

City of Punta Gorda, Florida

# *STRATEGIC PLAN*

FY 2019



# Punta Gorda

FLORIDA

*Adopted September 17, 2018*

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## **CITY COUNCIL**

Rachel Keesling, Mayor (District 2)  
Gary Wein, Vice Mayor (District 3)  
Jaha Cummings, Council Member (District 1)  
Lynne Matthews, Council Member (District 4)  
Nancy Prafke, Council Member (District 5)

## **CITY OFFICIALS**

Howard Kunik, City Manager  
David Levin, City Attorney  
Karen Smith, City Clerk

## **DEPARTMENT DIRECTORS & MANAGERS**

Kristin Simeone, Interim Finance Director  
Ray Briggs, Fire Chief  
Pam Davis, Police Chief  
Rick Keeney, Public Works Director  
Tom Jackson, Utilities Director  
Melissa Reichert, Communications Manager  
Phil Wickstrom, Human Resources Manager  
Brad Schuette, Information Technology Manager  
Joan Lebeau, Urban Design Manager  
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## Overview

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



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

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

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

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

## Vision

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

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

### Vision Elements:

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

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

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

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

- Social sustainability
  - ✓ Provide a stable environment for citizens
  - ✓ Ensure public safety
  - ✓ Offer an environment that encourages job creation
  - ✓ Engage the community in local decision making
  - ✓ Provide amenities that enhance quality of life
  
- Environmental sustainability
  - ✓ Safeguard the water supply, open space & other physical assets by preparing for and mitigating natural disasters and by employing environmentally responsible methods for energy generation, waste reduction and disposal and other services

## **Mission**

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

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

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

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

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

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

## Values

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

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

Through public input garnered from the community survey and workshops, Punta Gorda's residents and leaders value the City's small town, self-sufficient, community-partnerships nature. In this vein, the City should pursue policies and actions that enhance these elements. Revised, key values of the City organization are:

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

## Strategic Priorities & Goals

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

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

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

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

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

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

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

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

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

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

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



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

Action Item	Timeframe
<b>Internal</b>	
Update the Long Range Financial Plan as the framework for setting annual budget guidelines including an annual assessment of the City’s financial management policies with national standards adopted by the Government Finance Officers Association	January 2019
Conduct budget updates and/or workshops based on financial trends and fiscal forecasts included in the long range financial plan, program of service overviews and alternatives to eliminate any projected budget gaps.	January through September 2019
Review the swale regrading program as part of FY 2020 budget process.	September 2019
Provide additional budget detail justifications when a significant increase is made.	April 2019
Oversee Master Plan process and develop implementation plan in accordance with Plan recommendations that stimulate appropriate growth sustainability.	September 2019
Develop plan for use of one-time land sales and BP oil spill revenues upon resolution of Fishermen’s Village land sale legal challenge.	3 months after litigation resolution
Develop succession plan for City Manager position including book of knowledge	December 2018
<b>External</b>	
Pro-actively support public/private efforts that facilitate development of undeveloped commercial properties to include Terracap (former LOOP), Marketplace and former U-Save properties, among others.	Ongoing
Seek to grow local economy from within by nurturing local business opportunities that create spin off employment.	Ongoing
Seek new technology and applications that will help connect the City and the community and deliver services and information in a timely, cost-effective manner to include server upgrades; geographic information systems enhancements; upgrading field connectivity, and network security upgrades.	Ongoing

<b>Key Performance Indicator</b>	<b>Actual FY 2017</b>	<b>Projected FY 2018</b>	<b>Proposed FY 2019</b>
GFOA Certificate of Conformance in Financial Reporting	Awarded	To Be Submitted	To Be Submitted
GFOA Distinguished Budget Presentation Award	Awarded	Awarded	To Be Submitted
General Fund recurring revenues aligned with recurring expenditures	Revenue 98% versus Exp.	Revenue 96% versus Exp.	Revenue 98% versus Exp.
Unqualified Audit Opinion	Achieved	To Be Determined	To Be Determined
% compliance with financial management policies	100%	100%	100%
Tax base diversity (goal 75% residential & 25% commercial)	90.3% residential 9.7% commercial	89.9% residential 10.1% commercial	89.5% residential 10.5% commercial
Annexation (acreage and type)	26.7 acres developed commercial	13.78 acres vacant commercial	50+ acres vacant, residential, low industrial
% of space leased in Herald Court Centre	74%	84%	100%
Cost per capita – General Fund services	\$980	\$1,142	\$1,086
Utility rates in relation to 16 SWFL communities	2 <sup>nd</sup> lowest	2 <sup>nd</sup> lowest	2 <sup>nd</sup> lowest
Solid Waste rates in relation to SWFL communities with comparable service area	+17.00%	+23.00%	+23.00%
Minorities in City workforce	9.1%	9.0%	9.0%
Females in Non-Traditional Roles in City workforce	6.0%	6.0%	6.0%
City employees per 100/Population	1.5	1.5	1.5
Taxable sales (Monthly Ave. PG MSA)	\$240 million	\$248 million	\$250 million
# of new businesses	82	80	90
# of closed businesses	57	45	60
# of employees in Punta Gorda			

