

SIGNIFICANT ACCOMPLISHMENTS SINCE 2004 CITY OF PUNTA GORDA

Financial/Economic Sustainability

- Implemented Strategic Plan and Annual Strategic Action Items, Business Plan, Key Performance Measurement, Action Register, Lean/Six Sigma, Long Range Financial Plan and Strategic Communications Plan into annual budget development and department operations.
- Adopted comprehensive set of financial management policies, considering Government Finance Officers Association national standards, that address revenues, expenditures, debt management and operations and amended such policies to comply with standards and economic conditions. Instituted policies that establish General Fund minimum reserve; General Fund capital outlay reserve; Utilities repair and rehabilitation reserve; Special Use Fund; and Enterprise Funds reserves.
- Developed annual General Fund budgets that enhanced levels of service in selected areas (Advanced Life Support, School Resource Officer, Canine & Motorcycle Patrol, Public Safety Community Services, Road Resurfacing, Drainage, Strategic Communications/Transparency and Information Technology).
- Minimized increases in millage rate from 2.4772 to 3.1969 in relation to decrease in taxable value from high of \$3.5 billion in 2007 to \$2.2 billion in 2013, and then held the millage rate the same through 2019 as the tax base gradually increased to \$3.1 billion, resulting in City property owners paying less in property taxes than counterparts in unincorporated Charlotte County.
- Developed annual utility budgets that enabled combined water & sewer rates to range between lowest to 3rd lowest in Southwest Florida since 2007.
- Initiated recurring program for comprehensive inspection of seawalls and seawall caps and placed those in following categories - good condition, needs repair and needs replacement.
- Undertook macro view of City positions which resulted in position elimination, flattened hierarchy and shared responsibility. Number of departments reduced from eight to five, and positions reduced from high of 313 in 2007 to 284 in 2019. Ratio of employees per 100 population reduced from 1.8 to 1.5.
- Completed two comprehensive pay and classification studies which resulted in new pay plans for employees, implementation of value-added certification incentives, and opportunities for succession planning.
- Implemented employee working groups across departments among supervisory and line employees to enhance organizational communication.
- Conducted reviews of City insurance coverage, including competitive proposal processes, which resulted in the City electing to stay with a risk management pool that specializes in cities and counties with smaller populations for health insurance and a statewide agency for property and casualty.
- Implemented several changes to the employee benefits package in response to budgetary constraints and market conditions to include changes in base health insurance coverage; reducing vacation accruals; freezing the General Employee Defined Benefit Pension Plan and offering new employees the opportunity to participate in a Defined Contribution Retirement Savings Plan in which the City matches employee contributions; increasing employee contributions to the General Employees & Fire pension plans; and decreasing pension multipliers for new Police & Fire employees.
- Published Business Development Plan, Economic Resources Profile, Chesapeake Study, and Strategic Communications Plan as business development marketing tools.
- Developed micro-website to highlight Punta Gorda amenities to residents, visitors and businesses.
- Published "How to Work with Your City" brochure and "Procurement Manual" and conducted several seminars with members of the business community.

- Developed new Land Development Regulations modeled after “new urbanism” principles and consistent with TEAM Punta Gorda Citizen’s Master Plan. Regulations adopted by City Council in 2005 and amended strategically in response to changing market conditions.
- Approved sale of City-owned property to Fishermen’s Village which resulted in \$3.5 million in proceeds to City in return for over \$30 million in private investment. Phase 1 improvements complete (harborwalk, exterior façade, restroom renovation and temporary parking). Phase 2 improvements (parking structure, marina building, mixed-use building) under conceptual design.
- Implemented Design Studio, whereby development proposers meet with staff to discuss development opportunities and design plans prior to submittal of building plans.
- Placed Lot Mowing Program user fees on the property tax bill to reduce administrative costs and delinquent accounts.
- Achieved a Class 5 Rating from National Flood Insurance Program Community Rating System, up from a Class 6 Rating, which means that City residents who carry flood insurance will experience 25% discount on policies.
- Implemented semi-automated refuse collection services with new carts for refuse and recycling.
- Implemented structured annexation program aimed to enhance City’s tax base, which resulted in such annexations as Terracap (former LOOP), Walmart/Murphy Oil, Keesling commercial/industrial, Parkhill and Eagle Point mobile home parks, Goodyear, and Cooper Street mixed-use.
- Refinanced Community Redevelopment Agency (CRA) debt to reduce interest costs and partnered with Charlotte County to expand CRA sunset timeframe to December 2030 enabling revenues to meet expenditures.
- Secured line-of-credit to finance seawall repairs due to Hurricane Irma, prepared cost reports in compliance with FEMA standards, and began receiving reimbursements from FEMA and State (\$20.4 million as of 7/19/19).
- Secured services of Dover Kohl to undertake and develop a Citywide Master Plan and conducted several charrettes and community engagement meetings. Project forecasted for September/October completion.

Infrastructure Sustainability

- Provided leadership role in dissemination of information related to 1% Local Option Sales Tax, extended by voters in 2008 and 2014, the proceeds of which are used for infrastructure, fleet and technology enhancements.
- Constructed Laishley Park & Municipal Marina, Fire Station 2, Punta Gorda Pathways (Harborwalk, Linear Park & Multi-Use Recreational Trails), Bailey Brothers Park, Hector House Plaza, Downtown Flooding Mitigation (Phases One and Two supported by a FEMA grant totaling \$4.8 million), and Herald Court Centre.
- Renovated City Hall, City Hall Annex, Government Center plaza/parking, Public Safety Building, Fire Station 3, Cooper Street Recreation & Education Center, Bayfront Center, Freeman House, Gilchrist Park, Ponce Park, Nature Park, decorative street lights, streetscape and US 41 median landscaping.
- Transitioned to new Public Works/Utilities Campus with enough space for expansion, when applicable.
- Re-constructed Hendrickson Dam spillway (reservoir) to serve utility customers well into the future.
- Constructed Wastewater Filtration High Level Disinfection System.
- Re-rated Shell Creek Water Treatment Plant from 8mgd to 10mgd and received 20-year water use permit for its operation.
- Constructed Booster Pumping Station Relief Force Main.
- Replaced Shell Creek raw water pumping station pumps, generator and controls.

- Replaced Shell Creek water treatment plant generator.
- Completed Jones Loop Road force main, paving the way for future development along Jones Loop Road.
- Initiated construction of Groundwater Reverse Osmosis (RO) Water Treatment Plant; received approval of \$17.85 million grant funding from Southwest Florida Water Management District and State appropriation; and constructed deep injection well and water production wells. Project on schedule to be operational June 2020.
- Initiated wastewater treatment plant expansion study to evaluate necessary improvements for future reliability and meeting growth demands.
- Replaced 57 channel markers (Pilings) and 140 channel marker signs in seven different inlets in the canal system, supported by \$80,000 grant from Charlotte County. New permits received updating channel markers to current standards and regulations.
- Completed design and permitting for Buckley's Pass navigational channel; approved special assessment for benefitted properties; awarded construction contract, which is scheduled to be completed and opened February 2020.
- Integrated portion of General Fund revenues to be used in conjunction with gas tax for annual road resurfacing program and portion of such revenues for swale drainage improvements.
- Substantially completed replacement/retrofit of water meters with Automated Metering Infrastructure (AMI) which will enhance accuracy of reads and usage; enable staff to identify leak and meter-related issues early on; and allow customers to view usage online in real time. Customer portal currently in development stage.
- Completed energy audit of City facilities and implemented retrofits as recommended.
- Contracted with consulting firm to review and update Fair Share Impact Fees in response to growth-related infrastructure demands. Study recommendations under review by business and community groups.
- Completed proposed septic-to-sewer transition plan, approved identification of priority areas for transition, and reviewing financial options to initiate construction.
- Inspected eleven miles of seawalls damaged by Hurricane Irma; prioritized restoration in three categories – high, medium and low; performed erosion control on properties deemed hazardous; contracted with three marine contractors to repair walls and divided work in seven zones; contracted with cement firm to form seawall panels; developed customer service program and process videos; prepared distinct website page highlighting all aspects of program; and completed repairs. Result achieved was restoration of eleven miles of seawalls in approximately eighteen months, in comparison to standard one mile of seawall repaired on an annual basis.
- Contracted with engineering consultant to develop a comprehensive Americans with Disabilities Act Transition Plan, which is in implementation phase.
- Contracted with engineering and architectural consulting firm to develop a City facilities and employee safety and security plan. Initiated work in City Hall Annex, Public Safety Building and Public Works/Utilities Campus.

Partnerships & Collaboration

- Partnered with TEAM Punta Gorda to develop 2005 Citizens Master Plan, bicycle loaner program, community gardens, parks cleanup and landscaping, paint your heart out, harborwalk environmental markers, Journey to the Future best practices in master planning conference, parks that teach, Pedal and Play event, Gilchrist Park Waterfront Activity Center community survey and City 2013 Strategic Plan.
- Partnered with Punta Gorda Boaters Alliance to prepare Waterfront Development Master Plan.
- Developed and managed expanded volunteers in public safety (police and fire).

- Received donations from community establish police canine program and fire bike medic program.
- Established resident's committee consisting of representatives from City neighborhoods to review and comment upon changes to land development regulations.
- Established resident's committee to assist in website re-design.
- Partnered with One Community One Message Marketing Team consisting of local business volunteers which paved the way for establishment of strategic communications plan and branding.
- Partnered with Vietnam Wall Committee to construct a 50% replica of the Wall in the veterans Garden area of Lashley Park. Secured a \$150,000 grant from State of Florida to assist in construction funding.
- Partnered with Punta Gorda Rotary and Home Depot to establish a Fitness Zone along Linear Park. Rotary contributed \$25,000 toward the project.
- Partnered with Green Thumbs to revitalize Nature Park and maintain thereafter.
- Partnered with Punta Gorda Historical Society to maintain History Park.
- Partnered with Punta Gorda Housing Authority to construct Gulf Breeze and Verandas developments, low- and moderate-income housing alternatives for seniors and families.
- Partnered with Bernice Russell Community Development Corporation to construct Andrews House affordable housing.
- Partnered with Trabue Woods Economic Development Corporation to construct affordable housing.
- Partnered with Habitat for Humanity and TEAM Punta Gorda to construct affordable housing.
- Partnered with FPL to install solar canopies in Lashley Park, Hector House Plaza, Bailey Brothers Park and City Hall parking area.
- Partnered with Florida Gulf Coast University to establish presence in Herald Court Centre resulting in Renaissance Academy, lifelong learning programs, training, arts activities and initiation of credit classes.
- Partnered with Downtown Merchants Association to establish Artisan's Atelier in Herald Court Centre.
- Partnered with Charlotte County to upgrade design of Charlotte Harbor Event and Conference Center and Punta Gorda Library through use of CRA and Special Use Funds, respectively.

Communications & Transparency

- Published weekly report, information sharing report, action register, CITY HALLways newsletter, and Punta Gorda Developments newsletter.
- Conducted Town Hall meetings.
- Conducted budget community conversations.
- Implemented Citizen's Academy.
- Negotiated partnership with County to air Council meetings on Government Access Channel.
- Established channel on YouTube to view Council meetings and other presentations.
- Initiated Facebook pages (general government and police) to transmit public information and receive public comment.

- Placed comprehensive set of financial information on website to include strategic plan and plan progress reports, annual budget, long range financial plan, five-year capital improvements program, budget alternatives, comprehensive annual financial report, monthly financial report, financial transactions, community redevelopment agency annual financial report, community redevelopment agency monthly project reports and specific budget issue presentations.
- Published series of information pamphlets to include Impact Fees Program, Punta Gorda Pathways, Parks That Teach, Annexation, Laishley Park Municipal Marina Disposal Guide, Waterfront Property Owners Guide, Hurricane Preparedness for Boat Owners, Signage, Events, Business Promotion, Fair Housing, Zoning, Parking, Public Space Amenity Gift Program and Homeowners Guide to the Landscape Code, Annexation, among others.
- Revamped City's website into a more customer friendly, functional, readable and accessible format and implemented following online services: utility eBilling and payments, eProcurement, business tax receipts, contractor competency registration, building permits, code compliance permits; code enforcement inquiry; citizen portal – public records search, citizen request tracking, employee self-service; planning and zoning applications and permits, and police to citizen.
- Installed NOVUSAgenda and placed information on website for easy access to Council & Board meetings, minutes and action.

Public Safety & Emergency Management

- Transitioned police services into a business model, customer-driven paradigm emphasizing fair and impartial policing practices, customer service, community partnerships, and ethical policing.
- Introduced formal Quality Assurance Program to measure police service through weekly reviews from customers experience calls for service.
- Established Police Department resident and business advisory councils to assist in communication and information dissemination.
- Implemented mandatory Crisis Intervention training for all sworn personnel. To-date, 80% of personnel have completed training.
- Received grant for life-saving opioid overdose antidote, naxolone (narcan), and police officers will carry narcan beginning Fall 2019.
- Installed OSSI Public Safety system in areas of Computer Aided Dispatch and Records Management.
- Re-instituted Department School Resource Officer program and added three officers in the School Resources Unit for enhanced safety in schools located in the City. Added a K-9 to the high school to improve student and officer interaction.
- Enhanced Volunteer in Policing (VIP) program through implementation of volunteer bike patrol unit that focuses on bicycle safety, education and community interaction. VIP program now consists of marine unit, vehicle patrol unit, bike patrol unit, records and clerical unit, and administrative unit.
- Enhanced youth outreach unveiling an Interactive Youth Trailer, providing an educational fun center for local youth. Continued annual summer Jammers Youth Basketball and Do The Right Thing programs.
- Achieved top five Safest City designation for Florida communities with a population between 15,000 to 20,000 since 2009.
- Established weekly open house at the Punta Gorda Housing Authority Gulf Breeze community policing office.
- Published a quarterly Traffic Safety Analysis Report.

- Achieved an Insurance Services Office (ISO) rating of Public Protection Classification (PPC) Class 3, effective September 1, 2012 and continuing as of April 22, 2019. ISO is the leading supplier of data and analytics for the property/casualty insurance industry. Most insurers use the ISO PPC classification for underwriting and calculating premiums for both residential and commercial properties).
- Continued the current smoke detector program averaging 987 per year serviced or installed since 2014.
- Implemented Advanced Life Support level of service ensuring that all residents are provided advanced life support level of care within all three fire station districts. Currently, 86% of Fire Department personnel are certified at the paramedic level.
- Partnered with Charlotte County Office of Emergency Management in instructing the Community Emergency Response Team (CERT) program.
- Implemented several community service programs including home generated sharps recovery program, and Operation Medicine Cabinet. Over 7,600 pounds of expired / unused medicine diverted from ground water or improper use.
- Instituted Family and Friends CPR course and trained 450+ residents since 2014.
- Created and implemented a department in-service inspection program which utilizes on duty personnel to perform most annual commercial inspections. To date, Fire Department has inspected 100% of commercial businesses in the City.
- Developed and implemented the first Bike Medic program, which continues to provide rapid-response capabilities during large crowd and large area events.
- Created Fire Department youth outreach program to support holiday needs for homeless students within the community. Effort focuses on providing food, clothing and gifts during Christmas holiday season, and to-date have supported over 500 youths.
- Implemented Fire Department chaplaincy program with a focus on crisis intervention and staff training for peer support.
- Partnered with Punta Gorda Historical Mural Society to create "Our First Firehouse" mural on the walls of the apparatus bays at Fire Station #1. Mural is utilized in fire safety and injury prevention programs in addition to showcasing department history to both adult and youth groups.
- Completed comprehensive revision of Emergency Management Plan, assigned tier level responsibility to all employees and conducted annual training/public information workshops with employees and community at large.
- Established debris removal, supplies and mutual aid contracts prior to start of each storm season.
- Created a strategy that would provide opportunities to make hurricane preparedness presentations at several locations throughout the City, thereby increasing public awareness and preparedness for all residents.
- Enhanced street identification by air in event of flooding conditions by painting large circles with identifying numbers in selected intersections.

Recognitions

- International City/County Management Association (ICMA) Presentation of "Journey to the Future" Event at its National Conference as part of Civic Health and Community Cohesion (2019)
- Police Department Excelsior Status through the Commission for Florida Law Enforcement Accreditation (2013, 2016, 2019)

- Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award (2006-2019)
- National Institute of Public Purchasing Outstanding Agency Accreditation Achievement (2008-2019)
- Recognized by the Florida State Fire Marshal's Office for participation and compliance with both the State of Florida and National Incident Reporting System (2011-2019)
- Florida Chapter American Public Works Association (APWA) Contractor of the Year Award – Toter LLC Solid Waste Cart Delivery (2019)
- Florida Chapter APWA Public Works Presentation “Use of Video Cameras in Drainage Work Program” (2019)
- Florida Chapter APWA Public Works Presentation “Hurricane Irma Seawall Repairs” (2018)
- Digital Cities Survey Award (2015-2018)
- Florida Chapter APWA Public Works Project of the Year Structures less than \$5 Million – Vietnam Memorial Wall (2017)
- Florida Chapter APWA Public Works Contractor of the Year Award – Wayne Goff & Goff Construction (2017)
- Florida Chapter APWA Public Works Contractor of the Year Award – Crowder Gulf Solid Waste (Hurricane Irma Debris removal) (2017)
- GFOA Comprehensive Annual Financial Report (CAFR) Award (1985-2017)
- National Arbor Day Celebration Award (2013-2017)
- Tree City USA Growth Award (2009-2015)
- Florida Chapter APWA Public Works Project of the Year Structures less than \$5 Million - Harbor Walk at Punta Gorda Waterfront Hotel (2015)
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- Florida Chapter APWA Public Works Project of the Year Transportation less than \$5 Million – Punta Gorda Pathways (2015)
- Named Sterling Tree City by Arbor Day Foundation, one of only 283 cities nationwide and 18 statewide to receive this designation (2014)
- Florida Association of Public Procurement Officials (FAPPO) Award - Excellence in Public Procurement (2013)
- Punta Gorda Chamber of Commerce Pinnacle Business of the Year Award – Police Department (2013)
- American Legion Auxiliary Certificate of Appreciation - Public Works Department for the Paws of Patriots Program Department of Florida (2013)
- Government Finance Officers Association Special Performance Measurements Recognition (2013)
- Florida Chapter APWA Public Works Project of the Year Structures less than \$5 Million - Harbor Walk East Hardscape Project (2012)
- Selected to host the United States Police Canine Association National Field Trials in Punta Gorda (2012)
- FAPPO Best Practice Award (2011 & 2012)

- Florida Planning & Zoning Association (FPZA) Outstanding Public Development Award - Harbor Walk East Project (2012)
- Florida Chapter APWA Public Works Project of the Year Structures less than \$5 Million - Harbor Walk East Hardscape Project (2012)
- Florida Urban Forestry Council State Award Recipient - "Outstanding Public Education Program" - (2011)
- Florida Chapter American Public Works Association (APWA) Project of the Year – Environment Canal Maintenance Seawall Design (2011)
- Florida Main Street Honor Award– Main Street Punta Gorda Economic Restructuring Program (2011)
- Florida Main Street Honor Award – Main Street Punta Gorda Outstanding Sign/Display Project, Phase 1 Wayfinding Signs (2011)
- Florida City & County Management Association Award of Excellence - "Results Through Collaboration: The Power of Partnerships" (2010)
- Florida Chapter American Planning Association (FAPA) Project Planning Award - Best Practices Award for the Parks & Recreation Master Plan (2010)
- Florida Main Street Honor Award – Main Street Punta Gorda Outstanding New Construction Project, Charlotte County and City of Punta Gorda, Charlotte Harbor Event and Conference Center (2009)
- American Planning Association (APA) Award of Merit - Grassroots initiative Category Park & Recreation Master Plan (2009)
- Building Industry Association Summit Award – Herald Court Centre, Best Public Works Project (2009)