

City of Punta Gorda

*Business Plan*

January 2008



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# **City of Punta Gorda Business Plan Introduction**

Mayor and Members of City Council,

I am pleased to present the 2008 Business Plan for your review. This is a new document that compiles and coordinates all the programs, policies and strategic objectives into a single point of reference. It is yet another tool available to assist you and the community in tracking our progress through the year. An integral part of performance initiatives, the Business Plan validates our sustained commitment towards quality service delivery and customer service. Development of such a plan mirrors efforts from organizations that follow the Malcolm Baldrige National Quality Award and/or the Florida Governor's Sterling Award.

We have implemented several tools over the past few years to guide our decision-making and communicate our progress.

- Adoption of an annual Strategic Plan and periodic progress reports on status of strategic objectives;
- A City newsletter, "The City Hallways" previously mailed to every resident and now distributed on the City's website;
- Refinement and enhancement of performance measures geared toward definable outcomes;
- Weekly information sharing reports to Council, employees, media and the community that highlight pertinent updates of organizational activities;
- "How To Do Business With The City" seminars and focus group meetings with sectors of the business community at which the community can become acquainted with City staff and business processes; and
- Town Hall meetings held in strategic locations that aim to reach all neighborhoods.

The impact of the State's tax reform initiatives on the FY 2008 and future budgets of the City challenge the core of our organization. Inasmuch as the City has remained both fiscally responsible and conservative, tax reform has dictated the need to assess our current service levels as well as our organizational environment. The FY 2008 Annual Budget sets forth a careful balance of funding within the guidelines established by the State legislature and use of available resources to move the community along the path to excellence at a reasonable cost. Highlights of the annual budget are shown below.

- A property tax rate of 2.1728 mills or 5% below the rolled-back rate (2.2872), as mandated by State tax reform legislation. The City's property tax rate has shown a steady decrease over the past ten years.
- A total budget and general fund budget that are 18% and 5%, respectively, less than the previous year.

- Maintenance of the same rates for solid waste, water & sewer, and canal maintenance assessment districts.
- Funding for major capital projects to address utility expansion, public safety (Fire Station #2 relocation & construction), downtown parking (Herald Court Parking Garage), beautification & leisure services (MLK Boulevard streetscape, linear park, mooring field and riverwalk) and transportation (Aqui Esta & Shreve Street road improvements, sidewalks).
- Maximization of street rejuvenation funds to extend the useful life of roads prior to the need for repaving.
- Initiation of a land swap to relocate the Public Works/Utilities Campus to a site within Enterprise Charlotte Airport Park.

On behalf of all the employees and volunteers who serve our community, I present the first ever Business Plan for the City of Punta Gorda. Our pledge is to promote the unique character and environment of Punta Gorda while enhancing property values and advancing the quality of life.

Respectfully submitted,

Howard Kunik  
City Manager

## **Setting the Stage**

Each year, at the beginning of the budget process, City Council sets forth its annual Strategic Plan and defines strategic objectives for the coming year. These priorities, which may last one to three years, serve as a guide when establishing the annual spending plan. On January 4, 2008, City Council conducted a workshop to develop its 2008 Strategic Plan. The following focus areas emerged as priorities to be undertaken in 2008:

- Administration
- Economic & Community Development
- Intergovernmental Relations
- Quality of Life
- Stakeholders
- Transportation
- Utilities
- Waterfront

All of the focus areas have performance objectives linked to each area with timeframes for accomplishment.

The Business Plan is an outgrowth of the 2007 and 2008 strategic priorities and provides the City organization with a shared vision for managing our resources.

## **Business Plan Design**

The **Economic Outlook** section looks at demographic and economic market forces to identify emerging issues and items of concern to our residents.

The **Service Initiatives** section is organized by strategic plan focus areas and highlights objectives to be achieved for each of the focus areas.

The **Self Assessment** section is divided into two segments. The first segment uses the seven categories that make up performance excellence for performance review, following the national Baldrige and/or Florida Sterling models for organizational effectiveness. In this segment, staff at all levels of the organization performed a self-analysis of what they see as their department's and organization strengths and key opportunities for improvement. The second segment of the Self Assessment section presents a matrix of the employee suggested ideas for cost savings or revenue enhancements to City services.

The **Financial Strategy** section presents the City's financial management policies and debt management practices used to maintain and/or enhance our financial position and anticipate future challenges and opportunities.

Every business plan needs a sound evaluation process and the **Measuring Results** section attempts to do just that through a series of outcome-oriented performance measures.

## **Economic Outlook**

National and state economies are key factors in assessing the City's future fiscal picture. Changes in the national, state and local economies can affect both revenues and expenditures, due to the impact on sales tax receipts and the costs and demand of providing city services. While economic changes at the state and national level can often translate into comparable changes locally, it is important to note that Punta Gorda and the Southwest Florida region as a whole, often behave differently, displaying economic trends and reflecting experience that may lag or precede observed changes elsewhere.

The real estate and construction sectors are key to Florida's economic outlook, which has recently been experiencing a downturn (2006 & 2007) from record-high home sales, rising home prices and substantial increases in both residential and nonresidential construction activity through 2005. In response to the downturn, the Federal Reserve System (FED) cut the federal funds interest rate target by one-half percent in September 2007, by one-quarter percent in October 2007, another one-quarter percent in December 2007, and three-quarters percent in January 2008. The federal funds rate is now 3.5%. This indicates a weakening of the economic outlook and increasing downside risks to growth. While strains in short-term funding markets have eased somewhat, broader financial market conditions have continued to deteriorate and credit has tightened further for some businesses and households. Moreover, incoming information indicates a deepening of the housing contraction as well as some softening in labor markets. Fishkind & Associates developed economic forecasts for both the country and state, as shown below.

### **United States Forecast Summary 2007-2010**

#### *Through June 2008*

- Full fledged financial panic
- High energy prices
- Housing correction
- Federal Reserve cuts interest rates ending disintermediation

#### *Through December 2008*

- Interest rates trend lower
- Housing market bottoms
- Weaker trajectory for consumption
- Stronger exports from a weaker dollar

#### *2009-2010*

- Recovery builds momentum

### **Florida Forecast 2007-2010**

#### *Slower growth 2007-2008*

- Weaker national economy
- Soft housing markets limit migration into state
- Florida's single-family market bottoms
- Land prices eroding



### *Stronger Growth 2009-2010*

- Improving migration trends
- Stronger housing markets

## **Charlotte County Economic Highlights**

### Challenges

- The number of single-family building permits issued from March through December 2007 averaged below 100 per month, which is well under experience dating back to 2001.
- Taxable sales continue to trend downward from a high in December 2006. This trend is consistent throughout Southwest Florida and the State.
- Unemployment is 6.2% as of December 2007, above the national rate of 4.8% and 4.4% rate Statewide. One year ago, the unemployment rate in the County was only 3.2%. The slowdown in housing and construction is resulting in increased levels of unemployment.
- The single-family home median sales price has fallen from a high of \$240,000 in October 2005 to \$177,300 in November 2007, which is the fourth lowest among all Florida markets.
- In a new 2007 survey, Moody's Economy reported that the Punta Gorda metropolitan statistical area led the nation in home price decline over one year ago – 35.3%. The report projects that the bottom will occur in the second quarter in 2009. To test the validity of the survey, a local appraiser compared sales of 59 homes of equal size and quality in Punta Gorda Isles (PGI) and Deep Creek. The PGI homes experienced a 22% drop in sales prices compared to a 32% drop in Deep Creek. Elements such as location, neighborhood, schools & safety, culture & public services and infrastructure influence real estate values in particular areas. One needs to be cognizant that references to Punta Gorda may actually extend beyond the municipal boundaries of the City.
- Population of Charlotte County is estimated at 165,000 as of December 2007, up from just over 100,000 in 1990. Population growth may not be as large in the future due to a number of factors such as building code and hurricane restrictions, construction costs and lack of baby boomers to follow the current age to retirement.
- Charlotte County contains about 8% of the Southwest Florida region's inventory of existing flex/industrial space. There is currently almost 150,000 square feet of vacant space, which equals a 3.9% vacancy rate. The forecast is for a modest increased demand for flex/industrial space in 2008.
- Approximately 12% of the region's total office inventory is in the County. There is currently almost 313,000 square feet of vacant office space, which equals a 10.8% vacancy rate. The forecast is for a very modest increased demand in 2008.

## Opportunities

- Significant development-related projects to be undertaken in the County within the vicinity of the City include improvements to the I-75 off ramps at Jones Loop Road, new Wal-Mart Supercenter on Jones Loop Road, The Loop (mixed-use retail center with more than 1 million square feet of commercial space and future residential units), Publix Super Markets distribution center and Piper Road reconstruction to serve both Publix and the Enterprise Charlotte Airport Park.
- The Airport also has a new \$5.5 million 16,000 square foot terminal and a new low cost airline – Skybus, currently offering airline service to Columbus, Ohio. Additional flights will go to Greensboro, North Carolina and Portsmouth, New Hampshire.
- Significant tourism-related, public projects include reconstruction of a new \$19 million Charlotte Harbor Events & Conference Center in downtown Punta Gorda. Scheduled for completion in September 2008, the 43,500 square foot facility will be twice the size of the former auditorium and outfitted to meet the needs of conferences and events.
- Another significant tourism-related project is \$27 million renovation of the Charlotte Sports Park Stadium to house the Tampa Bay Devil Rays spring training games, starting in 2009. The renovation calls for all new seating, 360-degree concourse, new 40,000 square foot clubhouse and improvements to the main stadium field and practice fields.
- Other major economic drivers in the County include the new Babcock Ranch community and Murdock Village redevelopment.

## **Punta Gorda Economic Highlights**

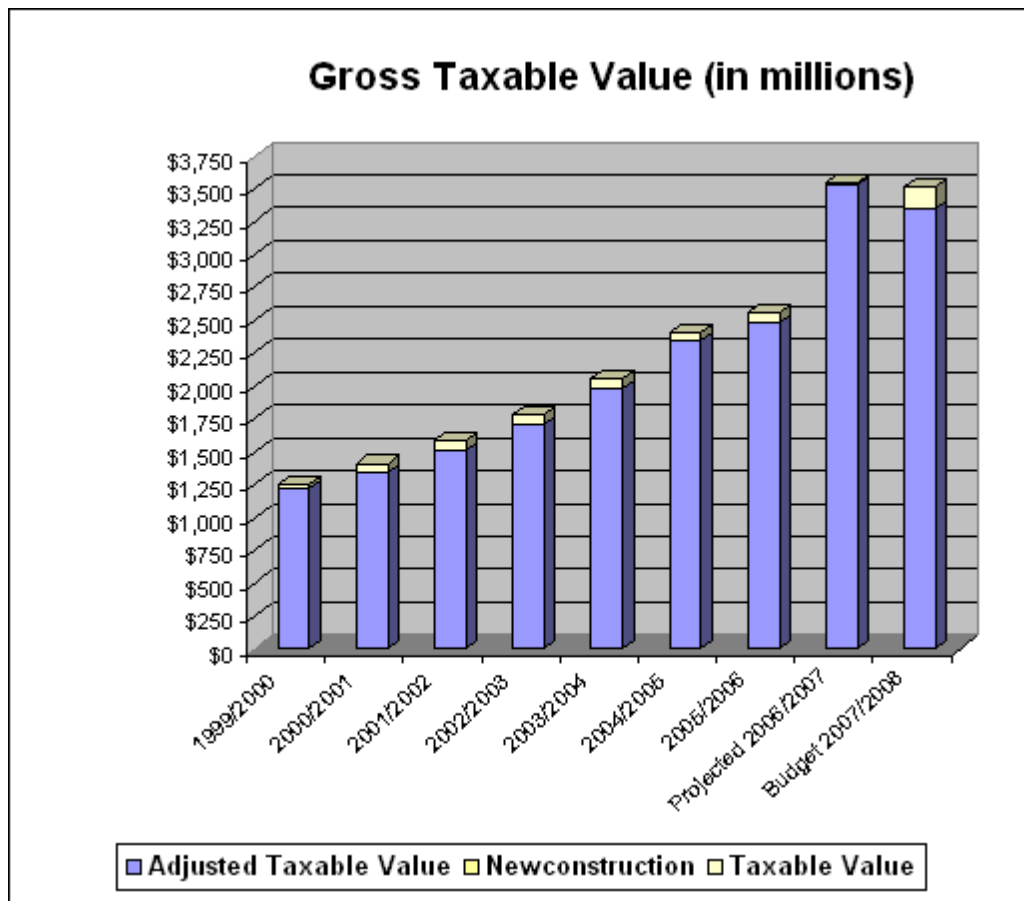
### **Demographics & Tax Base**

Population is back on the rise in the City since the impact of Hurricane Charley. Projections now show a 2007 City population of 18,123, up from 16,255 two years ago, and a 2010 projection of 19,804.

Changes in taxable assessed property values continue to contribute major influence on financial planning and budget preparation. Taxable property values decreased Citywide by 4.6% and in the Community Redevelopment Area by 2.3% from the previous year. This is in contrast to increases averaging 27.3% during the period 2000-2007. More complete information is included in the chart and graph on page 9.

**City of Punta Gorda**  
**Certification of Taxable Value (expressed in millions)**  
**Per Charlotte County Property Appraiser**

Fiscal Year	Adjusted Taxable Value	New Construction	Gross Taxable Value
1999/2000	\$1,216.483	\$38.871	\$1,255.354
2000/2001	\$1,345.791	\$65.871	\$1,411.662
2001/2002	\$1,508.425	\$72.205	\$1,580.630
2002/2003	\$1,705.542	\$79.739	\$1,785.281
2003/2004	\$1,980.989	\$79.560	\$2,060.549
2004/2005	\$2,339.290	\$69.192	\$2,408.482
2005/2006	\$2,480.741 *	\$70.755	\$2,551.496
2006/2007	\$3,528.967	\$13.851	\$3,542.818
Budget 2007/2008	\$3,353.613	\$168.546	\$3,522.159



\* Existing properties gross taxable value increased \$322 million and Hurricane Charley caused \$250 million gross taxable value loss for FY 2006.

Distribution of tax base in the City is as follows:

Area	% of Tax Base
Punta Gorda Isles	62.5%
Burnt Store Isles	12.9
Community Redevelopment Area	10.6
Burnt Store Meadows	3.7
Seminole Lakes	2.5
Other	7.8
Total	100.0

Private investment in the community since August 2004 (Hurricane Charley) is summarized below. Of this investment, approximately \$168 million has been added to the tax rolls in calendar year 2007.

Category	Completed	Construction	Planning	Total
Residential	\$ 336.4	\$ 49.8	\$ 64.4	\$ 450.6
Commercial	47.2	38.7	180.7	266.6
Total	\$ 383.6	\$ 88.5	\$ 245.1	\$ 717.2

Once completed, this investment will generate approximately \$1.5 million in tax revenues to the City, a portion of which will be dedicated to the City's Community Redevelopment Area until it sunsets in 2019.

### **Economic Development Strategy**

The City contracted with The Chesapeake Group to undertake an economic development feasibility study. Funded in part with a grant from the U.S. Department of Commerce, Economic Development Administration, and matched by the City & Team Punta Gorda, the study recommended an Economic Development Strategy and series of initiatives aimed at restoring economies in arts, recreation, tourism, retail, boating as well as exploring research industry opportunities.

Two of the major strategies have been initiated during 2007.

- Enterprise Punta Gorda was created as a public/private partnership to promote business and community development in the City of Punta Gorda.
- The City was recently designated as a Main Street community by the State of Florida Main Street Program to support local revitalization and historic preservation in the City's downtown core.

The City funds both the Enterprise Punta Gorda Director and Main Street Program Coordinator positions, while the private sector provides operational support.

In December 2007, Enterprise Punta Gorda developed its Strategic Plan for the 2008 calendar year, major components of which are highlighted below.

- Undertake branding and marketing plan to promote destination Punta Gorda
- Develop Enterprise Punta Gorda long range funding plan
- Oversee implementation of Main Street program
- Create FGCU Small Business Development Center presence in Punta Gorda
- Support Punta Gorda Chamber with demographic study, including retail analysis
- Investigate development of art overlay district
- Evaluate economic development incentives for business attraction

### **Annexation Opportunities**

As part of its Strategic Plan, the City has embarked on a structured annexation program. A trend of annexation requests from property owners coupled with a desire to eliminate commercial enclaves have emerged as a positive opportunity for tax base diversification, commercial expansion and enhanced business development opportunities. During 2007, approximately 39 acres were annexed into the City. Another 1,400+/- acres are under consideration for future annexation, of which over 1,200 are environmentally sensitive lands (preserves). Commercial developments such as The Loop, Jones Loop Road properties and the Airport offer significant opportunity for tax base diversification and employment.

### **Growth Management**

The City manages its growth within its Comprehensive Plan, Land Development Regulations and various utility plans designed to diversify the local economy and insure infrastructure is in place to meet the needs of growth. Such initiatives are highlighted below.

#### *Comprehensive Plan Amendments and Evaluation & Appraisal Report (EAR)*

On July 12, 2006, the City adopted its Evaluation & Appraisal Report, deemed sufficient by the State Department of Community Affairs on October 3, 2006. The EAR addressed such issues as:

- Progress in achieving development desired by the community
- Identification of how the plan should be changed and additional data needed
- Identification of important growth management planning problems
- Creation of a shared vision and agreement for future growth

The City now has 18 months to update its Comprehensive Plan based on the evaluation & appraisal report. Public meetings are taking place to obtain comment on all of the Plan's areas of concentration – transportation, land use, housing, capital improvements, public schools facilities, conservation & coastal management and intergovernmental coordination.

