

To Mayor & Council: Many of my goals are multi-year in scope and many of the goals are going to be at the 30,000-foot level and many will not be a specific task that can be accomplished in a year. Many of my goals require working through multiple periods financially to show progress, hiring of key personnel and them having sufficient time to make improvements, changing ordinances to change our direction and focus, adjusting attitudes, creating new directions and getting and keeping a great team in place to move our city forward.

I have provided a recap/summary of the Goals for the period FY 2019 to FY 2022 that we have been working with. My desire is to provide a summary of these goals, carry over ones still to be worked on, add in some additional new goals for the next three years, and I would like to provide space for each of you to include specific goals you have for me to focus on.

## City Manager Goals Summary - FY 2019 - FY 2022

### Improve Electric System Reliability and Reputation AND Increase current capacity of all Utilities by 20%

These two goals have been accomplished. Our outages and complaints about the electric service have almost dried up. Most outages are weather, or tree related which is a sub-impact of weather, as well. While we have not migrated to a formalized Customer Service Survey tool, the number of calls received provides us with a strong indication of the performance of the electric system. Our industry accepted statistics and metrics have continued to move well below the average numbers for these indicators.

We have done, with Council approval, significant operational improvements that have made the above success attainable.

### Improve Community Outreach, Education and Communication

This goal is one that will be an ongoing initiative as there should not be an end to improvements in this area. The biggest success in this section has been the Citizens Advisory Committee. They have improved the communications and outreach portions of this goal. It would be my desire to continue to work towards quarterly Town Hall meetings to go to the Citizenry as opposed to expecting them to come to all the Council meetings. We are about two years from the Annual Report, and it would be our plan to commence reviewing this document once we have a new Finance Director in place.

### City Code Enhancements, Expansions, and Revisions

This is a continuing and perpetual goal for the city. We are constantly reviewing the various Code Sections and modifying accordingly as new opportunities present themselves to the City and Staff. The Blight Ordinance will be further addressed with the movement of the CRA as well as identifying other overlay zones and districts within the CRA boundaries. Our Plan Review checklist was completed as well as the 2045 Comp Plan.

Code Enforcement will be an ongoing goal as we move forward with addressing many issues within the City. Working with property owners in the downtown area will additionally support our efforts to repurpose and restore historic infrastructure in the City.

### Improve Fund balance and Reserve balances.

This goal area will likewise be an ongoing focus until we can achieve these levels. Historically large cash spending on projects reduced the unobligated and unrestricted Fund Balance levels. These uses were associated with City Hall, Spring Park, and the New Police building. It will take some time to restore these numbers to acceptable levels. The auditors will likely mention these levels until progress is made in this regard.

### Explore opportunities to create a Smart City (Ongoing but in a slightly different direction)

This initiative will continue as a focused goal. Smart Cities programs are developing every day and some of the directions have been modified and expanded to some degree. We are installing our last batch of Smart Meters for our electric and water reading functions where we will be able to completely provide service to residents remotely and be gathering instantaneous data to better assist them in their utility usage. Our permitting, plan submission and feedback currently are functioning through our Smart Gov application. All of our city buildings are connected with Fiber to provide more speed and functionality for our various operations. We recently contracted with Smart North Florida to work with the City on solutions for infrastructure maintenance applications, parking management, and other opportunities that will support our desire to be classified as a Smart City. Finally, our Geo Hub application that was developed in the Development Services area has been operational for over a year now and numerous parties are utilizing the data that is available through this program.

### Budget Process

Many of the steps and measurement topics in this goal are ongoing. We have created a more efficient and productive Budget Process over the last few years. With the situation with the Finance Director position being up in the air, the 2-year Budget Process has been delayed in the implementation of that goal. The Exception Budget approach has been very close to what we have been doing for the last 2 years where we basically were addressing the new items and the priority items that needed to be factored into the Budget. The basics of Personal Services and Operating Expense numbers are very stable and reflect the maintenance of the current level of service, with any change in Level of Service being what is discussed for the changes in the budget numbers. CIP is always going to be fluid as the level of expenditure is much higher in this part of the Budget process. While the budget is balanced with CIP included, there will always be expenses that need to be accelerated and some can be delayed.

### General Development Focus to include Downtown and Overall City Growth

Annexation has been a focal point for the city in order to grow strategically to better manage the growth that we are currently and going to face in the future. The general plan for City growth was captured in the Comp Plan where the desire was to expand out to our existing Utility Service Areas. That is an ongoing initiative that we continue to pursue. As we grow, we need to make sure that we are not seeking annexation and growth decisions that do not add value to the city or at least do not cost the city money or reduced levels of service. With that in mind, we have developed and use a Cost/Benefit Metric that provides the outcome of an annexation. That is used to evaluate each decision. The downtown and Central Business District has been studied in several reviews by consultants. These studies have been adopted and many of the recommendations have been incorporated in the 2045 Comprehensive Plan. As new opportunities are presented for the downtown area, we will continue to present them to M & C and seek direction and agreement on the best direction to proceed in.