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

As an older community and one with its own water and wastewater utility, canal/seawall system as well as historic districts, infrastructure takes on particular importance in Punta Gorda. While new infrastructure projects are well publicized and generally well received, ongoing maintenance of a city’s assets are not very visible nor always appreciated. Maintenance is never a problem until it is. The City’s capital assets (i.e. infrastructure) are valued at \$107 million and consist of two components – city infrastructure and internal infrastructure, defined below.

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

- 13 public buildings - City Hall, City Hall Annex, Public Works/Utilities Campus, Public Safety Building, Fire Stations 2 and 3, Water & Wastewater Treatment Plants, Bayfront Center, Freeman House, Cooper Street Center, Laishley Park Marina Building, and Herald Court Centre.
- 116 miles of streets, 849 streetlights, 19 traffic signal intersections, 4 bridges and 110 miles of seawall. The City’s canal systems are unique in that the City provides maintenance of the seawalls and canals through Canal Maintenance Districts.
- 237 miles of water mains, 129 miles of sanitary sewer, 2 storage tanks, master pumping station, booster pumping facility, 119 lift stations and Hendrickson Dam (reservoir).
- 23 parks totaling 120 acres and 9 miles of Pathways (harborwalk, linear park, MURTs)
- 208 motorized pieces of equipment (fleet, cranes, boats, compactors).
- 90 Windows Servers (70 virtualized), 5 virtual server hosts (three-node VMware ESXi cluster. Two Hyper-V servers), 1 IBM midrange server, three-node VMware Virtual Desktop Interface (VDI) ESXi cluster, four datacenter switches, twenty-one access switches, three firewalls (1 a state of the art next-generation firewall), two Storage Area Networks (SANs). Thirty-five wireless access points, VoIP phone system with 250 phone sets, 5 miles of dark fiber, a total of 320 PC’s, laptops, and tablets.

Issues to be addressed to ensure sustainable infrastructure include:

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

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

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

**Goal:** Maximize use of new technology in applicable areas

**Goal:** Apply best management practices and systems in infrastructure maintenance

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

Action Item	Timeframe	Cost
Undertake through design, permitting and/or construction a myriad of ongoing infrastructure improvements including:		
Street Resurfacing	2018/2019	\$740,000
Drainage Citywide	2018/2019	\$500,000
Corto Andra/Boca Grande Drainage	2018/2019	\$4,100,000
Groundwater Reverse Osmosis (RO)Water Treatment Plant and Water Production Wells Construction (excluding completed wells)	June 2020	\$32,500,000
Taylor Street Rebricking – Harborside to W. Marion	2019	\$120,000
Gilchrist Park Playground Restrooms Construction	December 2018	\$450,000
Gilchrist Park Restrooms by Pavilions – Design and Construction	2019	TBD
Gilchrist Park Activity Center Conceptual Plans	2019	\$75,000
Gilchrist Park Renovation (Gazebo to Bayfront Center) – Design and Construction	2019	\$3,200,000
Madrid Sidewalk	2018	\$51,000
Ponce Park Redesign/Construction	2019/2020	\$725,000
Buckley’s Pass (Additional Harbor Access in Punta Gorda Isles) – Assessment Process and Construction	2018/2019	\$1,500,000 - \$2,000,000
Cooper Street and Airport Road MURT Design	2019	\$210,000
Wastewater Force Main (Jones Loop Road) Construction	2018/2019	\$3,300,000
Update plan for all major infrastructure categories to include fleet, equipment, buildings, grounds, streets, utilities and lighting.	June 2019	Included in FY 2020-2024 Capital Improvements Program and Road Resurfacing Program
Seawall Maintenance Alternatives - explore and review alternatives of products, methodology and staging sites due to the ever decreasing vacant lots.	Ongoing	
Develop Financial Plan for Transition from Septic to Sewer in Utility Service Area, as Prioritized in Sewer Master Plan	2018/2019	\$50,000
Install Advanced Metering Infrastructure	2017-2019	\$2,900,000
Add sidewalks on W. Marion and W. Olympia missing links	2019	To be determined during FY 2020 budget development
Encourage County to plan for additional event center parking	2019/2020	

