



1015 Cultural Park Blvd.  
Cape Coral, FL

## **AGENDA**

### **STRATEGIC PLANNING MEETING**

**March 20, 2018**

**9:30 AM**

**Cape Coral Police  
Department, 3rd Floor  
Training Room**

In accordance with the Americans with Disabilities Act and Section of 286.26, Florida Statutes, persons with disabilities needing special accommodation to participate in this meeting should contact the Office of the City Clerk at least forty-eight (48) hours prior to the meeting.

**A. Meeting called to order**

MAYOR COVIELLO

**B. ROLL CALL:**

MAYOR COVIELLO, COUNCIL MEMBERS CARIOSCIA,  
COSDEN, GUNTER, NELSON, STOKES, STOUT, WILLIAMS

**C. BUSINESS:**

1. Introductory Remarks-Mayor/City Manager
2. Review of Mission, Vision and Values
3. Review of Priority Goals 2018-2020
4. Break
5. Continued Discussion of Priority Goals 2018-2020
6. Measurement of Success

**D. Motion to Adjourn**

This agenda should not be viewed as containing definitive information on matters of law with respect to ordinance and resolution summaries.

<b>Item Number:</b>	<b>C.2.</b>
<b>Meeting Date:</b>	<b>3/20/2018</b>
<b>Item Type:</b>	<b>BUSINESS:</b>

**AGENDA REQUEST FORM**  
CITY OF CAPE CORAL



**TITLE:**

Review of Mission, Vision and Values

**SUMMARY:**

**ADDITIONAL INFORMATION:**

**ATTACHMENTS:**

<b>Description</b>	<b>Type</b>
▣ Strategic Plan - Backup	Backup Material

STRATEGIC PLANNING

Strategic Planning..... 4

    Strategic Plan Summary .....4-2

    Strategic Plan Resolution.....4-4

    Strategic Plan.....4-5

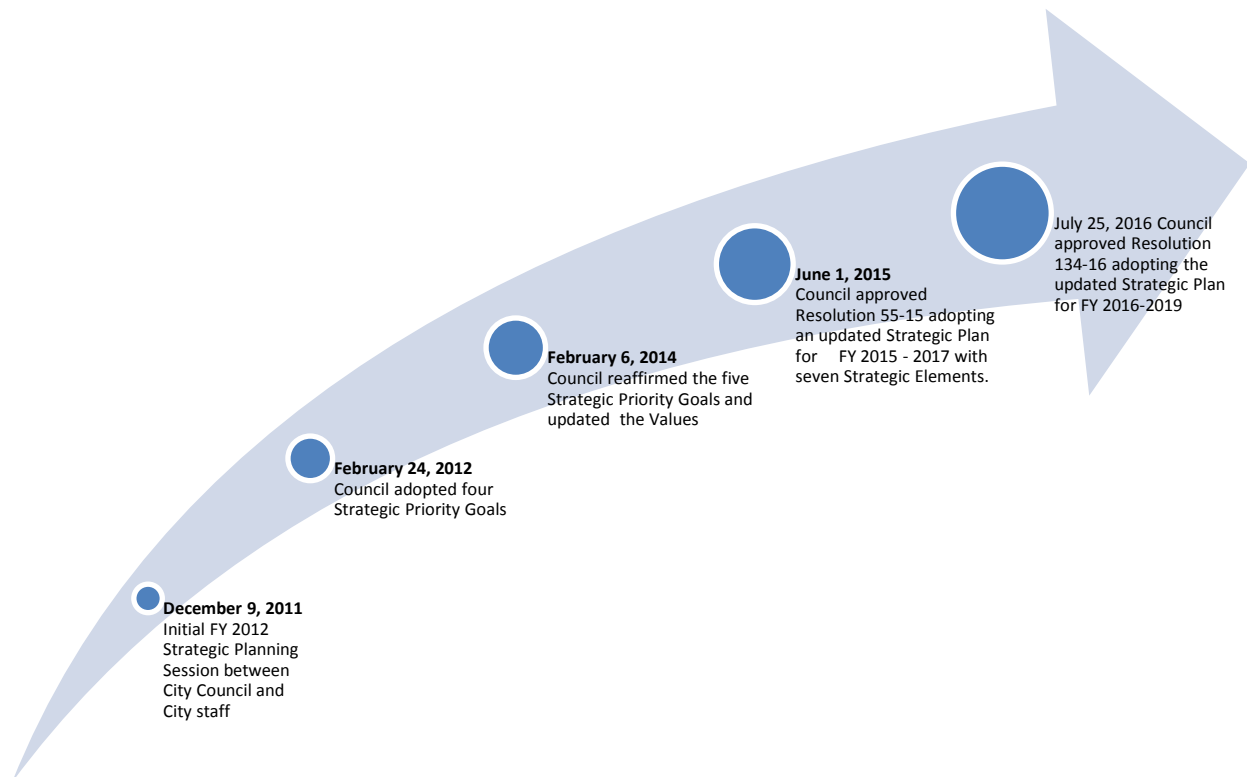
## Strategic Plan Summary

A strategic plan is a reflection of City Council's decision to provide a foundation to guide policy decisions over several years, as well as, their commitment to devote City resources to accomplish strategic priorities in the years to come. The budget cycle allows the Mayor and City Council the opportunity to provide the policy direction necessary for the development and implementation of the City's budget.

On December 9, 2011, the City engaged an outside consultant to facilitate a strategic planning session with the purpose of restarting the strategic planning process. The Mayor, City Council and City department directors participated in this event which culminated in a reaffirmation of the importance of strategic planning for the City and a commitment to the implementation of a strategic plan for FY 2012 and beyond.

As part of that planning session, the City's Mission, Vision and Values were readdressed and revised and five Strategic Priority Goals were adopted by City Council. In FY 2014, City Council reaffirmed the five Strategic Priority Goals and updated the Values.

On March 11, 2015, the Strategic Plan was updated and the Mission and Vision were enhanced. The Strategic Priority goals were renamed Strategic Plan Elements and a sixth Element was added. Following that workshop, a seventh Element was added. City Council Approved Resolution 55-15 adopting the 2015 – 2017 Strategic Plan on June 1, 2015. Resolution 55-15 was updated and Resolution 134-16 was approved by City Council on July 25, 2016. The timeline below illustrates the most recent strategic planning process activity.



**City of Cape Coral, Florida**  
**FY 2018 – 2020 Adopted Operating Budget**

Our 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. It helps us stay focused on our near-term objectives and tasks, while still keeping our eye on the long range perspective of our actions. The strategic plan is dynamic and can be adjusted or revised from time to time as needed.

The seven Strategic Plan Elements are subsetting by Strategic Initiatives. Action Plans with Action Steps and targeted completion dates ensure the City will achieve the strategies set forth by Council. Goals and Objectives drive the Action Plans and success is measured by Key Performance Indicators.

The foundation of our budget philosophy continues to be economic sustainability. By developing a multi-year fully-balanced rolling budget that maintains adequate levels of reserves while providing core services to include plans that address capital and infrastructure requirements and protects the City's credit rating, we allocate our resources in support of the City's Strategic Element B: ***ENHANCE FINANCIAL SUSTAINABILITY DURING ALL ECONOMIC TIMES.***

Strategic planning and performance measurement provide for a long-term, dynamic process of assessment, goal-setting, and decision-making, mapping a path towards the City's future vision. Clearly defined performance measures provide feedback to help improve operational performance, increase public trust through accountability and transparency, and to more efficiently allocate resources.

The City of Cape Coral has developed two very distinct sets of Key Performance Indicators (KPI's). Higher level KPI's link directly to the Strategic Plan and are presented in this section following each Strategic Element and Initiative. Our operational KPI's can be found in the individual departmental sections of the book. Cape Coral has taken a Balanced Scorecard approach with the operational KPI's at the department level. Operational KPI's will fall under one of four perspectives:

1. Customer: pertaining to time, quality, performance and service
2. Internal: cycle/production/response time, quality, productivity
3. Learning and Growth: employee satisfaction, product and process innovation, improvement goals
4. Financial: percent of personnel and operating budget expended

The Strategic Plan defines the City's Mission, Vision, Values, Goals and Objectives. The KPI's align with the Strategic Elements. It is in this manner that we monitor our achievement of the results for which we plan.

**City of Cape Coral, Florida  
FY 2018 – 2020 Adopted Operating Budget**

RESOLUTION 134 - 16

A RESOLUTION OF THE CITY OF CAPE CORAL ADOPTING THE 2017-2019 STRATEGIC PLAN AND THE STRATEGIC PLAN PERFORMANCE MEASUREMENT MANUAL AS ATTACHED HERETO; PROVIDING AN EFFECTIVE DATE.

WHEREAS, strategic planning is used by the City of Cape Coral as an organizational tool to set priorities, monitor goals identified for the City, provide a framework to assess the direction in which the City is moving, and is used in the development of our budget planning process; and

WHEREAS, in February, 2016, the City Council held two Strategic Planning Workshop Meetings to discuss changes and updates to the Strategic Plan and determined the strategic elements for inclusion in the City's 2017-2019 Strategic Plan; and

WHEREAS, the Performance Measurement Manual identifies key performance indicators to measure each of the strategic elements and the departments responsible for each performance indicator; and

WHEREAS, the City Council desires to adopt the 2017-2019 Strategic Plan and the 2017-2019 Performance Measurement Manual as attached hereto.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF CAPE CORAL, FLORIDA, AS FOLLOWS:

Section 1. The City Council hereby adopts the Strategic Plan Fiscal Years 2017-2019 and the Strategic Plan Fiscal Years 2017-2019 Performance Measurement Manual. A copy of the Strategic Plan is attached hereto as Exhibit A. A copy of the Performance Measurement Manual is attached hereto as Exhibit B.

Section 2. The Strategic Plan Fiscal Years 2017-2019 takes effect on October 1<sup>st</sup>, 2016.

Section 3. This Resolution shall take effect immediately upon its adoption.

ADOPTED BY THE CITY COUNCIL OF THE CITY OF CAPE CORAL AT ITS REGULAR COUNCIL SESSION THIS 25<sup>th</sup> DAY OF JULY, 2016.

  
MARNI L. RETZER MAYOR

VOTE OF MAYOR AND COUNCILMEMBERS:

RETZER  
BURCH  
CARIOSCIA  
STOUT

aye  
no  
aye  
no


LEON  
ERBRICK  
WILLIAMS  
COSDEN

aye  
aye  
aye  
aye

ATTESTED TO AND FILED IN MY OFFICE THIS 4<sup>th</sup> DAY OF August, 2016.

  
REBECCA VAN DEUTEKOM  
CITY CLERK

APPROVED AS TO FORM:

  
DOLORES D. MENENDEZ  
CITY ATTORNEY  
res/2017-2019 Strategic Plan



# STRATEGIC PLAN

Fiscal Years 2017-2019

This document provides the City organization with a shared vision for managing our resources. This document is fluid. It is updated as we complete steps moving us closer to the organization's goals.

## **CITY OF CAPE CORAL MISSION, VISION AND VALUES**

### **MISSION**

The City of Cape Coral will provide its citizens with services in the most efficient and effective manner possible, while maintaining a sustainable, positive, safe, and caring community with a united spirit.

### **VISION**

A vibrant, culturally diverse environmentally sensitive waterfront community that is the center of opportunity in Southwest Florida where families and businesses thrive.

### **VALUES**

#### **INTEGRITY**

We are dedicated and committed to the delivery of services to our citizens with honesty, reliability and flexibility.

#### **EMPATHY**

We will be compassionate to others.

#### **TEAMWORK**

We will build and maintain productive working relationships and take pride in providing efficient and effective services.

#### **CUSTOMER SATISFACTION**

We will meet our citizens and customers' needs in a professional and courteous manner. We will be proactive and achieve the highest level of excellence in our products and services.

#### **QUALITY OF LIFE**

In partnership with the community, we are stewards of our unique environment and quality of life, and meet the economic, social, cultural, institutional and environmental needs of our citizens.

#### **FINANCIAL ACCOUNTABILITY**

We are responsible and fiscally accountable for the City's assets and resources.

#### **COMMUNICATION**

We value a positive attitude, trust, initiative and compassion with a high standard of professionalism and open communication with our citizens.



# Strategic Plan Elements and Initiatives

## **ELEMENT A: INCREASE ECONOMIC DEVELOPMENT AND REDEVELOPMENT IN THE CITY**

### **Initiative A.1: Increase recruitment of new businesses to the City**

Champion(s): City Manager, EDO, DCD, Public Works, Utilities, Parks and Recreation

Stakeholders: City Staff, City Council, Developers, Landowners, Residents, Business Owners

Desired Outcome: Increase the number of businesses, job creation and investment, thereby creating a more positive image, and stabilize the tax base of the City.

#### Action Steps:

- Foster relationships with the real estate community, developers and citizens to create ambassadors who will promote Cape Coral.
- Utilize customized incentives to encourage relocation to Cape Coral.
- Increase outreach efforts through opportunities such as trade shows, industry events, and one-on-one visitations
- Facilitate physical infrastructure development and site readiness through construction and renovation projects
- Create a more business-friendly environment
- Seek unique projects to create awareness and put Cape Coral on the map nationally and internationally. Destination, not location
- Determine the feasibility of developing the P3 Athletic Training Complex
- Develop Club Square
- Continue to support City Council/Mayor for special projects such as community planning, land acquisition planning, public/private partnerships and master planning (Community Visioning, Seven Islands, Bimini Basin)

**City of Cape Coral, Florida**  
**FY 2018 – 2020 Adopted Operating Budget**

<b>ELEMENT A: INCREASE ECONOMIC DEVELOPMENT AND REDEVELOPMENT IN THE CITY.</b>								
<b>Strategic Initiative A.1: Increase recruitment of new business to the City.</b>								
<b>Key Performance Indicator(s)</b>	<b>Dept</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Target</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>FY2020 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>1. Objective: Determine the feasibility of developing the P3 Athletic Training Complex and Athletic Suites</b>								
Project determined feasible (Y/N)	P&R	TBD	N/A	TBD	TBD	TBD	TBD	TBD
<b>2. Objective: Club Square improvement as part of Streetscape Project on 47th Terrace (Updated from Develop Club Square and to be incorporated into Streetscape Project)</b>								
% Completion of Club Square project development cycle	City Manager EDO/ DCD	0%	10%	30%	60%	80%	100%	100%
<b>3. Objective: Increase the number of businesses, job creation and investment, thereby creating a more positive image, and stabilize the tax base of the City</b>								
# of New construction & renovation projects	City Manager EDO	163	228	145	150	150	125	715
Dollar value of new projects	City Manager EDO	\$19,068,436	\$18,968,000	\$11,500,000	\$12,000,000	\$12,500,000	\$10,000,000	\$56,000,000
# of New jobs created	City Manager EDO	2,026	2725	1,800	1,900	1,900	1,500	8,850
# of New businesses	City Manager EDO	1596	1582	1700	1850	1700	1300	7800
Increase in commercial assessed values	City Manager EDO	\$35,458,131	\$76,642,055	\$15,410,620	\$18,492,744	\$16,000,000	\$12,000,000	\$66,365,500
# of Recruitment events	City Manager EDO	31	36	35	40	40	40	143
# of Incentives provided	City Manager EDO	1	2	6	8	6	6	20
Dollar value of incentives provided	City Manager EDO	\$46,500	\$746,000	\$350,000	\$500,000	\$400,000	\$400,000	\$1,129,000
<b>4. Continue to support City Council/Mayor for special projects such as community planning, land acquisition planning, public/private partnerships and master planning.</b>								
Begin the following projects in FY 15 & complete in FY 16:	DCD Planning							
Community Visioning: % Complete	DCD Planning	On Hold	On Hold	N/A	N/A	N/A	N/A	N/A
Parks Master Plan: % Complete	DCD Planning	10%	75%	N/A	N/A	N/A	N/A	N/A
LUDR: Rewrite % Complete	DCD Planning	25%	75%	N/A	N/A	N/A	N/A	N/A
Seven Islands/NW Area: % Complete	DCD Planning	25%	100%	N/A	N/A	N/A	N/A	N/A
Hearing Examiner: % Complete	DCD Planning	25%	100%	100%	100%	N/A	N/A	100%
Bimini Basin: % of Visioning Complete	DCD Planning	20%	70%	N/A	N/A	N/A	N/A	N/A

**Initiative A.2: Increase retention and expansion of existing businesses in the City**

Champion(s): City Manager, EDO, DCD

Stakeholders: City Staff, City Council, Developers, Landowners, Residents, Business Owners

Desired Outcome: Create a positive business climate where an existing business knows where to seek assistance and growing businesses can obtain support and program based assistance thereby increasing the local job base and positively impacting the tax base.

