

# City of Punta Gorda



2011

## LONG RANGE FINANCIAL PLAN



## **2011 Long Range Financial Plan**

In January 2008, the City published its first Business Plan which incorporated economic and financial strategies and key performance measures into a single document. In order to augment the financial strategy component of the Plan, a long-range financial plan was developed in January 2009 to assist management in the planning and allocation of resources to achieve the City Council's goal of maintaining fiscally responsible decision making within all sectors of the organization. The Plan provided the organization with an opportunity to change or influence current policies and practices before they created critical fiscal strains on the budgetary fabric. The 2011 Long Range Financial Plan continues to present multi-year fiscal forecasts for the City's major fund groups, includes information that highlights costs on a programmatic level and discusses the City's standing with credit rating agency criteria. The Plan is shown in the following format:

- Section 1: Major Fund Five-Year Forecasts
- Section 2: Identification of City Programs and Service Levels
- Section 3: City's Standing with Credit Rating Agency Criteria

## Section 1: Major Fund Five-Year Forecasts

### General Fund

The Plan forecasts that the current revenue base will not support the existing level of municipal services through 2015. Annual deficits are projected in the range of \$1.4 million to \$2.8 million from FY 2012 through FY 2015. The forecast assumes the same millage rate for general operations and a rate associated with street resurfacing through FY 2015. The property tax base is projected to decline 2% in FY 2012, flat in FY 2013, and modest 2% gains in FY 2014 and 3% in FY 2015. The forecast also assumes an overall 3% increase in personnel-related costs (salary, health and pension) in FY 2012, 4% in FY 2013, and 5% in FY 2014 and FY 2015. Operating expenses are forecasted at 2% to 3% increases. Transfers are based on Infrastructure Sales Surtax (ISS) revenues and General Construction Fund funding requirements. The Plan model is a “baseline” projection; that is, future revenues and expenditures are estimated based on the City’s current sources of revenue and level of services.

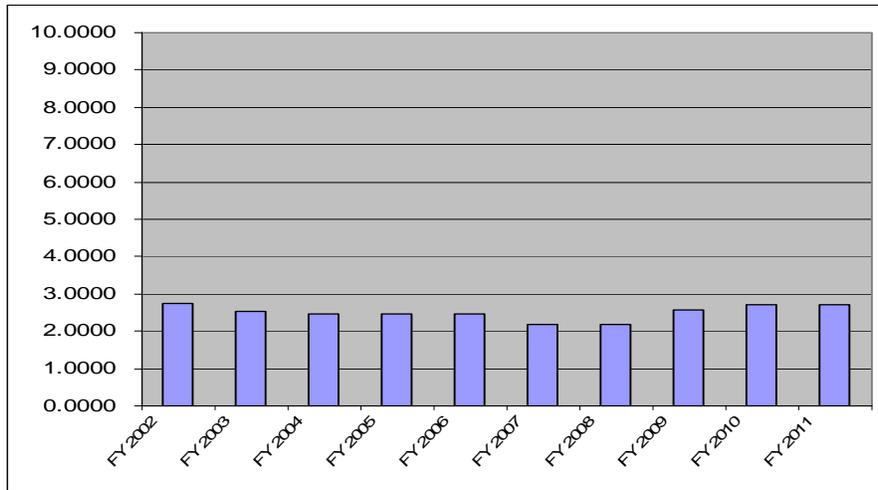
### General Fund Proforma Schedule of Revenues and Expenditures FY 2011 through FY 2015

|  | Budget<br>FY 2011 | Proforma<br>FY 2012 | Proforma<br>FY 2013 | Proforma<br>FY 2014 | Proforma<br>FY 2015 |
|--|-------------------|---------------------|---------------------|---------------------|---------------------|
| Change in Taxable Value of Property      | -7.8%             | -2%                 | 0%                  | 2%                  | 3%                  |
| <b>Revenues:</b>                         |                   |                     |                     |                     |                     |
| Ad Valorem Taxes                         | \$6,319,075       | \$6,192,694         | \$6,192,694         | \$6,316,547         | \$6,506,044         |
| Ad Valorem Taxes for Roads               |                   | 355,000             | 355,000             | 355,000             | 355,000             |
| Other Revenue                            | 10,811,662        | 10,857,010          | 11,128,048          | 11,304,054          | 9,983,598           |
| Use of Prior Year's Reserves             | 967,000           |                     |                     |                     |                     |
| <b>Total Revenues</b>                    | 18,097,737        | 17,404,704          | 17,675,742          | 17,975,601          | 16,844,642          |
| <b>Expenditures:</b>                     |                   |                     |                     |                     |                     |
| Personnel Expenditures                   | 12,018,667        | 12,389,733          | 12,884,627          | 13,527,958          | 14,203,456          |
| Operating Expenditures                   | 3,394,760         | 3,586,972           | 3,685,933           | 3,787,862           | 3,892,848           |
| Capital – Police Vehicles                | 152,220           | 215,000             | 215,000             | 215,000             | 215,000             |
| Transfers to other Funds                 | 2,468,956         | 2,186,348           | 2,481,348           | 2,509,915           | 1,003,023           |
| Transfers for Roads                      |                   | 355,000             | 355,000             | 355,000             | 355,000             |
| Debt Service                             | 38,134            | 0                   | 0                   | 0                   | 0                   |
| Contingency                              | 25,000            | 25,000              | 25,000              | 25,000              | 25,000              |
| <b>Total General Expenditures</b>        | 18,097,737        | 18,758,053          | 19,646,908          | 20,420,735          | 19,694,327          |
| <b>Expenditures in Excess of Revenue</b> | \$ 0              | \$(1,353,349)       | \$(1,971,166)       | \$(2,445,134)       | \$(2,849,685)       |

Property Values, Millage and Taxable Assessed Value

The FY 2011 millage rate of 2.7251 mills represents a 0.9% increase over the previous fiscal year (2.6996) and a 6.9% decrease from the rolled back/roll forward rate (2.9275). Included in the millage rate is an additional \$355,000 earmarked entirely for the recently revitalized road resurfacing program. The millage rate represents the second straight year the City has enacted a tax rate below the calculated rolled back/roll forward rate, which is the rate that results in the same property tax revenues, sans new construction, as the previous year.

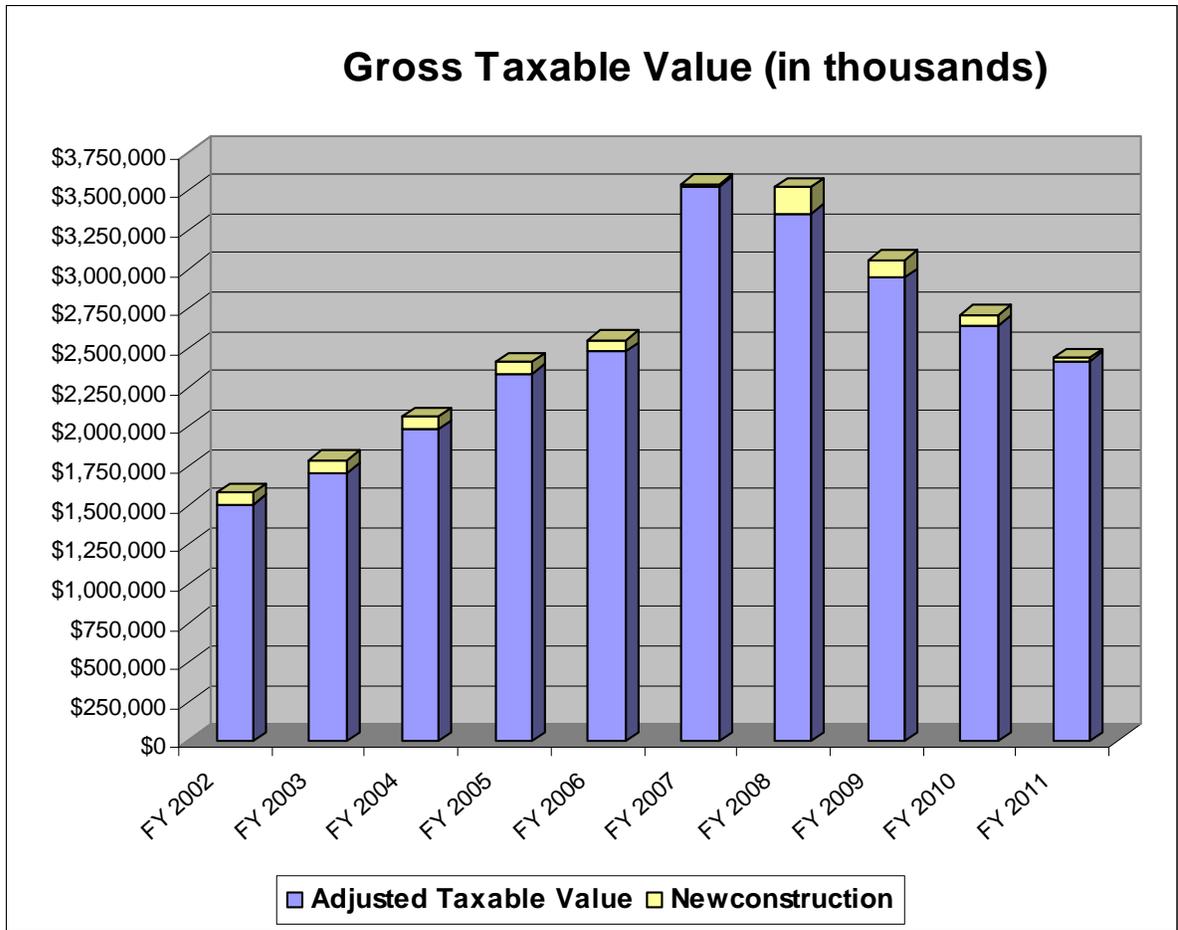
Property Tax Millage Rates  
Fiscal Years 2002 - 2011



A mill is equal to one dollar of tax for each \$1,000 of taxable value. Florida Statutes caps the millage rate at 10 mills.

**City of Punta Gorda, FL**  
**Certification of Taxable Value (expressed in thousands)**  
**Per Charlotte Co. Property Appraiser DR420**

| Fiscal Year | Adjusted Taxable Value | New Construction and Annexations | Gross Taxable Value |
|-------------|------------------------|----------------------------------|---------------------|
| FY 2002     | \$1,508,425            | \$72,205                         | \$1,580,630         |
| FY 2003     | \$1,705,542            | \$79,739                         | \$1,785,281         |
| FY 2004     | \$1,980,989            | \$79,560                         | \$2,060,549         |
| FY 2005     | \$2,339,290            | \$69,192                         | \$2,408,482         |
| FY 2006     | \$2,480,741            | \$70,755                         | \$2,551,496         |
| FY 2007     | \$3,528,967            | \$13,851                         | \$3,542,818         |
| FY 2008     | \$3,353,613            | \$168,546                        | \$3,522,159         |
| FY 2009     | \$2,946,986            | \$115,280                        | \$3,062,266         |
| FY 2010     | \$2,580,219            | \$65,914                         | \$2,646,133         |
| FY 2011     | \$2,416,569            | \$24,317                         | \$2,440,886         |



Property values have experienced a decline in the City of Punta Gorda for the fourth straight year. In previous years, the protection of Save Our Homes resulted in a majority of homestead property taxable values being below just values. Due to declining property values, the number of homestead properties at parity (market or just value equaling taxable value) has increased. Review of taxable value data shows the following:

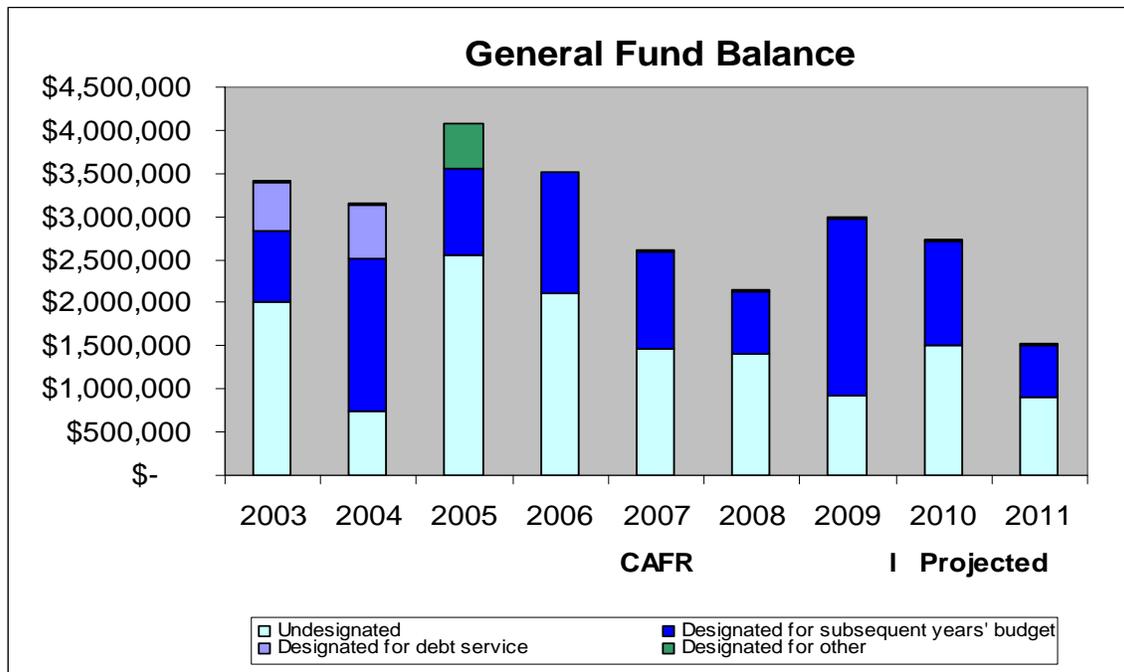
- 54% of total parcels in the City decreased in taxable value, 41% increased and 5% retained the same value. Many of the parcels that increased in value are in the undeveloped (non-homestead) residential category.
- Under 50% of parcels in the City are homestead and of those, 50% are at parity (just value equals assessed value). Based on this data, one can surmise that over 75% of the parcels in the City are now at parity, since by definition all non-homestead properties are at parity.
- The increase in the City's tax base from those parcels that experienced an increase in value is 8%.
- The decrease in the City's tax base from those parcels that experienced a decline in value is 18%. Commercial properties experienced the largest decline in value, as shown by the higher drop in value in the Community Redevelopment Area (14%) than the City as a whole (8%).

