

City of Punta Gorda, Florida

STRATEGIC PLAN

May Progress Report

Fiscal Year 2020



Punta Gorda
FLORIDA

CITY COUNCIL

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Lynne Matthews, Vice Mayor (District 4)
Debby Carey, Council Member (District 2)
Jaha Cummings, Council Member (District 1)
John Miller, Council Member (District 3)

CITY OFFICIALS

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David Levin, City Attorney
Karen Smith, City Clerk

DEPARTMENT DIRECTORS & MANAGERS

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Pam Davis, Police Chief
Macalle Finkle, Paralegal/Assistant to City Manager
Tom Jackson, Utilities Director
Rick Keeney, Public Works Director
Joan LeBeau, Urban Design Manager
Melissa Reichert, Communications Manager
Brad Schuette, Information Technology Manager
Kristin Simeone, Finance Director
Phil Wickstrom, Human Resources Manager

Table of Contents

Overview 2

Vision 3

Mission 4

Values 4

Strategic Priorities and Goals 5

 Financial/Economic Sustainability 6

 Infrastructure Sustainability 11

 Partnerships, Communication and Collaboration 16

 Strategic Communications Positioning 19

 Quality of Life 21

Overview

The Strategic Plan (herein referred to as the “Plan”) is used to set the overall goals for the City, provide direction to City departments, and create the basis for each year’s annual budget. The plan provides a tool for more effective and economical operations and demonstrates to the public that careful consideration has been given to future development and direction of the organization. The Plan provides a realistic view of the expectations for the organization and community at-large. The diagram below shows how the pieces of the Plan fit together.



On April 27, 2005, City Council approved moving forward with development of its first strategic plan and solicited input from residents, boards and committees, civic groups and staff on priorities to be addressed. Since 2005, the City has annually adopted a strategic plan. The FY 2013 Plan, which was developed after solicitation of input and engagement from the entire community followed by two workshops focusing on all elements of what make up a strategic plan, formed the base from which future action items evolved. Preparation of the FY 2014 Plan took a slightly different direction than the previous year, which involved a more thorough review of the City’s mission, values, vision and goals.

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

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

The plan helps us stay focused in our near term objectives and tasks, while still keeping our eye on the long range perspective of our actions. Our strategic plan is dynamic and can be adjusted or molded from time to time as needed. It is a working document that evolves as development takes place. Throughout the year, we will provide status reports on our progress. In this way, it is a document by which we can measure our success and by which the community can evaluate our performance.

Vision

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

“Punta Gorda is the model for small cities in the U.S. to live, work and play.”

Vision Elements:

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

As shown above, the core of the City’s vision includes elements of sustainability. Sustainability is the ability of communities to consistently thrive over time as they make decisions to improve the community today without sacrificing the future. Sustainability can provide an organizing framework for building better and stronger communities. Building sustainable communities is at the core of the leadership responsibilities of local government leaders. A sustainable community demonstrates through policy and practices a long-term view and respect for people and for place. The sustainable community will assess impact on the following three areas - ensuring a positive effect on the environment, establishing that there will not be a drain on community resources, and making certain that disparaging treatment for any sector of the community will not be created.

Sustainable communities are those that maintain a reliable economic base, practice sound financial management, provide a stable environment for their residents, and act as stewards of their land and other environmental resources. These actions are defined as follows:

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

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

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

Mission

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

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

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

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

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

“To enhance Punta Gorda’s identity as a vibrant waterfront community, unique in character and history, and one of the most desirable places to live, work and visit.”

Values

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

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

Through public input garnered from the community survey and workshops, Punta Gorda’s residents and leaders value the City’s small town, self-sufficient, community-partnerships nature. In this vein, the City

should pursue policies and actions that enhance these elements. Revised, key values of the City organization are:

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

Strategic Priorities & Goals

While the City’s vision has set the course for the future, the strategic priorities highlighted below provide the roadmap that encompasses governing policies and strategies, operational approaches to implementing the strategies and performance measures/timelines to ensure achievement of these strategies. Included in each section are goals that specify how the general policy directions of the organization’s mission will be carried out, and action items that aim to accomplish desired goals.

Based on input received during the community engagement sessions, City Council has established five strategic priorities identified below and goals highlighted within each priority area.