**Action Steps:**

- Utilize customized incentives to support re-development and new investment
- Increase outreach efforts through local events and one-on-one visitation programs
- Establish job retention and redevelopment incentives
- Create an alternate lending resource to assist with business expansion and work in concert with traditional funding sources
- Bring Land Development Regulations up to date to meet developers' needs for today and encourage commercial development

**City of Cape Coral, Florida**  
**FY 2018 – 2020 Adopted Operating Budget**

<b>ELEMENT A: INCREASE ECONOMIC DEVELOPMENT AND REDEVELOPMENT IN THE CITY.</b>									
<b>Strategic Initiative A.2: Increase retention and expansion of existing businesses in the City.</b>									
<b>Key Performance Indicator(s)</b>	<b>Dept</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Target</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Estimate</b>	<b>3 - 5 Yr</b>	<b>Goal</b>
<b>1. Objective: Enhance redevelopment in the City by</b>									
Rate of turn around for special exceptions, variances, deviation, appeals	DCD Planning	44.00	44.23	30.00	30.00	30.00	30.00	30.00	
Time for initial review for PDP's (days)	DCD Planning	9	8	8	8	8	8	8	
Customer wait time average at permit counter (minutes)	DCD Building	17	32	<15	<15	<18	<15	<15	
Review time for misc. permits (days)	DCD Building	<7	<7	<7	<7	<7	<7	<7	
Review time for residential permits (days)	DCD Building	<8	<8	<8	<8	<8	<8	<8	
Review time for commercial permits (days)	DCD Building	<10	<9	<8/10	<8/10	<8/10	<8/10	<8/10	
Completion of inspections on requested date	DCD Building	92%	96%	<95%	<95%	<95%	95%	95%	
Proactive enforcement rate	DCD Code	65%	65%	55%	57%	58%	59%	60%	
Call response time for high priority calls (hours)	DCD Code	1	1	1	1	1	1	1	
Call response time for standard calls (business days)	DCD Code	3	2	1	1	1	1	1	
Time to accept application, review and comment (business days)	DCD Dev Svcs	8	8	<8	<8	<8	<8	<8	
Turnaround time for permits processed by Development Services (days)	DCD Dev Svcs	7	8	<6	<6	<6	<6	<6	
<b>2. Create a positive business climate where existing</b>									
# of Renovation & expansion projects	City Manager EDO	119	159	135	135	140	140	650	
Dollar value of renovation & expansion projects	City Manager EDO	\$14,587,356	13,919,327	\$13,500,000	\$14,000,000	\$13,000,000	\$13,000,000	\$63,378,888	
# of Jobs created due to expansion	City Manager EDO	637	746	661	685	575	575	3,101	
<b>3. Objective: Create a positive business climate where growing businesses can obtain support and program based</b>									
# of Organizational relationships established	City Manager EDO	39	48	43	47	45	40	47	
# of Business retention outreach visits	City Manager EDO	616	295	800	800	800	200	3524	

## **ELEMENT B: ENHANCE FINANCIAL SUSTAINABILITY DURING ALL ECONOMIC TIMES**

**Initiative B.1: Develop a balanced multi-year budget which provides the City's core services, capital assets and infrastructure, maintains appropriate reserves and debt service levels, and protects the City's credit rating**

Champion(s): City Manager, Finance Department

Stakeholders: Residents, City Council, City Staff, and Rating Agencies

Desired Outcome: Develop, present, and have adopted a fully-balanced budget that maintains adequate levels of reserves while providing core services to include plans that address the capital and infrastructure requirements for providing those core services.

**Action Steps:**

- Annually prepare and present a multi-year budget to Council for its consideration
- Annually present a final year report
- Regularly meet with credit rating agencies, underwriters, and financial advisor to inform them on the status of the City's finances and any changes in policy or future plans.
- Update the City's financial policies; amend the current financial policy ordinance as necessary and obtain Council approval to include new or revised sources/uses.
- Create an annual procurement plan for City Council's approval with the goal of reducing the number of require agenda items for contractual service contracts and equipment purchases that have been approved in the annual operating budget.
- Implement action plan for all audit findings identified through our internal and external auditors

**City of Cape Coral, Florida**  
**FY 2018 – 2020 Adopted Operating Budget**

<b>ELEMENT B: ENHANCE FINANCIAL SUSTAINABILITY DURING ALL ECONOMIC TIMES.</b>								
<b>Strategic Initiative B.1: Develop a balanced multi-year budget which provides the City's core services, capital assets and infrastructure, maintains appropriate reserves and debt service levels, and protects the City's credit rating.</b>								
<b>Key Performance Indicator(s)</b>	<b>Dept</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Target</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Objective: Annually prepare and present a multi-year budget to Council for its consideration</b>								
Annual 3 year budget adopted	Finance	Yes	3 year Balanced Budget Adopted	Yes	Yes	Yes	Yes	Yes
<b>Objective: Annually present a final year-end report</b>								
Issue City's annual CAFR with an unqualified auditor opinion and no material weaknesses	Finance	Yes	CAFR Issues 3/31/16, 2 Material Weaknesses identified	Yes	Yes	Yes	Yes	Yes
<b>Objective: Regularly meet with credit rating agencies (Moody's, Fitch, etc.), underwriters and financial advisor to inform them on the status of the City's finances and any changes in policy or future plans.</b>								
All credit ratings maintained or improved annually	Finance	Yes	Yes	Yes	Yes	Yes	Yes	Yes
<b>Objective: Update the City's financial policies; Amend the current Financial Policy Resolution as necessary and obtain Council approval to include new or revised sources/uses.</b>								
Operating reserves maintained at or above the 2 month operating regular non-recurring operating expenses.	Finance	Yes	averaging above 2 months	Yes	Yes	Yes	Yes	Yes
<b>Objective: Implement action plan for all audit findings identified through our internal and external auditors</b>								
Meet the deadlines for completion of items identified in audit plan to address audit findings	Finance	Yes	Anticipated completion FY 17 Q1 - updated ARs are currently under review	Yes	Yes	Yes	Yes	Yes

**City of Cape Coral, Florida  
FY 2018 – 2020 Adopted Operating Budget**

**Initiative B.2: Diversify the City's finances in order to address the Council's priorities each fiscal year**

Champion(s): City Manager, Finance Department

Stakeholders: Residents, City Council, City Staff, and Rating Agencies

Desired Outcome: Develop a balanced revenue structure whereby the General Fund is less susceptible to hard fluctuations of a single source

**Action Steps:**

- Maintain reliance and dependency on ad valorem tax receipts at or below 58% of annual general fund revenue sources excluding balances brought forward.
- Compare Franchise Agreement LCEC and MEU for best electric service provision in City.

<b>ELEMENT B: ENHANCE FINANCIAL SUSTAINABILITY DURING ALL ECONOMIC TIMES.</b>								
<b>Strategic Initiative B.2: Diversify the City's finances in order to address the Council's priorities each fiscal year.</b>								
<b>Key Performance Indicator(s)</b>	<b>Dept</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Target</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>1. Maintain reliance and dependency on ad valorem tax receipts at or below 58% of annual General Fund revenue sources excluding balances brought forward</b>								
Ad Valorem receipts as percentage of total General Fund revenue sources excluding balances brought forward	Finance	48%	50%	50%	50%	50%	50%	50%
<b>2. Objective: Develop competing alternatives for municipalizing the City's electric utility versus extending the franchise agreement with LCEC.</b>								
% Complete	City Manager	50%	40%	100%	N/A	N/A	N/A	N/A

**ELEMENT C: INVEST IN COMMUNITY INFRASTRUCTURE INCLUDING UTILITIES EXPANSION IMPROVEMENTS TO ENHANCE THE CITY'S ABILITY TO MEET THE NEEDS OF ITS CURRENT AND FUTURE RESIDENTS AND BUSINESSES**

**Initiative C.1: Continue the plan to expand utilities into all areas of Cape Coral and position the City to meet the future needs of the community at build-out**

Champion(s): Utilities Extension, Utilities Department, City Manager

Stakeholders: City Staff, Council Members, Current and Future Utility Ratepayers, Bond holders, Local Businesses, Engineering Firms and Construction-related Industry, SRF Funding Program

Desired Outcome: Construct Southwest 6 & 7 Utilities Extension Project (UEP) (Water, Sewer, & Irrigation) areas by June 2015. Construct UEP North 2 Project (Water, Sewer, & Irrigation) by the end of 2017 and North 1 Project (Water, Sewer & Irrigation) by the end of 2019.

Action Steps:

- Continue to secure FDEP SRF project funding
- Utilities Master Plan for North 1 and North 2
- North 2 Project Design and Assessment Completion
- North 2 Project Construction Completion
- North 1 Project Design and Assessment
- North 1 Project Construction
- Utilities Master Plan for North 3 through North 8 with focus on areas for proposed businesses
- Evaluate fiber optics and traffic calming opportunities in conjunction with UEP Projects



**City of Cape Coral, Florida**  
**FY 2018 – 2020 Adopted Operating Budget**

<b>ELEMENT C: INVEST IN COMMUNITY INFRASTRUCTURE INCLUDING UTILITIES EXPANSION IMPROVEMENTS TO ENHANCE THE CITY'S ABILITY TO MEET THE NEEDS OF ITS CURRENT AND FUTURE RESIDENTS AND BUSINESSES.</b>									
<b>Strategic Initiative C.1: Continue the plan to expand utilities into all areas of Cape Coral and position the City to meet the future needs of the community at build-out.</b>									
	<b>Key Performance Indicator(s)</b>	<b>Dept</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Target</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>1.</b>	<b>Objective: Secure FDEP SRF Project Funding</b>								
	% of Funds Secured	Public Works UEP	N/A	75%	100%	N/A	N/A	N/A	100%
<b>2.</b>	<b>Objective: Southwest 6 and 7 Project Construction Completion</b>								
	Southwest 6&7 Project Construction % of completion	Public Works UEP	99%	99%	N/A	N/A	N/A	N/A	100%
<b>3.</b>	<b>Objective: Utilities Master Plan for North 1 and North 2</b>								
	Utilities Master Plan % of completion	Public Works UEP	100%	N/A	N/A	N/A	N/A	N/A	100%
<b>4.</b>	<b>Objective: North 2 Project Design and Assessment completion</b>								
	North 2 Project Design & Assessment % of completion	Public Works UEP	40%	90%	N/A	N/A	N/A	N/A	100%
<b>5.</b>	<b>Objective: North 2 Project Construction Completion</b>								
	North 2 Project Construction & Final Completion % of completion	Public Works UEP	N/A	N/A	50%	100%	N/A	N/A	100%
<b>6.</b>	<b>Objective: North 1 Project Design</b>								
	North 1 Project Design % of completion	Public Works UEP	N/A	N/A	80%	100%	N/A	N/A	100%
<b>7.</b>	<b>Objective: North 1 Project Construction</b>								
	North 1 Project Construction % of completion	Public Works UEP	N/A	N/A	N/A	30%	100%	100%	100%
<b>8.</b>	<b>Objective: Utilities Master Plan for North 1 through North 8</b>								
	% of Completion	Public Works UEP	N/A	N/A	100%	N/A	N/A	N/A	100%

-

**OVERVIEW OF INITIATIVE C.2A-F: DEVELOP AND UPDATE MASTER PLANS FOR PRIORITY INFRASTRUCTURE IMPROVEMENTS**

Champion(s): Respective Departments, Financial Services Department

Stakeholders: Residents, Customers, Visitors, City Council, and City Staff

Desired Outcome: Implement a master plan that is financially feasible and sustainable, thus providing for system expansion while simultaneously maintaining our current facilities thereby allowing us to maintain concurrency with the City's Comprehensive Plan and support Economic Development.

**Initiative C.2a: Develop a Utilities Capital Improvement Plan to support master planning events in conjunction with the annual Rate Sufficiency Analysis.**

Champion: Utilities Department

Stakeholders: City Staff, Council Members, Current & Future Utility Ratepayers, Bond Holders, Local Businesses, Engineering Firms and Construction-related Industry, Florida Department of Environmental Protection, City of Ft. Myers, Southwest Florida Regional Planning Council, Charlotte Harbor National Estuary Program, Lee County, and South Florida Water Management District.

Desired Outcome: Construct a reclaimed water river crossing that allows the City to receive reclaimed water from the City of Ft. Myers thereby increasing Cape Coral's Irrigation water capacity while improving the water quality of the Caloosahatchee River by eliminating the need for Ft. Myers' current wastewater discharge into the river. Design and permit Aquifer Storage and Recovery (ASR) well surface facilities.

**Action Steps:**

- Negotiate Inter-local agreement with City of Fort Myers
- Garner additional monetary support from the various stakeholders
- Complete final engineering design and permitting
- Complete construction
- Issue request for Proposals to design and permit ASR wells
- Design, permit, and construct ASR wellhead facilities.

