

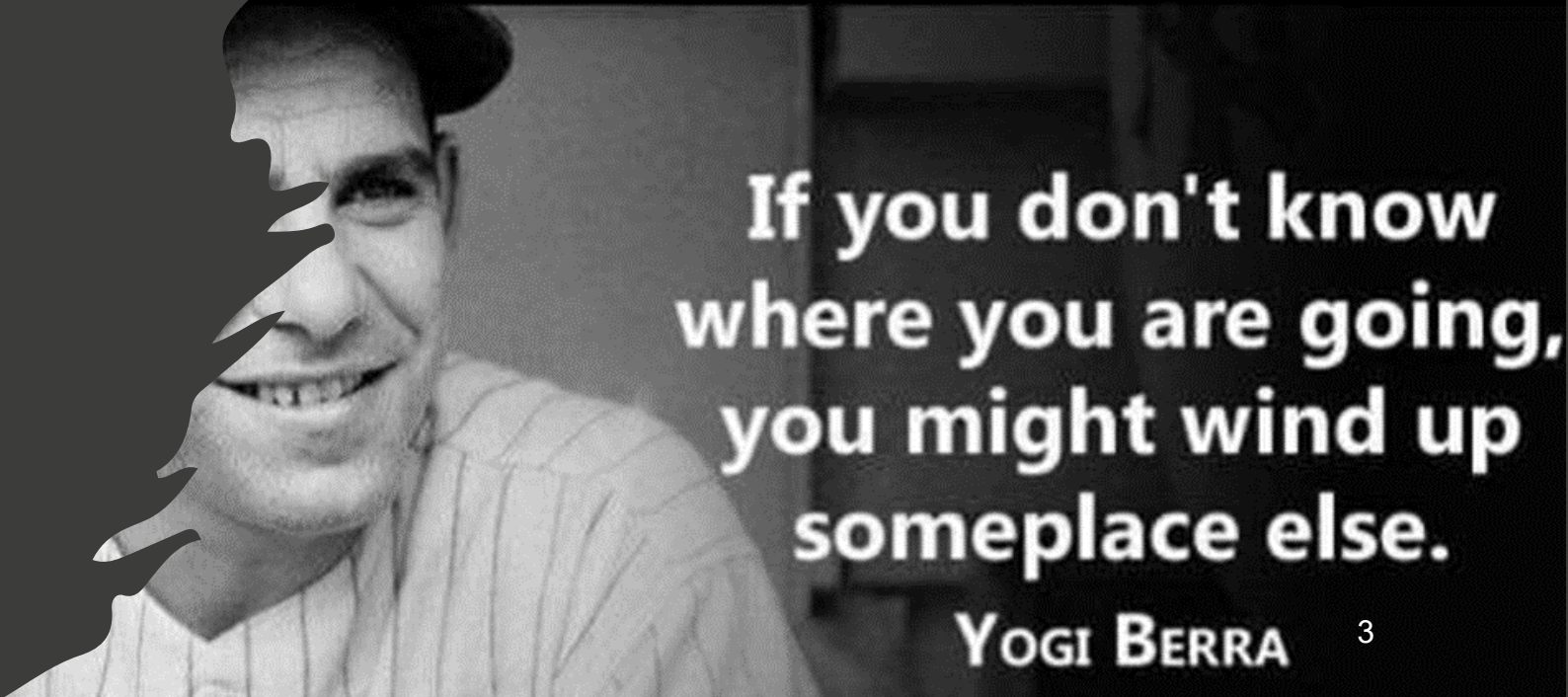


City Commission Strategic Planning  
Prioritization Workshop  
City of North Port, Florida  
September 25, 2023



# Agenda

- I. Welcome
- II. Overview of Strategic Planning Process & Desired Outcomes
- III. Review of North Port's Vision Statement, Mission Statement & Organizational Values from March 7<sup>th</sup> & 8<sup>th</sup> Strategic Planning Workshops
- IV. Review & Discussion re: Prioritization of the City Commission's Priorities in North Port's 7 Pillars
  - 1. *Safe Community*
  - 2. *Quality of Life*
  - 3. *Economic Development & Growth Management*
  - 4. *Environmental Resiliency & Sustainability*
  - 5. *Infrastructure & Facilities Integrity*
  - 6. *Good Governance*
  - 7. *Disaster Response & Recovery Management*
- V. Next Steps
  - 1. Strategic Visioning Journey & Recommendations
- VI. Wrap-Up & Adjournment

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**If you don't know  
where you are going,  
you might wind up  
someplace else.**