## General Fund Balance

On April 19, 2006, City Council adopted a comprehensive set of financial management policies, one of which specifically addressed a fund balance or reserve objective:

*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. The City will follow the 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.*

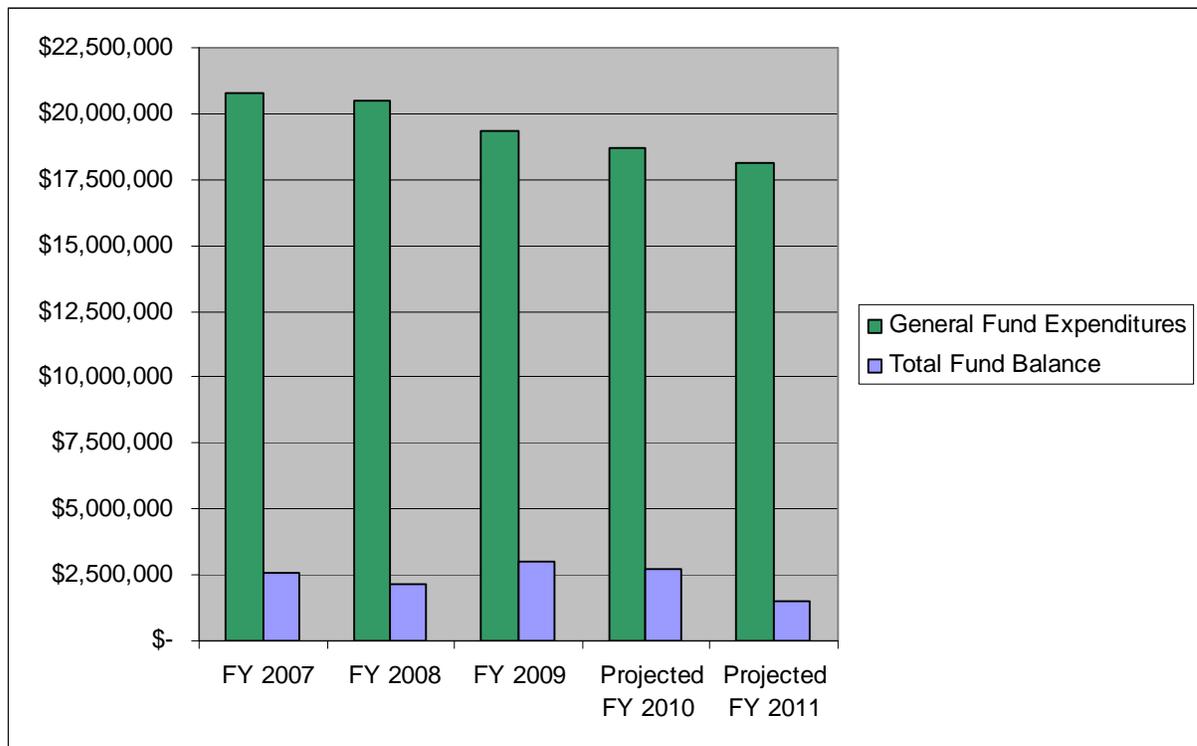
During the past four fiscal years (2008-2011), the City earmarked a portion of reserves over the minimum 5% guideline to assist in paying for ongoing levels of service until such time as the economy rebounds. The FY 2011 budget earmarked approximately \$1 million in reserves for maintaining current levels of service. We are recommending the City maintain undesignated reserves at a 10% level over the coming years as a cushion until legislative tax reform issues are resolved and stability returns in the local economy.



The table below provides a summary of the reserved/designated and unreserved fund balance for FY 2007 (actual), FY 2008 (actual), FY 2009 (actual), FY 2010 (projected), and FY 2011 (projected).

**Analysis of General Fund Balance  
as a Percentage of General Fund Expenditures  
at Fiscal Year End**

|                                  | FY 2007              |            | FY 2008              |            | FY 2009              |            | Projected FY 2010    |            | Projected FY 2011    |           |
|----------------------------------|----------------------|------------|----------------------|------------|----------------------|------------|----------------------|------------|----------------------|-----------|
|                                  | Amount               | % of Exp.  | Amount               | % of Exp. |
| Fund Balance                     |                      |            |                      |            |                      |            |                      |            |                      |           |
| Reserved for Other               | \$ 12,073            |            | \$ 13,325            |            | \$ 23,330            |            | \$ 23,330            |            | \$ 23,330            |           |
| Unreserved:                      |                      |            |                      |            |                      |            |                      |            |                      |           |
| Designated for:                  |                      |            |                      |            |                      |            |                      |            |                      |           |
| Reappropriations                 | 155,401              |            | 240,932              |            | 277,517              |            | 244,521              |            |                      |           |
| Subsequent years' budget         | 1,132,549            | 5%         | 721,756              | 4%         | 1,771,857            | 9%         | 967,000              | 5%         | 600,000              | 3%        |
| Undesignated - funds             | 1,304,812            | 6%         | 1,173,546            | 6%         | 926,440              | 5%         | 1,505,057            | 8%         | 905,057              | 5%        |
| <b>Total Fund Balance</b>        | <b>\$ 2,604,835</b>  | <b>13%</b> | <b>\$ 2,149,559</b>  | <b>10%</b> | <b>\$ 2,999,144</b>  | <b>15%</b> | <b>\$ 2,739,908</b>  | <b>15%</b> | <b>\$ 1,528,387</b>  | <b>8%</b> |
| <b>General Fund Expenditures</b> | <b>\$ 20,813,750</b> |            | <b>\$ 20,508,272</b> |            | <b>\$ 19,363,053</b> |            | <b>\$ 18,694,400</b> |            | <b>\$ 18,097,737</b> |           |



## Water & Sewer Fund

The City operates its water and sewer system as an enterprise fund and funds the operations primarily through user fees. The utility service area encompasses approximately 38 square miles and extends beyond the corporate City limits. There are approximately 21,575 water accounts and 15,900 sewer accounts. Customers outside the corporate City limits pay a 25% surcharge. Customers inside the corporate City limits pay a 10% water utilities tax.

### Proforma Schedule of Revenues and Expenses FY 2011 through FY 2015

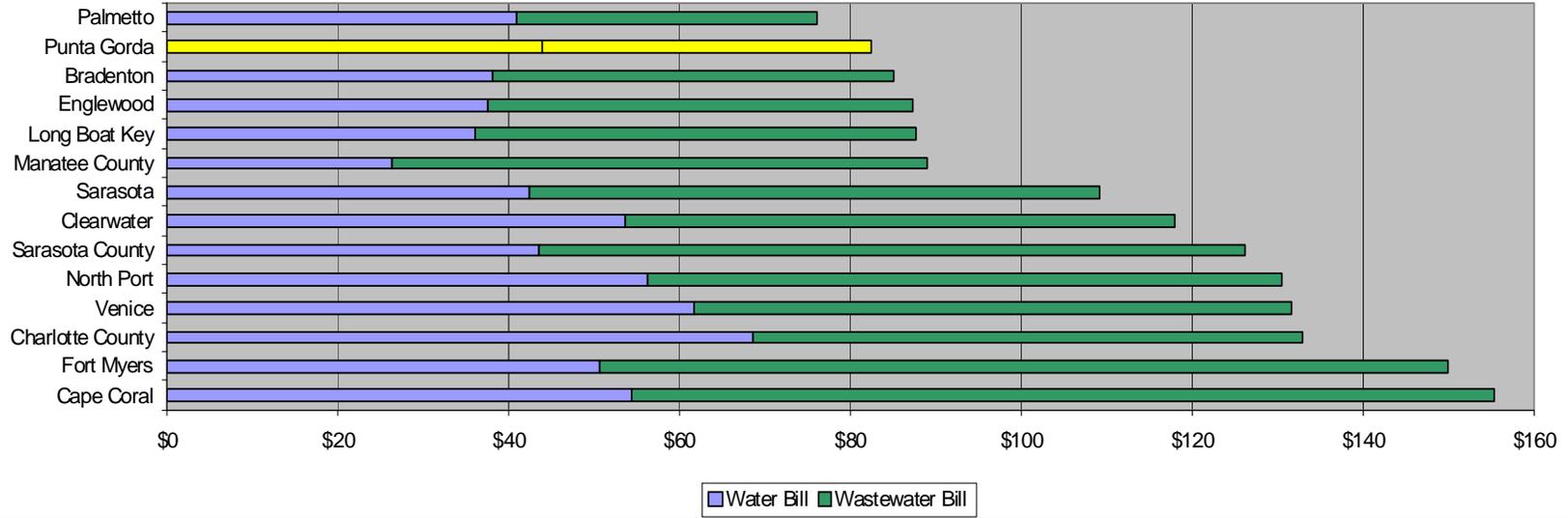
| Category                   | FY 2011           | FY 2012           | FY 2013           | FY 2014           | FY 2015           |
|----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Revenues</b>            |                   |                   |                   |                   |                   |
| Water                      | \$7,305,395       | \$7,341,922       | \$7,396,986       | \$7,470,956       | \$7,545,666       |
| Sewer                      | 5,998,515         | 6,028,508         | 6,073,721         | 6,134,459         | 6,195,803         |
| Other                      | 125,410           | 131,248           | 132,148           | 133,110           | 134,098           |
| Use of Prior Yr's Reserves | 62,652            | 1,001,551         | 1,962,841         | 703,274           | 1,244,536         |
| <b>Total</b>               | <b>13,491,972</b> | <b>14,503,229</b> | <b>15,565,696</b> | <b>14,441,799</b> | <b>15,120,103</b> |
| <b>Expenditures</b>        |                   |                   |                   |                   |                   |
| Personnel                  | 4,840,565         | 5,058,424         | 5,260,761         | 5,523,799         | 5,799,989         |
| Operating                  | 3,732,178         | 3,842,643         | 3,956,423         | 4,073,615         | 4,194,324         |
| Capital                    | 91,000            | 365,000           | 355,000           | 350,000           | 350,000           |
| Debt Service               | 2,629,319         | 2,930,846         | 3,618,007         | 2,047,614         | 2,255,616         |
| Administrative Fee         | 2,198,910         | 2,306,316         | 2,375,505         | 2,446,771         | 2,520,174         |
| <b>Total</b>               | <b>13,491,972</b> | <b>14,503,229</b> | <b>15,565,696</b> | <b>14,441,799</b> | <b>15,120,103</b> |
| <b>Surplus/(Shortfall)</b> | <b>\$ 0</b>       |

The financial pro-forma forecasts modest increases in growth due to current economic conditions. In order to pay for core operating expenses, priority capital projects and smooth out future rate adjustments, the FY 2011 budget included a 3% increase in rates. There are no other rate increases indicated through FY 2015. Operating reserves are scheduled to be used for capital and portions of debt service obligations through FY 2015. The FY 2015 ending operating reserve is projected to be approximately \$1 million.

In April 2002, the City issued \$16,200,000 in utility system refunding revenue bonds to refund all outstanding 1986 and 1992 bonds. The City pledged to maintain debt coverage ratios of 1.1 by net revenue. As shown below, adequate debt coverage ratios have been maintained over the years.

| Fiscal Year | Debt Coverage Ratio |
|-------------|---------------------|
| 2002        | 3.6                 |
| 2003        | 2.9                 |
| 2004        | 3.0                 |
| 2005        | 3.2                 |
| 2006        | 3.6                 |
| 2007        | 2.7                 |
| 2008        | 5.4                 |
| 2009        | 3.0                 |
| 2010        | 2.9                 |

Projected FY 2011 Combined Water & Wastewater Bill Survey @ 9000 Gallons Per Month



|                 | Cape Coral | Fort Myers | Charlotte County | Venice  | North Port | Sarasota County | Clearwater | Sarasota | Manatee County | Long Boat Key | Englewood | Bradenton | Punta Gorda | Palmetto |
|-----------------|------------|------------|------------------|---------|------------|-----------------|------------|----------|----------------|---------------|-----------|-----------|-------------|----------|
| Water Bill      | \$54.29    | \$50.69    | \$68.60          | \$61.74 | \$56.18    | \$43.48         | \$53.52    | \$42.46  | \$26.24        | \$35.98       | \$37.48   | \$38.08   | \$43.88     | \$40.90  |
| Wastewater Bill | \$100.97   | \$99.23    | \$64.35          | \$69.80 | \$74.26    | \$82.75         | \$64.44    | \$66.66  | \$62.77        | \$51.65       | \$49.72   | \$46.92   | \$38.47     | \$35.20  |

9,000 gallons is the assumed monthly use for calculating the single residential family monthly cost. Even with the FY 2011 increase, the City's utility rates are the second lowest among the following Southwest Florida utilities surveyed.