### *Land Development Regulations*

Adopted on April 20, 2005, the Land Development Regulations (LDR's) are intended to promote a coherent built environment, which respects local and regional architecture; an integrated and balanced transportation system; adequate provision of utility infrastructure, schools, parks and other public necessities; and preservation of the natural environment. Decisions made pursuant to the LDR's are consistent with the Comprehensive Plan. The City continues to review its provisions and initiate amendments as deemed appropriate.

### *Downtown Parking & Circulation Study*

Completed in 2006, the downtown parking & circulation study evaluated traffic patterns in and around the downtown area, quantified parking demand, defined parking garage prototypes, and identified opportunities for short-term and long-term parking scenarios. Construction of the Herald Court Parking Garage emanates from the Study and will provide for the demand for public parking in the area surrounded by Marion, US 41, Olympia, and Sullivan.

### *Punta Gorda East Side & Downtown Planning Study*

Completed in December 2000, the east side and downtown planning study contains planning strategies for the City's Community Redevelopment Agency (CRA) and focuses on two key areas – East Side Residential Neighborhood and the Central Retail District. Initiatives are recommended for capital improvements, business development and design. Progress reports are prepared on an annual basis to measure performance and guide future projects.

### *Citizens Master Plan*

Completed in 2005, the Citizens Master Plan was conceived from a wide spectrum of the Punta Gorda community who contracted with a nationally known urban design firm to develop a vision for the City after Hurricane Charley. The Plan incorporates three components:

- Regional Master Plan – definition of urbanized areas, potential annexations, environmental protection, open space and quality of life;
- Detailed Master Plan – scale of the neighborhood
- Special Projects – proposals for individual parcels, architectural syntax and landscape standards.

### *Utility Master Plans*

The City has undertaken a myriad of master planning initiatives to insure an adequate supply of water & wastewater service to our customers. Initiatives to date include:

- Water Treatment Plant Expansion – Expansion from 8 MGD to 10 MGD is underway and projected for completion in early 2008. Next expansion to 15 MGD was anticipated by 2014, although slower than projected growth trends have necessitated a re-examination of timeframes. The City purchased 166 acres adjacent to the Water Plant for construction of a one billion gallon off-line reservoir. It may be advantageous for completion of this effort in advance of the next water plant expansion, in order to insure redundancy of supply and enhancement of water quality.
- Enterprise Charlotte Airport Park – Master Plan for water & wastewater service completed in 2007.
- Water Distribution & Wastewater Master Plans – Development of hydraulic model, land use scenarios, five year and build out demand scenarios are underway. Master plans are to be completed in 2008.
- Wastewater Reuse Feasibility Study – Study of the airport park area for a pilot reuse project is nearing completion.
- Water Conservation Program – Development of comprehensive water conservation initiatives is underway to include amendments to land development regulations, rate structure review, and alternatives to landscaping material.
- Utility Extension Policy – On January 16, 2008, City Council adopted a policy for provision of utility infrastructure to areas not currently served.

## **Service Initiatives**

On January 4, 2008, City Council conducted its third strategic planning session and delineated eight strategic plan focus areas to be addressed over the next few years. Council will receive periodic progress reports on project timelines, status and costs associated with the objectives highlighted in each of the eight focus areas. The Plan is amended each year in a workshop format where elected officials and staff discuss market trends, customer desires, and past performance.

The City's strategic plan focus areas are shown below.

- Administration
- Business & Community Development
- Intergovernmental Relations
- Quality of Life
- Stakeholders
- Transportation
- Utilities
- Waterfront

### **Initiatives**

Within each focus area, the Plan highlights objectives to be undertaken to achieve outcomes and contribute to supporting our priorities. Key objectives are highlighted below.

#### **Administration**

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

- Identify and assess key organizational processes and implement changes, where appropriate, to enhance efficiency and effectiveness
- Conduct a budget retreat, soon after the 1/29/2008 constitutional amendment referendum, as part of the FY 2009 budget development
- Undertake fiscal analysis of enterprise funds and recommend strategies to balance such funds as part of FY 2009 budget development
- Undertake a myriad of human resources initiatives to include new contracts for Police & Fire bargaining units; revision to employee evaluation process to coincide with fiscal year; exploration of employee wellness program; and revised employee orientation program for new hires
- Develop plan to relocate Public Works/Utilities Campus to airport site
- Construct Fire Station #2



## **Economic & Community Development**

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

- Enhance business development through participation in Enterprise Punta Gorda and Main Street, branding, marketing, review of land development regulations and public/private partnerships
- Partner with other Punta Gorda-based organizations to pursue addition of an institution of higher learning in the City of Punta Gorda
- Implement applicable recommendations from the Affordable Housing Summit
- Reassess annexation plan and revise, where appropriate, to incorporate key commercial properties

## **Intergovernmental Relations**

**Objective:** Maintenance of productive working relationships with other governmental agencies including but not limited to Charlotte County, the Charlotte County School Board, Charlotte County Airport Authority, State and Federal agencies and special districts.

- Develop relationships at all levels with the City's partners
- Coordinate efforts with County for extension of Infrastructure Sales Surtax
- Coordinate efforts with Charlotte Harbor Environmental Center regarding fertilizer best practices public information campaign

## **Quality of Life**

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

- Complete ongoing projects to include wayfinding – Phase 1, riverwalk, linear park, streetscape on MLK Boulevard, Laishley Park Phase 2 public improvements and downtown flooding mitigation design & permitting
- Develop fertilizer best practices public information campaign
- Reassess five-year beautification, bicycle and sidewalk programs
- Assess Citywide park needs with emphasis on site to serve southern part of City of Punta Gorda

## **Stakeholders**

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

- Maximize communications programs through continuation of Town Hall meetings, City Hallways newsletter, weekly reporting, televised Council meetings, web-based customer surveys and City Hall kiosk
- Revise City's web site in an effort to be more customer friendly
- Establish volunteer resource program whereby individuals with specific skills sets could be used to augment staff on a project-by-project basis
- Expand Community Emergency Response Teams to other neighborhoods

### **Transportation**

**Objective:** Develop and implement a comprehensive transportation and parking system to meet the needs of current and future residents, visitors and workforce.

- Initiate Aqui Esta capital improvement project
- Reassess long term street resurfacing program
- Complete design of Herald Court Parking Garage Facility and initiate construction
- Evaluate street-legal golf cart transport system for downtown
- Evaluate ownership opportunities of U.S. 17 corridor to I-75

### **Utilities**

**Objective:** Develop and implement programs to provide reliable water and wastewater utility services to customers of the Punta Gorda utility service area.

- Complete water distribution and wastewater collection master plans
- Initiate next phase of water plant expansion through update of master plan and reassessment of alternatives
- Perform infiltration and inflow study of wastewater collection system
- Complete water conservation program recommendations
- Complete design of Hendrickson Dam spillway improvements
- Complete design and permitting of Booster Pump Facility relief force main to wastewater treatment plant

### **Waterfront**

**Objective:** Development a myriad of initiatives and programs to enhance the waterfront ecosystem.

- Complete mooring field proposal process for east and west side areas and initiate design & permitting
- Explore enhancements to Ponce de Leon Park as part of FY 2009 budget process
- Pursue cut through from PGI Bird section to Alligator Creek
- Create plan for waterfront area between Best Western and Fisherman's Village

## **Self-Assessment**

The City as an organization performed a **Self-Assessment** over the last several months that included input from all employees at every level and in all departments. The entire City Staff analyzed the organization using the seven categories that make up performance excellence for performance review, following the national Baldrige/Florida Sterling models for organizational effectiveness. The City Council, City Manager and Assistant City Manager did not provide comments or suggestions to the study in order for the section to remain truly an employee opinioned initiative.

The Assistant City Manager held meetings with small groups or divisions of employees where they were asked to comment freely on each of the categories using questions suggested by the **Baldrige/Florida Sterling model**. Every employee in the City had the opportunity to participate in this process. This information has been compiled into **segment one** of the Self Assessment section to provide Council with an overview on how their entire organization perceives its processes, leadership and overall effectiveness of the City as a workforce.

In addition, staff at all levels of the organization were asked for input and ideas on how to save the city money, bring in more revenue and/or do things better to make services more efficient. This **second segment** of the Self Assessment section details those ideas in a matrix along with the potential **cost savings/revenue enhancements** that would result from implementation. The matrix has been divided into categories that include process ideas, suggestions for immediate implementation, suggestions that are currently being implemented and ideas that would save money or increase revenues in future fiscal years.

### **Segment One - Organizational Effectiveness** **Key Strengths/Opportunities for Improvement**

Based on the Baldrige/Sterling models, the seven categories of Leadership, Strategic Planning, Customer Focus, Measurement, Workforce Focus, Process Management and Results were analyzed throughout the organization. What follows is a description of each category and a summary of the reoccurring key points that surfaced in each area, based on the direct comments of employees. A compilation of all the remarks is provided in Attachment C. Please note that comments may have been duplicated but are only presented once in the attachment. Therefore, the following summary takes into account the repetitive thoughts of employees that may not be apparent in the attachment.

#### **Leadership**

##### **Statement or Question About the Organization**

How does our administration/dept. head guide, communicate with, empower, and motivate the organization?

How does our organization address succession planning, and the education and development of future leaders?

How does our administration/dept. head create a focus on accomplishing the City's strategic objectives?

Does our administration/dept. head take an active role in employee recognition?

### **Key Strengths**

Staff is extremely pleased with the administration of the organization – in particular with the style of leadership exhibited by the Office of the City Manager. There is a recognition and appreciation of the general “open-door” and approachable nature of the Office which has permeated throughout the various departments. The communication efforts are recognized and appreciated by the employees, with the majority of them taking the time to read both the Weekly Reports and Information Sharing. Department Heads, Managers and Supervisors are well-respected and both empower and motivate those who work for them. The employees feel that Council is very supportive and makes efforts to recognize accomplishments.

### **Opportunities for Improvement**

There were very few comments regarding improvements in this area. The suggested courses of action included a better recognition program for employees and a wider selection of training opportunities, particularly at the supervisory level. There were some suggestions for tweaking the Pizza with the Manager program that will be implemented including having the lunches by divisions.

### **Strategic Planning**

#### **Statement or Question About the Organization**

How well does the City/your department plan for the future?

How well does the City establish its strategic objectives and goals for the future?

How well does the City execute its strategic plan?

How well does the City adjust its objectives in times of changes in the economy or outside influences?

### **Key Strengths**

Comments in this area generally came from Department Heads and high level supervisors since they are directly involved with the plan. It is perceived that the strategic plan is a really good planning tool for the year as well as for the future. It adjusts easily to new directives and sets timelines in which the work plan of the City is to be accomplished. Most see it as a “big picture” document that enables the organization to track its progress.

### **Opportunities for Improvement**

Because the strategic plan guides the entire organization, it was repeatedly suggested that division managers and supervisors have some sort of ongoing meetings, similar to the department head staff meeting, so that they have a better understanding of the direction coming from the strategic plan and the changes that take place throughout the year. There is a big concern throughout the organization that the upcoming strategic plan takes into account the tight situation with revenues since completion of projects, and therefore performance of staff, may be based solely on available funding. It was felt that the plan needs to be focused primarily on core basic services this year due to the economy.

### **Customer Service**

#### **Statement or Question About the Organization**

How well does the City manage citizen/customer complaints?

How well does the City meet or exceed the expectations of the citizens/customers?  
How accessible is the organization to its residents/customers?  
What is your overall opinion of the job done by the City in meeting the needs of the citizens/customers?

### **Key Strengths**

Employees believe that the City has a culture that expects and provides excellent customer service for our residents. Repeatedly, employees said they feel they “spoil” our residents and that our residents are generally pleased with the services of our city. Overwhelmingly, employees said they hear more compliments than complaints and that they will go out of their way to make sure a resident is happy. They believe that as a smaller city, we give the kind of “hands on” contact and response to requests that sometimes larger organizations cannot give.

### **Opportunities for Improvement**

Employees are generally concerned that since the residents are accustomed to such a high level of customer service, changes in service levels due to budgetary constraints would be extremely unwelcome. Concern was expressed by the employees that they felt sometimes the City is too quick to react to complaints that may not have merit. Furthermore, they felt that more information to the public about what we do and why we do it would help with many complaints.

### **Measurement, Knowledge Management**

#### **Statement or Question About the Organization**

How well does the City measure its progress in achieving its goals and objectives and whether it is doing a good job?

How well does the City adapt its performance measurement system to changing organizational/departmental needs?

How well does the City’s performance measurement system support its business processes?

How well does the organization keep its performance measurement system current?

How well does the organization make this information accessible to employees and citizens?

How well does the organization communicate its progress in achieving its goals and objectives to employees and citizens, including support data and information?

### **Key Strengths**

Department Heads and supervisors are involved with the performance measurement system so most comments came from this level. The majority of comments did not focus directly on the performance measurement system, but rather on how well the organization communicates its progress to employees and citizens. Again, the Weekly Report and Info Sharing were both seen as terrific tools used for communicating information to both employees and residents. They also felt that the City’s website was very useful in providing information about the city. It was expressed that the performance measurement system is in its infancy but will be useful as time goes on to track progress over several years.

### **Opportunities for Improvement**

Few comments were made for improvements in this area other than the suggestion that a citizen survey be completed in order to accurately measure whether the residents feel the city is doing a good job. It was also repeated that an organization-wide database would help measure data pertinent to our goals.

### **Workforce Focus**

#### **Statement or Question About the Organization**

Do you feel motivated and utilized to your full potential?  
How well does our organization address training and education?  
Are you satisfied working for the city?  
Are you satisfied with your benefits and retirement?  
Does our administration/dept. head take an active role in employee recognition?  
Do you feel you are an important part of the City and the services it provides?  
Do you feel that information is shared by management?

#### **Key Strengths**

Overwhelmingly, the city workforce is happy and satisfied with their jobs. They are appreciative of their benefits especially when compared to other organizations. It was repeated over and over that the employees feel they are part of a family and fortunate to work for such an organization. They feel they are part of a team and take pride in being part of the city.

### **Opportunities for Improvement**

Employees felt that the recognition program could use improvement. They also thought we could do a better job orientating new employees to the organization. Many were not happy with the change in health insurance particularly when their doctors were not on the HMO plan. It was suggested that the City look into providing health insurance, or a stipend toward health insurance, to encourage retirement as well as other retirement incentives. Many suggested that they would like to see the return of the Employee Appreciation Dinner.

### **Process Management**

#### **Statement or Question About the Organization**

How efficient is the City in its operations?  
How well does the City focus on key services?  
How well does the City differentiate between key services and those services that are not really valuable to the citizens/customers?  
How well does the City work to minimize costs?

#### **Key Strengths**

Employees felt that consciousness of minimizing costs is just part of the way we do business. They were very complimentary toward departments other than their own and felt that even when we do things that are not key services; it is because the citizens want such levels of service. There was an overall opinion that the City is so efficient in its

operations that any cuts to services would be difficult because they are so valued by our residents.

### **Opportunities for Improvement**

There was not a single meeting held where employees did not mention that they thought landscaping and beautification efforts should be minimized during these fiscally tight times. Many thought we could be more efficient with fleet maintenance and asked that we look into changes in this service. It was also repeatedly suggested to look at 1-time a week garbage collection.

### **Results**

#### **Statement or Question About the Organization**

How satisfied are the residents of the City with the services provided by our organization?

How do you think the City's performance measures up to the performance of other cities or similar organizations?

How open is the organization to innovation?

How well are the organization's employees satisfied?

How much does the organization accomplish relative to the size of the budget?

#### **Key Strengths**

Overall, employees felt that the residents were very satisfied and that the City provides outstanding services, particularly compared to outside organizations. The employees themselves were very happy working for the city and thought that innovation was encouraged throughout the organization.

#### **Opportunities for Improvement**

There was an overall opinion that the employees feel they have done their part - through the hurricane, this process, and the day-to-day efforts to minimize costs while providing excellent services – to run the city as efficiently as possible. To that end, in these tough fiscal times, they expressed that they felt it was not unreasonable for Council to now have to look at other measures (i.e. taxes or fees) to keep the City operating at its current level.

### **Summary**

Following the Baldrige/Florida Sterling criteria for organizational excellence, this segment is a snapshot of how our employees view themselves and the organization in terms of the quality of the services given to our residents. The intent was not at this time to apply for the Baldrige/Florida Sterling Award due to the intense time and expense of such a process. It was, however, a standard by which the employees could evaluate the processes used and determine our strengths as well as opportunities for improvement.

It is the intent of management to implement the key suggestions for improvement where appropriate and financially feasible. As delineated in segment two of this Self Assessment section, many of the suggestions have been implemented immediately as opposed to waiting until a new fiscal year.

## **Segment Two - Employee Cost Saving/Revenue Enhancement Ideas**

Attachment A is a matrix of the suggestions made by employees on their thoughts of how the city could save money or bring in additional revenue. In the course of their meetings with the Assistant City Manager, the employees made over 300 unique suggestions at all levels and in all departments. The initial list was evaluated by the City Manager's Office and Department Heads using criteria to determine which ideas were implementable, fiscally achievable and/or congruent with the mission of our core services. This does not preclude the fact that some of the ideas on the matrix may not be desirable or even warrant further consideration; however, if they met the criteria they have been included. Some of the suggestions were made by groups or divisions, but the majority of the items are suggestions made by individual employees. In many cases, the amount of savings or revenue to be realized from a particular suggestion is unknown or is lengthy to calculate for the purposes of this plan and will be further studied if deemed necessary.