**YOGI BERRA** 3

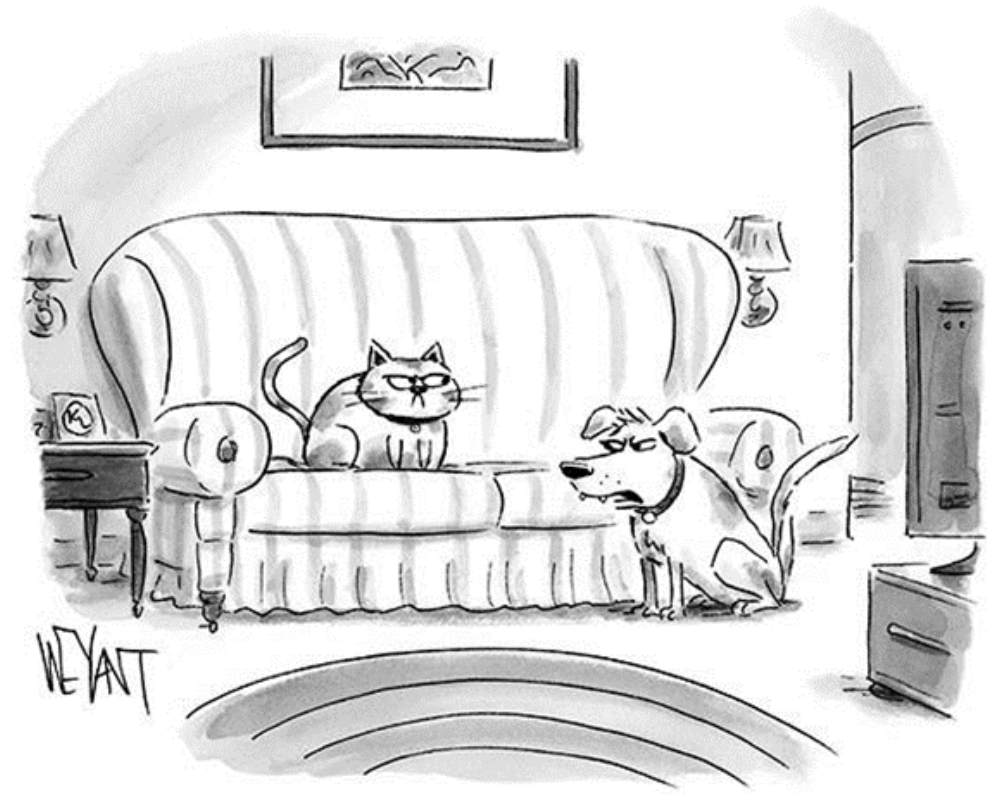
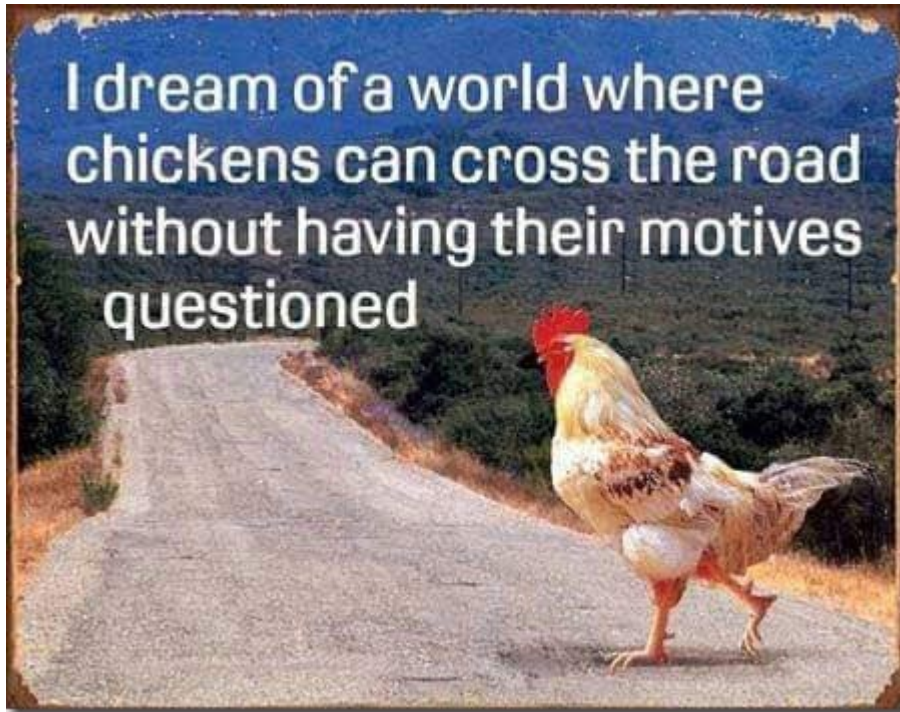
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An aerial photograph taken from the perspective of someone looking out of an airplane window. The left side of the frame shows the white wing of the aircraft, with a colorful tail fin visible just ahead. The tail fin has a blue top section, a red middle section, and a yellow bottom section, with the words "SOUTHWEST AIRLINES" written vertically in blue. Below the wing, a vast landscape unfolds, featuring a dense network of green trees, residential neighborhoods with small houses, and a major multi-lane highway with several overpasses. The overall scene is captured from a high altitude, providing a broad, panoramic view of the area below.

The City Commission's Visioning  
Focus should be at 10,000 feet

# It's OK to express different thoughts about the future priorities of the community



*"Who are you kidding? You're all about small government until you get stuck in a tree."*

# North Port's Strategic Planning Process is Experiencing Normal Growing Pains

- North Port only started their revised Strategic Planning Process 2-short years ago!
- Similar to a child's development, the enhanced process will experience growing pains as the process matures and leaders change.
- North Port has accomplished tremendous growth during its first 2-years under the new process, rivaling many similar municipal organizations that are on the path towards the Best Management Practice of Priority-Based Budgeting (PBB).
- As such, it is not uncommon to get slightly misdirected at times, question outcomes, and struggle with options that work best for a given Governing Body and organization.
- When Prioritization is used, SGR typically holds one final Workshop following Strategic Visioning to ensure everyone is on the same page.
- SGR encourages you to work through such challenges and refine the process as needed to accomplish your goals!



