

TEN YEARS AFTER SIGNIFICANT ACCOMPLISHMENTS SINCE HURRICANE CHARLEY CITY OF PUNTA

Financial/Economic Sustainability

- Implemented Strategic Plan and Annual Strategic Action Items, Business Plan, Key Performance Measurement, Action Register, Lean/Six Sigma and Long Range Financial Plan into annual budget development and department operations.
- Adopted comprehensive set of financial management policies, in light of Government Finance Officers Association national standards, that address revenues, expenditures, debt management and operations.
- Developed annual general fund budgets that enhanced levels of service in selected areas (Advanced Life Support, School Resource Officer, Canine & Motorcycle Patrol, Public Information/Transparency and Information Technology) and only increased millage rate from 2.4772 to 3.1969 (29%) in relation to decrease in taxable value from high of \$3.543 billion in 2007 to \$2.309 billion in 2014 (-35%), resulting in City property owners paying less in property taxes than counterparts in unincorporated Charlotte County.
- Developed annual utility budgets that enabled combined water & sewer rates to range between lowest to 3rd lowest in Southwest Florida since 2007.
- Initiated recurring program for comprehensive inspection of seawalls and seawall caps and placed those in following categories - good condition, needs repair and needs replacement.
- Refinanced Community Redevelopment Agency (CRA) debt which will enable CRA to meet budget requirements through its sunset by December 31, 2030.
- Undertook macro view of City positions which resulted in position elimination, flattened hierarchy and shared responsibility. Number of departments reduced from 8 to 5, and positions reduced from high of 313 in 2007 to 263 in 2014.
- Completed a comprehensive pay and classification study which resulted in a new pay plan for employees, which also included a review of the City's benefits package.
- Conducted a review of the City's property and casualty insurance coverage, including a competitive proposal process, which resulted in the City electing to stay with Public Risk Management of Florida, a risk management pool that specializes in cities and counties with smaller populations.
- Implemented several changes to the employee benefits package in response to budgetary constraints and market conditions to include changes in base health insurance coverage; reducing vacation accruals; freezing the General Employee Defined Benefit Pension Plan and offering new employees the opportunity to participate in a Defined Contribution Retirement Savings Plan in which the City matches employee contributions; increasing employee contributions to the General Employees & Fire pension plans; and decreasing pension multipliers for new Police & Fire employees.
- Published Economic Resources Profile & Chesapeake Study as business development marketing tools.
- Published "How to Work with Your City" manual and conducted several seminars with members of the business community.
- Developed new Land Development Regulations modeled after "new urbanism" principles and consistent with TEAM Punta Gorda Citizen's Master Plan. Regulations adopted by City Council in 2005.
- Implemented Design Studio, whereby development proposers meet with staff to discuss development opportunities and design plans.
- Placed Lot Mowing Program user fees on the property tax bill to reduce administrative costs and delinquencies.

Infrastructure Sustainability

- Constructed Laishley Park & Municipal Marina, Fire Station 2, Punta Gorda Pathways (Harborwalk, Linear Park & Multi-use Recreational Trail), Downtown Flooding Mitigation and Herald Court Centre.
- Renovated City Hall, City Hall Annex, Government Center plaza/parking, Public Safety Building, Fire Station 3, Cooper Street Recreation & Education Center, Bayfront Center, Freeman House, Gilchrist Park, Ponce Park, Nature Park, decorative street lights, streetscape and US 41 median landscaping.
- Transitioned to new Public Works/Utilities Campus with sufficient space for expansion, when applicable.
- Re-constructed Hendrickson Dam spillway (reservoir) to serve utility customers well into the future.
- Constructed Wastewater Filtration High Level Disinfection System.
- Re-rated Shell Creek Water Treatment Plant from 8mgd to 10mgd and received 20-year water use permit for its operation.
- Constructed Booster Pumping Station Relief Force Main.

Partnerships & Collaboration

- Integrated partnership philosophy into entire organization to include expanded volunteers in public safety, canine program, bike medic program, bicycle loaner program, parks that teach, park cleanup and landscaping, paint your heart out, re-bricking, community garden, land development committee, website re-design, marketing, economic development task force, to name a few.

