



### 2022 City Manager Evaluation (Second Six Months / One Full Year)

Please rate the City Manager using the following scale:

5	Exceptional	Performance is consistently superior and significantly exceeds expectations.
4	Highly Effective	Performance frequently exceeds expectations.
3	Proficient	Performance consistently meets expectations.
2	Inconsistent	Performance meets some, but not all expectations.
1	Unsatisfactory	Performance consistently fails to meet minimum expectations; employee lacks skills required or fails to utilize necessary skills.
N/A	Not Applicable	Employee has not been in position long enough to have demonstrated the essential elements of the position and will be reviewed at a later agreed upon date.

The nine (9) categories below are the areas being rated, not each bulleted item. These items assist each Commissioner as they evaluate each category. The items in each category are not meant to be all inclusive. At the end you should have nine (9) categories rated.

Please return your evaluation form to the City Manager.

<p><b>1. Leadership / Supervision</b></p>
<p><b>Leadership</b></p> <ul style="list-style-type: none"> <li>• Inspires others to succeed</li> <li>• Actively promotes efficiency in operations</li> <li>• Demonstrates a high regard for personal ethics</li> <li>• Exhibits composure, appearance, and attitude appropriate for the executive position</li> <li>• Assumes responsibility for the outcomes of staff performance</li> <li>• Maintains a standard of respect for department head's ability and encourage their initiative</li> <li>• Demonstrates knowledge / understanding of departmental operations</li> <li>• Challenges staff to perform at their highest level</li> </ul>
<p><b>COMMENTS:</b></p> <ul style="list-style-type: none"> <li>• After becoming a member of the Florida City/County Managers Association (FCCMA) in February, I became a member of the FCCMA Fiscal and Administrative Policy Committee this summer, joining my colleagues to handle statewide challenges</li> <li>• Promoted efficiency in operations by recommending changes during budget process to help add speed and flexibility in operations similar to other jurisdictions while maintaining transparency (i.e. signature authority for contracts, contingency funds)</li> <li>• Continued to be loyal to the City by making decisions based on a strong moral compass, honest mistakes were made but none due to an intentional desire to cause harm</li> </ul>

- Continued to be professional in all circumstances even when attacked or targeted by internal and external audiences
- Assumed public responsibility and accountability for the Commissioner Retreat missteps which were validated by ICMA stating that there was no Code of Ethics violation after two anonymous ethical complaints were filed with ICMA
- Supported all department heads during the budget process to secure much needed resources to keep pace with the speed of the City's growth
- Continued to grow the technical knowledge of each department by overseeing memos, agenda items, and board meetings
- Continued to grow my own subject matter expertise within all departments via in person meetings, memos, and interactions with our various team members
- Challenged staff by committing to the deliverables in our FY2023 Action Items that will allow us to put "wins" on the board, keep our momentum and advance the City's goals (see attachment)
- Continued the growth and success of our department leadership by supporting them in various ways resulting in improved staff morale, better work output and efficiencies, and multiple regional and national awards/recognition

**LEADERSHIP MEETINGS:**

- Weekly one-on-one meetings with four Commissioners (one commissioner canceled these meetings on 4/22/22 but I extended an invitation to resume these meetings as they may desire on 5/11/22 )
- Regular group or individual meetings with leaders (ex. COG, regional city managers, Enzyme group)
- Arranged leadership meeting with Charlotte County Board of Commissioners and our Commissioners on July 14<sup>th</sup> to discuss mutual challenges (i.e. economic development, transportation, utilities, etc.)
- Continued internal department leadership meetings to provide a culture and environment of inclusion for quality decision making; added a recurring monthly team building meeting with leadership to better understand each other on a personal level to strengthen our relationships
- Initiated a process to evaluate the health of our departments; this is designed to improve customer service, our processes and procedures, and the relationships of our internal departments improving morale and effectiveness

5-Exceptional   4-Highly Effective   3-Proficient   2-Inconsistent   1-Unsatisfactory  
 N/A-Not Applicable

**2. Execution of Policy**

- Understands the laws and ordinances of the city and cause them to be fairly enforced