# Strategic Vision Hierarchy - Alignment

**Vision**



**Mission**



**Values**



**Pillars & Priorities**



**Projects, Programs, & Services**



**Key Success Indicators**



# North Port's Strategic Vision Plan 2022 - 2025



# Where We Left Off

## ❑ Seven Pillars & 69 Priorities:

- Safe Community – 6 Priorities
- Quality of Life – 9 Priorities
- Economic Development & Growth Management – 16 Priorities
- Environmental Resiliency & Sustainability – 6 Priorities
- Infrastructure & Facilities – 13 Priorities
- Good Governance – 12 Priorities
- Disaster Response & Recovery – 7 Priorities

## ❑ Total of 91 Key Success Indicators





# North Port's Vision Statement

A Community's Vision should provide a clear and vivid description of what the City seeks to create in the future and typically does not change over the life of the Strategic Plan (e.g., 5-10 years)

The current North Port Vision Statement is:

***“An innovative, friendly, engaging, and sustainable community where residents, businesses, and visitors flourish.”***



# North Port's Mission Statement

A Mission Statement should provide the City's purpose & should be consistent over the life of the Strategic Plan.

The current North Port Mission Statement is:

***“To provide exceptional service to our entire community for the continuous enrichment of quality of life through transparency, engagement and respect.”***





# North Port's Organizational Values

***North Port's organizational values serve as guiding principles in how the City, including the City Commission and its staff, will conduct business in the day-to-day operations of the municipality.***



# North Port's Organizational Values

- **Accountability:** *We are dedicated to the highest ethical standards and accept ownership for our conduct and obligations.*
- **Integrity:** *We maintain the public's trust through honest, transparent, respectful, and equitable behavior.*
- **Customer Service:** *We provide outstanding customer relations through compassion, professionalism, and purpose by building connections. We strive to make a positive difference with our residents, businesses, visitors, internal staff, and with those we serve.*
- **Teamwork:** *We promote working collaboratively to achieve efficient and effective results.*
- **Empowered Employees:** *We embrace an inclusive work environment by empowering employees to act through supportive leadership, mutual respect, trust, ownership, and open communications.*
- **Diversity:** *We embrace our community's differences and life experiences by encouraging inclusiveness.*
- **Innovation:** *We foster an environment that stimulates cutting-edge approaches to achieve efficiencies and exceptional results.*

# Strategic Pillars & Priorities







# Strategic Pillars

**Safe Community:** *“Create and sustain a safe community for residents, businesses, and visitors of North Port.”*

**Quality of Life:** *“Protect and promote North Port’s community wellness and its natural resources, recreational assets, cultural diversity, ethnic, and historical heritage.”*

**Economic Development & Growth Management:** *“Promote sustainable growth, investment, and development to achieve a vibrant and diversified economy, offering a mixture of local employment opportunities.”*

**Environmental Resiliency & Sustainability:** *“North Port seeks to be the role model in the region as a community that values environmental resiliency and sustainability in the design and operation of its facilities, programs, services, and development through forward-thinking policies, ordinances, and education.”*



# Strategic Pillars

**Infrastructure & Facilities:** *“Develop and maintain the City’s public facilities, roads, bridges, water control structures, stormwater drainage, waterways, potable water, wastewater collection & treatment (reclamation) systems, and promote multimodal transportation opportunities throughout the City to meet current and future needs.”*

**Good Governance:** *“Develop and promote transparent City governance where major policy decisions are considered by the City Commission that foster trust and community engagement, utilizing departmental strengths and innovative approaches to facilitate effective and efficient delivery of municipal services and programs.”*

**Disaster Response & Recovery Management:** *“In light of North Port’s geographic location, ensure that the City’s municipal programs and services are proactively structured to plan, sustain during an event, and recover from natural disasters.”*



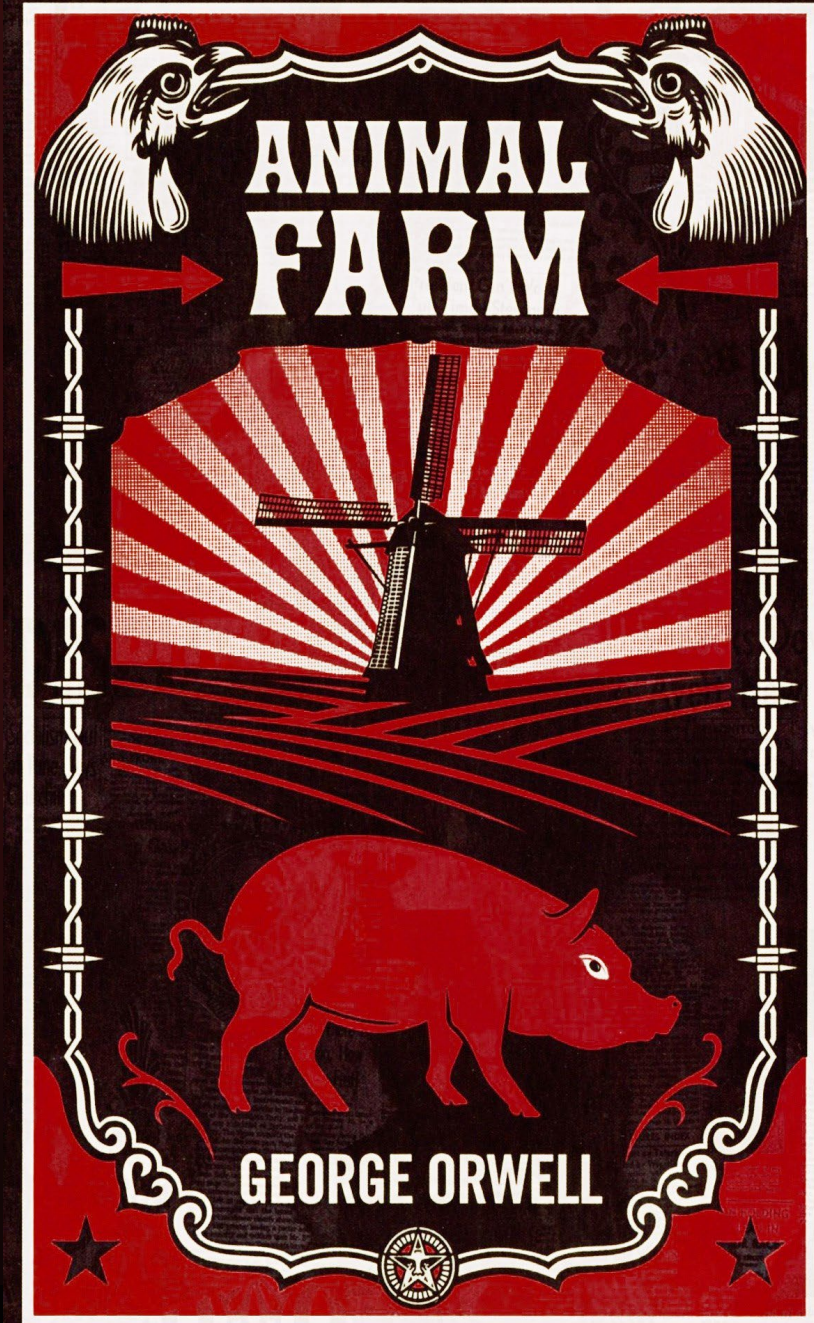
# **Ranking of City Commission Priorities**