## Community Redevelopment Agency Fund

City Council created the Community Redevelopment Agency (CRA) in 1989 as a mechanism to carry out the goals and objectives of the Downtown Redevelopment Plan and Eastside & Downtown Planning Study. Projects constructed within the CRA are funded by property owners within the CRA from tax value increments generated over the 1989 base year. The tables below provide histories of taxable value and revenue generated from such property taxes since FY 2002.

| Fiscal Year | Gross CRA<br>Taxable Assessed<br>Value | Percent<br>Increase or<br>Decrease |
|-------------|--|------------------------------------|
| FY 2002     | \$192,464,248                          |                                    |
| FY 2003     | \$207,196,204                          | 7.65%                              |
| FY 2004     | \$232,811,067                          | 12.36%                             |
| FY 2005     | \$243,631,799                          | 4.65%                              |
| FY 2006     | \$205,246,835                          | -15.76%                            |
| FY 2007     | \$383,774,587                          | 86.98%                             |
| FY 2008     | \$367,113,862                          | -4.34%                             |
| FY 2009     | \$311,130,098                          | -15.25%                            |
| FY 2010     | \$290,592,852                          | -6.60%                             |
| FY 2011     | \$249,408,815                          | -14.17%                            |

| Fiscal<br>Year | City TIF<br>Contribution | County TIF<br>Contribution | Total       |
|----------------|--------------------------|----------------------------|-------------|
| FY 2002        | \$291,455                | \$501,094                  | \$792,549   |
| FY 2003        | \$306,095                | \$585,930                  | \$892,025   |
| FY 2004        | \$358,268                | \$704,460                  | \$1,062,728 |
| FY 2005        | \$383,733                | \$739,041                  | \$1,122,774 |
| FY 2006        | \$293,400                | \$636,131                  | \$929,531   |
| FY 2007        | \$627,124                | \$1,394,380                | \$2,021,505 |
| FY 2008        | \$591,466                | \$1,236,559                | \$1,828,025 |
| FY 2009        | \$562,664                | \$1,250,570                | \$1,813,234 |
| FY 2010        | \$538,621                | \$1,179,077                | \$1,717,698 |
| FY 2011        | \$433,000                | \$947,865                  | \$1,380,865 |

Over 60% of the CRA tax base is commercial and professional uses.

The above trend of reductions in City and County tax contributions to the CRA has resulted in a revised fiscal forecast through FY 2015. The forecast now projects that by FY 2015, the CRA will experience a budget gap that can be mitigated by increases in property value, new development on the tax rolls and/or lease proceeds. The following proforma is based on conservative growth assumptions, with an additional hotel included in FY 2015 and a major commercial development in FY 2016. Even with the new development, there is indication that an alternative funding source should be identified to fulfill the debt obligations for the Herald Court Centre by the end of FY 2014, as well as

outstanding debt on prior improvements in the CRA district, including the Laishley Park Marina. It is anticipated that once the economy rebounds there will be adequate revitalization within the CRA district to meet the funding requirements, however the timing of that recovery is unsure.

**City of Punta Gorda, FL  
Community Redevelopment Agency  
Proforma Schedule of Revenues and Expenditures  
FY 2011 through FY 2015**

|  | <b>Proforma<br/>FY 2011</b> | <b>Proforma<br/>FY 2012</b> | <b>Proforma<br/>FY 2013</b> | <b>Proforma<br/>FY 2014</b> | <b>Proforma<br/>FY 2015</b> |
|--|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Change in Taxable Value of Property    | <b>-14%</b>                 | <b>-1%</b>                  | <b>0%</b>                   | <b>5%</b>                   | <b>5%</b>                   |
| <b>Revenues:</b>                       |                             |                             |                             |                             |                             |
| Tax Increment Financing (TIF)          | \$1,413,762                 | \$1,396,251                 | \$1,396,251                 | \$1,466,064                 | \$ 1,579,367                |
| Other Revenue                          | 213,627                     | 323,905                     | 321,672                     | 324,007                     | 325,913                     |
| <b>Total Revenues</b>                  | <b>1,627,389</b>            | <b>1,720,156</b>            | <b>1,717,923</b>            | <b>1,790,071</b>            | <b>1,905,280</b>            |
| <b>Expenditures:</b>                   |                             |                             |                             |                             |                             |
| Operating Expenditures                 | 254,905                     | 229,065                     | 233,342                     | 237,738                     | 242,259                     |
| Debt Service                           | 754,741                     | 1,322,368                   | 1,370,818                   | 3,156,898                   | 3,152,498                   |
| <b>Total Expenditures</b>              | <b>1,009,646</b>            | <b>1,551,433</b>            | <b>1,604,160</b>            | <b>3,394,636</b>            | <b>3,394,757</b>            |
| <b>Excess Revenue (Shortfall)</b>      | 617,743                     | 168,723                     | 113,763                     | (1,604,565)                 | (1,489,477)                 |
| <b>Projected Carryover - Beginning</b> | 1,009,997                   | 1,627,740                   | 1,796,463                   | 1,910,226                   | 305,661                     |
| Debt Service Reserve                   | (1,000,000)                 | (1,000,000)                 | (1,000,000)                 |                             |                             |
| <b>Projected Carryover - Ending</b>    | <b>\$ 627,740</b>           | <b>\$ 796,463</b>           | <b>\$ 910,226</b>           | <b>\$ 305,661</b>           | <b>\$(1,183,816)</b>        |

**Sanitation Fund**

The City operates its sanitation services as an enterprise fund and collects refuse two days per week and yardwaste one day per week for approximately 10,200 residential accounts and 650 commercial accounts. A 2-bin curbside recycling program has been implemented for all residential units, collected one day per week. The FY 2011 budget retained the annual rate of \$19.20 per month or \$230.40 per year for the residential customer and the same level of service. To compare the City's rates with surrounding jurisdictions, a survey was undertaken during July 2010 and updated December 2010.

**City of Punta Gorda  
Sanitation Rate Comparison with Neighboring Communities**

| <b><u>Jurisdiction</u></b> | <b><u>FY 2010<br/>Cost/Year</u></b> | <b><u>FY 2011<br/>Cost/Year</u></b> | <b><u>Frequency<br/>of Service<br/>per week</u></b> | <b><u>Outsourced</u></b> |
|----------------------------|-------------------------------------|-------------------------------------|---|--------------------------|
| Charlotte County           | \$148.04                            | \$148.04                            | 1   | yes                      |
| Manatee County             | \$153.24                            | \$153.24                            | 2   | yes                      |
| Sarasota County            | \$159.48                            | \$159.48                            | 1   | yes                      |
| Collier                    | \$167.67                            | \$167.67                            | 2   | yes                      |
| Cape Coral                 | \$195.57                            | \$175.00                            | 1   | yes                      |
| Venice                     | \$202.08                            | \$202.08                            | 2   | no                       |
| Lee County*                | \$220.37                            | \$220.37                            | 1   | yes                      |
| Fort Myers                 | \$228.96                            | \$228.96                            | 1   | no                       |
| Punta Gorda                | \$230.40                            | \$230.40                            | 2   | no                       |
| Naples                     | \$244.86                            | \$248.10                            | 2   | no                       |
| North Port                 | \$267.00                            | \$267.00                            | 1   | no                       |

All of the above rates include once per week service for yard waste and recycling.

\* Average rate of five sanitation districts in Lee County

The financial pro-forma projects no cash flow deficits through FY 2015, based on the current fee schedule, minimal customer growth and expenditure fluctuations caused by investments in fleet replacements.

| <b>Category</b>              | <b>FY 2011</b>   | <b>FY 2012</b>    | <b>FY 2013</b>   | <b>FY 2014</b>   | <b>FY 2015</b>   |
|------------------------------|------------------|-------------------|------------------|------------------|------------------|
| <b>Revenues</b>              |                  |                   |                  |                  |                  |
| Single Family                | \$1,566,000      | \$1,566,000       | \$1,573,830      | \$1,589,568      | \$1,613,412      |
| Multi Family                 | 570,000          | 570,000           | 572,850          | 578,579          | 587,257          |
| Commercial                   | 560,000          | 560,000           | 560,000          | 560,000          | 560,000          |
| Yardwaste<br>& Recycling     | 180,000          | 180,000           | 180,900          | 182,709          | 185,450          |
| Other                        | 18,000           | 18,000            | 18,000           | 18,500           | 18,500           |
| Use of Prior Year's Reserves | 368,010          |                   |                  |                  |                  |
| <b>Total</b>                 | <b>3,262,010</b> | <b>2,894,000</b>  | <b>2,905,580</b> | <b>2,929,356</b> | <b>2,964,619</b> |
| <b>Expenditures</b>          |                  |                   |                  |                  |                  |
| Personnel                    | 1,095,192        | 1,139,994         | 1,185,593        | 1,244,873        | 1,307,117        |
| Operating                    | 990,629          | 1,030,648         | 1,061,567        | 1,093,414        | 1,126,217        |
| Administrative Fee           | 254,802          | 262,468           | 269,630          | 277,006          | 284,604          |
| Capital Outlay               | 775,000          | 225,000           | 225,000          | 225,000          | 225,000          |
| Debt Service                 | 146,387          | 124,136           | 101,884          |                  |                  |
| <b>Total</b>                 | <b>3,262,010</b> | <b>2,782,246</b>  | <b>2,843,674</b> | <b>2,840,293</b> | <b>2,942,938</b> |
| <b>Surplus</b>               | <b>\$ 0</b>      | <b>\$ 111,754</b> | <b>\$ 61,906</b> | <b>\$ 89,063</b> | <b>\$ 21,681</b> |

## Building Fund

Building services are operated as an enterprise fund and includes all aspects of permitting, inspections, plans review and licensing of contractors to support the State and City building codes. The City has established permit fees to pay for services provided. Over the past four years, staffing has been reduced from 13 full time employees in FY 2006 to 4 full time equivalents by the end of FY 2011. To generate additional revenue as well as decrease expenditures in the General Fund, the building inspector scope of duties expanded to include structural fire inspections, right of way permitting and inspections and utilities capital project daily inspections. In addition, staff implemented a reduced work week to reduce personnel-related costs. These measures were put in place due to a reduction in permit applications and stagnant growth trends.

The financial forecast shows that use of reserves will continue to be necessary to compensate for limited growth in revenues. The FY 2015 ending operating reserve is projected to be \$163,960.

| Category                   | FY 2011        | FY 2012        | FY 2013        | FY 2014        | FY 2015        |
|----------------------------|----------------|----------------|----------------|----------------|----------------|
| <b>Revenues</b>            |                |                |                |                |                |
| Fees                       | \$377,914      | \$431,211      | \$462,426      | \$496,448      | \$532,552      |
| Use of Prior Yr's Reserves | 100,277        | 75,321         | 62,824         | 51,886         | 39,924         |
| <b>Total</b>               | <b>478,191</b> | <b>506,532</b> | <b>525,250</b> | <b>548,334</b> | <b>572,476</b> |
| <b>Expenditures</b>        |                |                |                |                |                |
| Personnel                  | 335,374        | 352,242        | 366,332        | 384,648        | 403,881        |
| Operating                  | 142,817        | 154,290        | 158,918        | 163,686        | 168,595        |
| <b>Total</b>               | <b>478,191</b> | <b>506,532</b> | <b>525,250</b> | <b>548,334</b> | <b>572,476</b> |
| <b>Surplus/(Shortfall)</b> | <b>\$ 0</b>    |

## Lashley Park Municipal Marina Fund

Created in 2007, the Lashley Park marina area is operated as an enterprise fund and includes operation and leasing of boat slips, related parking, pump-out facilities, marina building and environs. Under a cost plus fee based system, marina operations are provided by a private company. Revenues to support operations are generated from slip rentals, bait sales and community room rentals.

| Category            | FY 2011         | FY 2012         | FY 2013         | FY 2014         | FY 2015        |
|---------------------|-----------------|-----------------|-----------------|-----------------|----------------|
| <b>Revenues</b>     |                 |                 |                 |                 |                |
| Slip Rentals        | \$240,700       | \$243,107       | \$245,538       | \$247,993       | \$250,473      |
| Other               | 36,075          | 36,436          | 36,800          | 37,168          | 37,540         |
| <b>Total</b>        | <b>276,775</b>  | <b>279,543</b>  | <b>282,338</b>  | <b>285,161</b>  | <b>288,013</b> |
| <b>Expenditures</b> |                 |                 |                 |                 |                |
| Operating           | 237,619         | 256,770         | 264,473         | 272,407         | 280,579        |
| <b>Surplus</b>      | <b>\$39,156</b> | <b>\$22,773</b> | <b>\$17,865</b> | <b>\$12,754</b> | <b>\$7,434</b> |

### Canal Maintenance Districts Funds

The City has two canal maintenance assessment districts – Punta Gorda Isles (PGI) and Burnt Store Isles (BSI). Assessments to each benefited property owner pay for maintenance of canals, seawalls and navigation channels within their respective district. The annual fee for each single family lot in PGI is \$500 and \$400 in BSI. To avoid assessment increases beginning in FY 2013, the accelerated seawall and cap replacement program is scaled back.

