

LONG RANGE STRATEGIC PLAN SUMMARY
FISCAL YEARS FY 2025 – 2029
OUTCOMES UPDATE
6/01/2025



Punta Gorda
FLORIDA

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

Long-term financial sustainability is a critical component of 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, notably I-75 and US 41. The Punta Gorda Airport is a valuable resource located outside of the City. The community's diversity and mix of income levels provide 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 recruiting and retaining high-skill, high-wage, diversified industries. 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 that are compatible with the demands and desires of the community. Traditionally, business development is market-driven, based on population and household demand, and generally occurs through 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 focuses on growing and nurturing local businesses that can create spin-off businesses 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 the 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
- Local businesses tend to give more support to non-profits

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 to reach the national standard of 16.7% by increasing reserves by 0.5% or more per year.
- Goal:** Identify sustainable spending policies and appropriate technologies to support business operations through operational audits and investments in new technology that connects the City with the community.
- Goal:** Strengthen and diversify the City's tax base to increase the commercial base, for example, through annexation by annexing a minimum of three properties per year over the next five years.
- Goal:** Support Charlotte County efforts to facilitate and nurture high-priority economic development projects through monthly one on-one meetings with the Council and City Manager.
- Goal:** Ensure the competitiveness of Punta Gorda's business climate through continuous participation in the Economic Development Partnership, Punta Gorda Chamber of Commerce, and conducting studies as needed.
- Goal:** Enhance workforce development and diversity in the City organization through intentional succession planning and investment in employee training programs.
- Goal:** Encourage strategic commercial development through the implementation of new Land Development Regulations and Codes put into place in FY2024.

Specific Action	Department(s)	Measure of Success	Timeframe	Status Update Completion Date
Proactively hold ten meetings through the course of the year with property owners that might have an interest in annexation	Urban Design	Three properties annex into the City that are a benefit to the City and the property owner.	Annually	No new annexations in the current fiscal year. 12 Pre-annexation Utility Agreements have been executed. Urban Design has created a list of properties that are eligible for annexation.
Digital Plans Review (Aolve) BlueBeam (UD) software	Urban Design Building/IT	Plans review will be done digitally rather than on paper, improving processing efficiency. Build a model to quantify the value of the efficiency for use in FY 2026.	FY 2025	BlueBeam is installed and active.
Digital Plans Review (UD/FIRE) hardware (\$5K per license)	Urban Design Fire	Building and Fire Inspectors will be able to review plans electronically rather than on paper, making operations more efficient.	FY 2025	A station with a large screen to facilitate digital plans review has been placed in Building.
Improve the ability of all departments to manage their records in compliance with State requirements.	City Clerks' Office	The Records Coordinator will train all Departmental Records Clerks (DRC), review the department's records with the DRC, and develop a plan to address deficiencies.	FY 2025	Training materials have been developed and training will be scheduled for July.
Customer Service Training	All Departments	Department heads offer Customer Service training opportunities to their staff, resulting in staff members' increased ability to serve the needs of the public.	FY 2025	Available through Target Solutions Training to all departments.
Impact fee study implemented	Finance	Impact fees are in alignment with study recommendations	FY 2025	Draft report received 5/12. Council presentation was held in June. Ordinance to be considered for adoption in July.

Utility rate study implemented	Finance	Utility fees are in alignment with study recommendations	FY 2025	In process. Utilities provided updated CIP. Finance provided current loans, proformas, ordinances, etc. Data download information from CentralSquare provided mid-May. Current schedule plans for report to UAB end of June and to Council in July
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Priority 2: Infrastructure Sustainability – Maintain and enhance the City's capital assets and quality municipal services

As an older community and one with its own water and wastewater utility, canal/seawall system, as well as a historic district, infrastructure takes on particular importance in Punta Gorda. While new infrastructure projects are well publicized and generally well received, ongoing maintenance of a city's assets is not very visible nor always appreciated. Maintenance is never a problem until it is. The City's insurable capital assets (i.e. infrastructure) are valued at \$120 million and consist of two components – city infrastructure and internal infrastructure, defined below. City infrastructure is the physical system of roads, bridges, sidewalks, seawalls, drainage, water and sewer facilities. Internal infrastructure refers to infrastructure used in the provision of municipal services (i.e. fleet, information technology, facilities, office services, radio services, telecommunications, etc.). A snapshot of the City's infrastructure is:

- 14 public buildings - City Hall, City Hall Annex, Public Works/Utilities Campus, Public Safety, Fire Stations 2 and 3, Fire Training Tower, Water and Wastewater Treatment Plants, Bayfront Center, Freeman House, Cooper Street Center, Laishley Park Marina, and Herald Court Centre
- 121 miles of streets, 2886 streetlights including 1270 streetlights maintained by the City and 1616 FPL maintained lights, 19 traffic signal intersections, four (4) bridges and 110 miles of seawall
- 269 miles of water mains, 129 miles of sanitary sewer, two (2) storage tanks, master pumping station, booster pumping facility, 122 lift stations and Hendrickson Dam (reservoir)
- 23 parks totaling 130 acres and nine (9) miles of Pathways (harborwalk, linear park, multi-use recreational trails)
- 393 motorized pieces of equipment (fleet, cranes, boats, compactors)
- 103 Windows Servers (95 virtualized), four (4) virtual server hosts (four-node VMware ESXi cluster.), four-node VMware Virtual Desktop Interface (VDI) ESXi cluster, four datacenter switches, twenty-one access switches, eight (8) firewalls, (six (6) are state of the art next-generation firewalls), two (2) Storage Area Networks (SANs). Thirty-five wireless access points, VoIP phone system with 250 phone sets, two (2) 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 infrastructure stock in addition to procuring needed new assets?
- How can the City fund its open space (active and passive park system) and waterfront maintenance?
- What is a livable level of traffic and how do new 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 through collaboration with applicable granting agencies and City investment in pathways by June FY2028.

Goal: Maximize use of technology in applicable areas through capital budgeting procedures and investment in learning opportunities for staff.

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

Goal: Establish a five-year capital improvements program that ensures infrastructure is in place to meet projected growth demands and update the Plan on an annual basis.

Specific Action	Department(s)	Measure of Success	Timeframe	Status Update Completion Date
Historic City Hall Rehabilitation Project	Urban Design	Completion of 100% construction and architectural plans and commencement of construction	FY 2025	Plans were completed. New direction includes roof replacement work that is out to bid. Costs being developed for scaled back project.
Bayfront Center	Urban Design Public Works	Demolish existing structure, Design and Construct replacement of Hurricane damaged facility	FY 2025	Council Direction Provided on May 21. Follow up agenda item to be heard in August.
A C Freeman Rehabilitation Project	Urban Design	Seal the envelope and stabilize the structure	FY 2025	Considering potential agreement with CBDIA for repair & renovation.
Hurricane Ian Seawall Repairs	Public Works	Replacement of approximately 7.25 miles of seawalls damaged by Hurricane Ian in PGI and BSI. Work is being completed in eight (8) zones by three contractors. Panels are being constructed by canal maintenance staff and project management is to be done by a consultant.	FY 2025	BSI, S/E PGI, N/E PGI complete. 1.8 miles remain. Anticipate completion at the end of the year.
Hurricane Ian Facilities Repairs	Public Works	Preparing scopes of work and bidding out the necessary repairs to the buildings and park equipment that Hurricane Ian damaged. Working with contractors to complete repairs.	FY 2025	In progress from scope development to contract award and construction. Annex, PW, and Util. repairs completed.
Boat Club Channel & Basin	Public Works	Dredging the channel and basin that have silted which limits access to the public, boating, and sailing club. Permits for the maintenance dredging have been received. Staff will apply for a Mac Grant.	FY 2025	Permitting is complete. Project delayed due to hurricanes and damages to docks.
Bridge Repair Program	Public Works	Bridge repairs resulting from FDOT bridge inspections. Work program based on FDOT report. The documented repairs that were recommended are continuing to be completed. Ongoing program	FY 2025	General repairs completed. Underwater inspection and repairs to be completed FY2025
Drainage Improvements – Boca Grande Area	Public Works	Final bid plans and bid documents are in progress. Grant reporting has begun. Anticipate starting construction in FY2025 with completion in FY2026.	FY 2025/2026	Final plans, technical specifications, Engineers opinion of probable cost of construction