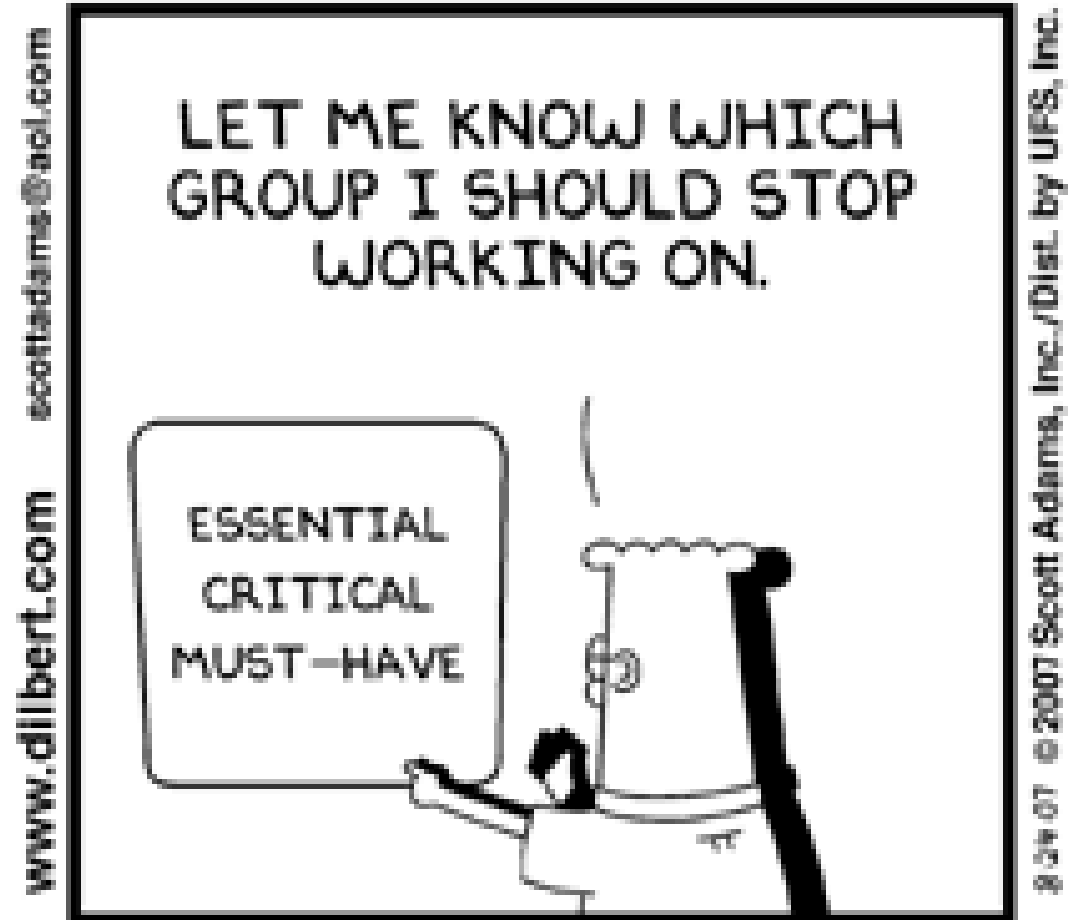
# Everything Can't Be Equal....

*“All animals are equal, but  
some animals are more equal  
than others.”*

George Orwell – *Animal Farm*



Or Put  
Another  
Way.....



# Prioritization Process

- Following the March 3<sup>rd</sup> & 4<sup>th</sup> Workshops, the Commission was asked to complete a Prioritization Instrument to provide Staff with a better sense of the Governing Body's Priorities.
- At the June 19<sup>th</sup> Strategic Planning Workshop, several Commissioners expressed concerns with the methodologies and/or the results of the Prioritization exercise.
- Today, we will discuss the Commission's Prioritization scores and results and consider a recommended approach to complete the 2023 Update to the City's 2022 – 2025 Strategic Vision Plan.
- SGR will also recommend some options and considerations for the Commission to consider as it reviews its Strategic Vision Plan in future years.





