

# CITY OF GREEN COVE SPRINGS CITY COUNCIL SPECIAL SESSION

321 WALNUT STREET, GREEN COVE SPRINGS, FLORIDA  
TUESDAY, MARCH 16, 2021 – 5:30 PM



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*Anyone wishing to address the city council regarding any topic on this agenda is requested to complete a card available at the city clerk's desk. Speakers are respectfully requested to limit their comments to three (3) minutes.*

*The city council prohibits the use of cell phones and other electronic devices which emit an audible sound during all meetings with the exception of law enforcement, fire and rescue or health care providers on call. Persons in violation may be requested to leave the meeting*

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## AGENDA

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Invocation & Pledge of Allegiance to the Flag

Roll Call

Mayor to call on members of the audience wishing to address the Council on matters not on the Agenda.

### COUNCIL BUSINESS

1. City Council review and approval of City Manager Steve Kennedy's 2020 Performance Evaluation, and setting forth Goals and Objectives *Mary Jane Lundy*

### Adjournment

**The City Council meets the first and third Tuesday of each month beginning at 7:00 p.m., unless otherwise scheduled. Meetings are held in City Hall at 321 Walnut Street. Video and audio recordings of the meetings are available in the City Clerk's Office upon request.**

**City may take action on any matter during this meeting, including items that are not set forth within this agenda.**

**Minutes of the City Council meetings can be obtained from the City Clerk's office. The Meetings are usually recorded, but are not transcribed verbatim for the minutes. Persons requiring a verbatim transcript may make arrangements with the City Clerk to duplicate the recordings, if available, or arrange to have a court reporter present at the meeting. The cost of duplication and/or court reporter will be at the expense of the requesting party.**

**Persons who wish to appeal any decision made by the City Council with respect to any matter considered at this meeting will need a record of the proceedings, and for such purpose may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is based. The City is not responsible if the in-house recording is incomplete for any reason.**

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**ADA NOTICE**

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In accordance with Section 286.26, Florida Statutes, persons with disabilities needing special accommodations to participate in this meeting should contact the City Clerk's office no later than 5:00 p.m. on the day prior to the meeting.

**PUBLIC PARTICIPATION:**

Pursuant to Section 286.0114, Florida Statutes, effective October 1, 2013, the public is invited to speak on any "proposition" before a board, commission, council, or appointed committee takes official action regardless of whether the issue is on the Agenda. Certain exemptions for emergencies, ministerial acts, etc. apply. This public participation does not affect the right of a person to be heard as otherwise provided by law.

**EXPARTE COMMUNICATIONS**

Oral or written exchanges (sometimes referred to as lobbying or information gathering) between a Council Member and others, including staff, where there is a substantive discussion regarding a quasi-judicial decision by the City Council. The exchanges must be disclosed by the City Council so the public may respond to such exchanges before a vote is taken.



# STAFF REPORT

## CITY OF GREEN COVE SPRINGS, FLORIDA

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**TO:** Special Session **MEETING DATE:** March 16, 2021  
**FROM:** Mary Jane Lundy, Human Resources Director  
**SUBJECT:** City Council review and approval of City Manager Steve Kennedy's 2020 Performance Evaluation, and setting forth Goals and Objectives

### BACKGROUND

Each Council Member submitted a completed Performance Evaluation for City Manager Steve Kennedy for the period 10/01/2019 through 1/31/2021. A spreadsheet is attached which gives the individual average scores of each Council Member for each performance category. An overall average score is also listed for each performance category and a total overall score of 4.8 was calculated for all ratings. Staff has included copies of the evaluations submitted by each Council Member, a copy of the City Manager's FY 19-20 Goals with updates and the City Manager Job Description.

Council to discuss the performance evaluation and goal accomplishments, as well as, the setting of new goals for the next rating period.

### FISCAL IMPACT

None

### RECOMMENDATION

Accept the 2020 Performance Evaluation results for City Manager Steve Kennedy and set goals for the next rating period.

**PERFORMANCE EVALUATION SCORES FOR CITY MANAGER L. STEVE KENNEDY**  
**OCTOBER 2019 - JANUARY 2021**  
**BY GREEN COVE SPRINGS CITY COUNCIL**

	PERFORMANCE CATEGORY	BUTLER SCORE	GAW SCORE	JOHNSON SCORE	KELLEY SCORE	ROYAL SCORE	AVERAGE SCORE
1.	INDIVIDUAL CHARACTERISTICS	4.4	4.8	5.0	5.0	5.0	4.8
2.	PROFESSIONAL SKILLS AND STATUS	5.0	4.6	5.0	5.0	4.8	4.9
3.	RELATIONS WITH ELECTED MEMBERS OF THE GOVERNING BODY	4.4	5.0	5.0	5.0	5.0	4.9
4.	POLICY EXECUTION	4.8	4.2	5.0	5.0	5.0	4.8
5.	REPORTING	4.4	4.6	5.0	5.0	4.4	4.7
6.	CITIZEN RELATIONS	4.0	5.0	5.0	5.0	5.0	4.8
7.	STAFFING	4.2	4.8	5.0	5.0	5.0	4.8
8.	SUPERVISION	5.0	5.0	5.0	5.0	5.0	5.0
9.	FISCAL MANAGEMENT	5.0	4.6	5.0	5.0	5.0	4.9
10.	COMMUNITY	4.6	4.8	5.0	4.8	5.0	4.8
	OVERALL AVERAGE SCORE	4.6	4.7	5.0	5.0	4.9	4.8



## City Manager Performance Evaluation



City of Green Cove Springs

L. Steve Kennedy

Evaluation Period: 10/01/2019 to 1/31/2021Constance W. Butler

Governing Body Member's Name

Each member of the governing body should complete this evaluation form, sign it in the space below, and return it to HR Director, Mary Jane Lundy. The deadline for submitting this performance evaluation is March 8, 2021. Evaluations will be summarized and included on the agenda for discussion at the special session on March 16, 2021.

  
\_\_\_\_\_  
Governing Body Member's Signature  
3/5/21  
\_\_\_\_\_  
Date

\_\_\_\_\_  
Mayor's Signature  
\_\_\_\_\_  
Date

## INSTRUCTIONS

This evaluation form contains ten categories of evaluation criteria. Each category contains a statement to describe a behavior standard in that category. For each statement, use the following scale to indicate your rating of the city manager's performance.

