

# CITY COUNCIL STRATEGIC PLANNING - 2025

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Betsy Steiner, Facilitator

Edward Lavalley, City Manager



# Introduction:

Edward Lavalley, City Manager  
Update on 2024 Strategic Plan Goals

## Meeting Format and Objectives:

- Department Executive Summary
- Q & A
- Discussion
- Decision
- Update Strategic Plan

# AGENDA:

- INTRODUCTION
- PRESENTATION TOPICS:
  1. HUMAN RESOURCES
  2. INFORMATION TECHNOLOGY
  3. PLANNING & ZONING
  4. BUILDING
  5. PUBLIC WORKS

# AGENDA:

6. POLICE

7. FIRE

8. UTILITIES

9. ENGINEERING

10. AIRPORT

11. FINANCE

- OPEN SESSION
- REVIEW AND UPDATE OF STRATEGIC PLAN

# Human Resources

- PRESENTERS:
  - Alan Bullock, HR Director



# HR DEPARTMENT

## Union Negotiations

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All four current Collective Bargaining Agreements are set to expire on September 30, 2025:

AFSCME – American Federation of State, County and Municipal Employees

IAFF – International Association of Firefighters

FOP (O) – Fraternal Order of Police (Officers)

FOP(S&L) – Fraternal Order of Police (Sergeants & Lieutenants)

Opportunity to address specifics confidentially in ongoing executive sessions with Council

**Guiding principle: Aim to pay at/near market rates**

# HR DEPARTMENT

Establish Classifications and Pay Ranges for New Positions

Personnel Procedures & Rules section 1.12, Classification & Compensation:

‘When a new position is created, the Director of Human Resources shall recommend a grade for approval by the City Manager.’



# HR DEPARTMENT

## Human Resources Information System

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Need foreseen by cross-department Think Tank at 2024 Staff Retreat

Aim to increase efficiency and reduce risk of errors

Aim to enhance employee experience and increase employee engagement

Working with senior management team for inclusion in the CIP

‘UKGReady’ identified as likely product

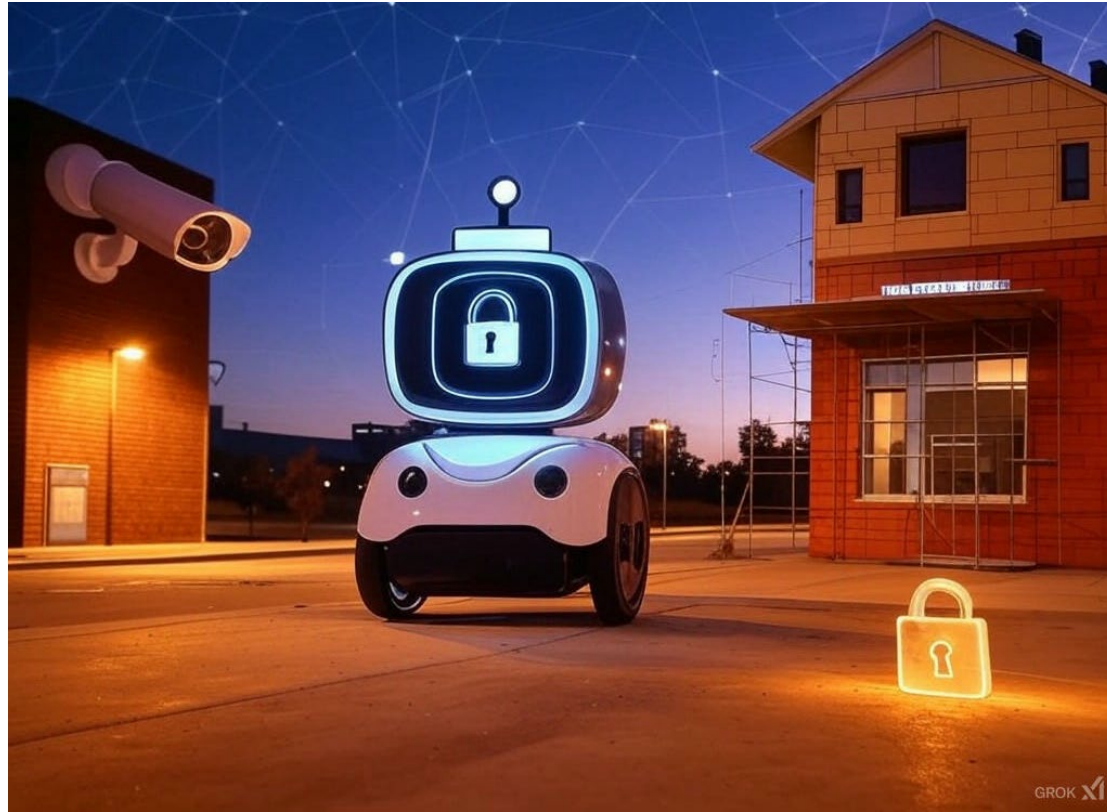
# Human Resources

- Questions & Council Discussion

# Information Technology

- PRESENTERS:
  - Roger Navarro, IT Director
  - Eric Tanner, IT Manager



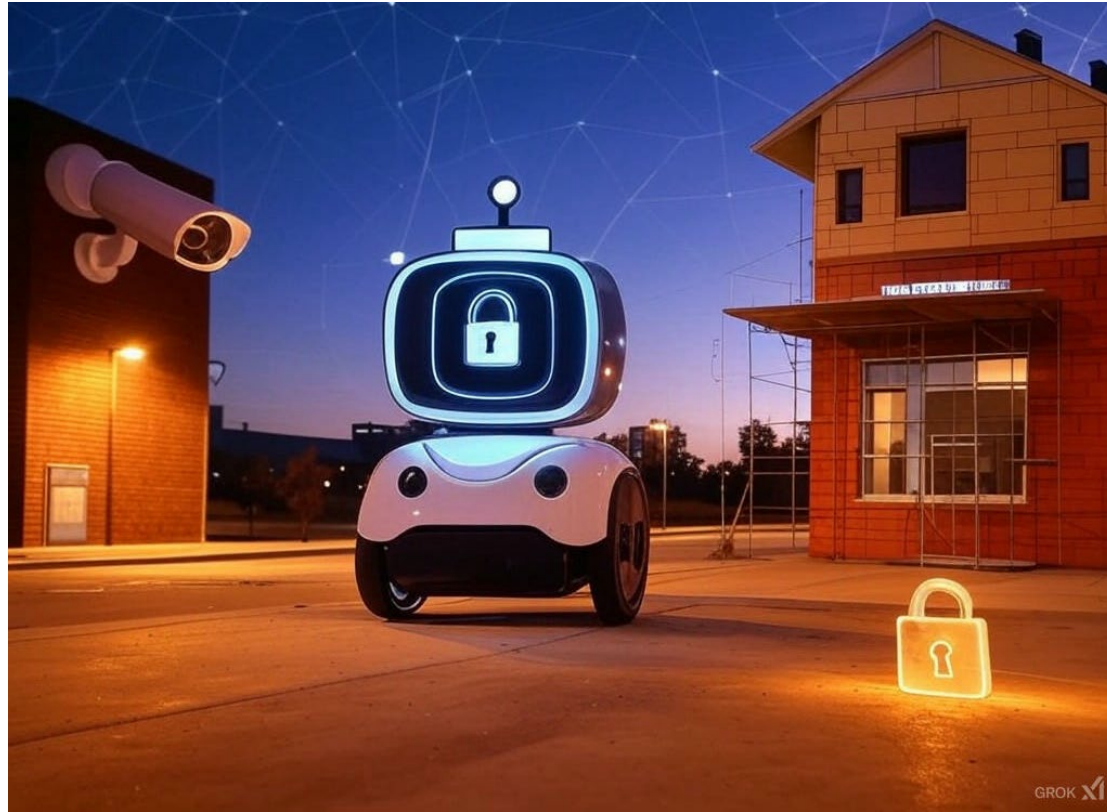


# Overview

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- Cybersecurity
- Resiliency
- Video security
- City Buildouts
- Innovation in AI





## City Wide Technology Growth & Operational Impacts

- Every department and nearly every staff member is now using technology.
- Citizen engagement is technology based, especially mobile, even in our retirement community.
- Permitting, Policing, Planning & Zoning, HR, public meetings, Engineering, etc.