#### Punta Gorda Isles

| Category                   | FY 2011          | FY 2012          | FY 2013          | FY 2014          | FY 2015          |
|----------------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Rate</b>                | <b>\$500</b>     | <b>\$500</b>     | <b>\$500</b>     | <b>\$500</b>     | <b>\$500</b>     |
| <b>Revenues</b>            |                  |                  |                  |                  |                  |
| Assessments                | \$2,575,200      | \$2,575,200      | \$2,575,200      | \$2,575,200      | \$2,575,200      |
| Other                      | 16,000           | 15,500           | 15,500           | 15,500           | 15,500           |
| Use of Prior Yr's Reserves | 91,686           | 110,917          | 41,637           | 788              | 21,732           |
| <b>Total</b>               | <b>2,682,886</b> | <b>2,701,617</b> | <b>2,632,337</b> | <b>2,591,488</b> | <b>2,612,432</b> |
| <b>Expenditures</b>        |                  |                  |                  |                  |                  |
| Personnel                  | 576,675          | 595,234          | 619,043          | 649,995          | 682,495          |
| Operating                  | 256,911          | 265,334          | 273,294          | 281,493          | 289,937          |
| Seawall & Dredging         | 1,839,300        | 1,841,049        | 1,740,000        | 1,660,000        | 1,640,000        |
| Capital Outlay             | 10,000           |                  |                  |                  |                  |
| <b>Total</b>               | <b>2,682,886</b> | <b>2,701,617</b> | <b>2,632,337</b> | <b>2,591,488</b> | <b>2,612,432</b> |
| <b>Surplus/(Shortfall)</b> | <b>\$ 0</b>      |

PGI repair and maintenance has been accelerated by approximately 25% in order to catch up on identified damaged seawalls & seawall caps. The current \$500 assessment is expected to be maintained until the current backlog is completed.

#### Burnt Store Isles

| Category                               | FY 2011        | FY 2012        | FY 2013        | FY 2014        | FY 2015        |
|--|----------------|----------------|----------------|----------------|----------------|
| <b>Rate</b>                            | <b>\$400</b>   | <b>\$400</b>   | <b>\$400</b>   | <b>\$400</b>   | <b>\$400</b>   |
| <b>Revenues</b>                        |                |                |                |                |                |
| Assessments                            | \$412,030      | \$412,030      | \$412,030      | \$412,030      | \$412,030      |
| Other                                  | 500            | 500            | 500            | 500            | 500            |
| Use of Prior Yr's Reserves             | 42,825         | 33,565         | 340            | 1,135          | 1,950          |
| <b>Total</b>                           | <b>455,355</b> | <b>446,095</b> | <b>412,870</b> | <b>413,665</b> | <b>414,480</b> |
| <b>Expenditures</b>                    |                |                |                |                |                |
| Operating                              | 39,955         | 40,695         | 41,470         | 42,265         | 43,080         |
| Seawalls, Dredging & Mangrove Trimming | 415,400        | 405,400        | 371,400        | 371,400        | 371,400        |
| <b>Total</b>                           | <b>455,355</b> | <b>446,095</b> | <b>412,870</b> | <b>413,665</b> | <b>414,480</b> |
| <b>Surplus/(Shortfall)</b>             | <b>\$ 0</b>    |

## Gas Tax Funds

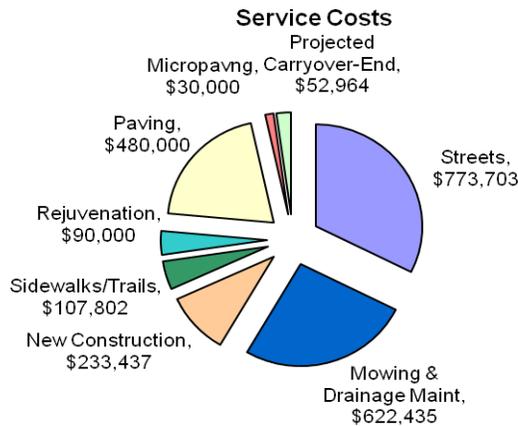
The City has established local option fuel taxes in two parts – the first six cents is used for such transportation expenditures as street sweeping, street lights, traffic lights, bridge maintenance, railroad crossings and sidewalk repairs. The second five cents is used for road paving (rejuvenation and resurfacing).

Proceeds from fuel taxes are distributed by the State to Charlotte County and the City. The City’s share for the first six cents distribution has been reduced from 11.14% to 10.40% beginning in FY 2011, and the next five cents remains at 6.74%. The distribution allocation is determined by the five-year average transportation expenditures or interlocal agreement. A history of revenue received since FY 2002 follows.

| Fiscal Year   | 6 Cents    | 5 Cents    | Total        |
|---------------|------------|------------|--------------|
| 2002          | \$ 585,066 | \$ 364,871 | \$ 949,937   |
| 2003          | \$ 590,446 | \$ 368,253 | \$ 958,699   |
| 2004          | \$ 626,543 | \$ 389,088 | \$ 1,015,631 |
| 2005          | \$ 593,419 | \$ 354,535 | \$ 947,954   |
| 2006          | \$ 606,122 | \$ 363,786 | \$ 969,908   |
| 2007          | \$ 580,185 | \$ 350,341 | \$ 930,526   |
| 2008          | \$ 561,707 | \$ 269,443 | \$ 831,150   |
| 2009          | \$ 559,547 | \$ 243,311 | \$ 802,858   |
| 2010          | \$ 567,590 | \$ 241,762 | \$ 809,352   |
| 2011 (Budget) | \$ 536,500 | \$ 245,000 | \$ 781,500   |

The elasticity of gas consumption (the tax is charged on gallons not dollars) in the recent years of increased gas prices has resulted in a decline of revenue.

As previously mentioned, the importance of maintaining the City’s road infrastructure was addressed by identifying a .1531 millage for paving – thus generating \$355,000 annual addition of funds for roads.



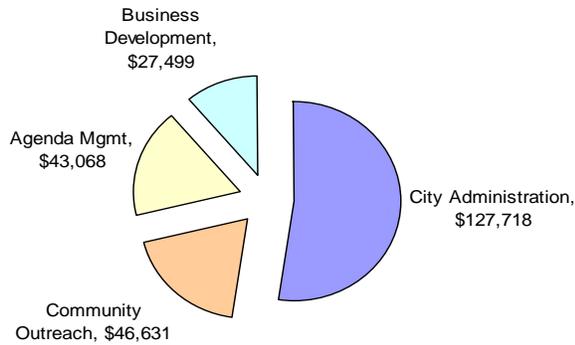
\* This graph combines Gas Tax Funds and General Fund Right of Way Division

## Section 2: Identification of City Programs and Service Levels

This section identifies City programs by department as well as levels of service costs for each program. In this manner, the organization and community can evaluate services delivered, costs associated with those services and priorities to be incorporated in future spending plans.

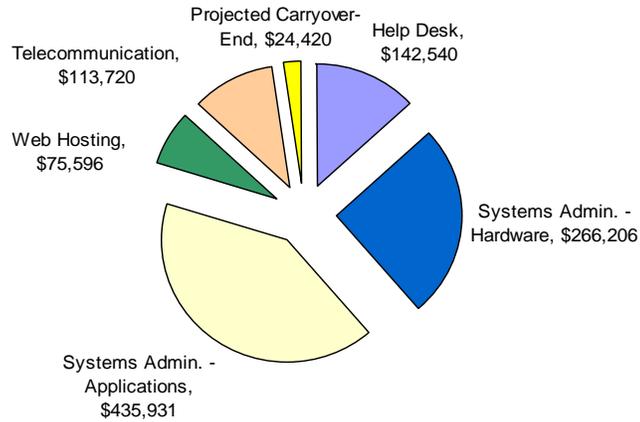
### City Manager

|  |                   |
|--|-------------------|
| City Administration  | \$ 127,718        |
| <ul style="list-style-type: none"> <li>• Manage office divisions (Human Resources, Information Technology &amp; Legal) and provide leadership role over departments of Finance, Growth Management, Police, Fire, Public Works &amp; Utilities</li> </ul>                       |                   |
| Community Outreach   | \$ 46,631         |
| <ul style="list-style-type: none"> <li>• Weekly Report, Information Sharing, City Hallways Newsletter &amp; Action Register</li> <li>• Community presentations/participation before/on boards &amp; committees, community agencies, intergovernmental organizations</li> </ul> |                   |
| Agenda Management  | \$ 43,068         |
| <ul style="list-style-type: none"> <li>• Development &amp; review of agendas for City Council, Community Redevelopment Agency, joint City/County meetings and special workshops</li> </ul>   |                   |
| Business Development   | \$ 27,499         |
| <ul style="list-style-type: none"> <li>• Incentive programs, review of codes &amp; regulations, response to requests from private sector for assistance, recruitment &amp; retention</li> </ul>  |                   |
| <b>Total City Manager</b>  | <b>\$ 244,916</b> |

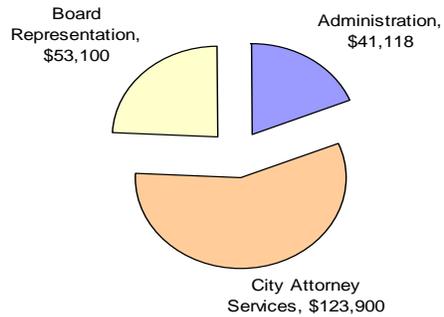


**Information Technology**

|   |                     |
|---|---------------------|
| Help Desk   | \$ 142,540          |
| <ul style="list-style-type: none"> <li>• Phone sets, PCs/laptops and peripherals and desktop applications</li> </ul>  |                     |
| System Administration – Hardware  | \$ 266,206          |
| <ul style="list-style-type: none"> <li>• Windows Server System, AS400 System and network infrastructure administration, Network Security, Disaster Recovery</li> </ul>  |                     |
| System Administration – Applications  | \$ 435,931          |
| <ul style="list-style-type: none"> <li>• Sungard Core (H.T.E. and OSSI) and other network applications (i.e. OptiSpool, Tokay Blackflow Prevention, Digital Ally, NovusAGENDA, etc.); systems analysis; application security; and report writing</li> </ul> |                     |
| Web Hosting   | \$ 75,596           |
| <ul style="list-style-type: none"> <li>• City Website maintenance and Click2Gov applications</li> </ul>   |                     |
| Telecommunications  | \$ 113,720          |
| <ul style="list-style-type: none"> <li>• Installation, configuration and support of Nortel and Cisco phone systems and voice circuits</li> </ul>  |                     |
| <b>Total Information Technology</b>   | <b>\$ 1,033,993</b> |

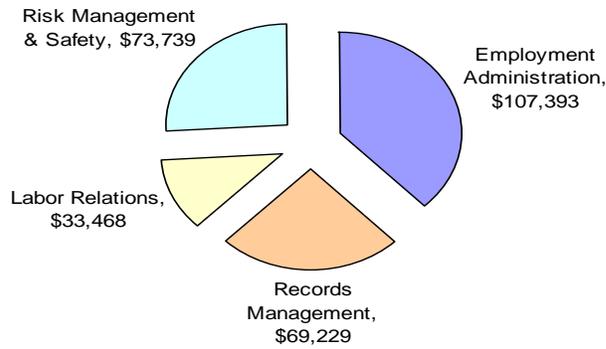


|  |                   |
|--|-------------------|
| <b>Legal</b>   |                   |
| Administration   | \$ 41,118         |
| <ul style="list-style-type: none"> <li>• Oversee outside legal counsel, Civil Response &amp; Filings (bankruptcies, foreclosures, tax deeds, liens &amp; real estate transactions)</li> <li>• Draft and review ordinances, resolutions, agreements/contracts, easements and other legal documents</li> </ul> |                   |
| City Attorney Services   | \$ 123,900        |
| <ul style="list-style-type: none"> <li>• Legal Research &amp; Opinions and City Code Review</li> </ul>   |                   |
| Board Representation   | \$ 53,100         |
| <ul style="list-style-type: none"> <li>• Review Agenda &amp; Attendance at City Council/CRA, Code Enforcement Board and Building Board</li> </ul>  |                   |
| <b>Total Legal</b>   | <b>\$ 218,118</b> |

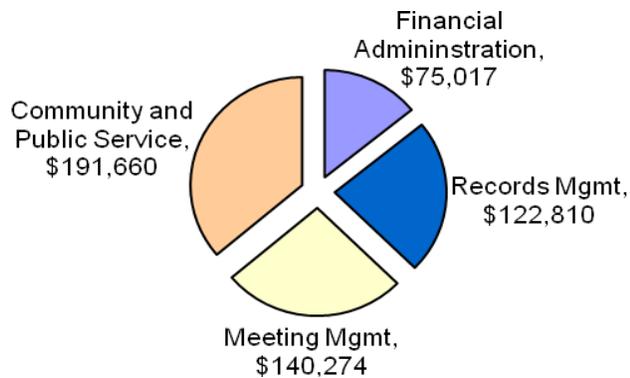


**Human Resources**

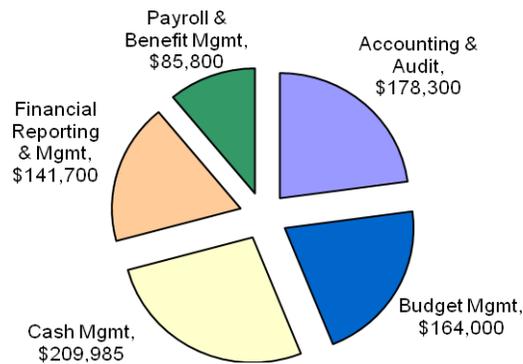
|   |                   |
|---|-------------------|
| Employment Administration   | \$ 107,393        |
| • Equal Employment Opportunity; Recruiting, Pre-Employment & Orientation; Employee Pay; Performance Evaluation; Benefits; Separation, post-separation, and retirement; Policy Development |                   |
| Records Management  | \$ 69,229         |
| • Records storage & updates and Public records processing   |                   |
| Labor Relations   | \$ 33,468         |
| • Surveys and Research, Negotiation, Legal compliance and Contract administration   |                   |
| Risk Management and Safety  | \$ 73,739         |
| • Employment Legal Compliance; Drug Free Workplace compliance; Insurance management; Claims Processing; Liability Litigation Management and Coordination                                  |                   |
| <b>Total Human Resources</b>  | <b>\$ 283,829</b> |