- 5 = Excellent** (almost always exceeds the performance standard)
- 4 = Above average** (generally exceeds the performance standard)
- 3 = Average** (generally meets the performance standard)
- 2 = Below average** (usually does not meet the performance standard)
- 1 = Poor** (rarely meets the performance standard)

Any item left blank will be interpreted as a score of "3 = Average"

This evaluation form also contains a provision for entering narrative comments, including an opportunity to enter responses to specific questions and an opportunity to list any comments you believe appropriate and pertinent to the rating period. Please write legibly.

Leave all pages of this evaluation form attached. Initial each page. Sign and date the cover page. On the date space of the cover page, enter the date the evaluation form was submitted. All evaluations presented prior to the deadline identified on the cover page will be summarized into a performance evaluation to be presented by the governing body to the city manager as part of the agenda for the meeting indicated on the cover page.

## PERFORMANCE CATEGORY SCORING

### 1. INDIVIDUAL CHARACTERISTICS

- 5 Diligent and thorough in the discharge of duties, "self-starter"
- 4 Exercises good judgment
- 4 Displays enthusiasm, cooperation, and will to adapt
- 4 Mental and physical stamina appropriate for the position
- 5 Exhibits composure, appearance and attitude appropriate for executive position

Add the values from above and enter the subtotal 22 ÷ 5 = 4.4 score for this category

**2. PROFESSIONAL SKILLS AND STATUS**

- 5 Maintains knowledge of current developments affecting the practice of local government management
- 5 Demonstrates a capacity for innovation and creativity
- 5 Anticipates and analyzes problems to develop effective approaches for solving them
- 5 Willing to try new ideas proposed by governing body members and/or staff
- 5 Sets a professional example by handling affairs of the public office in a fair and impartial manner

Add the values from above and enter the subtotal 25  $\div 5 = 5$  score for this category

**3. RELATIONS WITH ELECTED MEMBERS OF THE GOVERNING BODY**

- 5 Carries out directives of the body as a whole as opposed to those of any one member or minority group
- 4 Sets meeting agendas that reflect the guidance of the governing body and avoids unnecessary involvement in administrative actions
- 4 Disseminates complete and accurate information equally to all members in a timely manner
- 4 Assists by facilitating decision making without usurping authority
- 5 Responds well to requests, advice, and constructive criticism

Add the values from above and enter the subtotal 22  $\div 5 = 4.4$  score for this category

**4. POLICY EXECUTION**

- 5 Implements governing body actions in accordance with the intent of council
- 4 Supports the actions of the governing body after a decision has been reached, both inside and outside the organization
- 5 Understands, supports, and enforces local government's laws, policies, and ordinances
- 5 Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness
- 5 Offers workable alternatives to the governing body for changes in law or policy when an existing policy or ordinance is no longer practical

Add the values from above and enter the subtotal 24  $\div 5 = 4.8$  score for this category

**5. REPORTING**

- 5 Provides regular information and reports to the governing body concerning matters of importance to the local government, using the city charter as guide
- 5 Responds in a timely manner to requests from the governing body for special reports
- 4 Takes the initiative to provide information, advice, and recommendations to the governing body on matters that are non-routine and not administrative in nature
- 4 Reports produced by the manager are accurate, comprehensive, concise and written to their intended audience
- 4 Produces and handles reports in a way to convey the message that affairs of the organization are open to public scrutiny

Add the values from above and enter the subtotal 22  $\div 5 = 4.4$  score for this category

**6. CITIZEN RELATIONS**

- 4 Responsive to requests from citizens
- 4 Demonstrates a dedication to service to the community and its citizens
- 4 Maintains a nonpartisan approach in dealing with the news media
- 4 Meets with and listens to members of the community to discuss their concerns and strives to understand their interests
- 4 Gives an appropriate effort to maintain citizen satisfaction with city services

Add the values from above and enter the subtotal 20  $\div 5 = 4$  score for this category

**7. STAFFING**

- 4 Recruits and retains competent personnel for staff positions
- 4 Applies an appropriate level of supervision to improve any areas of substandard performance
- 4 Stays accurately informed and appropriately concerned about employee relations
- 5 Professionally manages the compensation and benefits plan
- 4 Promotes training and development opportunities for employees at all levels of the organization

Add the values from above and enter the subtotal 21  $\div 5 = 4.2$  score for this category



**8. SUPERVISION**

- 5 Encourages heads of departments to make decisions within their jurisdictions with minimal city manager involvement, yet maintains general control of operations by providing the right amount of communication to the staff
- 5 Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operations at the department level
- 5 Develops and maintains a friendly and informal relationship with the staff and work force in general, yet maintains the professional dignity of the city manager's office
- 5 Sustains or improves staff performance by evaluating the performance of staff members at least annually, setting goals and objectives for them, periodically assessing their progress, and providing appropriate feedback
- 5 Encourages teamwork, innovation, and effective problem-solving among the staff members

Add the values from above and enter the subtotal 25 ÷ 5 = 5 score for this category

**9. FISCAL MANAGEMENT**

- 5 Prepares a balanced budget to provide services at a level directed by council
- 5 Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively
- 5 Prepares a budget and budgetary recommendations in an intelligent and accessible format
- 5 Ensures actions and decisions reflect an appropriate level of responsibility for financial planning and accountability
- 5 Appropriately monitors and manages fiscal activities of the organization

Add the values from above and enter the subtotal 25 ÷ 5 = 5 score for this category

**10. COMMUNITY**

- 4 Shares responsibility for addressing the difficult issues facing the city
- 5 Avoids unnecessary controversy
- 5 Cooperates with neighboring communities and the county
- 5 Helps the council address future needs and develop adequate plans to address long term trends
- 4 Cooperates with other regional, state and federal government agencies

Add the values from above and enter the subtotal 23 ÷ 5 = 4.6 score for this category

**NARRATIVE EVALUATION**

What would you identify as the manager's strength(s), expressed in terms of the principle results achieved during the rating period? I can attest that Mr. Kenndy leadership as well as experience is exceptional. He motivates the staff and is caring. He has imade improvments to our electric utility, reliability and reputation, reaching goal community outreach i.e. City Advisory Committee, preparing for city population growth by code enhancements, expansions and revisions, follow through with council desire to explore and seeking opportunities to create a smart city, impressive budget process. Setting firm plan for downtown deelpoment and overall city growth and keeping the city public safety cerified and accredited.

What performance area(s) would you identify as most critical for improvement? None at this time.

What constructive suggestions or assistance can you offer the manager to enhance performance? \_\_\_\_\_

None

What other comments do you have for the manager; e.g., priorities, expectations, goals or objectives for the new rating period? Mr. Kenndy stay fair, firm and consistent!