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

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

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

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

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

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

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

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

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

- Goal:** Continue best management practices in financial planning and appropriate reserves policies
- Goal:** Identify sustainable spending policies and appropriate technologies to support business operations and connect the City with the community
- Goal:** Strengthen & diversify the City’s tax base to increase the commercial base, for example, through annexation
- Goal:** Support Charlotte County efforts to facilitate and nurture high priority economic development projects
- Goal:** Ensure the competitiveness of Punta Gorda’s business climate
- Goal:** Enhance workforce development and diversity in the City organization

Action Item	Timeframe	Status
Internal		
Conduct comprehensive re-evaluation of Strategic Plan with City Manager’s Office as facilitator.	January/February 2020	Strategic Plan workshop held 1/24/2020. Information gleaned from both current Plan and Citywide Master Plan to be used for determination of action items and smart goals. <i>FY 2021 Plan approved by Council 5/6/2020.</i>
Conduct budget updates and/or workshops based on financial trends and fiscal forecasts included in the long-range financial plan, program of service overviews and alternatives to eliminate any projected budget gaps. Use revised Strategic Plan as an additional framework for development of annual budget.	January through September 2020	See comment above on strategic plan workshop. Long range financial plan presentation scheduled for 2/19/2020 Council meeting. Council reviewed proposed fair share impact fee ordinance and rates at its 1/8/2020 meeting and recommended a three-year phase in as follows: 50% of proposed increase in year one, 75% of increase in year two, and 100% increase in year three. Public hearings on impact fee ordinance to be February 2020. <i>Long Range Financial Plan presented 2/19/2020. Council approved impact fee rates at 100% of recommended level in year one at its 2/19/2020 meeting. Rates to be effective 5/20/2020 with 60-day grace period for payment. Community conversation on budget cancelled due to COVID-19 social distancing guidelines. Instead community submitted budget suggestions via email. Utility rate study underway in light of septic to sewer and wastewater plant expansion projects. Refinanced CRA debt which resulted in savings of \$565,000 over life of</i>

		<p><i>remaining term and average annual debt service savings of \$76,500. FY 2021 Strategic Plan approved at 5/6/2020 Council meeting. FY 2021 General Fund and Information Technology Budget updates presented at 5/6/2020 Council meeting. General Fund budget being developed based on rolled back rate as revenue target. FY 2021 Sanitation, Building and Marina enterprise funds budget updates presented at 5/20/2020 Council meeting. Staff to bring back proposal for boat trailer parking fees.</i></p>
<p>Initiate implementation of Plan Punta Gorda Citywide Master Plan 2019 in accordance with Plan recommendations as directed by Council.</p>	<p>October 2019 through September 2020</p>	<p>Council accepted Citywide Master Plan at its 11/6/2019 meeting. Directed staff to develop contract amendment with Dover Kohl to re-write land development regulations and amend comprehensive plan in accordance with Plan recommendations in all character areas with exception of special residential overlay districts. Scope and contract under review by staff. <i>Contract approved by Council 2/5/2020. Meetings held with City staff and individual Council members March and April to initiate re-write process. Preliminary outline of comprehensive plan amendments delivered to City 5/14/2020. Amendments to be discussed at either 6/17 or 7/1/2020 Council meeting.</i></p>
<p>Undertake recruitment process to hire new City Manager.</p>	<p>January through December 2020</p>	<p>Council reviewed recruitment process, schedule and position profile at its 1/22/2020 meeting. Additional Council review to occur at 2/5/2020 meeting. <i>Recruitment process approved 2/5/2020. Community stakeholders interview committee approved 3/4/2020. Council to review applicants and develop list of finalists to be interviewed during week of 6/22/2020. New City Manager contract projected for 8/19/2020.</i></p>
<p>Seek new technology and applications that will help connect the City and the community and deliver services and information in a timely, cost-effective</p>	<p>Ongoing</p>	<p>Status as follows: – Replace Code Red Emergency Communications system with Everbridge (Complete)</p>