In the matrix, there is a section entitled "Suggestions currently being implemented." In these cases, the city was already in the process of implementing an idea suggested by an employee or the suggestion warranted implementation prior to this report. The other suggestions will be evaluated for further merit as part of the 2008-2009 financial plan.



On behalf of the City Manager's Office, we want to express our appreciation to every employee for taking part in this process. Their suggestions and creative input are to be commended. Although not every suggestion is implementable or recommended, the efforts behind the process are truly valued, particularly during these difficult fiscal times. This whole process has been a tremendous example of how the employees pull together in difficult times, similar to how the staff came together as one team several years ago when faced with a disaster. They truly are the main strength of our city and the most valuable resource we have for facing the challenges placed on our organization.



## **Financial Strategy**

The City's overall financial condition is evidenced through implementation of a comprehensive financial management system that emphasizes policy compliance, fiscal forecasting and planning, managed growth, revenue diversification, and a low property tax rate. The foremost financial-related issue facing not only the City but all local governments in the State is the impact of tax reform on the FY 2008 budget and beyond. Recently adopted tax reform legislation mandated that the City establish a FY 2008 property tax rate that results in 5% less tax revenues, minus new construction, than the current year. The State Legislature placed on the ballot for January 29, 2008 a constitutional amendment providing for changes to Save Our Homes legislation. If the constitutional amendment passes, jurisdictions will be allowed to increase tax rates to offset reductions in the tax base to retain the same amount of tax revenues (referred to as a roll forward). The City estimates that it will experience a reduction of \$320,000 in property tax revenues from the extra \$25,000 homestead exemption provision included in the amendment.

In light of tax reform legislation and adverse economic trends on national/state/local levels, a key component of the Business Plan is our ability to manage our service needs within revenue constraints in ways that will add value to the community and sustain our quality of life.

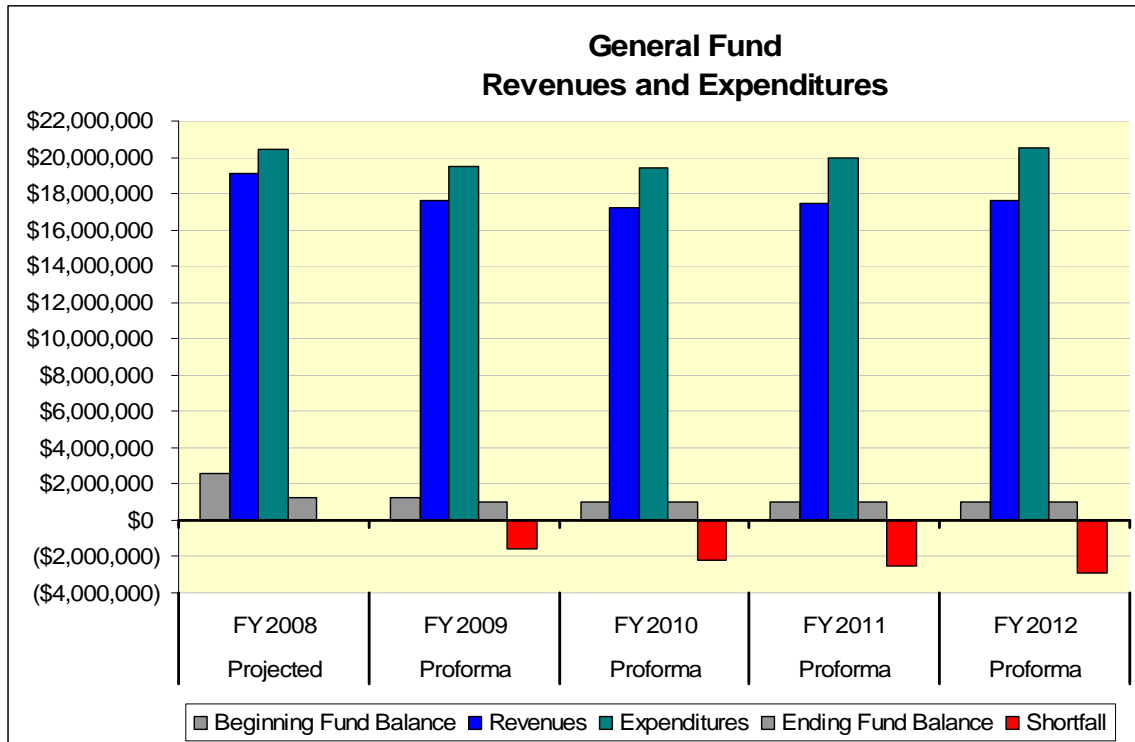
### **Financial Management Policies**

On April 19, 2006, City Council adopted a comprehensive set of financial management policies in the areas of financial planning, revenues and expenditures. At various times, Council conducts reviews of such policies as part of an ongoing process of economic and financial analysis as conducted by City staff. These policies are shown in Attachment B and shall be in effect unless otherwise amended.

### **Fiscal Forecasting**

Another significant component of a Business Plan is the ability of an organization to forecast and plan future strategies based on assumptions determined by relevant economic, demographic, and fiscal trends. The City undertakes an annual process of forecasting its major funds over a minimum five-year time frame. This process serves as an aid to elected and administrative officials in anticipating future fiscal issues, operations planning, and strengthens estimates of revenues and expenditures in the annual budget process. A sound forecasting process indicates to financial institutions and the community the presence of systematic financial planning and serves to inform the populace regarding the long-term costs associated with current and proposed municipal services. Please keep in mind that forecasts undertaken by staff are conservative by design. It is much easier for an organization to make adjustments when revenues and/or expenditures are not overly optimistic. The following graphs highlight forecasts for the City's major funds.

*General Fund*

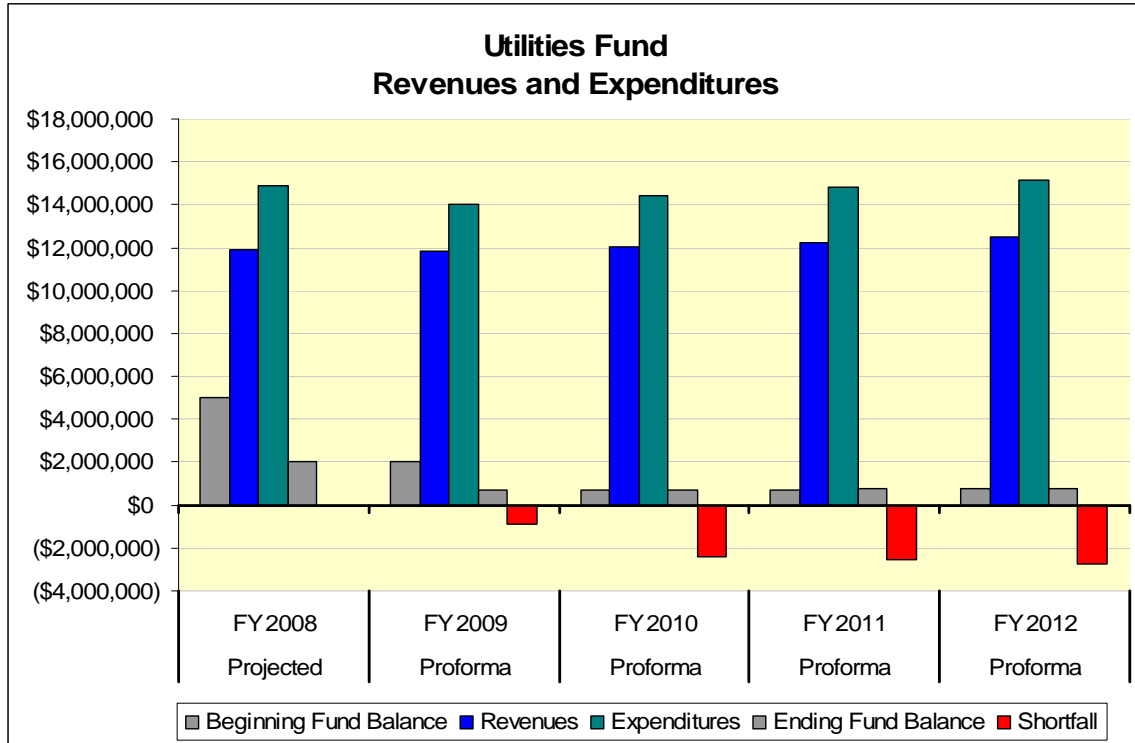


The forecast for the General Fund represents the most problematic of the major funds. Deficits are projected in the range of \$1.6 million to \$3.0 million per year through 2012 based on limited growth in overall revenues to fund current service levels and, at the same time, provide employees with a competitive salary and benefit package. The forecast projects property tax revenues to remain flat through 2012 with the exception of additional revenues from new construction. In addition, trends highlighted in the Economic Outlook section impacted the FY 2009 forecast with the reduction of approximately \$400,000 in intergovernmental revenues. Personal services (salaries and benefits) and operating expenditures are forecasted at an increase of 3% per year, not only in the general fund but all other funds as well for planning purposes. To provide everyone with a perspective of what a \$1.6 million budget gap means:

- Equivalent of twenty four positions based on an average cost of \$65,000 per position (salary & benefits); or
- Equivalent of seventeen positions and no salary/benefit increases; or
- Equivalent of twelve positions, no capital outlay expenses and no salary/benefit increases; or
- Increase in millage rate of 0.45 mills from 2.1728 to 2.6228.

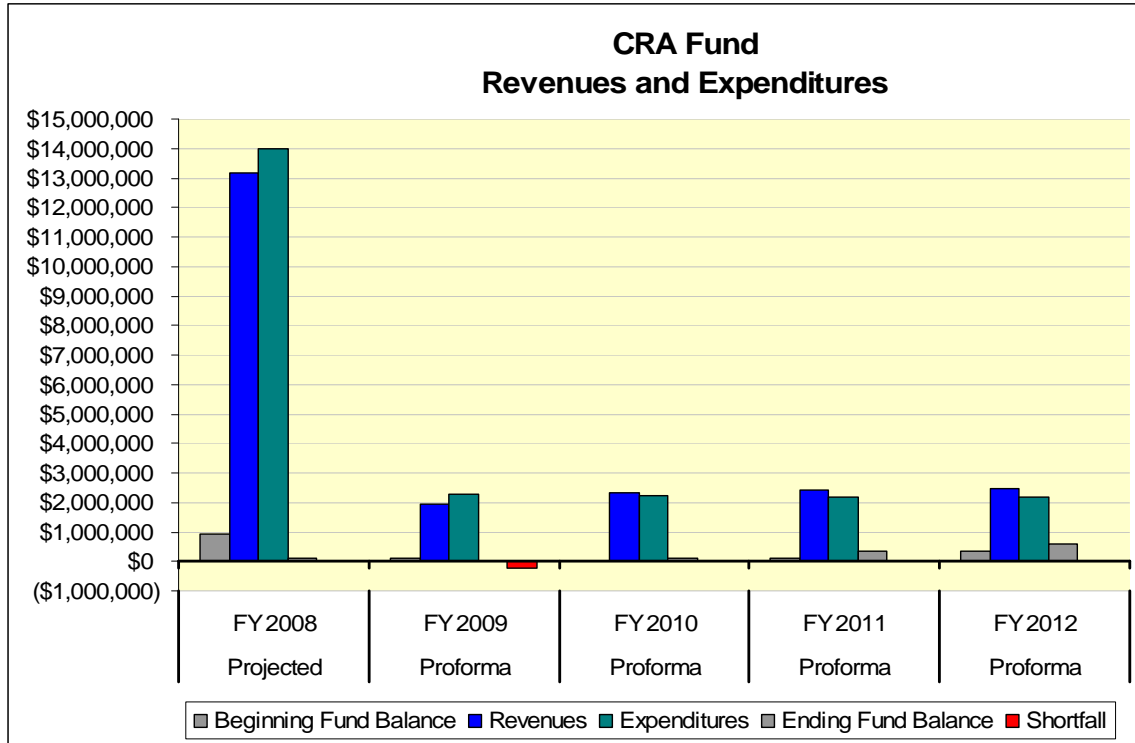
Strategies highlighted in the self-assessment process will be used as a starting point in formulating a plan to eliminate the projected budgetary gap; match recurring revenues with expenditures; and leave the General Fund on more sound footing into the future. In addition, we have already implemented a process which evaluates all positions as they become vacant for possible elimination in FY 2009.

*Utilities Fund*



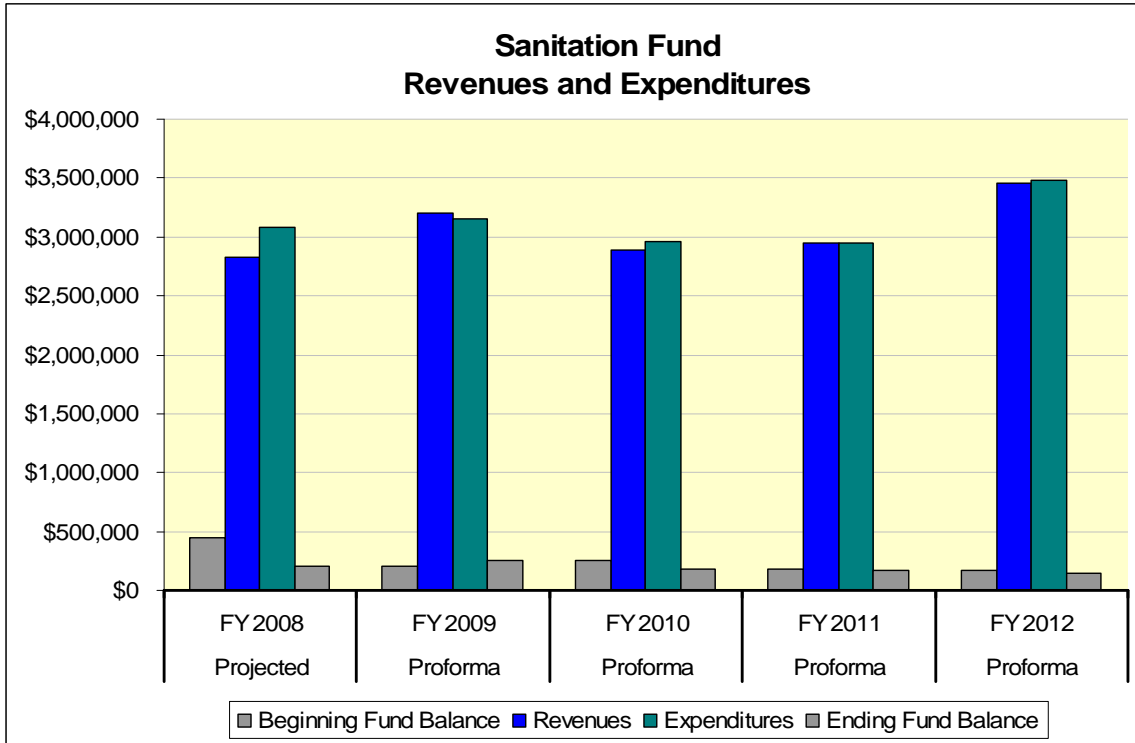
Forecast assumes zero growth in user fee revenues in FY 2009 and a modest 2% growth factor per year through FY 2012. In addition, the forecast assumes no sale of excess water due to lack of an interconnect and no sale of fill from the proposed offline reservoir. These factors coupled with more stringent water restrictions have resulted in projected cash flow operating deficits and elimination of fund balance over time. A revenue sufficiency review will be undertaken to develop recommendations to preserve a sufficient fund balance and enable priority capital projects to be undertaken.

*Community Redevelopment Agency Fund*



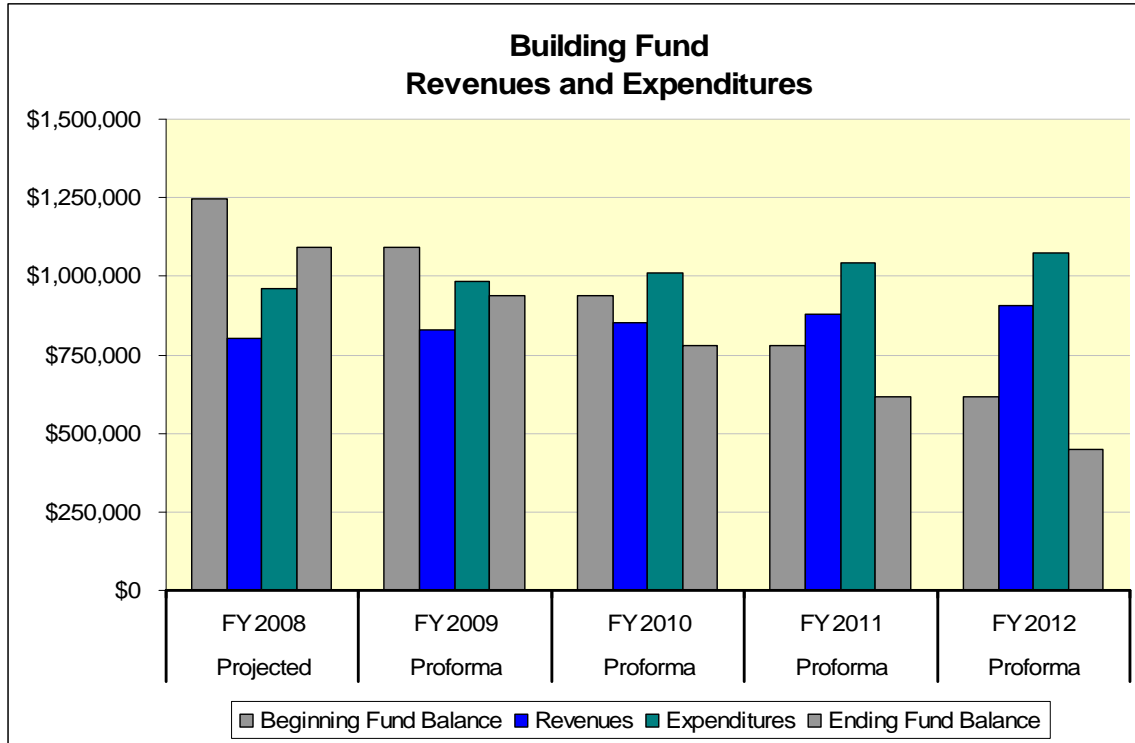
Forecast assumes modest property tax revenue increases of 3% per year from FY 2010-2012, debt service associated with the Herald Court Parking Garage and Laishley Park Phase 1 public improvements payable through 2019, and final payment to Trabue Woods Economic Development Corporation for land purchases. The only major project incorporated in the analysis that will enhance the CRA’s tax base is the Sunloft Center, currently projected to be on the tax rolls in FY 2010. Beginning in FY 2012, the CRA will begin to accumulate a cash balance that can be put towards other projects in the area. The forecast and resultant positive cash flow will be adjusted as other major projects come online in future years.