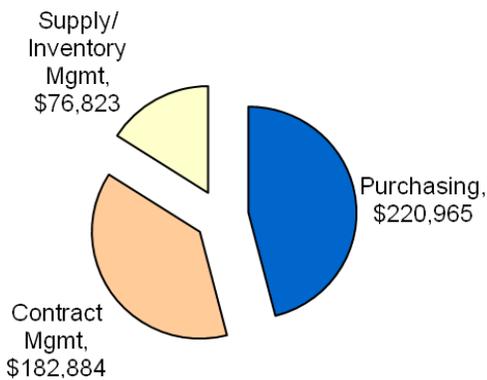
|   |                   |
|---|-------------------|
| <b>City Clerk</b>   |                   |
| Financial Management  | \$ 75,017         |
| • Local Business Tax Receipts, Cashiering, Invoicing, Auto Tags/Titles  |                   |
| Records Management  | \$ 122,810        |
| • Public Records Requests, Research, Contracts, Deeds, Easements, Ordinances & Resolutions, Agenda Packets/Minutes, Public Hearing Files, Reference Library, Compliance with State Requirements, Attesting & Recording of Documents |                   |
| Meeting Management  | \$ 140,274        |
| • Boards/Committees, City Council/CRA, Web Posting (Agendas & Minutes), Coordination of Video Taping/Airing   |                   |
| Community/Public Service  | \$ 191,660        |
| • Council Calendars/Correspondence, Telephone Inquiries, City Elections, Legal Ads/Notifications, Notary Services, Citywide Mail  |                   |
| <b>Total City Clerk</b>   | <b>\$ 529,761</b> |



|   |                   |
|---|-------------------|
| <b>Finance</b>  |                   |
| Accounting & Auditing   | \$ 178,300        |
| • Journal entries, daily transactions, audit preparation and reconciliation, Capital asset accounting, Grant accounting, Project accounting, Internal control |                   |
| Financial Reporting   | \$ 86,600         |
| • Preparation of the Comprehensive Annual Financial Report (CAFR); Federal, State, pension, and grant reporting; Monthly financial reporting; and Surveys     |                   |
| Financial Management  | \$ 55,100         |
| • Administration of Billing and Collections, Procurement and Finance  |                   |
| Cash Management   | \$ 209,985        |
| • Revenue receipting, Cash disbursements, Monthly bank reconciliations and cash management  |                   |
| Payroll & Benefit Management  | \$ 85,800         |
| • Employee payroll processing; Federal & State payroll reporting; Payroll related benefit payments  |                   |
| Budget Management   | \$ 164,000        |
| • Preparation of annual operating budget & Capital Improvements Program (CIP); Budgetary internal control and analysis; financial forecasts/planning          |                   |
| <b>Total Finance</b>  | <b>\$ 779,785</b> |

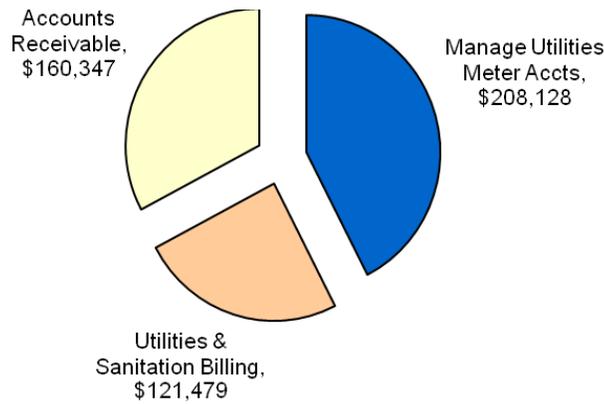


|  |                   |
|--|-------------------|
| <b>Procurement</b>   |                   |
| Purchasing   | \$ 220,965        |
| • Solicitations, purchase orders, Receiving, Reconciliation/PO Changes and Auditing invoices                       |                   |
| Contract Management  | \$ 182,884        |
| • Managing construction, consulting & term contracts; Insurance; Renewals; Change orders/Amendments; Pay Approvals |                   |
| Supply/Inventory Management  | \$ 74,464         |
| • Warehouse, Cell Phones, Fuel   |                   |
| Surplus Disposal   | \$ 2,359          |
| • Coordinate disposal of surplus/obsolete; Conduct and manage auctions; Reconcile and reporting                    |                   |
| <b>Total Procurement</b>   | <b>\$ 480,672</b> |



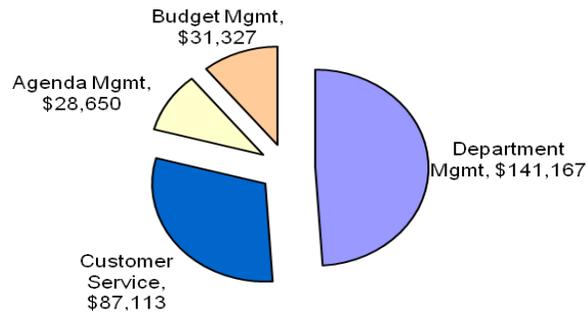
**Billing and Collections (Water & Sewer Fund)**

|   |                   |
|---|-------------------|
| Manage Utilities Meter Accounts   | \$ 208,128        |
| • Phone calls, emails, in person, fax; Process account changes and correspondence; Work orders per customer requests; Delinquent notices and service shut off lists |                   |
| Utilities and Sanitation Billing  | \$ 121,479        |
| • Meter reading data transfers; Re-read work orders and read generated letters; and Bills for mailing and deliver to Post Office                                    |                   |
| Accounts Receivable   | \$ 160,347        |
| • Accept and process payments; Call customers for payment prior to shut off; Process liens and releases; and Follow up on bankruptcy requirements                   |                   |
| <b>Total Billing and Collections</b>  | <b>\$ 489,954</b> |

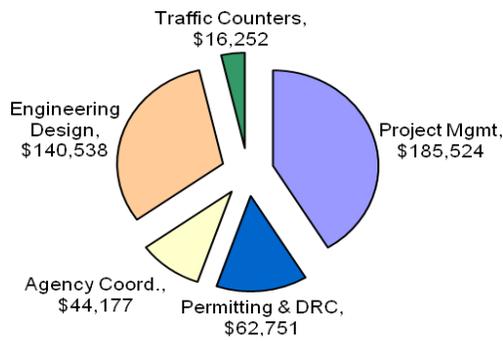


**Public Works  
Administration**

|  |                   |
|--|-------------------|
| Department Management  | \$ 141,167        |
| • Manage office divisions (Engineering, Facilities Maintenance, Right-of-Way, Parks & Grounds, Canal Maintenance & Sanitation) |                   |
| Customer Service   | \$ 87,113         |
| • Work orders for road maintenance, swale improvements, seawall problems & sanitation pickups; and Public information          |                   |
| Agenda Management  | \$ 28,650         |
| • Development of agendas for City Council, Burnt Store Isles & Punta Gorda Isles Canal Advisory Committees                     |                   |
| Budget Management  | \$ 31,327         |
| • Prepare & oversee department budgets   |                   |
| <b>Total Public Works Administration</b>   | <b>\$ 288,257</b> |

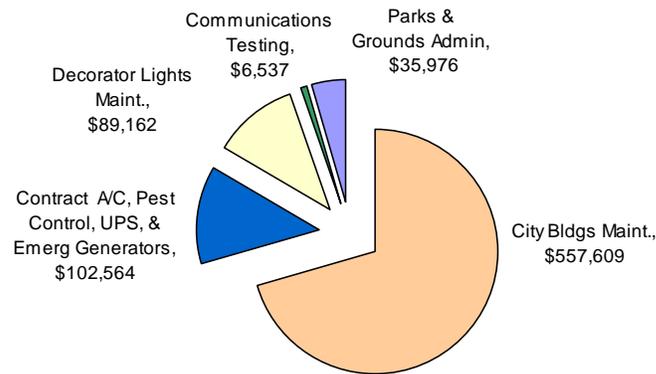


|  |                   |
|--|-------------------|
| <b>Engineering</b>   |                   |
| Project Management   | \$ 185,524        |
| • Oversee consultant designs and contractor work   |                   |
| Permitting & Development Review Committee (DRC)  | \$ 62,751         |
| • Building permit swale inspections and DRC  |                   |
| Agency Coordination  | \$ 44,177         |
| • Coordinate with various agencies: FDOT, FDEP, SWFWMD,<br>Army Corps, Charlotte County, MPO, others |                   |
| Traffic Counters   | \$ 16,252         |
| • Traffic counts two times per year (furnished to Property Appraiser,<br>County, FDOT & others)      |                   |
| Engineering Design   | \$ 140,538        |
| • In-house work: sidewalks, roadways, drainage, parks  |                   |
| <b>Total Engineering</b>   | <b>\$ 449,242</b> |

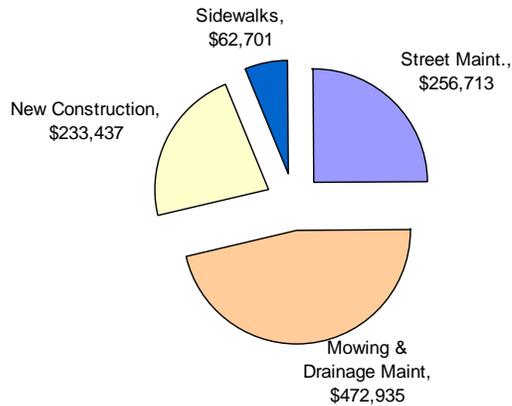


**Facilities Maintenance**

|  |                   |
|--|-------------------|
| Maintenance - City Buildings   | \$ 557,609        |
| • Electric, janitorial, lights, plumbing, cleaning                   |                   |
| Communications Testing   | \$ 6,537          |
| Contract Administration  | \$ 102,564        |
| • A/C, Pest Control, UPS, Emergency Generators                       |                   |
| Decorator Lights Maintenance   | \$ 89,162         |
| Parks & Grounds Administration                                       | \$ 35,976         |
| • Supervision; Coordination of project scheduling & task assignments |                   |
| <b>Total Facilities Maintenance</b>                                  | <b>\$ 791,848</b> |



|  |                    |
|--|--------------------|
| <b>Right-of-Way (General Fund)</b>   |                    |
| Streets  | \$ 256,713         |
| • Signing, Striping, Signals, Street Lighting, Bridge Maintenance, Railroad Crossing Maintenance and Road Patching |                    |
| Mowing & Drainage Maintenance  | \$ 472,935         |
| • Pipe Cleaning & Replacement, Basin Maintenance, Swale Grading & Mowing   |                    |
| New Construction   | \$ 223,437         |
| • Parking Lots, On Street Parking, Other Specialty Projects  |                    |
| Sidewalks/Trails   | \$ 62,701          |
| • Sidewalks and Trails   |                    |
| <b>Total Right-of-Way (General Fund)</b>   | <b>\$1,025,786</b> |

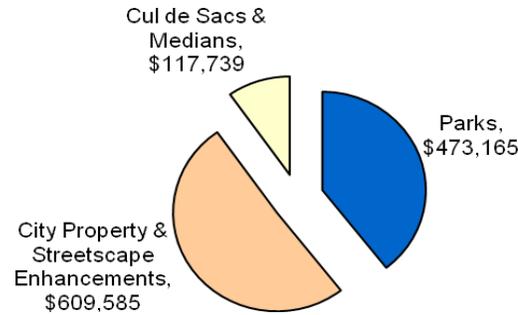


|   |                   |
|---|-------------------|
| <b>Right-of-Way (5 Cents Gas Tax)</b>       |                   |
| Paving                                      | \$ 633,000        |
| Rejuvenation                                | \$ 40,000         |
| Micropaving                                 | \$ 20,000         |
| <b>Total Right-of-Way (5 Cents Gas Tax)</b> | <b>\$ 693,000</b> |

|   |                   |
|---|-------------------|
| <b>Right-of-Way (6 Cents Gas Tax)</b>       |                   |
| Streets                                     | \$ 566,544        |
| Drainage Maintenance                        | \$ 62,614         |
| Sidewalks/Trails                            | \$ 34,582         |
| <b>Total Right-of-Way (6 Cents Gas Tax)</b> | <b>\$ 663,740</b> |

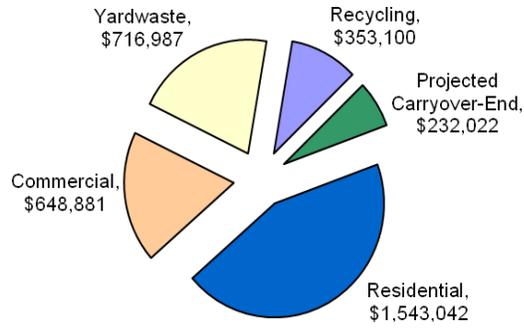
\* Graph for total of all street maintenance can be found on page 15

|   |                    |
|---|--------------------|
| <b>Parks &amp; Grounds</b>  |                    |
| Parks Maintenance   | \$ 473,165         |
| <ul style="list-style-type: none"> <li>• General maintenance, mowing, fertilizing, pest control, sprinkler repairs, landscaping</li> </ul>  |                    |
| City Properties Maintenance   | \$ 609,585         |
| <ul style="list-style-type: none"> <li>• Streetscape, landscaping, fertilizing, tree trimming, sprinkler repairs &amp; installation, tree planting, Christmas tree set-up &amp; holiday decorating</li> </ul> |                    |
| Cul-de-Sacs & Medians   | \$ 117,739         |
| <ul style="list-style-type: none"> <li>• Supply of trees, mulch, fertilizer &amp; pest control; Weed spraying, irrigation maintenance &amp; cleaning</li> </ul>   |                    |
| <b>Total Parks &amp; Grounds</b>  | <b>\$1,200,489</b> |