# Recommended Prioritization Approach

KEY
Green = Top 1/3 <sup>rd</sup> Votes
Blue = Middle 1/3 <sup>rd</sup> Votes
Red = Bottom 1/3 <sup>rd</sup> Votes

PRIORITY RANKING KEY
Green - Higher - Super Majority ( $\geq 67\%$ )
Yellow - Medium - Majority (= 66% - 51%)
Orange - Lower – Less Than Majority ( $\leq 50\%$ )





# Safe Community Pillar

***“Create and sustain a  
safe community for  
residents,  
businesses, and  
visitors of North  
Port”***

## Core Services

- Law Enforcement Patrol Services
- Criminal Investigations
- Community Education (Police Department)
- Emergency Medical Services
- Life Safety/Fire Prevention Services
- Emergency Services (Fire Rescue)
- Public Education (Fire Rescue)
- Permitting, Plans Review, and Inspections
- Code Enforcement
- Contractor and Business Licensing



# Results of City Commission Voting

Priorities	Weighted Average	Stokes	Emrich	McDowell	Langdon	White	Percentage
Provide efficient, effective staffing and facilities to ensure a high-level of services and response times for Public Safety services.	5.8	1	1	1	1	2	97%
Strive to maintain one of the lowest crime rates among comparable cities.	3.6	2	2	4	3	6	60%
Provide for the safety of our citizens and visitors through effective life safety, education, and fire inspection programs.	3.4	3	4	3	5	3	57%
Build cohesive community partnerships that leverage education & resources to address critical community concerns.	3.2	6	5	5	2	1	53%
Ensure the physical security of City assets and operations.	2.6	4	6	2	6	4	43%
Maintain a Comprehensive Emergency Management training program which addresses the internal and external needs of both the City and supporting jurisdictions/ organizations.	2.4	5	3	6	4	5	40%





## Quality of Life Pillar

***“Protect and promote North Port’s community wellness and its natural resources, recreational assets, cultural diversity, ethnic, and historical heritage.”***

### Core Services

- Community Enrichment Services and Support (Social Services)
- Community Park System
- North Port Aquatic Center
- Community Enrichment
- Parks Maintenance
- Coordination of Special Events (Public Works / Facilities)



# Results of City Commission Voting

Priorities	Weighted Average	Dept	Stokes	Emrich	McDowell	Langdon	White	Percentage
Encourage the availability of cultural, music, entertainment, public gathering opportunities, athletic tournaments, and recreational facilities and offerings.	6.8	Parks & Rec	5	7	2	1	1	76%
Support community efforts that promote the natural character and enhance the identity of our neighborhoods to build community cohesiveness and a better “sense of place” for North Port.	6.6	NDS	4	3	6	2	2	73%
Support opportunities for expanded amenities, resources and cost savings through community partnerships, nonprofits, and collaboration (i.e., facilities, programs, special events, tournaments, etc.)	6.4	Parks & Rec / CMO SS	2	5	4	4	3	71%
Develop strategic partnerships and programs to educate residents and visitors about North Port’s heritage, historical buildings, archives, and unique environmental assets.	6	NDS	8	2	3	3	4	67%
<b>Respond to community needs by providing a robust, active system of Parks &amp; Recreation facilities, programs, events, and services that increase wellness and enrich life experiences.</b>	5.2	Parks & Rec	1	6	7	5	5	58%
<b>Protect, conserve, and preserve environmentally sensitive lands and resources, including prudent acquisition.</b>	5	Parks & Rec / NDS	3	9	1	6	6	56%
<b>Encourage the availability of comprehensive access to acute health care, social, and emotional well-being for all ages in North Port.</b>	4.4	NDS	6	1	5	8	8	49%
<b>Aid citizens in developing or enhancing fundamental life skills in order to reach self-sufficiency and maintain housing stability.</b>	2.8	CMO SS	7	4	9	7	9	31%
<b>Be recognized as a leader in Parks &amp; Recreation with reputation for diverse, high-quality parks and natural spaces.</b>	1.8	Parks & Rec	9	8	8	9	7	20%



## Economic Development & Growth Management Pillar

***“Promote sustainable growth, investment, and development to achieve a vibrant and diversified economy, offering a mixture of services and local employment opportunities.”***

### Core Services

- Business Attraction and Recruitment Services
- Local Business Retention and Expansion Services
- Business Climate
- Current Planning
- Comprehensive Planning





# Results of City Commission Voting (1 of 2)

Priorities	Weighted Average	Dept	Stokes	Emrich	McDowell	Langdon	White	Percentage
Support workforce development programs in partnership with federal, state, local, and not-for-profit organizations to influence the workforce pipeline supply.	13.2	CMO Econ Dev	9	1	3	3	3	83%
Improve City processes and regulations to support a business climate of innovation, entrepreneurship, and investment.	11	NDS / CMO Econ Dev	11	7	2	6	4	69%
Develop and approve a series of economic development incentive programs and policies to encourage targeted development investment opportunities.	10.6	NDS / CMO Econ Dev	2	5	9	5	11	66%
Implement additional phases of the Warm Mineral Springs Master Plan and support development in North Port's Opportunity Zone, which includes Warm Mineral Springs, and the trailhead for Legacy Trail.	10.4	Parks & Rec	6	11	7	2	7	65%
Encourage walkable mixed-use development in North Port.	10	NDS	10	2	12	10	1	63%
Review and revise (if necessary) Master Plans in Activity Centers #1, #3, #5, #6, and #7.	9.6	NDS	7	3	16	9	2	60%
Improve & maintain a Business Retention & Expansion (BRE) and Business Recruitment & Attraction (BRA) Plans.	9.6	CMO Econ Dev	5	6	8	8	10	60%
Strive to increase North Port's overall commercial/industrial land use percentage to 18% by 2033.	9		1	10	14	1	14	56%
Seek opportunities for strategic annexations in support of commercial development.	8.8	NDS	4	13	4	7	13	55%
Pursue the development of a diversified economy that supports a wide range of businesses and sectors representative of targeted employers.	8.2	CMO Econ Dev	3	12	10	13	6	51%



