

PELICAN BAY SERVICES DIVISION
Municipal Services Taxing & Benefit Unit

NOTICE OF PUBLIC MEETING

WEDNESDAY, FEB. 14, 2024

THE PELICAN BAY SERVICES DIVISION BOARD WILL MEET AT 1 PM ON FEB. 14 AT THE COMMUNITY CENTER AT PELICAN BAY, 8960 HAMMOCK OAK DRIVE, NAPLES, FLORIDA, 34108.

AGENDA

1. Pledge of Allegiance
2. Roll Call
3. Agenda approval
4. Approval of 1/10/24 Regular Session meeting minutes
5. Audience comments
6. Administrator's report
 - a. Capital Projects updates
 - i. Sidewalk Phase II status
 - ii. Operations Facility
 - iii. Clam Pass dredging update
 - b. January 31 Financial Report
7. Committee Reports
 - a. Water Management
8. Chairman's Report
9. PBF Strategic Plan Presentation
10. Old Business
11. New Business/Miscellaneous Correspondence
12. Adjournment

**indicates possible action items*

ANY PERSON WISHING TO SPEAK ON AN AGENDA ITEM WILL RECEIVE UP TO THREE (3) MINUTES PER ITEM TO ADDRESS THE BOARD. THE BOARD WILL SOLICIT PUBLIC COMMENTS ON SUBJECTS NOT ON THIS AGENDA AND ANY PERSON WISHING TO SPEAK WILL RECEIVE UP TO THREE (3) MINUTES. THE BOARD ENCOURAGES YOU TO SUBMIT YOUR COMMENTS IN WRITING IN ADVANCE OF THE MEETING. ANY PERSON WHO DECIDES TO APPEAL A DECISION OF THIS BOARD WILL NEED A RECORD OF THE PROCEEDING PERTAINING THERETO, AND THEREFORE MAY NEED TO ENSURE THAT A VERBATIM RECORD IS MADE, WHICH INCLUDES THE TESTIMONY AND EVIDENCE UPON WHICH THE APPEAL IS TO BE BASED. IF YOU ARE A PERSON WITH A DISABILITY WHO NEEDS AN ACCOMMODATION IN ORDER TO PARTICIPATE IN THIS MEETING YOU ARE ENTITLED TO THE PROVISION OF CERTAIN ASSISTANCE. PLEASE CONTACT THE PELICAN BAY SERVICES DIVISION AT (239) 252-1355.

AGENDA APPROVAL

Ms. Hamilton motioned, Mr. Cullen seconded to approve the agenda as presented. The motion carried unanimously.

APPROVAL OF 12/13/2023 REGULAR SESSION MEETING MINUTES

Mr. Griffith motioned, Mr. Rodburg seconded to approve the 12/13/2023 regular session meeting minutes as presented. The motion carried unanimously.

AUDIENCE COMMENTS

Mr. Patrick Wack commented that as a Seagate community resident, he is representing Seagate for water management issues including (1) Clam Pass dredging, (2) water quality, and (3) water flow. He complimented our staff as great public employees and looks forward to working with them.

Mr. Dorrill suggested that the cross culverts in Seagate are inadequate and that there is not enough tidal exchange in the Seagate canals. He noted that from time to time the City of Naples does an evaluation of these cross culverts.

Ms. Beth Schultz commented on the December 2022 rescue of the “mistletoe cat” and noted that this rescue sparked a significant increase in the comradery between PBSB staff and Pelican Bay residents, which has continued over the last year.

SELECT CANDIDATE TO RECOMMEND FOR APPOINTMENT TO THE PBSB BOARD

Mr. Fogg reported that we have received two applications (included in the agenda packet), from Mr. Michael Weir and Mr. Gregory Pukas, for the board seat vacated by Ms. Beth Stein, who has resigned from the board. The open position was posted on the County website, and according to County policy, the PBSB Board has 41 days to vote on each application from the date that the application was received. Mr. Fogg commented that Mr. Weir served one four-year term ending in March 2023, and chose not to reapply for an additional term at that time, in order to allow the PBSB to avoid the expense of an election. Mr. Pukas is active with the PBF.

Mr. Rodburg commented favorably of Mr. Weir who had previously served on the board and noted that in March 2023, Mr. Weir stepped aside to reduce the financial burden of holding an election.

Mr. Greg Pukas commented that he has owned property in Pelican Bay for nine years, and has been a full-time resident for two years. He noted that he has a background in consumer health and is a member of the PBF Strategic Planning Committee. Mr. Pukas commented that he is learning about what the PBSB does and would enjoy being a part of the PBSB Board.

Dr. Chicurel motioned, Mr. Rodburg seconded that the PBSB Board recommends to the Board of County Commissioners that they appoint Mr. Mike Weir to the PBSB Board to fill the vacancy created by Ms. Beth Stein’s resignation. The motion carried unanimously.

ADMINISTRATOR’S REPORT

SIDEWALK PHASE II UPDATE

Mr. Dorrill provided the following updates on our Sidewalk Phase II Project.

- Our contractor, QE, has had a remarkable 4th quarter performance.
- 59,000 linear feet of new sidewalk has been laid.

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- So far, \$4.5 million has been earned and paid for (out of a total project of \$6.7 million).
- The slip form paving work has been completed and the machine has been removed.
- QE is now working on interconnecting sidewalk segments.
- The project's contract includes a one-year warranty and bond.
- The quality of sod provided by QE's sod vendor is excellent.
- A series of inspections by the County's right-of-way inspectors will be scheduled in the near future.

Mr. Dorrill commented that he observed QE workers pouring concrete in Pelican Bay with floodlights at around 8:30 p.m. on a December night.

Mr. Griffith commented on several areas on Ridgewood Dr. where sod remediation by QE has been unsatisfactory. Mr. Dorrill suggested that Mr. Griffith reviews our existing punch list of areas of unacceptable sod, to ensure that any areas that he is aware of are added to the list for follow-up by QE and staff. Mr. Coleman commented that staff invites all feedback.

OPERATIONS FACILITY UPDATE

Mr. Dorrill provided the following updates on our Operations Facility Replacement Project.

- In December, the Board of County Commissioners awarded our Operations Facility Project to Heatherwood Construction for approximately \$5.34 million, and a contract has been executed.
- A pre-construction conference has been delayed. The County Facilities' Project Manager has resigned, and we are waiting on the assignment of a new Project Manager.
- A project start date will be shared with the board when it becomes available.
- Phase zero will include demolition and site work, which will be cost-shared with the County Public Utilities Dept. (for approximately \$500,000).
- The project is fully funded in our FY24 budget.

CLAM PASS DREDGING UPDATE

Mr. Dorrill provided an update on Clam Pass conditions as follows.

- A bathymetric survey of Clam Pass has just been completed, which shows approximately 15,000 cubic yards of excess materials.
- Our coastal engineer, Humiston & Moore, is preparing plans and bid specifications for a dredge project, which we hope can be put out to bid by early March (after obtaining BCC and TDC approvals), and completed by May 1 (start of turtle nesting season). Staff will ask the County to waive some of their procurement requirements in order to speed up the bid process. Dr. Dabees, our coastal engineer, will have to make the case, via an executive summary, that Clam Pass conditions will likely worsen by the end of the year, if the dredge were delayed and completed after turtle nesting season.
- December tide ratios are at .6, which is still an acceptable level.
- Our 2024 project will be completed by a hydraulic dredge which will have a higher cost than a mechanical dredge.
- December Clam Bay aerials will be provided to the board when received.
- Dr. Dabees will provide an update at our February board meeting.

DECEMBER 31 FINANCIAL REPORT

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Mr. Dorrill reviewed the December 31 financial statements and discussed highlights including a current PBSB cash balance of approximately \$16.2 million, which includes \$8.1 million in our capital project's fund, to be used to pay for our ongoing capital projects. He noted that we have received 83% of our FY24 assessments. Mr. Dorrill commented that a \$3 million draw down of commercial paper was completed in the first quarter of FY24, which will be used to complete the remaining payments for our sidewalk project. Mr. Coleman commented that December payroll expense was higher than the prior month as there were three pay periods in December.

Mr. Fogg commented that some of our sidewalk project expenses were charged against our commercial paper fund, and not our capital projects fund. Staff will follow up.

CHAIRMAN'S REPORT

Mr. Fogg reported that the PBF is in the process of developing a three to seven-year strategic plan for the community and is looking at Pelican Bay as a whole. The plan may affect PBSB resources. The PBF is holding a workshop on Jan. 18 for open discussion with residents on the committee's draft strategic plan. Mr. Fogg commented that the Strategic Planning Committee has been invited to our February board meeting for discussion of their plans.

Mr. Dorrill encouraged board members to attend the Jan. 18 workshop, but cautioned board members that per Florida State Sunshine Law, they may not publicly express any opinion on an issue which may be voted on by the PBSB Board in the future. He noted that a board member may express his/her personal opinion on the plan, on a one-on-one basis with another resident. Mr. Dorrill suggested the possibility of having a joint meeting with the PBF on these proposed strategic plans.

Mr. Fogg commented that after our sidewalk project is completed, the PBSB plans on major landscape replenishment work throughout the community. He noted that our canopy trees are a great asset; however, some of our trees are looking "tired."

Mr. Griffith commented that he understands that the Strategic Planning Committee is working on objectives of their plan, to include working towards creating a more natural environment.

Dr. Chicurel commented that currently the PBSB's landscaping strategic plan is to recover from three events: a hurricane, our recent dry season, and our sidewalk project construction. He noted that some plantings were removed as part of our sidewalk project and will not be replaced either because of difficulty to maintain or mulch constantly falling into the road. Dr. Chicurel commented that landscaping is aesthetic, but our #1 priority is safety and conforming to Florida State line-of-sight codes. We have to use a sedan as the vehicle to measure lines-of-sight and not SUV's that so many of us drive. We are fortunate that our tree canopy has not been diminished by any of the three adverse events mentioned. And finally, Dr. Chicurel commented that beauty is in the eye of the beholder when landscape choices and design are considered.

Mr. D'Errico, PBF President, thanked the board and staff for their services and noted that the PBF enjoys their partnership with the PBSB. He urged the board to heed Mr. Dorrill's comments relating to Sunshine Law. He noted that the Strategic Plan Committee has asked for input from all PBF stakeholders (including the PBSB). Mr. D'Errico commented that in the process of developing the draft strategic plan, focus groups were conducted. Protection of Pelican Bay's pristine environment was expressed as the top priority by every focus group, and therefore, a collaboration is needed by the PBF and PBSB to protect our resources. Mr. D'Errico also noted that the Strategic Planning Committee is looking at the highest and best use of PBF facilities.

Mr. Fogg commented on his observation of a large area of severely hurricane damaged mangroves and landscaping behind the Marker 36 facility. Mr. Coleman commented that we have asked our Environmental Consultant, Earth Tech, to make recommendations and develop a plan to

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address these distressed areas. He also noted that sand cannot be removed from this area and that there are similar distressed areas at the South Beach Facility. Earth Tech has suggested that we will need to install sand tolerant plantings in these areas.

OLD BUSINESS

UPDATE ON THE 2022 ANNUAL WATER QUALITY REPORT

Mr. Coleman reported that the final updated 2022 Annual Water Quality Report has been posted to our PBSB webpage on the County website. He noted that this report has been reviewed by the Clam Bay Committee. Mr. Coleman commented that our Environmental Consultant, Earth Tech, has recommended that we wait an additional year to see how water quality conditions in Clam Bay recover from the effects of Hurricane Ian, before making any recommendations.

OTHER COMMENTS

Mr. Griffith commented that the PBF's contract with Summit for bulk cable/internet service is expiring next year, and that they are currently in the process of seeking bids for this service. He noted that Summit may lay new cable and may dig in the right-of-way. Mr. Fogg commented that the PBSB was not involved when Summit began their contract with the PBF. Mr. Coleman commented that the selected vendor will need to apply for a County permit, which will dictate to them that they must restore anything that they damage or destroy during their project.

Mr. Tony D'Errico, PBF President, reported that there will be a PBF sponsored town hall meeting to discuss the proposals for bulk cable/internet services from three vendors, and noted that two of the vendors would install all new equipment, while the third vendor would continue to use the existing equipment. Mr. Fogg noted that the PBSB would have no involvement with this project.

ADJOURNMENT

The meeting was adjourned at 2:16 p.m.

Michael Fogg, Chairman

Minutes approved [] *as presented* OR [] *as amended* ON [] *date*

Pelican Bay Services Division Project Tracking Spreadsheet

2/08/2024

PBSD New Maintenance Facilities – Project #50211

A contract was awarded to Heatherwood Construction in the amount of \$5,340,571 on 12/12/2023. A pre-construction meeting is in the process of being scheduled.

Sidewalk Improvements - Project #50212

Production has increased greatly. Total linear footage as of 2/5/2024 is 61,437 LF, an estimated 98% of new sidewalk placed. A total of \$5,859,094.91 has been earned to date.

PELICAN BAY
BALANCE SHEET
Jan 31, 2024
(UNAUDITED)

	OLD FUND NUMBER	Street Lighting	Pelican Bay Landscape, Safety, Lake & Beach Projects	Clam Bay Capital Projects	Assessment Funded Activities	Pelican Bay Financed Capital Projects	
	109	778	322	320		323	
	1007000000	1008000000	3041000000	3040000000	Total	3042000000	TOTAL
ASSETS							
Cash and investments	5,180,798.21	661,809.26	7,375,343.73	402,603.41	13,620,554.61	2,154,688.85	15,775,243.46
Interest receivable	4,205.10	508.64	8,860.24	346.40	13,920.38	1,091.75	15,012.13
Trade receivable, net	-	-	-	-	-	-	-
ROU Lease Receivable-Current	24,359.94	11,998.18	-	-	36,358.12	-	36,358.12
Due from other Funds	-	-	-	-	-	-	-
Due from other governments	840.08	-	29,760.60	-	30,600.68	-	30,600.68
Total assets	5,210,203.33	674,316.08	7,413,964.57	402,949.81	13,701,433.79	2,155,780.60	15,857,214.39
LIABILITIES AND FUND BALANCE							
Liabilities:							
Accounts payable	131,661.35	2,005.51	308,637.08	-	442,303.94	391,598.98	833,902.92
Wages payable	-	-	-	-	-	-	-
Retainage payable	-	-	-	-	-	-	-
Due to other Government	-	-	-	-	-	-	-
Deferred Inflows-Leases	23,401.33	11,526.03	-	-	34,927.36	-	34,927.36
Commercial Paper Loan	-	-	5,500,000.00	-	5,500,000.00	-	5,500,000.00
Total liabilities	155,062.68	13,531.54	5,808,637.08	-	5,977,231.30	391,598.98	6,368,830.28
Fund balances:							
Fund balance	5,055,140.65	660,784.54	1,605,327.49	402,949.81	7,724,202.49	1,764,181.62	9,488,384.11
Total liabilities and fund balances	5,210,203.33	674,316.08	7,413,964.57	402,949.81	13,701,433.79	2,155,780.60	15,857,214.39
<hr/>							
Fund Balance at the end of the period	5,055,140.65	660,784.54	1,605,327.49	402,949.81		1,764,181.62	
Approved Project Financing Available to Draw						1,000,000.00	
Unspent balance of projects:							
Small projects under \$200K	-	-	377,357.08	-	-	-	-
50103-PBSD Signage	-	-	471,671.26	-	-	-	-
50126-Beach Renourishment	-	-	971,071.35	-	-	-	-
50211-PBSD OPS BLD	-	-	5,378,179.54	-	-	-	-
50212-PBSD PH1-SW	-	-	487,698.50	-	-	-	-
50212-PBSD PH2-SW	-	-	-	-	-	2,739,574.58	-
50272-Streetlight Improvement	-	-	299,451.27	-	-	-	-
51100-Clam Bay Restoration	-	-	-	387,725.20	-	-	-
Total unspent balance of major projects	-	-	7,985,429.00	387,725.20	-	2,739,574.58	-
Budgeted reserves:							
991000-Reserve for contingencies	184,400.00	11,400.00	-	-	-	-	-
991700-Reserve for disaster relief	700,000.00	-	-	-	-	-	-
992090-Reserve for sinking fund	-	-	-	-	-	-	-
993000-Reserve for capital outlay	129,100.00	49,600.00	-	-	-	-	-
994500-Reserve for future construction and improvement	-	-	-	-	-	-	-
998000-Reserve for cash	475,000.00	40,000.00	-	-	-	-	-
Total budgeted reserves	1,488,500.00	101,000.00	-	-	-	-	-
Budgeted commitments at the end of the period	1,488,500.00	101,000.00	7,985,429.00	387,725.20	-	2,739,574.58	-
	3,566,640.65	559,784.54	(6,380,101.51)	15,224.61	-	24,607.04	-
Financing Recap:							
Funding for current sidewalk program planned				6,500,000.00			
Funding reserved for future capital projects				3,500,000.00			
Financing Secured				<u>10,000,000.00</u>			
						This is the difference between interest earned on unspent proceeds and accrued interest paid on the borrowing.	

PELICAN BAY
 INCOME STATEMENT
 OPERATING FUND - 1007000000
 Jan 31, 2024
 (UNAUDITED)

	Adopted Budget	Amended Budget	Commitments	October	November	December	January	Total Expenditures	Variance	% Budget Consumed
REVENUES AND CARRYFORWARD										
Special assessments	5,215,600.00	5,215,600.00	-	16,018.90	2,109,511.17	2,208,866.33	167,989.84	4,502,386.24	(713,213.76)	86.3%
FEMA	-	-	-	-	-	-	-	-	-	#DIV/0!
Interest	26,000.00	26,000.00	-	5,163.72	6,902.37	10,284.94	4,078.44	26,429.47	429.47	101.7%
Miscellaneous	40,800.00	40,800.00	-	3,681.33	3,681.33	4,017.32	-	11,379.98	(29,420.02)	27.9%
Transfers in	34,100.00	34,100.00	-	-	-	-	-	-	(34,100.00)	0.0%
Negative 5% of estimated revenue	(265,800.00)	(265,800.00)	-	-	-	-	-	-	265,800.00	
Budgeted carryforward	1,895,500.00	1,895,500.00	-	-	-	-	-	-	(1,895,500.00)	
Total revenues + carryforward	6,946,200.00	6,946,200.00	-	24,863.95	2,120,094.87	2,223,168.59	172,068.28	4,540,195.69	(2,406,004.31)	65.4%
EXPENDITURES AND RESERVES										
Personal services	2,137,111.00	2,137,111.00	-	142,972.88	158,177.01	234,001.33	50,531.00	585,682.22	1,551,428.78	27.4%
Salaries, taxes and retirement	448,689.00	448,689.00	336,516.75	-	-	112,172.25	-	112,172.25	-	100.0%
Health, dental, life insurance; Short term, lo	2,585,800.00	2,585,800.00	336,516.75	142,972.88	158,177.01	346,173.58	50,531.00	697,854.47	1,551,428.78	40.0%
Total personal services	787,000.00	787,000.00	425,776.21	20,484.17	100,496.86	25,012.19	52,891.19	198,884.41	162,339.38	79.4%
Operating	1,721,700.00	1,721,700.00	847,350.20	58,828.70	162,781.12	184,351.90	158,317.80	564,279.52	310,070.28	82.0%
182602-Lake & Stormwater Management fir	2,508,700.00	2,508,700.00	1,273,126.41	79,312.87	263,277.98	209,364.09	211,208.99	763,163.93	472,409.66	81.2%
182501-Right of way beautification field	184,500.00	184,500.00	53,099.86	-	-	-	-	-	131,400.14	28.8%
Total operating	218,000.00	218,000.00	-	18,680.08	70,190.23	44,177.31	4,867.67	137,915.29	80,084.71	63.3%
Capital outlay	5,497,000.00	5,497,000.00	1,662,743.02	240,965.83	491,645.22	599,714.98	266,607.66	1,598,933.69	2,235,323.29	59.3%
Transfers out	-	-	-	-	-	-	-	-	-	
Total expenditures	787,000.00	787,000.00	1,662,743.02	240,965.83	491,645.22	599,714.98	266,607.66	1,598,933.69	3,723,823.29	47.0%
Budgeted reserves	184,400.00	184,400.00	-	-	-	-	-	-	184,400.00	
991000-Reserve for contingencies	700,000.00	700,000.00	-	-	-	-	-	-	700,000.00	
991700-Reserve for disaster relief	129,100.00	129,100.00	-	-	-	-	-	-	129,100.00	
993000-Reserve for capital outlay	475,000.00	475,000.00	-	-	-	-	-	-	475,000.00	
998000-Reserve for cash	1,449,200.00	1,449,200.00	-	-	-	-	-	-	1,488,500.00	
Total reserves	6,946,200.00	6,946,200.00	1,662,743.02	240,965.83	491,645.22	599,714.98	266,607.66	1,598,933.69	3,723,823.29	
Total expenditures + reserves	-	-	(216,101.88)	1,628,449.65	1,623,453.61	(94,539.38)	2,941,262.00	2,941,262.00	-	
EXCESS OF REVENUE OVER EXPENDITURES										

2,113,878.65 Carryforward as of 9/30/23
 5,055,140.65 Fund Balance as of 01/31/2024

PELICAN BAY
 INCOME STATEMENT
 STREET LIGHTING - 1008000000
 Jan 31, 2024
 (UNAUDITED)

	Adopted Budget	Amended Budget	Commitments	October	November	December	January	Total Expenditures	Variance	% Budget Consumed
REVENUES AND CARRYFORWARD										
Current Ad Valorem Taxes	800,000.00	800,000.00	-	1,401.97	303,895.33	353,315.92	27,778.37	686,391.59	(113,608.41)	85.8%
Miscellaneous revenue	20,400.00	20,400.00	-	1,840.68	1,840.68	2,018.81	37.81	5,737.98	(14,662.02)	28.1%
Interest	5,400.00	5,400.00	-	810.47	1,067.34	1,002.88	642.15	3,522.84	(1,877.16)	65.2%
Insurance refunds	-	-	-	-	-	-	-	-	-	#DIV/0!
Negative 5% of estimated revenue	(41,300.00)	(41,300.00)	-	-	-	-	-	-	41,300.00	
Transfers in	-	-	-	-	-	-	-	-	-	
Budgeted carryforward	180,400.00	331,667.37	-	-	-	-	-	-	(331,667.37)	
Total revenues + carryforward	964,900.00	1,116,167.37	-	4,053.12	306,803.35	356,337.61	28,458.33	695,652.41	(420,514.96)	62.3%
EXPENDITURES AND RESERVES										
Personal services										
Salaries, taxes and retirement	115,244.00	115,244.00	-	7,886.55	8,265.62	12,300.66	2,453.21	30,906.04	84,337.96	26.8%
Health, dental, life insurance; Short term, long term disability; W	17,456.00	17,456.00	13,092.00	-	-	4,364.00	-	4,364.00	-	100.0%
Total operating	132,700.00	132,700.00	13,092.00	7,886.55	8,265.62	16,664.66	2,453.21	35,270.04	84,337.96	36.4%
Operating										
182701-Street Lighting Field Operations	231,400.00	231,400.00	120,698.12	16,028.84	29,552.05	16,764.15	18,037.90	80,382.94	30,318.94	86.9%
Total operating	231,400.00	231,400.00	120,698.12	16,028.84	29,552.05	16,764.15	18,037.90	80,382.94	30,318.94	86.9%
Capital outlay	500.00	151,767.37	151,267.37	-	-	-	-	-	500.00	99.7%
Transfers out	499,300.00	499,300.00	-	42.06	6,106.73	243,769.89	556.32	250,475.00	248,825.00	50.2%
Total expenditures	863,900.00	1,015,167.37	285,057.49	23,957.45	43,924.40	277,198.70	21,047.43	366,127.98	363,981.90	64.1%
Budgeted reserves										
991000-Reserve for Contingencies	11,400.00	11,400.00	-	-	-	-	-	-	11,400.00	
993000-Reserve for capital outlay	49,600.00	49,600.00	-	-	-	-	-	-	49,600.00	
998000-Reserve for cash	40,000.00	40,000.00	-	-	-	-	-	-	40,000.00	
Total reserves	101,000.00	101,000.00	-	-	-	-	-	-	101,000.00	
Total expenditures + reserves	964,900.00	1,116,167.37	285,057.49	23,957.45	43,924.40	277,198.70	21,047.43	366,127.98	464,981.90	58.3%
EXCESS OF REVENUE OVER EXPENDITURES	-	-	-	(19,904.33)	262,878.95	79,138.91	7,410.90	329,524.43	-	

331,260.11 Carryforward as of 9/30/23
 660,784.54 Fund Balance as of 01/31/2024

PELICAN BAY
INCOME STATEMENT
CLAIM BAY CAPITAL PROJECT FUND - 3040000000
Jan 31, 2024
(UNAUDITED)

	Adopted Budget	Amended Budget	Commitments	October	November	December	January	iru	Total Expenditures	Variance	% Budget Consumed
REVENUES AND CARRYFORWARD											
Special assessments	195,300.00	195,300.00	-	599.85	78,993.69	82,714.19	6,290.62	-	168,598.35	(26,701.65)	86.3%
Interest	200.00	200.00	-	567.55	698.15	891.60	152.72	-	2,310.02	2,110.02	1155.0% #DIV/0!
Transfer in	-	-	-	-	-	-	-	-	-	-	0.0%
Negative 5% of estimated revenue	(9,800.00)	(9,800.00)	-	-	-	-	-	-	-	9,800.00	
Budgeted carryforward	18,000.00	216,625.20	-	-	-	-	-	-	-	(216,625.20)	
Total revenues + carryforward	203,700.00	402,325.20	-	1,167.40	79,691.84	83,605.79	6,443.34	-	170,908.37	(231,416.83)	42.5%
EXPENDITURES AND RESERVES											
Projects:											
51100-Clam Bay Restoration	189,100.00	387,725.20	316,261.25	-	-	-	-	-	-	71,463.95	81.6%
Total operating	189,100.00	387,725.20	316,261.25	-	-	-	-	-	-	71,463.95	81.6%
Transfers out	14,600.00	14,600.00	-	1,020.49	1,579.88	1,654.28	125.81	-	4,380.46	10,219.54	30.0%
Total expenditures	203,700.00	402,325.20	316,261.25	1,020.49	1,579.88	1,654.28	125.81	-	4,380.46	81,683.49	79.7%
Budgeted reserves											
991000-Reserve for contingencies	-	-	-	-	-	-	-	-	-	-	
998000-Reserve for cash	-	-	-	-	-	-	-	-	-	-	
Total reserves	-	-	-	-	-	-	-	-	-	-	
Total expenditures + reserves	203,700.00	402,325.20	316,261.25	1,020.49	1,579.88	1,654.28	125.81	-	4,380.46	81,683.49	79.7%
EXCESS OF REVENUE OVER EXPENDITURES	-	-	-	146.91	78,111.96	81,951.51	6,317.53	-	166,527.91	-	

236,421.90 Carryforward as of 9/30/23
402,949.81 Fund Balance as of 01/31/2024

PELICAN BAY
 INCOME STATEMENT
 PELICAN BAY LANDSCAPE, SAFETY, LAKE & BEACH PROJECTS - 3041000000
 Jan 31, 2024
 (UNAUDITED)

	Adopted Budget	Amended Budget	Commitments	October	November	December	January	Total Expenditures	Variance	% Budget Consumed
REVENUES AND CARRYFORWARD										
Special assessments	1,751,100.00	1,751,100.00	-	5,377.98	708,220.36	741,576.59	56,398.76	1,511,573.69	(239,526.31)	86.3%
Misc Revenue	-	-	-	11,656.30	-	14,579.00	-	26,235.30	26,235.30	#DIV/0!
Interest	21,200.00	21,200.00	-	16,294.93	17,104.61	21,407.18	1,369.24	56,175.96	34,975.96	265.0%
Insurance refunds	-	-	-	-	-	-	-	-	-	#DIV/0!
Transfers in	993,400.00	993,400.00	-	-	-	366,700.00	130,000.00	496,700.00	(496,700.00)	50.0%
Negative 5% of estimated revenue	(88,700.00)	(88,700.00)	-	-	-	-	-	-	88,700.00	-
Budgeted carryforward	1,414,300.00	7,122,829.60	-	-	-	-	-	-	(7,122,829.60)	-
Total revenues + carryforward	4,091,300.00	9,799,829.60	-	33,329.21	725,324.97	1,144,262.77	187,768.00	2,090,684.95	(7,709,144.65)	21.3%
EXPENDITURES AND RESERVES										
Projects:										
50066-PBSD Landscape Improvement	100,000.00	196,577.32	18,659.24	1,176.00	44,526.50	13,926.78	10,956.40	70,585.68	107,332.40	45.4%
50103-PBSD Signage	150,000.00	471,671.26	42,078.00	-	-	-	-	-	429,593.26	8.9%
50126-Beach Renourishment	400,000.00	928,047.95	481.82	(61,020.79)	17,997.39	-	-	(43,023.40)	970,589.53	-4.6%
50154-Hurricane Irma	-	160,000.00	-	-	-	-	-	-	160,000.00	0.0%
50158-PBSD Roadway Safety	-	13,793.55	-	2,834.21	-	-	-	2,834.21	10,953.84	20.6%
50178-Sidewalk Maintenance/Enhancement	-	5,662.07	-	-	-	-	-	-	(92,119.00)	1726.9%
50211--PBSD OPS BLD	1,826,300.00	5,420,794.44	5,084,729.87	3,296.00	7,110.40	28,863.50	3,345.00	42,614.90	293,449.67	94.6%
50212-PBSD PH1-SW	1,200,000.00	1,829,194.45	192,090.00	24,522.00	50,268.50	45,135.20	1,221,570.25	1,341,495.95	295,608.50	83.8%
50272-Streetlight Improvement	150,000.00	299,451.27	186,551.97	-	-	-	-	-	112,899.30	62.3%
50291-Hurricane Idalia	-	50,000.00	-	-	-	-	-	-	-	-
51026-PBSD Lake Bank Restoration	-	159,637.29	7,702.53	61,020.79	73,872.47	-	-	134,893.26	17,041.50	89.3%
Total expenditures	3,826,300.00	9,534,829.60	5,630,080.00	31,828.21	193,775.26	87,925.48	1,235,871.65	1,549,400.60	2,355,349.00	16.2%
Transfers out	265,000.00	265,000.00	-	18,203.83	24,364.39	68,331.54	1,127.97	112,027.73	152,972.27	42.3%
Total expenditures	4,091,300.00	9,799,829.60	5,630,080.00	50,032.04	218,139.65	156,257.02	1,236,999.62	1,661,428.33	2,508,321.27	17.0%
Budgeted reserves										
993000-Reserve for capital outlay	-	-	-	-	-	-	-	-	-	-
992090-Reserve for sinking fund	-	-	-	-	-	-	-	-	-	-
991700-Reserve for disaster relief	-	-	-	-	-	-	-	-	-	-
Total reserves	-	-	-	-	-	-	-	-	-	#DIV/0!
EXCESS OF REVENUE OVER EXPENDITURES	-	-	-	(16,702.83)	507,185.32	988,005.75	(1,049,231.62)	429,256.62	2,508,321.27	74.4%

6,676,070.87 Carryforward as of 9/30/23
 7,105,527.49 Fund Balance as of 01/31/2024
 5,500,000.00 Commercial Paper loan

PELICAN BAY
 INCOME STATEMENT
 COMMERCIAL PAPER - 3042000000
 Jan 31, 2024
 (UNAUDITED)

	Adopted Budget	Amended Budget	Commitments	October	November	December	January	Total Expenditures	Variance	% Budget Consumed
REVENUES AND CARRYFORWARD										
Loan Proceeds	4,004,000.00	4,004,000.00	-	-	2,988,395.00	-	-	2,988,395.00	(1,015,605.00)	74.6%
Interest	-	-	-	1,180.15	5,698.18	686.11	-	7,564.44	7,564.44	#DIV/0!
Budgeted carryforward	(4,004,000.00)	(76,862.35)	-	-	-	-	-	-	76,862.35	0.0%
	-	-	-	-	-	-	-	-	-	#DIV/0!
Total revenues + carryforward	-	3,927,137.65	-	1,180.15	2,994,093.18	686.11	-	2,995,959.44	(931,178.21)	76.3%
EXPENDITURES AND RESERVES										
Projects:										
50212-Pelican Bay Sidewalk Improvements Phase 2										
Total Expenditure	-	3,927,137.65	1,813,288.83	510,175.72	-	1,438,132.65	(760,745.30)	1,187,563.07	926,285.75	76.4%
	-	3,927,137.65	1,813,288.83	510,175.72	-	1,438,132.65	(760,745.30)	1,187,563.07	926,285.75	76.4%
Transfers out	-	-	-	-	-	-	-	-	-	#DIV/0!
Total expenditures	-	3,927,137.65	1,813,288.83	510,175.72	-	1,438,132.65	(760,745.30)	1,187,563.07	926,285.75	76.4%
Budgeted reserves										
993000-Reserve for capital	-	-	-	-	-	-	-	-	-	-
Total reserves	-	-	-	-	-	-	-	-	-	-
Total expenditures + reserves	-	3,927,137.65	1,813,288.83	510,175.72	-	1,438,132.65	(760,745.30)	1,187,563.07	926,285.75	76.4%
EXCESS OF REVENUE OVER EXPENDITURES	-	-	-	(508,995.57)	2,994,093.18	(1,437,446.54)	760,745.30	1,808,396.37		

(44,214.75) Carryforward as of 9/30/23
1,764,181.62 Fund Balance as of 01/31/2024

February 5, 2024

To: PBSB Board Members

From: Marian Jacobson and John Leikhim, PB Foundation Strategic Planning Committee

RE: Pre-read materials for February 14, 2024 PBSB Board Meeting

The Pelican Bay Foundation initiated a Strategic Planning Process in May 2023 with the formation of a Strategic Planning Committee (SPC) under the leadership of Board Member Susan Levine.

The SPC started its work with a review of past strategic plans and community surveys followed by focus groups with Foundation members and local realtors. Foundation staff and community leaders were interviewed, and a competitive communities assessment compiled. Based on this research, the SPC developed a 2023 SWOT which provides a current snapshot of Pelican Bay's strengths, weaknesses, opportunities, and threats and revised the Foundation's Mission Vision Values (MVV), adopted October 2023.

The draft PB Foundation Strategic Plan Goals and Objectives flow directly from the 2023 SWOT and MVV. The Plan has seven goals pertaining to:

1. Protecting the Natural Environment
2. Food & Beverage Operations
3. Activities & Programming
4. Facilities
5. Member Services
6. Maintaining and Enhancing Infrastructure, Visual Appeal, & Ambiance
7. Financial Strategy.

Elements of the work to achieve Goals 1 and 6 are at the intersection of the Foundation's and Services Division's complimentary responsibilities to ensure Pelican Bay's successful future. It has been clear in developing the SWOT that a strong collaborative relationship exists between PBF and PBSB, particularly among respective staff. The SPC sees an opportunity to continue building the PBF/PBSB relationship through appropriate connections that collectively assess community needs, while cross-influencing strategies and project priorities

What we hope to accomplish today:

- Create awareness of the Foundation's Strategic Planning efforts underway
- Ask for feedback on the articulation of Strategic Plan Goals 1 and 6, specifically
 - Goal 1/Objective 1 on page 17
 - Goal 6/Objective 1 on page 22
- Build alignment and initiate a team approach to help the Foundation develop specific next steps to achieve Strategic Plan Objectives 1.1 and 6.1, inclusive of timing and team members responsible.

DRAFT



Pelican Bay Foundation Strategic Plan 2024-2027

PBSD Board Meeting February 14, 2024

What We Hope to Accomplish on February 14, 2024

- Create awareness of the PB Foundation's strategic planning efforts
- Ask for PBSB Board feedback on the articulation of Strategic Plan Goals 1 and 6, specifically
 - Goal 1/Objective 1 on page 17
 - Goal 6/Objective 1 on page 22
- Build alignment and initiate a team approach to help the Foundation develop specific next steps to achieve Strategic Plan Objectives 1.1 and 6.1, inclusive of timing and team members responsible



2023 SWOT ASSESSMENT



The SWOT provides the foundation for the development of the 3-Year Strategic Plan and identifies the:

- Strengths to protect or build upon
- Weaknesses to address
- Opportunities to act upon
- Threats to monitor or manage



Strengths - the unique characteristics and offerings that set Pelican Bay apart. They are either Superior or Best-in-Class relative to the competitive set.

- **Coastal Beach and Beach Services**
 - o 3 miles of beachfront
 - o Private member only access
 - o Full-service amenities; chair / umbrella service, sea kayaks, sailboats
 - o Berm, Boardwalk, and Tram system; ease of beach access
 - o Two private beachside restaurants and bars, music, and special activities
 - o Fitness/ workout classes

- **Natural Environment**
 - o 570 acres of preserved mangrove estuaries
 - o Clam Pass tidal system feeding the estuary and providing a rich migrating bird habitat
 - o 2 of the 3 miles of beachfront are undeveloped

- **Breadth of Amenities that Facilitate an Active Lifestyle and Social Connections**
 - o Racquet sport facilities; enhanced tennis and pickleball capacity in 2024
 - o Racquet and Fitness programming and classes
 - o Social organizations, interest area classes and groups (art, bridge, mahjong, etc.)
 - o "Walkability"- Easy walking and biking access throughout the community and within the natural environment
 - o Kayaking/ canoeing in Inner Clam Bay system



Strengths (cont'd)

Location, Location, Location

- o On the Gulf of Mexico, westward facing offering spectacular sunsets.
- o West of U.S. 41
- o Within the community... world class arts, entertainment, shopping (ARTIS, Waterside)
- o Within the community... restaurants, grocery and drug stores, community services, top-tier hotels, office space
- o Close to Mercato and downtown Naples dining and entertainment districts

Community Scale

- o Pelican Bay Foundation offers its members an incredible value proposition; relatively low fee structure compared to competition
- o Size of community membership and current fee structure provides Pelican Bay with financial flexibility to invest in its future

Pelican Bay Services Division (PBSD)

- o Special Taxing District provides higher visibility and leverage with Collier County
- o Facilitates delivery of focused, responsive municipal services (roads, medians, green spaces, water management, Clam Bay Estuary monitoring and beach renourishment)

Variety of Housing Choices

- o Single family, low, mid, high-rise condominiums, villas at range of price points, plus two assisted living options resulting in a diverse community.



Weaknesses - elements and dynamics within Pelican Bay that constrain fulfilling the community's Vision & Mission. They clearly do not meet member expectations or are below the norm of the competitive set.

- **Community Center Needs to Be Evaluated and Reimagined to Meet Current Member Needs and Close the Gap with Competitive Communities.**
 - o Fitness Center physical space not optimally configured or sized to meet today's needs
 - o Desire for additional amenities and classes not offered due to facility limitations, i.e. bocce, pilates reformer, barre, spin
 - o Lack of sufficient meeting and lecture space to meet community demand
 - **Food and Beverage Operation/Restaurants Do Not Consistently Deliver Member Satisfaction**
 - o Unclear strategy and positioning for beach restaurants
 - o Inconsistent menu choice, food quality and service experience at beach restaurants; insufficient operating and reporting systems
 - o Clam Pass building at South Beach sitting idle
 - o Challenges... weather, physical layout constraints, logistics... impact business model
 - o Need to assess for appropriate Food & Beverage operation at the Community Center and racquet facilities
 - o Need for effective, real time member feedback process
 - **Parking Sufficiency and Traffic Management During Season**
 - o Community Center parking (due to simultaneous demand from Social Groups, i.e., Men's Coffee, Fitness users, and North tennis users)
 - o Commons/South Beach parking (due to simultaneous demand from tennis, beach goers, and supply logistics)
 - o Amount and speed of traffic on Pelican Bay Roads due to seasonal residency and "cut-through" traffic from surrounding areas. This negatively impacts community ambiance, bicycle safety, and pedestrian and crosswalk safety.
- PBSD**
- o PBSD is a dependent special taxing district, separate from PBF, responsible for municipal services and projects. Projects are subject to Collier County procurement systems and procedures; and decision authority of Collier County Board of Commissioners



Opportunities - Dynamics or conditions existing today where initiatives have a realistic chance to better exploit strengths, improve key levers of Member Satisfaction and take better advantage of partnerships

· **Create a Community Master Plan**

- Determine current and future facility/amenity needs of the community and set priorities
- Create a facilities master plan that fulfills these needs and optimizes use of current Foundation controlled properties
- Explore partnering with commercial members to lease vacant or underutilized space to fully deliver the master plan
- Assess the current Pelican Bay financial structure and its impact on the ability to generate the required capital and operating funds

· **Deliver Improved Overall Member Satisfaction with the Goal of Consistent Member Delight**

- Put strong focus on expectation setting, training, and development, inclusive of beach attendants, tram drivers, security personnel, restaurant front line staff, fitness and racquet staff

· **Grow PBF/PBSD Relationship Through Greater Interaction and Alignment as Community Partners**

- PBF and PBSD share responsibility for the PB's successful future
- Complementary responsibilities require strong connections between the respective Boards, Management, and committees to collectively look at the community, cross-influence strategies, and set priorities
- Define priorities in concert with PBSD; update yearly

· **Upgrade Community Appearance and Branding to ensure ongoing member enjoyment and positive "curb appeal"**

- Restore roadway medians /41 berm landscaping to past high standards
- Update Pelican Bay "Brand" beyond the small refresh of 2023



Opportunities (cont'd)

- **Reassess Member Communication Approach** to be timely, relevant, and delivered in sync with current and evolving media environment (especially the Pelican Bay Post)
- **Enhance Community Activity Coordination** so that awareness, support, and participation are maximized
- **Upgrade Media and Internet Services** through bulk media 2025 contract renewal process
- **Proactively Manage Seasonal Tram, Parking, and Traffic Demands**
 - o Assess gaps, develop improvements to tram system logistics and scheduling
 - o Reconsider peak season community wide shuttle system
 - o Partner with PBSD and the County Sheriff on traffic calming solutions
- **Work With Our Commercial Partners** to Create Unique Benefits for Pelican Bay Members
- **Become Known As An Environmental Regional Expert and Proactive Player** in protecting and promoting the coastal natural environment and habitat.



Threats - trends, external conditions, risks where Pelican Bay may fall below competitive norm or create a weakness

Environmental Challenges:

- o Maintaining health of Clam Pass and the mangroves
- o Impact of major storms on community facilities and assets, especially beachfront
- o Environmental, legislative, and regulatory changes
- o Monitor and influence governmental beach resiliency initiatives to hurricanes, rising seas, and erosion

Aging Infrastructure if Not Proactively Managed

- o Lakes/water management systems maintenance requirements

Qualified Workforce Availability

- o Immigration Policy
- o Heightened competition in community for workers

Collier County Population Growth and Resulting Demand on Roadways, Beach access, and Housing costs/availability

Short Term Rentals and Enforcement

Cybersecurity

Property Insurance Availability



Mission, Vision, Values

Vision

A premier coastal community that enriches the lives of its members through first class amenities, engaging activities, the tranquility of nature, and a sense of belonging.

Mission

To protect, maintain, and enhance the Pelican Bay member experience by providing:

- A pristine natural environment with beaches, mangroves and green spaces
- Exceptional resort-style facilities and amenities
- Activities that foster a vibrant, healthy and social lifestyle
- Outstanding member services and a workplace of choice
- A community that fosters safety and an ambiance of quiet beauty

This mission will be achieved with prudent, transparent, and sustainable financial management.