*Sanitation Fund*



Forecast assumes same rate structure and modest 2% growth factor. Positive cash flows are projected through FY 2012.

*Building Fund*



Forecast assumes a modest 3% increase in permit fee revenues per year. Ending fund balances are projected to decline from approximately \$1,000,000 in FY 2008 to \$450,000 by FY 2012.

*Infrastructure Sales Surtax (ISS) Fund*

ISS funds sunset in December 2008, unless the voters in Charlotte County approve an extension. The following projects are earmarked to receive funding through 2008:

- Fire Station #2
- Linear Park Phase 1 – Retta to Olympia
- Mooring Field East
- Riverwalk under US 41N Bridge
- Contributions toward Conference & Events Center and Old Courthouse restoration
- Martin Luther King streetscape – Fitzhugh to Ida
- Downtown Flooding Mitigation – study, design, permitting and partial construction
- Taylor (Marion to Retta) parking improvements
- Public Works/Utilities Campus – design and partial construction
- Police vehicle replacements

The 2008 Strategic Plan includes a cooperative effort between the City and County to develop and undertake a public information campaign for extension of this revenue source to fund future capital projects.

## **Investment Strategy**

On September 5, 2001, the City adopted its investment policy in accordance with guidelines developed by the State of Florida. The City's investment strategy revolves around four areas of risk, as shown below.

*Interest Rate Risk* – The City purchases investment with maturities that are less than or equal to three years in length, which reduces exposure to fluctuations in interest rates over the life of the investments. It is also the City's policy to hold investments to maturity.

*Credit Risk* – Investments are U.S. Government backed agencies with all of the investments having an AAA rating by Standard & Poor's, as well as top ratings by Moody's and Fitch. Here again, it is the City's policy to hold these investments to maturity.

*Concentration of credit risk* – Since the City holds only U.S. Government backed agencies; there is no concentration of credit risk.

*Custodial Credit Risk* – Since the City's investments are held in a safekeeping account by a major financial institution in the City's name, there is no risk that the counterparty holding the investments will be unable to provide the investment when it becomes necessary.

On December 4, 2007, the Trustees of the State Board of Administration (SBA), who are the Governor, State Chief Finance Officer, and Attorney General, met to discuss a report of its Advisory Committee and an independent investment advisor regarding a portion of assets held by the Local Government Investment Pool (LGIP). LGIP is an investment pool managed by the SBA to provide local governments such as Punta Gorda a low cost, fully transparent investment option for funds. For many local governments in Florida, it is their main investment vehicle and is heavily relied upon to assure that all local dollars, not just surplus funds, are invested and readily available. Without this service, many local governments would not have access to low cost investments opportunities for their funds. As of November 30, 2007, the City had \$16.6 million or 47.7% of its \$34.8 pooled cash invested with the SBA.

At their December 4 meeting, the Trustees adopted the recommendation from its investment advisor to divide the LGIP into two parts: Fund A will contain all money-market appropriate funds, which is approximately \$12 billion or 86% of current Pool assets; and Fund B, consisting of assets having significant credit risk, which is approximately \$2 billion or 14% of current Pool assets. We project that approximately \$900,000 of the City's \$16.6 million in the Pool fall into the portion of the Fund B category that are of the higher credit risk. Participants had been allowed to redeem with no fees the greater of up to 15% of their holdings or \$2 million. This amount is based upon current fund balances. SBA recently raised the withdrawal limit to 37% or \$4 million, whichever is greater.

Some of the recommendations of the Advisory Committee include providing a guarantee that participants will receive 100% of the assets back, and the State continue to use an independent advisory firm for reviewing holdings and developing a plan to restructure the portfolio.

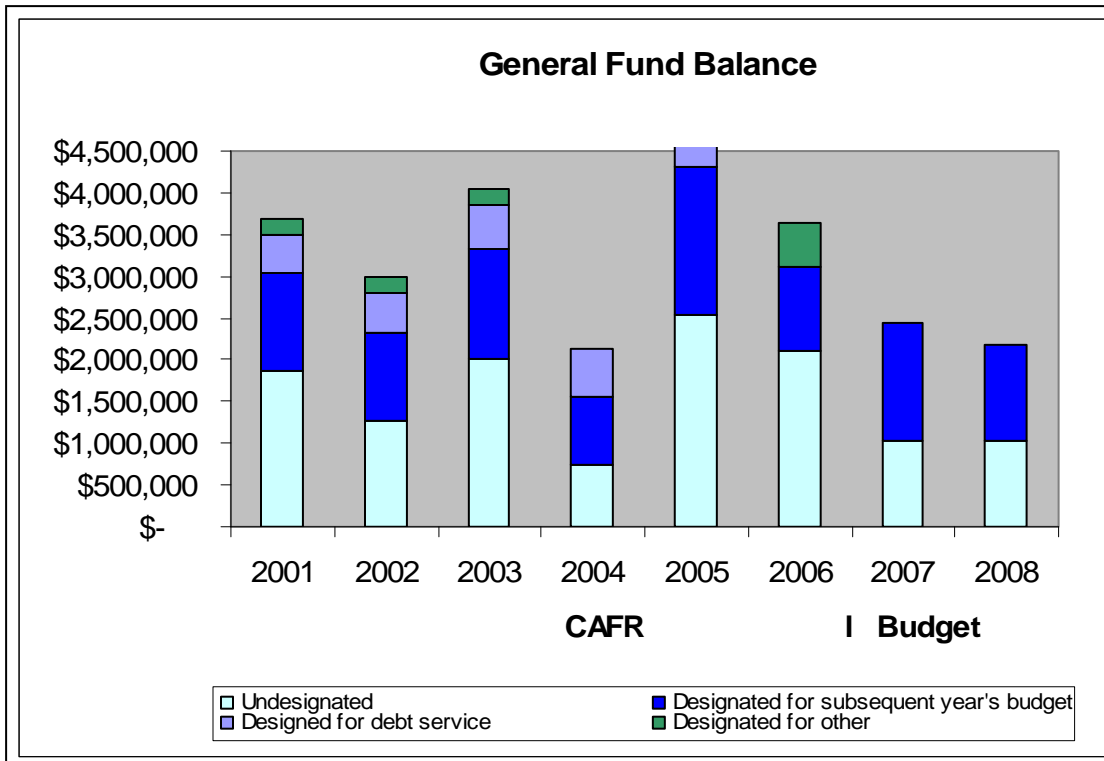
Based on action already taken by the Trustees and future action anticipated, the City currently will maintain its holdings in the LGIP. We have already drawn down sufficient cash and coupled with property tax receipts over the next few months have a portfolio liquid enough to meet operations well into FY 2008. The investment pool is providing the City with a higher rate of return than our local financial institutions.

### **Fund Balances**

A significant measure of a city's financial strength is the level of its fund balances. The City's policy is to follow the Government Finance Officers Association standard that states a minimum 5% undesignated fund balance should be maintained for the General Fund. The fund balance trend for the City is shown in the graph on page 31.

General Fund reserves are now set at the minimum level of 5%, as mandated by financial management policy and in compliance with national standards, albeit on the low end of such standards. The reduction in FY 2008 was directly due to the (1) need to adopt a budget in compliance with State tax reform dictates that called for adoption of a millage rate 5% less than the rollback rate, and (2) desire to maintain an acceptable level of services to our customers. The Business Plan recommends use of a portion of savings from each year's budget to gradually build up reserve balances in the future.





The table below provides a summary of the reserved/designated and unreserved fund balance for FY 2005, FY 2006, FY 2007, and FY 2008.

	CAFR FY 2005		CAFR FY 2006		Projected FY 2007		Proposed FY 2008	
	Amount	% of Exp.	Amount	% of Exp.	Amount	% of Exp.	Amount	% of Exp.
<b>Fund Balance</b>								
<b>Reserved</b>	\$ 12,873	0%	\$ 8,320	0%	\$ 12,072	0%	\$ 12,072	0%
<b>Unreserved:</b>								
Designated for:								
Building Fund	500,000	3%						
Subsequent year's budget	1,016,167	5%	1,414,670	8%	1,132,549	5%	67,000	0.3%
Undesignated - funds	2,541,318	13%	2,100,352	11%	1,030,000	5%	1,030,000	5%
<b>Total Fund Balance</b>	<b>\$ 4,070,358</b>	<b>21%</b>	<b>\$ 3,523,342</b>	<b>19%</b>	<b>\$ 2,174,621</b>	<b>10%</b>	<b>\$ 1,109,072</b>	<b>5.3%</b>
<b>General Fund Expenditures</b>	<b>\$19,213,869</b>		<b>\$18,848,464</b>		<b>\$20,785,158</b>		<b>\$20,575,272</b>	

### *Overall Debt*

The overall debt position of the City as of September 30, 2007 is shown below.

<b>Category</b>	<b>Principal Outstanding</b>	<b>% of Total Outstanding</b>
Governmental Capital Revenue Notes	\$ 8,473,917	31.2%
Water & Wastewater Bonds	9,290,000	34.2
Water & Wastewater Notes	8,618,341	31.7
Capital Leases (Sanitation)	774,394	2.9
Total	\$27,156,652	100.0%

Debt service requirements for FY 2008 are delineated below.

<b>Category</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
Governmental Capital Revenue Notes	\$ 648,000	\$ 332,951	\$ 980,951
Water & Wastewater Bonds	1,140,000	419,820	1,559,820
Water & Wastewater Notes	705,832	284,416	990,248
Capital Leases (Sanitation)	171,029	27,755	198,784

### **Debt Management**

The City's primary objective in debt management is to keep the level of indebtedness within available resources and coverage as established in financial management policies. There are several key debt ratios that investors and financial analysts use when reviewing a city's creditworthiness. The City has no general obligation bonds outstanding; therefore, the debt ratios highlighted below relate to enterprise and other governmental activities.

#### *Water and Sewer Pledged Revenue Coverage*

Bond covenants stipulate required coverage for the City's water & sewer revenue debt. As shown from the information below, the City's water and sewer enterprise consistently exceeds required coverage by more than two times.

<b>Fiscal Year</b>	<b>Coverage</b>	<b>Required Coverage</b>
2007	2.7	1.2
2006	3.6	1.2
2005	3.2	1.2
2004	3.0	1.2
2003	2.9	1.2
2002	3.6	1.2

The coverage reduction in 2007 from previous years, stagnant revenues due to stricter water restrictions and inability to sell surplus water to the regional water authority due to lack of an interconnect dictates that the City should undertake a revenue sufficiency review in 2008.

### *General Government Debt Ratios*

Key debt indicators include the relationship of general government debt to general government expenditures, debt per capita and debt per capita as a percentage of per capita income.

<b>Fiscal Year</b>	<b>Debt to Expenditures</b>	<b>Debt Per Capita</b>	<b>Debt Per Capita as % of Per Capita Income</b>
2007	5.4%	\$467.58	1.6%
2006	4.2	548.09	1.8
2005	6.2	281.17	0.9
2004	3.8	328.32	1.2
2003	16.5	370.07	1.4
2002	3.5	270.83	1.0
2001	4.1	311.57	1.2
2000	4.4	311.54	1.2
1999	3.8	289.74	1.2
1998	6.0	327.28	1.4

Key debt indicators show that the City is well positioned for future financing needs.

### *Debt Financing Plan*

- **General Obligation Bonds**

General obligation bonds are used to finance a variety of public projects and require voter approval. The full faith and credit of the City back these bonds. Florida municipalities are not permitted to levy ad valorem taxes at a rate of more than 10 mills for all municipal purposes; however, there is no limitation as to rate or amount of ad valorem taxes levied for the purpose of paying general obligation bonds. The City has no general obligation bonds outstanding and has no plans to issue such debt in the future.

- **Revenue Bonds**

Revenue bonds are bonds payable from a specific source of revenue and do not affect the property tax rate. Pledged revenues may be derived from operations of the financed projects, grants, and excise or other specified revenue source. In the City, all proceeds from the sale of these bonds are used to improve and extend the water and wastewater system. Annual debt service payments are paid from water and sewer user fees.

- **Tax Increment Financing**

Bonds or notes used to promote economic development and revitalization within a given geographic area, such as the City's Community Redevelopment Agency (CRA) area. Payments of debt service are derived from tax revenues over the base year the CRA was formed. CRA proceeds are currently being used to pay back loans for Laishley Park Phase 1 (Marina, Marina Building and Uplands). The Herald Court Parking Garage and

Laishley Park Phase 2 public improvements (Interactive Fountain, Restrooms & Open Air Pavilions) are planned for debt financing in 2008.

- **Assessment Bonds: Special Assessment Debt with Government Commitment**  
Bonds of this type are collateralized by special assessments levied against the benefited property owners. Extension of water and/or wastewater service to areas currently unserved typifies a project that would use this financing mechanism. The City acts as an agent in the collection of the special assessments levied and in the payment of the bonds outstanding. The City has not issued special assessment debt but may consider such in areas where water and/or sewer service is planned.

- **Commercial Paper**  
Commercial paper is a short-term promissory note issued as a low-cost alternative to bank loans to finance projects over a not-to-exceed five year time frame until permanent financing can be secured.

- **Leasing**  
Leasing is advantageous in situations whereby acquiring equipment is too expensive to fund with current receipts but with useful lives too short to finance with long-term debt. This technique has been used to finance sanitation and other public works fleet needs.

*Future Debt Financing*

Over the next several years, the City has identified specific projects that may necessitate debt financing. These projects are highlighted below and identify the revenue source(s) intended to pay debt service associated with the projects.

<b>Project</b>	<b>Projected Cost</b>	<b>Financing Mechanism</b>
Herald Court Parking Garage	\$10,500,000	CRA Tax Increment Financing
Water Treatment Plant Expansion & Off Line Reservoir	75,000,000	Water Revenue Bonds, Southwest Florida Water Management District (SWFWMD) Grant & Sale of Fill
Laishley Park Phase 2 Public Improvements	750,000	CRA Tax Increment Financing

**Risk Management**

The City’s risk management program is focused on meeting three objectives:

- create a safe workplace;
- prevent catastrophic financial losses that have the potential to cause significant difficulty in funding; and
- provide budgetary stability.

The City’s workers’ compensation, property, health, and liability coverage are fully insured programs within the Public Risk Management (PRM) pooled program. In order

to ascertain its competitiveness in the marketplace, the City contracted for an independent evaluation of its insurance programs. The results of the May 2006 evaluation are shown below.

- Based on an analysis of the City's insurance and benefit program, pool's financial performance and market conditions, the premiums paid relative to the coverage are in line with or surpass market conditions.
- The PRM pool meets the City's needs for a formal risk management program.
- Based on review of the City's loss history premium and loss fund contributions and market conditions, it is evident that the cost of coverage for the property and casualty program relative to the coverage is competitive.
- The City's claims are being handled adequately with its third party administrator.
- The package of PRM risk management services meets the needs of the City and its clients.
- The Pool plan through Blue Cross Blue Shield is very competitive when the benefit level, average rate of increase being well below national trend level, the City's Employee Assistance Program (EAP) being included, and the high rate of participation in the PPO are considered.

The evaluation recommended the City stay with PRM and review its coverage and premium every three years. As market or claims experience dictates, go through a competitive process to confirm that rates are still competitive on group health and dental. In addition, the City should explore creation of a functioning risk management program as opposed to reliance solely on PRM. Cost saving techniques that can be employed include (1) changes to benefits structure; (2) enticements to HMO health insurance plan; (3) increases to co-pays; (4) formulary to the PPO to reduce the prescription drug costs; and (4) modeling to determine if the City needs to insure to full total insured values, which if we do not, can provide a costs savings on property.

## **Measuring Results**

The performance aspect of the Business Plan is intended to place more emphasis on accountability and results to meet growing customer expectations. Managers are expected to not only be accountable for a department's performance, but also be able to measure that performance and show how initiatives tie in with broader government strategies.

Over the past two years, the City has revised its performance measurement process. Performance measures now incorporate the following components into a systems approach towards evaluation of service delivery:

- Output measures – an indication of work performed.
- Efficiency measures – an indication of how efficiently a service has been performed and usually measured through cost or productivity.
- Effectiveness or Service Quality – an indication of the quality of service provided.
- Outcome measures – an indication of how well the organization accomplished what it has set out to do and shows how well the service has been provided.

Utilizing the above components, the City has established key outcomes, all of which support our Strategic Plan initiatives. The key outcomes are summarized below.

### **Financial Related Outcomes**

#### *Financial Management Policies Met*

The City operates within a comprehensive set of financial management policies that address areas of financial planning, revenues and expenditures. The annual budget plan and financial performance are in 100% compliance with such policies.

