

City of Punta Gorda

STRATEGIC PLAN
Progress Report

September 2007



CITY COUNCIL

Larry Friedman, Mayor
Harvey Goldberg, Vice-Mayor
Marilyn P. Smith-Mooney, Councilmember
Bill Albers, Councilmember
Charles Wallace, Councilmember

CITY OFFICIALS

Howard Kunik, City Manager
David Levin, City Attorney
Sue Foster, City Clerk

DEPARTMENT DIRECTORS

Kathleen Dailey, Asst. City Manager
Dennis Murphy, Growth Management
Dave Drury, Finance
Robert Hancock, Fire
Philip Wickstrom, Human Resources
Chuck Rinehart, Police
Rick Keeney, Public Works
Tom Jackson, Utilities

City of Punta Gorda

Strategic Plan

Table of Contents

Overview	4
<u>Strategic Focus Areas</u>	
Administration	5
Affordable & Workforce Housing.....	8
Annexation.....	10
Business & Community Development.....	11
Communication	12
Emergency Management/Public Safety	13
Historic Preservation	14
Intergovernmental Relations	15
Quality of Life / Livability.....	16
Transportation & Parking	17
Utilities	19
Waterfront.....	20

City of Punta Gorda Strategic Plan

Overview

A strategic 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.

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. During its first year, 98% of the projects in the plan were completed or ongoing. As strategic planning is an ongoing process, this new plan was developed after Council again solicited input from the entire community. Council conducted a workshop on January 12, 2007 at South County Regional Park to review the new suggestions and reach consensus on plan priorities or focus areas. The Plan was formally adopted by the Council on February 21, 2007 and the priorities are delineated below:

- Administration
- Affordable & Workforce Housing
- Annexation
- Business & Community Development
- Communication
- Emergency Management/Public Safety
- Historic Preservation
- Intergovernmental Relations
- Quality of Life/Livability
- Transportation/Parking
- Utilities
- Waterfront

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 provide status reports on our progress, including this document and also one that was presented in April, 2007. In this way, it is a document by which we can measure our success and by which the community can evaluate our performance throughout the year.

Administration

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

PROJECT	TIMEFRAME	STATUS
Assess the role and structure of the City's boards & committees and institute changes, where appropriate	Workshop - Feb. '07 Institute recommended changes – Mar.- June '07	Workshop held 2/8/07. Bylaws for Beautification Committee, Revitalization Committee, Planning Commission and Historic Preservation Advisory Board have been revised and approved by both the individual Committees and City Council. Additionally, a Waterfront Development Advisory Board (WDAC) has been established. The Board of Zoning Appeals Bylaws continue to be reviewed.
Review the schedule for City Council/CRA meetings in light of public participation needs for those who work during day time hours and enhanced allotment of time required for CRA issues	As needed	CRA conducted special meeting regarding Laishley Park at 5:00 pm on 2/27/07. Council conducted 5 Town Hall meetings starting at 6:30 pm. The 2 nd round of Town Hall meetings planned for Oct/Nov to include CRA, PGI, BSI, BSM and Seminole Lakes areas
Identify and assess key organizational processes and implement changes, where appropriate, to enhance efficiency and effectiveness	Ongoing	Initiated an organization performance assessment modeled after Baldrige/Sterling criteria to include development of a business plan, employee interaction and suggestions for process improvement and cost

		reductions
Review the performance measures recently enacted per department and incorporate results as part of annual budget process	Apr. '07 – Sept. '07	Complete and incorporated in FY '08 budget document
Issue Request for Proposal for grant writer to enhance ability to achieve funding from intergovernmental agencies	Incorporate as part of FY 2008 budget	Grant writer on hold since City was not designated as a Florida Waterfronts Community
Utilize the services of ICMA to undertake a National Citizen Survey to provide an indicator of government performance	Mar. '07 – Sept. '07	Prepared 2/21/07 agenda item for implementation of Citizen Survey. Council deferred action.
Conduct a budget retreat as part of the FY 2008 budget process to present financial trends, fiscal forecasts, financial management policies and program of service overviews	Apr. '07	Budget retreat conducted on 4/18/07 with additional budget meetings May-thru Aug. in response to tax reform legislation and its impact on FY '08 budget. City fully complied with State tax reform requirements.
Undertake a myriad of human resources initiatives to include employment retention strategies, evaluation of employee benefits, full implementation of safety program, revisions to employee application process, more formalized EEO monitoring program and new contracts for Police & Fire bargaining units	Sept. '07	As part of FY '08 budget, City revised its health insurance program to cover employee premiums for HMO as base plan with employee paying the differential in premiums if they chose the PPO plan. Bargaining with police and fire unions near completion.
Adopt alternate revenue sources, if applicable	Incorporate as part of FY '08 budget	New revenue sources adopted including charging large events some of the cost of city services and earning funds by allowing other entities to piggy back off our negotiated contracts
Develop alternatives for Public Works/Utilities Campus	May '07	Evaluating one proposal received for PW/Utilities Campus that involves a land swap, development

