1,405,761	\$1,197,896	\$946,776	\$649,871

Six Cent Gas Tax Fund
Proforma Schedule of Revenues and Expenditures
Proposed Budget FY 2023 through Proforma FY 2027

	Proposed FY 2023	Proforma FY 2024	Proforma FY 2025	Proforma FY 2026	Proforma FY 2027
Revenues:					
Local Option Gas Tax	\$666,035	\$679,355	\$692,940	\$706,800	\$720,935
Other Revenue	314,095	321,250	328,335	335,335	343,065
Total Revenues	<u>980,130</u>	<u>1,000,605</u>	<u>1,021,275</u>	<u>1,042,135</u>	<u>1,064,000</u>
Expenditures:					
Operating Expenditures	1,226,980	1,102,680	1,129,145	1,156,405	1,184,480
Total Expenditures	<u>1,226,980</u>	<u>1,102,680</u>	<u>1,129,145</u>	<u>1,156,405</u>	<u>1,184,480</u>
Revenues in Excess (Shortfall) of Expenditures	(246,850)	(102,075)	(107,870)	(114,270)	(120,480)
Operating Reserves-Beg	<u>596,567</u>	<u>349,717</u>	<u>247,642</u>	<u>139,772</u>	<u>25,502</u>
Operating Reserves-End	<u>\$349,717</u>	<u>\$247,642</u>	<u>\$139,772</u>	<u>\$25,502</u>	<u>(\$94,978)</u>

**Additional Five Cent Gas Tax Fund
Proforma Schedule of Revenues and Expenditures
Proposed Budget FY 2023 through Proforma FY 2027**

	Proposed FY 2023	Proforma FY 2024	Proforma FY 2025	Proforma FY 2026	Proforma FY 2027
Revenues:					
Local Option Gas Tax	\$287,660	\$293,415	\$299,285	\$305,270	\$311,375
Transfer from General Fund Ad Valorem	459,000	459,000	459,000	459,000	459,000
Other Revenues	120	170	170	175	185
Total Revenues	<u>746,780</u>	<u>752,585</u>	<u>758,455</u>	<u>764,445</u>	<u>770,560</u>
Expenditures:					
Paving	745,000	765,000	770,000	775,000	780,000
Total Expenditures	<u>745,000</u>	<u>765,000</u>	<u>770,000</u>	<u>775,000</u>	<u>780,000</u>
Revenues in Excess (Shortfall) of Expenditures	1,780	(12,415)	(11,545)	(10,555)	(9,440)
Operating Reserves-Beg	<u>53,675</u>	<u>55,455</u>	<u>43,040</u>	<u>31,495</u>	<u>20,940</u>
Operating Reserves-End	<u>\$55,455</u>	<u>\$43,040</u>	<u>\$31,495</u>	<u>\$20,940</u>	<u>\$11,500</u>