<b>Key Performance Indicator</b>	<b>Actual FY 2017</b>	<b>Projected FY 2018</b>	<b>Proposed FY 2019</b>
% of projects completed within timeframe & estimated cost	90%	81%	100%
Fuel use (gallons)	141,986	148,728	155,000
Five year capital improvements program that identifies infrastructure needs with funding source	Yes	Yes	Yes

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

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

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

Action Item	Timeframe	Cost
Continue communications programs through neighborhood meetings, weekly reporting, televise Council meetings, social media, customer surveys, and use available technology to find new ways to provide information in a cost-effective and timely manner. Work towards live streaming of city meetings.	Ongoing	
Optimize relationships at all levels with the City’s partners through a proactive presence (Congress, State Legislators, Charlotte County, Airport Authority, Charlotte County School District, Charlotte County-Punta Gorda Metropolitan Planning Organization, Economic Development Partnership, Charlotte County Tourism Bureau, Southwest Florida Water Management District, Peace River/Manasota Regional Water Supply Authority, Charlotte Harbor Estuary organizations, TEAM Punta Gorda, Punta Gorda and Charlotte County Chambers of Commerce, Downtown Merchants Association, United Way, Homeowners’ Associations, Punta Gorda Historical Society, Punta Gorda Historic Mural Society, Punta Gorda History Center, Cultural Heritage Center of SW Florida, Punta Gorda Housing Authority, ADA Advisory Committee, PGI Green Thumbs, etc.) which lead to effective collaboration.	Ongoing	
Facilitate representation and communication between Punta Gorda Housing Authority and Charlotte County Affordable Housing Advisory Council. Facilitate communication and collaboration between the City and Gulf Coast Partnership.	2019	
Continue participation/partnership with Economic Development Partnership, Punta Gorda Chamber of Commerce Business Development Committee, Economic Development Working Group, Downtown Merchants Association and TEAM Punta Gorda to enhance business development initiatives	Ongoing	
Emphasize transparency in operations through Citizen’s Academy, aforementioned communications programs, posting of financial information on the City’s website and thru other available technology.	Citizen’s Academy January through April 2019. Other initiatives ongoing.	

Create an apprenticeship program for high school students to introduce them to our City and County government.	2019	
Partner with TEAM Punta Gorda to conduct a Community Development Summit regarding best practices in urban planning and smart growth as a prelude to the Master Plan process	January 2019	\$25,000
Continue to garner input from Land Development Committee, consisting of representation from the City's neighborhoods, as part of ordinance review process	Ongoing	
Continue Police Department citizen's advisory and business advisory councils to enhance communication and address issues as they arise	Ongoing	
Develop performance measures to be submitted to City that include results of efforts of such non-profit organizations as Charlotte Community Foundation, United Way of Charlotte County and Gulf Coast Partnership.	2019	

Key Performance Indicator	Actual FY 2017	Projected FY 2018	Proposed FY 2019
City Communications (Weekly Highlights Reports, Information Sharing Reports and Action Registers)	121	148	130
Citizen Interaction through Social Media	48,996	182,082	TBD
Citizen's Academy customer satisfaction rating	100%	100%	100%
Financial information on City website	Yes	Yes	Yes
Civic involvement – volunteer hours provided to City service delivery (Police and Fire)	17,500	18,000	17,500
Business Satisfaction Survey results - % excellent rating	98.3%	100%	100%

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

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

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

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

- Goal:** Implement the three-year strategic communications/marketing plan for the City
- Goal:** Optimize waterfront, bicycle and pedestrian assets of the City
- Goal:** Coordinate with stakeholders in promoting Punta Gorda as a boating, fishing and bicycle-friendly destination
- Goal:** Support and facilitate the marketing of Punta Gorda’s assets as a core to a vibrant downtown
- Goal:** Optimize expertise of regional and local partners (i.e. Charlotte Harbor Tourism Bureau, Chambers of Commerce, Realtor Association, Economic Development Partnership, tourism-oriented private sector) to achieve stated objectives

Action Item	Timeframe	Cost
Market City’s assets to include private/public building and infrastructure improvements, downtown amenities, heritage tourism and festivals by working with public, private and non-profit agencies/organizations to develop a consistent strategy and approach that can be leveraged across all community channels	Ongoing	\$111,000
Implement Year Two of Three-Year Strategic Communications/Marketing Plan in partnership with above mentioned organizations with assistance from Aqua marketing firm	2017-2020	\$111,000
Develop and promote Microsite as part of effort to attract residents, business and visitors	FY 2019	