<p>manner to include server upgrades; geographic information systems enhancements; upgrading field connectivity, network security upgrades, and customer online portals.</p>		<ul style="list-style-type: none"> – Upgrade Public Safety CAD/RMS/MCT software (<i>Complete</i>) – Implement Public Records Request Tracking software (<i>Complete</i>) – Upgrade Naviline Enterprise Resource Planning (ERP) software interface to Windows based HTML5 program (<i>Complete</i>) – Upgrade to Fire Reporting software (<i>nearing completion</i>) – Implement Electronic Timekeeping System Citywide (<i>testing underway</i>) – Replace Novus Agenda/Meeting Management (July 2020) – Continued Computer Equipment 4-year Replacement Cycle, Enterprise GIS implementation and upgrade City Information Technology Cybersecurity
<p>External</p>		
<p>Pro-actively support public/private efforts that facilitate development of undeveloped properties identified in Citywide Master Plan as growth nodes within focus areas.</p>	<p>Ongoing</p>	<p>Staff met with representatives of Terracap to review preliminary plans for multi-family development on north side of Jones Loop Road. At its 12/4/2019 meeting, Council directed staff move forward with proposed Interstate Zoning District regulations before Planning Commission and City Council, in an effort to spur development and future annexations along Jones Loop Road. <i>Interchange Commercial zoning regulations to be presented at June Planning Commission.</i></p>
<p>Initiate revisions to Land Development Regulations as identified in Citywide Master Plan.</p>	<p>FY 2020</p>	<p>Council approved draft scope of services for revisions to comprehensive plan and creation of unified land development code at its 12/4/2019 meeting. Scope sent to Dover Kohl for review and submittal of cost. Scope and contract under review by staff. Contract projected to be presented at 2/5/2020 Council meeting. See comment regarding creation of interstate zoning district above. <i>See update under internal section.</i></p>

Key Performance Indicator	Actual FY 2018	Projected FY 2019	Proposed FY 2020
GFOA Certificate of Conformance in Financial Reporting	Awarded	To Be Submitted	To Be Submitted
GFOA Distinguished Budget Presentation Award	Awarded	Awarded	To Be Submitted
General Fund recurring revenues aligned with recurring expenditures	106%	94%	98%
Unqualified Audit Opinion	Achieved	To Be Determined	To Be Determined
% compliance with financial management policies	100%	100%	100%
Tax base diversity (goal 75% residential & 25% commercial)	90.3% residential 9.7% commercial	89.9% residential 10.1% commercial	89.5% residential 10.5% commercial
Annexation (acreage and type)- Fully map out desired annexation areas.	26.7 acres developed commercial	13.78 acres vacant commercial	50+ acres vacant, residential, low industrial
% of space leased in Herald Court Centre	74%	100%	100%
Cost per capita – General Fund services	\$980	\$1,142	\$1,086
Utility rates in relation to 16 SWFL communities	2 nd lowest	2 nd lowest	2 nd lowest
Solid Waste rates in relation to SWFL communities with comparable service area	+23%	+21%	+21%
Minorities in City workforce	9.1%	11%	11%
Females in Managerial/Supervisory Positions	37.5%	37.5%	37.5%
City employees per 100/Population	1.5	1.5	1.5
Taxable sales (Monthly Ave. PG MSA)	\$240 million	\$248 million	\$250 million
# of new businesses	82	80	90
# of closed businesses	57	45	60
Workforce in Charlotte County (Bureau of Labor Statistics)	63,723	To Be Determined	To Be Determined

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

As an older community and one with its own water and wastewater utility, canal/seawall system as well as an historic district, infrastructure takes on particular importance in Punta Gorda. While new infrastructure projects are well publicized and generally well received, ongoing maintenance of a city’s assets are not very visible nor always appreciated. Maintenance is never a problem until it is. The City’s insurable capital assets (i.e. infrastructure) are valued at \$120 million and consist of two components – city infrastructure and internal infrastructure, defined below.

City infrastructure is the physical system of roads, bridges, sidewalks, seawalls, drainage, water and sewer facilities. Internal infrastructure refers to infrastructure used in the provision of municipal services (i.e. fleet, information technology, facilities, office services, radio services, telecommunications, etc.). A snapshot of the City’s infrastructure is:

- 13 public buildings - City Hall, City Hall Annex, Public Works/Utilities Campus, Public Safety Building, Fire Stations 2 and 3, Water & Wastewater Treatment Plants, Bayfront Center, Freeman House, Cooper Street Center, Lashley Park Marina Building, and Herald Court Centre.
- 116 miles of streets, 849 streetlights, 19 traffic signal intersections, 4 bridges and 110 miles of seawall. The City’s canal systems are unique in that the City provides maintenance of the seawalls and canals through Canal Maintenance Districts.
- 237 miles of water mains, 129 miles of sanitary sewer, 2 storage tanks, master pumping station, booster pumping facility, 119 lift stations and Hendrickson Dam (reservoir).
- 23 parks totaling 122 acres and 9 miles of Pathways (harborwalk, linear park, MURTs)
- 208 motorized pieces of equipment (fleet, cranes, boats, compactors).
- 96 Windows Servers (85 virtualized), 4 virtual server hosts (four-node VMware ESXi cluster.), 1 IBM midrange server, three-node VMware Virtual Desktop Interface (VDI) ESXi cluster, four datacenter switches, twenty-one access switches, three firewalls (2 a state of the art next-generation firewall), two Storage Area Networks (SANs). Thirty-five wireless access points, VoIP phone system with 250 phone sets, 5 miles of dark fiber, a total of 320 PC’s, laptops, and tablets.

Issues to be addressed to ensure sustainable infrastructure include:

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

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

Goal: Complete the 18-mile pedestrian/bicycle pathway connecting all neighborhoods

Goal: Maximize use of new technology in applicable areas

Goal: Apply best management practices and systems in infrastructure maintenance

Goal: Establish a long-range plan that ensures infrastructure is in place to meet projected growth demands

Action Item	Timeframe	Status
Undertake through design, permitting and/or construction a myriad of ongoing infrastructure improvements including:		
Street Resurfacing (citywide)	FY 2020	Streets identified for resurfacing completed. <i>Utilities completed replacement of sewer line on East Charlotte and resurfacing completed. Pavement rejuvenation completed.</i>
Drainage (citywide)	FY 2020	Council approved carryover and retained FY 2020 budget allocation at its \$300,000 level on 1/8/2020. As of 1/23/2020, 622 properties totaling 464,975 square feet of grading/sodding completed. <i>As of 5/22/2020, 742 properties totaling 556,350 square feet of sodding/grading completed.</i>
Corto Andra/Boca Grande Area Drainage Improvements with focus on land purchases and implementation	FY 2019 through FY 2021	Design 98% complete. Additional property acquisition for retention areas underway. Request for \$1 million State appropriation under consideration by legislature. <i>Council approved purchase of two large parcels for retention areas on 3/4/2020. Two small parcels remain to be acquired. Best and final offer sent to property owners of smaller properties. If not accepted, City will move toward acquisition by most efficient legal means. \$100,000 included in State budget for project and awaiting Governor’s signature.</i>
Groundwater Reverse Osmosis (RO) Water Treatment Plant	June 2020	Project remains on schedule for June 2020 completion. <i>RO water in testing mode.</i>
Taylor Street Rebricking (Harborside to W. Marion)	February 2020	Project completed.
Veterans Park Phase 2	February 2020	Project on schedule for February 2020 completion. <i>Project completed.</i>
US 41 Multi-Use Recreational Trail/Alligator Creek Pedestrian Bridge	April 2020	Project on schedule for March/April 2020 completion. <i>Project completed.</i>

Gilchrist Park Renovation Harborwalk only	FY 2020	Council approved 90% plans at its 12/4/2019 meeting. City received Water Management permit 12/9/2019. Construction bid package being reviewed by staff. <i>Construction contract awarded 3/18/2020 with six-month completion timeframe upon issuance of notice to proceed. Construction initiated week of 5/4/2020.</i>
Madrid Blvd. Sidewalk (Tripoli to east drive of Burnt Store Promenade shopping center)	FY 2020	Contract awarded and construction to occur through May 2020. <i>Project completed.</i>
Ponce de Leon Park Redesign/Construction	FY 2020	Redesign and construction on hold. Wildlife Center negotiating with City to relocate to City-owned property on West Henry. Repairs to boardwalk, seawall and pier to move forward. <i>Repair work under review by Army Corps of Engineers for permitting.</i>
Buckley's Pass Additional Harbor Access Channel	February 2020	Dredging underway. Project on schedule for April 2020 completion. <i>Project completed. Reconciliation of revenues and expenses underway.</i>
Shreve Street Multi-Use Recreational Trail Lighting	September 2020	Staff will assign an additional task order to CPH Engineering for this design project once Cooper Street and Airport Road Trail projects are further along in the design process. <i>Design to be handled inhouse by City staff. Scope under final review prior to bidding.</i>
Cooper Street and Airport Road Multi-Use Recreational Trail Design	FY 2020	Council approved design contracts with CPH Inc. for Airport Road and Cooper Street, 8/21/2019 and 10/16/2019, respectively. Design contract is underway anticipated design completion by early 2021
Update plan for all major infrastructure categories to include fleet, equipment, buildings, grounds, streets, utilities and lighting. Incorporate infrastructure-related recommendations identified in Master Plan within five-year capital improvements program.	FY 2020	Capital Improvements Program status report presented at 12/18/2019 Council meeting. See status of wastewater treatment plant improvements plan below. <i>Five-year general fund capital outlay plan presented to Council 5/6/2020.</i>
Review alternatives of products and construction methodology for seawall maintenance and construction. Present report findings before canal maintenance advisory committees and City Council.	FY 2020	Study projected for review by PGI and BSI Canal Maintenance Advisory Committees in June 2020 timeframe.