# Information Technology

- Questions & Council Discussion

# Planning & Zoning

- PRESENTERS:
  - Roger Clark, Director





## Seaboard Master Plan

- Relocation of fleet and solid waste
  - Consider additional consultant needs
- 
- Initial focus area
  - Funding opportunities
  - Code language





# Seaboard Master Plan

- Plan implementation
  - Establishment of public parking
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- City owned property
  - Land use applications



# Parks Master Plan

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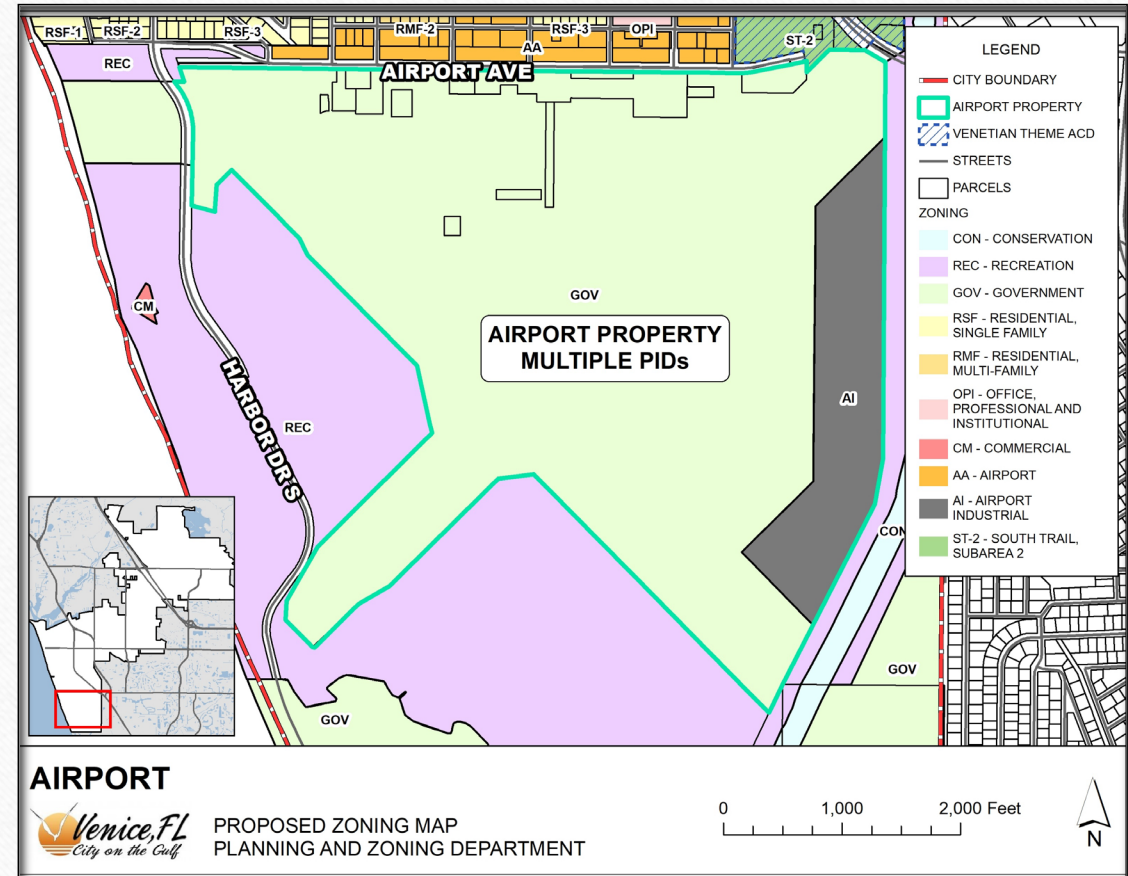
- Monitor the consultant function
- Public Works Department
- Ensure the plan meets the expectations of the City





# Airport Rezoning

- Commerce center
- Consistent with the FAA Approved Airport Master Plan
- Consideration of the Transportation and Multi-Modal Master Plan
- Potential relocation area for Seaboard businesses



# Resiliency and Sustainability Manager

- Vulnerability assessment
- Resiliency and sustainability plans
- Identify, apply, and monitor grant opportunities
- Potential pursuit of LEED for City's certification
- Public outreach and education





# Planning & Zoning

- Questions & Council Discussion

# Building Department

- PRESENTERS:
  - Derek Applegate, Building Official

# Building Department

## Automate plan review & inspection process

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- Provide expedited service to customers
- Expand the ability for VuSpex

# Building Department

## Land Management program for permit processing

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- Building will be the primary user
- All Departments can utilize for permit processing



# Building Department

## Building Permit review and rate study

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- Consultant analysis of process and permit rates
- Implement recommended process improvements and rate adjustments

# Building Department

- Questions & Council Discussion

# Public Works

- PRESENTERS:
  - Ricky Simpson, Public Works Director
  - Ashlee Castle, Assistant Director Public Works



# Public Works Overview

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1. Facility Condition Assessment
2. Interlocal Agreement/Staffing
3. Future of the Venice Community Center

# Facility Condition Assessment

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1. Where are we today
2. What changes can we expect to see
3. How this tool assists staff annually

# Interlocal Agreement and Staffing

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1. October 1, 2025: Begin onboarding staff for parks takeover from Sarasota County.
2. Chauncey Howard, Higel Marine, Hecksher, Venetian Waterway Trail (west), Legacy, Venice Myakka River and the Venice Community Center.
3. Official takeover on October 1, 2026.



# Interlocal Agreement and Staffing

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- Staffing for all new parks (minus the VCC) beginning October 1, 2025:
  - (1) Facility Maintenance Tech (Cleaning Crew) (118)
  - (1) MSW – Parks (Mowing position) (118-120)
  - (1) Parks Facility Maintenance Specialist (126-128)
  - (1) Facilities Supervisor- (506)

# Future of the Venice Community Center

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- What does operation of facility look like for the City?
  1. In-House Operations: “Community” Center Focused
    - Facility operates 7 days a week/various hours of operation
  2. Outsourced/Leased (Either Private or Non-Profit Vendor)
    - Relieves City of 7 day staffing and operational needs

# Future of the Venice Community Center

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- In-House staffing (7 days a week)
  - (1) Event Program Manager (505)
  - (1) Office Assistant (123)
  - (3) Maintenance Technicians (118)
- Level of Service and Control of the Facility



# Future of the Venice Community Center

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- Lease Agreement with Private/Non-Profit Organization
  - Professional and experienced managers
  - Responsible for hiring staff for all operational needs
  - Responsible for routine maintenance of facility
  - City will oversee and fund all capital improvement needs
  - Certain community events will still need preference