<b>Key Performance Indicator</b>	<b>Actual FY 2017</b>	<b>Projected FY 2018</b>	<b>Proposed FY 2019</b>
New website visits	222,440	204,764	TBD
Return website visits	44,285	44,523	TBD
Microsite visits	N/A	N/A	TBD
Marketing Efforts to Support Why Punta Gorda	N/A	N/A	17
Liveboards at Laishley Marina (monthly avg.)	15	16	Up to 20
Laishley Marina Occupancy Rate	81.8%	79%	90%
Mooring Field Occupants	5	5	5
# of fishing/boating events	11	12	14
# of festivals/parades	64	66	69
# of sporting events (bicycle, runs, walks)	18	19	21

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

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

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

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

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

**Goal:** Improve the City’s water quality

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

**Goal:** Support and promote a pedestrian & bicycle friendly community

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

**Goal:** Continue Universal Accessibility transition plan efforts within the City

Action Item	Timeframe	Cost
Partner with TEAM Punta Gorda and cycling groups to incorporate enhanced pedestrian amenities based on the five E's – engineering, education, encouragement, enforcement and evaluation/planning. Consider bicycle friendly strategies as part of the annual road resurfacing program. Explore feasibility of implementation of dedicated bike lanes on Royal Poinciana in Burnt Store Meadows. Replace Share The Lane signs with Bicycles May Use Full Lane signs.	TBD	TBD
Assess and enhance, where appropriate, pedestrian friendly amenities in the central business district to include re-bricking, landscaping, street furniture, waste receptacles, decorative lighting, street trees and intersection access. Focus effort on Taylor Street Re-Bricking from Event Center to Marion Avenue. Complete the bricking and lighting of Sullivan Street.	Ongoing	\$120,000
Promote housing alternatives that meet workforce needs by reviewing how City may assist in creation of such housing to meet growing demand of workers in our area, by creatively offering developers assistance (i.e. utility incentives, etc.). With annexed land, consider opportunities for affordable housing.	Ongoing	
Secure services of urban planning firm to develop conceptual plans for Gilchrist Park Activity Center and oversee completion of plans.	2018/2019	\$75,000
Continue initiatives to engage our community's youth to work together to ensure a safe, drug-free environment through partnership with Drug Free Punta Gorda	Ongoing	
Explore more boat ramps and kayak launching facilities (i.e. Ponce Park)		
Complete update to Parks and Recreation Master Plan		
Investigate the feasibility of underground two or three electric line spans that still cross West Retta to eliminate visual encumbrance		
Evaluate opportunities for a Punta Gorda community center.		
Incorporate recommendations from Together Charlotte: 2018 Housing Report and participate in Together Charlotte activities focused on a plan to ensure diverse housing for all City residents.		

Key Performance Indicator	Actual FY 2017	Projected FY 2018	Proposed FY 2019
Uniform Crime Index	262	256	261
Average patrol response time for calls for service (minutes)	4:03	4:31	4:59
Clearance rate	41.6%	42.1%	41.8%
Quality Assurance Review results - % satisfied with service provided by police officer	98.4%	99.3%	99.0%
% fire emergency calls with response time less than 5 min	84.97%	85.2%	87.21%
Average fire response time for calls for service (min)	4:04	4:07	4:10
% Waste diverted from landfill due to recycling (tons)	55% (5727)	52% (5900)	54% (6200)
Stormwater (NPDES) compliance with state standards	100%	100%	100%
Achievement of water quality standards (excluding TDS)	Yes	Yes	Yes
\$'s invested in United Way programs			

## Appendix: Multi-Year Fiscal Forecasts FY 2019-2023

In January 2008, the City published its first Business Plan which incorporated economic and financial strategies and key performance measures into a single document. In order to augment the financial strategy component of the Plan, a long-range financial plan was developed in January 2009 to assist management in the planning and allocation of resources to achieve the City Council's goal of maintaining fiscally responsible decision making within all sectors of the organization. The Plan provided the organization with an opportunity to change or influence current policies and practices before they created critical fiscal strains on the budgetary fabric. The proformas provided in the Long Range Financial Plan are updated during the budget process and then provide a baseline for action items contained in the financial/economic sustainability element of the Strategic Plan. The proformas presented have been updated to reflect FY 2019 proposed budget through FY 2023.

