

The Strategic Plan For The City of Sarasota



Fiscal Years 2022 and 2023



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City of Sarasota's Vision, Mission, and Values

VISION

Our Vision for the City is to be:

A world-class community and treasured destination, with enduring natural beauty, charm and diversity.

MISSION

To create this future, our Mission is to provide:

High-quality services to our residents, businesses, and visitors, while safeguarding our natural resources and building a prosperous community.

VALUES

Our Mission is carried out by employees who demonstrate the City's Values of Excellence:

Integrity

“We are ethical and trustworthy. We perform our duties with honesty and transparency in our interactions and our communications.”

Accountability

“We accept responsibility for our actions and decisions. We hold each other accountable to be professional, well-informed, and dedicated to fulfilling the City's Mission.”

Teamwork

“We work together in a supportive and cooperative manner to achieve our goals. Our community is a partner in our processes.”

Respect

“We are committed to encouraging diversity in all its forms; we respect differences in thoughts and opinions, to differences in race and culture. We believe that a diverse organization reflects the community we serve.”

City of Sarasota

Strategic Plan Statement and Commission Goals

To be stewards of the well-being for the City of Sarasota and its residents by prioritizing the allocation of the City's resources to projects making a positive contribution to at least three of the following Commission Goals.

A City providing accessible government

A City modeling responsive government

A City practicing sound financial decision making

A City demonstrating responsible administrative practices

A City exhibiting the values of a caring community

A City being an inclusive and diverse community

A City which demonstrates economic sustainability

A City that provides a climate maximizing the opportunity for success

A City fostering a safe and welcoming environment

A City valuing arts and culture and their history

2022—2023 City Commission Projects

The following reflects the final selection by the City Commission of projects to be included as part of the 2022-2023 Strategic Plan.

Improve Stormwater Quality Runoff from City Parks Adjacent to Waterbodies

Mental Health Unit / Crisis Response

Urban Forestry Management Program

Zoning Code Revisions

City's Engineering Design and Construction Manual Update

Bobby Jones Strategic Initiative

Smart City Initiative

Regional Water Transit

Development Review Committee Process and Site Plan Requirements

HomeFront Newtown Program



Improve Stormwater Quality Runoff from City Parks Adjacent to Waterbodies

Lead Department: Parks and Recreation

Support Departments: Public Works and Financial Administration

Budget: \$200,000 for Design
 \$1,000,000 for Construction
 \$100,000 per year for Maintenance

Goal Areas: A City modeling responsive government
 A City which demonstrates economic sustainability
 A City fostering a safe and welcoming environment

Impact: Project will reduce negative water quality impacts to Sarasota Bay, improve seagrass, and reduce red tide events.

Timeline: Project to begin within two years (2022-2023) and extended into next Strategic Plan.

Justification:

The Sarasota Bay Estuary Program, identified stormwater runoff enhancements to be the most important effort to focus on to improve Sarasota Bay water quality.

A number of stormwater improvements were identified in the 2019 Master Plan.

Challenges:

- Financial
- Time constraints: Staff managing this project concurrently with other priority projects
- Prioritization: Identify Park improvements that demonstrate the largest nutrient reductions

Performance Metrics:

Due	Metric
April 1, 2022	50% of waterfront parks evaluated as potential project areas for stormwater runoff improvements.
October 1, 2022	Completed 100% of waterfront parks evaluated as potential project areas for stormwater runoff improvements with single park identified for design and construction.
April 1, 2023	Design concepts outlined and final design completed partnering with Public Works (stormwater)-funding source identified.
October 1, 2023	Completion of bidding and construction of first park (phased approach – to continue into next Strategic Plan years).