# Future of the Venice Community Center

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- Goals:
  - Guidance from Council as to what policy direction they would like to see with the VCC operations
  - Work on outlining a detailed transition plan for this facility
  - Work closely with County staff to implement a smooth transition effective October 1, 2026

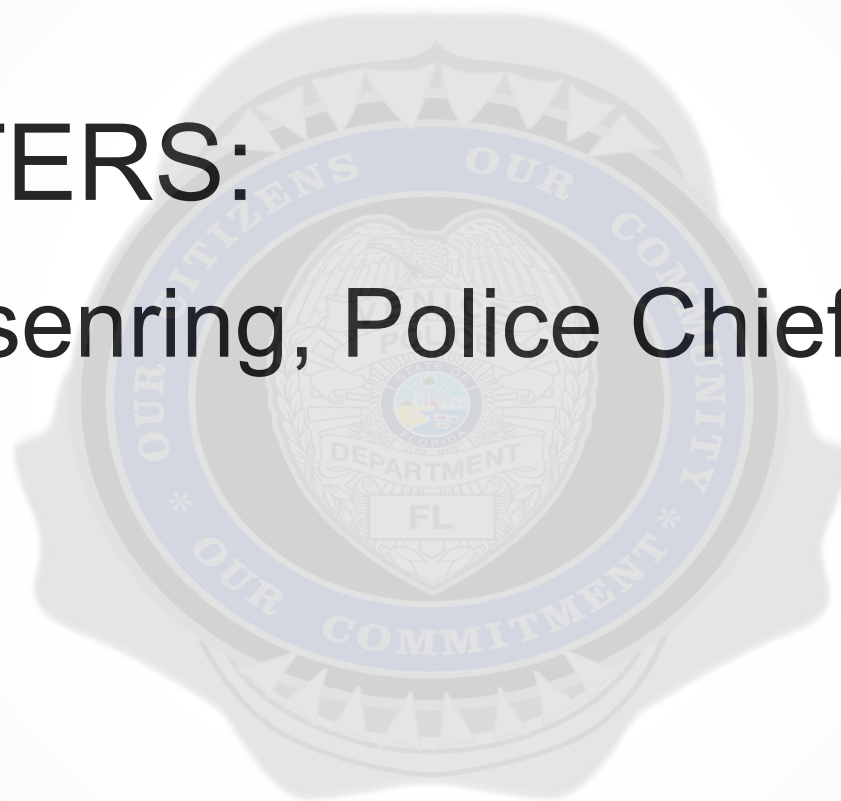
# Public Works

- Questions & Council Discussion



# Police Department

- PRESENTERS:
  - Andy Leisenring, Police Chief



# VPD Strategic Plan FY26

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1. Increase staffing to meet population growth & demands
2. Recruit highly qualified police officers
3. Improve traffic safety
4. Incorporate emerging technology to improve service & increase efficiency

# Current VPD Staffing

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55 Total Sworn Officers

21 Professional Support Staff



# Officers Over Time

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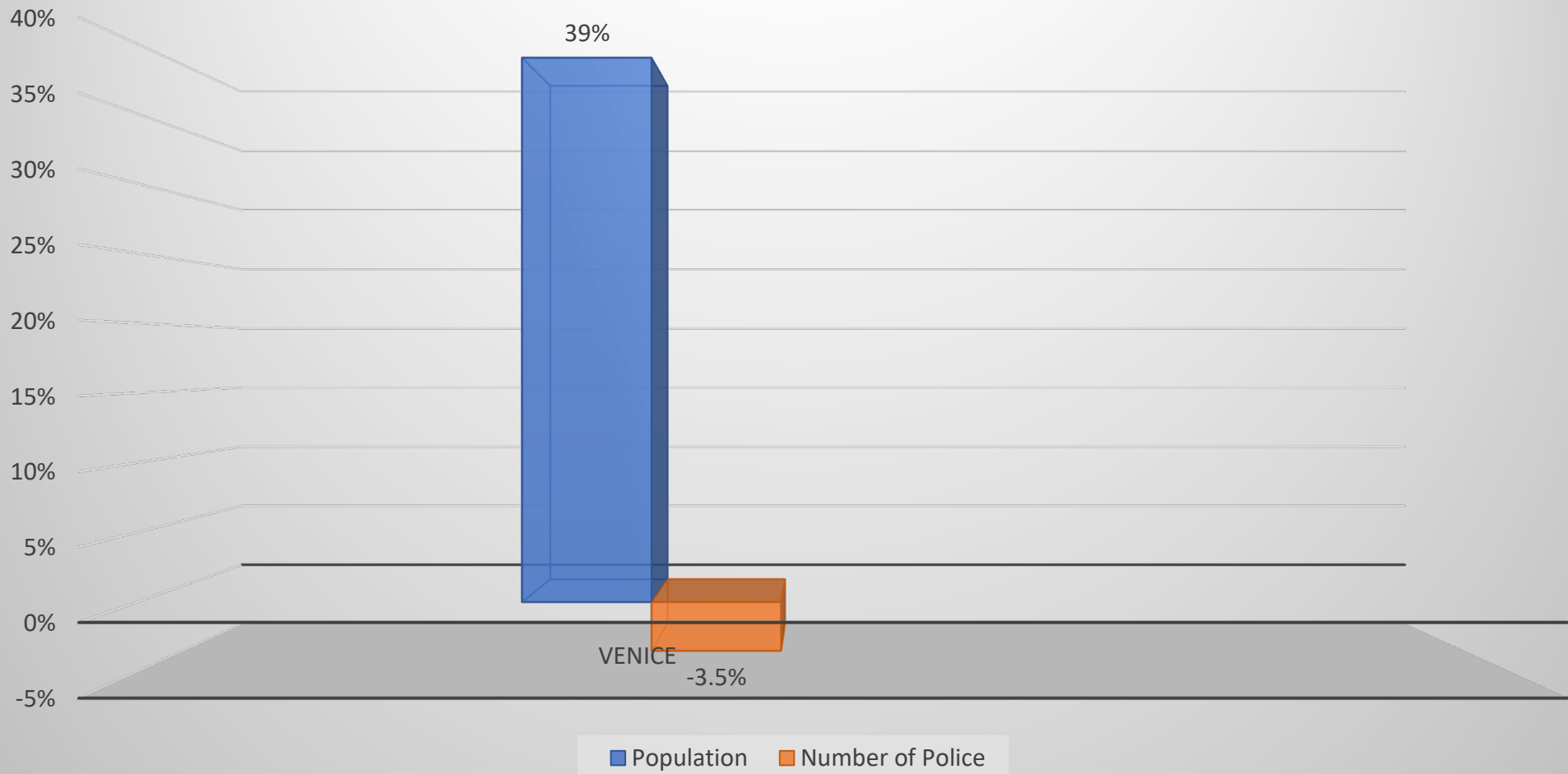
2006 – 57 Officers