We are looking forward to future development we can certainly be proud to call our home.

## City Manager Performance Evaluation



City of Green Cove Springs

L. Steve Kennedy

Evaluation Period: 10/01/2019 to 1/31/2021ER SAWI

Governing Body Member's Name

Each member of the governing body should complete this evaluation form, sign it in the space below, and return it to HR Director, Mary Jane Lundy. The deadline for submitting this performance evaluation is March 8, 2021. Evaluations will be summarized and included on the agenda for discussion at the special session on March 16, 2021.

A handwritten signature in blue ink, appearing to be "ER SAWI", written over a horizontal line.

Governing Body Member's Signature

3/9/21

Date

\_\_\_\_\_  
Mayor's Signature\_\_\_\_\_  
Date



## INSTRUCTIONS

This evaluation form contains ten categories of evaluation criteria. Each category contains a statement to describe a behavior standard in that category. For each statement, use the following scale to indicate your rating of the city manager's performance.

- 5 = Excellent** (almost always exceeds the performance standard)
- 4 = Above average** (generally exceeds the performance standard)
- 3 = Average** (generally meets the performance standard)
- 2 = Below average** (usually does not meet the performance standard)
- 1 = Poor** (rarely meets the performance standard)

Any item left blank will be interpreted as a score of "3 = Average"

This evaluation form also contains a provision for entering narrative comments, including an opportunity to enter responses to specific questions and an opportunity to list any comments you believe appropriate and pertinent to the rating period. Please write legibly.

Leave all pages of this evaluation form attached. Initial each page. Sign and date the cover page. On the date space of the cover page, enter the date the evaluation form was submitted. All evaluations presented prior to the deadline identified on the cover page will be summarized into a performance evaluation to be presented by the governing body to the city manager as part of the agenda for the meeting indicated on the cover page.

## PERFORMANCE CATEGORY SCORING

### 1. INDIVIDUAL CHARACTERISTICS

- 5 Diligent and thorough in the discharge of duties, "self-starter"
- 5 Exercises good judgment
- 4 Displays enthusiasm, cooperation, and will to adapt
- 5 Mental and physical stamina appropriate for the position
- 5 Exhibits composure, appearance and attitude appropriate for executive position

Add the values from above and enter the subtotal 24 ÷ 5 = 4.8 score for this category

Page 2 of 7    Initials EQP

## 2. PROFESSIONAL SKILLS AND STATUS

- ✓ Maintains knowledge of current developments affecting the practice of local government management
- 4 Demonstrates a capacity for innovation and creativity
- 5 Anticipates and analyzes problems to develop effective approaches for solving them
- 5 Willing to try new ideas proposed by governing body members and/or staff
- 5 Sets a professional example by handling affairs of the public office in a fair and impartial manner

Add the values from above and enter the subtotal 23 ÷ 5 = 4.6 score for this category

## 3. RELATIONS WITH ELECTED MEMBERS OF THE GOVERNING BODY

- 5 Carries out directives of the body as a whole as opposed to those of any one member or minority group
- 5 Sets meeting agendas that reflect the guidance of the governing body and avoids unnecessary involvement in administrative actions
- 5 Disseminates complete and accurate information equally to all members in a timely manner
- 5 Assists by facilitating decision making without usurping authority
- 5 Responds well to requests, advice, and constructive criticism

Add the values from above and enter the subtotal 25 ÷ 5 = 5 score for this category

## 4. POLICY EXECUTION

- ✓ Implements governing body actions in accordance with the intent of council
- 7 Supports the actions of the governing body after a decision has been reached, both inside and outside the organization
- 5 Understands, supports, and enforces local government's laws, policies, and ordinances
- 4 Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness
- 4 Offers workable alternatives to the governing body for changes in law or policy when an existing policy or ordinance is no longer practical

Add the values from above and enter the subtotal 21 ÷ 5 = 4.2 score for this category

**5. REPORTING**

- 5 Provides regular information and reports to the governing body concerning matters of importance to the local government, using the city charter as guide
- 5 Responds in a timely manner to requests from the governing body for special reports
- 4 Takes the initiative to provide information, advice, and recommendations to the governing body on matters that are non-routine and not administrative in nature
- 5 Reports produced by the manager are accurate, comprehensive, concise and written to their intended audience
- 4 Produces and handles reports in a way to convey the message that affairs of the organization are open to public scrutiny

Add the values from above and enter the subtotal 23 ÷ 5 = 4.6 score for this category

**6. CITIZEN RELATIONS**

- 5 Responsive to requests from citizens
- 5 Demonstrates a dedication to service to the community and its citizens
- 5 Maintains a nonpartisan approach in dealing with the news media
- 5 Meets with and listens to members of the community to discuss their concerns and strives to understand their interests
- 5 Gives an appropriate effort to maintain citizen satisfaction with city services

Add the values from above and enter the subtotal 25 ÷ 5 = 5 score for this category

**7. STAFFING**

- 5 Recruits and retains competent personnel for staff positions
- 5 Applies an appropriate level of supervision to improve any areas of substandard performance
- 4 Stays accurately informed and appropriately concerned about employee relations
- 5 Professionally manages the compensation and benefits plan
- 5 Promotes training and development opportunities for employees at all levels of the organization

Add the values from above and enter the subtotal 24 ÷ 5 = 4.8 score for this category

**8. SUPERVISION**

- 5 Encourages heads of departments to make decisions within their jurisdictions with minimal city manager involvement, yet maintains general control of operations by providing the right amount of communication to the staff
- 5 Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operations at the department level
- 5 Develops and maintains a friendly and informal relationship with the staff and work force in general, yet maintains the professional dignity of the city manager's office
- 5 Sustains or improves staff performance by evaluating the performance of staff members at least annually, setting goals and objectives for them, periodically assessing their progress, and providing appropriate feedback
- 5 Encourages teamwork, innovation, and effective problem-solving among the staff members

Add the values from above and enter the subtotal 25 ÷ 5 = 5 score for this category

**9. FISCAL MANAGEMENT**

- 4 Prepares a balanced budget to provide services at a level directed by council
- 5 Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively
- 5 Prepares a budget and budgetary recommendations in an intelligent and accessible format
- 5 Ensures actions and decisions reflect an appropriate level of responsibility for financial planning and accountability
- 4 Appropriately monitors and manages fiscal activities of the organization

Add the values from above and enter the subtotal 23 + 5 = 4.6 score for this category



**10. COMMUNITY**

- 5 Shares responsibility for addressing the difficult issues facing the city
- 5 Avoids unnecessary controversy
- 5 Cooperates with neighboring communities and the county
- 4 Helps the council address future needs and develop adequate plans to address long term trends
- 5 Cooperates with other regional, state and federal government agencies

Add the values from above and enter the subtotal 24 ÷ 5 = 4.8 score for this category

**NARRATIVE EVALUATION**

What would you identify as the manager's strength(s), expressed in terms of the principle results achieved during the rating period? Dog with a bone.