Mental Health Unit / Crisis Response

Lead Department: Police Advisory Administrator

Support Departments: Sarasota Police Department, Financial Administration, Human Resources

Budget: \$181,483

New Title	Grade Estimate	Recommended step	101-Salaries/Wages	204-Social Security / Medicare	205-Medical/Dental	206-Life Insurance	207-FRS (10.82%)	208 WC	Total Cost with Roll Up
Case Manager	119	3	\$ 62,000	\$ 4,743	\$ 11,141	\$ 60	\$ 68,709	\$153	\$ 84,806
LMH Worker	122	3	\$ 72,000	\$ 5,508	\$ 11,141	\$ 60	\$ 79,790	\$178	\$ 96,677

Goal Areas: A City providing accessible government
 A City fostering a safe and welcoming environment
 A City exhibiting the values of a caring community

Impact: A mental health unit/crisis response team pairs a social worker and/or a licensed mental health professional (non-uniformed) with a police officer to respond to calls that are mental health related and/or to conduct follow-up outreach with individuals who have experienced a mental health crisis to connect that individual with services.

Mental health/crisis response units “allow officers to be safer, reduce repeat calls for service, minimize the strain on agency resources, and connect people with mental illnesses to services”. The BJA suggest that police-mental health professional collaborations in response to mental health calls can result in (a) fewer uses of force, (b) fewer injuries to officers, and (c) fewer injuries to those in crisis.

Follow-up services can:

- (a) increase use of crisis services
- (b) generate more referrals to appropriate behavioral health services, and
- (c) increase the continuity of healthcare.

Timeline: Within two years (2022-2023)

Justification: SPD officers are trained in Crisis Intervention Team (CIT) Training and are utilizing those skills on calls. In 2020, SPD officers noted they utilized CIT on 1851 calls. While SPD officers are well-trained and using CIT skills, there has been a push by citizens over the past year to improve responses to those who may be experiencing a mental health crisis or who may need additional services. The addition of a licensed mental health provider and/or social worker would complement the work that officers are doing, and they would be an additional tool in the officer’s toolbox. This team can relieve officers from mental health calls that can be lengthy so they can respond to other calls.

Challenges: *Shifts:* Determining the shifts of the team and how many teams are necessary.
Funding: At least one full-time new position (social worker/licensed mental health professional).
What calls? If providing crisis response, coordinating how/when a mental health team is dispatched.

Performance Metrics:

Due	Metric
April 1, 2022	Determine whether follow-up and/or crisis response is preferred approach. Draft policies and procedures from this direction, to include program policies and SPD policy, working with the administration and accreditation manager.
October 1, 2022	Analyze current CIT/Mental Health call data and determine appropriate staffing levels for Mental Health Unit, both sworn and civilian staff.
April 1, 2023	Generate budget for Mental Health Unit. Work with HR to draft job description. Between April and October, hire and train staff.
October 1, 2023	Completion.

Urban Forestry Management Program

Lead Department: Development Services

Support Departments: Planning, Public Works, Utilities, Parks and Recreation, and Financial Administration

Budget: Year 1: \$50,000; Year 2: \$30,000; Year 3: \$30,001

Goal Areas: A City modeling responsive government
A City exhibiting the values of a caring community
A City fostering a safe and welcoming environment

Impact: Implement the Urban Forestry Management Program as recommended by the Tree Advisory Committee (TAC). The Urban Forestry Management Program would provide a scientific, systematic, and measurable approach to maintain, and increase, the City's urban canopy footprint. The City of Sarasota has been awarded the Managing Community Forests Grant, a three-year matching grant from the Florida Department of Agriculture. In response to receiving the Managing Community Forests Grant, and conversations held by the TAC, it became apparent that due to the complexities of the urban forest and multiple departments impacted by the urban forest, that a sole individual should be the point of contact for citizens and City Departments. This position would be an Urban Forestry Coordinator. The position would be responsible for the development and implementation of an Urban Forest Management Program involving trees in City parks and public rights-of-way, would provide technical advice and training related to tree maintenance, and would plan and coordinate tree maintenance and installation with Parks and Recreation, capital projects, and outside vendor contracts.

This project is expected to increase the City's urban canopy footprint and have a cohesive approach to doing so. The project will impact the tree mitigation fund as has been planned.