# Results of City Commission Voting (2 of 2)

Priorities	Weighted Average	Dept	Stokes	Emrich	McDowell	Langdon	White	Percentage
Pursue a range of housing options and affordability for current and future residents.	8	NDS	14	8	1	14	8	50%
Promote neighborhood commercial centers.	7	NDS / CMO Econ Dev	8	4	13	16	9	44%
Complete a customer-focused streamlined permitting process to stimulate economic development.	6	NDS	12	9	11	11	12	38%
Develop a Post-Project Review/Audit process to ensure developer commitments have been completed and maintained.	5.8	NDS	16	15	5	15	5	36%
Help develop a strong City economy by identifying options to improve availability to workforce/affordable housing opportunities in North Port.	4.8		13	14	15	4	15	30%
Seek and support enhanced availability of broadband access in North Port.	4		15	16	6	12	16	25%







## Environmental Resiliency & Sustainability Pillar

***“North Port seeks to be the role model in the region as a community that values environmental resiliency and sustainability in the design and operation of its facilities, programs, services, and development through forward-thinking policies, ordinances, and education.”***

### Core Services

- Community Park System
- Current Planning
- Comprehensive Planning
- Permitting, Plans Review, and Inspections
- Solid Waste Collection
- City Facility and Property Maintenance
- Water Treatment / Distribution
- Wastewater Collection and Treatment



# Results of City Commission Voting

Priorities	Weighted Average	Dept	Stokes	Emrich	McDowell	Langdon	White	Percentage
North Port's programs, facilities, and operations should visibly encourage conservation, sustainability, water quality testing, and recycling practices.	4.4	Public Works / Utilities	4	2	3	2	2	73%
Consider the feasibility of employing a North Port Sustainability Manager.	4	NDS	6	1	4	3	1	67%
Ensure North Port's development standards, codes, and ordinances provide for a balance of green space and afford protection of the community's tree canopy.	4	NDS	2	4	1	5	3	67%
<b>All new and/or redeveloped public facilities should reflect Leadership in Energy and Environmental Design (LEED)-like standards.</b>	3.8	Public Works	1	3	5	1	6	63%
<b>Support the protection of native species and habitats via public education, land acquisition, and conservation.</b>	2.6	NDS	5	5	2	6	4	43%
<b>Pursue "Green" infrastructure and development standards.</b>	2.2	NDS	3	6	6	4	5	37%



## Infrastructure & Facilities Integrity Pillar

***“Develop and maintain the City’s public facilities, roads, bridges, water control structures, stormwater drainage, waterways, potable water, wastewater collection and treatment (reclamation) systems, and broadband opportunities, and promote multimodal transportation opportunities throughout the City to meet current and future needs.”***

### Core Services

- Road Infrastructure
- Stormwater Control
- City Facility and Property Maintenance
- Water Treatment / Distribution
- Wastewater Collection and Treatment
- Collection and Distribution (Utilities / Field Ops)
- Engineering (Utilities)



# Results of City Commission Voting

Priorities	Weighted Average	Dept	Stokes	Emrich	McDowell	Langdon	White	Percentage
Proactively rehabilitate the water control structures and stormwater conveyances (roadside swales, drainage outfalls, retention ditches and waterways) to design specifications to reduce flooding.	11.2	Public Works	3	7	1	1	2	86%
Rehabilitate roadways and bridges under the jurisdiction of North Port to ensure integrity, and a safe and reliable transportation network.	11.2	Public Works	6	1	2	2	3	86%
Improve East-West connectivity of the City's transportation systems.	8.2	Public Works	7	2	4	4	12	63%
Implement the long-range plan to loop potable water lines in residential areas to ensure safe and reliable service.	7.6	Utilities	5	9	7	5	6	58%
Ensure the reliability and capacity of public water and water reclamation (wastewater) services and provide increased access to such as the community expands.	7.6	Utilities	2	10	12	3	5	58%
Proactively maintain the wastewater gravity collection system and lift station infrastructure in a planned manner.	7.6	Utilities	4	11	3	6	8	58%





# Results of City Commission Voting

Priorities	Weighted Average	Dept	Stokes	Emrich	McDowell	Langdon	White	Percentage
Use preventative maintenance methods and future needs analysis to maintain and build City assets in a timely and prioritized process.	6.4	Public Works / Utilities	11	3	6	7	11	49%
Improve City gateway entry features to convey a sense of arrival in North Port.	6.2	Public Works	9	4	9	10	7	48%
Provide public water and water reclamation (wastewater) services to current and future I-75 interchanges.	5.8	Utilities	1	8	10	13	9	45%
Partner with Florida Department of Transportation and Charlotte County to enhance connectivity and establish a new I-75 interchange at Yorkshire Street or Raintree Boulevard.	5.2	Public Works	8	13	8	11	4	40%
Develop multi-modal connectivity to historical, cultural, and recreational locations, including neighborhoods, and environmental greenway & blueway points of interests.	5	Public Works	13	12	11	8	1	38%
Maintain public buildings in a state of good condition with capacity to enable various City staff to provide effective municipal services.	4.6	Public Works	10	5	13	9	10	35%
Construct/remodel/renovate City facilities as needed to improve efficiencies and access to prepare for future growth.	4.4		12	6	5	12	13	34%