Credit is due for the utility/electrical improvements. Well Done.

As well, the manufacture of the Citizen Advisory Committee is a tremendous accomplishment.

What performance area(s) would you identify as most critical for improvement? \_\_\_\_\_

Annexation!

CIP Priorities

Visioning: Port/Downtown



What constructive suggestions or assistance can you offer the manager to enhance performance? \_\_\_\_\_

Stay low and keep your powder dry!

"Public sentiment is everything. With it, nothing can fail; against it, nothing can succeed. "

Abraham Lincoln

What other comments do you have for the manager; e.g., priorities, expectations, goals or objectives for the new rating period? \_\_\_\_\_

In a year characterized by all as tough and difficult - your guidance and navigation was clear and exceptional!

Our abilities, as a City , have been hardened and now include mobile permitting, digitized records and an enhanced ability to work remotely.

Humbly, this was achieved as a direct result of talent at the City Manager position.



# City Manager Performance Evaluation



City of Green Cove Springs

L. Steve Kennedy

Evaluation Period: 10/01/2019 to 1/31/2021

Steven Kelley  
Governing Body Member's Name

Each member of the governing body should complete this evaluation form, sign it in the space below, and return it to HR Director, Mary Jane Lundy. The deadline for submitting this performance evaluation is March 8, 2021. Evaluations will be summarized and included on the agenda for discussion at the special session on March 16, 2021.

  
Governing Body Member's Signature

3-1-21  
Date

\_\_\_\_\_  
Mayor's Signature

\_\_\_\_\_  
Date



## INSTRUCTIONS

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Any item left blank will be interpreted as a score of "3 = Average"

This evaluation form also contains a provision for entering narrative comments, including an opportunity to enter responses to specific questions and an opportunity to list any comments you believe appropriate and pertinent to the rating period. Please write legibly.

Leave all pages of this evaluation form attached. Initial each page. Sign and date the cover page. On the date space of the cover page, enter the date the evaluation form was submitted. All evaluations presented prior to the deadline identified on the cover page will be summarized into a performance evaluation to be presented by the governing body to the city manager as part of the agenda for the meeting indicated on the cover page.

## PERFORMANCE CATEGORY SCORING

### 1. INDIVIDUAL CHARACTERISTICS

- \_\_\_5\_\_\_ Diligent and thorough in the discharge of duties, "self-starter"
- \_\_\_5\_\_\_ Exercises good judgment
- \_\_\_5\_\_\_ Displays enthusiasm, cooperation, and will to adapt
- \_\_\_5\_\_\_ Mental and physical stamina appropriate for the position
- \_\_\_5\_\_\_ Exhibits composure, appearance and attitude appropriate for executive position

Add the values from above and enter the subtotal \_\_\_\_\_  $\div 5 = 5$  score for this category



## 2. PROFESSIONAL SKILLS AND STATUS

- 5   Maintains knowledge of current developments affecting the practice of local government management
- 5   Demonstrates a capacity for innovation and creativity
- 5   Anticipates and analyzes problems to develop effective approaches for solving them
- 5   Willing to try new ideas proposed by governing body members and/or staff
- 5   Sets a professional example by handling affairs of the public office in a fair and impartial manner

Add the values from above and enter the subtotal        ÷ 5 =   5   score for this category

## 3. RELATIONS WITH ELECTED MEMBERS OF THE GOVERNING BODY

- 5   Carries out directives of the body as a whole as opposed to those of any one member or minority group
- 5   Sets meeting agendas that reflect the guidance of the governing body and avoids unnecessary involvement in administrative actions
- 5   Disseminates complete and accurate information equally to all members in a timely manner
- 5   Assists by facilitating decision making without usurping authority
- 5   Responds well to requests, advice, and constructive criticism

Add the values from above and enter the subtotal        ÷ 5 =   5   score for this category

## 4. POLICY EXECUTION

- 5   Implements governing body actions in accordance with the intent of council
- 5   Supports the actions of the governing body after a decision has been reached, both inside and outside the organization
- 5   Understands, supports, and enforces local government's laws, policies, and ordinances
- 5   Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness
- 5   Offers workable alternatives to the governing body for changes in law or policy when an existing policy or ordinance is no longer practical

Add the values from above and enter the subtotal        ÷ 5 =   5   score for this category

## 5. REPORTING

- 5\_\_ Provides regular information and reports to the governing body concerning matters of importance to the local government, using the city charter as guide
- 5\_\_ Responds in a timely manner to requests from the governing body for special reports
- 5\_\_ Takes the initiative to provide information, advice, and recommendations to the governing body on matters that are non-routine and not administrative in nature
- 5\_\_ Reports produced by the manager are accurate, comprehensive, concise and written to their intended audience
- 5\_\_ Produces and handles reports in a way to convey the message that affairs of the organization are open to public scrutiny

Add the values from above and enter the subtotal \_\_\_\_ ÷ 5 = 5\_\_ score for this category

## 6. CITIZEN RELATIONS

- 5\_\_ Responsive to requests from citizens
- 5\_\_ Demonstrates a dedication to service to the community and its citizens
- 5\_\_ Maintains a nonpartisan approach in dealing with the news media
- 5\_\_ Meets with and listens to members of the community to discuss their concerns and strives to understand their interests
- 5\_\_ Gives an appropriate effort to maintain citizen satisfaction with city services

Add the values from above and enter the subtotal \_\_\_\_ ÷ 5 = 5\_\_ score for this category

## 7. STAFFING

- 5\_\_ Recruits and retains competent personnel for staff positions
- 5\_\_ Applies an appropriate level of supervision to improve any areas of substandard performance
- 5\_\_ Stays accurately informed and appropriately concerned about employee relations
- 5\_\_ Professionally manages the compensation and benefits plan
- 5\_\_ Promotes training and development opportunities for employees at all levels of the organization

Add the values from above and enter the subtotal \_\_\_\_ ÷ 5 = 5\_\_ score for this category