2013 – 43 Officers

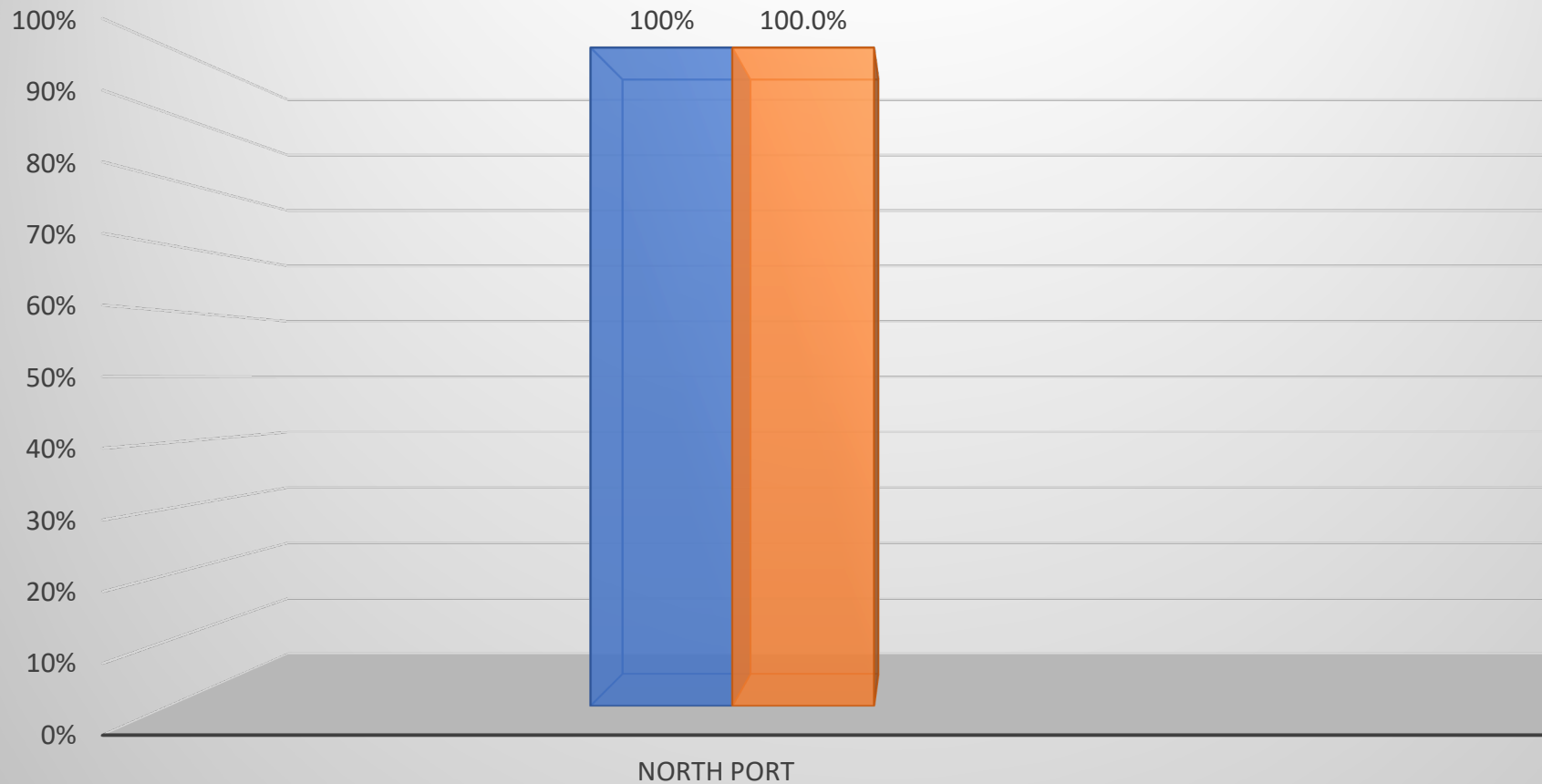
2025 – 55 Officers

2035 – 84 Officers

## Venice Population Growth and Police Officer Staffing 2006-2024 (FY25)



# North Port Population Growth and Police Officer Staffing 2006-2024 (FY25)



Number of Police



# Standards

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- Per Capita
- Crime Rates
- Service Level

# FY25 Proposed Positions

## 2 Civilian / 8 Sworn

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- Civilian Case Manager
- School Resource Officer
- Two Officers (nights)
- Detective (Elder crimes/other)

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- Two Officers (Days)
  - Traffic Officer (DUI Specialist)
  - Sergeant (Special Operations)
  - IT Help Desk Technician

# FY26 Proposed Positions – 8 Sworn

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- Two Officers (Days)
- Deputy Chief (Second in Command)
  - Traffic Officer
- Sergeant (Special Operations)
  - Two Officers (Nights)
- Community Outreach Officer



# Staffing Bottom Line

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- Meeting Community Expectations
  - Quality of Life
- What Doesn't Happen

# Remaining Goals

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- Recruit highly qualified police officers
  - Improve traffic safety
- Incorporate emerging technology to improve service & increase efficiency

# Police Department

- Questions & Council Discussion



# Fire Department

- PRESENTERS:
  - Frank Giddens, Fire Chief

# Facilities Assessment/Update

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- Fire Station 52 Project:
  - City Site Plan review complete
  - County Site Plan approval in progress
  - City Construction Plan review in progress
  - SWFWMD in progress and almost complete
  - Land clearing to begin early 2025

# Data Comparison

## “Average of 250-350 homes per year”

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### Venice Fire & Rescue 2023

- Call Volume = 8,081 (Avg. Per Day 22.13)
- Venice Population = 27,800
- Apparatus = 4 Advanced Life Support Rescues, 3 Advanced Life Support Engines
- Fire & EMS Staffing = 76

### Venice Fire & Rescue 2024



- Call Volume = 9,052 (Avg. Per Day 24.8)
- Venice Population = 28,200
- Apparatus = 4 Advanced Life Support Rescues, 3 Advanced Life Support Engines
- Fire & EMS Staffing = 83

