

LONG RANGE STRATEGIC PLAN SUMMARY  
FISCAL YEARS FY 2024 – 2028



# Punta Gorda

## FLORIDA

Adopted Sept. 6, 2023

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**CITY COUNCIL**

Lynne Matthews, Mayor (District 4)

Melissa Lockhart, Vice-Mayor (District 5)

Donna Peterman, Council Member (District 1)

Bill Dryburgh, Council Member (District 2)

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

Holden Gibbs, Fire Chief

Dr. Melissa Reichert, Assistant City Manager

Bryan Clemons, Public Works Director

Lisa Hannon, Planning Director

Jeff Payne, Human Resources Manager

Neil Peters, Utilities Director

Brad Schuette, Information Technology Manager

Kristin Simeone, Finance Director

Kylee McGloin, Assistant to the City Manager

Odalys Valdes, Legal Assistant

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## City Manager Gregory B. Murray Message

Through hard work and sound decision making, we are fortunate to be able to present to you a budget that allows the City of Punta Gorda to grow our reserves and accomplish our strategic plan objectives without raising the millage rate. The millage rate remains unchanged from the previous two years at 3.95 mils.

With the taxable values from the Charlotte County Property Appraiser coming in at higher than previous conservative estimates of five percent, the revenue allows the City to increase the dollars invested in infrastructure projects and fund additional needed personnel without taking the funds from reserves. This includes hiring public safety personnel to enhance services and reduce overtime hours spent currently, an Accountant position to assist with navigation and reporting for the FEMA and State Agency grants the City has been successful in acquiring, and other essential personnel consistent with the overall personnel management plan presented to Council.

The FY 2024 budget prepares the City to keep projects moving forward as we work through accessing FEMA funds and finalizing insurance payouts as a result of Hurricane Ian. It also programs 25.5% for reserves, some of which is programmed for one time costs based on current needs, never falling below the 17% national standard. This is vitally important to keep the City fiscally sound to be able to weather the next hurricane or other disaster.

Employee retention and attraction is also still a key consideration for delivering a high level of service to our residents. During the 2022 Pay and Classification Study meetings, employees expressed a concern of not having the previous defined benefit pension plan available. This budget allows for the general employee defined benefit pension plan to be reopened. Funds budgeted for defined contribution plans will be shifted to funding the defined benefit plan, giving more incentives for personnel management (attraction and retention), while minimizing cost to the City. Technology investments are also necessary to provide a secure digital environment to conduct City business. The FY 2024 budget allows the City to purchase and install Tenable vulnerability scanning security software. This will improve network security by automating and increasing the frequency of vulnerability scans.

Each year I present to you a focus for the upcoming year. In FY 2024, the focus will be on accountability and structure. Accountability encourages self-reflection and learning from mistakes. It also leads to seeking ways to improve, goal achievement, and problem-solving. Structure involves systematically organizing tasks, activities, and time to create a clear path toward achieving objectives. It leads to efficiency, better time management, consistency, and goal attainment. Focus on structure and accountability will help us navigate challenges, make informed decisions, and achieve our goals.

I take great pride in being a member of the team contributing to the City of Punta Gorda. We consider ourselves fortunate to have an actively involved Council, a committed group of employees, and a wealth of expertise. Our approach involves a practical, prudent budget and meticulous, data-driven long-term planning. It sets the table to handle rebuilding our City facilities damaged during Hurricane Ian, provides adequate staffing levels, and prepares us for future challenges. We have a bright future ahead.

### 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 <sup>1</sup>	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
	<b>GENERAL FUND</b>	<b>163.50</b>	<b>7.50</b>	<b>16.00</b>	<b>5.00</b>	<b>3.00</b>	<b>4.00</b>	<b>199.00</b>
502 02-51	<b>INFORMATION TECHNOLOGY</b>	<b>7.00</b>	<b>1.00</b>	<b>1.00</b>			<b>1.00</b>	<b>10.00</b>

# Strategic Plan Priorities

FINANCIAL/ECONOMIC  
SUSTAINABILITY

INFRASTRUCTURE  
SUSTAINABILITY

PARTNERSHIPS,  
COMMUNICATION AND  
COLLABORATION

STRATEGIC  
COMMUNICATIONS  
POSITIONING

QUALITY OF LIFE



**Five Year Staffing Plan General Fund Employees**

<b>FUND NUMBER</b>	<b>FUND NAME</b> Department/Division	<b>Amended Authorized FY 2021</b>	<b>Position Requests FY 2022</b>	<b>FY 2023 Planning Requests</b>	<b>FY 2024 Planning Requests</b>	<b>FY 2025 Planning Requests</b>	<b>FY 2026 Planning Requests</b>	<b>FY 2026 Estimated Positions</b>
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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
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502 02-51	<b>INFORMATION TECHNOLOGY</b>	<b>7.00</b>	<b>1.00</b>	<b>1.00</b>			<b>1.00</b>	<b>10.00</b>

## 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 FY2023 Plan included a strong technology focus. The FYFY2024 Plan aims to create a sustainable structure and a renewed focus on accountability.

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 FY2023/FY2024.

Specific Action	Department(s)	Measure of Success	Timeframe	Cost (if applicable)
Adopt the 2045 Comprehensive Plan	Urban Design	Adopted Comprehensive Plan Amendments	FY2023	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	FY2023	Included in LDR rewrite
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 that are a benefit to the City and the property owner.	Annually	Staff Time

Digital Plans Review (Avolve) (UD) software	Urban Design Building/IT	Plans review will be done digitally rather than on paper	FY2023	\$85,000
Implement technology which enables improved access to public records	City Clerk	Reduction in labor required to locate and identify records in response to records requests	ongoing	unknown
Utilize newly purchased large format scanner to digitize building plans and plat maps	City Clerk	The scanning project eliminates paper that continues to deteriorate and enables long term retention of the documents; increased accessibility for public and staff.	FY2024– FY2025	Scanner already purchased in FY 2023 at approximate cost of \$10K
Revamp Business Tax Application to collect additional data from businesses related to nature of business as well as other information	City Clerk	Improved tracking of business types and ability to create interactive GIS maps and reports on locations of businesses and residences to potential developers	FY2024- FY2025	Staff Time
Development of records management plan	City Clerk	Improved access and ability to quickly identify and manage retention and disposition of records across all departments	FY2025	Staff time
Transition from New Hire Orientation to Employee Onboarding which would include sessions similar to citizens academy	HR	New employees will gain familiarity with organization as a whole from the beginning of their employment. Employee retention will increase by 5%.	FY2024	\$10,000 per year
Implement performance review and employee survey software	HR	Time savings for managers and accurate and timely evaluations for staff.	FY2024	\$15,000 per year