				complete. Working with the consultant and state to complete the Environmental Review Record
Drainage Improvements – City Wide	Public Works	Regrading of drainage swales City-wide, based on video observations of standing water after 72 hours and selection of the most severe locations. This is an ongoing project.	FY 2025/FY 2028	66 properties are currently under reconstruction in FY 2025.
Henry Street Crosswalk Program	Public Works	Have an engineering study done to evaluate the locations for installing signalized pedestrian crossings in the area from Coldeway Drive to Linear Trail bound by Marion, Olympia, and Henry Street. Additionally, as part of the study recommendations for crosswalk placement and removal and pedestrian refuge islands will be made as well as identifying segments of sidewalk for installation or removal to improve the network of sidewalks in this area. Signalized pedestrian crossings may include Hawk systems as well as Rectangular Rapid Flashing Beacons (RRFB).	FY 2025	In the procurement process.
Henry Street Sidewalk	Public Works	Installation of sidewalk on Henry Street between Shreve and SR 41.	FY 2025	In Permitting
Herald Court Centre Maintenance Program	Public Works	Hire a consultant to inspect and determine necessary repairs to the Herald Court Centre. Information/scope of work provided to Procurement to hire a consultant. Traffic Coating, sealing, and packing of seams on landings and ramps and other repairs as identified by the consultant.	FY 2025	In the procurement process.
King Street Improvements Program	Public Works	Design and construction of King Street due to growth and safety concerns. Complete design and move to construction.	FY 2025	Hurricane reconstruction has delayed progress.
Laishley Park Marina Dock Service Dredging	Public Works	Funding for a dock maintenance fund and future marina dredging.	FY 2025/ FY2028	Hurricane reconstruction has delayed progress.

Laishley Park Marina Dock Sidewalk	Public Works	Funding for Laishley Park Marina dock sidewalk and fishing pier repair. The inspection is complete. Funding request in FY 24/25 budget.	FY 2025	Additional Hurricane damage. Will need to be re-evaluated by marine engineer. Working with procurement to secure engineer.
National Pollutant Discharge Elimination System Program	Public Works	Requirements are related to the Federal Clean Water Act for stormwater. Ongoing program	FY 2025/ FY2028	Ongoing program
Railroad Crossing Rehabilitation	Public Works	Seminole Gulf Railway requested that the Elizabeth Street crossing be moved to FY 2025\26. Ann Street crossing repairs were delayed until FY26\27 at the request of the railroad.	FY 2025/FY 2027	The railroad has postponed the replacement
Storm Sewer Reconstruction	Public Works	Storm drainage pipe lining or replacement of the defective pipe. Ongoing program	FY 2025	Ongoing program
Wooden Composite Pathways Pier & Docs	Public Works	The City's wooden boardwalks and pier pilings have deteriorated over the years and need to be repaired as needed. Ongoing program	FY 2025	Additional Hurricane damage. Will need to be re-evaluated by marine engineer. Working with procurement to secure engineer.
BSI Channel Corner Widening (Unfunded)	Public Works	Widening and dredging the perimeter canal at 90-degree corners (five (5) locations) so a barge can maneuver through. Ongoing program. Part of the BSI budget process. To be discussed with Advisory Board/Committee meetings.	FY 2025/FY 2028	Need to perform a feasibility study. Hurricane reconstruction has delayed progress.
BSI Inlet Widening Removal of South Side Lock Infrastructure	Public Works	Design and permitting completed to remove a portion of the south side of the lock to allow barges to maneuver through. To be rebid FY 2024 with construction to follow. Permits have been received. Ongoing program	FY 2025/2026	Project completed
BSI Land Acquisition for Staging	Public Works	Begin saving funds to acquire land for staging construction materials within the BSI Community. Ongoing program	FY 2025/FY 2028	Procurement in contact with owner

PGI Spoil Site Channel	Public Works	A feasibility study was completed. Consultant in the process of obtaining permits to dredge a channel from Ponce De Leon Inlet through the shallow basin. To be discussed with the Advisory Board/Committee meeting. Ongoing program.	FY2025/2027	In permitting
Street Resurfacing (citywide)	Public Works	Resurface approximately five (5) miles of city streets (length varies, dependent on petroleum market pricing). Brick streets and asphalt rejuvenation.	FY 2025	Completed resurfacing 3.49 miles of city streets
Study to evaluate flood mitigation options for the Historic District	Public Works	Completed study with alternatives and cost estimates to mitigate flooding the Historic District. Alternatives presented to City Council for prioritization and funding.	FY 2025	Will go to council in July for approval of the selected contractor
Replace four (4) year old computers as part of our Annual Replacement Cycle	IT	All units deployed	July 2025	On target to complete on time
Refresh all monitors over six (6) years old due to technology changes	IT	All units deployed	September 2025	On target to complete on time
Replace Aged out VMWare Host Server	IT	New server in place	January 2025	Server is in place.
Implement ISP Aggregation Switch	IT	Switch connected and functioning properly	February September 2025	Delayed by other projects
Replace aging Server Room UPS	IT	New UPS is up and running	May September 2025	Delayed- working with Facilities to implement