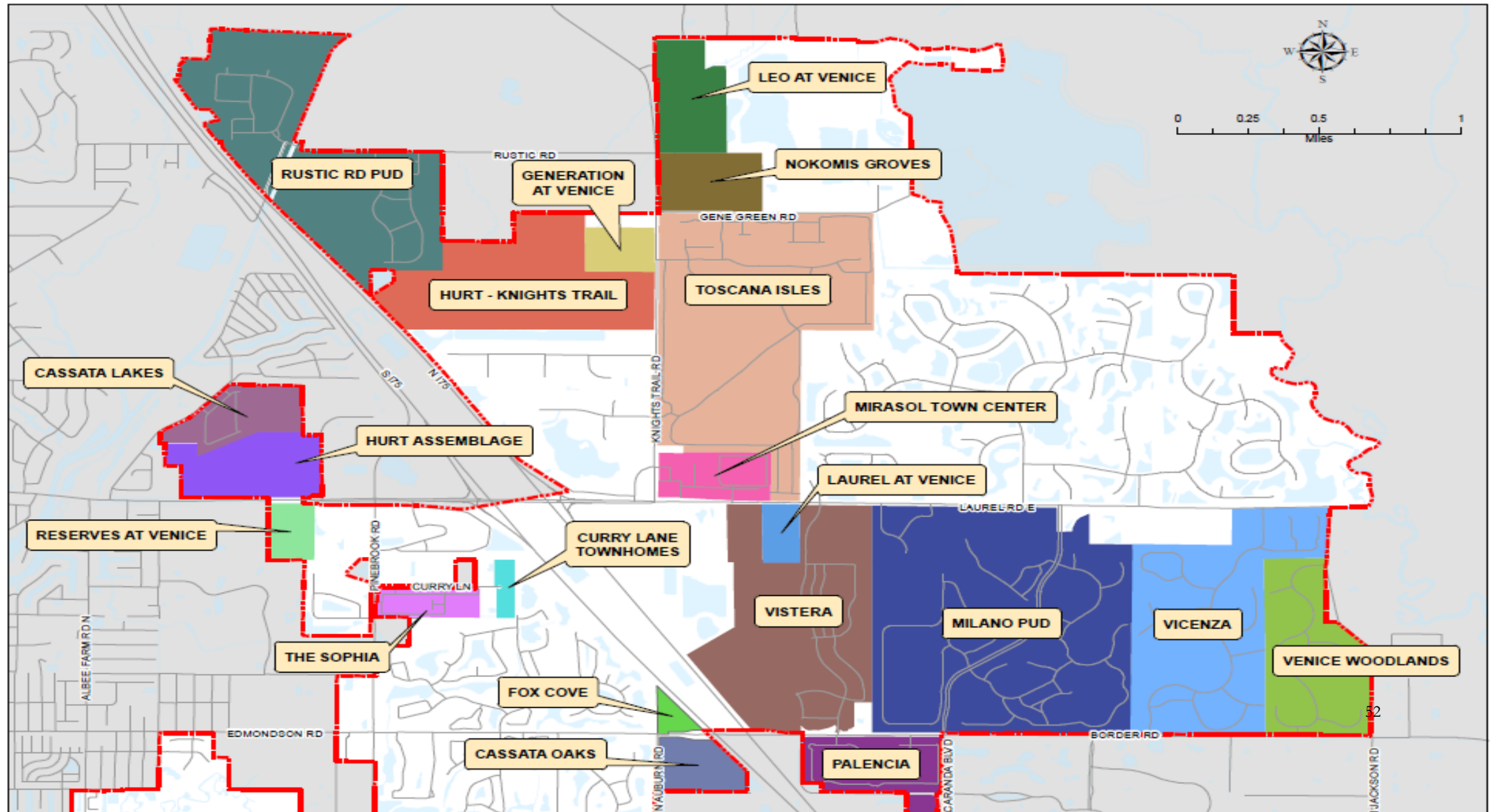


# Northeast Venice Development Locations

Planning and Zoning Department

Date: 1/10/2025 Document Path: O:\Planning\Planning and Zoning\Development Analysis\Development Locations.mxd

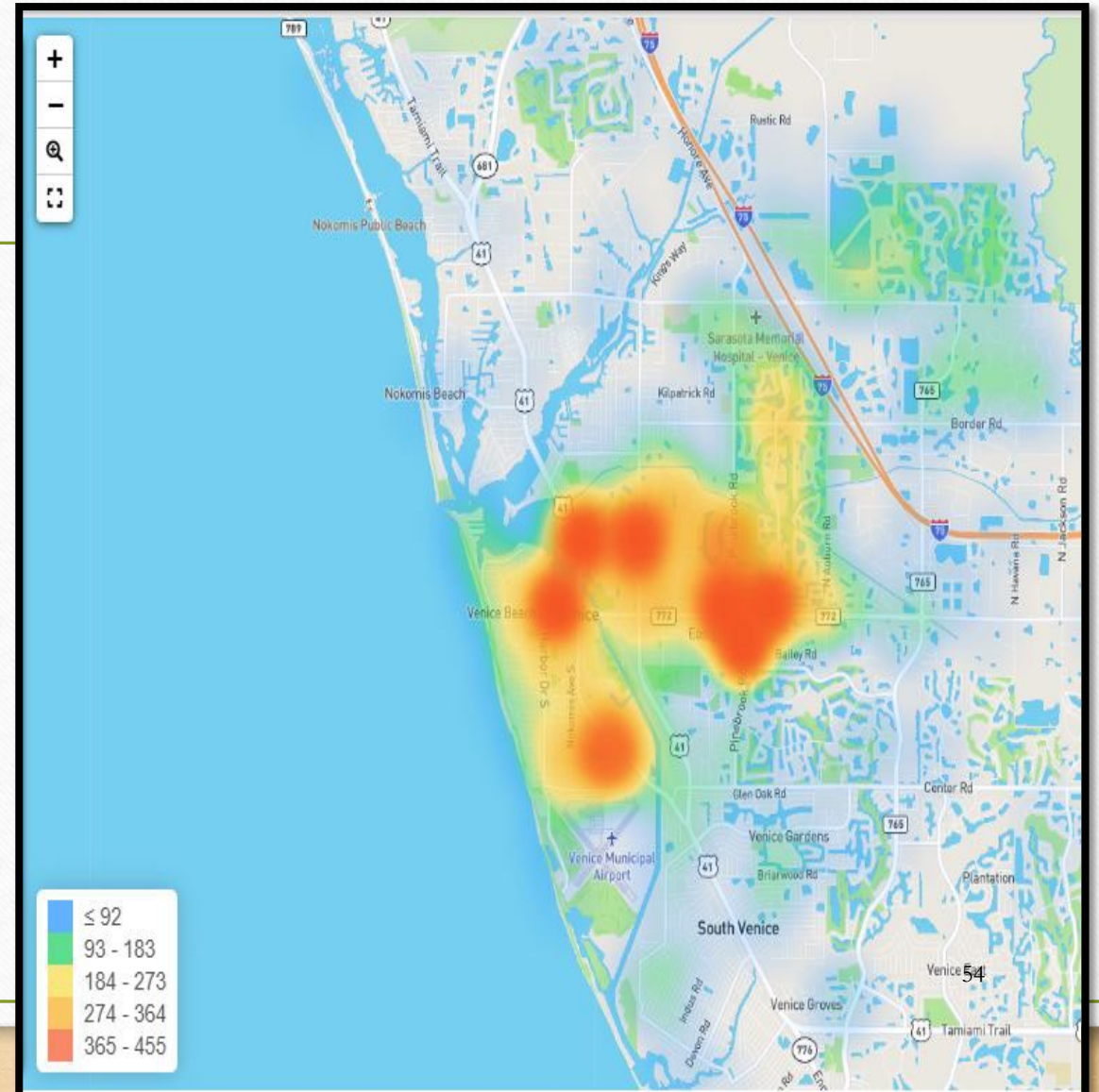
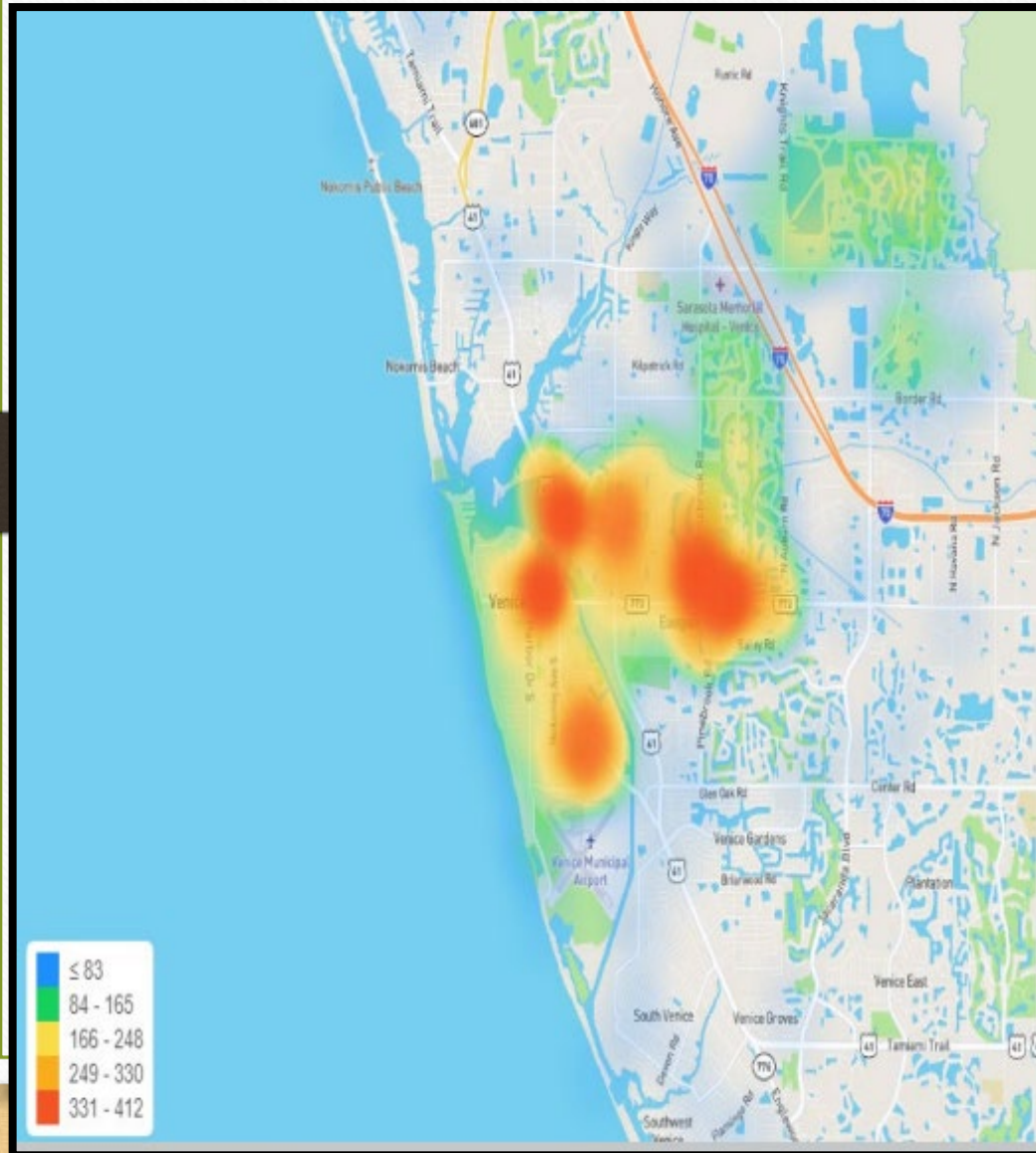
 CITY BOUNDARY  
 STREETS