<ul style="list-style-type: none"> <li>• Offers workable alternatives to the Commission for changes in law or policy when an existing policy is no longer practical</li> <li>• Supports the actions of the Commission after a decision has been reached, both inside and outside the organization</li> </ul>
<p>COMMENTS:</p> <ul style="list-style-type: none"> <li>• Continued to work with commissioners to properly bring their vision to reality by preparing policies for consideration and implementing action following the guidance and direction following commission meetings to carry out the commission’s policy direction</li> <li>• Continued to prepare more individual commissioner agenda items to bring their questions and staff’s recommended solutions before the commission as a board to allow for better holistic discussion and decision making</li> <li>• Continued ULDC development, it is a huge undertaking and we now have significant experienced staff leading this important project to its conclusion</li> <li>• Performed as a public speaker during events and enforced the decisions of the Commission (past and present), educated stakeholders about the authority of the Commission, and offered suggestions on how to proceed to resolve issues within our Commissioner-Manager form of government</li> </ul>

5-Exceptional  
  4-Highly Effective  
  3-Proficient  
  2-Inconsistent  
  1-Unsatisfactory  
 N/A-Not Applicable

<p><b>3. Community Relations</b></p> <ul style="list-style-type: none"> <li>• Works well with community members and properly handle their complaints</li> <li>• Demonstrates a willingness to meet with community members and discuss issues of concern; initiates follow-up as appropriate</li> <li>• Represents the City in a professional, articulate manner when attending/presenting at community events, neighborhood meetings or social gatherings</li> </ul>
<p>COMMENTS:</p> <ul style="list-style-type: none"> <li>• Improved our Customer Call Center focus, resulting in launching on October 1<sup>st</sup> there will be a more dedicated use of the North RePort App that will complement the daily responses by myself, senior staff, and other subject matter experts to complaints/issues. The system will better leverage an electronic format to acknowledge, track, and respond to citizen complaints. We will also provide a communication campaign to help all stakeholders adjust to the new process.</li> <li>• Graduated from the 2022 North Port Leadership Class sponsored by the North Port Area Chamber of Commerce, exposing me to gaps in our community that may be “blind” spots the City can help partner in addressing</li> <li>• Received and accepted an invitation to join the North Port Area Chamber of Commerce as an ex-officio Board Member</li> <li>• Facilitated a community event for youth suicide prevention to show a Community of Unity on a very tough subject and support those who are in need and provide help and support</li> <li>• Engaged the community to build trust and confidence in local government by being the lead speaker at multiple Meet and Mingle meetings (in each district to help each</li> </ul>

commissioner succeed as an elected official) and community engagements (rotary club, chamber events, real estate organizations, etc.) including events with disgruntled citizens and topics associated with the deannexation situation. In FY23 these community meetings will continue but evolve into more information/updates on City efforts

- Created the NP2 (North Port and Non Profits United) campaign, designed to help our non-profit partners better find common ground by servicing the same population with financial assistance during our budget process, increased service opportunities, restarting workplace giving campaign to aid nonprofits, and more consistent city space rental practices for nonprofits. This is another example of a misstep of mine. I should have better communicated my vision with the Commission as an agenda item to ensure we all shared the same vision for community engagement.

5-Exceptional   4-Highly Effective   3-Proficient   2-Inconsistent   1-Unsatisfactory  
 N/A-Not Applicable

<b>4. Administrative Duties</b>
<ul style="list-style-type: none"><li>• Effectively manages personnel issues including employee insurance, fringe benefits, promotion, pensions, and union negotiations</li><li>• Provides regular information and reports to the Commission concerning matters of importance to the City</li><li>• Ensures that reports are produced and handled in a way to convey the message that affairs of the City are transparent</li></ul>
COMMENTS: <ul style="list-style-type: none"><li>• Worked to handle sensitive situations in multiple departments that involved ensuring the City has a low risk opportunity for legal action as well as working with our union leadership to explore opportunities to offset very negative economic conditions outside our control</li><li>• Reported regular information to commissioners on a weekly basis during one-on-one meetings as well as placing phone calls to commissioners on time sensitive information</li><li>• Created a website pilot page as a public facing tool to provide data, updates, and information on the operations of the City ensuring a more valuable transparency experience</li></ul>

5-Exceptional   4-Highly Effective   3-Proficient   2-Inconsistent   1-Unsatisfactory  
 N/A-Not Applicable

