

City of St. Augustine



St. Augustine, Florida

City Manager

October 20, 2011

Mayor Joe Boles
Vice Mayor Leanna Freeman
Commissioner Errol Jones
Commissioner Nancy Sikes-Kline
Commissioner Bill Leary

RE: Annual Review and Progress Report

Dear Mayor and Commissioners:

Background

The purpose of this report is to provide a partial recapitulation of the past year's activities for your consideration in your annual review of my performance as City Manager. It is not a complete synopsis of all of the organization's accomplishments, but represents the items that typically involved an action item or policy decision at the City Commission level.

I must stress that although the City Manager and the City Attorney are independent constitutional officers, we do provide an integrated team approach to carrying out the mission and policy of the City Commission. With regard to the City staff under my span of control, I am proud to be the Chief Executive Officer of such a talented and committed group of individuals that have dedicated their professional careers to civil service.

The purpose of the annual review is to provide constructive feedback so that I can continually improve my performance and ultimately the organizational performance provided to our community. I hope this partial list helps you in the evaluation and goal setting for the coming year.

The challenge that we have met is to downsize government commensurate to the economic reality of plummeting revenues while maintaining high service and productivity levels required by the City Commission.

Please consider this report as additional information, fill out the attached evaluation form, return it to the City Clerk, and perhaps provide an overall assessment at

the City Commission meeting. I will schedule a time when we can discuss this in however much detail you prefer.

The period of evaluation represents employment and activities from July 1, 2010 to September 30, 2011.

Initial Goal Setting

We began the year by setting four goals that govern our work and help us remain “on point.” The concept is to be purposeful in directing the resources of the City. Once conceptual goals were set, the Commission outlined specific projects and objectives that fit into the goals. As the year progressed, we were both proactive and reactive in meeting a changing array of challenges.

The four general goals, in no particular order, were as follows:

1. ***Core Values*** – core values such as, but not limited to, commitment to employees, transparency, open government and public access, historic preservation, integrity, consideration of neighbors, honesty, ingenuity, creativity, compassion, empathy, mutual respect for all, hard work ethics, fiscal responsibility, empowered workforce, fun, commitment to environmental protection, all within generally high standards. Development of institutional core values is essential, which leads to a more productive and competitive organization that can meet the economic challenges we face in today’s world.
2. ***Quality of Life*** – working in areas that affect our community’s perception of their standard of living. Community perception of beauty, crime, safety, emergency response, neighborliness, approachability of government, social connectivity, intellectual creativity, continuous improvement of essential services, cultural diversity and a commitment to ethics. Overall, continuously shape the positive “sense of place” we love about St. Augustine.
3. ***Infrastructure*** – the ability to maintain and improve our public assets is a traditional and essential service of government. Infrastructure has a critical role in achieving the other three goals because the quality of the public space profoundly influences our “sense of place”.
4. ***Economic Development*** – this goal recognizes the integral role the City plays in the economy, both inside and outside the City. Items include the evolution and therefore, the sustainability of our tourism industry. We must also foster our limited industrial base. This goal also includes furthering the image of St. Augustine as a great place to live, even if you work using internet-based technology. Another element of this goal is a commitment to work with our partners such as St. Johns County, the Airport Authority, the Industrial Development Agency, Chamber of Commerce, private businesses, etc. in job creation.

I think we all realize that the goals are interrelated and many actions satisfy more than one goal. For example, the often used example of the Aviles Street rehabilitation inherently met all four goals. I classified the below tables based on my perception of which goal was the primary influence.

To the public, the Commission and staff are a team called the “City of St. Augustine.” Again, it is a privilege to be in a key position that affects the performance of the entire team. I approach each and every day with a sense and understanding that I need to earn my keep.

Goal: Core Values

CORE VALUE/ACTIVITY	COMMENT
Open government-overhauled public records policy	Complete. We eliminated most charges and now allow electronic transfer of documents to provide efficient access to all.
Transparency - improved website access of documents	The IT Department is working to expand use of technology to provide public access to key documents.
Compassion - Aviles Street rebuild	Compassion for a struggling business district led to financial ingenuity, creativity in engineering, etc. This has become a nationally recognized public works project.
Respect for all, developing culture of professionalism	Qualitatively, public decorum at the meetings has improved.
Commitment to employees - started semi-annual “meet and greet” of every City employee to express appreciation and have dialogue from all levels of the organization	This creates two way dialogues to share ideas, information and our thoughts on our core values. Great ideas are often offered from our employees.
Public access - Improvements to Public Affairs products and City website	Although this department has been downsized, I am receiving favorable comments on the stories and website information. Public Affairs and clerk’s office are sending out all backup materials to all media outlets.
Ingenuity/creativity/empowerment - New garage financial model	The leadership of the Assist. City Manager, the garage staff, customer service, financial services created a new \$1 million revenue stream. Cool! Numbers are tracked daily.
Work Ethics - Paul Sarbanes grant award and execution	Encouraging a corporate culture to go the extra mile in seeking grants. Project in competition for \$2.6 million construction grant.
Considerate - Tough sound standards and fining levels implemented	The Planning and Building Department and others toughened standards to deal with inconsiderate businesses in mixed use