Residential Development	Entitled Units	Approved Units	Units Built to Date (1/9/2025)	Units Remaining (1/9/2025)	Unit Type
<b>Northeast Venice Development</b>					
Cassata Lakes	151	151	31	120	SF
Cassata Oaks	60	In Process			SF
Curry Lane Townhomes	50	50	0	50	SF
Fox Cove	70	In Process			SF
Generation at Venice	348	348	0	348	MF
Hurt - Knights Trail	950	Proposed **			MF
Hamlet at Venice Crossing (Hurt Assemblage)	316	In Process			MF + CM
Laurel at Venice (Stiles Multi-family)	264	In Process			MF
Leo at Venice (il Girasole)	737	In Process			
<b>Milano PUD</b>	<b>1,350</b>	<b>848 *</b>	<b>803</b>	<b>45</b>	<b>SF</b>
<b>Mirasol Town Center (Portofino)</b>	<b>650</b>	<b>629 *</b>	<b>515</b>	<b>114</b>	<b>MF</b>
Nokomis Groves	630	630	0	630	MF
Palencia	203	203	162	41	SF
Reserves at Venice	276	276	276	0	MF
<b>Rustic Road</b>	<b>1,000</b>	<b>999 *</b>	<b>409</b>	<b>590</b>	<b>SF + MF</b>
<u>The Sophia</u> (Watermark)	244	244	242	2	MF
Toscana Isles	1,714	967 ***	831	136	SF
Venice Woodlands	263	263	223	40	SF
Vicenza	539	539	355	184	SF
<u>Vistara</u> (GCCF)	<b>1,300</b>	<b>1,056 *</b>	<b>55</b>	<b>1,001</b>	<b>SF + MF</b>
Total:	11,115	7,203	3,902	3,301	
<b>Other City Development</b>					
219 W Venice Ave	4	4	0	4	MF + CM
Arcata Del Sol	20	20	5	15	SF
Cassata Place	28	28	26	2	SF
Cassata Shores	3	3	0	3	MF
Cassata Square (Residential)	16	16	0	16	MF + CM
Cottages of Venice	36	36	2	34	SF
Hatchett Creek (Ramsey Road)	116	116	0	116	MF
Isola Casa	36	36	0	36	MF
Oaks at Venice (Albee Farm Rd)	290	290	0	290	MF
Parkside Cottages	10	10	10	0	SF
Venice Helper Housing	4	4	4	0	MF
Village on the Isle Expansion	54	54	0	54	MF



# Call Response - Heat Map 2023 & 2024





# Business Plan

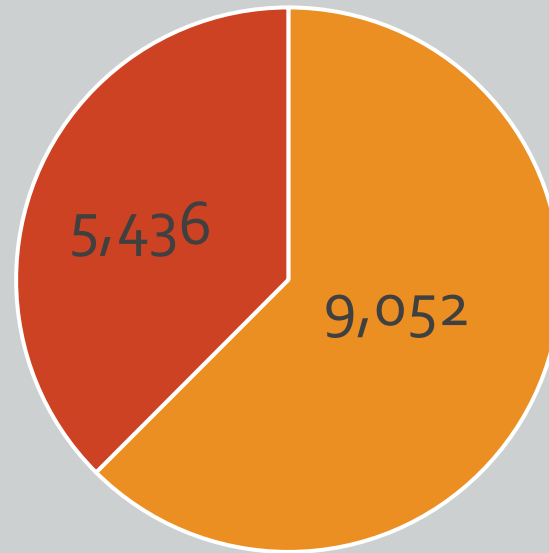
## Fire Department FY26 Request

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- 6 – Dual Certified Firefighters “24/48 Shift Work”
- 1 – Fire Inspector “40-hour Work Week”