## 8. SUPERVISION

- 5\_\_ Encourages heads of departments to make decisions within their jurisdictions with minimal city manager involvement, yet maintains general control of operations by providing the right amount of communication to the staff
- 5\_\_ Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operations at the department level
- 5\_\_ Develops and maintains a friendly and informal relationship with the staff and work force in general, yet maintains the professional dignity of the city manager's office
- 5\_\_ Sustains or improves staff performance by evaluating the performance of staff members at least annually, setting goals and objectives for them, periodically assessing their progress, and providing appropriate feedback
- 5\_\_ Encourages teamwork, innovation, and effective problem-solving among the staff members

Add the values from above and enter the subtotal \_\_\_\_  $\div 5 = 5$ \_\_ score for this category

## 9. FISCAL MANAGEMENT

- 5\_\_ Prepares a balanced budget to provide services at a level directed by council
- 5\_\_ Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively
- 5\_\_ Prepares a budget and budgetary recommendations in an intelligent and accessible format
- 5\_\_ Ensures actions and decisions reflect an appropriate level of responsibility for financial planning and accountability
- 5\_\_ Appropriately monitors and manages fiscal activities of the organization

Add the values from above and enter the subtotal \_\_\_\_  $\div 5 = 5$ \_\_ score for this category

**10. COMMUNITY**

- 5\_\_ Shares responsibility for addressing the difficult issues facing the city
- 5\_\_ Avoids unnecessary controversy
- 5\_\_ Cooperates with neighboring communities and the county
- 4\_\_ Helps the council address future needs and develop adequate plans to address long term trends
- 5\_\_ Cooperates with other regional, state and federal government agencies

Add the values from above and enter the subtotal \_\_\_\_\_  $\div 5 = 4.8$ \_\_ score for this category

**NARRATIVE EVALUATION**

What would you identify as the manager's strength(s), expressed in terms of the principle results achieved during the rating period? Steve has really done a great job in his time here at improving the morale and support for staff at all levels of the organization. From what I have seen

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What performance area(s) would you identify as most critical for improvement? Steve has done a great job working through most all of his goals as manager. The main goal I would have liked to be further along at this point would be the detailed annexation plan. Although, I know there are many moving parts when it comes to an annexation plan.

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What constructive suggestions or assistance can you offer the manager to enhance performance? \_\_\_\_\_ Possibly the recent forming of the advisory committee will assist with making progress in a few of the more complex development concerns facing the city. Like in the case of the Annexation and development code encouraging historic asset preservation etc.

What other comments do you have for the manager; e.g., priorities, expectations, goals or objectives for the new rating period \_\_\_\_\_ Keep up the excellent progress and thoughtful policy development.



# City Manager Performance Evaluation



City of Green Cove Springs

L. Steve Kennedy

Evaluation Period: 10/01/2019 to 1/31/2021

Matt Johnson

Governing Body Member's Name

Each member of the governing body should complete this evaluation form, sign it in the space below, and return it to HR Director, Mary Jane Lundy. The deadline for submitting this performance evaluation is March 8, 2021. Evaluations will be summarized and included on the agenda for discussion at the special session on March 16, 2021.

**Daniel M. Johnson**

Governing Body Member's Signature

**2/10/2021**

Date

Mayor's Signature

Date

## INSTRUCTIONS

This evaluation form contains ten categories of evaluation criteria. Each category contains a statement to describe a behavior standard in that category. For each statement, use the following scale to indicate your rating of the city manager's performance.

- 5 = Excellent** (almost always exceeds the performance standard)
- 4 = Above average** (generally exceeds the performance standard)
- 3 = Average** (generally meets the performance standard)
- 2 = Below average** (usually does not meet the performance standard)
- 1 = Poor** (rarely meets the performance standard)

Any item left blank will be interpreted as a score of "3 = Average"

This evaluation form also contains a provision for entering narrative comments, including an opportunity to enter responses to specific questions and an opportunity to list any comments you believe appropriate and pertinent to the rating period. Please write legibly.

Leave all pages of this evaluation form attached. Initial each page. Sign and date the cover page. On the date space of the cover page, enter the date the evaluation form was submitted. All evaluations presented prior to the deadline identified on the cover page will be summarized into a performance evaluation to be presented by the governing body to the city manager as part of the agenda for the meeting indicated on the cover page.

## PERFORMANCE CATEGORY SCORING

### 1. INDIVIDUAL CHARACTERISTICS

- 5 Diligent and thorough in the discharge of duties, "self-starter"
- 5 Exercises good judgment
- 5 Displays enthusiasm, cooperation, and will to adapt
- 5 Mental and physical stamina appropriate for the position
- 5 Exhibits composure, appearance and attitude appropriate for executive position

Add the values from above and enter the subtotal 25 ÷ 5 = 5 score for this category

**2. PROFESSIONAL SKILLS AND STATUS**

- 5 Maintains knowledge of current developments affecting the practice of local government management
- 5 Demonstrates a capacity for innovation and creativity
- 5 Anticipates and analyzes problems to develop effective approaches for solving them
- 5 Willing to try new ideas proposed by governing body members and/or staff
- 5 Sets a professional example by handling affairs of the public office in a fair and impartial manner

Add the values from above and enter the subtotal 25 ÷ 5 = 5 score for this category

**3. RELATIONS WITH ELECTED MEMBERS OF THE GOVERNING BODY**

- 5 Carries out directives of the body as a whole as opposed to those of any one member or minority group
- 5 Sets meeting agendas that reflect the guidance of the governing body and avoids unnecessary involvement in administrative actions
- 5 Disseminates complete and accurate information equally to all members in a timely manner
- 5 Assists by facilitating decision making without usurping authority
- 5 Responds well to requests, advice, and constructive criticism

Add the values from above and enter the subtotal 25 ÷ 5 = 5 score for this category

**4. POLICY EXECUTION**

- 5 Implements governing body actions in accordance with the intent of council
- 5 Supports the actions of the governing body after a decision has been reached, both inside and outside the organization
- 5 Understands, supports, and enforces local government's laws, policies, and ordinances
- 5 Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness
- 5 Offers workable alternatives to the governing body for changes in law or policy when an existing policy or ordinance is no longer practical

Add the values from above and enter the subtotal 25 ÷ 5 = 5 score for this category



**5. REPORTING**

- 5 Provides regular information and reports to the governing body concerning matters of importance to the local government, using the city charter as guide
- 5 Responds in a timely manner to requests from the governing body for special reports
- 5 Takes the initiative to provide information, advice, and recommendations to the governing body on matters that are non-routine and not administrative in nature
- 5 Reports produced by the manager are accurate, comprehensive, concise and written to their intended audience
- 5 Produces and handles reports in a way to convey the message that affairs of the organization are open to public scrutiny