<b>5. Economic Development</b>
<ul style="list-style-type: none"><li>• Develops strong relationships with developers while protecting the City's interest</li><li>• Works to increase the City's tax base through economic development</li></ul>
COMMENTS: <ul style="list-style-type: none"><li>• Continued the strong working relationship with staff at one of the fastest growing master planned communities in the nation Wellen Park in order to resolve issues including workforce housing and adequate healthcare for the area's growing population</li><li>• Began the process and partnering with Sarasota Memorial Hospital to locate a full service hospital in the City in the upcoming years</li><li>• Included in our FY23 Budget Proposal the staffing resources to re-imagine our economic development efforts. This enhanced department will now allow us to have a better control of our destiny by performing essential marketing, attraction, retention, workforce, and local business support here in our City. This proactive approach will allow us to actively "sell" our assets nationwide</li><li>• Worked on enhancing Warm Mineral Springs as an asset, preparing proposals for the Commission's Public-Private-Partnership (P3) to increase the revenue generation of the asset and not add more taxpayer dollars</li><li>• Continued multiple meetings with developers to hear and remove their pain points including developers focused on retail, mixed use, and affordable housing</li></ul>

5-Exceptional   4-Highly Effective   3-Proficient   2-Inconsistent   1-Unsatisfactory  
 N/A-Not Applicable

<b>6. Intergovernmental Relations</b>
<ul style="list-style-type: none"><li>• Cooperates with neighboring communities and community members while looking after the interests of North Port</li><li>• Maintains open communications with other local government in the area, particularly as it may affect or relate to the City</li></ul>
COMMENTS: <ul style="list-style-type: none"><li>• Established relationships to enhance problem solving with surrounding jurisdictions including Charlotte County as previously mentioned</li><li>• Requested a joint board meeting with Sarasota County; working on an action plan that will help navigate the needs of the City balanced with the best interests of the County</li><li>• Worked extensively on letting all surrounding jurisdictions know that the City wants to be the best partner available in all subject matter areas</li><li>• Partnered with neighboring jurisdiction to help aid their efforts to resolve their Public Safety situation</li><li>• Attended the City of Venice's City Manager Staffing Retreat to prepare for our upcoming staffing retreat to improve our relationships and effectiveness of our Leadership Team</li></ul>

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- 5-Exceptional   4-Highly Effective   3-Proficient   2-Inconsistent   1-Unsatisfactory  
 N/A-Not Applicable

<b>7. Strategic Planning</b>
<ul style="list-style-type: none"><li>• Involves himself in the planning process to the correct degree</li><li>• Review the processes and look for better ways to handle development activities</li><li>• Demonstrates the ability to implement and achieve strategic objectives as set by Commission</li></ul>
COMMENTS: <ul style="list-style-type: none"><li>• Led the strategic planning process next steps of connecting the strategic pillars to the budgeting process increasing accountability</li><li>• Improved transparency by creating web page performance data tracking</li><li>• Created culture of performance plans for various departmental leadership for “cascading commitments” that will help filter down strategic objectives to all areas of our organization increasing the ownership of staff in all our efforts</li><li>• Partnered with Leadership ICMA to supplement our Performance Management Analyst efforts and assist staff in developing quality metrics for the strategic plan priorities</li></ul>

- 5-Exceptional   4-Highly Effective   3-Proficient   2-Inconsistent   1-Unsatisfactory  
 N/A-Not Applicable

<b>8. City Commission Relations</b>
<ul style="list-style-type: none"><li>• Works well with the City Commission to make sure there is adequate information available prior to meetings</li><li>• Responds to requests for information or assistance by the Commission and/or individual members</li><li>• Carries out directives of the Commission as a whole as opposed to those of any one member or minority</li><li>• Sets meeting agendas that reflect the guidance of the Commission as a whole</li><li>• Demonstrates willingness to meet with Commission members to deal with individual problems and issues</li></ul>
COMMENTS: <ul style="list-style-type: none"><li>• Conducted agenda briefing meetings to provide an opportunity to ask in-depth questions in advance of Commission meetings</li><li>• Continued to respond to Commission concerns via emails, phone calls, and in person</li></ul>

- Included agenda items that reflect the entire conversation and direction of the Commission
- Worked with the Commission approved member on the important topic of affordable housing solutions with Wellen Park and other valuable stakeholders
- Made myself available to Commission members on nights, weekends, etc.
- Agreed to meet with an individual Commission member to deal with individual problems and issues until publicly attacked for the honest missteps in the administration of the Spring Commission Retreat. In spite of feeling targeted and singled out from a Retreat that included multiple attendees saying very similar responses, I still agreed to the requested mediation. During a public workshop on 5/10/22 my prior actions were called “possibly illegal” and “anyone else would be possibly looking for another job”. I do not believe these actions and words showed the same good faith I was prepared to bring to the mediation for a better working relationship.