<p>Initiate implementation of Financial Plan for Transition from Septic to Sewer in Utility Service Area, as prioritized in Sewer Master Plan.</p>	<p>FY 2020 through FY 2023</p>	<p>Septic to sewer financial plan presented at 8/21/2019 Council meeting, at which direction given to staff to forward plan to County Commission for consideration and partnership with City for Charlotte Park area. Individual meetings held with County Commissioners. Issue to be placed on 2/18/2020 County utility board agenda for Commissioner consideration. <i>County Commission agreed to establish MSBU for Charlotte Park once City brings the project forward for implementation. Commission also stated County would not fund any portion of project in City's utility service area. City utility rate study underway with proposal process for selection of engineering firm to design sewer system to follow.</i></p>
<p>Wastewater Treatment Plant Capital Improvements Plan</p>	<p>FY 2020-2026</p>	<p>Consulting Engineer completed alternatives evaluation report and presented recommendations to City Council on 1/22/2020. Approval to move forward with recommended alternative and begin lease negotiations with Florida Fish and Wildlife Commission (FWC) for extension of land lease. <i>Contract amendment with CDM Smith to be lead agency for lease negotiations approved at 3/4/2020 Council meeting. CDM sent lease extension request to FWC 5/14/2020.</i></p>
<p>Add sidewalks on W. Marion and W. Olympia missing links.</p>	<p>November 2020</p>	<p>To be determined as part of 1% Local Option Sales Tax recommendations. <i>City committee did not include project as part of recommended program.</i></p>
<p>Encourage County to plan for additional event center parking.</p>	<p>November 2020</p>	<p>To be determined as part of County's 1% Local Option Sales Tax recommendations. <i>County committee included parking facility in tier one category. County Commission deleted project from further consideration as part of sales tax list (tiers one or two).</i></p>
<p>Develop prioritized list of 1% Sales Tax Projects for Council consideration</p>	<p>Completed by April 2020</p>	<p>To be determined as part of City's 1% Local Option Sales Tax recommendations. Ranking to begin on 2/24/2020. <i>City committee concluded ranking of projects on 2/24/2020 and divided them into tier one and tier two categories. Council approved list on 4/1/2020.</i></p>

Partner with Burnt Store Isles (BSI) Underground Committee to consider conversion of overhead wires to underground throughout the community	2020	Estimated project costs developed as well as community presentation. Community meeting held 1/21/2020. Straw poll projected for March 2020. <i>Ballot language for straw poll approved by Council 2/19/2020. Ballots returned to City Clerk by 4/15/2020. Vote was 80% against project. Council accepted results and dropped project from further consideration at its 5/6/2020 meeting.</i>
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Key Performance Indicator	Actual FY 2018	Projected FY 2019	Proposed FY 2020
% of projects completed within timeframe & estimated cost	81%	100%	100%
Fuel use (gallons)	148,728	155,000	163,000
Five-year capital improvements program that identifies infrastructure needs with funding source	Yes	Yes	Yes

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

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

- Goal:** Emphasize transparency in City operations, reporting, and activities
- Goal:** Promote partnership opportunities with public, private and non-profit organizations
- Goal:** Continue to seek community input in decision making process
- Goal:** Support and assist community efforts to address City priorities through recognition and process initiatives