Add three (3) more Starlink setups for disaster recovery	IT	All units subscribed and deployable	November-2024 June 2025	Requested to hold off on procuring – will determine if needed before hurricane season FY25
Upgrade or update network core switches	IT	All units Deployed	June 2025	Moved to future year.
Upgrade or update network Edge switches	IT	All units deployed	June 2025	Moved to future year
MS O365 Backup/DR	IT	Products in place	November 2025	Completed early FY2025
Patch Management for Servers	IT	Product deployed and protecting all servers	December 2024	Completed March 2025
Data Loss Prevention	IT	Product deployed	January September 2025	Moved to later in the year
PowerDMS Enterprise	IT	Product deployed for citywide use	June 2025	On target to complete on time
Riverside Drive Force Main Extension	Utilities	Complete extension of Riverside Dr force main.	FY 2025	Developer constructed force main in place; pending testing, permitting, DEP certification, and City Council acceptance.
E Henry Street 20" Force Main Replacement @ I-75	Utilities	Design and construct new 20" force main under I-75	FY 2025	Preliminary design and engineering awarded 5/7/25
Septic to Sewer (Area 1)	Utilities	Begin engineering, design and permitting.	FY 2025	Pending department discussion and possible workshop.
Lift Station 30 Gravity Sewer Rehabilitation	Utilities	Complete design and construction of new gravity sewer mains that flow into LS 30	FY 2025	Seeking grant funding to complete this project.

Bal Harbor Water Main Replacement Upgrade	Utilities	Complete replacement of water main from Aqui Esta to Albatross. Increased water pressure throughout sections 12 and 14.	FY 2025	Projects combined and in procurement. REQ 67622 entered 12/16/24
Via Tripoli Water Main Replacement	Utilities	Complete replacement of water main on Via Tripoli from Magdalena to Spanish Cay	FY 2025	
Airport Road Water Main Replacement	Utilities	Complete replacement of water main on Airport Road from Waterford Pkwy. to Florida St.	FY 2025	
Burnt Store Rd Booster Station Riser Pipe Replacement & Pumps	Utilities	Completion of rise pipe replacement and design for addition of high service pumps to the booster station.	FY 2025	
Aqui Esta Water Main Replacement Upgrade	Utilities	Complete replacement of water main on Aqui Esta From Bal Harbor to La Salina	FY 2025	This will be a developer project; utility plans are approved, but no construction schedule has been provided yet.
Socorro Water Main Replacement	Utilities	Complete replacement of water main on Socorro from Aqui Esta to Via Veneto	FY 2025	The Project is expected to be constructed by a Developer. Utility Plans have been approved. The Developer has not issued a construction schedule to the City.
Shell Creek Water Treatment Plant Reverse Osmosis Expansion	Utilities	Completion of each phase: the design phase, the conversion of existing wells, the addition of new wells, and the installation of 4MGD RO process equipment	FY 2025-28	Utilities intends to combine these projects and complete them using the Progressive Design Build model. Procurement recently completed training on this.
Water Treatment Plant Evaluation/ Rehabilitation (Filters, SCU & Alum Tank)	Utilities	Obtain Design-Build services for the rehabilitation and construction of surface water treatment facilities at the Shell Creek Water Treatment Plant	FY 2025	

Waste Water Treatment Plant Bio-Solids Off-Site Disposal	Utilities	Complete engineering to identify a cost-effective method to meet new bio-solids regulations in FAC 62-640.	FY 2025-26	This project is being added to the WWTP expansion project for cost savings.
WWC SCADA System Upgrade	Utilities	Complete successful upgrade of SCADA system at lift stations.	FY 2025	In procurement process. Grant Funded.
Water Treatment Plant – Hydro Biological Monitoring Plan (HBMP)	Utilities	Complete required report document biological conditions of Shell Creek to maintain the water use permit and remain in compliance with regulatory standards of SWFWMD	FY 2025	Awarded and notice to Proceed Issued. The final report will be submitted to the City and SWFWMD by June 16, 2025.
Water Treatment Plant – RO Brine Disposal Well Mechanical Integrity Testing (MIT)	Utilities	Complete mechanical integrity testing for the required period regulated by the underground injection permit.	FY 2025	Due 8/12/26
Water Treatment Plant – Alum Tank Storage Upgrade	Utilities	Complete the replacement of existing alum tanks.	FY 2025	Engineering completed, in procurement process.
Water Treatment Plant – Hendrickson Dam Inspection Program and Management	Utilities	Complete a comprehensive inspection of the dam concluding with a report documenting conditions of dam components and recommending maintenance and rehabilitation.	FY 2025	Preparing for procurement.