Timeline: Three years—to start 2022-2023 for Phase I, and each subsequent year for the next two phases. (2024-2025)

Challenges: Staffing

Justification: This project was recommended by the TAC which was a committee established by the City Commission. This project has support from the public and city staff. Due to the amount of development and impacts to the City's canopy now is the time to fully implement this project.

Performance Metrics:

Due	Metric
April 1, 2022	Complete (projected to be May 2022) Year 1 – Tree Inventory associated with Grant. Create the Urban Forestry Coordinator position.
October 1, 2022	Award Year 2 of Grant for preparation of Master Plan (Urban Forestry Plan).
April 1, 2023	Present DRAFT Urban Forestry Management Plan to key stakeholders, Planning Board and City Commission.
October 1, 2023	Completion of Phase I / Phase II / Phase III.

Zoning Code Revisions

Lead Department: Planning

Support Departments: Development Services and Financial Administration

Budget: \$10,000 per year

- Goal Areas:**
- A City providing accessible government
 - A City modeling responsive government
 - A City exhibiting the values of a caring community
 - A City being inclusive and diverse community
 - A City which demonstrates economic sustainability
 - A City providing a climate maximizing the opportunity for success
 - A City fostering a safe and welcoming environment
 - A City valuing arts and culture and their history

Impact: The potential impact of this could be transformative as the City grows. Many concepts will be presented that will be a significant change to what currently exists, and we expect there will be some hurdles from both the business community and neighborhoods.

Timeline: 12 months for completion

Challenges: No known challenges

Justification: The City is growing so fast and our Zoning Code is out of date, that this effort is essential as the City moves forward.

Performance Metrics:

Due	Metric
April 1, 2022	Schedule and hold community meetings to review initial concepts and receive feedback.
October 1, 2022	Schedule and hold meetings with the Planning Board and City Commission to present draft concepts and receive feedback.
April 1, 2023	Schedule and hold second round of community meetings and then finalize draft amendments and hold public hearings with the Planning Board and City Commission.
October 1, 2023	Completion.

City's Engineering Design and Construction Manual Update

Lead Department: Public Works

Support Departments: Planning and Development Services

Budget: \$500,000

Goal Areas: A City modeling responsive government
A City demonstrating responsible administrative practices
A City fostering a safe and welcoming environment

Impact: The Engineering Design and Construction Manual (EDCM) was last updated 2002. Since that time, there are items in the EDCM that need to be updated to align the document with zoning updates, the comprehensive plan, Florida Greenbook, and to the changing times. This update can impact the entire City given future development, the increase in density and population, and new requirements needed to meet the criteria of the 21st century. In addition, adding a segment of arts and culture such as artwork in roundabout can be provided in the EDCM.

Timeline: 15 Months for Implementation

Challenges: Time and resources to do a full update of the EDCM. Will need consultant assistance to help update and refresh the EDCM with City Staff input.

Justification:

The document was last updated in 2002. Based on zoning updates, the comprehensive plan, Florida Greenbook, and changing times, the documents need to be updated. In addition, water quality needs to further clarified, and provisions added for new ADA requirements, landscaping, and a chapter of arts and culture.

Performance Metrics:

Due	Metric
April 1, 2022	Develop and implement City Staff Committees for different EDCM chapters.
October 1, 2022	Have a first draft from the Committees and send it to the EDCM consultants for evaluation.
April 1, 2023	Have a second draft from the EDCM consultants.
October 1, 2023	Completion.

Bobby Jones Strategic Initiative

Lead Department: Parks and Recreation

Support Departments: Financial Administration, Planning, Development Services, Public Works, and Utilities

Budget: Total Budget Not to Exceed \$20,000,000
Funding Sources: Loan and Grants

Goal Areas: A City modeling responsive government
A City being an inclusive and diverse community
A City fostering a safe and welcoming environment
A City valuing arts and culture and their history

Impact: To honor the history of Sarasota as the “Cradle of American Golf” with restoration of the course created by famed golf course architect, Donald Ross, and dedicated to renowned golfer, Bobby Jones.

To mitigate the harmful effects of red tide through the water quality project of wetland restoration as part of the Phillippi Creek Watershed.