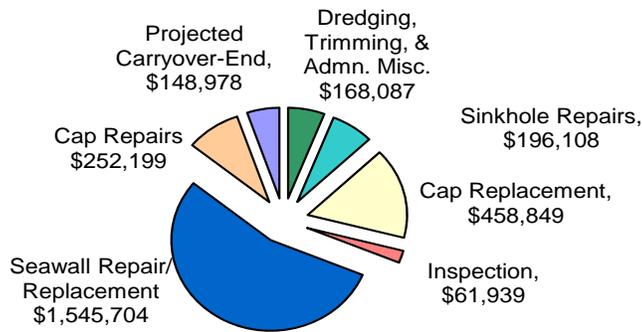
**Sanitation**  
Residential  
Commercial  
Yardwaste  
Recycling  
**Total Sanitation**

\$1,543,042  
\$ 648,881  
\$ 716,987  
\$ 353,100  
**\$3,262,010**



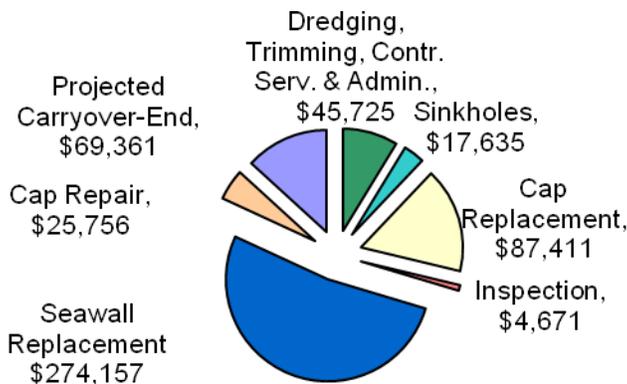
**Punta Gorda Isles Canal Maintenance**

|  |                    |
|--|--------------------|
| PGI Contract Management  | \$ 168,087         |
| <ul style="list-style-type: none"> <li>• Oversee contractor doing, seawalls, caps, dredging, rip-rap, marker replacement &amp; mangrove trimming.</li> <li>• Manage billing approval and budgets for the PGI Canal Maintenance District</li> </ul> |                    |
| Sinkholes  | \$ 196,108         |
| <ul style="list-style-type: none"> <li>• Filling of holes along the backside of seawall cap with shell material</li> </ul>   |                    |
| Cap replacement  | \$ 252,199         |
| <ul style="list-style-type: none"> <li>• Replacement of the top portion of a seawall cap</li> </ul>  |                    |
| Wall Replacement   | \$1,545,704        |
| <ul style="list-style-type: none"> <li>• Seawall replacement and pouring of new seawall slabs.</li> </ul>  |                    |
| Inspection   | \$ 61,939          |
| <ul style="list-style-type: none"> <li>• Seawall inspection, Inspection of canal depths and channel markers</li> </ul>   |                    |
| Cap Repair & Miscellaneous   | \$ 458,849         |
| <ul style="list-style-type: none"> <li>• Repair of seawall cap, removal of debris and replacement of channel markers</li> </ul>  |                    |
| <b>Total PGI Canal Maintenance</b>   | <b>\$2,682,886</b> |



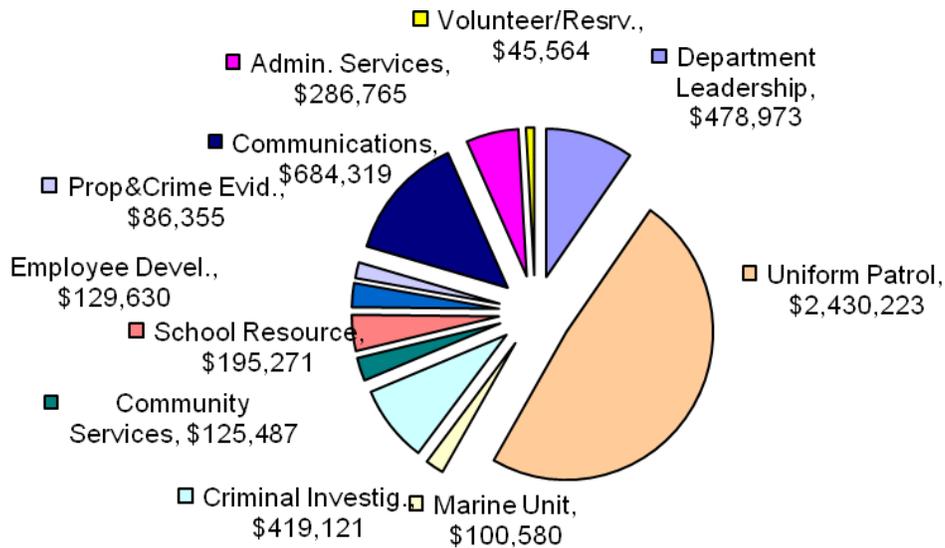
**Burnt Store Isles Canal Maintenance**

|  |                   |
|--|-------------------|
| BSI Contract Management  | \$ 45,725         |
| <ul style="list-style-type: none"> <li>• Oversee contractor doing, seawalls, caps, dredging, rip-rap, marker replacement &amp; mangrove trimming.</li> <li>• Manage the billing approval and budgets for the BSI Canal Maintenance District</li> </ul> |                   |
| Sinkholes  | \$ 17,635         |
| <ul style="list-style-type: none"> <li>• Filling of holes along the backside of seawall cap with shell material, caused from washout through or under the wall.</li> </ul>   |                   |
| Cap Replacement  | \$ 87,411         |
| <ul style="list-style-type: none"> <li>• Replacement of the top portion of a seawall cap</li> </ul>  |                   |
| Wall Replacement   | \$ 274,157        |
| <ul style="list-style-type: none"> <li>• Seawall replacement and pouring of new seawall slabs.</li> </ul>  |                   |
| Inspection   | \$ 4,671          |
| <ul style="list-style-type: none"> <li>• Seawall inspection and inspection of canal depths, channel markers and catch basins as required by FDEP for the lock removal.</li> </ul>  |                   |
| Cap Repair & Miscellaneous   | \$ 25,756         |
| <ul style="list-style-type: none"> <li>• Repair of seawall cap, removal of debris and replacement of channel markers</li> </ul>  |                   |
| <b>Total BSI Canal Maintenance</b>   | <b>\$ 455,355</b> |

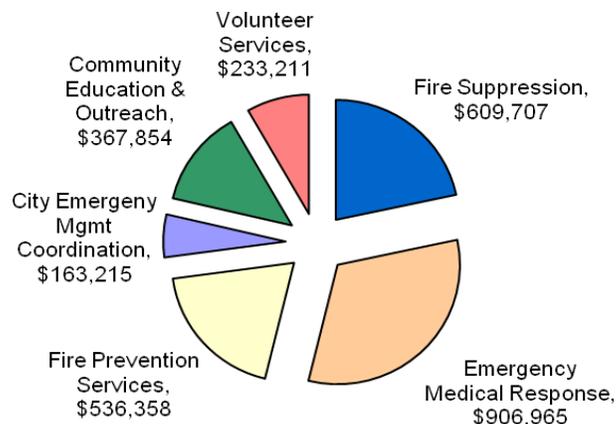


|  |             |
|--|-------------|
| <b>Police</b>  |             |
| Department Administration  | \$ 478,973  |
| • Manage operations, Community outreach, Budget, Purchasing and Criminal Justice Standards compliance  |             |
| Uniform Patrol Services  | \$2,416,679 |
| • Patrol, service calls, Preliminary criminal investigations, Traffic crash investigation/enforcement, Honor Guard Team                                    |             |
| In-Kind Events and Parades   | \$ 11,721   |
| • Annual Parades, Redfish Cup, Halloween, etc.   |             |
| Bike Patrol Unit   | \$ 632      |
| • Five member voluntary team, Uniform bicycle patrol   |             |
| Canine Unit  | \$ 1,191    |
| • Augments uniform patrol, Suspect apprehension and tracking, Tracking of at-risk subjects, Narcotic interdiction, Community outreach                      |             |
| Search and Recovery Dive Team  | \$ 0        |
| • Five member voluntary team, Underwater evidence/property recovery, Waterborne Search and Rescue  |             |
| Police Reserve Unit  | \$ 45,564   |
| • Volunteer unit of certified police officers, Augment police patrols and services   |             |
| Volunteers In Policing program   | Inc above   |
| • Marine, Records, Administrative, Traffic and Parking   |             |
| Marine Unit  | \$ 100,580  |
| • Patrol, Water safety presentations and Vessel safety inspections   |             |
| Criminal Investigations Unit   | \$ 419,121  |
| • Investigations, Narcotics & Vice operations, Computer and White collar crimes  |             |
| Evidence/Property & Crime Scene Services   | \$ 86,355   |
| • Evidence management, Quartermaster, Crime Scene Services and Laboratory analysis   |             |
| Community Services   | \$ 120,937  |
| • Crime Prevention, SRO program, Do the Right Thing, Neighborhood Watch (includes Marine), Community Presentations, Youth programs and Bank Security Group |             |
| DARE and GREAT school education programs   | \$ 4,550    |
| • DARE provided at Sallie Jones and GREAT provided at PGMS   |             |
| School Resource Officer Program  | \$ 195,271  |

|   |                    |
|---|--------------------|
| Communications  | \$ 684,319         |
| • Police/Fire/Medical Dispatch  |                    |
| Employee Development  | \$ 129,630         |
| • Agency training (internal/external), Candidate testing and Recruiting   |                    |
| Administrative Services   | \$ 286,765         |
| • Records; Grants; Media relations (PIO); Fingerprinting services; special Projects; Law Enforcement Accreditation program; Staff Inspections; Policy development |                    |
| <b>Total Police</b>   | <b>\$4,982,288</b> |

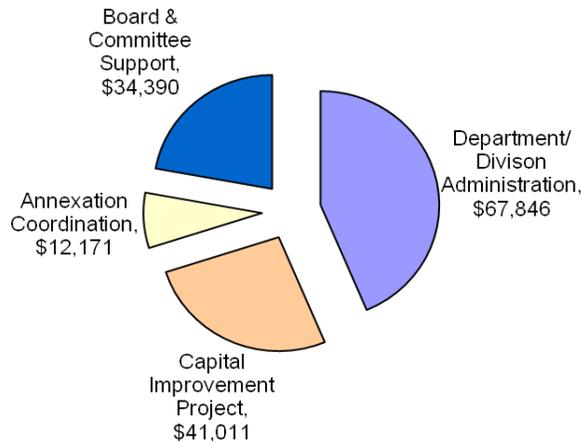


|   |                    |
|---|--------------------|
| <b>Fire</b>   |                    |
| Fire Suppression  | \$ 609,707         |
| • Structure, Vehicle, Boat, Brush and Nuisance  |                    |
| Emergency Medical Response  | \$ 906,965         |
| • Heart attack, Stroke, Trauma, Dive/Water rescue, General medical distress   |                    |
| Fire Prevention Services  | \$ 536,358         |
| • Code enforcement, Event planning/coordination, inspections, Pre-fire planning, Fire Alarm and Sprinkler plan review and inspection, Fire Cause & Origin Investigation, Board Participation; Development Review Committee, Code Enforcement  |                    |
| Emergency Management Coordination   | \$ 163,215         |
| • Interface with County, State & Federal emergency response agencies; Partnership with the Charlotte County Health Department (Seasonal and H1N1 Flu vaccinations); Function as the County Coordinator for the Florida Fire Chiefs State Emergency Response Plan  |                    |
| Community Education and Outreach Programs   | \$ 367,854         |
| • Family Safety House; Fire Extinguisher training; Marine Flare disposal/demonstration; Target specific presentations-Boat clubs, Community/civic groups, individual businesses; Church groups, School & Day Care groups, etc.; Community Emergency Response Team (CERT) program(s); Smoke/Carbon Monoxide detector program; Sharps return program; Red Dot program; Medication Take Back program; Marine Flare Drop-Off program; Vessel “pump-out” (sinking boats); Oil/fuel spill containment in waterway |                    |
| Volunteer Services  | \$ 233,211         |
| • Administration, suppression and emergency medical response; Public Education- Fire Safety House operation; special detail; Community Relations; Community Emergency Response Team (CERT) program(s)   |                    |
| <b>Total Fire</b>   | <b>\$2,817,310</b> |