5-Exceptional     4-Highly Effective     3-Proficient     2-Inconsistent     1-Unsatisfactory  
 N/A-Not Applicable

<b>9. Financial Management / Budget</b>
<ul style="list-style-type: none"><li>• Ensures the budget is prepared and executed in a productive manner</li><li>• Addresses the budget concerns raised by the Commission as a whole</li><li>• Administers the adopted and amended budget within the approved revenues and expenditures</li></ul>
<p>COMMENTS:</p> <ul style="list-style-type: none"><li>• Completed my first budget process and submittal connecting our growth needs to the outcomes directed by the Commission</li><li>• Budget submission included a tax neutral proposal, adding funds to our general fund balance, right-sizing the need for personnel growth to match the levels of service our City needs and provides to citizens on daily basis</li><li>• Performed six budget town halls in the community (including one with virtual audience participation) and an online budgeting tool for residents to participate with how they would allocate our resources within our strategic pillars</li><li>• Performed multiple one-on-one budget meetings with Commissioners and staff to help answer questions to allow for more fluid group public budget meetings</li><li>• Provided budget memos following workshops to answer questions in a systematic and transparent method</li></ul>

5-Exceptional     4-Highly Effective     3-Proficient     2-Inconsistent     1-Unsatisfactory  
 N/A-Not Applicable

**OVERALL RATING**

Score

- 5-Exceptional    4-Highly Effective    3-Proficient    2-Inconsistent    1-Unsatisfactory  
 N/A-Not Applicable

(CITY COMMISSIONERS COMMENT)

(EMPLOYEES COMMENT)

This has been a phenomenal first year overall! There have been a lot of challenges, learning opportunities, and a few missteps. I will continue to learn and improve on my mistakes. I have also learned to ensure I bring more items of discussion to the Commission Board (sooner rather than later) and to better communicate my goals and vision for certain programs and projects to ensure alignment with the Commission outcomes and expectations. These instances will be improved upon in FY23 as we move forward together.

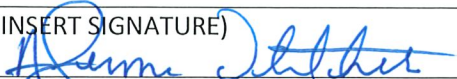
However, there was a lot of good work done by myself and my team! There are too many to name, and I am grateful for every employee of our City! Attached you will see some recent accomplishments from our team. They are all the backbone of everything that gets done and the reason for the City being in a great position right now. I am also very proud of how the budget process went this year. We handled the needed growth of our city within our budget boundaries and were able to recognize that if leaner years are coming we will be prepared. The personnel resources requested this year will not be duplicated next year. We will show the City that we will deliver on results from the resources granted to us by the Commission. We will put "Wins" on the board!

It's an exciting time to be a part of our City. The energy of the hospital and economic development is at an all time high. I believe our community engagement efforts are being well received as we educate and engage our citizenry. There are A LOT of projects and deliverables we have in store for FY23, see the attached list of some of our team accomplishments in the second half of FY22 as well as our action list for FY23. The MOMENTUM we have created this year will only multiply next year!

A personal THANK YOU to all the Commissioners that supported my hiring and continue that support to this very day! As a first time administrator, it has been a great experience and I remain grateful for the opportunity to serve this amazing community. The role of City Manager is a difficult job, so I appreciate your grace provided to me to lead this organization. Your leadership, communication, and strong desire to improve the experience of all our residents is appreciated every day. I am glad you chose me and each day I strive to make you proud of your choice. I am excited to continue this journey with you and let's make FY23 the best year for North Port ever!

CITY MANAGER SIGNATURE / DATE:



(INSERT SIGNATURE) 	(INSERT DATE) 8/30/22
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CITY COMMISSIONER SIGNATURE / DATE:

(INSERT SIGNATURE)	(INSERT DATE)
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City of North Port  
City Manager's Office

Interoffice Memorandum

To: Honorable Mayor and City Commission

From: A. Jerome Fletcher II, ICMA-CM, MPA, City Manager

ASE

Date: August 30, 2022

Re: City Accomplishments Achieved in Fiscal Year 2022

Since my arrival in the City of North Port, I have been working closely with staff and the Commission in the effort to fulfil Commission's vision, complete projects, and implement initiatives while bettering the work experience for staff. To that end, there have been considerable strides made in the past 12 months. City staff have worked enthusiastically and tirelessly to reach the accomplishments listed while identifying efficiencies and making process improvements along the way.