To establish a nature park with open, green space for trails, light recreation, educational and civic benefits.

To establish a Conservation Easement with the Conservation Foundation of the Gulf Coast to protect for future generations environmentally sensitive land that provides storm water control, supports wildlife habitat, and preserves a diversity of vegetation.

Timeline: Ongoing

Challenges: Cost of materials
Labor shortage

Justification: Time-sensitive project with grant funds in place and must be expended by various deadlines.

Performance Metrics:

Due	Metric
April 1, 2022	Implementation of the Master Plan for Bobby Jones adopted by the City Commission.
October 1, 2022	ITN, Construction (golf), and Conservation Agreement.
April 1, 2023	Vertical building construction agreement (Clubhouse, cart barn, starter booths, on-course restroom, and development center).
October 1, 2023	Golf Course construction complete and ready for grass growing period.

Smart City Initiative

Lead Departments: Information Technology and Public Works

Support Departments: All Departments

Budget: \$6,300,000 Grant=\$500,000 City=\$5,800,000
Connected and Automated Vehicles (CAV) technologies—Pilot (Implemented by 12/2023) \$900,000
Traffic calming data program (Implemented by 10/2022) \$200,000
Sea level rise monitoring (Implemented by 12/2023) \$200,000
Fiber and connectivity infrastructure (Implemented by 12/2030) \$5,000,000

Goal Areas: A City which demonstrates economic sustainability
A City providing a climate maximizing the opportunity for success
A City fostering a safe and welcoming environment

Impact: Development of a smart city ecosystem that fosters innovation and economic growth by bringing together through Technology; People; Businesses; Organizations; and Systems. By leveraging strategic planning and innovation, the City's digital transformation and smart initiatives benefit the citizens by continuously improving customer service and quality of life. The components of transparency define the smart city roadmap; value creation; open data and analytics; actionable information; operational efficiencies; citizen engagement; mobility; accessibility; crowdsourcing; inclusion; and collaboration. A smart city is an urban area that uses different electronic methods and sensors to collect data. Insights gained from that data are used to efficiently manage assets, resources, and services. In return, that data is used to innovate and improve the operations across the City. This includes data collected from citizens, devices, buildings, and assets that are then processed and analyzed to monitor and manage traffic and transportation systems (both land and water vehicles), power plants, parking, utilities, water supply networks, water quality, sea-level rise, solid waste, crime detection, information systems, schools, libraries, hospitals, and other community services. The smart city concept integrates information and communication technology (ICT) and various physical devices connected to the IoT (Internet of things) network to optimize the efficiency of city operations and services and connect to citizens. Smart city technology allows city officials to interact directly with community and City infrastructure, monitor what is happening in the City and how the City is evolving, and provide long-term resiliency. ICT is used to enhance urban services' quality, performance, and interactivity, reduce costs and resource consumption, and increase contact between citizens and government. Smart city applications are developed to manage urban flows and real-time responses.

Timeline: **Implement by 12/2023:** a. Incorporate and develop Connected and Automated Vehicles (CAV) technologies—Pilot; b. Traffic calming data program; and c. Sea level rise monitoring.

Implement by 12/2030: a. Parking monitoring; b. Completed full integration of Connected and Automated Vehicles (CAV) technologies at industry-standard water transit, trolley, micro-mobility, and other vehicles; c. Water quality monitoring; d. Water supply; e. Electric vehicle connectivity; f. Solid waste; g. GIS integration; h. Street lights; i. Infrastructure monitoring; and j. Variable information boards.

Challenges: i. Involving all Departments to be integrated with the Smart City initiative
ii. Upfront financial cost – could be offset by grants. Many government agencies and non-profits provide technology innovation grants

Justification: As the City becomes more urbanized and denser, having a live data stream to utilize the City's resources better becomes critical. This data will help the City to apply resources more efficiently. In addition, this will save us in consultant fees and cost to gather data. In addition, this data will support the City's decisions on what action (if any) to improve the betterment of the City. As the City changes, this dynamic data will be critical in determining what action the City will take in providing resources.