**City of Cape Coral, Florida  
FY 2018 – 2020 Adopted Operating Budget**

<b>ELEMENT C: INVEST IN COMMUNITY INFRASTRUCTURE INCLUDING UTILITIES EXPANSION IMPROVEMENTS TO ENHANCE THE CITY'S ABILITY TO MEET THE NEEDS OF ITS CURRENT AND FUTURE RESIDENTS AND BUSINESSES.</b>								
<b>Strategic Initiative C.2.a: Develop a Utilities Capital Improvement Plan to support master planning events in conjunction with the annual Rate Sufficiency Analysis.</b>								
<b>Key Performance Indicator(s)</b>	<b>Dept</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Target</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Estimate</b>	<b>3 - 5 Yr Goal</b>
1. <b>Objective: Begin work on at least 80% of authorized capital projects within the fiscal year the project was funded</b>								
Percentage of capital projects started in the funded fiscal year	Utilities	38%	52%	50%	60%	65%	75%	80%

**Initiative C.2b: Develop a master plan for an on-going Transportation Program. This includes determining a sustainable funding source related to this effort to maintain the City's existing transportation network.**

Champion: Public Works Department

Stakeholders: Residents, Roadway Users, City Council, City Staff

Desired Outcome: Finalize a sustainable ongoing Roadway Resurfacing Plan, Bicycle Route Master Plan, and Streetlight Improvement Plan. This includes creating a reliable sustainable funding source to maintain the City's Roadway Resurfacing Program on appropriate life cycle.

Action Steps:

- Provide annual updates on 5 year paving plan for local roads, major roads
- Bid Opening Phase II (Subject to FSA)
- Department Recommendation Phase II (Subject to FSA)
- Council Consideration/Award Contract Phase II (Subject to FSA)
- Issue Notice to Process Phase II (Subject to FSA)
- Implement annual paving plan for major and local roads
- Implement annual sidewalk plan
- Initiate and complete the City's Bicycle Pedestrian Master Plan
- Determine the feasibility of expanding LeeTran Routes in Cape Coral towards Burnt Store Road
- Maintain the level of services of the bridges over the Caloosahatchee River servicing Cape Coral (Cape Coral Bridge, Midpoint Bridge, US41)
- Expand and enhance Median Beautification

**City of Cape Coral, Florida**  
**FY 2018 – 2020 Adopted Operating Budget**

<b>ELEMENT C: INVEST IN COMMUNITY INFRASTRUCTURE INCLUDING UTILITIES EXPANSION IMPROVEMENTS TO ENHANCE THE CITY'S ABILITY TO MEET THE NEEDS OF ITS CURRENT AND FUTURE RESIDENTS AND BUSINESSES.</b>								
<b>Strategic Initiative C.2.b: Develop a master plan for an on-going Transportation Program. This includes determining a sustainable funding source related to this effort to maintain the City's existing transportation network.</b>								
<b>Key Performance Indicator(s)</b>	<b>Dept</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Target</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>1. Objective: Implement Annual Paving Plan for major and local</b>								
Annual Paving Plan % of completion	Public Works	16%	85%	100%	100%	100%	100%	100%
<b>2. Objective: Implement Annual Sidewalk Plan</b>								
Annual Sidewalk Plan % of completion	Public Works	100%	90%	100%	100%	100%	100%	100%
<b>3. Objective: Initiate and complete the City's Bicycle Pedestrian</b>								
Bicycle Pedestrian Master Plan % of completion	Public Works	10%	85%	100%	N/A	N/A	N/A	100%
<b>4. Objective: Determine the feasibility of expanding LeeTran</b>								
Route Expansion determined feasible? (Y/N)	Public Works	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>5. Objective: Maintain the level of service of the bridges over the</b>								
Level of Service Rating E/D (1)	Public Works	CC Bridge - C Midpoint B	N/A	N/A	N/A	N/A	N/A	C/A
(1) E/D = Cape Coral Bridge Adopted Level of Service (LOS) "E" Midpoint Bridge Adopted Level of Service (LOS) "D" 2015 Source:								
(2) Per LCDOT AADT Counts								
<b>6. Objective: Expand and enhance median beautification</b>								
Miles of median beautified	Public Works	N/A	.75 Mi	2.5 Mi	2.5 Mi	2.0 mi	2.0 mi	7.5 Mi

**City of Cape Coral, Florida**  
**FY 2018 – 2020 Adopted Operating Budget**

**Initiative C.2c: Stormwater Master Plan**

Champion: Public Works Department

Stakeholders: Stormwater Utility Customers, City Council, City Staff, and Engineering Firms

Desired Outcome: Complete a Stormwater Master Plan for the Entire City by February 2015 with eye towards floods protection and enhancing water quality.

Action Steps:

- Update Stormwater Fee Rate Analysis
- Complete Rate Study/Cost Recovery Plan to support the Stormwater Master Plan
- Determine if stormwater fees are cost effective for business owners and conduct an analysis with rate consultant.

ELEMENT C: INVEST IN COMMUNITY INFRASTRUCTURE INCLUDING UTILITIES EXPANSION IMPROVEMENTS TO ENHANCE THE CITY'S ABILITY TO MEET THE NEEDS OF ITS CURRENT AND FUTURE RESIDENTS AND BUSINESSES.									
Strategic Initiative C.2.c: Stormwater Master Plan									
	Key Performance Indicator(s)	Dept	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
1.	<b>Objective: Update stormwater fee rate analysis</b>								
	% of Update completed	Public Works	100%	100%	N/A	N/A	100%	N/A	N/A
3.	<b>Objective: Determine if stormwater fees are cost effective for business owners and conduct an analysis with rate consultant</b>								
	Fees are cost effective (Y/N)	Public Works	Y	Y	Y	Y	Y	Y	Y

**City of Cape Coral, Florida  
FY 2018 – 2020 Adopted Operating Budget**

**Initiative C.2d: Parks Master Plan**

Champion: Parks and Recreation Department

Stakeholders: Residents, Parks Visitors, City Council, City Staff, and Friends of Wildlife

Desired Outcome: Update the Master Plan to reflect current state of the parks system and provide a recommendation to City Council with a prioritized list of projects for City at build-out.

**Action Steps:**

- Review resources available to update plan with in-house resources and initiate request for proposals for an outside services contract, if necessary. Identify fiscal resources of up to \$100,000 to complete the plan.
- Complete draft of plan update.
- Finalize updated plan.
- Review plan with City Council and create listing of priority projects.
- Finalize funding strategy to accomplish priority projects and create individual timelines for projects.

ELEMENT C: INVEST IN COMMUNITY INFRASTRUCTURE INCLUDING UTILITIES EXPANSION IMPROVEMENTS TO ENHANCE THE CITY'S ABILITY TO MEET THE NEEDS OF ITS CURRENT AND FUTURE RESIDENTS AND BUSINESSES.									
Strategic Initiative C.2.d: Parks Master Plan									
	Key Performance Indicator(s)	Dept	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
1.	<b>Objective: Update Parks Master Plan</b>								
	% Completed	P&R	91%	90%	N/A	N/A	100%	100%	100%
	% of Parks Master Plan Implemented	P&R	N/A	N/A	2%	2%	4%	6%	4%

**City of Cape Coral, Florida  
FY 2018 – 2020 Adopted Operating Budget**

**Initiative C.2e: Public Safety Facility Master Plan**

Champion(s): Police Department, Fire Department

Stakeholders: Residents, Visitors, City Council, and City Staff

Desired Outcome: Create a Master Plan that provides public safety facilities to be strategically placed throughout the City to achieve service levels based on industry standards to include fire stations, police substations, and associated training facilities.

Action Steps:

- Develop a Facility Master Plan for the Fire Department
- Implement a Medical Priority Dispatch Plan to maximize the Cape Coral Fire Department's resources
- Complete Public Safety Training Facility Master Plan

<b>ELEMENT C: INVEST IN COMMUNITY INFRASTRUCTURE INCLUDING UTILITIES EXPANSION IMPROVEMENTS TO ENHANCE THE CITY'S ABILITY TO MEET THE NEEDS OF ITS CURRENT AND FUTURE RESIDENTS AND BUSINESSES.</b>									
<b>Strategic Initiative C.2.e: Public Safety Facility Master Plan</b>									
	<b>Key Performance Indicator(s)</b>	<b>Dept</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Target</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Estimate</b>	<b>3 - 5 Yr Goal</b>
1.	<b>Objective: Develop a Facility Master Plan for the Fire Department</b>								
	% of Plan completed	Fire	30%	52.50%	70%	80%	90%	100%	100%
2.	<b>Objective: Implement a Medical Priority Dispatch Plan to maximize the Cape Coral Fire Department's resources</b>								
	% of Plan implemented	Fire	50%	90%	100%	100%	100%	100%	100%
3.	<b>Objective: Complete Public Safety Training Facility Master Plan</b>								
	% of Plan completed	Police/ Fire	20%	75%	100%	100%	100%	100%	100%



**City of Cape Coral, Florida**  
**FY 2018 – 2020 Adopted Operating Budget**

**Initiative C.2f: Economic Development Master Plan**

Champion(s): EDO, Public Works, Utilities, DCD, Utilities Extension

Stakeholders: Residents, Business Owners, City Staff, and City Council

Desired Outcome: Create a comprehensive strategy and use it as a roadmap for economic development and related infrastructure development in the City in support of future commercial/industrial development.

Action Steps:

- Develop a RFP and hire a consultant to develop the plan
- City staff works with consultant to develop the plan
- City Council adopts the final Economic Development Plan
- Re-visit the plan annually to ensure work plans are achieving progress toward stated goals
- Facilitate physical infrastructure development based upon the plan
- Develop and pre-permit targeted areas to attract key developments

ELEMENT C: INVEST IN COMMUNITY INFRASTRUCTURE INCLUDING UTILITIES EXPANSION IMPROVEMENTS TO ENHANCE THE CITY'S ABILITY TO MEET THE NEEDS OF ITS CURRENT AND FUTURE RESIDENTS AND BUSINESSES.								
Strategic Initiative C.2.f: Economic Development Master Plan								
Key Performance Indicator(s)	Dept	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
<b>1. Objective: Create Economic Development Master Plan</b>								
% Completed	City Manager EDO	0%	90%	100%	100%	100%	100%	100%
Develop target areas to attract key development: %	City Manager EDO / DCD	20%	35%	60%	70%	75%	75%	80%
<b>2. Objective: Re-visit the plan annually to ensure work plans are</b>								
% of Plan Implemented	City Manager EDO	0%	0%	25%	35%	40%	45%	40%

**City of Cape Coral, Florida  
FY 2018 – 2020 Adopted Operating Budget**

**ELEMENT D: IMPROVE THE CITY'S IMAGE WITH THE PURPOSE OF BUILDING LASTING RELATIONSHIPS WITH OUR RESIDENTS AND VALUABLE PARTNERSHIPS WITH OTHER ORGANIZATIONS, AND CONTINUALLY PROVIDE A WELL-BALANCED AND POSITIVE WORKPLACE FOR OUR INTERNAL STAKEHOLDERS.**

**Initiative D.1: Emphasize the City's success and positive attributes**

Champion(s): PIO, City Manager, City Council, EDO

Stakeholders: Current/Future Residents and Businesses, City Employees, Elected Officials

Desired Outcome: Cape Coral gains more favorable recognition for positive qualities.

Action Steps:

- Publish quarterly community newsletter and distribute to all residents and businesses highlighting City programs and accomplishments
- Use City's social media tools (specifically Facebook) to publicize successes
- Look for opportunities to provide "good news" options to the media.
- CM Business roundtable meetings
- Weekly press released highlighting areas of success or successful endeavors

ELEMENT D: IMPROVE THE CITY'S IMAGE WITH THE PURPOSE OF BUILDING LASTING RELATIONSHIPS WITH OUR RESIDENTS AND VALUABLE PARTNERSHIPS WITH OTHER ORGANIZATIONS, AND CONTINUALLY PROVIDE A WELL-BALANCED AND POSITIVE WORKPLACE FOR OUR INTERNAL STAKEHOLDERS.									
Strategic Initiative D.1: Emphasize the City's successes and positive attributes.									
	Key Performance Indicator(s)	Dept	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
1.	<b>Objective: Publish quarterly community newsletter and distribute to all residents and businesses highlighting City programs and accomplishments</b>								
	# of Newsletters distributed to residents	City Mgr PIO	N/A	79,129	79,500/qtr	80,000/qtr	80,500/qtr	80,500/qtr	100%
	# of Newsletters distributed to businesses	City Mgr PIO	N/A	3,438	3,500/qtr	3,600/qtr	3,700/qtr	3,700/qtr	100%
2.	<b>Objective: Use City's social media tools (specifically Facebook) to publicize successes</b>								
	# of People reached via Facebook posts	City Mgr PIO	N/A	75%	2,500/wk	2,500/wk	2,500/wk	2,500/wk	80%
3.	<b>Objective: Provide "good news" options to the media</b>								
	# of "Good News" stories provided	City Mgr PIO	N/A	41	32/yr	32/yr	32/yr	32/yr	100%
4.	<b>Objective: Weekly press release highlighting areas of success or successful endeavors</b>								
	# of press releases	City Mgr PIO	N/A	93	75/yr	75/yr	75/yr	75/yr	100%

**City of Cape Coral, Florida  
FY 2018 – 2020 Adopted Operating Budget**

**Initiative D.2: Provide an open government, accountability, and transparency, to increase public trust and understanding**

Champion(s): City Manager, City Council

Stakeholders: Citizens, Employees, Elected Officials, Media

Desired Outcome: Public trust and knowledge of City government increases, and differing opinions can be expressed and heard with greater respect.