### General Fund

	Proposed FY 2019	Proforma FY 2020	Proforma FY 2021	Proforma FY 2022	Proforma FY 2023
Change in Taxable Value of Property	7.5%	6%	6%	6%	6%
<b>Revenues:</b>					
Ad Valorem Taxes	\$9,527,820	\$10,099,490	\$10,705,460	\$11,347,787	\$12,028,654
Other Revenue	11,568,848	11,532,475	11,694,935	11,859,263	12,026,361
Use of Capital Outlay Reserve		433,000		109,000	
Use of Prior Year's Reserve	459,530	512,270			
<b>Total Revenues</b>	<b>21,556,198</b>	<b>22,577,235</b>	<b>22,400,395</b>	<b>23,316,050</b>	<b>24,055,015</b>
<b>Expenditures:</b>					
Personnel Expenditures	14,382,868	14,873,190	15,425,272	16,001,893	16,604,334
Operating Expenditures	4,567,996	4,765,010	4,852,833	4,964,062	5,109,976
Capital	863,800	1,173,000	740,000	849,000	740,000
Transfers for Tax Increment Financing	612,534	637,035	662,515	689,015	716,580
Transfers for Capital Projects	155,000	155,000	155,000	155,000	155,000
Transfers for Roads	459,000	459,000	459,000	459,000	459,000
Transfers for Drainage	500,000	500,000	500,000	500,000	500,000
Contingency	15,000	15,000	15,000	15,000	15,000
<b>Total General Expenditures</b>	<b>21,556,198</b>	<b>22,577,235</b>	<b>22,809,620</b>	<b>23,632,970</b>	<b>24,299,890</b>
<b>Expenditures in Excess of Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$409,225)</b>	<b>(\$316,920)</b>	<b>(\$244,875)</b>
<b>Minimum Reserve (8.0% to 10.0%)</b>	<b>\$1,725,000</b>	<b>\$1,883,000</b>	<b>\$2,053,000</b>	<b>\$2,235,000</b>	<b>\$2,430,000</b>

**Community Redevelopment Agency**

	<b>Proposed FY 2019</b>	<b>Proforma FY 2020</b>	<b>Proforma FY 2021</b>	<b>Proforma FY 2022</b>	<b>Proforma FY 2023</b>
<b>Debt Service Division</b>					
Assessed Property Valuation change	<b>5.2%</b>	<b>3%</b>	<b>3%</b>	<b>0%</b>	<b>0%</b>
Tax Increment Financing (TIF) Revenue	\$1,819,762	\$1,874,355	\$1,930,585	\$1,930,585	\$1,930,585
CRA Lease Payments (Debt Service)	1,496,924	1,538,772	1,578,405	1,620,749	1,660,731
Revenues in Excess of Debt Svc	322,838	335,583	352,180	309,836	269,854
Reserve - TIF for Debt Svc (Beg)	646,052	968,890	1,304,473	1,656,653	1,966,489
<b>Reserve - TIF for Debt Svc (End)</b>	<b>\$968,890</b>	<b>\$1,304,473</b>	<b>\$1,656,653</b>	<b>\$1,966,489</b>	<b>\$2,236,343</b>

<b>Herald Court Operations Division</b>					
Herald Court Revenues	\$259,224	\$276,901	\$282,159	\$285,613	\$288,793
Herald Court Operating Expenditures	185,990	194,060	202,390	208,011	214,252
Revenues in Excess of Herald Ct Oper.	73,234	82,841	79,769	77,602	74,541
Reserve - Herald Ct (Beg)	149,155	222,389	305,230	384,999	462,601
<b>Reserve - Herald Ct (End)</b>	<b>\$222,389</b>	<b>\$305,230</b>	<b>\$384,999</b>	<b>\$462,601</b>	<b>\$537,142</b>

<b>CRA Operations Division</b>					
Other CRA Revenues	\$127,594	\$128,456	\$129,327	\$130,207	\$131,095
Other CRA Operating Expenditures	204,000	154,000	154,000	154,000	154,000
Expenditures in Excess of Revenue	(76,406)	(25,544)	(24,673)	(23,793)	(22,905)
Reserve - Other Operations (Beg)	461,413	385,007	359,463	334,790	310,997
<b>Reserve - Other Operations (End)</b>	<b>\$385,007</b>	<b>\$359,463</b>	<b>\$334,790</b>	<b>\$310,997</b>	<b>\$288,092</b>