Performance Metrics:

Due	Metric
April 1, 2022	Design Completion.
October 1, 2022	Traffic Calming Data Program.
April 1, 2023	Begin Testing and Validation.
October 1, 2023	Sea Level Monitoring to be completed 12/2023

Regional Water Transit

Lead Department: Planning

Support Departments: Public Works, Financial Administration, and Development Services

Budget: \$298,750 to \$367,500 to adequately prepare infrastructure at three locations
\$20,000 Annually for Maintenance

Goal Areas: A City providing accessible government
A City fostering a safe and welcoming environment
A City modeling responsive government

Impact: Mitigation of vehicular traffic to the barrier islands reduces roadway pollution and wear.

Timeline: Two years.

Challenges: Funding
City Ordinance modifications
Is market analysis required?
Is there grant funding available?
Impact to residents

Justification: A coordinated effort by the Florida Department of Transportation to mitigate traffic to the islands.
Reduce vehicle means less congestion, parking demand, and to meet growing demand.

Performance Metrics:

Due	Metric
April 1, 2022	Have completed thorough review of existing feasibility study.
October 1, 2022	Discuss and/or select regional model.
April 1, 2023	Create timeline and steps involved with bringing project to fruition.
October 1, 2023	Completion of project.

Development Review Committee Process and Site Plan Requirements

Lead Department: Development Services

Support Departments: Information Technology

Budget: \$78,000 in Staff time (Does not include Public Meetings, if required)

Goal Areas: A City modeling responsive government
A City exhibiting the values of a caring community
A City providing a climate maximizing the opportunity for success

Impact: There may be a potential impact on the general fund if there are technology improvements that are recommended.

Timeline: One year

Challenges: Staff time to work on this process improvement

Justification: This process has not been thoroughly reviewed in 12 years. Most of the Development Review staff were not involved with that process and with technological advances now would be the appropriate time to review this again. This project could result in a streamlined process that the public and staff agree upon and improve the way projects are reviewed.

Performance Metrics:

Due	Metric
April 1, 2022	Complete initial review of all current requirements (i.e. What is codified? What is policy?) and what other jurisdictions do. Meet with stakeholders to get input on their experience with our process and any ideas for improvements.
October 1, 2022	Create new processes for City Manager's review.
April 1, 2023	Share new processes with DRC reviewers.
October 1, 2023	Completion.

HomeFront Newtown Program

Lead Department: Planning

Support Departments: Development Services, Public Works, and Financial Administration

Budget: \$100,000 (Benefiting up to 20 homes with a maximum voucher of \$5,000)

Goal Areas:

- A City practicing sound financial decision making
- A City exhibiting the values of a caring community
- A City providing a climate maximizing the opportunity for success

Impact: *Demonstrably improve the largest property sector within the CRA through block-by-block site and surface residential improvements.*

The primary goal of the Newtown Homefront Beautification Program (NHBP) is to encourage exterior improvements to residential single-family properties within the Newtown Community Redevelopment Area in order to reduce the appearance of blighted conditions and increase community pride. This will be a pilot program for the first year, whereby, an allocation of \$100,000 could benefit up to 20 homes with a maximum voucher of \$5,000. While not all homes may need the full \$5,000, there may be an opportunity to assist more than the 20 homeowners.

Through the NHBP a homeowner can redeem vouchers for the following services:

- Exterior house paint – homeowner must choose a paint color from the approved palette provided. Homeowners can be reimbursed for paint up to \$1000. The homeowner will be required to apply for approval and will **only be reimbursed for the cost of the paint** up to \$1000; meaning the homeowner can either hire a contractor to paint the house or paint the house themselves. Reimbursements will only be made after the work is complete and inspected by staff.
- Pressure washing exterior of house – payments will be made directly to a pressure washing contractor.
- Chain-link fence removal and replacement – a licensed fence contractor will work with the homeowner and City for removal of chain-link fence and installation of new decorative fence. Payments will be made directly to the licensed fence contractor. For the replacement of chain-link fencing, the citizen can choose between three (3) approved/permitted designs per codes in the Newtown CRA area.
- Minor landscaping clean-up – Staff will contract with local landscaping companies within the CRA area, and all payments will made directly to the landscaping company.
- Solar powered decorative light posts - Citizens will be able to select from three (3) designs of solar powered light posts. The posts will all be similar in design as to keep the look uniform throughout the Newtown CRA area.