**Action Steps:**

- Extend Electronic Permitting to encompass additional permit types
- Implement Electronic Plan Review
- Implement the CivicTRAK Mobile Citizen app changes
- Maintain Munetrix Municipal Benchmarking application
- Use social media tools to provide information and access to the citizens (Facebook, online chats, Ustream)
- Increase civic engagement via various means including, but not limited to, online chats, electronic town halls, targeted charrettes, offsite council meetings, department community initiatives, and other social media opportunities.
- Conduct biennial Citizen Survey to seek input from the community
- Engage current and potential members of all volunteer boards
- Complete engagement with What Works Cities for Open Data and Performance Measures

**City of Cape Coral, Florida**  
**FY 2018 – 2020 Adopted Operating Budget**

<b>ELEMENT D: IMPROVE THE CITY'S IMAGE WITH THE PURPOSE OF BUILDING LASTING RELATIONSHIPS WITH OUR RESIDENTS AND VALUABLE PARTNERSHIPS WITH OTHER ORGANIZATIONS, AND CONTINUALLY PROVIDE A WELL-BALANCED AND POSITIVE WORKPLACE FOR OUR INTERNAL STAKEHOLDERS.</b>								
<b>Strategic Initiative D.2: Provide an open government, accountability and transparency to increase public trust and understanding.</b>								
<b>Key Performance Indicator(s)</b>	<b>Dept</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Target</b>	<b>FY 2018 Estimate</b>	<b>FY2019 Estimate</b>	<b>FY 2020 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>1. Objective: Extend Electronic Permitting to encompass additional permit types</b>								
% of Residential Permit Applications that are electronic	DCD / ITS	16.0%	42.9%	43%	48%	50%	75%	50%
% utilization of available electronic permit types	DCD / ITS	69.4%	46.9%	75%	75%	75%	60%	75%
% of Permit types that were applied for that can be applied for electronically	DCD / ITS	26.8%	34.3%	35%	40%	50%	75%	40%
<b>2. Objective: Implement Electronic Plan Review</b>								
# Types available at end of period	DCD / ITS	3	14	18	18	18	18	18
<b>3. Objective: Implement CRW CivicTRAK for the one year trial period authorized by Council</b>								
% of Implementation completed	ITS	100%	N/A	N/A	N/A	N/A	N/A	N/A
<b>4. Objective: Maintain Munetrix Municipal Benchmarking application</b>								
% of Maintenance completed	Finance / ITS	100%	100%	100%	100%	100%		100%
<b>5. Objective: Digitize 270 boxes of residential/commercial permits, 60 boxes of plans, 90 boxes of miscellaneous permits and 922 rolled plans and blueprints that are currently stored offsite</b>								
% of Permits, plans and blueprints digitized	City Clerk	30%	100%	N/A	N/A	N/A	N/A	N/A
<b>6. Objective: Increase civic engagement and access to information</b>								
# of Followers, likes & email opt-in's	P&R	FB likes P&R: Beg 2701, End 4009; Diff 1308 +48%; FB SS: Beg 14790, End 17903, Diff 3113 +21%; FB CO: Beg 767, End 953, Diff 186 +24%; FB Special Events: Beg 0, End 1789, Diff 1789; Overall FB: +6396 likes +35%; Constant Contact emails:	FB likes P&R: Beg 4017, End 6617, Diff 2600 +64.7%. FB likes SS: Beg 17904, End 23218, Diff 5314 +22.9%. FB likes COGC: Beg 1055, End 1905, Diff 850 +80.6%. FB likes SE: Beg 1927, End 3567, Diff 1640 +85.1%. FB likes	Social Media-increase 15% email increase 10%	Social Media-increase 15% email increase 10%	Social Media-increase 15% email increase 10%	Social Media-increase 15% email increase 10%	Social Media-increase 15% email increase 10%

**City of Cape Coral, Florida  
FY 2018 – 2020 Adopted Operating Budget**

<b>7.</b>	<b>Objective: Use social media tools to provide information and access to the citizens (Facebook, Ustream)</b>								
	# of Likes	City Mgr PIO	N/A	4,443	4,750	5,200	5,400		100%
	# Programs Broadcast via Ustream (DaCast)	City Mgr PIO	N/A	95	100/yr	100/yr	100/yr		100%
<b>8.</b>	<b>Objective: Conduct biennial Citizen Survey to seek input from the community</b>								
	% of Survey respondents who rated City services as <i>Good</i> or <i>Excellent</i> in most recent survey	City Mgr PIO	63%	N/A	75%	N/A	75%		75%
<b>9.</b>	<b>Objective: Use social media tools to engage citizens (e.g. chats)</b>								
	# of chats hosted	City Mgr PIO	2	0%	4	2	2	2	100%
<b>10.</b>	<b>Objective: Provide online Q&amp;A outlet for citizens</b>								
	# of inquiries answered on online support center	City Mgr PIO	436	396	500/yr	500/yr	500/yr		100%
<b>11.</b>	<b>Objective: Engage current and potential members of all volunteer boards</b>								
	Average applicants per number of open board positions	City Clerk	90%	123%	100%	105%	110%	110%	110%
<b>12.</b>	<b>Objective: Complete Engagement with What Works Cities</b>								
	% of Open Data Policy Resolution complete	CMO/ITS	N/A	100%	100%	N/A	N/A	N/A	N/A
	# of datasets published and maintained on open data webpage	CMO/ITS	N/A	60	5	5	5	5	>5
	# of datasets published and maintained for performance metrics webpage	CMO/ITS	N/A	3	3	5	5	5	>5

**Initiative D.3: Establish and maintain proactive partnerships with community, organizations, and external government agencies**

Champion(s): City Manager, All Departments

Stakeholders: City staff, Elected Officials, Other Government Officials, Community Leaders, General Public

Desired Outcome: Improved relationships and willingness to work together on shared values with other elected bodies. More proactive involvement from citizens groups to encourage ideas and support.

**Action Steps:**

- Continue to maintain business relationships with the CCCIA along with the Chamber of Commerce, the Cape Coral Realtors Association and local business leaders
- Continue our community outreach programs through community presentations, participation in community events and educational opportunities
- Continue speaking engagements with state associations, realtor associations, community groups and neighborhood associations
- Continue to partner with volunteer groups
- Increase presence at state level to lobby on behalf of City of Cape Coral initiatives and interests.
- Determine the feasibility of negotiating inter-local agreement between Florida Governmental Utility Authority and/or Lee County and the City of Cape Coral for reclaimed water inter-connect.
- Continue to provide support for the Community Redevelopment Area Board
- Continue to provide support for the Regional Planning Council
- Maintain membership of one elected official and one staff person on Florida League of Cities Committees
- Conduct creative campaigns to maintain and grown contributions from the community (Parks and Rec)

**City of Cape Coral, Florida**  
**FY 2018 – 2020 Adopted Operating Budget**

<b>ELEMENT D: IMPROVE THE CITY'S IMAGE WITH THE PURPOSE OF BUILDING LASTING RELATIONSHIPS WITH OUR RESIDENTS AND VALUABLE PARTNERSHIPS WITH OTHER ORGANIZATIONS, AND CONTINUALLY PROVIDE A WELL-BALANCED AND POSITIVE WORKPLACE FOR OUR INTERNAL STAKEHOLDERS.</b>									
<b>Strategic Initiative D.3: Establish and maintain proactive partnerships with community, organizations and external governmental agencies.</b>									
	<b>Key Performance Indicator(s)</b>	<b>Dept</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Target</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Estimate</b>	<b>3 - 5 Yr Goal</b>
1.	<b>Objective: Determine the feasibility of negotiating inter-local agreement between Florida Governmental Utility Authority and/or Lee County and the City of Cape Coral for reclaimed water inter-connect and begin final engineering design and permitting</b>								
	Project determined feasible (Y/N)	Utilities	No	No	Yes	Yes	Yes	Yes	Yes
2.	<b>Objective: Continue to provide support for the Community Redevelopment Area Board</b>								
	# of Tasks assigned	DCD Planning	3	8	2	2	1	1	2
	% of Tasks completed	DCD Planning	100%	83%	100%	100%	100%	100%	100%
3.	<b>Objective: Continue to provide support for the Regional Planning Council</b>								
	# of Tasks assigned	DCD Planning	1	5	1	1	1	1	1
	% of Tasks completed	DCD Planning	100%	100%	100%	100%	100%	100%	100%
4.	<b>Objective: Continue to maintain business relationships with the CCCIA along with the Chamber of Commerce, the Cape Coral Realtors Association and local business leaders.</b>								
	% Increase/decrease in # of functions and committee meetings participated in	DCD Building	100%	100%	100%	100%	100%	100%	100%
	% Increase/decrease	DCD	100%	100%	100%	100%	100%	100%	100%
5.	<b>Objective: Continue our community outreach programs through community presentations, participation in community events and educational opportunities</b>								
	% Increase/decrease in educational opportunities provided through community outreach	DCD Code	25%	125%	58%	75%	80%	85%	100%
6.	<b>Objective: Continue speaking engagements with state associations, realtor associations, community groups and neighborhood associations</b>								
	% Increase/decrease in scheduled engagements	All Depts	75%	55%	50%	50%	80%	75%	80%
7.	<b>Objective: Continue to partner with the "Take Pride in the Cape" volunteer program</b>								
	% Increase/decrease in # of volunteers	DCD Code	80%	71%	300%	400%	400%	400%	500%
	% of Violations abated as a result of voluntary compliance	DCD Code	N/A	89%	96%	96%	75%	97%	98%

**Initiative D.4: Develop a culture of professionalism to retain and attract talented employees**

Champion(s): City Manager, Human Resources

Stakeholders: City Staff, City Council

Desired Outcome: Promote and continue a positive and proactive work environment within the City in order to create and maintain good working relationships.

Action Steps:

- Enhance employee recognition programs
- Development of employees to enhance skills, overall engagement, and internal networking. Strengthening internal relationships
- Implement a Learning and Growth Management System
- Retain and attract talented employees for the City



**City of Cape Coral, Florida**  
**FY 2018 – 2020 Adopted Operating Budget**

<b>ELEMENT D: IMPROVE THE CITY'S IMAGE WITH THE PURPOSE OF BUILDING LASTING RELATIONSHIPS WITH OUR RESIDENTS AND VALUABLE PARTNERSHIPS WITH OTHER ORGANIZATIONS, AND CONTINUALLY PROVIDE A WELL-BALANCED AND POSITIVE WORKPLACE FOR OUR INTERNAL STAKEHOLDERS.</b>								
<b>Strategic Initiative D.4: Develop a culture of professionalism to retain and attract talented employees</b>								
<b>Key Performance Indicator(s)</b>	<b>Dept</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Target</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Objective: Enhance Employee Recognition Programs</b>								
Conduct meetings to review programs in place and discuss implementation of new programs (Y/N)	HR	Y	Y	Y	Y	Y	Y	Y
% of Programs implemented from meetings	HR	>80%	100% est.	100% est.	100% est.	100% est.	100% est.	100%
<b>Objective: Development of employees to enhance skills, overall engagement, and internal networking. Strengthen internal relationships. Leadership.</b>								
Develop committee to hold strategic review meetings to implement or renew programs (Y/N)	HR	Y	Y	Y	Y	Y	Y	Y
% of Programs implemented or renewed	HR	100%	100%	100%	100%	100%	80%	100%
<b>Objective: Implement a Learning and Growth Management System</b>								
% implemented	HR	N/A	100%	100%	100%	100%	100%	100%
<b>Objective: Retain and attract talented employees for the City</b>								
Days to fill position openings	HR	<43	44 est.	<43	<43	<43	<43	<43
% of Applicants who meet minimum job qualifications	HR	58%	47% est.	>50%	>50%	>50%	>50%	>50%

**City of Cape Coral, Florida  
FY 2018 – 2020 Adopted Operating Budget**

**ELEMENT E: INCREASE QUALITY OF LIFE FOR OUR CITIZENS BY  
DELIVERING PROGRAMS AND SERVICES THAT FOSTER A SAFE  
COMMUNITY**

**Initiative E.1a: Traffic Safety**

Champion: Police Department

Stakeholders: City Staff, City Council, Business Owners, Landowners, Residents, and Visitors

Desired Outcome: Implement strategies to enhance service delivery in order to promote traffic safety.

Action Steps:

- Obtain authorized staffing levels for dedicated traffic officers and patrol officers to increase pro-active traffic enforcement operations
- Continue to explore funding options for traffic safety equipment and personnel costs of officers involved in traffic enforcement operations.

	ELEMENT E: INCREASE QUALITY OF LIFE FOR OUR CITIZENS BY DELIVERING PROGRAMS AND SERVICES THAT FOSTER A SAFE COMMUNITY.									
	Strategic Initiative E.1.a Traffic Safety									
	Key Performance Indicator(s)	Dept	FY 2015 Actual	FY 2016 Actual	FY 2016 Estimate	FY 2017 Target	FY 2018 Estimate	FY2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
1.	Objective: Increase proactive and targeted traffic enforcement and education opportunities to ensure the safe movement of traffic throughout the City									
	Targeted Traffic activities	Police	N/A	87	N/A	75	79	83	87	Increase by 5%
2	Objective: Continue to reduce the number of severe injuries and fatalities related to traffic crashes									
	Number of traffic fatalities	Police	3/3	5/4	4	3	2	3	3	>3

**City of Cape Coral, Florida  
FY 2018 – 2020 Adopted Operating Budget**

**Initiative E.1b: Public Safety Capital Asset Plan**

Champion: Fire Department

Stakeholders: City Staff, City Council, Business Owners, Landowners, Residents and Visitors

Desired Outcome: Create a Master Plan which would allow for the investment in and monitoring of public safety capital assets to enhance service delivery

Action Steps:

- Implementation of a Fire Master Plan including capital investment

Strategic Initiative E.1.b: Public Safety Capital Asset Plan										
Key Performance Indicator(s)	Dept	FY 2015 Actual	FY 2016 Total	FY 2016 Estimate	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal	
1. Objective: Implementation of Fire Master Plan including capital investment										
% of Plan implemented	Fire	10%	16.25%	20%	40%	60%	80%	80%	80%	

**City of Cape Coral, Florida  
FY 2018 – 2020 Adopted Operating Budget**

**Initiative E.1c: Community/Police Collaboration**

Champion: Police Department

Stakeholders: City Staff, City Council, Business Owners, Landowners, Residents, and Visitors

Desired Outcome: Strengthen partnerships with community's youth through recreational programs and implement program for direct contact of residents and businesses through advertised "community face to face" program.

Action Steps:

- Re-instate Youth Intervention Program(s)
- Community Face to Face Program

<b>ELEMENT E: INCREASE QUALITY OF LIFE FOR OUR CITIZENS BY DELIVERING PROGRAMS AND SERVICES THAT FOSTER A SAFE COMMUNITY.</b>									
<b>Strategic Initiative E.1.c: Community/Police Collaboration</b>									
<b>Key Performance Indicator(s)</b>	<b>Dept</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Total</b>	<b>FY 2016 Estimate</b>	<b>FY 2017 Target</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Objective: Implement program for direct citizen to Chief communication through advertised community face to face meetings</b>									
# of Town Halls held	Police	Program Implemented	4	4	4	4	4	4	Maintain
# of face to face	Police	N/A	112	100	100	110	120	120	10
<b>Objective: Reinstate Youth Intervention Program(s)</b>									
% of Program(s) implemented	Police	N/A	80%	50%	100%	100%	100%	100%	Maintain

**City of Cape Coral, Florida  
FY 2018 – 2020 Adopted Operating Budget**

**Initiative E.2a: Establish a good level of service based on industry standards**

Champion(s): Police Department

Stakeholders: City Staff, City Council, Business Owners, Landowners, Residents, and Visitors

Desired Outcome: Develop and implement strategies to improve response time for service calls.