Action Item	Timeframe	Status
Continue communications programs through neighborhood meetings, weekly reporting, televise Council meetings, social media, customer surveys, and use available technology to find new ways to provide information in a cost-effective and timely manner. Work towards live streaming of city meetings.	Ongoing	City Council meetings live streamed on YouTube. Weekly Buckley’s Pass updates presented on YouTube. Communications via Weekly updates, Facebook, Twitter, Instagram and neighborhood meetings continue. <i>City board/committee meetings streamed live. Established distinct web page devoted to COVID-19 information and initiatives. Implemented daily updates of meetings/activities for Council Members to keep community informed and respond to inquiries. Scheduled Virtual Town Hall for 6/19/2020 with use of Zoom technology.</i>
Facilitate representation and communication between Punta Gorda Housing Authority and Charlotte County Affordable Housing Advisory Council. Facilitate communication and collaboration between the City and Gulf Coast Partnership.	Ongoing	Council liaisons and City staff continue to attend housing organization meetings. City donated land on East Helen to Habitat for construction of affordable housing. Proposed impact fee ordinance includes affordable housing impact fee exemption. <i>Habitat home under construction on East Helen.</i>
Continue participation/ partnership with Economic Development Partnership (EDP), Punta Gorda Chamber of Commerce Business Development Committee, Downtown Merchants Association and TEAM Punta Gorda to enhance business development initiatives.	Ongoing	Council Members and/or City staff meet with EDP and Punta Gorda Chamber representatives on bi-monthly basis; Council Member and City Manager attend PG Chamber business development committee on monthly basis; City Manager meets with TEAM PG on monthly basis; Council Members and City attend EDP monthly investors meeting.

Optimize relationships at all levels with the City’s partners through a proactive presence (Congress, State Legislators, Charlotte County, Airport Authority, Charlotte County School District, Charlotte County-Punta Gorda Metropolitan Planning Organization, Economic Development Partnership, Charlotte County Tourism Bureau, Southwest Florida Water Management District, Peace River/Manasota Regional Water Supply Authority, Coastal & Heartland National Estuary Partnerships, TEAM Punta Gorda, Punta Gorda and Charlotte County Chambers of Commerce, Downtown Merchants Association, United Way, Homeowners’ Associations, Punta Gorda Historical Society, Punta Gorda Historic Mural Society, Punta Gorda History Center, Cultural Heritage Center of SW Florida, Punta Gorda Housing Authority, ADA Advisory Committee, PGI Green Thumbs, Drug Free Punta Gorda, Drug Free Charlotte County, etc.) which lead to effective collaboration.

Ongoing

Council and City staff regularly attend meetings of organizations identified in strategic plan. Council approved state legislative priorities on 9/4/2019 and addressed such at legislative delegation session on 10/8/2019. Council endorsed historic interpretive marker project on 12/4/2019 as part of Charlotte County Centennial. Council approved partnership with Quality Independence Group on 12/18/2019 to manage and operate agripreneur garden on East Virginia. City staff assisted Burnt Store Isles Undergrounding Committee in development of project costs and community presentation. Meeting with neighborhood held 1/21/2020. Straw poll to follow in March 2020. *Council approved partnership with Pickleplex for Phase 2 expansion on 1/22/2020, contingent on funding from County. County approved in-kind contribution for Welcome Home Vietnam Veterans event held 3/28/2020. Council and City staff participated in FDOT US 41 Corridor Vision Plan and received presentation from FDOT on 2/5/2020. Council approved partnership with National League of Cities Utility Service Partners on 2/19/2020 to provide low cost warranty program for issues related to water and sewer lines on private property. Council approved Army Airfield mural at Veterans Park on 3/4/2020 in conjunction with Mural Society. City collaborated with PG Chamber and PG Historical Society to restart farmers markets in aftermath of COVID-19. City to partner with TEAM Punta Gorda to implement America in Bloom project, if grant approved. Council approved installation of Serenity Garden in Nature Park on 5/20/2020, in conjunction with PGI Green Thumbs. Need to obtain permitting before project can be initiated.*