Timeline: Two years

Challenges: Not meeting the requirements as applicants are required to complete an NHBP application, must reside in the Newtown Community Redevelopment Area, and agree to meet with City staff and appropriate licensed contractors to conduct a site visit to evaluate the property. If the applicant is not the property owner, the property owner must also sign the NHBP application or submit in writing that they approve the submittal of the application with the listed voucher services requested. Once the application is approved by City staff, the applicant will be required to sign a Grant Agreement stating they agree to maintain the property.

Justification: While the overall goal is to encourage exterior improvements to increase community pride, the ultimate objective is to stimulate economic activity along the Dr. Martin Luther King Jr. Way corridor and within the CBN zoning district of Newtown. To accomplish this goal, a block-by-block approach will be used, with an initial focus on the residential homes located near the CBN zone.

Performance Metrics:

Due	Metric
April 1, 2022	Program guidelines and application approved by both Newtown CRA Advisory Board and City Commission. Select Block(s). Select contractors for fencing, landscaping and pressure washing.
October 1, 2022	Actively market program and review submittals. Commence work on first five (5) to ten (10) approved applications.
April 1, 2023	Commence work on second set of five (5) to ten (10) approved applications.
October 1, 2023	Completion.

Appendix

The Process for Identifying and Selecting Projects



The Process for Identifying and Selecting Projects

The City of Sarasota retained the services of Martin Hurwitz to facilitate the creation of a clear and concise strategic statement and to guide the strategic planning process culminating in an operational strategic plan for fiscal years 2022-2023.

The City Commission desired to design a strategic plan platformed on a strategic statement to align decision making criteria, align values, align priorities and articulate expectations to allow for accountability among commissioners, charter officials and city staff. The strategic statement delineates the framework within which the commission will make consistent decisions and choices to implement their vision and attain the project goals contained within the strategic plan.

The strategic plan is the means by which priorities are articulated, metrics for progress are measured, accountability is administered, and goals and expectations are internalized and aligned throughout the organization.

The Timeline:

December 9, 2020—Began working on Agenda for initial Goal-Setting Workshop

December 14, 2020 — January 11, 2021 — One-on-One meetings with City Commissioners, Charter Officials, and city staff to receive insight regarding various City issues

January 26, 2021—Goal-Setting Workshop—Strategic Statement Identified

February 22, 2021—Wrap-up discussions regarding strategic plan

May 19, 2021—City Commission Workshop / Luncheon—Strategic Values Identified

July 15, 2021—Staff meeting regarding strategic plan proposed projects (departmental)

July 30, 2021—Departments provided projects for consideration in alignment with the Strategic Statement. Projects indicated that they would be completed within two years or started within two years

September 1, 2021 - City Manager sent email asking departments to rank the 48 projects from 1-10

September 13, 2021—Analysis of above rankings and subsequent selection of 25 proposed projects presented to City Manager

October 1, 2021—Selected 25 projects sent individually to Commissioners for the purpose of their providing their individual ranking preference of projects in order of 1-10

October 8, 2021—Ranked project list received from City Commissioners

October 25, 2021—Department requests for Performance Metrics

November 19, 2021—Performance Metrics received from departments based on each identified project

December 2021—City Manager Brown and Mr. Hurwitz met with the Mayor, Vice Mayor, and Commissioners individually. The purpose of said meetings was to review the projects selected to be included in the strategic plan for 2022-2023, to review the selection process and procedures and provide an opportunity for conversation and/or questions prior to the plan being brought before the Commission as a body.