Action Steps:

- Maintain accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA) for Police and Communications

<b>ELEMENT E: INCREASE QUALITY OF LIFE FOR OUR CITIZENS BY DELIVERING PROGRAMS AND SERVICES THAT FOSTER A SAFE COMMUNITY.</b>									
<b>Strategic Initiative E.2.a: Establish a good level of service based on industry standards.</b>									
	<b>Key Performance Indicator(s)</b>	<b>Dept</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Target</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>FY2020 Estimate</b>	<b>3 - 5 Yr Goal</b>
1.	<b>Objective: Maintain accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA) for Police and Communications</b>								
	Accreditation maintained	Police	100%	100%	100%	100%	100%	100%	Maintain

**City of Cape Coral, Florida**  
**FY 2018 – 2020 Adopted Operating Budget**

**Initiative E.2b: Maintain the community's Insurance Services Office (ISO) rating**

Champion: Fire Department

Stakeholders: City Staff, City Council, Business Owners, Landowners, Residents, and Visitors

Desired Outcome: Develop and implement a strategy to maintain the community's Insurance Services Offices (ISO) rating, as well as Firefighter safety.

Action Steps:

- Conduct an independent review of our PPC classification
- Improve ISO rating

ELEMENT E: INCREASE QUALITY OF LIFE FOR OUR CITIZENS BY DELIVERING PROGRAMS AND SERVICES THAT FOSTER A SAFE COMMUNITY.									
Strategic Initiative E.2.b: Maintain the community's Insurance Services Office (ISO) rating.									
Key Performance Indicator(s)	Dept	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY 2019 Estimate	FY2020 Estimate	3 - 5 Yr Goal	
1. Objective: Conduct an independent review of our PPC classification									
% of Review completed	Fire	100%	100%	100%	100%	100%	100%	100%	
2. Objective: Improve ISO rating									
ISO Rating	Fire	3	3	3	2	2	2	2	

**City of Cape Coral, Florida**  
**FY 2018 – 2020 Adopted Operating Budget**

**Initiative E.2c: Increase the community's education and involvement in Emergency Management Programs**

Champion(s): Fire Department

Stakeholders: City Staff, City Council, Business Owners, Landowners, Residents, and Visitors

Desired Outcome: Increase community's overall level of awareness and preparedness as it relates to potential year-round natural and man-made hazards in Cape Coral, including the effects of tropical weather systems, wildfires, and flooding events.

Action Steps:

- Increase the number of CERT classes offered per year to four with a measured retention of 25 additional active CERT volunteers.

<b>ELEMENT E: INCREASE QUALITY OF LIFE FOR OUR CITIZENS BY DELIVERING PROGRAMS AND SERVICES THAT FOSTER A SAFE COMMUNITY.</b>								
<b>Strategic Initiative E.2.c: Increase the community's education and involvement in Public Safety Programs.</b>								
<b>Key Performance Indicator(s)</b>	<b>Dept</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Target</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>FY2020 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Objective: Increase the number of CERT classes offered per year to four with a measured retention of 25 additional active CERT volunteers</b>								
# of CERT classes offered	Fire	2	3	7	7	8	8	8
# of CERT volunteers added	Fire	44	61	150	160	170	170	170

## ELEMENT F: ENHANCE THE QUALITY OF LIFE THROUGH ARTS AND CULTURE TO CREATE AND PROMOTE A VIBRANT, CULTURALLY DIVERSE COMMUNITY.

**Initiative F.1: Establish Cape Coral as a destination of Arts and Culture for residents and visitors.**

Champion: Parks and Recreation Department

Stakeholders: City Staff, City Council, Residents, and Visitors

Desired Outcome: Expanded opportunities with Arts Studio, Art League, Community Theatre, and Art Festivals.

Action Steps:

- Coordinate with private fine arts and cultural arts organizations to provide expanded cultural and fine art opportunities.
- Explore grant opportunities to purchase artwork to display in the City

ELEMENT F: ENHANCE THE QUALITY OF LIFE THROUGH ARTS AND CULTURE TO CREATE AND PROMOTE A VIBRANT, CULTURALLY DIVERSE COMMUNITY									
Strategic Initiative # F.1: Establish Cape Coral as a destination of Arts and culture for residents and visitors.									
	Key Performance Indicator(s)	Dept	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
1.	Objective: Coordinate with private fine arts and cultural arts organizations to provide expanded cultural and fine art opportunities								
	# of Partnerships	P&R	31	90	40	48	48	48	48
2.	Objective: Explore grant opportunities to add artwork and sculptures to the City								
	# of grants identified/researched	P&R	4	2	10	10	10	10	10
	# of grants applied for	P&R	1	1	2	2	2	2	2



**Initiative F.2: Increase the Community's education and involvement in Cape Coral's cultural and recreational opportunities**

Champion: Parks and Recreation Department

Stakeholders: City Staff, City Council, Residents, and Visitors

Desired Outcome: Increase community's overall level of awareness of the City's culture and increase the overall participation in activities offered by the City which highlight cultural opportunities and elements.

**Action Steps:**

- Upgrade and expand facilities within existing parks
- Continue to utilize Four Mile Cove Ecological Park, Sirenia Vista, and Rotary Park as centers for environmental education and recreational opportunities.
- Expand aquatic programs in aquatic centers
- Expand Youth programs
- Expand eco-tourism and environmental programs
- Expand Special Needs programs

**City of Cape Coral, Florida**  
**FY 2018 – 2020 Adopted Operating Budget**

<b>ELEMENT F: ENHANCE THE QUALITY OF LIFE THROUGH ARTS AND CULTURE TO CREATE AND PROMOTE A VIBRANT, CULTURALLY DIVERSE COMMUNITY</b>								
<b>Strategic Initiative # F.2: Increase the Community's education and involvement in Cape Coral's cultural and recreational opportunities</b>								
<b>Key Performance Indicator(s)</b>	<b>Dept</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Target</b>	<b>FY 2018 Estimate</b>	<b>FY2019 Estimate</b>	<b>FY2020 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Objective: Upgrade and expand facilities within existing parks</b>								
% of Completion of AIP Projects	P&R	42%	51%	100%	100%	100%	100%	100%
<b>Objective: Continue to utilize Four Mile Cove Ecological Park, Sirenia Vista, and Rotary Park as centers for environmental education and recreational opportunities.</b>								
# of attendance at Four Mile Cove Ecological Preserve & Rotary Park Environmental	P&R	98,900	112,245	101,800	103,100	105,000	110,000	105,000
<b>Objective: Expand aquatic programs in aquatic centers</b>								
# of Attendance: Sun Splash & Yacht Club Pool	P&R	188,406	124,659	186,800	188,750	188,750	190,650	188,750
<b>Objective: Expand Youth programs</b>								
# of Participants	P&R	20,935	24,435	18,720	19,080	19,440	19,750	19,440
<b>Objective: Expand eco-tourism and environmental programs</b>								
# of Environmental Recreation programs offered	P&R	383	349	395	405	405	408	405
<b>Objective: Expand Special Needs programs</b>								
# of Participants	P&R	180	1048	191	194	195	195	195

**City of Cape Coral, Florida  
FY 2018 – 2020 Adopted Operating Budget**

**Initiative F.3: Provide a variety of experiences that are appealing, affordable, and accessible to all Cape Coral residents.**

Champion: Parks and Recreation Department

Stakeholders: City Staff, City Council, Residents, and Visitors

Desired Outcome: Maintain recreational opportunities and expand when resources become available.

**Action Steps:**

- Offer a diverse range of youth, adult, and senior recreational programming
- Develop a festival gathering area within the City
- Continue special events, such as art/craft shows, festivals, block parties, concerts and other events
- Increase access to the City's freshwater and saltwater canal systems for boating and other recreational opportunities.

<b>ELEMENT F: ENHANCE THE QUALITY OF LIFE THROUGH ARTS AND CULTURE TO CREATE AND PROMOTE A VIBRANT, CULTURALLY DIVERSE COMMUNITY</b>								
<b>Strategic Initiative # F.3: Provide a variety of experiences that are appealing, affordable, and accessible to all Cape Coral residents.</b>								
<b>Key Performance Indicator(s)</b>	<b>Dept</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Target</b>	<b>FY 2018 Estimate</b>	<b>FY2019 Estimate</b>	<b>FY 2020 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>Objective: Offer a diverse range of youth, adult, and senior recreational programming</b>								
# of Recreation programs offered	P&R	3,273	2,981	3,425	3,500	3,550	3,550	3,500
<b>Objective: Develop a festival gathering area within the City</b>								
% Completion of Festival Park property purchases	P&R/ Real Estate	79%	80%	88%	100%	100%	10%	100%
<b>Objective: Continue special events, such as art/craft shows, festivals, block parties, concerts and other events</b>								
# of Special Events Conducted/Hosted/Sponsored	P&R	82	66	86	90	92	94	90
<b>Objective: Increase access to the City's freshwater and saltwater canal systems for boating and other recreational opportunities.</b>								
# of Public Access Ramps/Launches	P&R	14	14	16	17	17	17	17

**ELEMENT G: WORK TOWARD EFFICIENT AND COST-EFFECTIVE SOLUTIONS TO PROTECT AND CONSERVE NATURAL RESOURCES, WHILE PROMOTING ENVIRONMENTAL AWARENESS AND SUSTAINABILITY IN THE COMMUNITY.**

**Initiative G.1: Reduce overall energy consumption within the City of Cape Coral.**

Champion: Public Works Department, Facilities

Stakeholders: City Staff, City Council, Residents, LCEC, MEU

Desired Outcome: Develop and implement City initiatives and objectives which aim to reduce total energy consumption. Develop a public utility managed community solar program. Upgrade residential street lighting to provide higher quality lighting at lower cost per light reducing power usage by at least 50%. Continue progress toward reduction of City operations' electricity use by 10% by 2012 (previously surpassed), 25% by 2017, and 40% by 2025 (in proportion to population from calendar year 2008 baseline) (Resolution 28-09).

Action Steps:

- Evaluate additional energy saving measures including as part of MEU/Franchise Renewal such as LED, Street Lighting, Solar Power, and Charging Stations
- Determine the optimum design(s) for upgraded residential street lighting and the associated lighting rate tariff.
- Continue to identify and implement opportunities to reduce energy usage and cost which have a compelling return on investment.

ELEMENT G: WORK TOWARD EFFICIENT AND COST-EFFECTIVE SOLUTIONS TO PROTECT AND CONSERVE NATURAL RESOURCES, WHILE PROMOTING ENVIRONMENTAL AWARENESS AND SUSTAINABILITY IN THE COMMUNITY.								
Strategic Initiative G.1: Reduce overall energy consumption within the City of Cape Coral.								
Key Performance Indicator(s)	Dept	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Estimate	FY2019 Estimate	FY 2020 Estimate	3 - 5 Yr Goal
Objective: Evaluate additional energy saving measures including as part of MEU/Franchise Renewal such as LED, Street Lighting, Solar Power, and Charging Stations								
# of Measures Evaluated	Public Works	1	2	1	1	1	1	4

**City of Cape Coral, Florida  
FY 2018 – 2020 Adopted Operating Budget**

**Initiative G.2: Work internally and with external associations to support healthy environments for Cape Coral's Wildlife.**

Champion: Department of Community Development, Parks and Recreation Department, City Manager

Stakeholders: City Staff, City Council, Residents, Visitors, Friends of Wildlife, CCCIA

Desired Outcome: Pursue objectives which protect Cape Coral's environmental lands and wildlife habitats.

**Action Steps:**

- Remain committed stewards of natural habitats and wildlife
- Monitoring Bald Eagle population in accordance with City ordinance; seek new volunteers to assist.
- Work with Friends of Wildlife and CCCIA to achieve a balance to protect wildlife while still promoting growth.

<b>ELEMENT G: WORK TOWARD EFFICIENT AND COST-EFFECTIVE SOLUTIONS TO PROTECT AND CONSERVE NATURAL RESOURCES, WHILE PROMOTING ENVIRONMENTAL AWARENESS AND SUSTAINABILITY IN THE COMMUNITY.</b>									
<b>Strategic Initiative G.2: Work internally and with external associations to support healthy environments for Cape Coral's Wildlife.</b>									
	<b>Key Performance Indicator(s)</b>	<b>Dept</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Target</b>	<b>FY 2018 Estimate</b>	<b>FY2019 Estimate</b>	<b>FY 2020 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>1.</b>	<b>Objective: Remain committed stewards of natural habitats and wildlife</b>								
	# of Natural Area Acres Maintained	P&R	809	809	809	809	809	809	809
<b>2.</b>	<b>Objective: Monitoring Bald Eagle population in accordance with City ordinance; seek new volunteers to assist.</b>								
	# of cases monitored	DCD	9	58	11	11	11	15	11
	# of volunteers	DCD	5	39	10	10	10	10	10
<b>3.</b>	<b>Objective: Work with Friends of Wildlife and CCCIA to achieve a balance to protect wildlife while still promoting growth.</b>								
	# of interactions with stakeholder groups	City Manager/ DCD	3	11	5	5	2	2	5

**City of Cape Coral, Florida  
FY 2018 – 2020 Adopted Operating Budget**

**Initiative G.3: Work to sustain high water quality within the region.**

Champion: Public Works Department, Utilities Department

Stakeholders: City Staff, City Council, Residents

Desired Outcome: Engage in activities and set standards for the City which initiative water quality promotion and sustainability.

Action Steps:

- No water quality violations of State and Federal Maximum Contaminant Levels (MCL's) at the Point of Entry (POE) to the distribution system.
- Meet 90% of the 110 NPDES Permit Activities

<b>ELEMENT G: WORK TOWARD EFFICIENT AND COST-EFFECTIVE SOLUTIONS TO PROTECT AND CONSERVE NATURAL RESOURCES, WHILE PROMOTING ENVIRONMENTAL AWARENESS AND SUSTAINABILITY IN THE COMMUNITY.</b>								
<b>Strategic Initiative G.3: Sustain high water quality within the City of Cape Coral.</b>								
<b>Key Performance Indicator(s)</b>	<b>Dept</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Target</b>	<b>FY 2018 Estimate</b>	<b>FY2019 Estimate</b>	<b>FY 2020 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>1. Objective: No water quality violations of State and Federal Maximum Contaminant Levels (MCL's) at the Point of Entry (POE) to the distribution system.</b>								
Southwest R.O. Plant number of POE Finished Water Quality Violations of MCL's	Utilities	0	0	0	0	0	0	0
North R.O. Plant number of POE Finished Water Quality Violations of MCL's	Utilities	0	0	0	0	0	0	0
<b>2. Objective: Meet 90% of the 110 NPDES Activities</b>								
% of activities accomplished	Public Works	98%	98%	99%	100%	100%	100%	100%

**City of Cape Coral, Florida  
FY 2018 – 2020 Adopted Operating Budget**

**Initiative G.4:**

**Promote environmental awareness and sustainability in the community and region and engage best practices to utilize irrigation water in the most cost effective and efficient manner while still promoting growth.**

Champion: Utilities Department, Public Works, Parks and Recreation, Residents

Stakeholders: City Staff, City Council, Residents, External Stakeholders

Desired Outcome: Identify water irrigation best practices through internal analysis and external relationships to promote the most cost effective and efficient activities while still promoting economic growth in the City.