#### *Unqualified Audit Opinion*

An “unqualified” or “clean” opinion is one in which the auditor can state, without reservation, that the financial statements are fairly presented in accordance with generally accepted accounting principles. The City has received such an opinion for its Comprehensive Annual Financial Reports.

#### *Compliance with Government Finance Officers Association Standards*

The Government Finance Officers Association (GFOA) has set forth national standards for preparation of annual financial and budget reports. The City has achieved awards for excellence in financial reporting for its 2006 Comprehensive Annual Financial Report and its 2007 Annual Budget.

*Underlying Bond Ratings*

The City’s bond rating is one indicator of its financial soundness and is evaluated by the three major rating institutions for financial management, economic conditions, and administrative practices. The City’s underlying ratings below are based on the overall credit worthiness of the security or issuer which is actually pledged for the repayment of the bonds.

<u>Agency</u>	<u>Water &amp; Sewer</u>
Standard & Poor’s	AA-
Moody’s	A1

*Debt Comparisons to Moody’s Medians*

Moody’s Investors Service has developed medians for key financial, debt, economic and tax base statistics related to cities, counties and school districts. The data below highlights such medians for cities under 50,000 population during calendar year 2006 and compares the data with Punta Gorda experience in 2007.

<b>Category</b>	<b>Moody’s Medians – Aa Rated Municipalities</b>	<b>Punta Gorda</b>
Total General Fund Revenues	\$20.4 million	\$20.4 million
General Fund Balance as % of Revenues	28.8%	10.0%
Full Value	\$2.7 billion	\$4.8 billion
Direct Net Debt as % of Full Value	0.9%	0.2%
Debt Burden (Overall Net Debt as % of Full Value)	2.2%	0.6%
Debt Service as % of Expenditures	8.8%	5.4%
Top 10 Taxpayers as % of Assessed Value	8.1%	5.5% est.

As shown from the above data, the City compares favorably in all categories with the exception of fund balance. The above indicators should be considered as broad guidelines. Performance relative to the guidelines is not an absolute indicator of credit quality, and a bond rating cannot be inferred within this narrow context. Moody’s, as well as the other two rating agencies, considers numerous credit factors, each weighed separately, to determine a community’s overall rating.

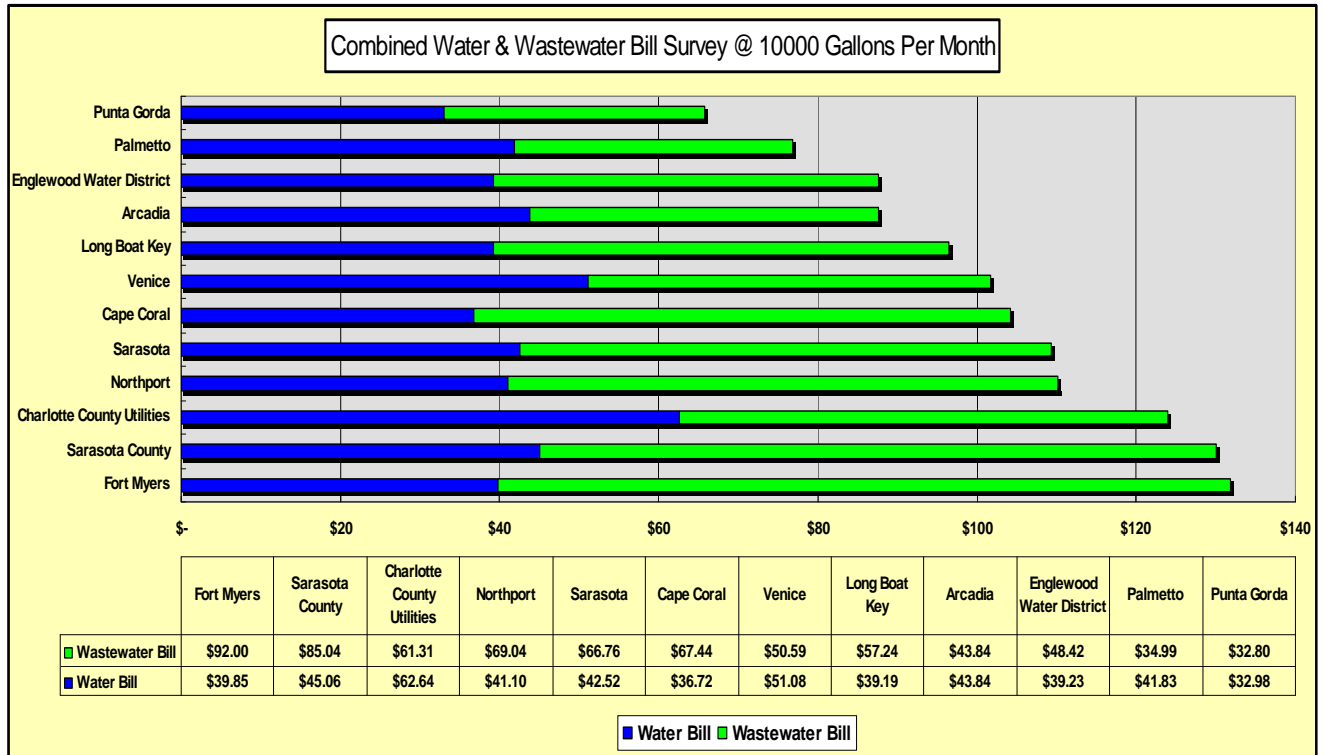
*Diversion of Waste from Landfill*

The State’s Solid Waste Management mandate has established a goal of a 30% reduction of the waste stream. The mandate recommends a 15% diversion of non-special waste (newspaper, cans, plastic, glass, etc.) and a 15% diversion of special wastes (appliances, yard waste, oil, batteries, metal, steel, etc.). The County handles a majority of the special

waste collections. The City has consistently exceeded the 15% diversion of non-special wastes to the tune of a 26% outcome in 2006. More tonnage diverted from the landfill minimizes the financial impact of solid waste disposal costs. City Council has already approved implementation of a two-bin recycling system, which will result in additional tonnage being diverted from the landfill.

*Competitive Residential Utility Rates*

The City’s rates for water and sewer services, based on 10,000 gallons used per month, are lowest among Southwest Florida utilities.



10,000 Assumed Monthly Use (in gallons)

As shown above, the City monthly rates are the lowest among the Southwest Florida public utilities surveyed.



### *Competitive Solid Waste Rates*

The City collects and disposes its solid waste with a combination of in-house (trash and horticulture) and private (recycling) sources. The rate of \$230.40 per year is compared with surrounding jurisdictions below.

<u>Jurisdiction</u>	<u>FY 2008 Cost/Year</u>	<u>Frequency of Service per week</u>	<u>Outsourced</u>
Manatee County	\$131.16	2	yes
Sarasota County	\$159.48	1	yes
Charlotte County	\$164.00	2	yes
Collier County	\$167.67	2	yes
Cape Coral	\$195.57	1	yes
Venice	\$202.08	2	no
Naples	\$217.02	2	no
Lee County	\$225.52	1	yes
Punta Gorda	\$230.40	2	no
North Port	\$267.00	1	no

### **Safety Related Outcomes**

#### *Uniform Crime Index Rate*

The uniform crime index rate is a common benchmark used to indicate safety trends within a community. Based on cities with a population between 15,000 and 20,000, the City's crime index rate is sixth in the State. Among all Southwest Florida municipalities, the City is the third safest and first when one considers only non-island communities.

#### *Clearance Rate*

The clearance rate represents the percentage of index crimes cleared in a given year. This outcome measure is important as an indicator of effectiveness in solving index crimes within a jurisdiction. The statewide clearance percentage for 2006 was 22.0%. In unincorporated Charlotte County, the rate was 19.9%. The City's clearance rate of 31.8% compares favorably to the twenty agencies surveyed above and second among Southwest Florida municipalities.

**2006 Uniform Crime Reporting Data**  
 Southwest Florida Municipal Law Enforcement Agencies  
 (Ranked by Crime Rate/100,000)

<b>Agency</b>	<b>Population</b>	<b>Crime Rate /100,000</b>	<b>% Cleared</b>
Marco Island PD	15,719	1,412.3	23.4
Sanibel PD	6,321	1,597.8	10.9
<b>Punta Gorda PD</b>	<b>16,952</b>	<b>2,890.5</b>	<b>31.8</b>
Cape Coral PD	154,499	3,439.5	18.1
Naples PD	22,970	3,970.4	35.0
Clewiston PD	6,573	4,944.5	29.8
Fort Myers PD	65,729	5,852.8	26.4

**2006 Uniform Crime Reporting Data**  
 Florida Municipal Law Enforcement Agencies 15,000-20,000 Service Population  
 (Ranked by Crime Rate/100,000)

<b>Agency</b>	<b>Population</b>	<b>Crime Rate /100,000</b>	<b>% Cleared</b>
Marco Island PD	15,719	1,412.3	23.4
Safety Harbor PD	17,838	1,822.0	27.1
West Melbourne PD	15,777	2,383.2	20.2
Eustis PD	17,766	2,471.0	34.4
Maitland PD	16,055	2,678.3	27.7
<b>Punta Gorda PD</b>	<b>16,952</b>	<b>2,890.5</b>	<b>31.8</b>
Sunny Isles Beach PD	18,121	3,068.3	11.9
Village of Pinecrest PD	19,530	3,348.7	8.1
Lynn Haven PD	16,436	3,820.9	24.8
Vero Beach PD	18,160	3,953.7	18.4
Seminole PD	18,716	4,001.9	36.4
Crestview PD	19,494	4,165.4	21.4
Stuart PD	16,661	5,539.9	31.7
Haines City PD	17,973	5,736.4	15.4
Belle Glade PD	16,894	5,907.4	13.1
New Port Richey PD	16,645	7,317.5	26.0
Bartow PD	16,181	7,811.6	23.6
Leesburg PD	18,841	8,317.0	30.1
Cocoa PD	17,395	8,950.8	25.0
Opa Locka PD	15,487	13,036.7	3.8

*Fire Suppression Response Times of Five Minutes or Less, 90% of the Time*

The National Fire Protection Association standard (NFPA 1710) for service response time is five minutes or less, 90% of the time. The average response time during 2007 was four minutes and twenty-two seconds (4:22).

## Communication Related Outcomes

### *Enhanced Outreach Efforts*

The City has made a concerted effort over the past two years to enhance its public information, involvement and assistance to its stakeholders in an effort to maximize public participation in the decision-making process. Informational efforts are delineated below.

<b>Program</b>	<b>Occurrences per Year</b>	<b>Audience</b>
Weekly Report	52	City Council, Employees, Community, Media
Information Sharing	46	City Council, Employees, Community, Media
Action Register	50	City Council, Employees, Community
CityHallways Newsletter	2	Community
Town Hall Meetings	8	Community within each designated area
Annotated Agenda	26	Community

## Human Resources Related Outcomes

### *Full Time Positions per Population*

The City's number of full time positions has increased from 277 in FY 1999 to 309 in FY 2008, which represents an increase of 11.5% over the ten year period. Increases primarily occurred in public safety and utilities. The ratio of employees to population has decreased from 2.0 in 1999 to 1.7 in 2007.

<b>Fiscal Year</b>	<b>Population</b>	<b>Employees</b>	<b>Ratio Employees/Population</b>
2008	18,200	309	1.7
2007	18,123	313	1.7
2006	16,593	313	1.9
2005	16,255	305	1.9
2004	17,168	290	1.7
2003	16,591	288	1.7
2002	16,120	283	1.8
2001	15,236	283	1.9
2000	14,344	286	2.0
1999	13,646	277	2.0

### *Minority Employment*

A goal of the City is to have its workforce mirror the diversity in the community. The minority population is approximately 5%. As of September 30, 2007, the minority composition of the City's workforce was 7.5%.

City of Punta Gorda  
*Business Plan*  
Attachments

A – Matrix of Employee Suggestions

B – Financial Policies

C – Employee Self Assessment Comments

**City of Punta Gorda, Florida  
Budget FY 2008  
Financial Policies**

The City of Punta Gorda has prepared a comprehensive set of financial policies for adoption by the City Council. The Governmental Finance Officers Association (GFOA) has a set of recommended, best management practices which have formed the nucleus of the City's policies, as shown below.

Financial Planning Policies

Balanced Budget Policy: Defines a balanced operating budget and provides for disclosure when a deviation from a balanced operating budget is planned or when it occurs.

Long Range Planning Policy: Supports a financial planning process that assesses the long term financial implications of current and proposed operating and capital budgets, budget policies, cash management and investment policies, programs and assumptions.

Asset Inventory Policy: Requires an inventory and assessment of the condition of all major capital assets. This information will be used to plan for the ongoing financial commitments required to maximize the public's benefit.

Revenue Policies

Understanding the revenue stream is essential to prudent planning. Policies should be established to recognize stable versus volatile, or at best economically-sensitive revenue sources and predetermine the method to minimize the affect and thereby avoid potential service disruptions caused by revenue fluctuations.

Expenditure Policies

The expenditures of municipalities define the ongoing public service commitment. Prudent expenditure planning and accountability will ensure fiscal stability. The policies should reflect the City's desire to maximize efficiency and allocation of scarce resources.

The attached policies provide the framework for the City's financial management planning and decision-making process.

**City of Punta Gorda, Florida**  
**Budget FY 2008**  
**Financial Policies**

Financial Planning Policies

The City makes program and service decisions and allocates scarce resources through the budget process. The budget process is one of the most important activities undertaken. The mission of the budget process is to help decision makers make informed decisions about the provision of services and capital assets and to promote stakeholder participation in the process.

**Policy:**            Balanced Budget  
The City will adopt a balanced operating budget and will provide for disclosure when a deviation from a balanced operating budget is planned or when it occurs.

**Status:**            **The FY 2008 adopted budget is a balanced budget.**

**Policy:**            A calendar will be designed each year to provide the framework necessary to formulate a sound budget and allow for stakeholder participation. The calendar will be set to ensure the City complies with the Truth in Millage (TRIM) law, Chapter 200, Florida Statutes.

**Status:**            **A budget calendar was prepared, and it adheres to the State TRIM law.**

**Policy:**            For each fund all reasonably expected revenues and projected beginning carryover balance will equal the budgeted expenditures and year end carryover balance.

**Status:**            **The Finance Department strives to produce accurate information, and this year's budget was no exception.**

**Policy:**            All funds are included in the annual budget process and incorporated in the budget document.

**Status:**            **The budget document included all funds.**

**Policy:**            The City will budget 96 percent of the anticipated gross ad valorem proceeds which provide a discount for early tax payments. Florida Statutes, section 200.065, states each taxing authority will not utilize less than 95 percent of the taxable value.

**Status:**            **FY 2008 budgeted 96.5 percent of anticipated ad valorem revenue.**

**City of Punta Gorda, Florida**  
**Budget FY 2008**  
**Financial Policies**

- Policy:** The City will maintain a budgetary control system, including an encumbrance system to ensure adherence to the budgeted appropriations.
- Status:** **The City uses an encumbrance system as required by the Code of Ordinances.**
- Policy:** Project length budgets are adopted for the Capital Improvement Projects. Appropriations for these projects will remain open and carry over to succeeding years until they are completed.
- Status:** **The budgets for Capital Improvements for General Projects, CRA, CDBG and Utilities remain open until complete or canceled.**
- Policy:** Supplemental appropriations. If during the fiscal year the City Manager certifies that there are available for appropriation revenues in excess of those estimated in the budget, the City Council by resolution may make supplemental appropriations for the year up to the amount of such excess.
- Status:** **There have been no supplemental appropriations to date for the FY 2007 Budget.**
- Policy:** Emergency appropriations. To meet a public emergency affecting life, health, property or the public peace, the City Council may by resolution make emergency appropriations. To the extent that there are no available unappropriated revenues to meet such appropriations, the City Council may by such resolution authorize the issuance of emergency notes which may be renewed from time to time, but the emergency notes and renewals of any fiscal year shall be paid not later than the last day of the fiscal year next succeeding that in which the emergency appropriation was made.
- Status:** **There have been no emergency appropriations necessary to date for the FY 2007 Budget.**
- Policy:** Reduction of appropriations. If at any time during the fiscal year it appears probable to the City Manager that the revenues available will be insufficient to meet the amount appropriated, he or she shall report to the City Council without delay, indicating the estimated amount of the deficit, any remedial action taken and recommendations as to any other steps to be taken. The City Council shall then take such further action as it deems necessary to prevent or minimize any deficit and for that purpose it may by resolution reduce one or more appropriations.
- Status:** **To date there has been no perceived need for a reduction of appropriations in the FY 2007 Budget for the General Fund. The CRA budgeted revenues were \$21,880 over the actual amount received. Appropriations were reduced to cover this shortfall.**

**City of Punta Gorda, Florida**  
**Budget FY 2008**  
**Financial Policies**

- Policy:** Transfer of appropriations. At any time during the fiscal year the City Manager may transfer part or all of any unencumbered appropriation balance among programs within a department, office or agency and, upon written request by the City Manager, the City Council may be resolution transfer part or all of any unencumbered appropriation balance from one department, office or agency to another.
- Status:** **All transfers to date have been interdepartmental. Reappropriations from the previous year's budget were approved by City Council.**
- Policy:** No appropriation for bonded debt service may be reduced or transferred, and no appropriation may be reduced below any amount required by law to be appropriated or by more than the amount of the unencumbered balance thereof.
- Status:** **All debt service appropriations remain appropriate as required by law for debt that existed at budget preparation time.**
- Policy:** Long Range Planning: The City will support a financial planning process that assesses the long term financial implications of current and proposed operating and capital budgets, budget policies, cash management and investment policies, programs and assumptions.
- Status:** **This is an ongoing process of which the City will continue to adhere to.**
- Policy:** The City will prepare multi-year fiscal forecasts for all of its major funds.
- Status:** **For the FY 2008 budget, the City prepared multi-year fiscal forecasts for the major funds.**
- Policy:** The City will maintain a prudent cash management and investment program in order to meet daily cash requirements, increase funds available for investment and earn maximum rates of return on invested funds commensurate with appropriate security and the approved investment policy.
- Status:** **The City currently is in compliance with the City Council approved Investment Policy, and will continue to do so.**
- Policy:** The City will follow its adopted investment/portfolio policy when handling public funds.
- Status:** **The City currently is in compliance with the Investment Policy, and will continue to do so.**