Emphasize transparency in operations through Citizens Academy, communications programs, posting of financial information on the City's website and thru other available technology.	Citizens Academy Jan.- Apr. 2020 Other initiatives ongoing	Administration Divisions (City Council, City Clerk and City Manager) and Fire Department held academy sessions. <i>Finance, Police, and Utilities held sessions. Remainder of Academy sessions (Urban Design, Public Works and Charlotte County) postponed due to COVID-19.</i>
Continue apprenticeship program for high school students to introduce them to our City and County government.	FY 2020	First high school academy held January 2019. Reviewing options as to how to conduct future academies based on feedback from initial session.
Create and launch Punta Gorda Police Department Youth Police Academy with 30 participants between 10 and 14 years old to be held at the Public Safety Building. Will allow outreach to area youth and give them the opportunity to learn about law enforcement.	FY 2020	Academy in planning stage. Looking for sponsors and funding.
Continue Police Department monthly citizens advisory and every other month business advisory councils to enhance communication and address issues as they arise.	Ongoing	Monthly Citizens Advisory Council and Business Advisory Council meets as stated in action item. <i>Business and Citizens' Advisory Councils kept up to date with COVID-19 trends, orders and police practices through email communication.</i>
Partner with community groups to implement Citywide Master Plan recommendations.	FY 2020	Staff met with TEAM Punta Gorda to garner input into their ideas for Plan initiatives. Other groups to follow based on FY 2021 Strategic Plan action items.

Key Performance Indicator	Actual FY 2018	Projected FY 2019	Proposed FY 2020
City Communications (Weekly Highlights Reports, Information Sharing Reports and Action Registers)	132	154	156
Citizen Interaction through Social Media	182,082	420,000	432,600
Citizen's Academy customer satisfaction rating	100%	100%	100%
Financial information on City website	Yes	Yes	Yes
Civic involvement – volunteer hours provided to City service delivery (Police and Fire)	18,000	17,500	14,000
Business Satisfaction Survey results - % excellent rating	100%	100%	100%
Punta Gorda clients served through United Way (*10% of clients served within county-wide area estimated to be city residents)	592*	To Be Determined	To Be Determined

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

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

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

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

Goal: Implement the three-year strategic communications/marketing plan for the City

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

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

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

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

Action Item	Timeframe	Status
Market City's assets to include private/public building and infrastructure improvements, downtown amenities, heritage tourism and festivals by working with public, private and non-profit agencies/organizations to develop a consistent strategy and approach that can be leveraged across all community channels.	Ongoing	Historic Preservation Board partnering with County on the Centennial Celebration. City participating in Co/op advertising with the Visitors and Convention Bureau.
Implement Year Three of Strategic Communications/Marketing Plan in partnership with above mentioned organizations. Activities include; local information guide, advertising in partner publications, PGD in airport advertising, targeted business attraction, and Sunseeker Inflight Magazine marketing.	FY 2020	Marketing in place at PGD Airport and Sunseeker Magazine. Promotion of community on Facebook, Twitter and Instagram continues.

Key Performance Indicator	Actual FY 2018	Projected FY 2019	Proposed FY 2020
New website visits	204,462	254,904	305,884
Return website visits	44,936	48,924	53,816
Microsite visits	N/A	19,240	19,817
Marketing Efforts to Support Explore Punta Gorda	N/A	17	19
Liveaboards at Laishley Marina (monthly avg.)	15	19	20
Laishley Marina Occupancy Rate	79%	90%	90%
Mooring Field Occupants	5	5	5
# of fishing/boating events	12	14	13
# of festivals/parades	67	65	60
# of sporting events (bicycle, runs, walks)	22	17	17

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

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

- ✓ The Punta Gorda Historic District includes three neighborhoods, each with their own varying level of preservation interest; a burgeoning waterfront and planned 18-mile Punta Gorda Pathways linking all neighborhoods with a pedestrian/bicycle pathway; and numerous festivals promoting the arts, culture and outdoor recreational activities.
- ✓ Within Punta Gorda are such arts and cultural facilities as the Charlotte County Event & Conference Center, Charlotte Performing Arts Center, Visual Arts Center, Artisan’s Atelier, Historic Women’s Club & Train Depot, Blanchard House Museum of African American History & Culture, Cultural Heritage Center of SW Florida, Punta Gorda History Center and numerous private art galleries/shops.
- ✓ The Charlotte Harbor ecosystem supports abundant recreational and research opportunities.
- ✓ Punta Gorda’s public safety component has achieved a ranking of being the second safest city in Florida for communities with a population between 15,000 and 20,000.
- ✓ The City places an emphasis on land development regulations that are modeled after new urbanism, mixed-use building standards, strong code compliance and aesthetic considerations.
- ✓ The City’s potable water supply comes from the Shell Creek/Prairie Creek Watershed which flows into the Hendrickson Dam. With the exception of Total Dissolved Solids (TDS), a secondary non-health related standard for which the City has received an exemption, the City meets all primary and other secondary treatment standards. A future project will construct a groundwater reverse osmosis plant to further enhance the quality of the water supply by addressing TDS and increasing capacity when demand warrants such an investment.
- ✓ Punta Gorda continues to work toward a diverse housing mix that is affordable and attainable for all income levels, racial backgrounds, life stages and abilities.