**Action Steps:**

- Work with stakeholders to identify best practices
- Educate the public on FYN (Florida Yards and Neighborhoods) Principles
- Provide outreach, education on irrigation practices

	<b>ELEMENT G: WORK TOWARD EFFICIENT AND COST-EFFECTIVE SOLUTIONS TO PROTECT AND CONSERVE NATURAL RESOURCES, WHILE PROMOTING ENVIRONMENTAL AWARENESS AND SUSTAINABILITY IN THE COMMUNITY.</b>								
	<b>Strategic Initiative G.4: Engage Best Practices to utilize irrigation water in the most cost effective and efficient manner while still promoting growth.</b>								
	<b>Key Performance Indicator(s)</b>	<b>Dept</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Target</b>	<b>FY 2018 Estimate</b>	<b>FY2019 Estimate</b>	<b>FY 2020 Estimate</b>	<b>3 - 5 Yr Goal</b>
<b>1.</b>	<b>Objective: Work with stakeholders to identify best practices</b>								
	Best Practices Identified (Y/N)	Utilities	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	% of Best Practices Implemented	Utilities	5%	25%	50%	75%	85%	90%	100%
<b>2.</b>	<b>Objective: Educate the public on FYN (Florida Yards and Neighborhoods) Principles</b>								
	# of classroom participants	Public Works	183	161`	140	145	150	155	145

**City of Cape Coral, Florida  
FY 2018 – 2020 Adopted Operating Budget**

**FY2016 Strategic Plan Action Steps Accomplished:**

Initiative C.1

- SW 6/7 Construction Completion

Initiative C.2.b

- Design and sign 90 miles of bike routes within the City
- Prepare specifications and estimates for Phase I to Procurement
- Prepare specifications and estimates for remaining portion of 2015 paving to Procurement Phase II
- Phase I

Initiative C.2.c

- Complete Cape Coral Stormwater Master Plan

Initiative D.2.

- Migrate from SIRE Agenda to NovusAGENDA

Initiative E.1.a

- Evaluate options for increasing authorized staffing level to enhance service by way of specialized units

Initiative E.1.c

- Evaluate effectiveness of a 3-1-1 Call Center

Initiative E.2.a

- Review results of Phase 1 with the City Manager and Council
- Upon Council approval, implement Phase II of Medical Priority Dispatch Plan



<b>Item Number:</b>	<b>C.3.</b>
<b>Meeting Date:</b>	<b>3/20/2018</b>
<b>Item Type:</b>	<b>BUSINESS:</b>

**AGENDA REQUEST FORM**  
CITY OF CAPE CORAL



**TITLE:**

Review of Priority Goals 2018-2020

**SUMMARY:**

**ADDITIONAL INFORMATION:**

**ATTACHMENTS:**

Description	Type
▢ Backup materials supplied at the meeting - Strategic Initiatives	Backup Material
▢ Backup materials supplied at the meeting - presentation	Backup Material

1	<b>ELEMENT A: INCREASE ECONOMIC DEVELOPMENT AND REDEVELOPMENT IN THE CITY.</b>								
	<b>Key Performance Indicator(s)</b>	<b>Dept.</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr. Goal</b>
a	<b>Strategic Initiative A.1: Increase recruitment of new business to the City.</b>								
	<b>1. Objective: Determine feasibility of a P3 or recreation/athletic revenue producing venue</b>								
	Feasibility Study Completed % Complete	P&R	N/A	N/A	N/A	N/A	30%	100%	N/A
	Conceptualized Planning % Complete	P&R	N/A	N/A	N/A	N/A	N/A	30%	30%
	Development: % Complete	P&R	N/A	N/A	N/A	N/A	N/A	N/A	50%
	<b>2. Objective: Develop Club Square</b>								
	% Completion of Club Square project cycle	CM, EDO, DCD	0%	0%	0%	30%	50%	60%	60%
	<b>3. Objective: Increase the number of businesses, job creation and investment, thus creating a more positive image, and stabilize the tax base of the City</b>								
	Annual Increase in commercial assessed values	EDO	9%	7%	5%	2%	3%	2%	4%
	Annual EDO Recruitment Projects	EDO	11	12	10	11	10	11	11
	Annual Percentage of EDO Projects Converted	EDO	45%	20%	20%	36%	25%	25%	25%
	% EDO Projects Remaining Active	EDO	45%	60%	60%	46%	60%	60%	60%
	% EDO Projects Diverted for Lack of Inventory	EDO	10%	20%	20%	18%	15%	15%	15%
	Annual Increase in Business Recruitment Events	EDO	0%	0%	5%	5%	0%	0%	3%
	Annual Pct. Change in # of Incentives provided	EDO	100	20%	0%	10%	5%	0%	15%
	Annual Change in Value of Incentives	EDO	61%	80%	20%	10%	10%	10%	20%
	<b>4. Continue to support City Council/Mayor for special projects such as community planning, land acquisition planning, public/private partnerships and master planning.</b>								
	LUDR: Rewrite % Complete	DCD Planning	N/A	25%	75%	90	100	N/A	N/A
	Seven Islands-Zoning: % Complete	DCD Planning	N/A	N/A	N/A	N/A	90%	N/A	N/A
	Seven Islands-RFP: % Complete	DCD Planning	N/A	N/A	N/A	N/A	UNK	UNK	UNK
	Bimini Basin: % of Visioning Complete	DCD Planning	N/A	20%	70%	95%	100%	N/A	N/A
	Bimini Basin: % of Implementation of Visioning Plan	DCD Planning	N/A	N/A	N/A	N/A	5%	20%	>50%
b	<b>Strategic Initiative A.2: Increase retention and expansion of existing businesses in the City.</b>								
	<b>1. Objective: Encourage and assist development in the City by streamlining Development Services Regulations and Processes</b>								
	Avg. wait time at permit counter (minutes)	DCD Building	17	17	32	31	20	15	18
	Review time for commercial permits (days)	DCD Building	10	<10	<9	7	<8	<8	<8
	Review time for residential permits (days)	DCD Building	10	<8	<8	8	<8	<8	<8
	Review time for misc. permits (days)	DCD Building	7	<7	<7	<7	<7	<7	<7
	Inspections completed on day requested for	DCD Building	93%	92%	96%	97%	97.5%	98%	98%
	Business days accept & return applic. w/ comments	DCD Dev Svcs	6	8	8	11	<10	<10	<10
	Days to turnaround Development Services permits	DCD Dev Svcs	5	7	8	10	<8	<8	<8
	Number of incomplete applications submitted	DCD Planning	N/A	N/A	N/A	N/A	<10%	<10%	<10%
	Time for planner review of complete applications:								
	Administrative Permits (% of applications for Administrative Permits reviewed within 14 calendar days)	DCD Planning	N/A	N/A	N/A	N/A	90%	90%	90%

	Quasi-judicial Permits (% of applications for Quasi-Judicial approval reviewed within 30 calendar days)	DCD Planning	N/A	N/A	N/A	N/A	75%	75%	75%
	Legislative approval processes (% of applications for Legislative approval reviewed within 60 calendar days)	DCD Planning	N/A	N/A	N/A	N/A	75%	75%	75%
	Total Processing Time:								
	Administrative Permits (% of Administrative Permits completed within 30 calendar days)	DCD Planning	N/A	N/A	N/A	N/A	90%	90%	90%
	Quasi-judicial Permits (% of Quasi-Judicial applications completed within 180 calendar days)	DCD Planning	N/A	N/A	N/A	N/A	75%	75%	75%
	Legislative approval processes (% of Legislative applications completed 180 calendar days)	DCD Planning	N/A	N/A	N/A	N/A	75%	75%	75%
2.	<b>Objective: At a minimum, maintain community aesthetic values by promoting voluntary compliance</b>								
	Proactive enforcement rate * Now excludes illegal watering	DCD Code	72%	65%	65%	44%*	46%*	48%*	50%*
	Average # days to respond to all calls for service.	DCD Code	N/A	1	1	1	2	2	1.5
	Average number of days to gain compliance	DCD Code	N/A	N/A	N/A	N/A	18	17	14
	% of Violations abated through voluntary compliance	DCD Code	96%	-	89%	94%	96%	97%	98%
3	<b>Objective: Create a positive business climate where existing businesses know where to seek assistance</b>								
	# of Business Retention & Expansion Visits	EDO	170	110	100	100	100	100	100
	# Business Assistance Classes Offered	EDO	24	30	30	30	30	30	30
4	<b>Objective: Create a positive business climate where growing businesses can obtain support and program based assistance thereby increasing the local job base positively impacting the tax base</b>								
	# of Organizational relationships established	EDO	45	45	47	48	50	50	47
2	<b>ELEMENT B: ENHANCE FINANCIAL SUSTAINABILITY DURING ALL ECONOMIC TIMES.</b>								
	<b>Key Performance Indicator(s)</b>	<b>Dept.</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr. Goal</b>
a	Strategic Initiative B.1: Develop a balanced multi-year budget that provides City's core services, capital assets and infrastructure, maintains appropriate reserves and debt service levels, and protects the City's credit								
	<b>1. Objective: Issue a multi-year budget approved by Council which maintains a minimum of 2 months of operating reserves</b>								
	Annual 3 year budget adopted	Finance	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	<b>2. Objective: Issue annual CAFR describing the City's financial status of assets, liabilities, net position, revenue and expenses</b>								
	Issue City's annual CAFR with an unqualified auditor opinion and no material weaknesses identified	Finance	Yes	Yes	CAFR Issued 3/31/16, 2 material weaknesses	CAFR issued 3/31/2017. NO Findings	Yes	Yes	Yes
	<b>3. Objective: Meet with credit rating agencies (Moody's, Fitch, etc.), underwriters and financial advisor to inform them on the status of the City's finances and any changes in policy or future plans.</b>								
	All credit ratings maintained or improved annually	Finance	Yes	Yes	Yes	Fitch - Up to AA	Yes	Yes	Yes
b	Strategic Initiative B.2: Diversify the City's finances in order to address the Council's priorities each fiscal year.								
	<b>1. Maintain reliance and dependency on ad valorem tax receipts at or below 58% of annual General Fund revenue sources excluding balances brought forward</b>								
	Ad Valorem receipts as percentage of total General Fund revenue sources excluding balances brought forward	Finance	53%	48%	50%	48%	50%	50%	50%

3	<b>ELEMENT C: INVEST IN COMMUNITY INFRASTRUCTURE INCLUDING UTILITIES EXPANSION IMPROVEMENTS TO ENHANCE THE CITY'S ABILITY TO MEET ITS CURRENT AND FUTURE NEEDS</b>									
	<b>Key Performance Indicator(s)</b>	<b>Dept.</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr. Goal</b>	
a	<b>Strategic Initiative C.1: Continue the plan to expand utilities into all areas of Cape Coral and position the City to meet the future needs of the community at build-out.</b>									
	<b>1. Objective: Secure FDEP SRF Project Funding</b>									
	% of Funds Secured	Public Works UEP	100%	N/A	75%	100%	100%	N/A	100%	
	<b>2. Objective: Southwest 6 and 7 Project Construction Completion</b>									
	Southwest 6&7 Project Construction % of completion	Public Works UEP	58%	99%	99%	99%	100%	N/A	100%	
	<b>4. Objective: North 2 Project Design and Assessment completion</b>									
	North 2 Project Design & Assessment % of completion	Public Works UEP	N/A	40%	90%	100%	N/A	N/A	100%	
	<b>5. Objective: North 2 Project Construction Completion</b>									
	North 2 Project % of Final Construction	Public Works UEP	N/A	N/A	N/A	N/A	50%	100%	100%	
	<b>6. Objective: North 1 Project Design</b>									
	North 1 Project Design % of completion	Public Works UEP	N/A	N/A	N/A	N/A	25%	75%	100%	
	<b>7. Objective: North 1 Project Construction</b>									
	North 1 Project Construction % of completion	Public Works UEP	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	<b>8. Objective: Utilities Master Plan for North 3 through North 8</b>									
	% of Completion	Utilities/UEP	N/A	N/A	N/A	N/A	50%	100%	100%	
b	<b>Strategic Initiative C.2.a: Develop a Utilities Capital Improvement Plan to support master planning events in conjunction with the annual Rate Sufficiency Analysis.</b>									
	<b>1. Objective: Begin work on at least 80% of authorized capital projects within the fiscal year the project was funded</b>									
	% of capital projects started in the funded fiscal year	Utilities	31%	38%	32%	79%	70%	75%	80%	
c	<b>Strategic Initiative C.2.b: Develop a master plan for an on-going Transportation Program. This includes determining a sustainable funding source related to this effort to maintain the City's existing transportation network.</b>									
	<b>1. Objective: Continue Annual Paving Plan</b>									
	% of completion of Annual Paving Plan	Public Works	65%	16%	85%	95%	100%	100%	100%	
	<b>2. Objective: Continue Annual Sidewalk Plan</b>									
	% of completion of Annual Sidewalk Plan	Public Works	90%	100%	90%	100%	100%	100%	100%	
	<b>3. Objective: Implement the City's Bicycle Pedestrian Plan</b>									
	Bicycle Pedestrian Master Plan % of implementation	Public Works	N/A	N/A	N/A	N/A	5%	10%	15%	
	<b>4. Objective: Expand and enhance median beautification</b>									
	Miles of median beautified	Public Works	N/A	N/A	.75 Mi	2 Mi	1.5 Mi	1.5 Mi	7.5 Miles	
d	<b>Strategic Initiative C.2.c: Maximize Planning Benefits through use of Master Plans</b>									
	<b>1. Objective: Update storm water fee rate analysis every two years</b>									
	% of Update completed	Public Works	N/A	100%	100%	N/A	100	N/A	N/A	
	<b>2. Objective: Update Parks Master Plan</b>									
	% of Parks Master Plan Implemented	P&R	NA	N/A	N/A	2%	2%	4%	8%	
	<b>3. Objective: Revision/update of the Fire Department's Master Plan</b>									
	% of Plan completed	Fire	20%	20%	20%	20%	20%	100%	100%	
	<b>4. Objective: Complete Public Safety Training Facility Master Plan</b>									