**Utilities OM&R Fund**

	<b>Proposed FY 2019</b>	<b>Proforma FY 2020</b>	<b>Proforma FY 2021</b>	<b>Proforma FY 2022</b>	<b>Proforma FY 2023</b>
<b>Revenues:</b>					
Chg for Service - Water	\$9,941,070	\$9,990,775	\$10,040,729	\$10,090,933	\$10,141,388
Chg for Service - Sewer	7,335,040	7,371,715	7,408,574	7,445,617	7,482,845
Other Revenue	645,505	1,253,972	1,268,969	939,995	950,053
<b>Total Revenues</b>	<b>17,921,615</b>	<b>18,616,462</b>	<b>18,718,272</b>	<b>18,476,545</b>	<b>18,574,286</b>
<b>Expenses:</b>					
Operations	13,477,032	13,910,919	14,436,005	14,906,197	15,394,519
Renewal & Replacement of Infrastructure	1,120,000	1,120,000	1,120,000	1,120,000	1,120,000
Transfer-Capital Improv. Projs.	465,000	545,000	275,000	500,000	525,000
Existing Debt Service	200,000	200,000	200,000		
New Debt Service		1,185,000	1,185,000	1,185,000	1,185,000
Trsf to SRF Fd-resrv incr(decr)	544,200	225,000	(375,000)		
Contribution to Pipeline Project		1,500,000			
<b>Total Expenses</b>	<b>15,806,232</b>	<b>18,685,919</b>	<b>16,841,005</b>	<b>17,711,197</b>	<b>18,224,519</b>
<b>Revenues in Excess (Shortfall) of Expenses</b>	<b>2,115,383</b>	<b>(69,457)</b>	<b>1,877,267</b>	<b>765,348</b>	<b>349,767</b>
<b>Operating Reserves-Beg</b>	<b>5,370,259</b>	<b>7,485,642</b>	<b>7,416,185</b>	<b>9,293,452</b>	<b>10,058,800</b>
<b>Operating Reserves-End</b>	<b>\$7,485,642</b>	<b>\$7,416,185</b>	<b>\$9,293,452</b>	<b>\$10,058,800</b>	<b>\$10,408,567</b>

**Sanitation Fund**

	<b>Proposed FY 2019</b>	<b>Proforma FY 2020</b>	<b>Proforma FY 2021</b>	<b>Proforma FY 2022</b>	<b>Proforma FY 2023</b>
<b>Revenues:</b>					
Chg. for Service - Refuse Collection	\$3,619,960	\$3,685,166	\$3,798,828	\$3,912,784	\$4,027,038
Other Revenue	26,270	23,270	23,270	23,270	23,270
Capital Lease/Purchase				475,000	
<b>Total Revenues</b>	<b>3,646,230</b>	<b>3,708,436</b>	<b>3,822,098</b>	<b>4,411,054</b>	<b>4,050,308</b>
<b>Expenses:</b>					
Operations	3,467,572	3,622,367	3,794,087	3,971,045	4,153,448
Capital	150,000	750,000		475,000	
Debt Service				39,750	79,500
<b>Total Expenses</b>	<b>3,617,572</b>	<b>4,372,367</b>	<b>3,794,087</b>	<b>4,485,795</b>	<b>4,232,948</b>
<b>Revenues in Excess (Shortfall) of Expenses</b>	<b>28,658</b>	<b>(663,931)</b>	<b>28,011</b>	<b>(74,741)</b>	<b>(182,640)</b>
<b>Operating Reserves-Beg</b>	<b>643,048</b>	<b>571,706</b>	<b>407,775</b>	<b>435,786</b>	<b>361,045</b>
<b>Capital Outlay Reserves-Beg</b>	<b>400,000</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Outlay Reserves-End</b>	<b>\$500,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Operating Reserves-End</b>	<b>\$571,706</b>	<b>\$407,775</b>	<b>\$435,786</b>	<b>\$361,045</b>	<b>\$178,405</b>

**Building Fund**

	<b>Proposed FY 2019</b>	<b>Proforma FY 2020</b>	<b>Proforma FY 2021</b>	<b>Proforma FY 2022</b>	<b>Proforma FY 2023</b>
<b>Revenues:</b>					
Permits, Fees & Special Assmnts.	\$913,500	\$913,500	\$913,500	\$913,500	\$913,500
Other Revenue	49,500	48,000	45,750	44,250	42,000
<b>Total Revenues</b>	<b>963,000</b>	<b>961,500</b>	<b>959,250</b>	<b>957,750</b>	<b>955,500</b>
<b>Expenses:</b>					
Operations	990,480	1,026,115	1,063,175	1,101,715	1,141,810
Capital	25,000				
<b>Total Expenses</b>	<b>1,015,480</b>	<b>1,026,115</b>	<b>1,063,175</b>	<b>1,101,715</b>	<b>1,141,810</b>
<b>Revenues in Excess (Shortfall) of Expenses</b>	<b>(52,480)</b>	<b>(64,615)</b>	<b>(103,925)</b>	<b>(143,965)</b>	<b>(186,310)</b>
<b>Operating Reserves-Beg</b>	<b>1,311,027</b>	<b>1,258,547</b>	<b>1,193,932</b>	<b>1,090,007</b>	<b>946,042</b>
<b>Operating Reserves-End</b>	<b>\$1,258,547</b>	<b>\$1,193,932</b>	<b>\$1,090,007</b>	<b>\$946,042</b>	<b>\$759,732</b>