		of City facilities in Enterprise Charlotte Airport Park and development of mixed-use village on the Henry St. site.
Renovate City Council Chambers	Dec. '07	Council approved selection of architectural firm on 2/7/07 to design improvements to Council Chambers and area space needs. Renovation placed on-hold due to budgetary constraints.

Affordable & Workforce Housing

Objective: Development and adoption of strategies to enhance affordable & workforce housing opportunities within the City.

PROJECT	TIMEFRAME	STATUS
<p>Incorporate affordable housing strategies as part of the recently enacted Fair Share Impact Fees ordinance</p>	<p>Apr. '07</p>	<p>Impact fee deferral and/or transfer program presented to Planning Commission on 8/27/07; City Council approved on first reading 9/5/07. This strategy will be incorporated in the Housing Element of the City's Comprehensive Plan in '08.</p>
<p>Support community-based organizations which strive to construct affordable and workforce housing</p>	<p>Ongoing</p>	<p>Housing Corporation of Charlotte County selected to construct 3 single family homes on East Helen Avenue; this project is currently in permitting with groundbreaking held on 9/10/07. Council approved transfer of funds within \$9 million CDBG Disaster Recovery Grant to funnel additional monies for the Trabue Woods EDC and Bernice Russell CDC project. The City through its CRA approved a \$360,000 interest-free loan to Trabue Woods Economic Development Corporation (TWEDC) to purchase 4 lots for the construction of a mixed-use development; permits have been issued for Phase 1 of this project at Milus and E Virginia Avenue to consist of eight affordable residential units. The Bernice Russell Community Development Corporation (BRCDC) has been issued permits to</p>

		construct a mixed-use development consisting of 4 residential and 4 Commercial units at 329 E. Virginia Avenue. The City partnered with Bove Development to assist in the development of 176 units, 130 of which will be affordable, with a childcare facility at the corner of Cooper Street and Airport Road. This project is currently being reviewed by the Building Department for permitting.
Review inclusionary housing opportunities as part of the Land Development Regulations	Jan. – Apr. '07	Further citizen input is being sought through the Affordable Housing Summit to be held 9/19/07.
Develop and implement an incentive program for builders who incorporate affordable and workforce housing as part of their respective projects	Apr. – June '07	An amendment to the City's Comprehensive Plan to allow developers to avail themselves of additional density in return for affordable housing was approved by DCA in July '07.
Conduct a housing summit to include all segments of the community	TBD	The Affordable Housing Summit has been scheduled for 9/19/07

Annexation

Objective: Development and implementation of a comprehensive annexation policy and program in accordance with Master Plan recommendations.

PROJECT	TIMEFRAME	STATUS
Develop a more detailed pro-forma matrix to assist in evaluation of each respective annexation area. Matrix to incorporate financial analysis by area and for property categories within each area	Mar. '07	Revised matrix completed to include more detailed analysis of revenues/expenditures and property owner impact per annexation area. Charlotte Park presented to Council 6/6/07.
Develop and implement a public information campaign for each area recommended to move forward with annexation	May '07	Council directed staff to continue analysis of The Loop and evaluate existing residential areas when approached by majority of residents in given area.
Re-evaluate annexation area priorities in light of changes in development opportunities and land use patterns	Ongoing	Council approved annexation of 3 properties along Cooper Street during first quarter of '07 for sustainable housing opportunities. City is also moving forward on The Loop annexation and nearby properties based on support from the Loop property owner to voluntarily annex into the City. The City anticipates annexation of 1200+ acres of open space along the Peace River which will contribute to the reduction of the City's Community Rating System (CRS) points.
Implement strategy per specific annexation area	May '06 – Sept. '10	Working annexation strategies into the Future Land Use Element of the Comp. Plan. Scheduled for draft comments Dec. '07.