	% of Plan completed	Police -- Fire	0%	20%	75%	100%	N/A	N/A	N/A
4.a	<b>Milestones for Objective 3:</b>								
	Milestone Chart (May not align with fiscal year))			Needs Assessment		Site/Design	Phase I	Phase II	Phase III
	% completed	Police -- Fire	N/A	N/A	7%	15%	40%	70%	100%
5.	<b>Objective: Create Economic Development Master Plan</b>								
	Develop target areas for key development: % Developed	EDO	0%	5%	5%	8%	10%	15%	7%
5a.	<b>Objective: Re-visit the plan annually to ensure work plans are achieving progress toward stated goals</b>								
	% of Plan Implemented	EDO	0%	10%	10%	20%	20%	25%	17%
4	<b>ELEMENT D: IMPROVE THE CITY'S IMAGE WITH THE PURPOSE OF BUILDING LASTING RELATIONSHIPS WITH OUR RESIDENTS AND VALUABLE PARTNERSHIPS WITH OTHER ORGANIZATIONS, AND CONTINUALLY</b>								
	<b>Key Performance Indicator(s)</b>	<b>Dept.</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr. Goal</b>
a	Strategic Initiative D.1: Emphasize the City's successes and positive attributes.								
	<b>1. Objective: Publish quarterly community newsletter and distribute to all residents and businesses highlighting City programs and accomplishments</b>								
	# of Newsletters distributed to residents quarterly	Public Affairs	N/A	N/A	79,129	80,244	80,500	81,500	85,000
	# of Newsletters distributed to businesses quarterly	Public Affairs	N/A	N/A	3,438	3,482	3,600	3,700	4,000
	<b>2 Objective: Provide "good news" options to the media and public using various mediums.</b>								
	# of "Good News" stories provided annually	Public Affairs	N/A	N/A	41	55	65	90	115
	<b>3 Objective: Weekly press release highlighting areas of success or successful endeavors</b>								
	# of media releases annually	Public Affairs	N/A	N/A	93	98	110	125	1,350
b	Strategic Initiative D.2: Provide an open government, accountability and transparency to increase public trust and understanding.								
	<b>1. Objective: Extend Electronic Permitting to encompass additional permit types</b>								
	% of Permit Applications that are electronic	DCD / ITS	17%	16%	43%	58%	75%	90%	100%
	% total of permits issued via e-permitting	DCD / ITS	31%	69%	47%	55%	60%	65%	85%
	% utilization of available electronic permit types (of # of permits available online, this % were applied for online. Some still prefer/use OTC)	DCD / ITS	9%	27%	34%	72%	80%	83%	90%
	<b>2 Objective: Increase civic engagement and access to information</b>								
	# of Followers	P&R	FB Likes P & R, 830 Sun Splash 3317 Coral Oaks 150	FB likes P&R: +48%; SS: +21%; CO: +24%; SE: 1789; Overall: 35%; Const Cntct, +12%	FB likes P&R: +64.7%. SS: +22.9%. COGC: +80.6%. SE: +85.1%. SP+42.4%. Const Cntct, +12%	FB likes P&R: +32.2%; COGC: +14.6%; SE: +58.4%; Yth Ctr- +93.9%; SP- +185.1%	Social Media- increase 15%	Social Media- increase 15%	Social Media- increase 15%
	<b>3 Objective: Use social media tools to provide information and access to the citizens (Facebook, Ustream)</b>								
	# of Likes	Public Affairs	N/A	N/A	4,443	5,657	6,000	6,200	6500
	# Programs Broadcast via Ustream (DaCast) annually	Public Affairs	N/A	N/A	95	101	105	110	115
	<b>4 Objective: Conduct biennial Citizen Survey to seek input from the community</b>								
	% of Survey respondents who rated City services as <i>Good</i> or <i>Excellent</i> in most recent survey	Public Affairs	N/A	63%	N/A	63%	N/A	69%	70%

5	<b>Objective: Use social media tools to engage citizens</b>								
	# of unique views of FB posts monthly	Public Affairs	N/A	N/A	7,500	9,000	10,000	10,000	15,000
	# of chats hosted annually	Public Affairs	N/A	2	2	3	2	2	100%
6	<b>Objective: Engage current and potential members of all volunteer boards</b>								
	Average applicants per number of open board positions	City Clerk	85%	90%	123%	114%	105%	110%	110%
c	Strategic Initiative D.3: Establish and maintain proactive partnerships with community, organizations and external governmental agencies.								
1	<b>Objective: Continue to provide support for the Community Redevelopment Agency Board</b>								
	# Meetings attended	DCD Planning	8	3	8	8	All	All	All
2	<b>Objective: Continue to provide support for the Regional Planning Council</b>								
	Attend meetings as needed	DCD Planning	0	1	5	0	N/A	N/A	N/A
3	<b>Objective: Continue Volunteer Program</b>								
	% Increase/decrease in # of volunteers	DCD Code	N/A	2	12	6	100%	100%	100%
d	Strategic Initiative D.4: Develop a culture of professionalism to retain and attract talented employees								
1.	<b>Objective: Employee Development through enhanced leadership skills, job related skill sets, safety training and internal networking. Strengthen internal relationships.</b>								
	# of programs available in SABA Talent Management	HR	N/A	N/A	N/A	64	70	75	70
	# of courses completed by employees utilizing the program.	HR	N/A	N/A	N/A	1553	1700	1800	1800
	# of direct training hours provided to employees	HR							
	# of safety training courses by Risk Management	Finance	N/A	N/A	N/A	69	90	100	100
	# of employees trained by Risk	Finance	N/A	N/A	N/A	742	800	1000	1500
	Lost time injury ratio (No work/injuries)	Finance	17%	20%	23%	16%	16%	15%	15%
	Average Paid Claim (\$/claims)	Finance	\$4,917	\$4,646	\$4,275	\$2,665	\$2,700	\$2,600	\$2,600
2.	<b>Objective: Retain and attract talented employees for the City</b>								
	Days to fill position openings	HR	42	33	39	43	<43	<43	<43
	% of Applicants who meet minimum job qualifications	HR	58%	51%	42%	43%	>50%	>50%	>50%
5	<b>ELEMENT E: INCREASE QUALITY OF LIFE FOR OUR CITIZENS BY DELIVERING PROGRAMS AND SERVICES THAT FOSTER A SAFE COMMUNITY.</b>								
	<b>Key Performance Indicator(s)</b>	<b>Dept.</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr. Goal</b>
a	Strategic Initiative E.1.a Traffic Safety								
1.	<b>Objective: Increase proactive and targeted traffic enforcement and education opportunities to ensure the safe movement of traffic throughout the City</b>								
	Targeted Traffic Activities	Police	N/A	N/A	100	100	105	116	128
b	Strategic Initiative E.1.a Public Safety Human Resource Development								
1.	<b>Objective: Increase administrative staffing levels for the delivery of good service</b>								
	Increase staffing by 6 or 1 per year % Completed	Fire	N/A	N/A	N/A	N/A	0%	16%	16%/yr.
c	Strategic Initiative E.1.b Public Safety Capital Asset Plan								
1.	<b>Objective: Implementation of Fire Master Plan including capital investment</b>								
	% Plan implemented	Fire	N/A	10%	16.25%	40%	60%	80%	80%
d	Strategic Initiative E.1.c: Community/Police Collaboration								
1.	<b>Objective: Implement program for direct citizen to Chief communication through advertised community face to face meetings</b>								

e		# of Community Engagements by Exec. Staff	Police	N/A	N/A	N/A	52	52	52	52
		# of Community Events with Police Personnel	Police	N/A	N/A	N/A	233	228	228	228
Strategic Initiative E.2.a: Establish a good level of service based on industry standards.										
	1.	<b>Objective: Maintain accreditation for Police, Communications and Forensics</b>								
		Accreditation Maintained	Police	Y	Y	Y	Y	Y	Y	Y
	2.	<b>Objective: Initiate Fire Department Accreditation</b>								
		Achieve Accredited Status	Fire	N/A	N/A	N/A	N/A	0%	10%	80%
	3.	<b>Objective: Initiate Emergency Management Accreditation</b>								
		Achieve Accredited Status	Fire	N/A	N/A	N/A	N/A	0%	10%	100%
Strategic Initiative E.2.b: Improve the community's Insurance Services Office (ISO) rating.										
f	1.	<b>Objective: Conduct an independent review of our PPC classification</b>								
		% of Review completed	Fire	0%	20%	30%	50%	80%	100%	100%
	2.	<b>Objective: Improve ISO rating</b>								
		ISO Rating	Fire	3	3	3	3	3	2	2
Strategic Initiative E.2.c: Increase the community's education and involvement in Public Safety Programs.										
g	1.	<b>Objective: Increase the number of CERT classes offered per year and active CERT volunteers</b>								
		# of CERT classes offered	Fire	3	2	3	7	7	8	8
		# of CERT volunteers added	Fire	75	44	61	150	160	170	170
	2.	<b>Objective: Provide fire safety education to Kindergarten classes</b>								
		% of community K classes reached	Fire	N/A	N/A	N/A	N/A	80%	90%	100%
	3.	<b>Objective: Provide CPR training to the community</b>								
		# of classes offered	Fire	N/A	N/A	N/A	N/A	10	12	12
6		# of students	Fire	N/A	N/A	N/A	N/A	150	180	180
	<b>ELEMENT F: ENHANCE THE QUALITY OF LIFE THROUGH ARTS AND CULTURE TO CREATE AND PROMOTE A VIBRANT, CULTURALLY DIVERSE COMMUNITY</b>									
		<b>Key Performance Indicator(s)</b>	<b>Dept.</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr. Goal</b>
Strategic Initiative # F.1: Establish Cape Coral as a destination of Arts and Culture for residents and visitors.										
a	1.	<b>Objective: Coordinate with private fine arts and cultural arts organizations to provide expanded cultural and fine art opportunities</b>								
		# of Partnerships	P&R	37	31	90	131	48	48	48
	2.	<b>Objective: Explore grant opportunities to add artwork and sculptures to the City</b>								
		# of grants applications filed	P&R	2	4	2	19	10	10	10
b		# of grants approved and received	P&R	0	1	1	3	2	2	2
	Strategic Initiative # F.2: Increase the Community's education and involvement in Cape Coral's cultural and recreational opportunities									
	1.	<b>Objective: Upgrade and expand facilities within existing parks</b>								
		% of Completion of AIP Projects	P&R	20%	42%	51%	95%	100%	100%	100%
	2.	<b>Objective: Continue to utilize Four Mile Cove Ecological Park, Sirenia Vista, and Rotary Park as centers for environmental education and recreational opportunities.</b>								
		Visitors to Four Mile Cove Eco Preserve & Rotary Park	P&R	97,760	98,900	112,245	117,857	120,000	124,000	130,000
	3.	<b>Objective: Expand aquatic programs and aquatic centers</b>								
		Programs offered at Sun Splash & Yacht Club Pool	P&R	N/A	N/A	N/A	63	66	69	75



	Visitors to Sun Splash & Yacht Club Pool ('16 fire)	P&R	152,122	188,406	124,659	130,102	188,750	188,750	188,750
4.	<b>Objective: Diversify Youth programs</b>								
	Attendance	P&R	N/A	20,935	24,435	31,897	19,080	19,440	19,440
5.	<b>Objective: Enhance and diversify eco-tourism and environmental programs</b>								
	Attendance	P&R	355	383	349	420	405	405	405
6.	<b>Objective: Elevate Special Needs programs</b>								
	Attendance (Begin '16 using units of service as measure)	P&R	164	180	1,048	1,138	194	195	195
c	Strategic Initiative # F.3: Provide a variety of experiences that are appealing, affordable, and accessible to all Cape Coral residents.								
1.	<b>Objective: Offer a diverse range of youth, adult, and senior recreational programming</b>								
	# programs offered	P&R	2,401	3,273	2,981	2,702	2,800	2,875	2,900
2.	<b>Objective: Develop a festival gathering area within the City</b>								
	% Land Acquired	P&R & Real Estate	78%	79%	80%	81%	100%	100%	100%
3.	<b>Objective: Continue special events, such as art/craft shows, festivals, block parties, concerts and other events</b>								
	# of Special Events	P&R	76	82	66	68	70	75	80
4.	<b>Objective: Increase access to the City's freshwater and saltwater canal systems for boating and other recreational opportunities.</b>								
	# Access Points	P&R/PW/Real Estate/DCD	14	14	14	14	17	17	17
7	<b>ELEMENT G: STRIVE FOR A HOLISTIC APPROACH THAT PROTECTS AND CONSERVES NATURAL RESOURCES, WHILE PROMOTING ENVIRONMENTAL AWARENESS AND SUSTAINABILITY IN THE COMMUNITY.</b>								
	<b>Key Performance Indicator(s)</b>	<b>Dept.</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Estimate</b>	<b>3 - 5 Yr. Goal</b>
a	Strategic Initiative G.1: Work internally and with external associations to support healthy environments for Cape Coral's Wildlife.								
	<b>Objective: Remain committed stewards of natural habitats and wildlife areas</b>								
	# Acres	P&R	809	809	809	809	809	809	809
b	Strategic Initiative G.2: Sustain high water quality within the City of Cape Coral.								
1.	<b>Objective: Maintain full compliance with federal and state water quality standards</b>								
	Southwest R.O. Plant Finished Water Quality MCL's	Utilities	100%	100%	100%	100%	100%	100%	100%
	North R.O. Plant Finished Water Quality MCL's	Utilities	100%	100%	100%	100%	100%	100%	100%
2.	<b>Objective: Meet 90% of the 110 NPDES Activities</b>								
	% of budgeted Stormwater activities accomplished	Public Works	97%	98%	98%	99%	100%	100%	100%
c	Strategic Initiative G.3: Codify water conservation best practices to promote proper use, and reduced use of irrigation water to ensure the sustainability of the resource.								
1.	<b>Objective: Work with stakeholders to identify best practices</b>								
	Best Practices Identified (Y/N)	Utilities	No	Yes	Yes	Yes	Yes	Yes	Yes
	% of Best Practices Implemented	Utilities	0%	5%	25%	50%	75%	85%	100%
	Develop and Implement Legislation	Utilities	N/A	N/A	0%	50%	100%	100%	100%
2	<b>Objective: Educate the public on FYN (Florida Yards and Neighborhoods) Principles</b>								
	# of classroom participants	Public Works	171	183	137	140	145	150	150





2018-2020  
Strategic Plan  
Recalibration Session



# Goal Setting Hierarchy



# Mission Statement

The City of Cape Coral will provide its citizens with services in the most efficient and effective manner possible, while maintaining a sustainable, positive, safe and caring community with a united spirit.

# Vision Statement

A vibrant, culturally diverse waterfront community that is the center of opportunity in Southwest Florida where families and businesses thrive.

# Values

## INTEGRITY

We are dedicated and committed to the delivery of services to our citizens with honesty, reliability and flexibility.

## EMPATHY

We will be compassionate to others.

## TEAMWORK

We will build and maintain productive working relationships and take pride in providing efficient and effective services.

## CUSTOMER SATISFACTION

We will meet or exceed our citizens' and customers' needs in a professional and courteous manner. We will be proactive and achieve the highest level of excellence in our product and services.

# Values

## QUALITY OF LIFE

In partnership with the community, we are stewards of our unique environment and quality of life, and meet the economic, social, cultural, institutional and environmental needs of our citizens.