Communications & Transparency

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

Public Safety & Emergency Management

- Transitioned into a business model, customer-driven paradigm to include a formal Quality Assurance Program with weekly reviews from customers that experience calls for service; a citywide commercial and residential customer satisfaction survey; a mandatory new employee and volunteer customer service training; and an Operational Proficiency Team to enhance organizational communication.
- Installed OSSI Public Safety system in areas of Computer Aided Dispatch and Records Management.
- Expanded service delivery channels with a grant-funded T3 Personal Mobility Vehicle and Segway, and re-instituted School Resource Officer, Bike Team, Canine and Motorcycle programs.
- Enhanced Volunteer in Policing program through neighborhood marine watch.
- Enhanced youth programming unveiling a new Interactive Youth Trailer, an educational fun center for local youth. Re-instituted annual summer Jammers Youth Basketball program
- Achieved 2nd Safest City designation for Florida communities with a population between 15,000 - 20,000 since 2009.
- Established community policing offices in the Punta Gorda Housing Authority and Fire Station 2.
- Developed and published a Community Traffic Safety and Enforcement Plan.
- Effective September 1, 2012, achieved an Insurance Services Office (ISO) rating of Public Protection Classification (PPC) Class 3, up from a previous PPC classification of 4. The new rating places the Fire Department in the top 6% nationally. (ISO is the leading supplier of data and analytics for the property/casualty insurance industry. Most insurers use the ISO PPC classification for underwriting and calculating premiums for both residential and commercial properties).
- Expanded the current smoke detector program - over 900 smoke detectors serviced or installed during FY2013, which is a 250% increase from FY2012.
- Implemented Advanced Life Support level of service ensuring that all residents are provided advanced life support level of care within all three fire station districts.
- Implemented Community Emergency Response Team (CERT) program. To date over 100 residents have participated in the program.

- Implemented several community service programs including home generated sharps recovery program, and Operation Medicine Cabinet. Over 4,000 pounds of expired / unused medicine diverted from ground water or improper use.
- Created and implemented a department in-service inspection program which utilizes on duty personnel to perform most annual commercial inspections.
- Developed and implemented the first Bike Medic program for the City. Program primarily funded thru community sponsorships and donations.
- Completed comprehensive revision of Emergency Management Plan, assigned tier level responsibility to all employees and conducted annual training/public information workshops with employees and community at large.
- Established debris removal, supplies and mutual aid contracts prior to start of each storm season.
- Created a strategy that would provide opportunities to make hurricane preparedness presentations at several locations throughout the City, thereby increasing public awareness and preparedness for all residents.
- Enhanced street identification by air in event of flooding conditions by painting large circles with identifying numbers in selected intersections.

Recognitions

- Selected to host the United States Police Canine Association National Field Trials in Punta Gorda (2012)
- Florida City & County Management Association Award of Excellence - "Results Through Collaboration: The Power of Partnerships" (2010)
- Government Finance Officers Association Comprehensive Annual Financial Report (CAFR) Award (29 years)
- Government Finance Officers Association Distinguished Budget Presentation Award (8 years)
- Special Performance Measurements Recognition (1 year)
- Florida Association of Public Procurement Officials (FAPPO) Award - Excellence in Public Procurement (2013)
- FAPPO Best Practice Award (2011 & 2012)
- National Institute of Public Purchasing Outstanding Agency Accreditation Achievement Award – Certificate #49 (2008-2015)
- Named Sterling Tree City by Arbor Day Foundation, one of only 283 cities nationwide and 18 statewide to receive this designation
- National Arbor Day Celebration Award (2013)
- Tree City USA Growth Award (2009, 2010, 2011, 2012 & 2013)
- Florida Planning & Zoning Association (FPZA) Outstanding Public Development Award - Harbor Walk East Project (2012)
- Florida Urban Forestry Council State Award Recipient - "Outstanding Public Education Program" - (2011)
- Florida Chapter American Planning Association (FAPA) Project Planning Award - Best Practices Award for the Parks & Recreation Master Plan (2010)
- American Planning Association (APA) Award of Merit - Grassroots initiative Category Park & Recreation Master Plan
- Achieved Excelsior Status through the Commission for Florida Law Enforcement Accreditation (2013)
- Punta Gorda Chamber of Commerce Pinnacle Business of the Year Award – Police Department (2013)
- Recognized by the Florida State Fire Marshal's office for participation and compliance with both the State of Florida and National incident reporting system.
- Florida Chapter American Public Works Association (APWA) Project of the Year – Environment Canal Maintenance Seawall Design (2011)
- Florida Chapter APWA Public Works Project of the Year Structures less than \$5 Million - Harbor Walk East Hardscape Project (2012)
- American Legion Auxiliary Certificate of Appreciation - Public Works Department For the Paws of Patriots Program Department of Florida (2013)
- Florida Main Street Honor Award– Main Street Punta Gorda Economic Restructuring Program (2011)
- Florida Main Street Honor Award – Main Street Punta Gorda Outstanding Sign/Display Project, Phase 1 Wayfinding Signs (2011)
- Florida Main Street Honor Award – Main Street Punta Gorda Outstanding New Construction Project, Charlotte County and City of Punta Gorda, Charlotte Harbor Event and Conference Center (2009)
- Building Industry Association Summit Award – Herald Court Centre, Best Public Works Project (2009)