**Laishley Park Marina Fund**

	<b>Proposed FY 2019</b>	<b>Proforma FY 2020</b>	<b>Proforma FY 2021</b>	<b>Proforma FY 2022</b>	<b>Proforma FY 2023</b>
<b>Revenues:</b>					
Slip & Mooring Rentals	\$394,000	\$397,940	\$401,920	\$405,940	\$410,000
Intergovernmental Revenue	7,000	11,000	11,000	11,000	11,000
Other Revenue	27,200	27,475	27,750	28,030	28,310
<b>Total Revenues</b>	<b>428,200</b>	<b>436,415</b>	<b>440,670</b>	<b>444,970</b>	<b>449,310</b>
<b>Expenses:</b>					
Laishley Park Marina Expenses	193,755	199,530	205,125	210,975	217,085
Marina Park Contract Expenses	232,500	239,475	245,625	251,960	258,480
Capital Outlay	46,000	6,000	6,000	6,000	6,000
<b>Total Expenses</b>	<b>472,255</b>	<b>445,005</b>	<b>456,750</b>	<b>468,935</b>	<b>481,565</b>
<b>Revenues in Excess (Shortfall) of Expenses</b>	<b>(44,055)</b>	<b>(8,590)</b>	<b>(16,080)</b>	<b>(23,965)</b>	<b>(32,255)</b>
<b>Operating Reserves-Beg</b>	<b>386,554</b>	<b>342,499</b>	<b>333,909</b>	<b>317,829</b>	<b>293,864</b>
<b>Operating Reserves-End</b>	<b>\$342,499</b>	<b>\$333,909</b>	<b>\$317,829</b>	<b>\$293,864</b>	<b>\$261,609</b>

**PGI Canal Maintenance Fund**

	<b>Proposed FY 2019</b>	<b>Proforma FY 2020</b>	<b>Proforma FY 2021</b>	<b>Proforma FY 2022</b>	<b>Proforma FY 2023</b>
Assessment Rate	<b>\$650</b>	<b>\$650</b>	<b>\$650</b>	<b>\$650</b>	<b>\$550</b>
<b>Revenues:</b>					
Operating Assessment	\$3,381,400	\$3,381,400	\$3,381,400	\$3,381,400	\$2,861,750
FEMA & State-Hurr Irma Reimb	10,350,595				
Other Revenue	15,500	12,100	12,000	12,000	12,000
<b>Total Revenues</b>	<b>13,747,495</b>	<b>3,393,500</b>	<b>3,393,400</b>	<b>3,393,400</b>	<b>2,873,750</b>
<b>Expenditures:</b>					
Operations	1,204,070	962,965	997,510	1,033,515	1,071,070
Inlet Dredging	50,000	51,505	53,050	54,640	56,280
Seawalls & Caps R&M	323,425	1,747,155	1,748,225	1,749,330	1,750,465
Capital		40,000	425,000		
Seawalls & Mitigation-Hurr Irma	11,610,000				
Debt Service-Hurr Irma	560,000	560,000	560,000	560,000	
<b>Total Expenditures</b>	<b>13,747,495</b>	<b>3,361,625</b>	<b>3,783,785</b>	<b>3,397,485</b>	<b>2,877,815</b>
<b>Revenues in Excess (Shortfall) of Expenditures</b>	<b>0</b>	<b>31,875</b>	<b>(390,385)</b>	<b>(4,085)</b>	<b>(4,065)</b>
<b>Operating Reserves-Beg</b>	<b>1,022,654</b>	<b>1,077,654</b>	<b>1,109,529</b>	<b>1,144,144</b>	<b>1,140,059</b>
<b>Resrv Seawall Replace-Beg</b>	<b>480,000</b>	<b>425,000</b>	<b>425,000</b>	<b>0</b>	<b>0</b>
<b>Resrv Seawall Replace-End</b>	<b>\$425,000</b>	<b>\$425,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Operating Reserves-End</b>	<b>\$1,077,654</b>	<b>\$1,109,529</b>	<b>\$1,144,144</b>	<b>\$1,140,059</b>	<b>\$1,135,994</b>

**BSI Canal Maintenance Fund**

	<b>Proposed FY 2019</b>	<b>Proforma FY 2020</b>	<b>Proforma FY 2021</b>	<b>Proforma FY 2022</b>	<b>Proforma FY 2023</b>
Operating Rate	\$460	\$460	\$460	\$460	\$460
Dredging Rate	\$95	\$95	\$95		
Tentative Rate				\$95	\$95
<b>Revenues:</b>					
Operating Assessment	\$474,800	\$474,800	\$474,800	\$474,800	\$474,800
Dredging Assessment	97,950	97,950	97,950		
Tentative Assessment				97,950	97,950
Other Revenue	3,150	2,150	1,400	1,000	1,000
FEMA & State- Hurr Irma Reimb	17,500				
<b>Total Revenues</b>	<b>593,400</b>	<b>574,900</b>	<b>574,150</b>	<b>573,750</b>	<b>573,750</b>
<b>Expenditures:</b>					
Operations	150,540	96,700	98,904	99,988	101,115
Inlet Dredging	38,000	38,000	38,000	38,000	38,000
Seawalls & Caps R&M	301,000	301,000	301,000	320,000	320,000
Rim Dredging Proj Debt Svc	95,860	95,860	95,860		
Barge Access-Inlet Widening Proj			250,000		
Channel Corner Widening Proj				TBD	TBD
<b>Total Expenditures</b>	<b>585,400</b>	<b>531,560</b>	<b>783,764</b>	<b>457,988</b>	<b>459,115</b>
<b>Revenues in Excess (Shortfall) of Expenditures</b>	<b>8,000</b>	<b>43,340</b>	<b>(209,614)</b>	<b>115,762</b>	<b>114,635</b>
<b>Operating Reserves-Beg</b>	<b>208,004</b>	<b>206,004</b>	<b>204,344</b>	<b>199,730</b>	<b>175,492</b>
<b>Resrv Seawall &amp; Spec.Proj-Beg</b>					95,000
<b>Resrv Seawall Replace-Beg</b>	100,000	110,000	155,000	(50,000)	(5,000)
<b>Resrv Seawall Replace-End</b>	\$110,000	\$155,000	(\$50,000)	(\$5,000)	\$40,000
<b>Resrv Seawall &amp; Spec.Proj-End</b>				\$95,000	\$190,000
<b>Operating Reserves-End</b>	<b>\$206,004</b>	<b>\$204,344</b>	<b>\$199,730</b>	<b>\$175,492</b>	<b>\$150,127</b>

**Six Cent Gas Tax Fund**

	<b>Proposed FY 2019</b>	<b>Proforma FY 2020</b>	<b>Proforma FY 2021</b>	<b>Proforma FY 2022</b>	<b>Proforma FY 2023</b>
<b>Revenues:</b>					
Local Option Gas Tax	\$618,000	\$624,200	\$630,400	\$636,600	\$642,860
Other Revenue	248,627	252,415	251,415	250,415	254,295
<b>Total Revenues</b>	<b>866,627</b>	<b>876,615</b>	<b>881,815</b>	<b>887,015</b>	<b>897,155</b>
<b>Expenditures:</b>					
Operating Expenditures	947,310	959,745	973,035	986,695	1,000,740
<b>Total Expenditures</b>	<b>947,310</b>	<b>959,745</b>	<b>973,035</b>	<b>986,695</b>	<b>1,000,740</b>
<b>Revenues in Excess (Shortfall) of Expenditures</b>	<b>(80,683)</b>	<b>(83,130)</b>	<b>(91,220)</b>	<b>(99,680)</b>	<b>(103,585)</b>
<b>Operating Reserves-Beg</b>	475,102	394,419	311,289	220,069	120,389
<b>Operating Reserves-End</b>	<b>\$394,419</b>	<b>\$311,289</b>	<b>\$220,069</b>	<b>\$120,389</b>	<b>\$16,804</b>



**Additional Five Cent Gas Tax Fund**

	<b>Proposed FY 2019</b>	<b>Proforma FY 2020</b>	<b>Proforma FY 2021</b>	<b>Proforma FY 2022</b>	<b>Proforma FY 2023</b>
<b>Revenues:</b>					
Local Option Gas Tax	\$281,000	\$283,800	\$286,600	\$289,500	\$292,400
Transfer from General Fund					
Ad Valorem	459,000	459,000	459,000	459,000	459,000
<b>Total Revenues</b>	<b>740,000</b>	<b>742,800</b>	<b>745,600</b>	<b>748,500</b>	<b>751,400</b>
<b>Expenditures:</b>					
Paving	740,000	745,000	745,000	750,000	750,000
<b>Total Expenditures</b>	<b>740,000</b>	<b>745,000</b>	<b>745,000</b>	<b>750,000</b>	<b>750,000</b>
<b>Revenues in Excess (Shortfall) of Expenditures</b>	<b>0</b>	<b>(2,200)</b>	<b>600</b>	<b>(1,500)</b>	<b>1,400</b>
<b>Operating Reserves-Beg</b>	<b>33,018</b>	<b>33,018</b>	<b>30,818</b>	<b>31,418</b>	<b>29,918</b>
<b>Operating Reserves-End</b>	<b>\$33,018</b>	<b>\$30,818</b>	<b>\$31,418</b>	<b>\$29,918</b>	<b>\$31,318</b>