#### CITY MANAGER'S OFFICE

##### Communications Division

- Instituted a new Media Contact email process to inform Commissioners, leadership and staff of significant media inquiries and interactions to ensure consistent messaging and awareness.
- Onboarded new Communications Manager/PIO.
- Initiated website redesign for Fiscal Year 2022-23.
- Launched North Port Fire Rescue Facebook page in May 2022 (more than 1,500 followers to date).
- Launched Deskside Chats podcast series to highlight personal stories of City employees and their public service (more than 1,700 listens since Jan. 2022).
- Shared online tool for residents to provide public input on the City budget.
- Continued to produce and distribute North Report print newsletter quarterly to all homes in North Port.
- Launched City Manager weekly email newsletter for all City employees.
- Continued campaign to sell the 50<sup>th</sup> anniversary books. We are now at less than 50 left.
- Staff attended Crisis Communications training.
- Contributed to multiple awards won across departments:



- Utilities: Public Education Award – Florida Water Environment Association
- NPPD: Best Use of Social Media in an Emergency Finalist - Government Social Media
- Parks & Recreation - Florida Public Relations Association: Golden Image Award of Distinction and Judges’ Award for the ‘Experience Vintage Florida’ WMSP Marketing Campaign
- Parks & Recreation - Florida Festival and Events Association: First Place Sunsational Award for Event Guide/Brochure for the Summer/Fall 2022 Playbook
- Parks & Recreation - Florida Festival and Events Association: Third Place Sunsational Award for Diversity, Equity, and Inclusion Initiative for the ‘Community of Unity’ photo campaign
- Parks & Recreation - Florida Festival and Events Association: First Place Annual Report for the ‘2021 Annual Impact Report’
- Continued outreach work by providing tours, visiting schools, and providing presentations to area groups.
- Assisted with City Manager’s Meet & Mingle speaking engagements.
- Assisted with Community Budget Input Meetings.
- Worked with other Departments to coordinate “You Are Not Alone” event.

### **Economic Development Division**

- Completed two of the three Economic Development Imperatives for North Port as identified in the Market Feasibility Study which include identifying sites that require investment and the determination of funding to develop infrastructure to support business.
- Spearheaded several marketing initiatives that increased the visibility of the City’s development potential, including events, social media, and advertisements with a potential reach of over 260,000.
- Built the Economic Development pipeline to include 15 new projects/developments representing 650+ jobs and \$100+ MM in capital investment.
- Actively recruited three business attraction projects by hosting company executives during Braves Spring Training events.
- Facilitated Affordable Housing Workshop with Planning which offered numerous policy avenues for the City Commission to explore.
- Updated permitted and prohibited uses in Activity Centers 1-5 and 8 to encourage commercial growth.

### **Grants Division**

- Recognized need for greater oversight of grant projects and improved efficiency in processing with centralized grant management, leading to the Grants Division absorbing grant management throughout the life of grant projects.
- Created and filled two Grant Coordinator positions to better collaborate with departments from grant application to closeout for improved efficiency and compliance.



## IT Division

### GIS Accomplishments

- Migrated our GIS Portal from a server that had a memory leak to a new stable server. This has increased performance while using Enterprise Portal
- Created a new Habitat Sightings Survey for the public to use. This application is more user friendly for the Public to use. The main use of this for the city is to monitor and track the Gopher Tortoise and Burrows that are both protected by FWC.
- Reworked the Scrub Jay layer so the city can better protect the conservation of the Scrub Jays in North Port.
- Created an Open Public GIS Hub. All the applications and dashboards that are available to the public are all in one place with details (metadata) and usage about each app and dashboard. There is also a section available for comments about the individual application they are viewing.
- Used GIS to assist North Port Police Department in a missing persons case.
- Used GIS to assist Charlotte County Sheriff in a missing persons case.

### Technology Accomplishments

- NDS Wellen Park wireless network connectivity
- Fire Station 86 technology installs
- Mental Health certifications (multiple staff)
- Migration from ShoreTel to Mitel
- iPhone buy back process, check received for \$7,993
- Metro-E bandwidth increases to Fire Stations
- Numerous internal promotions, and several new hires
- Multiple sites upgrading to Extreme network switches
- Assisted with HVAC software and access controls
- Multi-factor implementation to increase security
- Advanced endpoint detection and response with next generation antivirus to increase security
- Technology installs for WWTP
- Several security camera expansions and new installations
- Created new publicly accessible daily scheduled inspections report, auto updated throughout the day
- Replaced public-facing phone directory with automatically updated list
- Created voting app for scoring North Port's Got Talent show; reusable with minor changes for other adjudicated events

### Social Services

- Directed Social Services to create the North Port and Non-Profits United (NP2) program.
- Gave direction for us to identify if staffing levels were appropriate and applicable.