More comprehensive employee training System (LMS) with comprehensive content	HR	Training for employees that is appropriate for their division and job duties resulting in more knowledgeable staff.	FY2024	\$15,000 per year
Enhance communication of City wide Strategic goals and departmental Strategic goals to employees	All	Staff gains a better understanding of their role in the organization and what the accomplishments of the City will be for each year.	FY2024	none
Create new safety manual for City, make Sure MSDS stay current	ALL	Emergency situations handled more effectively due to ease of access of MSDS information.	FY2024	none
Contract template software for Procurement	IT	Reduce staff time required to develop procurement contracts	FY2024	\$ 5,000
Parks Event management software (If not done in FY23)	IT	Ability to automate facility rentals and other park event processes resulting in staff time savings.	FY2024	\$20,000
Install Tenable vulnerability scanning security software	IT	Improve network security by automating and increasing the frequency of vulnerability scans.	FY2024	\$57,000
Complete Microsoft O365 migration	IT	Complete the migration that was delayed due to hurricane Ian resulting in more efficient operations.	FY2024	\$90,000
Review Network Core and end point switches for upgrade/replacement	IT	Current equipment is going End of Life in FY2024	FY2024	\$175,000
Replace aged out host server for virtual systems	IT	Replacement of the oldest of our VMWare host servers	FY2024	\$25,000
Complete monitor refresh to remove monitors over six years old	IT	No more monitors in the City over six years old.	FY2024	\$10,000

Continue to enhance GIS use throughout City adding drone capabilities and modelling	IT	Enhanced use of GIS throughout the City to include some drones and modelling.	FY2024	\$30,000
Automated/Paperless Invoice Processing	IT, Procurement, Finance	Implementation of an automated workflow process that allows for routing and appropriate approvals of all approvers necessary with all required documentation to speed up process and find where invoice is in the process. To reduce employee time, lost paperwork, and better overall processing for vendor invoices	FY2024	Staff Time
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 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.	FY2024 (in conjunction with adoption of new Form Based Codes.	\$20,000
<b>FY 2025-FY 2028 Preliminary Action Items</b>				
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	FY2025- FY 2028	Staff Time
Capital Improvements Project Database	IT, Finance	Database available for Divisions to make annual updates to the CIP forms versus having to manually key each word form each year. It would generate the form from the database.	Capital Improvements Project Database	Unknown



Key Performance Indicator	Actual FY 2022	Projected FY 2023	Proposed FY2024
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	101%	97%	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)	89.3% res. 10.7% comm.	89.0% res. 11% comm.	To Be Determined
Annexation (acreage and type)	20.14 acres: vacant, residential, developed commercial	50 acres: vacant, 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	\$1,206	\$1,514	To Be Determined
Utility rates in relation to 16 SWFL communities	2 <sup>nd</sup> lowest	2 <sup>nd</sup> lowest	\$1599
Solid waste rates in relation to 11 SWFL communities	3 <sup>rd</sup> highest	2 <sup>nd</sup> highest	3rd highest
Minorities in City workforce	12.7%	12.9%	16.5%
Females in Managerial/Supervisory Positions	6.8%	6.9%	7.5%
City employees per 100/Population	1.5	1.6	1.6
Taxable sales Punta Gorda MSA (monthly average)	\$347 Million	\$385 Million	\$396 Million
# of new businesses	125	130	120
# of closed businesses	50	40	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:

- 14 public buildings - City Hall, City Hall Annex, Public Works/Utilities Campus, Public Safety, Fire Stations 2 and 3, Fire Training Tower, Water and Wastewater Treatment Plants, Bayfront Center, Freeman House, Cooper Street Center, Lashley 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)
- 103 Windows Servers (95 virtualized), 4 virtual server hosts (four-node VMware ESXi cluster.), four-node VMware Virtual Desktop Interface (VDI) ESXi cluster, four datacenter switches, twenty-one access switches, five firewalls (4 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 FY2028.

**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	FY2024	\$125,000
Ponce de Leon Park Boardwalk/Pier Repairs	Urban Design Public Works	Construction Completed	FY2024	\$730,000
Virginia Ave (Tamiami to Nesbit) Improvements	Urban Design	Complete Construction	FY2024	\$1,055,500
W Henry Street Improvements and Connections	Urban Design Public Works	Complete phase one Construction	FY2024	\$3,227,000 to be completed in phases (1,160,000 unfunded)
Historic City Hall Rehabilitation Project	Urban Design	Completion of 100% construction and architectural plans and commencement of construction	FY2024	\$11,253.735 (Total project cost)
Laishley Park Splash Pad	Urban Design Public Works	Smiling, happy residents enjoying the splash pad.	FY2024	\$1,386,165
Bayfront Center	Urban Design Public Works	Design and Construct replacement of Hurricane damaged facility	FY2024-?	TBD
Nature Park improvements to boardwalk and fishing pier	Urban Design	Complete Construction	FY2024	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.	FY2024	\$725,000
Ponce de Leon Park Playground	Urban Design Public Works	Construction Completed	FY2024	TBD
Hurricane Ian Facilities Repairs	Public Works	Preparing scopes of works and bidding out the necessary repairs to the buildings and park equipment that were damaged by Hurricane Ian. Working with contractors to complete repairs.	FY2024	Staff Time