	neighborhoods.
Historic Preservation - Added Nelmar and Fullerwood to National Register Historic Districts	The Planning and Building Department completed this activity which leads to recognition and long term historic preservation.
Historic Preservation - UF/NPS Peck property land swap	Commitment to long term planning. The National VOC will improve the business model to preserve historic resources.
Open Government - "Break Room" show	Public Affairs created a radio show that "humanizes" the City.
Lift Up Lincolnville	Ongoing. Efforts to provide community driven, long term master plan. Social connectivity is happening as evidenced by the new Farmers Market.
Environmental Sustainability - LED lighting grant	Energy conservation leads to fiscal reduction. Paid by a grant.
Protect Neighborhoods-Abbott Tract/wedding rental problem	Inconsiderate business practices that disturbed neighborhood tranquility was resolved with decisive action by the City.
Protect Neighborhoods - FSDB Code Dispute	With help from the City Attorney's Office and Planning and Building, we are attempting to reconcile the dispute of institutional uses and neighborhood standards that have been a long standing confrontation.
Reduced operating budgets and size of City; adopted policy to minimize reserve drawdown	Complete. Compassion for the economic sustainability we face in all areas, fiscally conservative core values.
Fiscal Responsibility – refinanced debt to lower interest payments	This activity lowers long term debt burden. Aggressive work by Comptroller netted an excellent net present value result.

Goal: Quality of Life

ACTIVITY	STATUS
Tightened panhandling control and locations	This is an ongoing issue. Progress has been made and much research by the City Attorney's office has been done, we are working on further refinement on the issue.
Fire truck replacements	After research by the Fire Department, two new trucks were purchased which will replace aged fleet. Reliable equipment in emergency service adds to our quality of life.
West Augustine infrastructure master plan	Complete. Public Works is moving to the implementation phase.
Police grants	The Police Department is constantly seeking grants and updating our public safety service level with technology.
HP architectural guideline update	Complete. These updates continually maintain City beauty and ambience.
Eliminate organized crime organization in Lincolnville	Complete. This elimination made a huge impact on the community leading to the reduction of the police force by one officer. Now we need to put the property back in service. Return on investment is a \$300,000 land asset and reduces police operations by approximately \$75,000 annually. Huge quality of life impact!
About to deploy "No Camping" enforcement	In days St. Francis House will provide firm capacity to allow enforcement of this ordinance.
Middleton Archaeology Center	Complete. Improves our cultural quality of life.
Mooring	Complete. The General Services Department and Marina worked diligently to implement the mooring program.
Eliminated 200 Club nuisance	Complete. Affected neighborhood safety and tranquility.
Aiding and encouraging bike plans	A multimodal City leads to a pedestrian friendly community.

Goal: Infrastructure

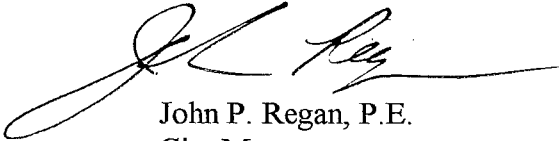
ACTIVITY	STATUS
Riberia Street rehabilitation	In process. Currently, the largest project in the City.
Negotiated with FDOT the design build of San Sebastian Bridge	In process. Expedites final delivery schedule. The Commission's position and negotiations by staff convinced FDOT to spend an additional \$1 million to speed up project.
Davis Shores water line replacements	Concentrated effort to alleviate "Red Water" in Davis Shores and improved fire protection.
3.2 million dollar "red water" bond initiative	In design and construction. Huge impact to quality of life for residents.
FEMA seawall grant	In process. Commitment to this project has been 12 years and counting.
Orange Street pedestrian improvements and other ADA and sidewalk improvements	The Planning Department completed a grant to implement pedestrian safety improvements. Public Works added other major improvements also.
Negotiated with County on Galimore pool	Settled issues with County. This is a key General Services project for coming year.
Expanded recycling	Complete. Cost effective program change to demonstrate value of sustainability.
Increased annual capital dedicated to utility replacement	Complete. Never enough money available! Increased budget from approximately \$600,000 to \$1,000,000 annually for utility replacements.
King and Malaga storm system replacement	Complete. Eliminated a serious flooding problem by encouraging FDOT to expend funds. Project took 10 years.
Carriage ordinance modifications and route study	Ongoing. Project optimizes routing to improve traffic flow of existing infrastructure, etc.

	yielding results.
Andrew Young crossing	Complete. Creating the embracing of our African American history which will diversify our heritage tourism.
VIC exhibition hall remodel	In design. The space will lead to cultural program that will augment our heritage tourism industry and foster our intellectualism making us an increasingly interesting town to live, work and play.
Cadiz partnership	Agreement complete. Part of 450 th strategic plan.
Assisted Foot Soldier Memorial construction	Complete. Creating the embracing of our African American history which will diversify our heritage tourism.
Implemented energy tax policy	Complete. Improves City Financial "bottom line" and committed to the environment.
Partnering with SJC, Airport Authority, IDA, PGA for economic development	In progress. Integrated team approach to job creation by all government agencies.

I hope that this partial list gives you a sense of accomplishment and satisfaction that your personal investment in elected public service is worth it. Personally, it reaffirmed for me the intrinsic joy managing the crucial organization we call the "City". I strive to learn from our failures, build upon our successes, and constructively use the review process to become a better City Manager.

I look forward to our discussions.

Sincerely,



John P. Regan, P.E.
City Manager

JPR/lf