- Directed us to explore the Home Share Program that would alleviate the housing crisis in the community.
- Gave direction on how to elevate the awareness of the services provided by the division.
- Gave direction to explore and gain better knowledge of what services the County provides for our area non-profits.
- Encouraged staff to maintain a healthy work/home life balance.
- Jerome understands the importance of the services provided by the division and the role we play in our community (this has been a huge morale booster for our division staff).

#### FINANCE DEPARTMENT

- Increased procurement thresholds through administrative policy thereby increasing efficiency of operations city-wide
- Prepared and presented the City Manager’s Recommended Budget and Preliminary Budget in a data-driven format which linked budget choices to strategic objectives. This process was more effective and efficient than any prior budget year.
- Instituted formalized budget development follow-up memorandums.
- Recruited a highly qualified Performance and Accountability Officer.
- Prepared a Pilot Project Performance Measurement Dashboard for Public Works. Initiated preparation of dashboards for all program areas.
- Educated the public regarding the upcoming Surtax vote.
- Adopted a Surtax IV Project List which funds the widening of Price Blvd. in the first 5 years. Recommended and received approval for a referendum question which will allow the issuance of bonds to fund Price earlier than will otherwise be possible.
- Recommended and received approval for a referendum question to improved the efficiency of operations through CM authority to enter into contracts and agreements.
- Hosted multiple Town Hall Meetings.
- Implemented a Budget Tool through which citizens provided feedback on budget priorities. This tool also provided citizens with first-hand experience prioritizing limited resources.
- Partnered with North Port Forward in hosting multiple Meet and Mingles.
- Provided Crisis Communication Training to key team members.
- Conducted an Employee Compensation Study which determined that salaries are behind market. Proposed resolution of this matter through a budget proposal.
- Partnered with Leadership ICMA in a course completion project benefiting a team of leaders from across the county.
- Conducted an Employee Survey.
- Commission retreat
- Strategic plan adoption
- Recommended and received approval to streamline Budget Amendments through adoption of the Budget by Resolution.
- North Port’s AA and AA- bond rating were affirmed by Fitch Ratings, reflecting the strength of the city’s operating performance.
- Received the GFOA Distinguished Budget Award for the 2022 Budget Document



- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting in connection with the Annual Comprehensive Financial Report for 2020.
- Received an unmodified opinion on the Annual Comprehensive Financial Report Audit for 2021.

### FIRE RESCUE DEPARTMENT

- Commenced the long awaited installation of the City Hall back-up generator – completion scheduled for November 2022
- Completed conveyance of the new Public Safety Building in Wellen Park (Station 86)
- Added 6 full time Firefighters
- Added 3 District Chief Positions to ensure appropriate command level response times to all areas of the City of North Port
- Completed retro-fit to all breathing apparatus to ensure compliance with national standards.
- Replaced all AED's in the City of North Port
- Maintained a return of spontaneous circulation (ROSC) rate of 43.75% (National average is 15%)
- Site preparation for new Fire Rescue burn building completed. Burn Building construction and completion is anticipated in September of 2022
- Four Fire Rescue staff members were credentialed as Certified District Managers from the Florida Association of Special Districts (FASD)
- Began the process for professional accreditations:
  - Commission on Accreditation of Ambulance Service (CAAS)
  - Commission on Fire Accreditation International (CFAI)

### HUMAN RESOURCES DEPARTMENT

- Remote Work and Flexible Work Schedules – Staff coordinated remote and flexible work schedule programs across the various City departments. Offering such flexibility adds to the City's ability to attract and retain talented employees.
- Mental Health Certification and Training - Three Human Resources staff members earned their mental health instructor certifications and provided several training sessions for City employees. Additionally, two Human Resources staff members earned their mental health instructor certifications in public safety for our police and fire personnel.
- Streamlined Recruitment Processes – Human Resources enhanced recruitment efforts through City of North Port exclusive job fairs on Saturdays at different City buildings. These onsite hiring events provided expedited recruitment of much needed new hires for hard to fill jobs.
- Reassessing the department's hiring processes allowed for innovation and reexamination of some longstanding recruitment practices. Staff also initiated a text messaging component of the online software which will be an effective communication tool for applicants.
- Employee Satisfaction Survey – Human Resources worked with City departments to discuss the employee satisfaction survey results applicable to their department. These efforts were shared during a budget workshop for Commission. Departments are using various methods, such as



employee committees, regular meetings, and their own departmental surveys, to work with their employees on how to improve their worksites.