# Good Governance Pillar

***“Develop and promote transparent City governance where policy decisions are considered by the City Commission that foster trust and community engagement, utilizing departmental strengths and innovative approaches to facilitate effective and efficient delivery of municipal services and programs.”***

## Core Services

- Community Connection Services
- Community Communication Services
- Fostering Community Values
- Access to Information Primary
- Support the Use of Technology
- Accounting Services
- Budget Development and Oversight
- Payroll Services Primary
- Purchasing
- Workforce Recruitment, Retention, and Support
- Risk Management
- Fleet Management
- Utility Billing / Quality Customer Service



# Results of City Commission Voting (1 of 2)

Priorities	Weighted Average	Dept	Stokes	Emrich	McDowell	Langdon	White	Percentage
Provide convenient, modern, and technologically advanced municipal services to both internal and external customers.	10	CMO IT?	5	1	4	1	4	83%
Maximize outside financial resources and support through partnerships, grants and proactive fiscal management.	9.2	CMO Grants / Finance	1	4	3	3	8	77%
Provide a multi-year budget “snapshot” to show expenses that will increase over a multi-year period with revenue projections and impacts of different millage rate adoptions.	8.4	Finance	2	2	5	8	6	70%
Attract, develop, and support the best talent to be recognized as an Employer of Choice.	8.2	HR	4	3	9	7	1	68%
<b>Implement 10-year planning cycle for Renewal &amp; Replacement Funds.</b>	7.4	Finance	3	5	1	12	7	62%
<b>Improve 24-7 access to City services through enhanced website portal and related online forms and services.</b>	6.8	CMO PIO / IT	6	7	2	11	5	57%



# Results of City Commission Voting (2 of 2)

Priorities	Weighted Average	Dept	Stokes	Emrich	McDowell	Langdon	White	Percentage
Complete the establishment of the Customer Care Center Information system.	5.8	CMO	8	9	10	6	3	48%
Provide enhanced citizen education and engagement processes to assist in elected and appointed officials' data-driven decision-making.	5.6	CMO PIO	11	6	6	5	9	47%
Implement a Performance Management System to include internal and external reporting, including development, testing, percentage complete, milestones achieved, staff hours invested, etc.	5.4	Finance	7	8	8	4	11	45%
Educate new and established residents and businesses on City services and offerings and Florida Friendly environmental practices.	4.8	CMO PIO	12	11	7	9	2	40%
Automation of Performance Reporting, Procurement, Records Management, Travel Requests/ Authorizations/ Reimbursements.	4	CMO IT / Finance	10	10	11	2	12	33%
Strive to have North Port Departments attain State and/or National Accreditation status with their respective associations.	2.4	All Depts	9	12	12	10	10	20%





# Disaster Response & Recovery Management

***“In light of North Port’s geographic location, ensure that the City’s municipal programs and services are proactively structured to plan, sustain during an event, and recover from natural disasters.”***

## Core Services

- Financial Services
- Human Resources
- City Facility and Property Maintenance
- Water Treatment/ Distribution
- Wastewater Collection and Treatment
- Collection and Distribution (Utilities/Field Ops)
- Engineering (Utilities)
- Solid Waste
- Public Information / Communications
- Police / Fire / Rescue Services
- Code Enforcement



# Results of City Commission Voting

Priorities	Weighted Average	Dept	Stokes	Emrich	McDowell	Langdon	White	Percentage
Undertake a comprehensive study of the City's facilities, (including the Emergency Operations Center) to determine possible additional hardening and infrastructure projects, including the identification of priorities, costs, and potential funding sources.	6.2	Public Works / Fire Rescue EM	1	2	1	3	2	89%
Evaluate the City's Emergency Communication Plan to ensure essential pre, ongoing, and post-disaster information messaging is effective.	5.6	Fire Rescue EM/ CMO PIO	3	1	4	1	3	80%
<b>Develop and refine (as necessary) policies, procedures, record keeping, and related systems to ensure City can maximize financial reimbursements from the Federal Emergency Management Administration (FEMA) and the Florida Division of Emergency Management (FDEM) for eligible declared disasters.</b>	4.2	CMO Grants / Fire Rescue EM	5	5	3	2	4	60%
<b>Evaluate the City's current Fund Balance Policy to determine if it is adequate to meet carrying costs from a disaster event prior to receiving eligible reimbursements from federal and/or state sources.</b>	3.8	Finance	2	3	5	4	7	54%
<b>Complete a Post-Hurricane Ian Review of Municipal Emergency Management Operations and revise programs, procedures, strategies, etc. as needed based on lessons learned.</b>	3.2	Fire Rescue EM	4	6	2	7	5	46%
<b>Explore the establishment of a tree replacement program to mitigate the impacts to North Port's tree inventory Post-Hurricane Ian.</b>	2.6	NDS / Public Works	7	7	6	6	1	37%
<b>Evaluate the City's role in potentially providing financial assistance, waivers of fees, etc. to business and residents following a post-disaster event.</b>	2.4	CMO	6	4	7	5	6	34%



With Proposed  
Approach

Results



# Results of Recommended Prioritization Process

Priority	Safe Community	Quality of Life	Economic Development & Growth Management	Environmental Resiliency & Sustainability	Infrastructure & Facilities	Good Governance	Disaster Response & Recovery Management	TOTAL
High	1	4	2	3	2	4	2	18
Medium	3	2	8	1	4	2	2	22
Lower	2	3	6	2	7	6	3	29
TOTAL	6	9	16	6	13	12	7	69