**City of Punta Gorda, Florida**  
**Budget FY 2008**  
**Financial Policies**

- Policy:** The City will pool cash from each fund for investment purpose.
- Status:** **The City pools cash for optimum tracking as well as investment purposes.**
- Policy:** On a monthly basis the Finance Department will prepare a Schedule of Investments report that details the amounts and types of U. S. Government securities, the amounts invested with the Local Government Surplus Trust Funds Investment Pool (LGSTFIP) and the amount in the interest earning checking account. The schedule will include the interest rate, market value, purchase date and maturity date.
- Status:** **These schedules are being prepared on a monthly basis, and are being provided to the City Councilmembers and Public.**
- Policy:** Asset Inventory: The City will inventory and assess the condition of all major capital assets. This information will be used to plan for the ongoing financial commitments required to maximize the public's benefit.
- Status:** **The asset inventory is conducted on an annual basis which coincides with the annual audit. The assets are purchased in compliance with the budget process, and records are maintained by the Procurement Department and the Finance Department. Asset write-offs are approved by the affected department head.**
- Policy:** The review of capital assets will assess the need for and condition of these assets. This review is an important component of an overall evaluation of community needs and priorities. This review will also focus on the impact of deferred maintenance, funding issues and legal or regulatory changes.
- Status:** **The inventory and review process assists the various departments as to age, condition, availability and quantity of their equipment. This review helps during the budget process.**
- Policy:** The City shall encourage Charlotte County participation in the funding of the capital improvements that jointly serve both City and Charlotte County residents.
- Status:** **The City has and will continue to work with the County on any joint capital improvement needs.**
- Policy:** The City will stay abreast of developments that may affect the major capital assets, such as regulatory changes, population movements or technological advances, and consider the impact of these issues in the goal setting process.
- Status:** **This will be accomplished during the inventory review as well as during the annual budget preparation.**

**City of Punta Gorda, Florida**  
**Budget FY 2008**  
**Financial Policies**

**Policy:** Capital projects will be budgeted in the General Construction Fund or the Utility Construction Fund as needed. CRA capital projects will be budgeted in the CRA budget.

**Status:** **This policy was adhered to in the FY 2008 Budget.**

**Policy:** Equipment that has a cost basis in excess of State of Florida statutory minimums will be assigned a fixed asset number and tagged to identify the equipment as property of the City.

**Status:** **The State statutory minimum is currently \$1,000. The City will continue to tag fixed assets at this rate until the statutory minimum is changed.**

**Policy:** City departments and divisions will be provided a list of equipment and will perform an inventory check on an annual basis. Variances from the inventory list will be reported and the fixed asset inventory records will be updated.

**Status:** **This fixed asset inventory check is done around the end of the fiscal year, which is September 30. Variances are to be signed off by the department head. This was completed for FY 2006 and will be completed for FY 2007.**

**Policy:** On an as needed basis, a list of assets to be sold at auction will be presented to the City Council for permission to dispose of them.

**Status:** **When items become available for auction they are brought to City Council for approval.**

**City of Punta Gorda, Florida**  
**Budget FY 2008**  
**Financial Policies**

Revenue Policies:

An understanding of the revenue stream is essential to prudent financial planning. Most of these policies seek stability to avoid potential service disruptions caused by revenue shortfalls.

**Policy:** The City will estimate its annual revenues by objective and analytical processes. The budget document will include documentation of major revenue sources.

**Status:** **Part of the analytical review is using 10 year histories for various revenue sources. The past can be a good indicator of the future. The City will use any and all sources available to assist in its estimates, which reduces the chances for error.**

**Policy:** The City shall maintain a diversified revenue system to the extent provided by Florida Statutes to insulate it from short term fluctuations in any one revenue source.

**Status:** **The City will attempt to diversify as much as possible. This diversification reduces reliance on a few revenue sources, which can cause budget difficulties if these revenue sources unexpectedly drop.**

**Policy:** The City will analyze and prepare monthly reports that compare the estimated seasonally adjusted year to date budget with actual revenues for major funds. The reports will monitor progress toward the planned revenue goals. Significant changes may be uncovered in advance, permitting action to avoid a crisis.

**Status:** **Monthly financial reports are prepared. These reports include budget vs. actual revenues and expenditures. This allows the City to note shortfalls in revenues, or extraordinary expenses during the year. The reports are provided to City Councilmembers and the Public.**

**Policy:** The City discourages the use of one time revenues to fund ongoing expenditures.

**Status:** **This scenario should be avoided at all times. It is the City's duty to avoid it.**

**City of Punta Gorda, Florida**  
**Budget FY 2008**  
**Financial Policies**

- Policy:** Grants should be actively pursued. All costs of grant requirements will be analyzed and presented with the proposal for City Council consideration. Revenues will be budgeted for current grants. The budget will be amended for new grants upon award.
- Status:** **Grants are being actively pursued by all of the City departments, and will continue to be pursued when available. The major underlying requirement will be that the revenue received exceeds the cost to garner it.**
- Policy:** Sometimes governmental services are provided on credit. Properly documented controls over revenues are imperative in accounts receivable management. Timely efforts should be made to pursue the collection of delinquent accounts by the department generating the receivable.
- Status:** **The City attempts to collect everything that is due it. This process is greatly enhanced by our lien powers. The pursuit of legitimate revenues will continue.**
- Policy:** Adjustments to account receivables must be properly documented using internal controls that include segregation of duties and supervisory review. Upon any suspicion of fraud, management should be notified in a timely manner.
- Status:** **Internal controls over accounts receivable are in place and will continue to be so. Suspicion of fraud or other malfeasance will be brought to management and if necessary Police Department's attention.**
- Policy:** The use of revenues which have been pledged to bondholders will conform to the bond covenants which commit those revenues.
- Status:** **The City is currently in conformance with bond covenants, and will continue to do so. The City Auditors review bond covenant conformance on an annual basis, and report any discrepancies.**
- Policy:** The City will recalculate the full cost of activities supported by user fees to identify the impact of inflation and other cost increases and will revise user fees upon approval of the City Council.
- Status:** **Since fee changes are by ordinance, all changes will be brought to City Council for approval.**
- Policy:** All revenues which are reasonably expected to be unexpended and unencumbered at the end of the fiscal year will be anticipated as "projected carryover ending" and budgeted accordingly for the following fiscal year.
- Status:** **This has been the City's policy and will continue.**

**City of Punta Gorda, Florida**  
**Budget FY 2008**  
**Financial Policies**

Expenditure Policies:

The expenditures of municipalities define an ongoing public service commitment. Prudent expenditure planning and accountability will ensure fiscal stability.

**Policy:**        Debt Management: A significant portion of a City's capacity to influence and/or encourage economic development can be measured by the adequacy of its infrastructure and its capacity to support growth.

**Status:**        **Prudent fiscal responsibility is a City requirement.**

**Policy:**        The City will seek to maintain high bond ratings to minimize borrowing costs and preserve access to credit.

**Status:**        **To maintain high bond ratings the City must adhere to the concept of prudent fiscal responsibility.**

**Policy:**        Whenever possible the City will use revenue bonds instead of general obligation bonds.

**Status:**        **Revenue bonds use pledged revenues that aren't ad valorem based. A vote of the taxpayers is not necessary for these bonds to be issued. They can be geared for very specific purposes.**

**Policy:**        The term of any bonds, notes or leases shall not exceed the useful life of the asset being financed.

**Status:**        **This is just good business sense, and the City has in the past used this guideline and will continue to do so.**

**Policy:**        The City shall not issue notes or bonds for non-capital items.

**Status:**        **If the City issued notes or bonds for non-capital items this would be tantamount to deficit spending. The City would be borrowing for operations, and this could cause serious problems in the future. Deficit spending would also go against the Policy of a Balanced Budget.**

**Policy:**        If cost effective, the City will purchase private bond insurance at the time of issuance.

**Status:**        **Bond insurance can be cost effective in the right circumstances. When the City issues bonds, a price to benefit calculation will be made to see if the insurance is cost effective.**

**City of Punta Gorda, Florida**  
**Budget FY 2008**  
**Financial Policies**

- Policy:** The City will analyze its existing debt to take advantage of changing market conditions and to minimize future costs.
- Status:** **This is a policy we have been using, and will continue to do so.**
- Policy:** The City will maintain an adequate debt service fund regarding each issue and budget for the annual payment of principal and interest.
- Status:** **These are requirements of the lenders, and we will abide by their rules and regulations.**
- Policy:** Reserve or Stabilization Accounts: The City should have a prudent level of unreserved fund balance to protect against the need to reduce service levels or raise taxes and fees due to temporary revenue shortfalls or unexpected one time expenditures.
- Status:** **The amount of this level as well as the use of the funds will be reviewed on an annual basis as to sufficiency.**
- Policy:** An adequate level of unreserved fund balance will be maintained as working capital to support operations until sufficient current revenues (taxes) are received.
- Status:** **The amount of this level will be review annually for sufficiency and purpose.**
- Policy:** An adequate level of unreserved fund balance will be maintained so credit rating agencies will recognize the City is in sound financial condition when they evaluate the City's credit worthiness.
- Status:** **If the City follows the GFOA guidelines these levels should be sufficient.**
- Policy:** The City will follow the Government Finance Officers Association (GFOA) recommendation for a minimum level of unreserved fund balance for the General Fund. The GFOA states the unreserved fund balance for the General Fund should be five to fifteen percent of regular general fund annual operating revenues or one to two months of regular General Fund operating expenditures.
- Status:** **The FY 2008 budget has a 5% unreserved fund balance reserve, which is the minimum recommended by the GFOA.**
- Policy:** The City will not permit a deteriorating financial condition as described by the Florida Auditor General and Florida Statutes section 218.503 that would result in an audit management letter finding.

**City of Punta Gorda, Florida**  
**Budget FY 2008**  
**Financial Policies**

- Status:** **There are a number of items that can trigger the State described indicator of deteriorating financial conditions. The City will do everything in its power to avoid these triggers. The items are specifically stated in section 218.503 of the Florida Statutes.**
- Policy:** The City will monitor financial indicator trends. We will follow the Florida Auditor General Financial Condition Assessment Procedures.
- Status:** **The Auditor General has provided the City with financial trends which will be monitored annually, and discussed with the City's external auditor.**
- Policy:** Annually the City will establish contingency reserves to provide for unanticipated expenditures of a nonrecurring nature or to meet small increases in service delivery costs.
- Status:** **Some of the City funds have contingency reserves, and some do not. We will strive to establish these reserves when sufficient revenue is available.**
- Policy:** All unrestricted fund balances will be presented in the annual budget.
- Status:** **The City has followed this policy in the FY 2008 budget.**
- Policy:** Operating/Capital Expenditure Accountability: Governmental Funds are accounted for in accordance with Generally Accepted Accounting Principles (GAAP). Expenditures are recorded when the services or goods are received and the liabilities incurred. All proprietary funds use the accrual basis of accounting and expenses are recognized when they are incurred.
- Status:** **Governmental Funds are defined as: the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds. Proprietary Funds are: the enterprise funds and internal service funds. The City will follow GAAP in its accounting function.**
- Policy:** The City Manager will present a balanced budget. Essential services will receive first priority for funding. The City will identify low priority services for reduction or elimination, if necessary, before essential services.
- Status:** **The City has presented a balanced budget for FY 2008.**
- Policy:** The budget will provide for adequate maintenance and repair of capital plant and equipment and for their orderly replacement.
- Status:** **The City has provided adequate funding for repair and maintenance, and will continue to do so.**

**City of Punta Gorda, Florida**  
**Budget FY 2008**  
**Financial Policies**

- Policy:** The budget will consider the cost effect on the operating budget from additional capital items and program.
- Status:** **For a City to be run as a business, which it is, the cost effect must be taken into account when looking to purchase new capital items or starting a new program.**
- Policy:** The budget will provide sufficient funding to cover annual debt retirement costs.
- Status:** **Debt service coverage is a requirement of our lenders, and the City will continue to provide sufficient coverage.**
- Policy:** The City will analyze and prepare monthly reports that compare the estimated seasonally adjusted year to date budget with actual expenditures for major funds. The reports will monitor progress toward the budgeted appropriations. Significant changes may be uncovered in advance, permitting action to avoid a crisis.
- Status:** **Monthly reports are being prepared as required by the City's Code of Ordinances. These reports are provided to the City Councilmembers and the public.**
- Policy:** Enterprise fund operations shall be self supporting and shall pay administrative charges to the General Fund for administrative support.
- Status:** **Enterprise funds are Proprietary Funds as defined, and it is the City's duty to continue to charge sufficient fees to keep these funds self supporting. The funds are currently self supporting.**
- Policy:** The City will prepare a five year Capital Improvement Program (CIP) as part of the annual budget process. Coordination of the CIP budget with the operating budget will ensure that all funding considerations are made. The CIP details major infrastructure type improvements and construction projects. Capital items of an operating nature such as automobiles or personal computers are budgeted in each operating department budget.
- Status:** **The City prepared a five year CIP in the FY 2008 budget.**
- Policy:** The City will adopt the first year of a multi-year plan for capital improvements, update it annually and make every attempt to complete all capital improvements in accordance with the plan.
- Status:** **The City currently adheres to this policy and will continue to do so.**



**Self-Assessment**

**Section One - Organizational Effectiveness  
Key Strengths/Opportunities for Improvement (OFI's)**

Based on the Baldrige/Sterling models, the seven categories of Leadership, Strategic Planning, Customer Focus, Measurement, Workforce Focus, Process Management and Results were discussed throughout the organization. What follows are descriptions of each category and a listing of the comments expressed by employees in each area. Please note that comments may have been duplicated but are only presented once in this attachment.

**LEADERSHIP**

**Statement or Question About the Organization**

How does our administration/dept. head guide, communicate with, empower, and motivate the organization?

How does our organization address succession planning, and the education and development of future leaders?

How does our administration/dept. head create a focus on accomplishing the City's strategic objectives?

Does our administration/dept. head take an active role in employee recognition?

**Key Strengths**

- The chain of command is followed well – good communication between Director and staff.
- The bi-weekly Information Sharing Report and the Weekly Highlight Report foster good communication between management and staff. Individual accomplishments are also recognized regularly.
- This open communication helps staff feel they are critical to the process and motivates the individual to take an active role in the development of the organization.
- The leadership of the City is a heck of a lot better than it used to be!
- CM is great all the way around...very open with employees
- Info Sharing is great – we read it, it is more information than we ever had
- We have really good leaders...they're all that and a bag of chips!
- Information sharing and weekly reports go out to all employees
- The City is good with recognition of its employees but we really don't expect recognition – we do what we do because it's what we do
- Our division manager is the best boss we've ever had
- Communication is much better than in the past
- CM is one of the most "human" managers – down-to-earth, honest and you know where he is coming from

- Our leadership is better than it's ever been
- Our supervisor is one of the best in the City of Punta Gorda
- CM makes us feel like we're part of the City
- We get tremendous support from CM and ACM
- Of all my years with the City, I've seen CM more than all four city managers I've worked with combined
- We like our department head – we wouldn't want to work for anyone else
- As employees, we feel empowered, well-respected and have been given the ability to make decisions on our own
- We are very lucky to have CM and ACM – they are sensitive to what we need to do and are very supportive.
- You could call any manager for a hand and they'd jump right in to help
- It seems that all the city departments help each other out
- Employees can openly talk to administration, department heads and managers
- You can talk to CM and ACM about anything; they have an open door policy and will deal with the good and the bad.
- The City Manager's Office is one of the best I've ever worked for – they are performance oriented
- We have good decision makers in supervisory positions throughout the organization
- We have issues but we keep them out of the City Manager's Office as much as we can because we give good customer service
- The City has the best leadership team it's ever had
- I've worked for the City fourteen years and the current leadership in the City is by far the best since my employment began
- The City Manager's Office is night & day from what it used to be
- CM is accessible and will make a decision right away
- As for supervisors – most of them behave!
- Our department's leadership is awesome
- Things have turned around 200% since the last City Manager – customers and citizens all say the same thing
- New projects under CM actually move forward and things are happening
- CM does a hell of a job
- CM is easy to talk to – I like that he “kids around” when he comes to the department
- In the organization, education is at the top of the list
- Communication is great with the new administration especially Info Sharing and Weekly Reports
- Direction of department is night and day compared to what it used to be a few years ago
- I've been here 12 years and things were uptight then – you'd be afraid to speak to the “higher ups”. Now there is a casual open door with those upstairs which makes it a lot easier to work with people
- CM is right down there with us

- I'm very pleased with the leadership of the City starting with our own boss on up the line
- All are approachable in the City Manager's Office and they stop to say hi
- CM cares about the City as does our boss and they all try hard to make the City a better place
- I've been here 24 years and came up thru the ranks – the changes have been really good
- The consensus in the field is that the City Manager we have now is friendly and treats us as equals
- LOVE the Weekly Updates
- We get recognized here better than other agencies
- Communication never happened before this CM – Info Sharing is great and we read it
- Like seeing CM out on his bicycle – he seems to be very approachable
- Communication from Weekly Reports & Info Sharing helps us keep up with other departments – we used to operate in little bubbles
- The leadership here is outstanding
- I feel part of the City with all the city reports and appreciate knowing what's happening
- We have great department heads – the Utilities Director and Public Works Director are very responsive
- Council is very supportive of the departments – they are visible and we appreciate their positive feedback
- CM makes it a point to have a relationship with employees and to get out with the troops
- Most people never want a former finance director as a city manager but our CM is the best City Manager we've ever had
- It is great that the Assistant City Manager is taking the time to get out and ask all these questions
- Every division has a back-up person in-charge for succession planning
- Consider leadership as friends – which are the best kind of bosses
- The weekly report keeps us more tied to what's happening
- Everything is very different than what it was – there was no communication from the city manager's office before this CM
- Our administration has an open door – we're lucky and feel respected
- CM does get the word out there and all is on the website
- Great improvement in communications between departments and the city manager's office – we feel like a team
- We used to only get information about the city from the newspaper – now we get much more through the information sharing and weekly reports
- The CM and ACM are approachable and deal with administrative changes and issues very efficiently
- This is the best administration I've ever worked with in 19 years
- There is not a department head now that I don't feel comfortable working with

## **OFI's**

- Sometimes the amount of communications is excessive – concentrate on new stuff or things recently done.
- Don't feel the administration takes an active role in employee recognition. Other than the service awards being presented at Council for 10+ years, there is little or no recognition of accomplishments or successful endeavors by employees.
- Could stand to have more “atta boys” for employees.
- Let the employees know more about important outside functions/events taking place in the City in Info Sharing and/or Weekly Report
- Communication between departments including staff could be improved throughout the organization.
- Kiwanis Employee of the Month is not really a recognition program by the city...make it a real city program
- As far as succession planning – the best people are promoted but are not trained. We need better management/leadership training
- It is difficult being an employee and then, all of a sudden, becoming a supervisor. Our 1<sup>st</sup> level supervisors have only been exposed to supervisory training from their managers – look into Certified Public Managers Training
- If you're going to offer classes in-house, have a wider selection
- Don't just focus on the junior employees
- I've never seen an agency with less of a backbone upstairs – we get a different direction based on how the wind blows with complaints
- My drug test number comes up all the time but I can't seem to get picked to get pizza with the manager!
- Although many supervisors attend the necessary training, some courses should be mandatory

## **STRATEGIC PLANNING**

### **Statement or Question About the Organization**

How well does the City/your department plan for the future?