- Compensation and Classification Study Review and Recommendation – Human Resources worked with a professional consultant to conduct a compensation and classification study to survey the City’s pay structure. The purpose of the study was to maintain the City’s status as a competitive workforce which has been increasingly challenging in the current labor market.
- Earned the Workplace Well-Being Gold Winner Award – Thanks to a robust and creative wellness program, the City earned the “2022 Making a Difference, Workplace Well-Being Gold Winner” recognition award from our health insurance provider. This award acknowledges the City’s strong commitment to providing workplace well-being resources, programs, and employee support.
- Employee Recognition Events – Human Resources hosted its annual Employee Appreciation Luncheon during Public Service Recognition Week. At this outdoor event held on May 6th, employees were recognized for their achievements and for going “above and beyond” in the performance of their tasks and responsibilities.

### NEIGHBORHOOD DEVELOPMENT SERVICES DEPARTMENT

- Provided, in collaboration with Economic Development, an Affordable/Workforce Housing Workshop Presentation to City Commission and hosted and Summit for topic experts and partners
  - Received direction from City Commission regarding affordable housing options
- Hired new Planning Manager and Planning staff to rebuild the Planning Division
- Hired new Project Manager to lead the conversion of the Land Management and Permitting Software Conversion Project
- Completed and implemented new Building Fee Permit Study
- Implemented new online customer scheduling software to reduce wait times
- Hired Code Enforcement Inspector to focus on inspecting all new house build sites to ensure compliance with debris removal and other property maintenance issues.
- Initiated concurrent development application review policy
  - Alleviates issue of waiting for one application to be approved before review can begin on other necessary applications for the same project
  - Potential to reduce six – eight months on project timeline
- Collaborated with outside agencies to reinstate coordination on Yorkshire/Raintree Interchange
- Worked with Florida Fish and Wildlife to update Scrub Jay Observation Areas Map and flagged individual scrub jay lots in City’s permitting system
- Completed rewrite and adoption of Tree Ordinance
- Completed Ordinance to add uses to Activity Centers to promote economic development
- Drafted Lodging out of Doors ordinance
- Drafted ordinances amending ULDC Chapter 59 Public Art and Code of Ordinances Chapter 4 Art Advisory Board (to be presented to CC in October)



- Drafted ordinance amending ULDC Chapter 17 Flood Damage Prevention Regulations to incorporate Community Rating System requirements (to be presented to CC in September)
- Drafted rewrite of ULDC chapters for General Provisions, Procedures, and Site Development Standards
- Completed RFP procurement process and awarded contracts to multiple Planning Consulting Firms to create a library of Planning Service consultants

## PARKS & RECREATION DEPARTMENT

### Events & Programming

- Organized and implemented the Braves Bash at Cool Today Park in conjunction with Economic Development to support the celebration of the World Series Champion Atlanta Braves.
- Secured a partnership with the Nature Conservancy of North Port and Surrounding Areas to expand natural areas programming via a Nature Walk education series.
- Secured a partnership with North Port Kiwanis and expanded adult programming through the delivery of the Say I Do Again vow renewal event.
- Led the You Are Not Alone planning task force on behalf of the City securing six (6) sponsors and twenty-one (21) community partners to support suicide awareness, prevention and resources for North Port residents and surrounding communities.
- Increased awareness and visibility of Warm Mineral Springs Park attracting 1,895 visitors to Discover Warm Mineral Springs Park Day, an increase of 1,130 patrons compared to last year..
- Attracted 7,700 attendees to the Freedom Festival event at Cool Today Park, an increase of 2,700 attendees from the prior year.
- Delivered Learn to Swim program lessons to 1,058 participants.
- Organized the first annual North Port's Got Talent event attracting 27 performers and 560 attendees to the North Port Performing Arts Center.
- Attracted 5,963 visitors to the NPAC during Spring Break, an increase of 1,959 over 2021.
- Attained certification to be the first Florida provider of the Float 4 Life program through a partnership with North Port Rotary.
- Partnered with Sarasota County Schools and the MONDA swim program to deliver free water safety classes to 600 second grade students.
- Total park attendance at Warm Mineral Springs Park is up over 13% for the first ten months of FY22 compared to same time period last year.
- A total of 173 camp participants attended 10-weeks of summer camp programs.
- More than 4,676 books were read by GMAC campers as part of the Suncoast Reading Challenge.

### Financial

- Secured a Community Development Block Grant in the amount of \$225,000 to fund the replacement playground at Kirk Park.
- Received net revenues of \$72,833.10 during NPAC Spring Break, an increase of \$ 22,646.60 from the previous year.