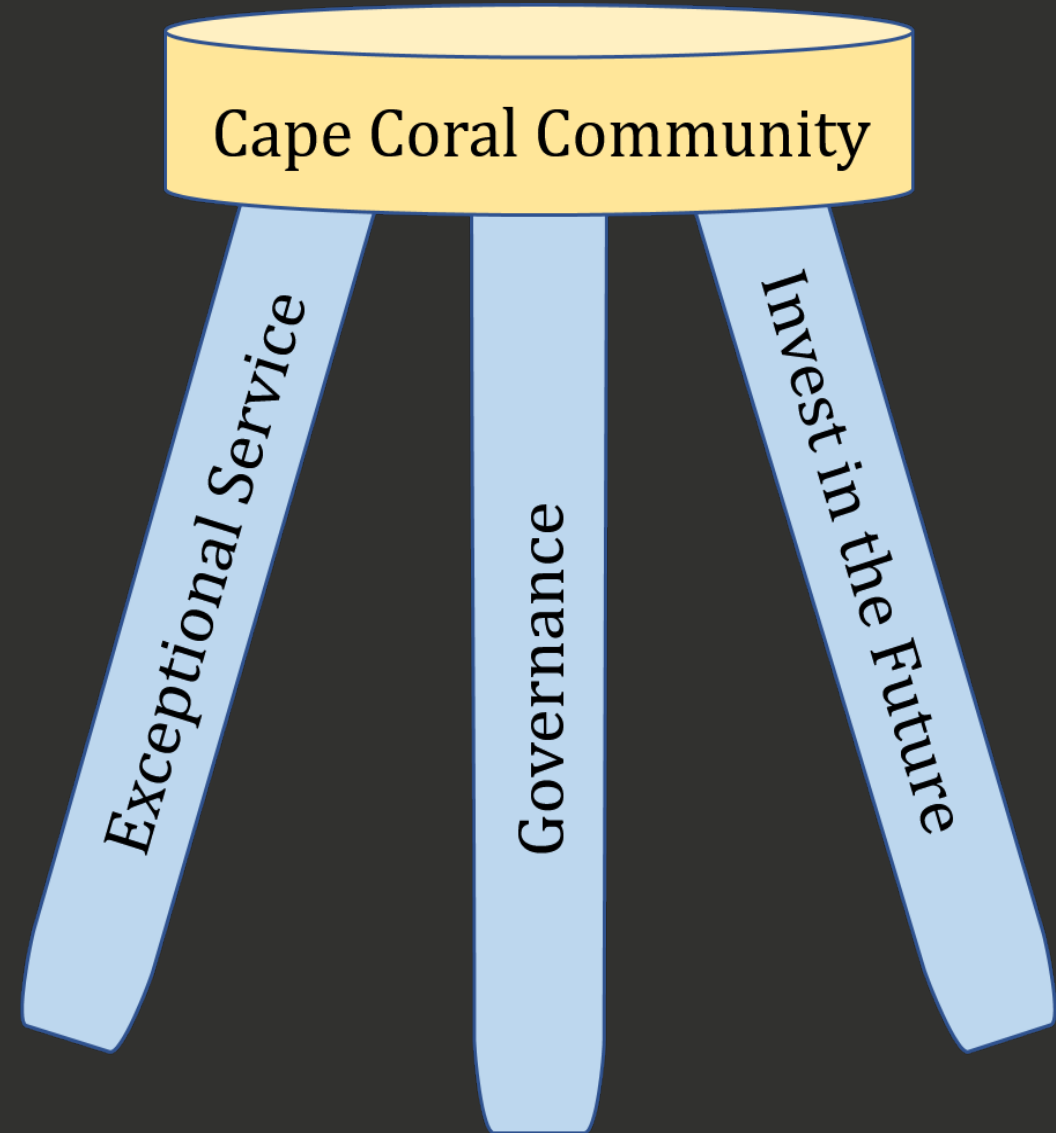
## FINANCIAL ACCOUNTABILITY

We are responsible and fiscally accountable for the City's assets and resources.

## COMMUNICATION

We value a positive attitude with a high standard of professionalism and open communication with our citizens.

# Strategic Plan Components



# History of Strategic Planning in Cape Coral

- Initiation of Strategic Plan process in 2011
- 1<sup>st</sup> Plan 2013-2015
- 2<sup>nd</sup> Plan 2015-2017
- 3<sup>rd</sup> Plan 2018-2020



# What is the difference between Strategic and Tactical Planning?

## Strategic City Council – City Manager

### High-Altitude Plans and Goals

- A strategic plan is a course of action to achieve long-range goals, generally up to five years.
- Strategic plans reflect the organization's direction and its purpose as stated in its mission statement.
- Summary reports on finances, operations and the external environment are used to develop strategic plans.
- Strategic plans influence the development of tactical plans.

## Tactical City Manager – Directors

### Low-Altitude Tasks

- A tactical plan is a course of action to achieve short-term goals, generally within 1 - 2 years or less.
- Tactical plans represent the short-term efforts to achieve the strategic, longer-term goals.
- Tactical plans are concerned with what the units beneath top management must do, how they must do it and who has the responsibility.
- Tactical plans have shorter time frames and narrower scopes than the strategic plans.

# Strategic Goals & Initiatives

## Element A:

### Increase Economic Development and Redevelopment in the City

A.1: Increase recruitment of new business to the City

A.2: Increase retention and expansion of existing businesses in the City

## Element B:

### Enhance Financial Sustainability During All Economic Times

B.1: Develop a balanced multi-year budget that provides City's core services, capital assets and infrastructure, maintains appropriate reserves and debt service levels and protects the City's credit rating

B.2: Diversify the City's finances in order to address the Council's priorities each fiscal year

## Element C:

Invest in Community Infrastructure Including Utilities Expansion Improvements to Enhance the City's Ability to Meet it's Current and Future Needs

C.1: Continue the plan to expand utilities into all areas of Cape Coral and position the City to meet the future needs of the community at build-out

C.2.a: Develop a Utilities Capital Improvement Plan to support master planning events in conjunction with annual Rate Sufficiency Analysis

## Element C:

Invest in Community Infrastructure Including Utilities Expansion  
Improvements to Enhance the City's Ability to Meet it's Current and  
Future Needs

C.2.b: Develop a master plan  
for an on-going Transportation  
Program

C.2.c: Maximize planning  
benefits through use of  
Master Plans

## Element D:

Improve the City's Image with the Purpose of Building Lasting Relationships with our Residents and Valuable Partnerships with other Organizations

D.1: Emphasize the City's successes and positive attributes

D.2: Provide open government, accountability and transparency to increase public trust and understanding

D.3: Establish and maintain proactive partnerships with community, organizations and external governmental agencies

D.4: Develop a culture of professionalism to retain and attract talented employees

## Element E:

Increase Quality of Life for our Citizens by Delivering Programs and Services that Foster a Safe Community

E.1.a: Traffic Safety

E.1.b: Public Safety Human  
Resources Development

E.2.a: Establish a good level of  
service based on industry  
standards

E.2.b: Improve the  
community's Insurance  
Services Office (ISO) rating



## **Element F:**

Enhance the Quality of Life through Arts and Culture to Create and Promote A Vibrant, Culturally Diverse Community.

F.1: Establish Cape Coral as a destination of Arts and Culture for residents and visitors

F.2: Increase the Community's education and involvement in Cape Coral's recreational and cultural opportunities

## Element G:

Strive for a Holistic Approach that Protects and Conserves Natural Resources, while Promoting Environmental Awareness and Sustainability to the Community

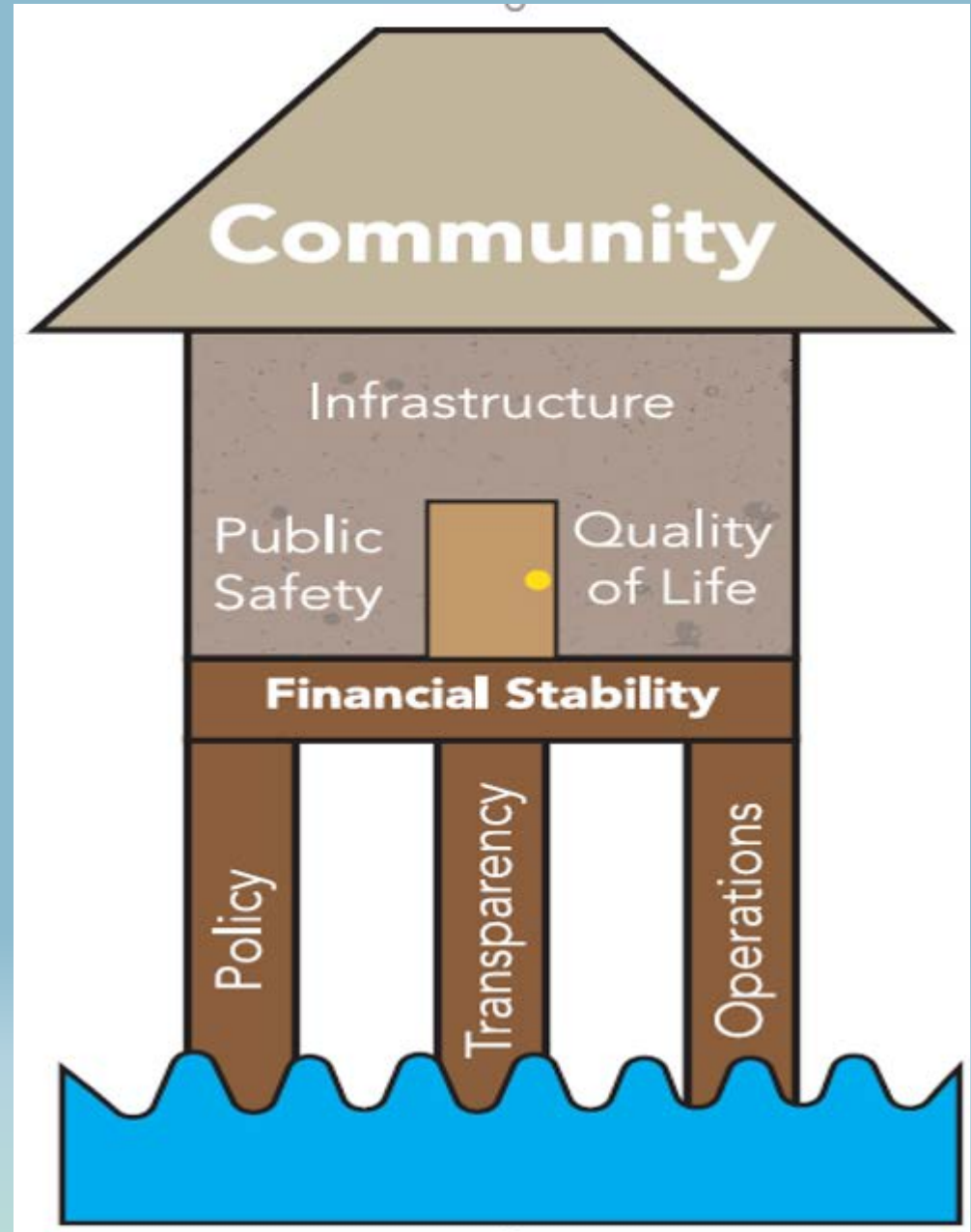
G.1: Work internally and with external associations to support healthy environments for Cape Coral's wildlife areas

G.2: Sustain high water quality within the City of Cape Coral

G.3: Codify water conservation best practices to promote proper use and reduced use of irrigation water to ensure the sustainability of the resource

# Major Accomplishments

2012 - 2018



# Financial Stability 2012 - 2018

## Policy Matters

- Adopted Zucker study to achieve better efficiencies through best practices as we remain resolute in the pursuit of being fair, fast and predictable.
- Revenue Diversification.
- Three-Year budget policy.
- Increased transparency with formation of Stakeholder Groups to garner knowledge and needs.
- Introduced IBB to labor negotiations to aid in achieving a 75<sup>th</sup> percentile threshold.
- Revised Financial Policies – GFOA Award.

## Operational Achievements

- Bond Ratings continue to rise from 2012, reducing cost to residents.
- Increased reserves from 0.8 months in '09 to 3 months in '18.
- Pension reform achieved through IBB saving \$185m
- In 2015 Energy Plan savings exceed \$1.25m and continue to date.
- Interminable monitoring of market conditions result in \$80m savings achieved thru bond refinancing.



## Public Safety

- Police, in partnership with residents, continue to benefit from drop in crime rate. Pop. +10% -16% Index Rate.
- Cape Coral remains as 2<sup>nd</sup> Safest City (+150k) in Florida.
- Unified Command Principles adopted.
- Emergency Operations Center technology upgrade.
- Police achieves Tri-Arc status with simultaneous accreditation of Forensic Lab, Communications Section and Law Enforcement.
- ISO Ratings upgraded to Class 4 for residential and Class 3 for all other construction.
- Police receive international recognition for social media efforts.
- 2012 ICMA *Voice of the People Award* received by Fire.



# Infrastructure

- 2013 – '18 Paving Program results in ~762 lane miles of paving
- 2013 – '18 Sidewalk Program adds ~ 30 miles of additional safe passage for pedestrians (grant funded)
- UEP restarted funded in-part with SRF monies. SW 6&7 completed, N2 in-progress, with N1 in planning.
- SR 78 Widening Project timeline advanced and project completed.
- Burnt Store Rd., partnership with LDOT, Phase I nears completion.
- Incremental improvements to Capital Acquisition Plan (vehicles, equipment, other)

## Fire Station #11 Underway.



Only 1 person working

# Quality of Life

Streetscape comes to the Cape

Lafayette St. completed in 2014  
SE 47<sup>th</sup> Terrace underway in 2018

Exceeded Clean-Water goal thru reduced nitrogen release into Caloosahatchee

Honored by national publications including the city on numerous **TOP-10 LISTS**.

Streetlight program adds ~200 lights per year.

Del Prado Linear Park completed '13

Sirenia Vista Park shoreline & boardwalk

Partnership with CC Bike-Ped developed <90 miles of bike routes in the city.

Completed, partnering with stakeholders, a Parks Master Plan.

Renovated several Park facilities (Historical museum, Coral Oaks, Sunsplash)



## Our Proposition to You as a Taxpayer and a Stakeholder in your Community

The City of Cape Coral shall continually engage its citizens, not only as taxpayers, but as community stakeholders and architects – capitalizing on their talents in making important decisions and shaping the community for future generations. We will accomplish this by embracing new partnerships, encouraging and supporting existing partners, demanding efficiency and innovation of staff, and seeking exceptional levels of performance to the benefit of our taxpayers.



# ARE WE ON COURSE?



HAVE WE BECOME  
FAIR, FAST AND PREDICTABLE?



Boathouse at Cape Harbour