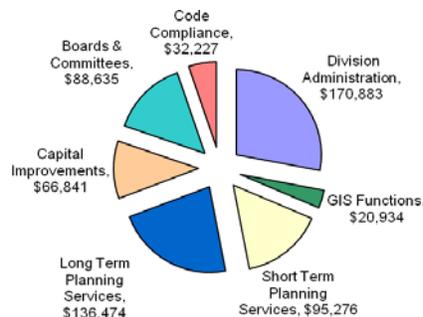
**Growth Management**

|  |                   |
|--|-------------------|
| Department Administration  | \$ 67,846         |
| • Manage Divisions (Urban Design, Building, Code, GIS); Easement & ROW negotiations  |                   |
| Capital Improvement Projects   | \$ 41,011         |
| • Development (Design), Construction Administration, Financial Planning  |                   |
| Annexation Coordination  | \$ 12,171         |
| • Feasibility/Researching of Annexation opportunities  |                   |
| Board and Committee Support  | \$ 34,390         |
| • City Council, Revitalization Committee, Waterfront Development Advisory Committee, Board of Zoning Appeals, Planning Commission, Historic Preservation Advisory Board, Development Review Committee, Land Development Review Committee, Code Compliance, Canal Advisory Boards, TEAM Punta Gorda, MPO (TAC/BPAC), Main Street Punta Gorda, Mural Society, Charlotte County |                   |
| <b>Total Growth Management Administration</b>  | <b>\$ 155,418</b> |



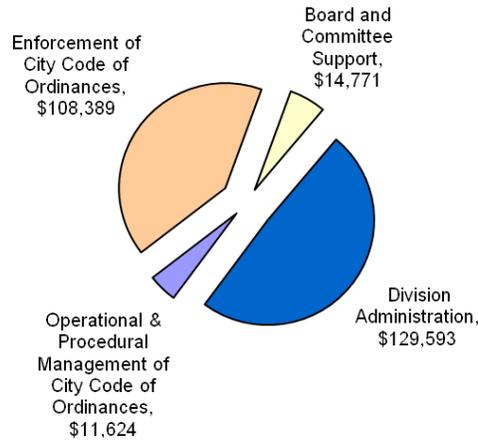
**Urban Design**

|   |                   |
|---|-------------------|
| Department/Division Administration  | \$ 170,883        |
| <ul style="list-style-type: none"> <li>• General Administration, Maintenance of Historic Design Guide -lines, Compliance of State/Federal Statutes, Update &amp; Maintain all official City maps, Disaster Planning &amp; Mitigation</li> </ul>   |                   |
| <ul style="list-style-type: none"> <li>• Short Term Planning Services</li> </ul>  | \$ 95,276         |
| <ul style="list-style-type: none"> <li>• Plan Review, Site Review, Landscaping Review, Building/Zoning permitting review, Permitting, Design Studio, Event &amp; Park Planning, Land Use Review, Planning &amp; Zoning Applications</li> </ul>  |                   |
| Long Range Planning Services  | \$ 136,474        |
| <ul style="list-style-type: none"> <li>• Comprehensive Plan, EAR, State Mandated Plans/Studies, Planning Based Studies/Reports, Land Development Regulations, Development Standards, Land Use Planning, Conceptual Design (includes infrastructure projects), Disaster Planning &amp; Mitigation, Community Rating Service, Local Mitigation Strategy, Affordable Housing Issues</li> </ul> |                   |
| Capital Improvement Projects  | \$ 66,841         |
| <ul style="list-style-type: none"> <li>• Development (Design), Research &amp; Feasibility, Project Permitting Requirements, Construction Administration, Project Management, Federal Compliance, City Beautification, Financial Planning</li> </ul>   |                   |
| Board and Committee Support   | \$ 88,635         |
| <ul style="list-style-type: none"> <li>• Revitalization Committee, Waterfront Development Advisory Committee, Board of Zoning Appeals, Planning Commission, Historic Preservation Advisory Board, Development Review Committee, Land Development Review Committee, City Council, TEAM Punta Gorda, MPO (TAC/BPAC), Main Street Punta Gorda, Mural Society, Charlotte County</li> </ul>      |                   |
| GIS Functions & Support   | \$ 20,934         |
| <ul style="list-style-type: none"> <li>• GIS data &amp; analysis GIS related Maps for Boards, Committees and/or departments, Map support for events Code Compliance Support</li> </ul>  | \$ 32,227         |
| <ul style="list-style-type: none"> <li>• Management and enforcement of City Codes; Code Violations and Code Cases; Field Inspections, Posting Property, Responding to Citizen Concerns/Complaints, Managing Vacant &amp; Distress Property, Lot Mowing; Board and Committee Support: Code Compliance, City Council</li> </ul>   |                   |
| <b>Total Urban Design</b>   | <b>\$ 611,270</b> |



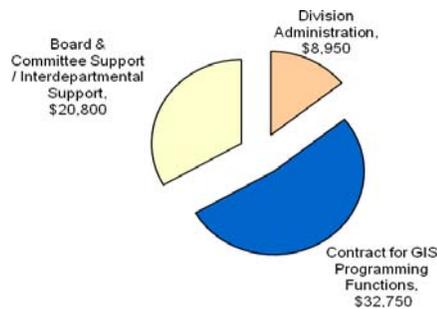
**Code Compliance**

|  |                   |
|--|-------------------|
| Department/Division Administration   | \$ 129,593        |
| • General Administration, Violation notifications, Inspection Reports, Code cases  |                   |
| Management of City Code of Ordinances  | \$ 11,624         |
| • City Code of Ordinances, Development Standards, Updating & Maintaining, Research & Feasibility, Legal Counsel /Endorsement, Review of Code Violations and Code Cases   |                   |
| Enforcement of the City Code of Ordinances   | \$ 108,389        |
| • Field Inspections, Posting Property, Responding to Citizen Concerns/Complaints, General Monitoring of City Boundaries, Managing Vacant & Distress Property, Lot Mowing |                   |
| Board and Committee Support  | \$ 14,771         |
| • Code Compliance, City Council  |                   |
| <b>Total Code Compliance</b>   | <b>\$ 264,377</b> |

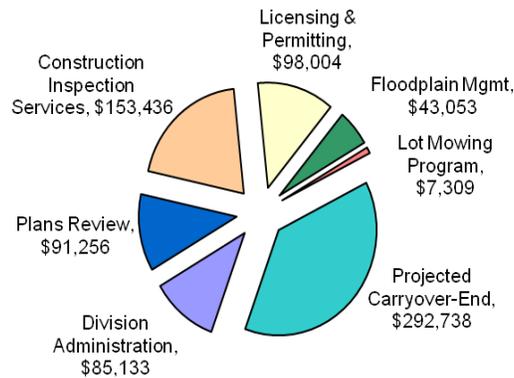


**GIS**

|   |                  |
|---|------------------|
| Department/Division Administration              | \$ 8,950         |
| City/County coordination of GIS Functions       | \$ 32,750        |
| Board and Committee / Interdepartmental Support | \$ 20,800        |
| <b>Total GIS</b>                                | <b>\$ 62,500</b> |

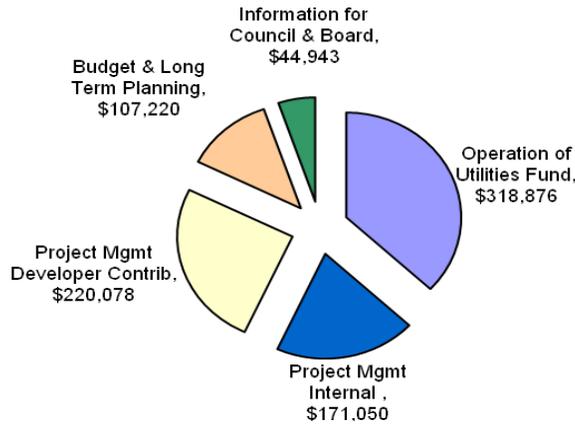


|  |                   |
|--|-------------------|
| <b>Building</b>  |                   |
| Administration   | \$ 85,133         |
| • Customer Service; Records; Disaster Planning & Mitigation; GIS   |                   |
| Plans Review   | \$ 91,256         |
| • Verification with Florida Building Code  |                   |
| Construction Inspection Services   | \$ 153,436        |
| • Inspect and evaluate construction projects to meet Florida Building Code.  |                   |
| Licensing and Permitting   | \$ 98,004         |
| • Verify that all contractors are properly licensed and insured to perform the work contracted; clerical work required for the issuance of required permits; and coordination of inspections and permitting. |                   |
| FEMA   | \$ 43,053         |
| • Enforcement of the Flood Protection Ordinance as provided in Article 14 of the City’s Land Development Regulations.  |                   |
| Lot Mowing Administration  | \$ 7,309          |
| <b>Total Building</b>  | <b>\$ 478,191</b> |



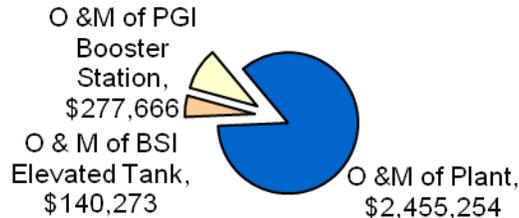
**Utilities**

|  |                   |
|--|-------------------|
| Administration   | \$ 318,876        |
| • Manage Divisions (Water Treatment & Maintenance, Wastewater Treatment & Maintenance) |                   |
| City Utilities Project Management  | \$ 171,050        |
| Developer Utilities Projects Management  | \$ 220,078        |
| Preparation of the annual utility budget   | \$ 107,220        |
| Meetings and reports   | \$ 44,943         |
| • Utilities Advisory Board, Customer/Council requests for information                  |                   |
| <b>Total Utilities Administration</b>  | <b>\$ 862,167</b> |



**Water Treatment Plant**

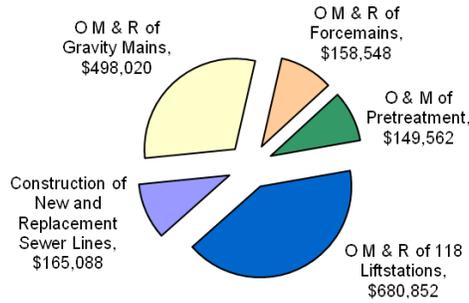
|  |                    |
|--|--------------------|
| Shell Creek Water Treatment Facility                               | \$2,455,254        |
| Burnt Store Isles elevated water storage Tank                      | \$ 140,273         |
| Punta Gorda Isles ground storage tank and booster pumping station. | \$ 277,666         |
| <b>Total Water Treatment Plant</b>                                 | <b>\$2,873,193</b> |



**Wastewater Collections**

|  |            |
|--|------------|
| Sewage pumping stations                    | \$ 680,852 |
| Gravity sewer mains                        | \$ 498,020 |
| Forcemains                                 | \$ 158,548 |
| Utility pretreatment program               | \$ 149,562 |
| Constructs new and replacement sewer lines | \$ 165,088 |

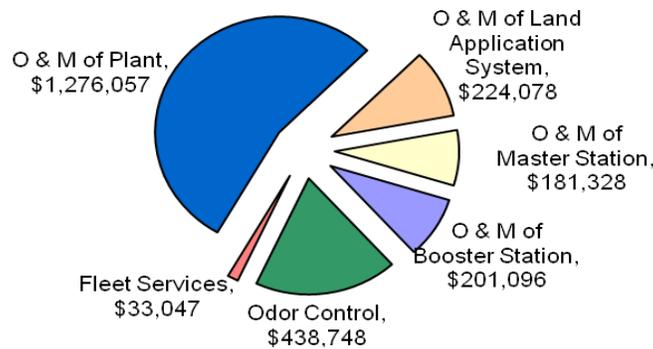
**Total Wastewater Collections** **\$1,652,070**



**Wastewater Treatment Plant**

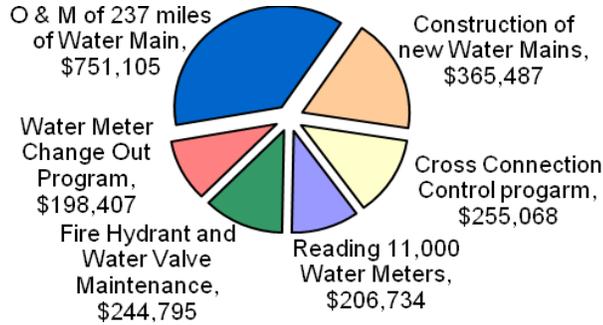
|  |             |
|--|-------------|
| Wastewater Treatment Plant   | \$1,276,057 |
| 525 acre residual disposal site  | \$ 224,078  |
| Master Pumping Station   | \$ 181,328  |
| Booster Pumping Station  | \$ 201,096  |
| Odor & Corrosion control system throughout wastewater collection system and wastewater plant | \$ 438,748  |
| Fleet Services for Utilities & Public Works  | \$ 33,047   |

**Total Wastewater Treatment Plant** **\$2,354,354**



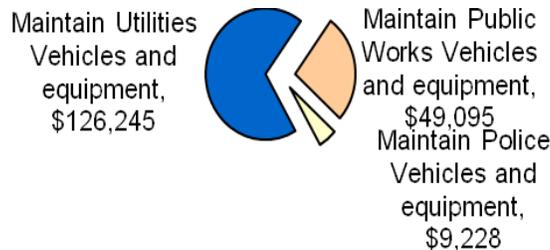
**Water Distribution**

|  |                    |
|--|--------------------|
| Water mains maintenance                  | \$ 751,105         |
| Construction of new water mains          | \$ 365,487         |
| Cross Connection Control Program         | \$ 255,068         |
| Reads - water meters monthly             | \$ 206,734         |
| Fire Hydrant and Water Valve Maintenance | \$ 244,795         |
| Water Meter Change Out Program           | \$ 198,407         |
| <b>Total Water Distribution</b>          | <b>\$2,021,596</b> |



**Fleet**

|  |                   |
|--|-------------------|
| Maintain Utility Department vehicles and equipment       | \$ 126,245        |
| Maintain Public Works Department vehicles and equipment  | \$ 49,095         |
| Specialized maintenance of Police vehicles and equipment | \$ 9,228          |
| <b>Total Fleet</b>                                       | <b>\$ 184,568</b> |



### Section 3: Standing with Credit Rating Agency Criteria

Credit ratings are forward-looking assessments of an entity's relative credit strength. Rating agencies concentrate on four overall factors in their analysis – economic condition and outlook, financial position and performance, debt profile and management. Each factor is measured against a combination of qualitative and quantitative criteria. For instance; one rating agency evaluates the factors according to the following weighting system:

|                         |     |
|-------------------------|-----|
| Economic Strength       | 40% |
| Financial Strength      | 30% |
| Management & Governance | 20% |
| Debt Profile            | 10% |

Assessing managerial strength is the most subjective of the rating factors and incorporates such critical components in a rating agency's analysis as:

**Budgeting techniques** – careful, organizational approach to budgeting that ideally involves conservative fiscal policies and multi-year modeling.