- Increased Recreation Division revenue with a 71.97% jump for the first ten months of FY22 compared to same time period last year.
- Received \$886,219 in Aquatic Center revenue during the first ten months of FY22, exceeding FY21 total revenue of \$870,391.

### Sponsorships

- Secured an estimated \$32,000 of in-kind donations and \$17,000 in financial sponsorships for recreation programs, events and facilities.

### Outreach & Education

- Completed 106 hours of public engagement and recreation outreach initiatives to the community FY to date.
- Conducted 34 hours of mutual training between North Port Aquatics staff and North Port Fire Rescue.
- Completed 244 hours of water safety education for the community.
- Coordinated the Community of Unity Photo Competition on behalf of the City attracting twenty-nine (29) participants, seven (7) sponsors, and two (2) community partners.
- Received four (4) Image Awards from the Florida Public Relations Association related to efforts and impact in public service, marketing and public relations.
- Received two (2) Golden Image Awards from the Florida Public Relations Association related to public relations, promotions and marketing.

### Park Investments

- Completed accessibility improvements at LaBrea and Hope Parks as part of the ADA transition plan.
- Finalized construction contract awards for the Myakkahatchee Creek Greenway Trail project and the Disc Golf project.

### Miscellaneous

- Completed 3<sup>rd</sup> year of national accreditation status under the Commission for Accreditation of Parks & Recreation Agencies/National Recreation & Park Association.
- Met or exceeded quarterly performance measures for the first three quarters of FY22.

## POLICE DEPARTMENT

- Began construction of Real Time Information Center.
- Conversation/Environmental Crimes Officer started.
- Held an autism awareness event at the garden of five senses
- Assisted in a Mass casualty training drill with NPDF
- Participated in the May Day Drowning Expo



- Conducted a bullying presentation at Imagine lower campus
- Completed the Do the right thing program and awards ceremony
- Participated in the Gran Paradiso Family Safety Event
- Participated in the back to school resource fair
- Participated in backpack event with social services
- Held a de-escalation course for Parks and Recreation staff
- Participated in the hurricane prep expo

## PUBLIC WORKS DEPARTMENT

### Administration Division:

- Achieved American Public Works Association (APWA) Re-Accreditation
- Received two “Best Practices” during the Public Works re-accreditation process for our Organization and Strategic Planning – Policies and Procedures and our Equipment & Fleet Vehicle Replacement Policy and Scoresheet. A “Best Practice” identifies an outstanding process that can be utilized by other agencies nation-wide.
- Established after hours Call Center customer support

### Engineering Division:

- Request for Proposals are back and being evaluated by staff for the design of the traffic signals at Sumter Boulevard/I-75 and Toledo Blade /I-75 interchanges. Staff are working with Florida Department of Transportation (FDOT) to make this a joint project and possibly share the costs of construction.
- Completed Construction of New Water Control Structure (WCS) 108
- Completed the 30% design of WCS No. 113 (Snover Waterway just east west of Myakkahatchee Creek) and submitted for State permitting
- Selected Kimley-Horn and Associates for the design of WCS No. 114 (Snover Waterway west of Salford Blvd)
- Ponce DeLeon Boulevard Multi use path 100% plans complete and being reviewed by staff.
- Completed Design of Woodhaven Shared Use Path and Pedestrian Bridge
- Collaborated with Charlotte County on the design and future development of a roundabout at Hillsborough and Cranberry Boulevards

### Infrastructure & Facilities Division:

- Scheduled emergency elevator repairs for City Hall
- Secured Office Trailer for Sam Shapos Way - Children's Closet
- Completed City Hall Finance Department conference room remodel
- Completed City Hall City Attorney's suite remodel
- Completed City Hall NDS remodel
- City Hall Customer Service Center addition
- City Hall Additional security cameras
- NPPD Headquarters Dispatch flooring replacement
- NPPD Headquarters CIU remodel



- NPPD Headquarters Dispatch office remodel
- Aquatic Center office remodel
- Family Service Center roof repairs
- Morgan/Butler Park parking lot resurfacing and striping
- George Mullen Activity Center (GMAC) Gym lighting upgraded
- Narramore Soccer restroom exterior and interior painting
- Garden of the 5 Senses restroom exterior and interior painting
- Highland Ridge Park restroom exterior and interior painting
- Dallas White Park restroom exterior and interior painting
- Splashpad restroom exterior and interior painting
- Developed a draft Facility Lease Policy for City-owned facilities

**Solid Waste Division:**

- Completed two (2) Household Hazardous Waste Events
- GMAC Recycling Presentation
- