

FISCAL YEAR 2010



GENERAL FUND

**WASTEWATER TREATMENT & WATER RECLAMATION
FACILITY**

STORMWATER UTILITY

SANITATION SERVICES

REDEVELOPMENT PROGRAM

City of Rockledge Strategic Plan

VISION: To be Brevard County's most desired place to live, work and play.

MISSION: To enhance Rockledge residents' quality of life.

VALUES: Values are essential to guiding what is appropriate behavior in an organization. The benefit of having and promoting a central set of values is that all people in the City community will have a common and explicit basis for evaluating how their behavior aligns or misaligns with community expectations. As a member of the City community, it is important for each of us to fully understand the meaning of the values and ensure that these values are demonstrated in our actions and those of our leaders.

We are dedicated to the values of **Integrity, Excellence, and Public Service**. We aspire to achieve these values in everything we do. We commit ourselves to the hard work ahead to realize these values. Once we achieve them, we will be vigilant in upholding them.

Integrity: The City embraces truthfulness and trust, and has moral courage and obligation to be open, honest, and ethical in all that we do. We treat everyone with dignity and respect.

Excellence: The City is committed to achieving the highest standards of excellence in our service, programs, products, technology, management and leadership. We recognize our responsibility and are accountable for the important work entrusted to us to better serve our citizens for future generations.

Public Service: The City is committed to the spirit of public service, and recognizes the tremendous energy, dedication, sacrifice and compassion needed to give unselfishly to one's community. The City, the State, and our nation are stronger and better because of the public servants who choose to serve and lead.

STRATEGIC GOALS:

To achieve the City's vision and accomplish the mission, we have established strategic goals that outline what the City will achieve in the coming decades.

Professional, high quality, innovative, and cost effective municipal services to the City's residents.

Build a better community through projects and activities, which positively impact and serve all sectors of the City.

Responsible and honorable stewardship of the City's resources, especially human, environmental, and financial.

OBJECTIVES:

The strategies goals will be achieved by the City's supporting organizations through the following series of objectives:

Pursue legislative goals that reflect community standards and values.

Keep our citizens informed through the various means available, including newsletters, meetings,

workshops, and available electronic resources.

Ensure compliance with State and Federal regulations, and provide input to the process. Operate the City in ways that are fiscally conservative, with adequate reserves within budgetary guidelines.

Preserve natural resources through protection and enhancement.

Support our employees to assist them in performance of their jobs, and ensure accountability of efficient and effective operations.

Encourage citizen participation and expand the volunteer base of the City.

Provide the highest possible service levels for law enforcement, fire protections, emergency services, recreation, utility provision, stormwater management, resource management, traffic management, and waste removal.

Provide responsible City services such as growth management, planning, code enforcement, inspections, grants acquisition, and information management.

Encourage economic development to expand the tax base, create jobs, and support the business community by encouraging citizens to patronize our local merchants and providers.

Create partnerships to enhance the quality of education provided to the students in the community.

Prioritize redevelopment efforts in designated areas and recruit business entities to meet the needs of our community.

Recognize neighborhoods where the housing stock is aging and target these areas for rehabilitation efforts.

Encourage cooperation among the elected officials, staff, and our citizens, with an understanding that cooperation and collaborative efforts will reflect the community we desire.

ADOPTED BY THE ROCKLEDGE CITY COUNCIL ON JUNE 15, 2005.

City of Rockledge Business Plan

This plan was originally prepared in 2006 at the request of the Rockledge City Council Finance Committee. The Council adopted the plan on April 19, 2006.

THE ENTERPRISE

The City of Rockledge provides professional, high quality, innovative, and cost effective municipal services to the City's residents, builds a better community through projects and activities which positively impact and serve all sectors of the City, and also provides responsible and honorable stewardship of the City's resources, especially human, environmental, and financial to enhance Rockledge residents' quality of life.

KEY PERSONNEL

The personnel that are key to a successful City of Rockledge are:

City Council – The City Council will be elected by the citizens of the City of Rockledge in accordance with the City Charter. The City Council will provide oversight of the business operations of the City. The City Council will review and approve the annual budget, review and approve financial policy matters, review periodic financial reports on the status of the business, and review/approve the annual audit. The City Council shall appoint the City Manager and hire the City Auditor.

City Council Finance Committee – The City Council Finance Committee is appointed by the City Council Chairperson. The City Council Finance Committee shall consider, review and make recommendations to the City Council on all financial policy matters, including the annual budget.

City Manager – The City Manager shall be the Chief Administrative Officer of the city and will have responsibility for the day-to-day business operations of the city. The City Manager will be responsible for providing municipal services to the City's residents; the preparation, review, and management of the annual budget; provide periodic financial reports on the status of the business; and support an annual audit. The City Manager shall appoint a Finance Director.

City Finance Director - The City Finance Director shall be the Chief Financial Officer (CFO) of the city and have responsibility for the day-to-day financial operations of the city. The City Finance Director shall collect revenue, pay bills, prepare periodic financial reports on the status of the business, and support the preparation of the annual budget and audit.

LEGAL BASIS FOR THE CITY OF ROCKLEDGE

The City of Rockledge Incorporated is a municipal corporation chartered under the laws of the State of Florida on August 7, 1887 and operates under the Charter of the City of Rockledge adopted by the registered voters of the Rockledge by referendum on November 5, 2002.

THE MARKET

The market served by the City of Rockledge is the area and people within the corporate limits of