Add the values from above and enter the subtotal        ÷ 5 = 5 score for this category

**6. CITIZEN RELATIONS**

- 5 Responsive to requests from citizens
- 5 Demonstrates a dedication to service to the community and its citizens
- 5 Maintains a nonpartisan approach in dealing with the news media
- 5 Meets with and listens to members of the community to discuss their concerns and strives to understand their interests
- 5 Gives an appropriate effort to maintain citizen satisfaction with city services

Add the values from above and enter the subtotal 25 ÷ 5 = 5 score for this category

**7. STAFFING**

- 5 Recruits and retains competent personnel for staff positions
- 5 Applies an appropriate level of supervision to improve any areas of substandard performance
- 5 Stays accurately informed and appropriately concerned about employee relations
- 5 Professionally manages the compensation and benefits plan
- 5 Promotes training and development opportunities for employees at all levels of the organization

Add the values from above and enter the subtotal 25 ÷ 5 = 5 score for this category

**8. SUPERVISION**

- 5 \_\_\_\_\_ Encourages heads of departments to make decisions within their jurisdictions with minimal city manager involvement, yet maintains general control of operations by providing the right amount of communication to the staff
- 5 \_\_\_\_\_ Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operations at the department level
- 5 \_\_\_\_\_ Develops and maintains a friendly and informal relationship with the staff and work force in general, yet maintains the professional dignity of the city manager's office
- 5 \_\_\_\_\_ Sustains or improves staff performance by evaluating the performance of staff members at least annually, setting goals and objectives for them, periodically assessing their progress, and providing appropriate feedback
- 5 \_\_\_\_\_ Encourages teamwork, innovation, and effective problem-solving among the staff members

Add the values from above and enter the subtotal 25 ÷ 5 = 5 score for this category

**9. FISCAL MANAGEMENT**

- 5 \_\_\_\_\_ Prepares a balanced budget to provide services at a level directed by council
- 5 \_\_\_\_\_ Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively
- 5 \_\_\_\_\_ Prepares a budget and budgetary recommendations in an intelligent and accessible format
- 5 \_\_\_\_\_ Ensures actions and decisions reflect an appropriate level of responsibility for financial planning and accountability
- 5 \_\_\_\_\_ Appropriately monitors and manages fiscal activities of the organization

Add the values from above and enter the subtotal 25 ÷ 5 = 5 score for this category

**10. COMMUNITY**

- 5 Shares responsibility for addressing the difficult issues facing the city
- 5 Avoids unnecessary controversy
- 5 Cooperates with neighboring communities and the county
- 5 Helps the council address future needs and develop adequate plans to address long term trends
- 5 Cooperates with other regional, state and federal government agencies

Add the values from above and enter the subtotal 25 ÷ 5 = 5 score for this category

**NARRATIVE EVALUATION**

What would you identify as the manager's strength(s), expressed in terms of the principle results achieved during the rating period? Good leadership to his staff, good communications with the city council members, and good care for city employees.

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What performance area(s) would you identify as most critical for improvement? I cannot identify any area for improvement at this time.

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What constructive suggestions or assistance can you offer the manager to enhance performance? \_\_\_\_\_

None at this time.

What other comments do you have for the manager; e.g., priorities, expectations, goals or objectives for the new rating period? You are doing a great job with priorities for the city and management of city employees.

## City Manager Performance Evaluation



City of Green Cove Springs

L. Steve Kennedy

Evaluation Period: 10/01/2019 to 1/31/2021

Van Royal  
 Governing Body Member's Name

Each member of the governing body should complete this evaluation form, sign it in the space below, and return it to HR Director, Mary Jane Lundy. The deadline for submitting this performance evaluation is March 8, 2021. Evaluations will be summarized and included on the agenda for discussion at the special session on March 16, 2021.

[Signature]  
 Governing Body Member's Signature  
3/6/2021  
 Date

[Signature]  
 Mayor's Signature  
3/6/2021  
 Date

## INSTRUCTIONS

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## PERFORMANCE CATEGORY SCORING

### 1. **INDIVIDUAL CHARACTERISTICS**

- 5 Diligent and thorough in the discharge of duties, "self-starter"
- 5 Exercises good judgment
- 5 Displays enthusiasm, cooperation, and will to adapt
- 5 Mental and physical stamina appropriate for the position
- 5 Exhibits composure, appearance and attitude appropriate for executive position

Add the values from above and enter the subtotal 25 ÷ 5 = 5 score for this category

**2. PROFESSIONAL SKILLS AND STATUS**

- 5 Maintains knowledge of current developments affecting the practice of local government management
- 5 Demonstrates a capacity for innovation and creativity
- 4 Anticipates and analyzes problems to develop effective approaches for solving them
- 5 Willing to try new ideas proposed by governing body members and/or staff
- 5 Sets a professional example by handling affairs of the public office in a fair and impartial manner

Add the values from above and enter the subtotal  $24 \div 5 = 4.8$  score for this category

**3. RELATIONS WITH ELECTED MEMBERS OF THE GOVERNING BODY**

- 5 Carries out directives of the body as a whole as opposed to those of any one member or minority group
- 5 Sets meeting agendas that reflect the guidance of the governing body and avoids unnecessary involvement in administrative actions
- 5 Disseminates complete and accurate information equally to all members in a timely manner
- 5 Assists by facilitating decision making without usurping authority
- 5 Responds well to requests, advice, and constructive criticism

Add the values from above and enter the subtotal  $25 \div 5 = 5$  score for this category

**4. POLICY EXECUTION**

- 5 Implements governing body actions in accordance with the intent of council
- 5 Supports the actions of the governing body after a decision has been reached, both inside and outside the organization
- 5 Understands, supports, and enforces local government's laws, policies, and ordinances
- 5 Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness
- 5 Offers workable alternatives to the governing body for changes in law or policy when an existing policy or ordinance is no longer practical

Add the values from above and enter the subtotal  $25 \div 5 = 5$  score for this category



**5. REPORTING**

- 4 Provides regular information and reports to the governing body concerning matters of importance to the local government, using the city charter as guide
- 4 Responds in a timely manner to requests from the governing body for special reports
- 4 Takes the initiative to provide information, advice, and recommendations to the governing body on matters that are non-routine and not administrative in nature
- 5 Reports produced by the manager are accurate, comprehensive, concise and written to their intended audience
- 5 Produces and handles reports in a way to convey the message that affairs of the organization are open to public scrutiny

Add the values from above and enter the subtotal 22 ÷ 5 = 4.4 score for this category