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	FY2024	\$10,000
A C Freeman Rehabilitation Project	Urban Design	Complete Rehabilitation	FY2024	TBD
Hurricane Ian Sidewalk Repairs	Public Works	Completing the necessary repairs to sidewalks that were damaged by Hurricane Ian.	FY2024	TBD
Hurricane Ian Street Sign Repairs	Public Works	Supply chain issues has delayed street sign replacement. Completing the installation of replacement street signs.	FY2024	TBD
Hurricane Ian Seawall Repairs	Public Works	Replacement of approximately 7.25 miles of seawalls damaged by Hurricane Ian in PGI and BSI. Work will be done in 8 zones by three contractors. Panels will be constructed by canal maintenance staff and project management is to be done by a consultant.	FY2024/FY2025	\$26,711,349
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	FY2024- FY 2026	Staff Time
Continue City Computer Replacement program	Information Technology	Replace 25% of City computer inventory	Each Fiscal Year	\$95,000 each year
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 for FY2023 but permit delays may not allow that project to move forward before end of year. If dredging isn't completed in FY2023 then a Mac Grant will be applied for in the future.	FY2024/2025	\$200,000
Drainage Improvements – Boca Grande Area	Public Works	Final bid plans and bid documents are in progress. Grant reporting has begun. Anticipate starting construction in FYFY2024 with completion in FY2025.	FY2024/FY2025	\$5,910,000 Only construction cost based on cost opinion from 11- 17-22
Drainage Improvements – City Wide	Public Works	Regrading of drainage swales City-wide, based on video observations of standing water after 72 hours	FY2024- FY2028	\$1,500,000

		and selection of the most severe locations. This is an ongoing project.		
Henry Street Crosswalk Program	Public Works	Have an engineer study done to evaluate the locations for installing signalized pedestrian crossings in the area from Coldeway Drive to Linear Trail bound by Marion, Olympia and Henry Street. Additionally as part of the study recommendations for crosswalk placement and removal and pedestrian refuge islands will be made as well as identifying segments of sidewalk for installation or removal to improve the network of sidewalks in this area. Signalized pedestrian crossings may include Hawk systems as well as Rectangular Rapid Flashing Beacons (RRFB).	FY2024/FY2025	\$530,000
Henry Street Sidewalk	Public Works	Installation of sidewalk on Henry Street between Shreve and SR 41. Complete installation.	FY2024	\$156,000 1% ST
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.	FY2024/2025	\$700,000
King Street Improvements Program	Public Works	Design and construction of King Street due to growth and safety concerns. Complete design and move to construction.	FY2024/FY2025	\$550,000
Laishley Park Marina Dock Service Dredging	Public Works	Funding for a dock maintenance fund and for future marina dredging.	FY2024/FY2028	\$1,020,000
Laishley Park Marina Dock Sidewalk	Public Works	Funding for Laishley Park Marina dock sidewalk and fishing pier repair. The inspection is in the process of being completed and we are awaiting the results to determine what will be necessary to repair/replace the pier and sidewalk.	FY2024/FY2025	\$1,000,000
Storm Sewer Reconstruction	Public Works	Storm drainage pipe lining or replacement of the defective pipe. Ongoing program	FY2024	\$75,000

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.	FY2024/FY2028	\$750,000
Wooden Composite Pathways Pier & Docs	Public Works	The City's wooden boardwalks and pier pilings have deteriorated over the years and need to be repaired as needed. Ongoing program	FY2024	\$100,000
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.	FY2024/FY2027	\$735,000
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	FY2024/FY2026	\$1,130,000
BSI Land Acquisition for Staging	Public Works	Begin saving funds to acquire land for staging construction materials within the BSI Community. Ongoing program	FY2024/FY2028	\$600,000
PGI Spoil Site Channel	Public Works	A feasibility study was completed. Consultant in the process of obtaining permits to dredge a channel from Ponce De Leon Inlet through the shallow basin. To be discussed with Advisory Board/Committee meeting. Ongoing program.	FY2024/FY2027	\$1,079,000
Street Resurfacing (citywide)	Public Works	Resurface approximately 5 miles of city streets (length varies, dependent on petroleum market pricing). Brick streets and asphalt rejuvenation.	FY2024	\$1,000,000

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 FY2024 Through April FY2024.	Staff Time Only
National Pollutant Discharge Elimination System Program	Public Works	Requirements are related to Federal Clean Water Act for stormwater. Ongoing program	FY2024/FY2028	\$20,000
Railroad Crossing Rehabilitation	Public Works	Ann Street crossing repairs were delayed until FY2025 at the request of the railroad. Seminole Gulf Railway requested that Elizabeth Street crossing be moved to FYFY2024.	FY2024/FY2026	\$1,335,000
Wastewater Treatment Plant Improvements	Utilities	Start construction of improvements to WwTP	FY2024	TBD
Lift Station 30 Gravity Sewer Rehabilitation	Utilities	Design and construct new gravity sewer mains that flow into LS 30	FY2024	\$650,000
W Henry Street 14" Force Main Replacement	Utilities	Construct new 16" C-900 force main and install new manholes	FY2024	\$1,200,000
E Henry Street 20" Force Main Replacement @ I-75	Utilities	Design and construct new 20" force main under I-75	FY2024	\$2,250,000
Water Treatment Plant Evaluation/ Rehabilitation (Filters, SCU & Alum Tank)	Utilities	Design for rehabilitation of filters, SCU and Alum tank at WTP	FY2024	\$250,000
Water Treatment Plant Burnt Store	Utilities	Design for the rehabilitation of pumps and riser pipe for elevated tank	FY2024	\$250,000

Road Booster Station				
Wastewater master Pumping Facility Pump Upgrade	Utilities	Design for the rehabilitation of pumps at Master Pumping Facility	FY2024	\$250,000
Access to network drives via mobile devices	Utilities	This will allow field workers utilize plans/prints/as-builts	FY2024	TBD
Upgrading from Android tablets to laptops with air cards with hot spots	Utilities	Allow field crews to have access to network drives and mobile apps (Arc Reader)	FY2024	TBD
City Wide spatial data engine (SDE)	Utilities	This would grant all City GIS users in the city access to all departments data	FY2024	TBD
TOSI Box cell modems (Waiting)	Utilities/IT	Enable redundancy while ensuring high availability and reliability communications with our remote booster station controls at Bal Harbor and Burnt Store	FY2024	TBD
Firewall (Waiting)	Utilities/IT	Critical security measure will provide an additional layer of security on both the SCADA network and the City Enterprise network	FY2024	TBD
eLogger Upgrade (Waiting)	Utilities/IT	Bring our installation of eLogger up to date with the latest fixes, features and optimizations	FY2024	TBD
Online Monochloramine / Ammonia Analyzer	Utilities	Real time monitoring for quick action and control disinfectant dosage.	FY2024	TBD
Automatic Smart Hydrant Flushers	Utilities	Portable / relocatable solar powered intelligent flushers that monitor water quality and flush stagnant water.	FY2024	TBD
HACH Water information	Utilities	Allows for easy import of lab data from third party contract labs	FY2024	TBD



Management Solution				
HACH LAB Cal	Utilities	Add-on to HACH WIMS that provides a sample scheduling and tracking solution for effective lab data management	FY2024	TBD
HACH WIMS SCADA Interface	Utilities	HACH WIMS SCADA interfaces imports summarized data seamlessly and automatically to HACH WIMS from SCADA system	FY2024	TBD
Continue to implement the Historic District Infrastructure Initiative	Urban Design Public Works	Complete sections identified in the 2019 Plan	FY2024	\$2,788,000
Septic to Sewer Project	Utilities	Design of Septic to Sewer Project	FY2024	\$4,000,00
Continue to update and manage outstanding projects outlined in the City's ADA Transition Plan	Urban Design	Two Projects Completed	Ongoing	TBD
Nature Park improvements to boardwalk and fishing pier	Urban Design	Complete Construction	FY2024	TBD
A C Freeman Rehabilitation Project	Urban Design	Complete Rehabilitation	FY2024	TBD
Implement strategies from the Parks and Recreation Master Plan to develop a Strategic Parks	Urban Design Public Works	Develop an independent section within the division to assist with events and park rentals	FY2024- FY 2028	TBD

Section within Urban Design				
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FY2025-FY 2028 Preliminary Action Items				
Restoration and Construction of Historic City Hall	Public Works	Completed Construction	FY 2025	Total project cost \$11,253.735
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
Restoration and Construction of Historic City Hall	Public Works	Completed Construction	FY 2025	Total project cost \$11,253.735

Key Performance Indicator	Actual FY 2022	Projected FY 2023	Proposed FY 2024
% of projects completed within timeframe and estimated cost	90%	95%	98%
Fuel use (gallons)	156,185	160,870	152,905
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)
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
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	Three projects completed	Ongoing	Staff Time
Collaborate with the Florida Department of Transportation on the Local Funding Agreement	Urban Design	Final approved project with City requirements on US 41 northbound	FY2024	Staff Time
Begin preparation of a listing of projects for the launch of the creation of the 2027 sales tax committee slated to convene in 2025.	All Departments	Project file is ready with community input for the 2025 convening of the 2027 Sales Tax committee	FY2025	Staff Time
<b>FY FY2024-FY 2027 Preliminary Action Items</b>				
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 FY2024 FY 2027	Staff Time

Key Performance Indicator	Actual FY 2022	Projected FY 2023	Proposed FY 2024
City Communications (Weekly Highlights Reports, Information Sharing Reports, Targeted Newsletters and Action Registers)	164	164	164
Citizen Interaction through Social Media	453,320	465,000	480,000
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	15,000	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	FY2024	\$64,290
Create City Manager columns for Sun Newspaper	City Manager's Office	52 columns written	FY2024	Staff Time
Create Isles Life Column	City Council (Mayor)	12 columns written	FY2024	Mayors' Time
Implement new communications suite	City Manager's Office	200 new subscribers	FY2024	\$6,000
Website Upgrade Research and Vendor Selection	All	Website vendor is in place to begin new website in FY2025	FY2024	Staff Time
<b>FY2025-FY2028 Preliminary Action Items</b>				
Website Upgrade	All	Website is accessible and business conducted on website increases by 25%	FY2025	TBD

Key Performance Indicator	Actual FY 2022	Projected FY 2023	Proposed FY 2024
New website visits	343,533	377,000	405,000
Return website visits	6,064	7,500	8,000
Microsite visits	20,000	20,500	21,000
Marketing Efforts to Support Explore Punta Gorda	19	19	19
Liveboards at Laishley Marina (monthly average)	10	10	10
Laishley Marina Occupancy (monthly average)	77	77	77
Mooring Field Occupants (monthly average)	12	12	14
Number of fishing/boating events	12	12	14
Number of festivals/parades	80	80	80
Number of sporting events (bicycle, runs, walks)	15	15	16

**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	FY2024	Staff and Volunteer Time
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 2045 Comprehensive Plan and incorporating additional policies in the EAR based amendment	FY2024	Staff Time
Fire Inspector I	Fire	Help to ensure all business in the City receive an annual fire inspection and to stay compliant with ISO	FY2024	\$45,843/yr. +Benefits
Fire Prevention Clerk/PIO	Fire	Help to Organize, maintain, file and update all fire prevention permits and related materials. This position will also serve as the Fire Department Public Information Officer and handle media inquiries and market services provided by the department	FY2024	\$33,696/yr. +Benefits
FEMA SAFER Grant	Fire	Obtain 6 new personnel to increase staffing levels to become complaint with NFPA 1710	FY2024	(\$1,724,000) Grant funding for 3 years
Training Tower	Fire	Complete the Training Tower build process and utilize the structure to enhance the performance of fire ground tactics and knowledge	FY2024	\$225k+ (\$175k Grant)
BC-1 Vehicle (F250 Diesel)	Fire	BC vehicle will hold equipment, built in command center and have the ground clearance needed for flood water due to storms/hurricanes etc. Diesel engine will allow refueling at the fire station all the time but especially post hurricanes when fuel is scarce	FY2024	\$95,000 (\$55,000) Carried over from FY 2023
Fire Inspector I Vehicle	Fire	Fire Inspector will be able to get around the City and perform essential job functions related to permit checks and inspections	FY2024	\$42,000



Continue Police Department Citizens and Business Advisory Councils to enhance communication and address issues as they arise.	Police	Resolution of issues that are brought forward.	Ongoing	Staff time
Increase staffing to include addition of four officer positions.	Police	Increase of minimum staffing to five officers to improve service. Add marine officer and full-time traffic officer to address quality of life issues on the water and roadways	FY2024	\$160,157
Increase staffing to include civilian Administrative Services Supervisor	Police	Alleviate workload of current sworn supervisor to allow the position to focus on Professional Standards, Fleet, Staff Inspections, Employee Development, and other areas	FY2024	Salary Range within Grade 120
Implementation of aerial drone program	Police	Drone will be used to assist with large crowd safety issues, crash reconstruction, capture fleeing suspects, assess damage or needs for the City	FY2023/ FY2024	Year 1 Cost: \$28,340.92 (FY-23) Years 2 – 5 Costs: \$5,437.92 annually
Land Acquisition	Fire	Purchase lot next to Public Safety Building for expansion 1500 Tamiami Trail, Punta Gorda, FL 33950	FY2024	Unknown
Continue with Youth Public Safety Academy	Police/Fire	Youth attend weeklong class learning about police and fire operations.	FY2024	\$6,000 and staff time
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	FY2024	Staff Time
Expand Historic District Infrastructure Analysis to include Traditional Punta Gorda Area	Urban Design and Public Works	Complete Engineering Infrastructure Analysis Report	FY2024	\$150,000
Update the Downtown Parking Plan	Urban Design	Adoption and Implementation of the Plan	FY2024	\$125,000
Station 1 Remodel/ Expansion	Fire/Police	Expansion and remodel of Public Safety Building	FY2024/2025	\$5,500,000
Fire Inspector I	Fire	To build the fire prevention team with enough inspectors to keep up with all city	FY2025	\$45,843/yr. +Benefits

		business, multi-family homes and all other commercial structures to satisfy ISO requirements		
		<b>FY2025-FY2027 Preliminary Action Items</b>		
Deputy Chief of EMS	Fire	To have a supervisor solely responsible for EMS licensure requirements with the State DOH, Narcotics tracking, EMS training, Medical Director Liaison, protocol upkeep	FY2026	\$78,561/yr. +Benefits
Rescue Boat	Fire	To have consistent availability to respond to water rescue emergencies. The PD shared vessel will remain the fire suppression boat but with the addition of a rescue boat FD employees will have 24 hour access to a boat for rescue operations, marine trainings, dive trainings, and water related hazmat calls	FY2027	\$150,000 (50% from MAC grant)
FEMA SAFER grant	Fire	Obtain 6 new personnel to increase staffing levels to staff an emergency response vehicle for EMS calls out of Station 1.	FY2026	(\$1,900,000) Grant funding for 3 years
Rapid Response Vehicle (F250 Diesel)	Fire	Vehicle will hold ALS equipment, fire gear, air packs and have the ground clearance for high water. Staffed with one Firefighter/Paramedic and one Firefighter/EMT.	FY2026	\$150,000

Key Performance Indicator	Actual FY 2022	Projected FY 2023	Projected FY 2024
Uniform Crime Index*	*	*	*
Average patrol response time for calls for service (minutes)	6:09	7:39	9:09
Clearance rate*	*	*	*
Quality Assurance Review results (% satisfied with police officer service)	99.8%	99.2%	98.5%
% fire emergency calls with response time less than 5 min and 20 secnds	75%	74%	73%
Average fire response time for calls for service (minutes)	4:25	4:44	4:53
% Waste diverted from landfill due to recycling (tons)	35%	35%	35%
Stormwater (NPDES) compliance with state standards	100%	100%	100%
Achievement of water quality standards	Yes	Yes	100%
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 2023-2028

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 2024 proposed budget through FY 2028.

### General Fund Proforma Schedule of Revenues and Expenditures Proposed Budget FY 2024 through Proforma FY 2028

	Proposed FY 2024	Proforma FY 2025	Proforma FY 2026	Proforma FY 2027	Proforma FY 2028
Change in Taxable Value of Property	11%	5%	5%	5%	5%
<b>Revenues:</b>					
Ad Valorem Tax	\$17,352,105	\$18,219,710	\$19,130,695	\$20,087,230	\$21,091,590
Other Revenue	14,406,480	14,555,620	14,706,805	14,860,060	15,015,430
Estimated Grants	485,000	485,000	485,000	0	0
<b>Total Revenues</b>	<b>32,243,585</b>	<b>33,260,330</b>	<b>34,322,500</b>	<b>34,947,290</b>	<b>36,107,020</b>
<b>Expenditures:</b>					
Personnel Expenditures	21,162,015	22,352,070	23,671,910	24,715,160	25,808,235
Operating Expenditures	7,050,200	7,173,635	7,236,895	7,453,320	7,677,050
Capital Outlay	1,554,225	1,370,000	904,000	740,000	740,000
Transfers to other Funds	254,000	187,000	0	0	0
Transfers for Tax Increment Financing	1,306,520	0	0	0	0
Transfers for Capital Projects	2,254,000	1,805,000	1,880,000	1,555,000	1,555,000
Transfers for Roads	709,000	709,000	709,000	709,000	709,000
Transfers for Drainage	300,000	300,000	300,000	300,000	300,000
Contingency	15,000	15,000	15,000	15,000	15,000
<b>Total General Expenditures</b>	<b>34,604,960</b>	<b>33,911,705</b>	<b>34,716,805</b>	<b>35,487,480</b>	<b>36,804,285</b>
<b>Estimated Beginning Reserves</b>	<b>\$11,165,118</b>	<b>\$8,803,743</b>	<b>\$8,152,368</b>	<b>\$7,758,063</b>	<b>\$7,217,873</b>
<b>Estimated Ending Reserves</b>	<b>\$8,803,743</b>	<b>\$8,152,368</b>	<b>\$7,758,063</b>	<b>\$7,217,873</b>	<b>\$6,520,608</b>
<b>Minimum Reserve (16.7%)</b>	<b>\$5,779,100</b>	<b>\$5,663,300</b>	<b>\$5,797,800</b>	<b>\$5,926,500</b>	<b>\$6,146,400</b>

**Community Redevelopment Agency Fund  
Proforma Schedule of Revenues and Expenditures  
Proposed Budget FY 2024 through Proforma FY 2028**

	<b>Proposed FY 2024</b>	<b>Proforma FY 2025</b>	<b>Proforma FY 2026</b>	<b>Proforma FY 2027</b>	<b>Proforma FY 2028</b>
<b>Debt Service Division</b>					
Assessed Property Valuation change	8.5%	N/A	N/A	N/A	N/A
Tax Increment Financing (TIF) Revenue	\$3,346,910	\$0	\$0	\$0	\$0
CRA Lease Payments (Debt Service)	8,251,794	0	0	0	0
Revenues in Excess of Debt Svc	(4,904,884)	0	0	0	0
Reserve - TIF for Debt Svc (Beg)	5,005,603	100,719	100,719	100,719	100,719
<b>Reserve - TIF for Debt Svc (End)</b>	<b>\$100,719</b>	<b>\$100,719</b>	<b>\$100,719</b>	<b>\$100,719</b>	<b>\$100,719</b>
<b>Herald Court Operations Division</b>					
Herald Court Revenues	\$262,185	\$267,975	\$290,875	\$297,850	\$304,730
Herald Court Operating Expenditures	285,295	296,000	307,395	319,260	331,605
Revenues in Excess (Shortfall) of Herald Ct Operations	(23,110)	(28,025)	(16,520)	(21,410)	(26,875)
Reserve - Herald Ct (Beg)	181,874	158,764	130,739	114,219	92,809
<b>Reserve - Herald Ct (End)</b>	<b>\$158,764</b>	<b>\$130,739</b>	<b>\$114,219</b>	<b>\$92,809</b>	<b>\$65,934</b>
<b>CRA Operations Division</b>					
Other CRA Revenues	\$136,335	\$139,120	\$141,115	\$140,220	\$139,140
Other CRA Operating Expenditures	111,000	104,000	122,000	104,000	623,000
Revenues in Excess (Shortfall) of Other Operations	25,335	35,120	19,115	36,220	(483,860)
Reserve - Other Operations (Beg)	371,925	397,260	432,380	451,495	487,715
<b>Reserve - Other Operations (End)</b>	<b>\$397,260</b>	<b>\$432,380</b>	<b>\$451,495</b>	<b>\$487,715</b>	<b>\$3,855</b>

**Utilities OM&R Fund**  
**Proforma Schedule of Revenues and Expenses**  
**Proposed Budget FY 2024 through Proforma FY 2028**

	<b>Proposed FY 2024</b>	<b>Proforma FY 2025</b>	<b>Proforma FY 2026</b>	<b>Proforma FY 2027</b>	<b>Proforma FY 2028</b>
<b>Revenues:</b>					
Chg for Serv - Water	\$12,368,915	\$12,894,595	\$13,440,295	\$14,006,770	\$14,594,800
Chg for Serv - Sewer	9,031,560	9,415,400	9,813,865	10,227,495	10,656,865
Other Revenue	1,171,170	1,172,290	1,688,445	2,204,635	2,555,860
<b>Total Revenues</b>	<b>22,571,645</b>	<b>23,482,285</b>	<b>24,942,605</b>	<b>26,438,900</b>	<b>27,807,525</b>
<b>Expenses:</b>					
Operations	18,290,310	18,887,730	19,561,350	20,262,340	20,991,920
Renewal & Replacement of Infrastructure	1,120,000	1,120,000	1,120,000	1,120,000	1,120,000
Transfer for Capital Improvement Projects	6,970,000	1,050,000	2,485,000	4,100,000	85,000
Existing Debt Service	999,595	999,595	999,595	999,595	999,595
Transfer to SRF Fund-reserve incr(decr)	1,500,000	1,120,000	0	0	0
Est. new debt service WWTP	0	0	1,670,000	3,967,000	3,967,000
Est. new debt service WTP Filtration Rehab	0	0	773,000	1,546,000	1,546,000
<b>Total Expenses</b>	<b>28,879,905</b>	<b>23,177,325</b>	<b>26,608,945</b>	<b>31,994,935</b>	<b>28,709,515</b>
<b>Revenues in Excess (Shortfall) of Expenses</b>	<b>(6,308,260)</b>	<b>304,960</b>	<b>(1,666,340)</b>	<b>(5,556,035)</b>	<b>(901,990)</b>
<b>Operating Reserves-Beg</b>	<b>11,064,046</b>	<b>4,755,786</b>	<b>5,060,746</b>	<b>3,394,406</b>	<b>(2,161,629)</b>
<b>Operating Reserves-End</b>	<b>\$4,755,786</b>	<b>\$5,060,746</b>	<b>\$3,394,406</b>	<b>(\$2,161,629)</b>	<b>(\$3,063,619)</b>

**Sanitation Fund**  
**Proforma Schedule of Revenues and Expenses**  
**Proposed Budget FY 2024 through Proforma FY 2028**

	<b>Proposed FY 2024</b>	<b>Proforma FY 2025</b>	<b>Proforma FY 2026</b>	<b>Proforma FY 2027</b>	<b>Proforma FY 2028</b>
<b>Revenues:</b>					
Chg for Serv - Refuse Collection	\$4,547,665	\$4,791,955	\$5,040,985	\$5,294,750	\$5,548,805
Other Revenue	45,600	45,600	45,600	45,600	45,600
Capital Financing	0	0	0	400,000	800,000
<b>Total Revenues</b>	<b>4,593,265</b>	<b>4,837,555</b>	<b>5,086,585</b>	<b>5,740,350</b>	<b>6,394,405</b>
<b>Expenses:</b>					
Operations	4,566,295	4,796,925	4,986,025	5,241,015	5,450,880
Capital	400,000	244,000	0	400,000	800,000
Debt Service	0	0	0	34,000	136,000
<b>Total Expenses</b>	<b>4,966,295</b>	<b>5,040,925</b>	<b>4,986,025</b>	<b>5,675,015</b>	<b>6,386,880</b>
<b>Revenues in Excess (Shortfall) of Expenses</b>	<b>(373,030)</b>	<b>(203,370)</b>	<b>100,560</b>	<b>65,335</b>	<b>7,525</b>
<b>Operating Reserves-Beg</b>	<b>911,163</b>	<b>538,133</b>	<b>334,763</b>	<b>435,323</b>	<b>500,658</b>
<b>Operating Reserves-End</b>	<b>\$538,133</b>	<b>\$334,763</b>	<b>\$435,323</b>	<b>\$500,658</b>	<b>\$508,183</b>

**PGI Canal Maintenance Fund  
Proforma Schedule of Revenues and Expenditures  
Proposed Budget FY 2024 through Proforma FY 2028**

	<b>Proposed FY 2024</b>	<b>Proforma FY 2025</b>	<b>Proforma FY 2026</b>	<b>Proforma FY 2027</b>	<b>Proforma FY 2028</b>
Assessment Rate	<b>\$1,100</b>	<b>\$1,250</b>	<b>\$1,400</b>	<b>\$1,550</b>	<b>\$1,700</b>
<b>Revenues:</b>					
Operating Assessment	\$5,721,060	\$6,500,675	\$7,280,290	\$8,059,905	\$8,839,520
FEMA & State-Hurricane Reimb.	35,355,255	0	0	0	0
Other Revenue	150,500	80,000	59,000	45,500	45,500
<b>Total Revenues</b>	<b>41,226,815</b>	<b>6,580,675</b>	<b>7,339,290</b>	<b>8,105,405</b>	<b>8,885,020</b>
<b>Expenditures:</b>					
Operations	1,438,390	1,425,840	1,470,095	1,537,080	1,606,925
Inlet Dredging	85,000	85,000	85,000	85,000	85,000
Seawalls and Stabilization	250,000	5,378,390	6,054,030	6,749,940	7,466,730
Capital/Special Projects	231,500	255,000	225,000	225,000	0
Reserve for Contingencies	50,000	50,000	50,000	50,000	50,000
Trnsfr to Debt Svc-Repay Seawall Loan	42,426,305	0	0	0	0
<b>Total Expenditures</b>	<b>44,481,195</b>	<b>7,194,230</b>	<b>7,884,125</b>	<b>8,647,020</b>	<b>9,208,655</b>
<b>Revenues in Excess (Shortfall) of Expenditures</b>	<b>(3,254,380)</b>	<b>(613,555)</b>	<b>(544,835)</b>	<b>(541,615)</b>	<b>(323,635)</b>
<b>Operating Reserves-Beg</b>	<b>6,110,451</b>	<b>3,081,071</b>	<b>2,692,516</b>	<b>2,372,681</b>	<b>2,056,066</b>
<b>Reserve Seawall Replacement-Beg</b>	<b>900,000</b>	<b>675,000</b>	<b>450,000</b>	<b>225,000</b>	<b>0</b>
<b>Reserve Seawall Replacement-End</b>	<b>\$675,000</b>	<b>\$450,000</b>	<b>\$225,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Operating Reserves-End</b>	<b>\$3,081,071</b>	<b>\$2,692,516</b>	<b>\$2,372,681</b>	<b>\$2,056,066</b>	<b>\$1,732,431</b>



**BSI Canal Maintenance Fund**  
**Proforma Schedule of Revenues and Expenditures**  
**Proposed Budget FY 2024 through Proforma FY 2028**

	<b>Proposed FY 2024</b>	<b>Proforma FY 2025</b>	<b>Proforma FY 2026</b>	<b>Proforma FY 2027</b>	<b>Proforma FY 2028</b>
Operating Rate	<b>\$760</b>	<b>\$785</b>	<b>\$810</b>	<b>\$835</b>	<b>\$860</b>
Special Project Rate	<b>\$125</b>	<b>\$90</b>	<b>\$90</b>	<b>\$90</b>	<b>\$90</b>
Reserve Rate	<b>\$100</b>	<b>\$100</b>	<b>\$100</b>	<b>\$100</b>	<b>\$100</b>
<b>Revenues:</b>					
Operating and Reserve Assessment	\$887,220	\$912,470	\$938,245	\$964,025	\$989,800
Special Project Assessment	128,880	92,795	92,795	92,795	92,795
Miscellaneous Revenue	21,000	21,000	21,000	21,000	21,000
Federal and State Assistance	3,089,025	0	0	0	0
<b>Total Revenues</b>	<b>4,126,125</b>	<b>1,026,265</b>	<b>1,052,040</b>	<b>1,077,820</b>	<b>1,103,595</b>
<b>Expenditures:</b>					
Operations	150,900	165,235	159,730	174,395	169,235
Seawalls and Stabilization	62,500	721,770	743,550	765,985	789,100
Barge Access/Lock Removal Proj Debt Service	0	91,200	91,200	91,200	91,200
Barge Access/Lock Removal Construction	400,000	0	0	0	0
Channel Corner Widening (Feasibility Study)	100,000	0	0	0	0
Transfer for Hurricane Ian Debt Service	3,155,580	0	0	0	0
Reserve for Contingencies	50,000	50,000	50,000	50,000	50,000
<b>Total Expenditures</b>	<b>3,918,980</b>	<b>1,028,205</b>	<b>1,044,480</b>	<b>1,081,580</b>	<b>1,099,535</b>
<b>Revenues in Excess (Shortfall) of Expenditures</b>	<b>207,145</b>	<b>(1,940)</b>	<b>7,560</b>	<b>(3,760)</b>	<b>4,060</b>
<b>Operating Reserves-Beg</b>	<b>656,160</b>	<b>763,305</b>	<b>661,365</b>	<b>568,925</b>	<b>465,165</b>
<b>Reserve Seawall Repl &amp; Spec.Proj-Beg</b>	<b>0</b>	<b>100,000</b>	<b>200,000</b>	<b>300,000</b>	<b>400,000</b>
<b>Reserve Seawall Repl &amp; Spec.Proj-End</b>	<b>\$100,000</b>	<b>\$200,000</b>	<b>\$300,000</b>	<b>\$400,000</b>	<b>\$500,000</b>
<b>Operating Reserves-End</b>	<b>\$763,305</b>	<b>\$661,365</b>	<b>\$568,925</b>	<b>\$465,165</b>	<b>\$369,225</b>
<b>Projects Requiring Approval &amp; Funding:</b>					
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	656,160	663,305	461,365	168,925	(259,835)
Est. End. Reserves with projects	<b>\$663,305</b>	<b>\$461,365</b>	<b>\$168,925</b>	<b>(\$259,835)</b>	<b>(\$355,775)</b>

**Laishley Park Marina Fund  
Proforma Schedule of Revenues and Expenses  
Proposed Budget FY 2024 through Proforma FY 2028**

	<b>Proposed FY 2024</b>	<b>Proforma FY 2025</b>	<b>Proforma FY 2026</b>	<b>Proforma FY 2027</b>	<b>Proforma FY 2028</b>
<b>Revenues:</b>					
Slip & Mooring Rentals	\$530,915	\$541,915	\$541,915	\$541,915	\$541,915
Intergovernmental Revenue	12,000	12,000	12,000	12,000	12,000
Other Revenue	34,045	34,265	34,485	34,705	34,930
<b>Total Revenues</b>	<b>576,960</b>	<b>588,180</b>	<b>588,400</b>	<b>588,620</b>	<b>588,845</b>
<b>Expenses:</b>					
Laishley Park Marina Expenses	262,435	268,810	275,390	282,190	289,220
Marina Park Contract Expenses	335,720	345,645	355,860	366,385	377,225
Capital Outlay	19,000	19,000	6,000	6,000	6,000
<b>Total Expenses</b>	<b>617,155</b>	<b>633,455</b>	<b>637,250</b>	<b>654,575</b>	<b>672,445</b>
<b>Revenues in Excess (Shortfall) of Expenses</b>	<b>(40,195)</b>	<b>(45,275)</b>	<b>(48,850)</b>	<b>(65,955)</b>	<b>(83,600)</b>
<b>Operating Reserves-Beg</b>	<b>281,167</b>	<b>240,972</b>	<b>195,697</b>	<b>146,847</b>	<b>80,892</b>
<b>Operating Reserves-End</b>	<b>\$240,972</b>	<b>\$195,697</b>	<b>\$146,847</b>	<b>\$80,892</b>	<b>(\$2,708)</b>

**Building Fund**  
**Proforma Schedule of Revenues and Expenses**  
**Proposed Budget FY 2024 through Proforma FY 2028**

	<b>Proposed FY 2024</b>	<b>Proforma FY 2025</b>	<b>Proforma FY 2026</b>	<b>Proforma FY 2027</b>	<b>Proforma FY 2028</b>
<b>Revenues:</b>					
Permits, Fees & Spec. Assessments	\$1,742,000	\$1,742,000	\$1,542,000	\$1,542,000	\$1,542,000
Other Revenue	231,000	231,000	221,000	201,000	176,000
<b>Total Revenues</b>	<b>1,973,000</b>	<b>1,973,000</b>	<b>1,763,000</b>	<b>1,743,000</b>	<b>1,718,000</b>
<b>Expenses:</b>					
Operations	2,019,345	1,990,235	2,068,490	2,150,075	2,235,155
Capital	40,000	45,000	0	45,000	0
<b>Total Expenses</b>	<b>2,059,345</b>	<b>2,035,235</b>	<b>2,068,490</b>	<b>2,195,075</b>	<b>2,235,155</b>
<b>Revenues in Excess (Shortfall) of Expenses</b>	<b>(86,345)</b>	<b>(62,235)</b>	<b>(305,490)</b>	<b>(452,075)</b>	<b>(517,155)</b>
<b>Operating Reserves-Beg</b>	<b>3,144,688</b>	<b>3,058,343</b>	<b>2,996,108</b>	<b>2,690,618</b>	<b>2,238,543</b>
<b>Operating Reserves-End</b>	<b>\$3,058,343</b>	<b>\$2,996,108</b>	<b>\$2,690,618</b>	<b>\$2,238,543</b>	<b>\$1,721,388</b>

**Six Cent Gas Tax Fund**  
**Proforma Schedule of Revenues and Expenditures**  
**Proposed Budget FY 2024 through Proforma FY 2028**

	<b>Proposed FY 2024</b>	<b>Proforma FY 2025</b>	<b>Proforma FY 2026</b>	<b>Proforma FY 2027</b>	<b>Proforma FY 2028</b>
<b>Revenues:</b>					
Local Option Gas Tax	\$699,395	\$713,380	\$727,645	\$742,195	\$757,040
Other Revenue	337,870	338,150	340,785	343,990	350,315
Transfer from General Fund	254,000	187,000	0	0	0
<b>Total Revenues</b>	<b>1,291,265</b>	<b>1,238,530</b>	<b>1,068,430</b>	<b>1,086,185</b>	<b>1,107,355</b>
<b>Expenditures:</b>					
Operating Expenditures	1,441,615	1,402,955	1,245,145	1,275,200	1,306,160
<b>Total Expenditures</b>	<b>1,441,615</b>	<b>1,402,955</b>	<b>1,245,145</b>	<b>1,275,200</b>	<b>1,306,160</b>
<b>Revenues in Excess (Shortfall) of Expenditures</b>	<b>(150,350)</b>	<b>(164,425)</b>	<b>(176,715)</b>	<b>(189,015)</b>	<b>(198,805)</b>
<b>Operating Reserves-Beg</b>	<b>483,415</b>	<b>333,065</b>	<b>168,640</b>	<b>(8,075)</b>	<b>(197,090)</b>
<b>Operating Reserves-End</b>	<b>\$333,065</b>	<b>\$168,640</b>	<b>(\$8,075)</b>	<b>(\$197,090)</b>	<b>(\$395,895)</b>

**Additional Five Cent Gas Tax Fund  
Proforma Schedule of Revenues and Expenditures  
Proposed Budget FY 2024 through Proforma FY 2028**

	<b>Proposed FY 2024</b>	<b>Proforma FY 2025</b>	<b>Proforma FY 2026</b>	<b>Proforma FY 2027</b>	<b>Proforma FY 2028</b>
<b>Revenues:</b>					
Local Option Gas Tax	\$293,415	\$299,285	\$305,270	\$311,375	\$317,600
Transfer from General Fund Ad Valorem	709,000	709,000	709,000	709,000	709,000
Other Revenues	1,800	1,200	810	300	135
<b>Total Revenues</b>	<b>1,004,215</b>	<b>1,009,485</b>	<b>1,015,080</b>	<b>1,020,675</b>	<b>1,026,735</b>
<b>Expenditures:</b>					
Paving	1,030,000	1,030,000	1,030,000	1,030,000	1,030,000
<b>Total Expenditures</b>	<b>1,030,000</b>	<b>1,030,000</b>	<b>1,030,000</b>	<b>1,030,000</b>	<b>1,030,000</b>
<b>Revenues in Excess (Shortfall) of Expenditures</b>	<b>(25,785)</b>	<b>(20,515)</b>	<b>(14,920)</b>	<b>(9,325)</b>	<b>(3,265)</b>
<b>Operating Reserves-Beg</b>	<b>76,978</b>	<b>51,193</b>	<b>30,678</b>	<b>15,758</b>	<b>6,433</b>
<b>Operating Reserves-End</b>	<b>\$51,193</b>	<b>\$30,678</b>	<b>\$15,758</b>	<b>\$6,433</b>	<b>\$3,168</b>