January 18, 2022—Approval of the Strategic Plan by the Mayor, Vice Mayor, and City Commissioners



The Process for Identifying and Selecting Projects

The following graphic depicts areas of conversation amongst the Commissioners in working toward a Strategic Statement and the Strategic Goals for the city.

MISSION

Why we exist

VALUES

What we believe in
and how we will behave

VISION

What we want to be

STRATEGY

What our competitive
game plan will be

BALANCED SCORECARD

How we will monitor
and implement that plan

The BASIC ELEMENTS of a Strategy Statement

OBJECTIVE = Ends

SCOPE = Domain

ADVANTAGE = Means



The Process for Identifying and Selecting Projects

The development of the Strategic Statement for the City of Sarasota began with each City Commissioner stating the qualities of each Commissioner. This then led into discussion regarding perspectives, from the whole and in detail and the value of differing opinions. Differing perspectives make for a rich decision-making environment. The City Commission has all the qualities it needs to operate effectively. Each Commissioner brings something different to the table. This exercise brought forward the conversation focusing on how to make room for, take advantage of and respect the different strengths of each Commissioner; how to make room and provide a safe space for the strengths of each Commissioner; and respecting the strengths and weaknesses of each Commissioner.

Commissioners then discussed what government meant to each Commissioner.

An additional Workshop was held where the City Commissioners determined the Strategic Statement for the City of Sarasota. The Strategic Statement reads:

To be stewards of the well-being for the City of Sarasota and its residents by prioritizing the allocation of the City's resources to projects making a positive contribution to at least three of the Commission Goals outlined below.

A City providing accessible government

A City modeling responsive government

A City practicing sound financial decision making

A City demonstrating responsible administrative practices

A City exhibiting the values of a caring community

A City being an inclusive and diverse community

A City which demonstrates economic sustainability

A City that provides a climate maximizing the opportunity for success

A City fostering a safe and welcoming environment

A City valuing arts and culture and their history

Departments submitted proposed projects with the following criteria:

1. Indicate if projects are to start or be completed within two years.
2. What is the potential impact of this project and which areas of the strategic statement does it touch (Choose three out of 10 goals)?
3. What is the timeline of the project?
4. What are the hurdles you anticipate with the project?
5. What are the circumstances that lead you to believe now is the time for this project.
6. Budget—How much will the project cost?

An example would be from the Parks and Recreation department, which submitted a proposed project addressing stormwater runoff from park lands into water bodies. The project would be completed within two years, have a budget amount of \$200,000, and addresses a City modeling responsive government; a City which demonstrates economic sustainability, and a City fostering a safe and welcoming environment.

Hurdles may include financial, time constraints, and prioritization of parks.

Now is the time is based on improving water quality and the reduction of red tide in our waters.





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Budget Summary By Fund and Category for Fiscal Year 2021-22