**6. CITIZEN RELATIONS**

- 5 Responsive to requests from citizens
- 5 Demonstrates a dedication to service to the community and its citizens
- 5 Maintains a nonpartisan approach in dealing with the news media
- 5 Meets with and listens to members of the community to discuss their concerns and strives to understand their interests
- 5 Gives an appropriate effort to maintain citizen satisfaction with city services

Add the values from above and enter the subtotal 25 ÷ 5 = 5 score for this category

**7. STAFFING**

- 5 Recruits and retains competent personnel for staff positions
- 5 Applies an appropriate level of supervision to improve any areas of substandard performance
- 5 Stays accurately informed and appropriately concerned about employee relations
- 5 Professionally manages the compensation and benefits plan
- 5 Promotes training and development opportunities for employees at all levels of the organization

Add the values from above and enter the subtotal 25 ÷ 5 = 5 score for this category



**8. SUPERVISION**

- 5 Encourages heads of departments to make decisions within their jurisdictions with minimal city manager involvement, yet maintains general control of operations by providing the right amount of communication to the staff
- 5 Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operations at the department level
- 5 Develops and maintains a friendly and informal relationship with the staff and work force in general, yet maintains the professional dignity of the city manager's office
- 5 Sustains or improves staff performance by evaluating the performance of staff members at least annually, setting goals and objectives for them, periodically assessing their progress, and providing appropriate feedback
- 5 Encourages teamwork, innovation, and effective problem-solving among the staff members

Add the values from above and enter the subtotal 25 ÷ 5 = 5 score for this category

**9. FISCAL MANAGEMENT**

- 5 Prepares a balanced budget to provide services at a level directed by council
- 5 Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively
- 5 Prepares a budget and budgetary recommendations in an intelligent and accessible format
- 5 Ensures actions and decisions reflect an appropriate level of responsibility for financial planning and accountability
- 5 Appropriately monitors and manages fiscal activities of the organization

Add the values from above and enter the subtotal 25 ÷ 5 = 5 score for this category

Initials 

**10. COMMUNITY**

- 5 Shares responsibility for addressing the difficult issues facing the city
- 5 Avoids unnecessary controversy
- 5 Cooperates with neighboring communities and the county
- 5 Helps the council address future needs and develop adequate plans to address long term trends
- 5 Cooperates with other regional, state and federal government agencies

Add the values from above and enter the subtotal  $25 \div 5 = 5$  score for this category

**NARRATIVE EVALUATION**

What would you identify as the manager's strength(s), expressed in terms of the principle results achieved during the rating period? Again meets the public well and has a very good vision for the city. Very hard working!

What performance area(s) would you identify as most critical for improvement? Because of the amount of growth and projects I think that his delegation skills are good but following up on staff has been difficult



What constructive suggestions or assistance can you offer the manager to enhance performance?

*push staff to communicate as well*

What other comments do you have for the manager; e.g., priorities, expectations, goals or objectives for the new rating period?

*Thank you for a job well done.*

*[Signature]*

### City Manager

**Department:** City Manager

**FLSA Status:** Exempt

#### JOB SUMMARY

This position performs highly responsible administrative, professional work involved in managing all functions of the City. The person in this position is appointed by the City Council as the chief administrative officer, who is responsible for directing and supervising the administration of all departments, offices and agencies of the City, except as otherwise provided by the City Charter or by state or federal law.

#### ESSENTIAL JOB FUNCTIONS

- Appoints, and when he/she deems it necessary for the good of the City, suspends or removes all City employees and appointed administrative officers. May authorize any administrative officer who is subject to his/her direction and supervision to exercise these powers with respect to subordinates in that officer's department, office, or agency.
- Directs and supervises the administration of all departments, offices, and agencies of the City.
- Attends all Council meetings and shall have the right to take part in discussion but may not vote.
- Enforces all laws, provisions of the Charter and acts of the Council subject to enforcement by him/her or by officers subject to his/her direction and supervision.
- Prepares and submits annual budget, budget message and budget ordinance. Prepares and submits a five-year capital program, which enumerates the projected improvements and projects in an order of priority, the proposed source of financial support in relationship to each enumeration. Projected costs shall be expressed in terms of dollar amounts, millage when ad valorem tax is proposed, or percentage of the revenue source proposed as support.
- Submits to the Council and makes available to the public a complete report on the finances and administrative activities of the City at the end of each quarter, as well as each fiscal year.
- Supervises and is responsible for the disbursement of all monies and has control over all expenditures to ensure that the budget appropriations are not exceeded. Expenditures of over twenty-five thousand dollars (\$25,000) shall be approved by the City Council. The City Manager may authorize expenditures of up to twenty-five thousand dollars (\$25,000) provided the same are budgeted expenditures, but the City Council shall have the authority to set a lesser amount for the maximum authorized expenditure by the City Manager.
- Makes such other reports as the Council may require concerning the operations of the City departments, offices and agencies subject to his/her direction and supervision.



- Keeps the Council fully and continuously advised as to the financial condition and future needs of the City and makes recommendations to the Council concerning the affairs of the City as he/she deems desirable.
- Signs contracts on behalf of the City pursuant to the provisions of appropriations ordinances with approval of the City Council.
- Performs such other duties as are specified in the Charter or may be required by the Council not inconsistent with the Charter.
- Develops and keeps current an administrative code for the purpose of implementing ordinances passed by the City Council.
- Sees that all terms and conditions of any public utility franchise are faithfully kept and performed and reports any violations of the terms and conditions of any utility franchise to the City Council and the City Attorney.
- Supervises the issuance of City licenses and collects all special assessments, license fees and other revenues of the City and receives all monies due the City from county, state and federal governments. Also, pursues and obtains these monies made available to the City from state and federal grants and similar sources.
- Maintains a general accounting system for the City government and each of its offices, departments, and agencies and exercises financial budgetary control over same.
- Obtains competitive bids as so prescribed in the Charter, City ordinance, or state law.
- In the event of war, riot, civil commotions, or natural disasters the City Manager may authorize reasonable and necessary emergency expenditures and during such emergency the City Manager shall be temporarily recognized as head of the City government.
- Performs other related duties as assigned.

### **MINIMUM QUALIFICATIONS**

#### **Education and Experience:**

Bachelor's degree in Public Administration, Management, Engineering or a related field from an accredited college or university. Must have at least three (3) years of demonstrated management experience as a city or county government chief executive officer, an assistant city manager or deputy city manager or in a senior management position with a like size organization and significant work in the public sector. A Master's Degree may be substituted for one (1) year of the required experience.