# Venice Fire & Rescue 2024

82% Collection Rate



■ Total Calls   ■ Total Transports

# Fire Department

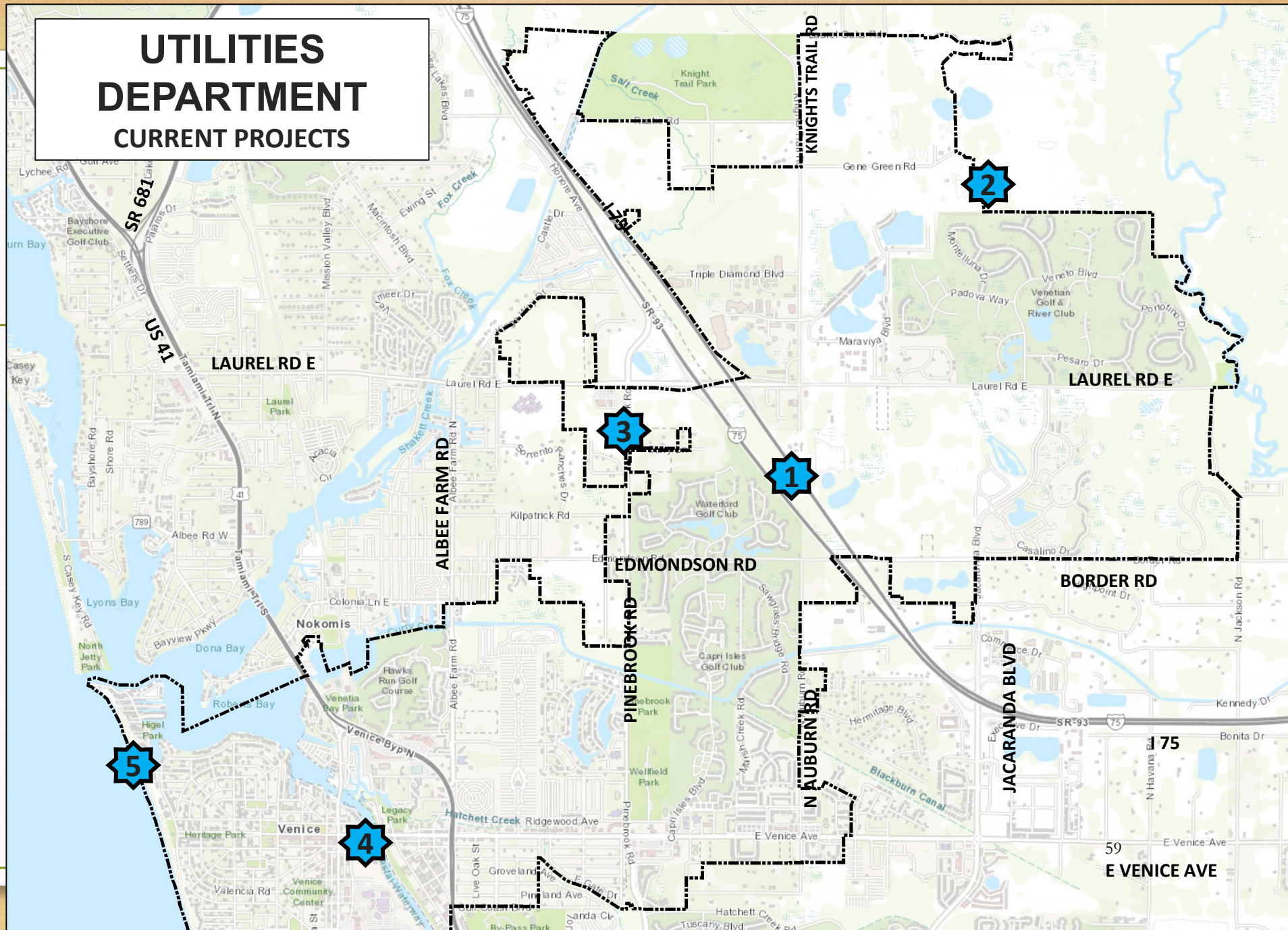
- Questions & Council Discussion



# Utilities Department

- **PRESENTERS:**
  - Javier Vargas, MPA, Utilities Director
  - Patience Anastasio, PE, Assistant Utilities Director
  - Jeff Sweater, PE, Utilities Project Manager

# UTILITIES DEPARTMENT CURRENT PROJECTS





# CURRENT PROJECTS

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## 1. Second Sewer Force Main Under I-75

- Construction Completion: 3rd Quarter 2024
- Construction Cost: \$6.0 Million

## 2. New Water Booster Pump Station

- Construction Completion: 2nd Quarter 2025
- Total Cost: \$23.5 million (Design & Construction)

## 3. Water Treatment Plant Supply Well RO-8E

- Construction Completion: 2nd Quarter 2025
- Construction Cost \$4.7 Million



# CURRENT PROJECTS

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## **4. Intracoastal Second Sewer Force Main**

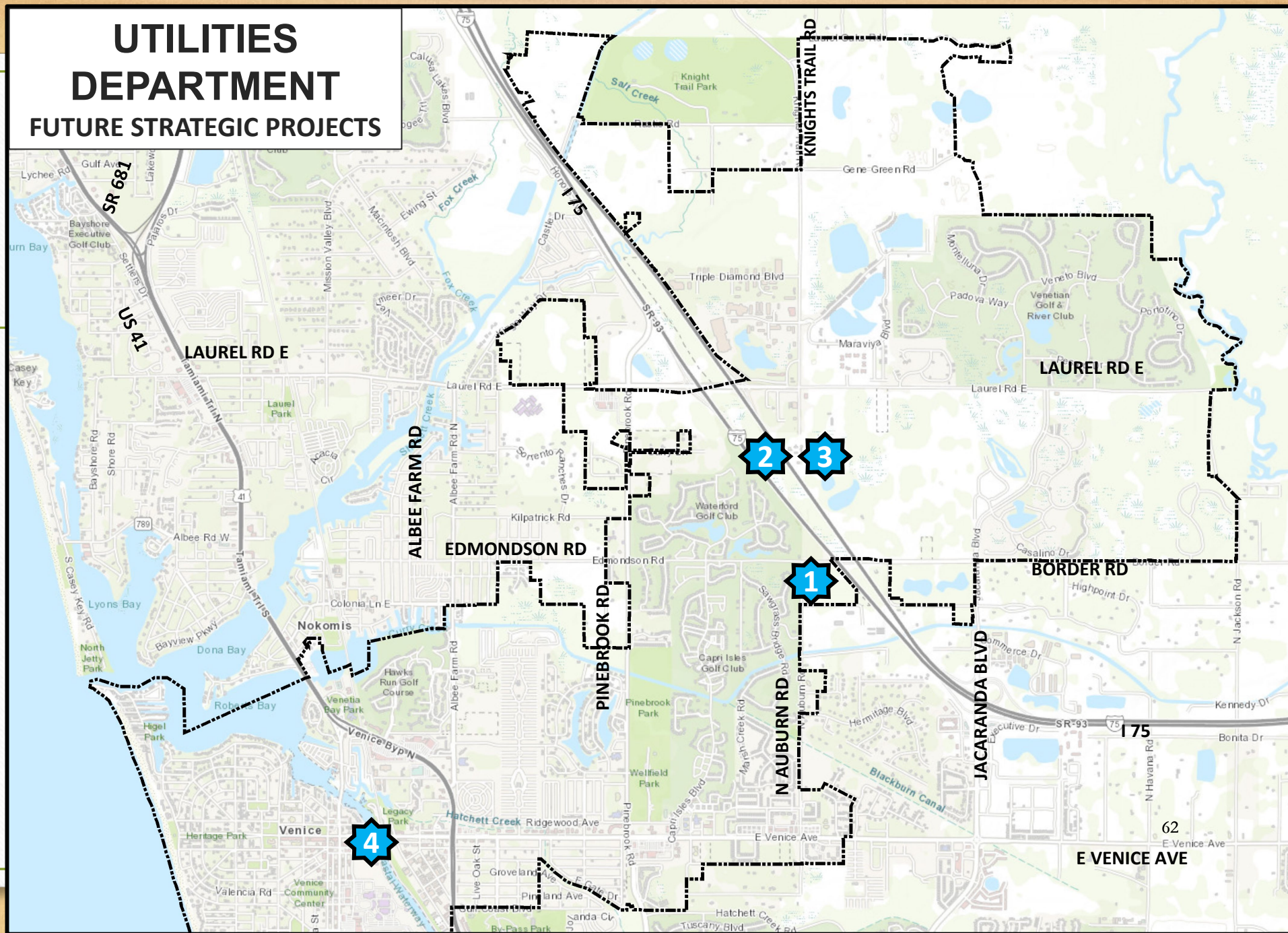
- Construction Start: 1st Quarter 2025
- Construction Completion 1st Quarter 2026
- Construction Cost \$4.2 million