Waste Water Treatment Plant Deep Injection Well Mechanical Integrity Testing (MIT)	Utilities	Perform MIT for the required permit. MIT must be performed by May 2025 PRIOR to deep injection well permit renewal.	FY 2025	Kickoff was 4/23/25. Project underway.
Waste Water Treatment Plant Master Pump Facility Upgrade	Utilities	Upgrade and replace three pumps, piping, and electrical VFD and motor controls to provide improved reliability and performance.	FY 2025	These projects were combined and a master agreement was awarded to CDM Smith on 5/7/25. CDM to complete Preliminary Design, Engineering, Condition Assessment, and Hydraulic Modeling.
Waste Water Treatment Plant Booster Pump Facility Generator Replacement	Utilities	Replacement of existing generator at BPF with modern generator to improve efficiency and reliability	FY 2025	
Water Distribution – Vacuum Trailer	Utilities	Eliminate reliance on waste water collections department for vacor truck enabling distribution to make timely repairs.	FY 2025	Ordered. PO Issued: 2/21/25 Deliver by: 5/30/25
Water Distribution – 2 AMI Technicians	Utilities	Additional AMI techs to repair and maintain the AMI water meters	FY 2025	Completed – Distribution has hired 2 additional AMI technicians. These techs are assisting with meter reading.
Evaluation of solutions to water meter/network issues	Utilities	Options presented to Council with cost estimates.	FY 2025	AMI Study underway.
Vehicle mounted Tough Book style laptops	Utilities / IT	Work with IT to up-cycle tough book laptops for utilities field staff.	FY 2025	IT is working with Utilities to identify best devices

Priority 3: Partnerships, Communication and 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.

Goal: Diversify Housing Types through implementing selected recommendations in the 2019 PLAN Punta Gorda Citywide Master Plan over the next five years.

Specific Action	Department (s)	Measure of Success	Timeframe	Status Update Completion Date
Engage the community to determine which projects should be proposed for funding through an extension of the 1% local option sales tax.	City Managers' Office, City Clerks' Office	Convene a committee composed of community members and issue a call for project proposals from the community.	FY 2025	Committee Formed Kick off in July 2025
Promote board volunteerism through use of rack cards, business cards, and outreach at events to increase applications to the City's boards.	City Clerks' Office	A minimum of ten (10) new applications received by the September 30, 2025.	FY 2025	Outreach performed; 8 new applications received to date.
Emphasize transparency in operations through Citizens' Academy.	Public Works	20 participants in Citizens' Academy resulting in 100% of participants reporting an increase in understanding of government operations.	Citizens Academy January 2025 Through April	Completed with 17 individuals graduating

			2025	
Promote doing business in the City via engagement with local business owners and budding entrepreneurs via speaking and/or exhibiting at Punta Gorda Chamber of Commerce and Charlotte County Chamber of Commerce events.	City Clerks' Office	Business Tax Coordinator will attend eight (8) Chamber events to promote engaging in business in the City.	Fiscal Year 2025	Business Tax Coordinator has attended 3 Chamber events to date.
Implement an annual and exit survey for board members to complete regarding their experience on City boards.	City Clerks' Office	Receive a minimum survey response rate of 20% from City board members.	Fiscal Year 2025	Annual survey performed; response rate of 51%.
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	Urban Design	Participate in bi-monthly meetings and provide meeting highlights resulting in partnership opportunities being brought to City Council.	Ongoing	Urban Design Staff participates in these meetings.

<p>Work in collaboration with TEAM Punta Gorda, Punta Gorda Green Thumbs, Punta Gorda in Bloom, and other organizations on City beautification projects</p>	<p>Urban Design Public Works City Managers' Office</p>	<p>Participate in bi-monthly meetings and provide meeting highlights resulting in partnership opportunities being brought to City Council.</p>	<p>Ongoing</p>	<p>Staff is continuing to meet with Team Punta Gorda. The Gilchrist Park clean up event was a collaboration as well as work at Veterans Park.</p>
<p>In person meetings held to discuss budget and strategic plan priorities</p>	<p>All Departments</p>	<p>Three community listening sessions are held.</p>	<p>FY 2025</p>	<p>Feb. 24th Community Conversation March 22nd Citizen Summit May 22nd Budget Workshop</p>
<p>Provide project updates on the City website</p>	<p>All Departments</p>	<p>Residents have accurate updated information about projects that affect them.</p>	<p>FY 2025</p>	<p>Training of staff complete Project pages rolling out.</p>

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

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

- ADA Advisory Committee
- Charlotte County Airport Authority
- Charlotte County Chamber of Commerce
- Charlotte County Economic Development Office
- Punta Gorda-Port Charlotte-North Port Board of Realtors
- Punta Gorda Historic Mural Society
- Charlotte Harbor Visitor and Convention Bureau
- Economic Development Partnership
- Fishermen's Village
- Homeowner Associations (Punta Gorda Isles, Burnt Store Isles, Seminole Lakes, Burnt Store Meadows, Emerald Point, Parkhill/Eagle Point, Historic District)
- Local Arts Organizations
- Punta Gorda Boaters Alliance
- Punta Gorda Chamber of Commerce
- Punta Gorda Downtown Merchants Association
- TEAM Punta Gorda

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 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.

Goal: Make downtown a vibrant and attractive place through implementing selected recommendations in the 2019 PLAN Punta Gorda Citywide Master Plan over the next five years.

Goal: Encourage strategic commercial development through implementing selected recommendations in the 2019 PLAN Punta Gorda Citywide Master Plan over the next five years.

Specific Action	Department(s)	Measure of Success	Timeframe	Status Update Completion Date
Continue marketing of the City to include local information guide, advertising in partner publications, PGD in airport advertising, targeted business attraction, and Sunseeker Inflight Magazine marketing. Seek opportunities for partnerships in marketing. Publish bicycle guide and welcome to Punta Gorda guide.	City Managers' Office	3 % increase in visits to website	FY 2025	Ads ran in Winter Sunseeker Magazine Bicycle Guide Published Welcome Punta Gorda Brochure to be printed in 8/2025
Create City Manager columns for Sun Newspaper	City Managers' Office	52 columns written	FY 2025	35 columns written to inform residents about key information
Create Isles Life Column	City Council (Mayor)	12 columns written	FY 2025	Mayor writing monthly columns
Web Site Redesign	IT City Managers' Office	New or updated site published	September 2025	On target to complete on time.
Purchase and implement tool to engage residents in the budget and planning processes.	City Managers' Office	Resident input helps guide City Council decision making. Survey's indicate that residents feel their voices are being heard.	FY 2025	Survey hosted in conjunction with Citizen Summit will be used to inform strategic plan. Upgrading website that will incorporate more feedback mechanisms.

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

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

- ✓ The Punta Gorda Historic District includes three neighborhoods, each with their own varying level of preservation interest; a burgeoning waterfront and planned 18-mile Punta Gorda Pathways linking all neighborhoods with a pedestrian/bicycle pathway; and numerous festivals promoting the arts, culture and outdoor recreational activities
- ✓ Arts and cultural facilities and organizations such as the Charlotte Harbor Event and Conference Center, Punta Gorda Historic Mural Society, Charlotte Performing Arts Center, Visual Arts Center, Artisan's Atelier, Historic Women's Club and Train Depot, Blanchard House Museum of African American History and Culture, Cultural Heritage Center of SW Florida, Military Heritage Museum, Punta Gorda History Center and numerous private art galleries/shops are within Punta Gorda
- ✓ Charlotte Harbor ecosystem supports abundant recreational and research opportunities.
- ✓ 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. The groundwater reverse osmosis plant further enhances the quality of the water supply by addressing TDS and increasing capacity when demand warrants such 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 and maintain the City's historic character.

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

Goal: Meet all water quality standards (primary and secondary).

Goal: Achieve status as a waterfront destination for land and water visitors through implementing selected recommendations in the 2019 PLAN Punta Gorda Citywide Master Plan over the next five years.

Goal: Support and promote a pedestrian and bicycle friendly community through implementing selected recommendations in the 2019 PLAN Punta Gorda Citywide Master Plan over the next five years.

Goal: Ensure a diversity of housing stock that is attainable for all income levels, racial backgrounds, life stages and abilities through implementing recommendations selected in the 2019 PLAN Punta Gorda Citywide Master Plan over the next five years.

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

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

Goal: Diversify Housing Types through implementing selected recommendations in the 2019 PLAN Punta Gorda Citywide Master Plan over the next five years.

Specific Action	Department	Measure of Success	Timeframe	Status Update Completion Date
W Henry Street Improvements and Connections	Urban Design Public Works	Complete phase one construction	FY 2024-2025	Parking Lot completion to be turned over to City soon. Dog Park work completed.
Purchase and implement a Park Rental Online Management System	Urban Design	Reduction in staff time and improvement in Customer Service for Park Rentals	FY 2025	Urban Design and IT are determining bid specifications.
FEMA SAFER Grant	Fire	Obtain nine (9) new personnel to increase staffing levels to become complaint with NFPA 1710	October 2024	PGFD was not awarded the SAFER Grant, will re-apply
Replacement Vehicle	Fire	Replace Operation Chief's vehicle with a ¼ ton diesel pickup to enhance response to flooded areas. Use current Ops vehicle for Fire Prevention personnel.	October 2024	Current Ops Chief vehicle is Out of Service, New vehicle w/ procurement
Training Tower	Fire	Complete the Training Tower build process and utilize the structure to enhance the performance of fire ground tactics and knowledge	December 2024	Pouring the concrete base is the next step December 2025

Needs study for a new Police Department	Police	<p>Completion of a report to:</p> <ul style="list-style-type: none"> • Understand the Departments policing strategies, and opportunities available in the design of a new facility to promote those strategies. • Assess and identify the unique character of the City of Punta Gorda and the relative requirements of Policing. • Assess the potential growth of the City of Punta Gorda and how this would affect the choice of a new Police Facility location. • Determine current and future space needs, based on the specific requirements of the PGPD • Determine important internal relationships of the department which would impact building layout, configuration and site requirements. 	FY 2025	In Procurement awaiting review of bids.
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Increase staffing to include addition of four sworn officer positions.	Police	Enhanced service level for police services.	FY 2025	Three new sworn positions were added in FY 2025
Increase staffing to include one public safety dispatcher position.	Police	Add Senior Public Safety Dispatcher to address scheduling stabilization and enhanced scheduling opportunities within Communications Section due to workload increases. Assignment of advanced job functions that require a higher level of involvement.	FY 2025	This position was added in FY 2025.
Implementation of career progression program for professional staff members.	Police	Implementation of career progression program for Public Safety Dispatchers/Supervisors, Records Specialists and Evidence/Crime Scene Technicians. Members achieve enhanced skill levels and certifications which results in a much higher qualified employee. Also allows for growth opportunities for employees in technical fields that have limited to no upward mobility.	FY 2025	This was denied by the City Manager for FY 2025
Continue with Youth Public Safety Academy	Police/Fire	Youth attend weeklong class learning about police and fire operations.	Summer FY-2025	This is scheduled for July 14-18, 2025
Continue Police Department Citizens and Business Advisory Councils to enhance communication and address issues as they arise.	Police	Resolution of issues that are brought forward.	Ongoing	The Citizens Advisory Council and Business Advisory Council was combined to enhance attendance. Now called Chief's Advisory
Family Fun Day	Police/Fire	Annual event held in December at the Public Safety Building for families to come spend the morning with PD and FD and learn about public safety	Ongoing	This took place December 14, 2024

Veterans Crisis Assistance Seminar	Police	Organizing a conference for all veteran services in Charlotte County and surrounding jurisdictions to share updated information and services for veterans. This event can also be held in a public forum for veterans to attend so they can learn about the services provided in the county	January 2025	Unable to hold conference due to various staffing issues and other events. Will consider for FY 2026
Explore a Public Safety Citizens Academy	Police/Fire	Police and Fire will consider implementing a four week (3 hours a week) public safety citizens academy to introduce residence to public safety responsibilities and programs	TBD	Still considering this as another community outreach. Will explore for FY 2026
Bike Safety Presentation	Police	Have the bike team leader provide a presentation on bike safety tips and Bike Laws. Possibly team up with a local church to utilize their facility (i.e. new life church).	TBD	A date has not been set for this yet.