#### **Licenses or Certifications:**

- Possession of a valid Class "E" Florida Drivers License and compliance with vehicle use policy requirements, Section 8.15(c) in the City's Personnel Manual.

#### **Knowledge, Skills and Abilities:**

- Considerable knowledge of finance, administrative and management concepts, and practices.
- Considerable knowledge of modern business methods and procedures as applied to City government.
- Ability to delegate authority and responsibility.
- Ability to create a positive image to the public relative to the City and its programs.

- Ability to establish and maintain effective working relationships with the City Council, department heads, employees, the general public, professionals and representatives from other governmental agencies.
- Ability to use computer software applications including word processing, spreadsheets, and databases.
- Ability to communicate effectively orally and in writing with the public and business and civic groups.
- Ability to present ideas and programs orally and in writing.

#### **PHYSICAL DEMANDS**

The work is sedentary and requires exerting up to 10 pounds of force occasionally and/or negligible amount of force frequently or constantly. Also requires the following physical abilities: manual dexterity, handling, mental acuity, speaking, talking, and visual acuity.

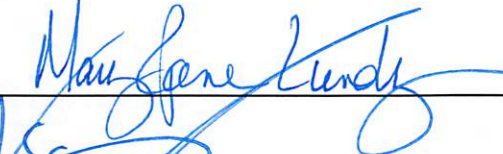
#### **WORK ENVIRONMENT**

Work is performed inside and some work outside in various weather conditions.

*The City of Green Cove Springs, FL commits to a policy of equal employment opportunity for applicants and employees, complying with local, state, and federal laws. The City's policy is to employ qualified persons without discrimination regarding race, creed, color, religion, age, sex, country of national origin, marital status, disability, sexual orientation, gender identity, genetic information, political affiliation, ethnicity, or status in any other group protected by federal/state/local law.*

Final Review and Approval:

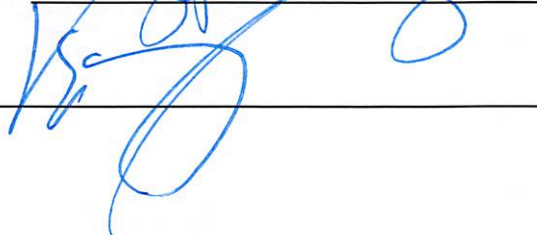
HR Director:



Date:

2/23/2021

Mayor:



Date:

2/23/2021

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.

## City Manager Goals FY 2019 - FY 2020

### 1. A) Improve Electric Utility Reliability and Reputation

#### Measurements and Steps

- % of Outages Hours/Minutes - This is tracked and has improved significantly over the last 18 months.
- # of complaint calls related to service - This number has declined over the last 18 months.
- Improvements in Customer survey responses annually. Needed to get a solid baseline of reliability and operation before we could measure any change. With new Electric Director and in-sourcing of Electric operations, this will be moving forward this next year.
- CAIDI, FAIFI, MAIFI metric improvements
- Response times to Outage Calls – This is being tracked more effectively by new Electric Director

### B) Bring ALL Utility infrastructure up to 20% above Current Capacity

#### Measurements and Steps

- System inventory and mapping - Ongoing
- Determine Current demand for all utility services-Ongoing

### 2. Improve Community Outreach, Education and Communication

#### Measurements/Steps

- Have Quarterly Town Hall Meetings – Virtual or Real – COVID Impacted this
- Highlight Each Department Monthly – Will have this ready for the start of the new FY.
- Annual Report – Will pursue design after FY 2021-22 Budget
- Citizen Advisory Committee - Completed

### City Code Enhancements, Expansions, Revisions

#### Measurements and Steps

- Define City Zones/Overlays – Entertainment District, Commercial District. Etc. – In Process
- Adopt a Blight Tax Ordinance – Have draft prepared to be reviewed by SDRT and P & Z and then M & C
- Create Checklist for Plan Review - Completed
- 2040 Plan will serve as the basis for updates to the City Zoning Map/Districts and other future planning/building documents – Comp Plan Update starting 3/2021
- More Aggressive Code Enforcement – Zones/Tracking/Follow-up – CE Officer bringing more cases and cleaning up the City
- Redevelopment Code Enhancement to encourage Repurposing of historic infrastructure restoration – Funding from Cares Act to incorporate this effort with the Comp Plan Efforts

### 3. Improve Fund balance and Reserve balances

#### Measurements and Steps

- Establish a 120-day Operating Reserve – **In Progress. Added close to \$600,000 from Cares Act Funds reimbursement**
- Establish an unobligated Fund Balance of \$5,000,000(Supported by Budget Strategy) – **In Progress**

### 4. Explore opportunities to create a Smart City

#### Measurements and Steps

- Provide open data access to the public – **Various software apps being reviewed to accomplish.**
- Better utilization of GIS data – **Project starting to accomplish this.**
- Work with private sector to explore Public Private Partnerships on ways to create a more efficient, effective and Smart Government – **Close to getting proposal from Smart city capital/FLC on suggested options.**
- Market the City as a Smart City Jurisdiction Supported by Zoning, Land Use and Resource utilization – **Will do once we have sufficient capabilities and infrastructure in place.**
- Align Departments, Community and Stakeholders and leverage IT infrastructure for Smart City solutions – **Installed and connected all City buildings through fiber optic network.**
- Install Smart Equipment that supports the theory behind Smart Cities and data collection and technology innovation – **Waiting on report from Smart Cities Capital and FLC**

### 5. Budget Process

#### Measurements and Steps

- Move towards an Exception Budget Process – **Wanted to get a couple of budget cycles behind me before we embarked on this approach.**
- Commitment to fund the CIP w/o moving projects out in Future- **Year to Year effort, COVID impacted some Revenue**
- Commit to a 2 Day Budget review process – **Discuss at FY21-22 Budget Cycle**
- Evaluate doing a 2 Year Budget for more concise Planning – **Discuss at FY 21 Budget Cycle**

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

#### Measurements and Steps

- Adopt a specific Annexation Plan – **Being reviewed by staff**
- Utilize a Cost/Benefit Metric to evaluate annexations – **Already in use**
- Conceptual Design Firm to Assess and Provide a Plan for Downtown – **Cares Act Funding assigned to this effort. Desiring to do this along with the Comp Plan Update.**
- Council Agreement to Direction of Development Plan - **Will discuss when we have the results of the Development Plan completed.**



## 7. Public Safety Certifications and Accreditations

### Measurements and Steps

- FLE- In progress
- CALEA – In progress. Multiple year effort
- Establish minimum Internal Training Standards for Public Safety Staff – In Place