Values

Welcoming

Collaborative

Positive Mindset

Integrity & Respect

Differentiators

Over 500 acres of protected estuary, mangroves, and beaches

Private access to a three-mile long beach with full-services

Leading racquet sports facilities and programs

Members-only beachfront dining, fitness, and social opportunities

World class arts, culture, and shopping



Our Values

Our guiding beliefs and principles that create the Foundation's culture. They frame how the Foundation interacts with members, employees, partnerships and its stakeholders.

Welcoming

Help build and embrace a sense of community and belonging for all.

Collaborative

Leverage our collective genius with a focus on clear communication, teamwork, and continuous improvement.

Positive Mindset

Be open to new ideas and utilize creative problem solving to deliver exceptional member satisfaction at all touch points.

Integrity & Respect

To always do the right thing even when it is hard and treat others with fairness, consistency and respect.



STRATEGIC PLAN DRAFT

(as of February 5, 2024)



Strategic Plan Format & Terminology

- 1) **Goals** - Choices to deliver mission and vision.
- 2) **Objectives** - What we want to achieve on a 3-year horizon.
- 3) **Tactics, Accountability, and Tracking** - Specifically what we will do, who will do it, and on what timing.



The Draft 2024-2027 Strategic Plan has **7 Goals** pertaining to:

- NATURAL ENVIRONMENT
- FACILITIES
- FOOD & BEVERAGE OPERATIONS
- ACTIVITIES and PROGRAMMING
- MEMBER SERVICES
- INFRASTRUCTURE, VISUAL APPEAL and AMBIANCE
- FINANCIAL STRATEGY



GOAL 1.

Protect Pelican Bay's unique **NATURAL ENVIRONMENT** not only for today but for future generations of members.

Objectives:

1. Support PBSB's proactive and leading-edge approach to:
 - a. Prioritize the health of the mangroves, Clam Bay, and Clam Pass.
 - b. Maintain the beach and manage beach renourishment from storms and erosion.
 - c. Monitor and protect our unique natural habitats (Xeric Scrub Oak, Bay Colony Rookery, Shore Birds)
 - d. Ensure the storm water surge protective capabilities of the mangroves and berm
 - e. Monitor lake/estuary water quality at risk from pollutants (phosphate, copper)

2. Monitor and influence regulatory issues affecting Pelican Bay at the local, state, and federal level.

3. Build on current environmental sustainability practices and programs.



GOAL 2.

Provide exceptional FACILITIES that deliver the amenities members want and ensure Pelican Bay's attractiveness in the market.

Objectives:

1. Along with Collier County, build and manage upgrades to Pelican Bay Community Park that deliver new pickleball and enhanced tennis court amenities for members
2. Identify the package of amenities for the community long-term based on usage data, member demographic and segmentation assessment, member input, competitive analysis, and industry trends.
3. Develop and begin implementation of a long-term Community Master Plan that delivers the identified amenities.
4. Maintain excellent quality racquet facilities.



GOAL 3.

Provide excellent **FOOD and BEVERAGE OPERATIONS** beachside and at other activity hubs in the community, making them among our members' favorite places to socialize and dine.

Objectives:

1. Develop and implement a comprehensive Food and Beverage business model, positioning, operations, and financial strategy for the beach restaurants with the goal of raising overall member satisfaction.
2. Establish an ongoing, quantitative member feedback and operations tracking systems.
3. Identify and implement best use for the Clam Pass building at South Beach.
4. Assess the need for and identify locations to add Food & Beverage services in other community activity hubs.



GOAL 4.

Provide a comprehensive suite of **ACTIVITIES and PROGRAMMING** that foster a vibrant, healthy lifestyle and sense of community for members.

Objectives:

1. Incorporate new, innovative activities and programming that meet member needs and promote healthy living.
2. Establish a member feedback system for current and future programming.
3. Support and foster member-organized and led activities and programming.
4. Enhance activity and program coordination, support, and community awareness.



GOAL 5.

Consistently deliver **OUTSTANDING MEMBER SERVICES** that are proactive, friendly, convenient, and cost efficient

Objectives:

1. Create a workplace of choice that attracts, retains, and grows top talent.
2. Develop a Member-Centric *Culture of Excellence* that reflects our values and delivers a Member Experience that meets or exceeds expectations across all touchpoints.
3. Implement systematic member amenity usage and satisfaction tracking and reporting.
4. Fully integrate and maximize capabilities of the new technology system introduced in Q4 2023, inclusive of data protection.
5. Assess member communications, develop plan to ensure timely, relevant, and effective delivery across diverse media platforms.



GOAL 6.

Maintain and enhance Pelican Bay's INFRASTRUCTURE, VISUAL APPEAL and AMBIANCE of quiet beauty

Objectives:

1. Work in partnership with PBSB to create a multi-year Plan based on shared understanding of Foundation/Member input and planned PBSB municipal services projects covering:
 - a. Landscaping; restoration, and enhancement
 - b. Safety: pedestrian /bike, traffic and speed management
 - c. Infrastructure; water management systems, lighting
 - d. Storm Resiliency
2. Create a master plan for landscape standards and enforcement that provides guidelines for County, Foundation, HOA and single home property responsibilities.
3. Initiate a long-term rebranding strategy for the community.
4. Improve the capabilities of community-wide bulk media services by leveraging the contract renewal process.
5. Develop a position statement on EV vehicles (cars, bikes, and golf carts).
6. Approach FPL regarding a study of the community's future electric capacity requirements and storm resilience, including potential for solar array/battery infrastructure for storm recovery.



GOAL 7.

Develop and implement a forward looking **FINANCIAL STRATEGY** that ensures our position as SW Florida's premier coastal community and enhances property values, while retaining our history of prudent financial management.

Objective:

1. Develop a multi-year financial plan that generates the capital and operating funds necessary to realize the 3-year Strategic Plan Goals and the long-term Community Master Plan.



Next Steps for SPC

- Incorporate PBSB feedback into the materials presented today.
- Develop Strategic Plan tactics that enhance the Foundation/PBSB team's ability to fulfill Objectives 1.1 and 6.1, along with timing and team members responsible.
- Present the finalized Three-Year Strategic Plan to the PBF Board for approval.
- Establish the process by which this Three-Year Plan "rolls"each year we will review and report our annual accomplishments, make adjustments, and add a "new" third year.