## **5. Water Main Replacement Program**

- Phase 8: Tarpon Center Dr.
  - Construction Start: 1<sup>st</sup> Quarter 2025
  - Construction Completion: 2nd Quarter 2026
- Estimated Construction Cost: \$4.0 million



# UTILITIES DEPARTMENT FUTURE STRATEGIC PROJECTS





# FUTURE STRATEGIC PROJECTS

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## **1. Water Production Well 10E**

- Well and raw water transmission main extension/upgrades
- Design Completion: 4th Quarter 2027
- Construction Completion: 4th Quarter 2028
- Total Estimated Cost: \$3.5 million

## **2. Water Reclamation Facility – Equalization Tank**

- Design Completion: 2nd Quarter 2025
- Construction Start: 4th Quarter 2025
- Construction Completion: 4th Quarter 2027
- Estimated Construction Cost: \$6.0 million



# FUTURE STRATEGIC PROJECTS

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## 3. Water Reclamation Facility Floating Solar System

- Design Completion: TBD
- Economic Analysis/Feasibility Study in progress
- Total Estimated Cost: \$7.0 - \$7.5 million

## 4. Water Treatment Plant Master Plan and Feasibility Study

- Master Plan Completion: 3rd Quarter 2025
- Feasibility Study Completion: 4th Quarter 2025

# Utilities Department

- Questions & Council Discussion

# Engineering Department

- PRESENTER:
  - Jon Kramer, P.E., Assistant City Engineer



# Improve Multi-Modal Transportation Options

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- Implement recommendations from Multi-Modal Transportation Master Plan
  - Targeted completion: Spring 2025
  - CIP projects identified will be moved forward in the CIP Workshop

# Expand Stormwater Management and Reduce Outfall Pollution Discharge

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- Implement recommendations from Stormwater Master Plan
  - Targeted completion: Spring 2025
  - CIP projects identified will be moved forward in the CIP Workshop

# Research Solutions to Floodplain Inundation

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- Complete Flamingo Ditch Feasibility Study
- Community Outreach & Education



# Significant Projects

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- Northeast Venice Park
- Venice Beach Nourishment
- Hecksher Park Pickleball
- Beach Parking

# Engineering Department

- Questions & Council Discussion

# Venice Municipal Airport

- PRESENTERS:
  - Mark Cervasio, Airport Director



# Areas of Responsibility

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## Airfield

- Safety
- Maintenance
- Capital Improvements

## Lease Management

- Aeronautical
- Non-Aeronautical
- Venice Municipal Mobile Home Park

## Liaison / Outreach

- Community
- Tenants and Users
- Funding Agencies:
  - FAA
  - FDOT

# CURRENT PROJECTS

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- Airport Master Plan Update
- Administration/Terminal Building: Design and Construction
- Access Easement Through Circus Property
- VMMHP Electrical Service Upgrade

# Airport Master Plan

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## Funding:

- Estimated cost \$1,005,474
- FAA participation: \$881,000
- FDOT participation: \$62,237
- Airport participation: \$62,237



# New Administration/Terminal Building Bid and Construction

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## Funding:

- Estimated cost \$6,340,000
  - FAA participation: \$1,300,000 (Bipartisan Infrastructure Law–BIL) (Venice 1/10 airports to be offered this grant)
  - FDOT participation: \$4,040,000
  - Airport participation: \$1,000,000

# Community Outreach

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- Master Plan evaluation of the Fly Friendly Program
- Continue working with tenants to emphasize Fly Friendly
- Work with surrounding flight schools to Fly Friendly
- Onboard contract Management with on-site Manager for VMMHP
- Onboard new Airport Community Outreach Manager position (February 10<sup>th</sup> start date)

# Venice Municipal Airport

- Questions & Council Discussion



# Finance Department

- PRESENTER:
  - Linda Senne, Finance Director

# Areas of Responsibility

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- Administration & Budget
- Accounting/Investments/Debt/Accounts Payable/Payroll/Capital Assets/Grants
- Utility Billing (& all other Billings)
- Procurement/Purchasing
- Customer Service/Cashier's Office - Collections

# Operational Process

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- All Billings & Collections for all depts.
- Purchases & Payments for all depts.
- Manage Treasury Function (Investments)
- Manage Debt Function (Bond Ratings, Bond Issuances, State Revolving Funds (SRF), & Payments)
- Maintain General Ledger & Financial Reports
- Fiscal Strength Indicators: AA+ Bond Rating, reduce unfunded pension liability, reserves



# Budget Development

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- A plan of financial operations expressing an estimate of proposed expenditures for a given period & the proposed means of financing that plan
- Pursuant to state statutes, the budget is the legal authorization to expend City funds during the fiscal year
- Balanced Budget is required by Florida Statute
- Includes Capital Improvement Program (CIP)
- Operate on a FY beginning Oct 1 & ending Sept 30

# Budget Development

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- 1 General Fund
- 1 Debt Service Fund
- 13 Special Revenue Funds
- 8 Capital Project Funds
- 4 Enterprise Funds
- 5 Internal Service Funds

32 Total # of Funds

Total FY25 budget \$180,113,955

# Procurement

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- You want to be treated Fair, and you are Fair to Vendors
- Want the best Price (responsive & responsible)
- Precise Plan & Specs (Bids & RFP's)



# Financial Reporting

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- Ensure transactions are properly recorded & reported
- Analyze transactions
- Compliance with Laws & Regulations
  - GAAP (Generally Accepted Accounting Principles)
  - GASB (Governmental Accounting Standards Board) Statements
  - FASB (Financial Accounting Standards Board) Statements
  - Codification of Governmental Accounting & Financial Reporting
  - GFOA (Government Finance Officers Association) GAAFR-Governmental Accounting, Auditing, & Financial Reporting (Blue Book)
  - State Statutes

# Financial Reports

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- Quarterly Budget to Actual Report
- Quarterly Investment Report
- Other Misc. Monthly/Annual Reports
- Florida Statutes
  - Annual Comprehensive Financial Report (ACFR)
    - Independent Auditors' Report
    - Federal & State Single Audit (Grants)
- Popular Annual Financial Report (PAFR)
  - Citizens Guide to City Finances



# Finance Awards Issued by the Government Finance Officers Association (GFOA)

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- **Triple Crown:**

- Distinguished Budget Presentation Award

- ❖ FY2024 – 28<sup>th</sup> consecutive year

- Certificate of Achievement for Excellence in Financial Reporting

- for the ACFR

- ❖ FY2023 - 35<sup>th</sup> consecutive year

- Award for Outstanding Achievement in PAFR

- ❖ FY2023 – 11<sup>th</sup> consecutive year



# Customer Service / Cashier's Office

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- Office is fast paced & diverse
- Help citizens with multiple items:
  - High water consumption
  - Explanation of their Utility Bill
  - How do I set up new service
- Personnel growth to meet service demands from rapid resident influx

# Customer Service / Cashier's Office

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- Collection of Payments – Methods:
  - ✓ Cashier's Office (City Hall)
  - ✓ Payment drop-box located Harbor Drive (by Building Dept)
  - ✓ Lockbox (mailed payments processed by our bank)
  - ✓ USPS delivery to City Hall
  - ✓ On-Line @ [www.venicegov.com](http://www.venicegov.com)
  - ✓ Auto-payment – ACH & Credit Cards

OPEN  
DISCUSSION  
SESSION

- QUESTIONS,  
DISCUSSION, &  
DIRECTION



# REVIEW AND UPDATE OF STRATEGIC PLAN

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# AUDIENCE PARTICIPATION

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# THANK YOU

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