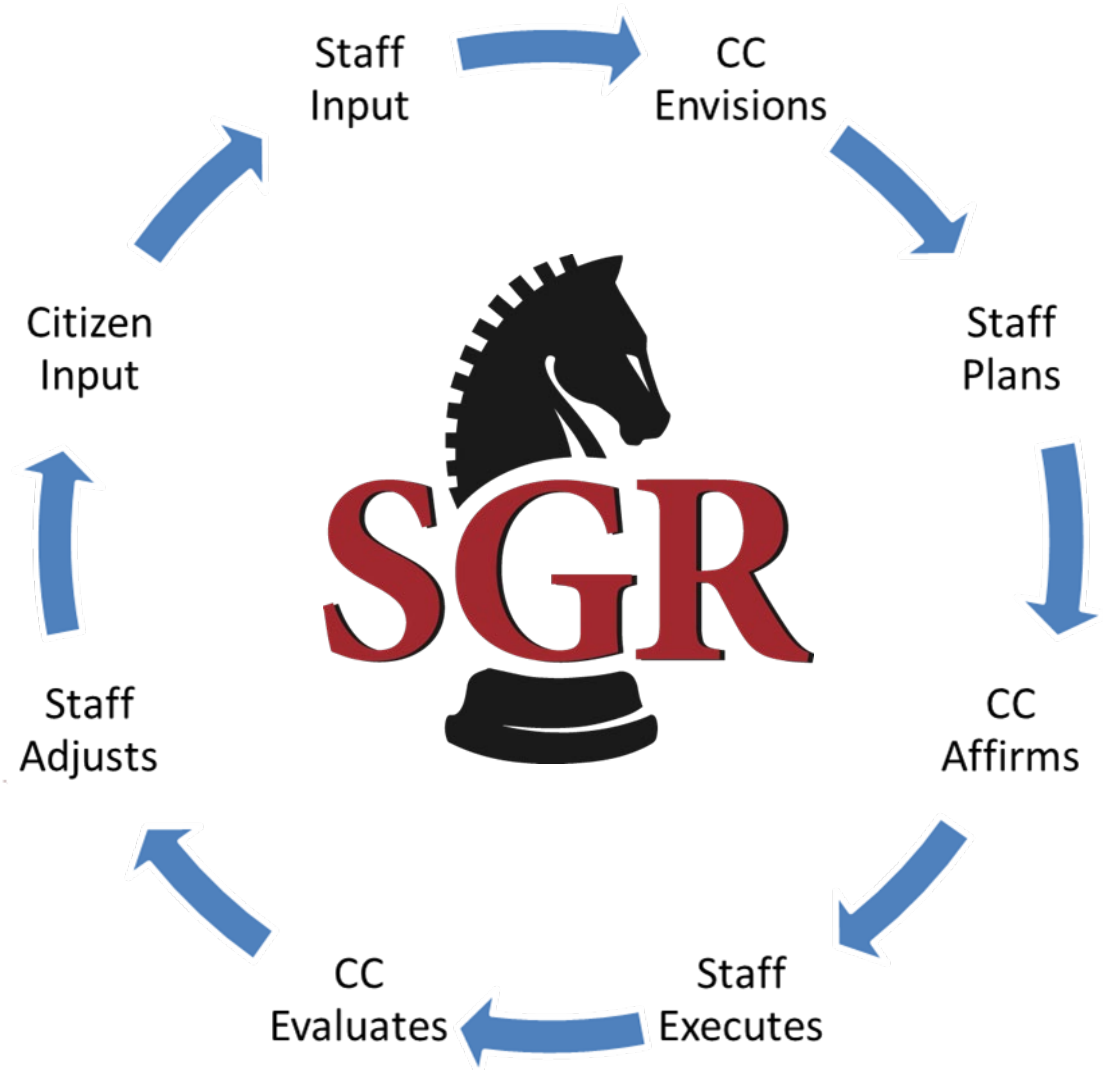
# Recommendations & Options for Future Years

- ✓ Some of the Strategic Vision Plan's "Priorities" might better be classified as "Projects" or "Programs" - For Example:
  - *"Consider the feasibility of employing a North Port Sustainability Manager"*
  - *"Proactively maintain the wastewater gravity collection system and lift station infrastructure in a planned manner."*
  - *"Provide public water and water reclamation (wastewater) services to current and future I-75 interchanges."*
- ✓ During Commission Prioritization process – rank each Priority as: 1-Short, 2-Medium, and 3-Longer, versus ranking each Priority from top to bottom under each Pillar
- ✓ Review Adopted Strategic Visioning Plan on Annual basis, but largely review existing document for any required adjustments as needed
- ✓ Following an election with changes in Commission membership, undertake a full review of Strategic Vision Plan to reflect desires of new Governing Body

# Recommendations & Options for Future Years

- ✓ Develop a “Scorecard” that can be viewed/accessed on your website to track the progress towards accomplishing the Commission’s Priorities and the status of work on supporting Projects & Programs.
- ✓ Present Quarterly or Semi-Annual Updates on the Status of the Strategic Vision Plan at Commission Meetings.
- ✓ Consider the use of the Commission’s Priorities as part of your Senior Leadership Employee Performance Evaluation Process.
- ✓ Continue movement towards Priority Based Budgeting Model!

# The Strategic Visioning Process is a Journey





# Questions & Comments?



# Closing



- Questions
- Takeaways
- Closing Comments by Mayor & City Manager
- “That’s a Wrap”