**Fund balance policies** – adoption of a clearly delineated fiscal plan which includes a fund balance target level and the instances in which reserves may be used.

**Debt planning** – formalized debt plan that includes target and maximum debt levels, targets for pay-as-you-go funding of capital work and incorporation of debt policies into a multi-year capital plan.

**Governing structure** – management's ability to maximize flexibility relative to others facing the same constraints, and ability for key personnel to respond to likely changes that may affect credit.

**Strategic planning for business development** – feasible business development plans that suit the strengths and needs of the community with guidelines that detail any incentives.

**Timely disclosure** – timely audited financial documents that are attested to by an outside firm and the direct disclosure of any material events as soon as possible.

Strong management refers to administrative strategies that improve credit strength in good times, provide assurance of maintaining credit strength in weaker times, and serve the community well for both short and long term. Establishment of reserve policy goals and financial and debt benchmarks provide additional guarantee against a concern that a possible change in the government's politics or members will adversely impact its financial operations. An assessment of the City's overall credit quality is highlighted in the sections to follow:

- Administrative & Business Development Practices
- Government Finance Officers Association Best Management Practices
- Key Rating Agency Ratios

#### Administrative & Business Development Practices

- ✓ Strategic Plan - identifies specific objectives within strategic focus areas, timelines and costs, where applicable.

- ✓ Business Plan - modeled after State of Florida Sterling criteria and National Baldrige criteria and includes economic outlook, service initiatives, self assessment, financial strategy and key performance indicators.
- ✓ Long Range Financial Plan – highlights multi-year fiscal forecasts for major funds and identification of program and service level costs.
- ✓ Lean/Six Sigma – implementation of a business management strategy that improves processes, tracks performance and produces results.
- ✓ Emphasis on Partnership Opportunities among Public, Private & Non-Profit Sectors and Community-at-Large.
- ✓ Enhanced Public Communication & Information Programs – including Town Hall meetings, weekly reports, weekly information sharing, City Newsletter and enhanced website.
- ✓ 3<sup>rd</sup> lowest property tax rate of 12 cities in Southwest Florida. The City’s rate (2.7251 mills) is well below the State limit of 10 mills. Only Naples and Marco Island have lower millage rates.
- ✓ Dedication of portion of millage rate earmarked for road resurfacing program.
- ✓ Overall property tax bill in City is lower than unincorporated Charlotte County, which is a highly unusual circumstance.
- ✓ Structured program of reduction of full time equivalent positions by 15.3% over the past four years without discernable reduction in level of service.
- ✓ 2<sup>nd</sup> lowest crime rate in State of 19 cities between 15,000-20,000 population. Only Marco Island has a lower crime rate.
- ✓ Average emergency response time for fire related calls for service is four minutes and two seconds (4:02), well under the National Fire Protection Association standard of five minutes or less, 90% of the time.
- ✓ 2<sup>nd</sup> lowest water & sewer monthly bill among Southwest Florida utilities, even after recent rate increases totaling 18% during past three years. Only Palmetto has a lower average monthly bill.
- ✓ New Land Development Regulations modeled after “New Urbanism” and in sync with Citizens Master Plan.
- ✓ Design Studio whereby prospective developers can present plans to City staff and resolve potential issues prior to permit submittal.
- ✓ Punta Gorda Entrepreneurial Academy & Advanced Business Development Program
- ✓ Impact Fee Installment Payment Plan
- ✓ Expedited Permitting
- ✓ Recent trend of new single family home construction – 35 new permits issued January through October 2010, up from 12 and 22 in all of calendar years 2009 and 2008, respectively.
- ✓ Strategic Annexation Plan focusing on key commercial and industrial properties.

#### Administrative and Business Development Areas for Enhancement

- ✓ Reduction in City taxable property value over past four years by 31%
- ✓ Persistent County wide unemployment in range of 12%
- ✓ Current reliance on construction and service sector employment in the County
- ✓ Recent trend toward using undesignated reserves to bridge the gap between recurring revenues and expenditures in General Fund until economy rebounds
- ✓ Inability for Community Redevelopment Area (CRA) to fund additional projects until CRA tax base reverses recent declines in taxable value of 35% over past four years.

## Best Management Practices

Rating agencies and the Government Finance Officers Association have developed a set of best management practices for public finance. These practices and how Punta Gorda complies with such practices are highlighted below.

| <b>Best Management Practices</b>  |
|---|
| <i>Fund balance reserve policy/working capital reserves – the City has established a minimum reserve target at 5% of expenditures in the general fund, although actual experience has been in the range of 10%-15% during FY 2007 through 2010. The City has budgeted monies in excess of the 5% target to assist in balancing an ensuing year's budget during the economic downturn.</i>   |
| <i>Multi-year financial forecasting – the City prepares such forecasts for all of its major fund groups at a minimum 2 times per fiscal year. The forecasts cover a minimum of five years.</i>  |
| <i>Monthly or quarterly financial reporting and monitoring – the City prepares such reports for all of its major fund groups and investments on a monthly basis. The reports highlight actual versus budget revenue and expenditure experience and point out positive and/or negative trends to watch for in ensuing months.</i>  |
| <i>Contingency planning policies – the City updates its emergency management plan and performs disaster management training for all employees on an annual basis. In addition, the City completed a disaster recovery exercise and assessment for its information technology applications with its primary technology contractor.</i>   |
| <i>Policies regarding nonrecurring revenue – the City established contingency reserves to provide for unanticipated expenditures of a nonrecurring nature or to meet small increases in service delivery costs and discourages the use of one time revenues to fund ongoing expenditures. Over the past four years, the City has used a portion of reserves in excess of the 5% target to fund ongoing operations as a measure that bridges the gap during the economic slowdown.</i> |
| <i>Debt affordability reviews and policies – the City has adopted a set of debt management policies in compliance with national standards and undergoes a series of debt affordability reviews as part of the annual budget process and prior to any debt issuance.</i>   |
| <i>Superior debt disclosure practices – The Comprehensive Annual Financial Report (CAFR) is complete and on the City's web site within 6 months of fiscal year end. The City meets Governmental Accounting Standards Board (GASB) Standards. Any debt disclosure is on the City's web site. Annually the City discusses debt and financial issues with credit rating agencies, as well as provides nonpublished information for them.</i>   |
| <i>Pay-as-you-go capital funding policies – The City uses available funds on hand for such capital projects as new Sanitation trucks, Police vehicles, and a number of various Utility, Road and Parks projects.</i>  |
| <i>Rapid debt retirement policies (greater than 65% in 10 years) – The \$7 million Infrastructure Sales Surtax loan taken out in February 2009 has a final maturity in January 2015. Two CRA loans taken out in December 2002 and November 2005 totaling \$9.1 million have final maturities of January 2013. A \$5 million Utility loan</i>  |

|  |
|--|
| <i>issued in September 2005 has a final maturity of October 2015. Two new CRA loans in the amount of \$14 million were issued in June 2008 and have a final maturity of January 2020.</i>  |
| <i>Five-year capital improvement plan integrating operating costs of new facilities – the City prepares a five-year capital plan on an annual basis and incorporates impact on operating budget projections as part of the plan.</i> |
| <i>Financial reporting awards – the City has received a Certificate of Conformance in Financial Reporting from the Government Finance Officers Association each year since FY 1985.</i>  |
| <i>Budgeting awards – the City has received a Distinguished Budget Award from the Government Finance Officers Association each year since FY 2007.</i>   |

Key Rating Agency Ratios

Key general obligation and water & sewer rating agency ratios (based on 2007 Standard & Poor’s data), and how the City of Punta Gorda stacks up against those ratios are highlighted below.

General Obligation Ratios

Household/Per Capita Effective Buying Income as % of U.S. Level

|                    |   |
|--------------------|---|
| Low                | Below 65%   |
| Adequate           | 65%-90%   |
| Good               | 90%-110%  |
| Strong             | 110%-130%   |
| Very Strong        | Above 130%  |
| <i>Punta Gorda</i> | <i>121% per Household</i><br><i>171% per Capita</i> |

Market Value Per Capita

|                    |   |
|--------------------|---|
| Low                | Below \$35,000  |
| Adequate           | \$35,000-\$55,000   |
| Strong             | \$55,000-\$80,000   |
| Very Strong        | \$80,000-\$100,000  |
| Extremely Strong   | Above \$100,000   |
| <i>Punta Gorda</i> | <i>\$146,838 (all land uses)</i><br><i>\$ 66,182 (homestead residential only)</i> |

### Top Ten Taxpayers

|                         |           |
|-------------------------|-----------|
| Very Diverse            | Below 15% |
| Diverse                 | 15%-25%   |
| Moderately Concentrated | 25%-40%   |
| Concentrated            | Above 40% |
| <i>Punta Gorda</i>      | 7%        |

### Adequate Fund Balance

|                    |           |
|--------------------|-----------|
| Low                | Below 0%  |
| Adequate           | 1%-4%     |
| Good               | 4%-8%     |
| Strong             | 8%-15%    |
| Very Strong        | Above 15% |
| <i>Punta Gorda</i> | 7.5%      |

### Debt Service as % of Expenditures

|                    |           |
|--------------------|-----------|
| Low                | Below 8%  |
| Moderate           | 8%-15%    |
| Elevated           | 15%-20%   |
| High               | Above 25% |
| <i>Punta Gorda</i> | 8.1%      |

### Overall Net Debt Per Capita

|                    |                 |
|--------------------|-----------------|
| Very low           | Below \$1,000   |
| Low                | \$1,000-\$2,000 |
| Moderate           | \$2,000-\$5,000 |
| High               | Above \$5,000   |
| <i>Punta Gorda</i> | \$1,237         |

### Overall Net Debt as % of Market Value

|                    |           |
|--------------------|-----------|
| Low                | Below 3%  |
| Moderate           | 3%-6%     |
| Moderately High    | 6%-10%    |
| High               | Above 10% |
| <i>Punta Gorda</i> | 0.7%      |

## Water & Sewer

### Income Levels: Household/Per Capita Effective Buying Income as a % of U.S. Level

|                    |   |
|--------------------|---|
| Low                | Below 65%   |
| Adequate           | 65%-90%   |
| Good               | 90%-110%  |
| Strong             | 110%-130%   |
| Very Strong        | Above 130%  |
| <i>Punta Gorda</i> | <i>121% per Household</i><br><i>171% per Capita</i> |

### Debt Service Coverage

|                    |                    |
|--------------------|--------------------|
| Insufficient       | Less Than 1.0x     |
| Adequate           | 1.0x-1.25x         |
| Good               | 1.26-1.50x         |
| Strong             | Greater than 1.50x |
| <i>Punta Gorda</i> | <i>2.9x</i>        |

### Liquidity

|                    |                       |
|--------------------|-----------------------|
| Low                | Less Than 30 Days     |
| Adequate           | 30-60 Days            |
| Good               | 60-120 Days           |
| Strong             | Greater Than 120 Days |
| <i>Punta Gorda</i> | <i>679 Days</i>       |

### Total Debt to Net Property, Plant & Equipment

|                    |                  |
|--------------------|------------------|
| Low                | Less Than 40%    |
| Moderate           | 40%-60%          |
| Moderately High    | 60%-80%          |
| High               | Greater Than 80% |
| <i>Punta Gorda</i> | <i>28%</i>       |

### Top 10 Customers as a % of Total Operating Revenues

|                         |                  |
|-------------------------|------------------|
| Very Diverse            | Less Than 15%    |
| Diverse                 | 15%-25%          |
| Moderately Concentrated | 26%-40%          |
| Concentrated            | Greater Than 40% |
| <i>Punta Gorda</i>      | <i>12%</i>       |

Fixed-Charge Coverage

|                    |                    |
|--------------------|--------------------|
| Insufficient       | Less Than 1.0x     |
| Adequate           | 1.0x-1.20x         |
| Good               | 1.21x-1.40x        |
| Strong             | Greater Than 1.40x |
| <i>Punta Gorda</i> | <i>1.20x</i>       |

Other Key Ratios

Uncollected Property Taxes as a Percent of Net Tax Levy

|                    |             |
|--------------------|-------------|
| Warning Indicator  | 5%          |
| <i>Punta Gorda</i> | <i>4.7%</i> |

General Fund Property Tax Expansion Capacity

|                          |               |
|--------------------------|---------------|
| State Millage Rate Limit | 10            |
| <i>Punta Gorda</i>       | <i>2.7251</i> |

Unfunded Pension Liability as a Percent of Assessed Valuation

*Punta Gorda*

|                          |               |
|--------------------------|---------------|
| <i>General Employees</i> | <i>25.25%</i> |
| <i>Police Officers</i>   | <i>9.04%</i>  |
| <i>Firefighters</i>      | <i>33.70%</i> |