Public Safety Certifications and Accreditations

One of my goals has and is to for the Public Safety Operations to become CALEA accredited. This is a great recognition for our department, and it reflects the commitment of the city leadership to excellence in Public Safety. Only a very small number of departments worldwide have this recognition. It reduces Public Safety Liability insurance, reduces litigation occurrences and assists in recruitment as applicants come to the table knowing we are serious about Public Safety. We are in the latter stages of this process with a mock inspection coming later this FY. We will also move forward with getting State Certified/Accredited with FDLE. Training is one of my priorities and we will continue with developing a minimum training standard for all of our Public Safety Team with completion very close.

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I have provided a recap/summary of the Goals for the period FY 2023 to FY 2026 that we have been working with. My desire is to provide a summary of these goals, carry over ones still to be worked on, add in some additional new goals for the next three years, and I would like to provide space for each of you to include specific goals you have for me to focus on.

## General FY 23 and Beyond Goals

1. Revise the Code of Ordinances as needed. Ongoing
2. Develop City Assets to most effective benefit and use. Ongoing
3. Continue to pursue available grants and legislative appropriations. Ongoing
4. Continue monitoring Compensation Levels to assure competitive positioning. Ongoing
5. More structured reporting of updates to M & C. Ongoing

## City Manager Goals FY 2023 - FY 2026

1. Perform a City-wide Customer Service Survey and start tracking annual results.

This goal still is active and we are continuing to move forward with staffing efforts to get full staffing in all departments that regularly engage with the Public face to face or through other methods to determine our effectiveness.

2. Improve the entrances to the city with "Welcome" structures.

We have several approaches with this goal including the mirroring of the "Welcome to Clay County" signs and related designs with a similar message regarding GCS. We had discussions with the Harbor Road triangle parcel with the Mag. Point HOA but the price they



were sitting on was not practical or realistic. While we have the current structure by the Jail, there needs to be designated structures at the City Limit lines. Since prior opportunities have been removed, we will commence the path as discussed earlier.

### 3. Succession Planning initiatives, City-wide.

This is a priority of any organization. In order for succession plans to work you have to have reasonable turnover so that different people can move around and up to new positions. With our very low supervisory and manager turnover, this is a potential problem for the City. Recently we did see it work with Greg Bauer assuming the position from Steve Thomas at Public Works. We are constantly reviewing our staff moves to keep some keen attention on succession plans.

### 4. Fully fund all City special events

We continue to work on getting sponsors and underwriters to support our City Special Events. While we have made great progress in this area, we are probably at 40% currently. My goal would be to increase this amount of funding by 20% over the next 3 years in order to have close to 100% of the costs covered by sponsors or in-kind donations.

### 5. Continue to focus on City Resiliency initiatives.

This is an area that we have focused on over the last several years with the stormwater fee increases and bonding decision that we recently commenced. Additionally, we have been able to get some State funding in the resiliency area through our delegation. We incorporate internal CIP funding as well to keep some of the major issues on the list and moving forward to completion. We continue to focus on the riverfront bulkhead issues that the recent storms have caused and the impact on the City infrastructure as well as the residential impact.

### 6. Improve the long-term financial position of the City.

The current financial position of the City is the result of a number of prior decisions regarding financing and use of Fund Balance that likely should have been evaluated to a deeper degree. There was a significant use of cash reserves over the last 10 to 15 years that very much could have utilized debt vs reducing Fund Balance and reserves. In any case, with our new Finance Director and Assistant Finance Director on board, we are on track to clean up and redirect our operational efforts to result in a more solid and sound financial position for the City in years to come.

7. Maintain required staffing levels in all departments with market-based compensation.

We are very close to having the majority of our positions filled. As in all organizations, you will always have a few open. With the support of M & C over the last 4 to 5 years, we have migrated to a level that reflects your commitment to compensating our employees at a level that is collectively over the 50 percentile benchmark. This is a good position to be in as we are continuing to grow. Additionally, our benefit program is very strong which can levelize the total compensation package. If we continue the scheduling of wage and salary studies at the current rate of every three years, we should maintain this compensation and benefit position.

**\*\*\*\*\*General Project completions:\*\*\*\*\***

- Walnut Street Project
- Pickleball Courts and Lights
- Vera Frances Hall Softball field lights
- Palmetto Street Trail
- Public Safety Boat Dock and Boat House
- New Marine Vessel
- Wifi in the Park
- Cameras in the Park
- CRA
- Form Based Code
- Substantial Completion of River's House exterior and Safety measures
- New Finance Director, New Asst. Finance Director



Successful FTF Season  
150<sup>th</sup> Anniversary Event Celebration  
Improved Electric System Reliability – perpetual  
Great season of Special Events  
Strategic Annexations  
Wage and Salary Study  
Unmodified Audit Opinion  
Grant writing support agreement with Clay County

## Council Goals for City Manager FY 2023-FY 2026

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