Business & Community Development

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

PROJECT	TIMEFRAME	STATUS
Implement Business Development Program: select Executive Director, adopt organization structure and procedures for an independent Board of Directors and develop a strategic plan for program	Director – Feb. '07 Organization Structure – Apr. '07 Strategic Plan – Aug. '07	Council approved selection of Business Development Director and creation of organization. 2/21/07. Enterprise Punta Gorda, Inc. has developed bylaws and operational procedures. Strategic Plan process underway.
Assess the City's Land Development Regulations and recommend changes, where appropriate, to enhance commercial development opportunities	Ongoing	Land Development Regulations (LDR) revised July '07. Staff continues to monitor City's LDRs and make necessary changes as needed. Staff meets with various citizens/community reps. who review the proposed changes to the City's LDRs prior to presentation to Planning Commission and City Council.
Review Fair Share Impact Fees to ascertain type of relationship with ability to promote community development	Sept. '07 as part of Business Development Strategic Plan	
Develop a marketing theme for the Bus. Dev. Program and the City as a whole	Dec. '07	
Implement a pro-active effort to attract an institution of higher education into the City	Ongoing	Issue discussed at joint City/County meeting on 3/2/07 and again on 9/14/07. City to support effort to locate at suitable site within County.
Integrate economic development criteria into annexation and utility expansion efforts	Mar. '06 – Sept. '10	Included as part of Annexation studies.
Complete the Economic Feasibility Study and incorporate recommendations into Business Development Strategic Plan	Study Completion – Apr. '07 Strategic Plan – Aug '07	Economic Development Strategy completed by The Chesapeake Group in July '07.

Communication

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

PROJECT	TIMEFRAME	STATUS
Implement a series of Town Hall meetings in all areas of the community	Jan. '07 and ongoing	Five meetings throughout City held to date in following areas – Burnt Store Isles/Seminole Lakes/Burnt Store Meadows, Punta Gorda Isles, Downtown, Historic Area-East Side, Historic Area-West Side. Three additional meetings planned in Oct./Nov. '07
Revise the City's web site in an effort to be more customer friendly and enhance ability to achieve pertinent and most recent information on community issues, events and economy	Ongoing	Community Videos - Complete Interim Main Page – being constructed National Register Historic District application - complete Enhanced Development Review Committee application - in progress
Implement a complaint tracking system to improve response to customer requests	Mar. '07	Complete
Implement a kiosk in City Hall whereby customers can access information via computer terminal	Sept. '07	Former Chamber office has been remodeled for two kiosks. Two computers installed. Clerk drafting instructions for availability in Oct. '07
Re-evaluate City Hallways newsletter and present opportunities for increasing publication material	Evaluate as part of FY 2008 budget	Spring issue completed and mailed. Per budget constraints, future issues to be web-based information only.
Conduct a customer survey of service delivery on the City's web site	Aug. – Oct. '07	On schedule – 90% complete Citizen Survey software is installed
Enhance communication of decisions made at City Council/CRA meetings through expansion of information on annotated minutes published on the City's web site	Feb. '07	Additional information is now included on the annotated agendas and is posted to the website the same day as the Council meeting.

Emergency Management/Public Safety

Objective: Enhancement of a pro-active public safety and emergency management services as part of a comprehensive program to promote a safe and secure environment

PROJECT	TIMEFRAME	STATUS
Evaluate public safety staffing needs in light of national standards and enhanced placement within the community	FY 2008 budget process	Tax reform necessitates evaluation during a future budget process.
Develop costs and benefits of an ALS program and present information as part of '08 budget	FY 2008 budget process	Analysis complete and distributed to Council 2/27/07. Tax reform did not allow for funding in FY '08. To be considered as part of '09 budget process.
Evaluate evacuation routes within the community and recommend changes, where appropriate	Ongoing	Ongoing evaluation
Secure a Mobile Command Unit through grant funding to assist in emergency management	Dec. '07	Council approved budget request for State funding. State did not fund during this budget cycle.
Enhance the ongoing Community Emergency Response Team (CERT) program through neighborhood training and certification	Ongoing	Four classes have been conducted - one in Seminole Lakes and three in PGI. Supplies have been purchased for future classes and four more programs are planned for this budget year including the neighborhoods of BSI, PGI and Emerald Point.
Implement efforts to enhance flood mitigation within CRA through grant funding, engineering study and incorporation of recommendations in annual financial plan	Design Mar.'07 – Mar. '08	The Department of Community Affairs (DCA) has given their approval of the grant application. It is currently being reviewed by FEMA and will need their approval before anything can commence.
Take pro-active steps to insure necessary measures are being taken by FPL in light of fire-related safety issues within their electric system and infrastructure	Burgess Engineering independent review-Feb. '07, Monitor FPL random sample process Jan.–June '07	Burgess report complete and distributed. FPL completed Citywide "hand hole" inspections
Complete design of Fire Station #2 and construct new facility to include designated area for community policing	Dec. '08	Final design, construction plans and Guaranteed Maximum Price scheduled for Oct. 19 th Council meeting.