	<i>Beginning Fund</i>		<i>Expenditures</i>			<i>Ending Fund</i>	<i>% chg. in Fund</i>	<i>Page*</i>
	<i>Balance**</i>	<i>Revenues</i>	<i>Personal Svc.</i>	<i>Operating/Other</i>	<i>Capital</i>	<i>Balance</i>	<i>Balance</i>	
<u>General Fund</u>	\$ 26,043,397	\$ 76,099,061	\$ 57,865,912	\$ 19,405,111	\$ 886,212	\$ 23,985,223	-8%	
<u>Special Revenue Funds</u>								
Public Art	360,730	-	-	33,193	-	327,537	-9%	
Building Services	4,908,775	5,290,500	4,024,341	3,046,346	75,495	3,053,093	-38%	46
Development Application System	598,931	621,000	-	718,500	-	501,431	-16%	47
St Armands Business Imp. District	398,478	326,724	68,607	450,223	150,000	56,372	-86%	52
Golden Gate Point Special District	179,097	167,000	-	99,322	65,000	181,775	1%	
Downtown Improvement District	863,096	728,542	58,697	876,379	549,000	107,562	-88%	52
Penny Sales Tax	970,772	9,178,085	-	-	9,117,290	1,031,567	6%	
Housing/ Community Develop.	1,498,577	5,416,488	913,171	4,495,908	7,409	1,498,577	0%	
Multi-Modal Transp. Impact Fee	444,510	905,000	-	-	474,296	875,214	97%	49
Gas Tax	166,168	1,423,003	25,000	1,138,036	382,000	44,135	-73%	48
\$.05 Local Option Fuel Tax	41,147	950,000	-	-	900,000	91,147	122%	49
Community Redevelop. Agency	1,779,159	313,628	-	664,472	1,351,504	76,811	-96%	45
The Bay Tax Incremental Financing	-	1,268,978	-	-	-	1,268,978	0%	
Tourist Development	24,631	304,750	-	3,174	304,750	21,457	-13%	49
Citizens with Disabilities	91,843	25,000	-	36,740	-	80,103	-13%	51
Office of Tourism, Trade, Econ. Dev.	2,973	500,024	-	500,004	-	2,993	1%	
Economic Development	2,000,577	858,664	-	1,291,368	1,425,000	142,873	-93%	46
Tree Replacement	469,504	42,000	-	60,000	-	451,504	-4%	
	14,798,968	28,319,386	5,089,816	13,413,665	14,801,744	9,813,129	-34%	
<u>Debt Service Funds</u>								
2015 General Obligation Bonds	726,677	2,548,000	-	2,534,444	-	740,233	2%	
2016 Golden Gate General Obligation	220,941	269,000	-	263,214	-	226,727	3%	
2009 Build America	46,622	1,379,517	-	1,379,217	-	46,922	1%	
2020 Sales Tax Payments Refunding	618,464	500,004	-	498,958	-	619,510	0%	
Glen Oaks Assessment Debt	(2,833)	10,970	-	10,970	-	(2,833)	0%	
	1,609,871	4,707,491	-	4,686,803	-	1,630,559	1%	
<u>Enterprise Funds</u>								
Water & Sewer Utilities	22,481,775	51,207,216	15,775,569	21,301,623	20,470,721	16,141,078	-28%	57
Van Wezel Performing Arts Hall	8,956,248	12,510,123	2,819,754	11,149,415	241,000	7,256,202	-19%	58
Solid Waste Management	1,945,948	12,957,976	4,532,649	8,068,272	740,300	1,562,703	-20%	60
Parking Management Division	53,150	2,917,718	1,301,563	1,437,294	10,000	222,011	318%	61
St. Armand's Paid Parking	715,192	1,311,478	357,954	1,560,430	45,000	63,286	-91%	62
	34,152,313	80,904,511	24,787,489	43,517,034	21,507,021	25,245,280	-26%	
<u>Internal Service Funds</u>								
Vehicle & Equipment Maintenance	243,228	3,736,635	840,605	2,903,755	32,400	203,103	16%	62
Information Technology	447,867	3,890,992	2,136,725	1,990,054	46,747	165,333	-63%	63
Equipment Replacement	3,571,990	2,135,454	-	-	335,077	5,372,367	50%	63
Insurance Coverage	9,253,000	12,478,630	-	12,275,103	-	9,456,527	2%	
	13,516,085	22,241,711	2,977,330	17,168,912	414,224	15,197,330	12%	
<u>Trust Funds</u>								
Other Post Employment Benefits	50,623,617	5,072,203	-	6,687,414	-	49,008,406	-3%	
Defined Contribution Plan-General	131,076	80,000	40,924	30,753	-	139,399	6%	
	50,754,693	5,152,203	40,924	6,718,167	-	49,147,805	-3%	
TOTAL	\$ 140,875,327	\$ 217,424,363	\$ 90,761,471	\$ 104,909,692	\$ 37,609,201	\$ 125,019,326	-11%	

* The Budget Overview (beginning on page 39) includes details for each fund listed above. When a fund's balance has increased or decreased more than 10%, readers may find the section of the Budget Overview where the fund is discussed at the page number shown in bold in the table above.

** Budgeted beginning fund balances are based on ending estimated fund balances for the current fiscal year. Fund balance statements for each fund are included in the applicable Fund Type Sections.