How well does the City establish its strategic objectives and goals for the future?

How well does the City execute its strategic plan?

How well does the City adjust its objectives in times of changes in the economy or outside influences?

### **Key Strengths**

- The citizen driven strategic planning process which is utilized to prepare budget and annual work plan is a strength.
- The plan is adaptable to the influence of the economy and other unforeseen challenges.

- The Strategic plan provides long term focus with goals and objectives while the Action register places a timeline on completion as well as tracking the results of the individual goals.
- The City has good planning for those that look at the big picture.
- City is extremely good at planning for the future
- Anything falling outside the Strategic Plan also gets accomplished
- We do very well executing the strategic plan
- City does very well planning for the future
- Management has improved a long way from where we've come
- We plan really well for the future – the master plans in various departments are great
- The City plans for the future in many ways including public meetings, the website, strategic plan and updates, Info Sharing, working with TEAM, workshops with Advisory Boards
- We plan for the future by asking for input from all employees – including with this performance initiative and the request for cost saving ideas
- Frequent meetings with key employees and staff meetings with all employees help in planning for the future
- We hire professionals to assist in identifying capital improvement projects, master plans, studies, computer models and project management when this aids in our future planning
- It's great to be involved with strategic planning since our department must support what others put into the plan
- There seems to be a lot of stuff in the Strategic Plan to be trying to do without money
- It was a wake up call after the hurricane – now we do better planning
- We see trends and issues and are proactive in preparing for the future
- The strategic plan is a great “big picture” document
- In the plan, we recognize and support organizations such as Team Punta Gorda
- We have the ability to adjust even when there are lots of new directives
- We've accomplished a lot which is one of the main reasons there were not many new suggestions this year

#### **OPI's**

- Communication between department heads could be improved regarding changes to the Strategic Plan.
- Division managers and supervisors meet on a bi-monthly basis to confirm that they have the same understanding of the goals, given the different styles of communication between the individual directors and staff.
- Planning needs to be more flexible
- Care should be taken at this time to focus on core services rather than extras.
- City gives in too often to residents demands
- Projects often seem to be piece-mealed; need better planning to include even small details for all projects
- Cost saving measures end up costing the City more

- Sometimes it is not understood the amount of time it takes to accomplish a task when it is assigned
- Basics need to be performed first on projects, not as an after-thought
- Evaluate deviations better before committing to work
- Sometimes need to jump ahead to accomplish something because it's in the plan even if it is not the logical next step
- It would be helpful to have a data base that we could share and store information in a central location for employees to use
- The Strategic Plan needs to be tight given the situation with revenues
- The original strategic plan was for 5-years but it gets re-done every year – it gets dumped out and put back together which makes it difficult to plan for future
- We went from a 5-year plan to an annual plan – it's hard to budget and the redirection each year makes it hard for planning for the future
- Plans are good but funding holds back a lot of things
- Keeping tapped in with State and Federal agencies helps with projects

**CUSTOMER SERVICE:** This category focuses on our residents or, if you work in an internal services department, your “customers” within the organization.

#### **Statement or Question About the Organization**

How well does the City manage citizen/customer complaints?

How well does the City meet or exceed the expectations of the citizens/customers?

How accessible is the organization to its residents/customers?

What is your overall opinion of the job done by the City in meeting the needs of the citizens/customers?

#### **Key Strengths**

- Citizen complaint Form on website good – add an anonymous spot to be able to make comments anonymously
- The homeowners recognize us employees – they are happy to see us!
- Our City has created a culture that expects excellent customer service from employees
- We bend over backwards for our residents and feel like we do an excellent job
- We have higher customer service standards than the County
- Our good customer service creates our quaint hometown which is the way you want Florida to be
- Excellent response time to customer service
- The residents love us – we always get praised
- Staff goes above & beyond the call of duty; often excessive in an effort to satisfy residents
- Town Hall meetings, website, emails are all great tools for customer service
- Field employees are of high caliber and have shown to be a strength to the City.
- All departments have a focus on customer service.

- Most residents we talk to are willing pay for that they want – they are here for the services as it helps maintain their high property values
- Citizens are generally pleased with the services and attitude from employees.
- City Staff and Council are very accessible to all residents
- We get comments on the phone all the time how accessible we are
- We jump high for our citizens
- Urban Design Studio is just one example of how the City goes beyond what other cities to help the development community and positive comments are always received.
- We get many thanks for the professionalism and care shown by the employees
- Out of 4 or 5 services given to residents - we get 4 or 5 thank-you's
- I hear only compliments – the residents are very appreciative of us
- Our residents are very happy – we spoil them!
- We want the residents to be happy and they tell us they are
- Residents come up all the time and say “you guys are doing a great job!”
- We do extremely well with customer service – we prioritize citizens' requests to the front burner
- We help citizens even with things that are not normally city services
- We're awesome!
- Most people compliment the city – there are very few complaints
- We even care about what other departments can't get done and try to help out
- Residents know city employees on a first name basis
- We hear good things from the residents when we go door to door
- Unlike other organizations, a person always answers the City's phones
- Angry customers have ended up very happy because we communicate with them
- We keep residents updated on progress – what and when things will be done
- Residents and Council seem to appreciate the extra service we give – they let us know
- We try to help even with problems that aren't part of our key services
- A real person handles complaints and calls
- As an outsider to these departments, I think the Sanitation Division in Public Works and Customer Service in Finance go well above and beyond what is accepted in the industry.
- We hear great things about our Building Department
- The City and especially the Police Dept. is very customer-service oriented; focus is placed on concerns raised and they are addressed promptly
- The citizens have trust in our government again
- Residents often say that the City staff is so nice compared to the County
- The City really cares about the residents and how they are treated
- The residents that need us, love us
- Customer satisfaction is extremely high
- Most contractors say we are much easier to work with than other agencies
- Our residents are very happy with the face-to-face service they get in our department

- We get told at least once a week that we're doing a great job and that people appreciate what we do
- My neighbors like having a patrol car in the neighborhood
- Our turnaround time is great – within 24 hrs we respond
- I've been in the City so long and residents tell me 9 out of 10 times positive comments
- I hear from the snowbirds coming back, who see more changes than anybody, that they like all the improvements and that they are all positive
- Our residents pretty much love us
- I'm a resident and my neighbors express how happy they are with our services
- Businesses like the personal touch we give
- I only hear positive things in the community
- 9 out of 10 complaints are resolved quickly, 1% you can't please no matter what
- Everyone I come in contact with is happy with city services
- After the hurricane I heard many compliments of how great and respectful the city employees were
- We get at least one call a day with kudos

#### **OPI's**

- In the absence of budget constraints and given the size of our city, a central and well-trained phone operator would help with customer service and the correct routing of calls. This person would know which individual should receive the call and log the call for follow-up verification to see that the customer's concern was addressed.
- Assemble an up-to-date city directory that would list each employee's area of responsibility along with their phone number. This directory would be available on the city's website and each employee would have a copy to be able to route calls correctly if that employee cannot help the caller directly.
- Reduction in services will anger residents who are used to getting what they demand.
- If there are negative comments, usually the residents are not educated as to what other communities offer compared to us. It might help to educate them on what we offer
- Need to inform residents of any change in service
- Efficient projects are often sacrificed in order to address complaints to City Council or City Manager without first evaluating validity of complaint.
- At times, "knee jerk" reactions to one or two citizen comments result in much staff time and/or efforts. Care should be given to focusing on the majority.
- It seems that residents sometimes can take advantage of making a call and getting things done that are not part of our core services.
- Our residents are happy but they won't be happy with cuts – you can't get something for nothing
- We need to ensure that all complaints receive a follow-up call or survey to ensure problems are resolved before filing the complaint
- Many people who are grumbling confuse us with the County



- We get complaints that people are dissatisfied with the fact that we do not recycle oil
- People will feel we are shortchanging them if we lessen services in order to save money
- I think sometimes don't know how good it is here if they've always had it – we offer a great product
- We do hear complaints – mostly about parking tickets and watering violations
- Residents tell us they are not happy with taxes, roads and drainage
- Many residents are upset with the world – and often times it is what the County is doing wrong.
- The more information we put out there the more residents understand what we do
- Ask unions to help pay for an informational brochure as a joint project
- We hear the most complaints about watering restrictions
- We'll always have disgruntled residents – they could pick up a piece of silver and want it to be gold
- People want us to look like Naples but they don't want to spend the money
- I hear from residents that we do a great job but they can't believe how little we are paid
- Complaints come from residents who don't know what the rules and regulations are
- There is a perception from residents that in Public Works, one person is working while so many others watch
- I hear complaints about employees smoking and that it is not a good representation of the city.
- There should be a policy of no employee smoking in view of the public
- There is a difference in complaints from new versus current residents
- Many residents have unrealistic expectations of what we can and cannot do
- The City is too eager to react to complaints from citizens especially ones received by personal friends or through the Mayor, city manager etc.
- When a complaint is without merit...tell them so. Don't let person feel their complaint is special because they know someone – treat all complaints the same and fairly
- It seems that people are happier on the east side rather than the west
- A lot of people do not have the foggiest idea on some of the rules and regulations of the City

## **MEASUREMENT, KNOWLEDGE MANAGEMENT**

### **Statement or Question About the Organization**

How well does the City measure its progress in achieving its goals and objectives and whether it is doing a good job?

How well does the City adapt its performance measurement system to changing organizational/departmental needs?

How well does the City's performance measurement system support its business processes?

How well does the organization keep its performance measurement system current?  
How well does the organization make this information accessible to employees and citizens?

How well does the organization communicate its progress in achieving its goals and objectives to employees and citizens, including support data and information?

### **Key Strengths**

- The performance measures implemented last year are a good basis for knowledge management
- Very impressed with City website – it is user friendly
- City does an excellent job in keeping community and employees informed of projects and events through email, weekly updates, info sharing, City Council meetings, town hall meetings, website and department head staff meetings.
- Public Works is currently using a work order format that was designed by PW staff and created by MIS – it works great, it allows for quick movement through document with sufficient space to customize any comments. This has been extremely valuable with tracking work orders at the end of the year and in researching citizens concerns
- We're an open book – newsletters and all the communications the City puts out are all part of how we make information accessible
- Kudos to Information Sharing and Weekly Reports
- The Sheriff's Office, the School Board and the County are all copying our communication efforts
- My neighbors all love the information sharing and weekly report – even when they are away they comment how they read it online every week
- We're really good at showing what we do throughout the year
- Info Sharing and Weekly Reports are great – they dispel rumors and get information out to everyone
- Employees really do read Info Sharing and Weekly Reports
- I think public records requests are handled within established timeframes and comply with State requirements unlike many other cities in Florida
- Info Sharing is a great source for getting information to the employees
- We meet or exceed our measures every year which demonstrates our progress
- Our performance measures are growing, they are being built on
- The performance measurement system keeps us focused if they are what the city manager's office looks at
- The system is focused on customer service
- Every department has performance stats available and posted regularly

### **OFI's**

- Initiate a customer survey to know if we are doing a good job.
- Citizen surveys are done infrequently and aren't really meaningful. Other than the strategic plan update, there isn't much performance measurement at many levels. The strategic plan is general and does not address specifics of departmental performance.

- Inclusion of a survey on the City's website could provide a more ongoing assessment.
- Our information system lacks the sophistication to measure many of the critical data needed pertinent to achieving our goals.
- A new work order program is being instituted by MIS – PW would prefer to continue to use a work order system that has proven to be effective.
- I think our performance measurements are meaningful for some departments but a lot of what we do cannot be quantified
- Some of our services are hard to measure

## **WORKFORCE FOCUS**

### **Statement or Question About the Organization**

Do you feel motivated and utilized to your full potential?

How well does our organization address training and education?

Are you satisfied working for the city?

Are you satisfied with your benefits and retirement?

Does our administration/dept. head take an active role in employee recognition?

Do you feel you are an important part of the City and the services it provides?

Do you feel that information is shared by management?

### **Key Strengths**

- Employee picnic was a great idea.
- Pizza with the City Manager is great but do by department or division
- We have the best of benefits as city employees
- It is the best place I've ever worked
- I ain't going nowhere!
- Good communication due to email availability, weekly updates and website
- Furthering education is supported by Directors
- Employee recognition through escrow options, merit increases and service awards is good.
- The City has knowledgeable field personnel that allow supervisors to focus on administrative management of divisions
- Our benefits are excellent – you can't touch our health insurance anywhere
- Field personnel have shown to be an asset when dealing with residents in explaining process of jobs being performed
- Education is high on the priority list – we are big on sending people to school
- The health insurance change has been fine
- Our benefits are night and day over where I previously worked
- We're grateful to be working here when there are so many layoffs in other places
- The benefits were why I came here and have stayed for so many years
- Like the fact that have a low co-pay for medical services when going to see the doctor
- Like our prescription benefit
- We have decent benefits compared to other organizations
- I like my benefits especially the HMO since it doesn't cost me anything

- Benefits are good compared to the County and private sector
- Tuition reimbursements and training seminars are a strength
- Training is great
- Coming from Charlotte County – I think I'm in heaven
- As a smaller organization, we work together and look out for each other
- I like working for the City – everything is good
- The departments take care of each other
- I'm very content, after all, I've been here for 24 years
- The City is like a big family – there's more of a family-feeling here than anywhere else I've ever worked
- Since we got a new City Manager the employee benefits have constantly been improving
- The employees who have been working out of trailers deserve a pat on the back
- I like the safety award
- The ICS Emergency Management citywide training was great for having all departments work together
- The HMO plan was okay to go to although the change was hard
- Punta Gorda is a really good environment – it's one of the best places you could work for
- Training is good and is available to everybody
- The HR Director does a really good job negotiating salaries
- Our department heads go out of their way to meet with and communicate with all employees in their departments
- Our department heads take an active role in recognizing employee performance
- We appreciate that training for certifications hasn't been diminished to being non-existent.
- I'm grateful to have the job I have...even with budget problems we have a sense of security
- Our benefits are pretty awesome – it is difficult to find a job with such good benefits as we have
- We have a lot of talent for our wages – which can be lower – so use employees instead of contractors
- We're all team players – we help each other out
- I love my job, the place and the people
- I came from the County and I am much happier working here
- Our benefit package here is better than I've ever heard of
- The departments have good repoire with each other
- Good health benefits compared to other cities – the carrier and coverage is very good
- I like working for the City – after all these years I'm stuck here and pretty happy about it
- Nobody can do our jobs better than us – we are already held accountable for our work much more so than using a contractor

- I'm very thankful to have the job I have – I feel fortunate working for the City of Punta Gorda coming from industry – I'm darn glad I'm here
- Evergreen study was good – keep on schedule and update as promised
- I absolutely love working for the City – I've never felt so comfortable with such a good group of people.
- Best group of people I've ever worked with
- I'm the sole breadwinner for my family and I really like the benefits the city offers
- The medical benefits for family is good but expensive
- I feel very fortunate to have good health insurance
- I like that the departments have a good relationship with each other – you can ask anyone for help
- I feel fortunate to be employed by such a great company with good benefits given the economy
- I don't want to retire – I love working for the City!
- For 28 years I've been working for the City – I am very happy here and they treat me so good
- It's my first year here and I've learned a lot. I'm very satisfied and plan on staying here longer than any other place
- Our benefits are very good compared to the local market
- I don't want any public recognition!
- Everyone is very helpful to new employees
- I wasn't happy going to the HMO but it ended up being fine and I have no issues with it
- Mentorships, tuition reimbursements are offered and encouraged
- I absolutely feel an important part of the city!

#### **OFI's**

- Send out welcome message for new employees so we know who they are (like used to be done)
- Bring around new employees once a month so that everyone gets to meet them and they get to see all City facilities
- The service awards are good for recognition
- Have Pizza with the City Manager in the departments – and bring sodas!
- A lot of employees are not aware of how good they have it compared to other organizations
- Promotion of benefit of vo-tech or college education from Human Resources
- In-house training has not taken place in a couple of years; needs to be resumed.
- Development/training for “young” leadership would be a benefit as many long-term employees will be retiring, leaving an opening for succession
- Employee recognition could be improved – Kiwanis Employee of the Month program is obsolete
- The amount of paperwork keeps supervisors from being in the field and overseeing projects and providing hands-on training
- There is not an adequate focus on employee recognition

- Succession planning is not a focus at all. It seems training takes place only when a job vacancy arises, not planning ahead for it.
- Departments should have a specified training and education for all positions, to enable employees to move up the ranks.
- The vacation accrual was brutal for the first five years of City employment – look at improving this initial accrual rate
- Combine sick and vacation leave into Paid Time Off
- Recognition of employees...what's that?
- Could use better communication between departments on projects impacting several departments
- Don't hire subcontractors – we do things better in-house and can maintain control if we do the projects ourselves
- Should meet with management team when start working for the City and also get a tour of City facilities so we know where they are
- Look into medical retirement benefit – cover health so we can retire
- There are other things city can do to award employees that don't cost money – give time off as incentive – it's a morale booster
- Consider awards for being caught doing something good
- Look into retirement incentives – it opens positions
- Increase tuition assistance terms and additional funding
- Maintain competitive salaries for all employees-limit compression, value longevity
- Create more room for promotion within the department
- Provide more access to deferred compensation people – they need to come more often, with better notice, so we can talk in person to who is handling our investments
- Provide better incentive plan for unused sick time – allow us to sell more back at end of year or escrow more
- Allow us to give more sick time to bank so others can use it
- Recognition should be better for long term employees – something other than a plaque which we get every milestone year – perhaps use of catalog of gifts like other cities use or a bonus of a small amount of cash
- Allow long termers to cash in more sick leave at retirement, even at a low percentage (10%) – it seems we just give them a kick in the ass and a good bye
- Keep the salary survey updated and current
- If you can't match salaries of other communities – compensate in other ways
- Look into benefit packages such as cafeteria plans – it offsets salaries that the City can't match
- Give all non-unionized employees the same or higher benefits than those given to Fire and Police unions
- There should be some sort of incentive pay for certifications throughout the City
- Look into new-hires signing non-compete clauses so they don't train with us and then leave
- Look into bridging years of service when a person leaves and comes back

- We recommend and encourage training, but supervisors should improve their ability to schedule and mandate training
- Supervisors should lead by example and attend training with staff more often
- The training element should be taken off evaluation forms if most training is going to be cut
- Perhaps provide medical benefits to retirees with the City sharing in the cost on a percentage based on number of years of service an employee gave to the City
- Gas and prices of everything makes you worry about retirement
- It is difficult to move up in the organization in order to make more money
- It would be nice if we could change the color or style of uniforms to something more feminine for women who are out in the field
- I do not like our medical insurance – the switch to HMO was aggravating
- General employees should get some of the benefits given to contract employees
- The change of health insurance was not good – I had to find new doctors
- Where are the new job descriptions that were supposed to come from the pay study?
- More employee recognition programs – bring back the dinner for outstanding performance – it doesn't pay to cut off everything
- Retirement – all other city retirement plans should be comparative to the police department's plan
- The City Clerk's and City Manager's raises seem higher than employees – make raises uniform across the boards especially when we are told there is no money for other raises
- Look into healthcare being built into our retirement package
- Those in collective bargaining units get benefits – would like to see more parity for non-bargaining
- I was a bit disappointed with the HMO switch but so far it is okay
- Provide more executive level leadership training where managers go together – such as 7 Habits
- More buyout at retirement or cash-in each year of accumulated sick hours like the County does
- Some people can't afford to go to formal functions and the appreciation dinner was the one night a year to dress up
- Provide better dental plan – the cap is low and kids cover that cap quickly, I'd even be willing to pay more for this
- The Evergreen Study seemed like a waste of money – where are our new job descriptions?
- Disappointed that Holiday Appreciation Dinner went away – it was our only thank-you and we got to see other departments
- Paying for the health insurance PPO was a big bite – I wasn't happy with the switch
- I'd give up health insurance for remuneration in lieu of not taking it
- Make the pension mandatory
- Provide uniforms that are designed for women

- Provide opportunity for each employee to sit down and go over their retirement options with consultant
- Look into a disability plan for employees
- Restructure the retirement plan so that it doesn't penalize employees by the age requirement
- Look into longevity pay to motivate good long-term employees
- I don't feel utilized to my full potential and haven't had training in years
- It's good for employees to get together one time a year no matter what the event is – then you know who you are talking to on the other end of the phone
- Bridge retirement to allow early-outs...it gets people out the door

## **PROCESS MANAGEMENT**

### **Statement or Question About the Organization**

How efficient is the City in its operations?

How well does the City focus on key services?

How well does the City differentiate between key services and those services that are not really valuable to the citizens/customers?

How well does the City work to minimize costs?

### **Key Strengths**

- The City is reasonably efficient in the key services we deliver
- Employees throughout the organization are very conscientious of streamlining costs
- By contracting out larger time consuming work, employees are able to perform more detailed type of work
- Contract work allows savings toward employee benefits, fuel and equipment
- City is very focused on services provided by Public Works & Utilities
- Purchasing vs. leasing equipment has shown to be a cost savings
- Departments have made changes internally to get back to key services
- Even the amount of staff time used for Advisory Boards has been reduced where allowable
- We try to work together to minimize costs
- Our contract employee is great in MIS – find a way to get her on staff full-time
- Compared to county and private sector, the City is very good at controlling costs
- We take such good care of our residents and spoil them – there will be an uproar if the City privatized services
- We do things smarter which saves money
- Don't mess with MIS – they are great and we get responses from them better than ever before
- There are no secrets in this organization – we put it all out there
- This year we've done pretty darn good with minimizing costs
- Procurement is awesome especially how they come up with cost saving things – they're very efficient and watch our spending
- Online permitting has helped tremendously



- We always hear positive input about the dog park – residents LOVE the dog park
- Parks and Grounds does a great job
- The website has been a godsend – people don't need to call or we can give people more detail from the website
- Code Enforcement does a great job on evenings, weekends and all the after-hours work
- The MIS Manager has changed the culture of the department by examining all facets of MIS services and giving the City direction with respect to MIS services. She thinks efficient processes, but is still open to new ideas and innovation.
- The City works pretty hard at minimizing cost every day
- We've given such outstanding services for so many years – the residents have come to expect us to bend over backwards for them

### **OFF's**

- Ask the residents which services are not valuable to them and for their cost-cutting ideas.
- Moving houses should not be a key city service
- Cut down on beautification – the future maintenance brings on future expenses
- Compared to nearby communities, the City has built-up a very high level of expected customer service. Impending cuts will surely be a painful experience for residents requiring unforeseen attention.
- Need to use project codes for all work
- Minimize cost in larger projects by looking outside the project
- Use more drought tolerant and maintenance free landscaping
- Double-up personnel in city vehicles and coordinate jobs in same area
- The mowing operation is too segregated
- Outsource the Fire Department to the County - it would provide a higher quality service to city residents if they had ambulance and paramedics from the County. Citizens think they'd be losing something but they'd actually be gaining much more
- Outsource Fleet Maintenance
- Eliminate the taping and airing of Council meetings. Much of the information is available on the website and could be enhanced to include additional features.
- Let us do more projects in-house rather than contract out
- Beautification projects are very attractive but they are authorized without funding for personnel and future maintenance
- The cul-de-sac program should be discontinued – the residents do not maintain the beautification projects once they are put in
- There is an overkill on beautification
- Use sprinklers instead of employees to take care of plants
- Projects keep being added with no funding
- Too much beautification that takes constant maintenance – can't keep up
- Changing landscaping continuously at the Public Safety Building is a waste
- Warehouse shouldn't have to shut down when one person is gone

- Often time get tasks sent “from above” that get us off our basic schedule
- Have one single vehicle maintenance fund to take care of all city vehicles
- We’re going overboard on signs – 10 signs on one street is overkill
- Cut down on Christmas lights to save money...use more sparingly
- We have sign pollution and are over powered by signs – duck crossing, squirrels, share road etc.)
- Keep better track of administrative staff time charges to Utilities
- Consider 1x per week trash pick-up
- Seawall maintenance is not a key service – the city is maintaining these for next to nothing a year
- Use contractual services less
- I believe the City could be more efficient with Fleet Maintenance
- Reduce fuel costs for cop cars – why do we purchase such big engines for amount of land space in the City
- If any personnel are cut we won’t have the resources to give the same level of services to residents who expect such high levels
- There is too much staff time and donations made for events that we should charge the event holders for
- Police and Fire should not leave their vehicles running when they are talking to people
- Fleet Maintenance is an unnecessary service – the tack-on charges make it too costly and the big jobs they send out for maintenance anyway
- There are way too many poinsettias which will only be thrown away – can get the same effect with less that still has the feel of the holiday season
- Keep better track of general fund time spent on enterprise funds
- The accountability of supervisors to control buying needs to be tightened
- The cost of the artificial turf was not necessary
- There seems to be a lot of money spent on studies
- The vehicle replacement policy needs to be looked at – keep cars longer and cut down on police take-home vehicles
- Slow-up on planting and beautification – it’s time to cut back and we are in a water drought
- Have police and fire maintain their own grounds – they are well qualified to use a hose
- Why can’t CM use a pool vehicle – it is not fair that he can use his for personal use
- Beautification of medians is a waste of time and money and it is difficult to see traffic
- Replacement of Police Chief’s vehicle every three years is ridiculous
- There are way too many trees – the water use for keeping up the beautification is excessive
- Use more efficient cars in PD
- Use more volunteers throughout city for low priority projects/tasks
- Do without some of the trees around here – it can be a hazard on some corners

- Look into allowing advertising on City vehicles and buildings – equipment might be used more if it was sponsored
- We don't sell ourselves good enough and all the things we do
- Look into bringing the services we outsource in-house
- ALS should be looked at for the future as an important service
- Put on hold the fountain and other Laishley park amenities in order to fund higher priority key service projects
- Do we really need an accredited Police Department – it seems like an expense that in hard times could be cut
- We have a beautiful city – but going overboard on tree planting
- The little white lights on the traffic signals are never watched or maintained
- The speed pads put in on Marion were the biggest waste of money
- Stop putting so many trees in medians – they cause accidents, block vision and have to be irrigated
- Moving the Indian was not a key service – it was put in the dumbest ass place and it takes away from the Freeman house
- The fake grass was too expensive of a project when the city is trying to pay salaries
- Too many poinsettias – they are poisonous to animals and people try to walk off with them
- Cut down on Christmas decorations – they do not need to be in every place
- The Clerk's office is never busy and could probably minimize staff
- Use more Xeriscape in beautification – it is irresponsible to use the plants we use
- Beautification is great but we keep adding more with no way to pay for it. Most residents are willing to pay more to keep things beautiful
- Get rid of AS400 system when fiscally feasible
- Have public works and utilities share equipment
- The city has no money but keeps planting more trees
- Publicize the city's non-emergency numbers better
- Cut down on the amount of parades and the Block Party
- As a resident I have no need for twice-a-week garbage pick-up
- Parks had to increase their budget \$60,000 last year just to maintain the landscaping put in the year before
- It would have been nice if the lights on the bridge were more decorative
- Surprised the City has not accepted wells for landscaping – it's time to change that thinking
- Money spent on survey for Wi-Fi was ridiculous in tough times
- We ask everyone else to cut down – why aren't we with water & landscaping
- We lost \$63,000 of plants because of drought – even drought tolerant plants can't survive
- Trucks don't need running boards, tool boxes, push bars and fancy hubcaps
- It is inefficient that we spend a lot of money on “squeaky wheels” who can be unpleasable no matter what we do

## **RESULTS**

### **Statement or Question About the Organization**

How satisfied are the residents of the City with the services provided by our organization?

How do you think the City's performance measures up to the performance of other cities or similar organizations?

How open is the organization to innovation?

How well are the organization's employees satisfied?

How much does the organization accomplish relative to the size of the budget?

### **Key Strengths**

- We receive a relatively small number of complaints from the public
- The City is open to innovation
- Problem-solving by progressive thinking is encouraged and recognized by the City Manager.
- We do well with our budget especially when compared to adjacent municipalities – we do more with less
- We provide a heck of a service – the residents seem very happy
- We give extra when we are out there
- We constantly try new things in the City
- CM supports innovation
- Low turnover of employees
- High satisfaction of residents
- We are much more approachable and visible than the County
- Services performed within the City's budget are substantial
- Our police department provides a hell of a better service than the sheriff's department
- Citizens as a whole are very satisfied, especially when comparing to other cities.
- We hear all the time that we are doing well
- We encourage and foster change
- We cover for each other – we're a close knit team and we're like a family
- Most residents are satisfied but they don't realize all the work we do late and after hours
- The residents we talk to have told us they've never run across a rude employee and that we are always responsive
- It's my opinion that there is no worthier cause than working for the public
- Complaints are responded to within 24 hours if possible – and sometimes in an hour or two
- We get e-mail and calls from residents amazed at our service and how quick it is
- We follow-up with satisfaction after giving a service to allow residents to tell us how well we do our tasks
- I've heard nothing but praise from people who had to deal with the county and then deal with us

- Having worked for several private and public entities in my career, I measure Punta Gorda's performance as exceptional in comparison to large and small organizations
- Our City is proactive in providing services and we're open to public and employee input
- We've got fake grass – how much more innovative could you be?
- There are more smiles on people's faces than ever before
- I am so impressed with this City since I came here
- In 30 years of working, I have never seen an organization of employees more warm, open-hearted and kind as the City's employees
- I wouldn't trade working with our city family for anything – it is something to be treasured
- Upper management is absolutely open to innovation – although many employees are resistant to change
- City is proactive not reactive especially at the top
- The City does not jump on every new bell and whistle but rather studies them and then applies it if workable
- We're tight on our spending – the City had a disaster and rallied back which is a good rationale for a tax increase
- I don't see a great deal of waste which makes me believe our intake of funds needs help far more than service reductions
- We address problems quicker than Charlotte County
- The City Manager, Assistant City Manager and new department heads are better than they've ever been – we need to ask residents for the tools to keep such good services
- Management changes have been a big plus
- Over the years I've seen a lot of changes that the City was willing to be innovative and try
- Thank God for CM's bike rides
- I was raised here and have seen the City change in a positive way
- Publications always give us credit – we were even named one of the top ten safest places to live
- Kids are so glad to see city police officers in the schools instead of the County
- The biggest factor for annexation is that the city services are so far superior
- Our citizens are truly spoiled with the amount of services they get for the amount they pay
- In other organizations, you would never sit down with your administrators like this – it's great
- Our response time is phenomenal compared to the County
- I applied for a job at the County the same time I applied here – they are still processing my application!
- Our response times are better than other organizations
- We are heads and tails above other governmental agencies
- I've heard county residents say that they wish Punta Gorda police could respond since it takes so much less time

- We're head over heels above the county – we're more community oriented and give services well beyond them
- We are a small enough community that it allows all departments to look into things that big cities can't
- We pamper our residents quite nicely
- We address issues most expediently compared to other organizations
- We had to become innovative when the CM came here
- We do really good in our performance – it is surprising that a resident can call to “The Top” and their phone call is answered
- I feel our residents are very happy – so much so that I feel bad when I have to forward a call to the County who are too big for personal service

#### OFI's

- Ask the residents how satisfied they are through a survey
- Morale suffers among employees due to work environment and economic concerns
- Longevity of employees is ignored and not recognized
- Employees are generally happy with their jobs, but an underlying feeling still persists that general employees are being slighted when compared to other areas and bargaining units.
- Raise taxes – the City runs efficiently on the money it's given from the residents and has been a good steward with those funds – it feels we are being punished to have to cut more
- It is not unreasonable for a City that had a hurricane and pounded to resort to expanding its tax intake
- Some departments cannot be open to much innovation/change because they have to maintain existing processes as part of their core service
- More online services like other cities have
- We're doing our part to reduce expenditures and generate revenue – now Council should look at their end to bring in funds with a small tax increase
- Redo the citizen survey to see if we've improved on feedback from the last survey.
- As we increase rates, residents will be more critical of our services
- Council needs to bite the bullet and raise taxes
- More services cost money and we'll need more to get those levels of services
- People don't necessarily know what is us versus Charlotte County
- Even though we have good jobs, the economy still makes it hard for young couples to live here since the City is not really affordable
- This is a good opportunity to increase taxes because Council has held the line so well for so long
- The storm caused a loss in taxes and at some point we need to make up for that loss
- Council rolled back taxes for 10 years and continued to increase services – it is now biting us in the butt
- Dropping the tax rate leaves no buffer for times like these

- The City needs more long-term vision when setting the millage
- Raise taxes closer to County – as a resident I don't mind paying extra money a year to keep our good services