Historic Preservation

Objective: Development and implementation of a comprehensive historic preservation program in accordance with the comprehensive plan and the Historic Preservation Advisory Board recommendations.

PROJECT	TIMEFRAME	STATUS
Pursue Certified Local Government for historic preservation status in FY '08 budget process	Dec. '07	Not funded due to budgetary constraints.
Pursue grant funding for update of National Register District in FY 2008 budget process	Dec. '07	Not funded due to budgetary constraints.
Consider an acquisition program for historic properties as part of the FY 2008 budget	Sept. '07	CRA partnered with a local contractor for the relocation of the historic home at 401 Cross Street – contractor to close on property Dec. '07.
Insure historic preservation is an integral part of the City's marketing efforts	Aug. '07 as part of the Business Development Strategic Plan	Online videos and Preserve Our History web-based walking tour of National Register District completed.
Establish Trabue Woods Historic Overlay District	Mar. '07	Completed
Establish Downtown Historic Overlay District	Apr. '07	Completed – passed by City Council 8/8/07

Intergovernmental Relations

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

PROJECT	TIMEFRAME	STATUS
Continue joint meetings with City Council and County Commission in an effort to enhance opportunities for joint projects and opportunities	Develop list and status of topics to be discussed at each meeting – September, December, March and June	Held joint meetings on 3/2/07 and 9/14/07
Continue to conduct joint meetings with the City and Charlotte Harbor Community Redevelopment Agencies in an effort to implement joint projects and maximize waterfront opportunities	Ongoing	Both CRAs met in Mar. '07 and scheduled their next meeting for Sept. 27.
Continue participation with the Municipal Underground Utilities Consortium (MUUC) to adopt the appropriate cost-sharing on undergrounding electric lines with FPL	Ongoing	Staff remains active with the MUUC. MUUC active in PSC hearings whereby FPL agreed to 25% cost-sharing. Continue to push for additional funding and agreement on related project issues.

Quality of Life / Livability

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

PROJECT	TIMEFRAME	STATUS
Pursue feasibility of undergrounding electric lines in segments of the community	2007 - 2008	Remain active in MUUC should future funding be available for such a project
Complete the planned riverwalk and linear park planning, design and engineering to connect the community's waterfront and neighborhoods with public access	2007-2012	Item on City/County/FDOT agenda in Oct. Designs were submitted to FDEP on 8/03/07. DEP performed site inspection on 8/13/07. Once FDEP permitting/exemption is complete, the plans will be submitted to FDOT for final approval.
Research Wi-Fi opportunities through a feasibility study and present findings for Council review and action	Apr. – Dec '07	Results of RFP for Feasibility Study issued on 3/20/07 were evaluated and presented to Council. Council voted not to pursue at this time
Implement the five-year Beautification, Bike Path and Sidewalk programs through incorporation of funds within the annual budget process	FY 2007 -2011	Requisition #43001 entered 3/23/07 to Giffels-Webster Engineering moving forward with design of sidewalks. PO #39002 issued 4/11/07. Task I: Design 2006/07 work program for sidewalks: Tripoli, Park Beach and West End Dr. for a total of 3,715 lineal feet. Received 100% plans for bike signage routes - currently under review by staff. Brown St. sidewalk from Marion to Olympia complete. Received 60% sidewalk design plans from Engineer of Record week of 09/03/07.

Transportation & Parking

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

PROJECT	TIMEFRAME	STATUS
Review the recently enacted parking fees in the Land Development Regulations and their impact on the business environment	Apr. '07	Planning Commission recommended doing away with Fee In Lieu Of program. CRA to explore additional option of creating special districts within CRA area. City Center Parking Exemption heard by Planning Commission on 8/27/07 and City Council 9/19/07.
Assess expansion of the trolley system to reach more areas of the community	Dec. '07	Presented at 4/18/07 Council meeting. Decision made to look for private sector initiative.
Implement the wayfinding system to enhance ability to locate areas of interest	Sept. '07	City's wayfinding system currently being reviewed by FDOT for approval of installation.
Initiate the Aqui Esta capital improvement project to enhance evacuation, circulation and safety and mitigate flooding	Completed by 2010	Recieved 30% design plans on 08/06/07. Pending response from FDOT on the utility plans and ROW acquisitions. City Utility Dept. has submitted a request to Charlotte Co. to move forward with a Joint Participation Agreement on the Utility Relocation Design plans for the Aqui Esta Project. The design plans are being prepared per federal guidelines by Johnson Engineering to be incorporated into the Aqui Esta project.
Develop and implement a long term street resurfacing program that increases the life span of the City's road network		5-year plan to be developed by Oct. '07