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

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

Goal: Improve the City’s water quality

Goal: Achieve status as a waterfront destination for land and water visitors

Goal: Support and promote a pedestrian & bicycle friendly community

Goal: Ensure a diversity of housing stock that is attainable for all income levels, racial backgrounds, life stages and abilities

Goal: Continue Universal Accessibility transition plan efforts within the City

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

Action Item	Timeframe	Status
Participate in Together Charlotte activities focused on a plan to ensure diverse housing for all City residents.	Ongoing	Participation continues and affordable housing initiatives highlighted in previous action items.
Complete an update to the Parks and Recreation Master Plan (awaiting results of Citywide Master Plan).	Complete by end of FY 2020	Urban Design in process of recruiting intern to assist in data research component of Plan. <i>Intern hired and working on background information.</i>
Promote housing alternatives that meet workforce needs by reviewing how City may assist in creation of such housing to meet growing demand of workers in our area, by creatively offering developers assistance (i.e. utility incentives, etc.). With annexed land, consider opportunities for affordable housing.	Ongoing	Proposed fair share impact ordinance includes provision for affordable housing impact fee waiver as long as development retains affordable for ten years. Public hearings on ordinance to be held February 2020. <i>Impact fee ordinance approved 2/19/2020 and included affordable housing waiver.</i>
Partner with TEAM Punta Gorda and cycling groups to incorporate enhanced pedestrian amenities based on recommendations from the Citywide Master Plan. Consider bicycle friendly strategies as part of the annual road resurfacing program. Explore feasibility of implementation of dedicated bike lanes on Royal Poinciana in Burnt Store Meadows. Replace “Share the Lane” signs with “Bicycles May Use Full Lane” signs.	Ongoing	Bicycle and pedestrian improvements part of 1% local option sales tax consideration.
Assess and enhance, where appropriate, pedestrian friendly amenities in the central business district to include re-bricking, landscaping, street furniture, waste receptacles, decorative lighting, street trees and intersection access. Re-brick west side of Taylor from Harborside to Marion. Install bollard lights along east side of Taylor south of Marion intersection. Complete the bricking and lighting of Sullivan Street (W. Retta to W. Marion).	Taylor bricking – 2020 Taylor bollard lights – 2019 Sullivan bricking – 2020	Taylor bollard lights, street furniture replacement and re-bricking completed. <i>Sullivan Street bricking bid process extended due to lack of proposals. Project anticipated to occur in September.</i>
Redesign Ponce Park	TBD	See update included in Infrastructure Sustainability priority area.
Begin implementation of Climate Adaptation Plan Update if adopted by Council	Presentation of Plan October of FY 2020	Staff is seeking grant opportunities for a public private partnership demonstration project.

Key Performance Indicator	Actual FY 2018	Projected FY 2019	Proposed FY 2020
Uniform Crime Index*	341	296	337
Average patrol response time for calls for service (minutes)*	4:00	4:30	5:00
Clearance rate*	33.7%	41.8%	43.8%
Quality Assurance Review results (% satisfied with service provided by police officer) *	99.3%	99%	99%
% fire emergency calls with response time less than 5 min	76%	74%	73%
Average fire response time for calls for service (minutes)	3:56	4:01	4:00
% Waste diverted from landfill due to recycling (tons)	55% (5828)	54% (6142)	54% (6450)
Stormwater (NPDES) compliance with state standards	100%	100%	100%
Achievement of water quality standards (excluding TDS)	Yes	Yes	Yes
General Fund invested in United Way programs	\$27,500	\$27,500	\$27,500

**Police data above is reported by calendar year*