<p>Award contract to architect/engineer to design a parking garage facility at Herald Square</p>	<p>Contract - Apr. '07 Design - TBD</p>	<p>Fawley Bryant is holding weekly progress meetings. Pre-bid was held for Const. Manager at Risk on 06/22/07. Very strong showing from interested contractors. Survey completed and shows slightly less property - Specifications for Chiller, Generator & Compactor have been received. CRA appoved preliminary design 09/05/07. Architect is now working on cost estimates. Negotiations underway with Owen-Ames-Kimble Company as CM@Risk</p>
<p>Complete Government Center Parking Lot and landscaping</p>	<p>Oct. '07</p>	<p>Council awarded project to Basile Construction 7/03/07. Notice to Proceed and Purchase Order issued to Peter A. Basile Sons, Inc 07/05/07. Pre-construction meeting held 07/18/07 with a start date of 08/06/07. Retaining walls, dumpster pad and in place, drainage structures & pipes in place, and TECO gas line relocated. Project on schedule. Received FDOT permit approval on 08/21/07 for connection to drainage system on US 41.</p>

Utilities

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

PROJECT	TIMEFRAME	STATUS
Develop a potable water and wastewater master plan to guide our ability to service anticipated growth and development	Mar. – Oct. '07	Master Plan 80% complete. Final Report due Oct. '07. Corollo Engineers working with Urban Design to complete the Infrastructure Element of the Comp Plan.
Complete expansion of the water plant from 8 mgd to 10 mgd and insure reimbursement of 50% of the costs from the SWFWMD	Construction June '07 – Jan. '08	Construction began June '07 with the filter rehabilitation expected to be complete by mid Dec. '07. Project completion 1 st quarter '08
Perform a pilot reuse feasibility study for the Enterprise Charlotte Airport Park area	Jan. – July '07	Reuse Feasibility Study 100% complete. Waiting for final comments from the SWFWMD
Adopt a water supply & operational contract with the Peace River Water Authority for a water interconnect between the two entities	Jan. – Mar. '07	Complete - Contract signed 3/21/07
Research and present a comprehensive water conservation program to include such concepts as reuse, revised rate structure and xeroscaping measures	Mar. – Dec. '07	Per direction of the City Council and Utility Advisory Board, Water Conservation public outreach program developed and being presented to groups.
Complete Enterprise Charlotte Airport Park Utility Master Plan	Apr. '07	Complete - Final Report issued Jan '07
Develop a uniform extension policy	Dec. '07	Draft Policy circulating for final comments and revisions
Renew water use permit	Aug. '07	Complete – 20-year permit issued 7/31/07
Complete design of Hendrickson Dam improvements	June '08	Design Contract awarded to Stanley Engineers in July '07. Preliminary Design underway
Complete design of Booster Pump Facility (BPF) Relief Force Main - Wastewater	June '08	Route selection complete. Awaiting legal opinion for availability of public easement for the pipeline.

Waterfront

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

PROJECT	TIMEFRAME	STATUS
Complete the mooring field study and present findings to City Council for review and action	Apr. '07	Complete - sent to Waterfront Development Advisory Committee (WDAC)
Develop a waterfront overlay district to guide future land use, zoning and development and promote public access and commerce	Dec. '07	Draft of Waterfront Overlay district is currently with City Attorney for review. Upon review it will go before Planning Commission in Oct. and City Council in Nov.
Pursue cut through from PGI Bird section to Alligator Creek with appropriate regulatory agencies	FY 2007 - 2012	
Complete Laishley Park Phase 1 and enter into an agreement with Marina Park for Laishley Park Phase 2	Phase 1 – Apr. '07 Phase 2 - May '07	City and Marina Park LLC Grand Opening Celebration of Laishley Park Phase I held 04/14-15/07. Marina Management and Ship's Store agreements approved by CRA. CRA Conceptual approval for the agreement with Marina Park Management for the restaurant/retail building was given on 08/15/07; awaiting signatures from both parties. Amenities to be constructed by City include completion of main parking lot with an overflow parking lot at E. Retta Esplanade & Nesbit St., two open air pavilions with parking and an interactive fountain. Began laying out parking lot extension wk of 09/03/07.
Pursue pump out facilities in selected areas of the community	Nov. '07	Item of discussion by Waterfront Development Advisory Committee (WDAC)
Consider formation of a Waterfront Development Advisory Group as a formal committee of City Council	Feb. – Apr. '07	Committee formed and held first monthly meeting on 6/14/07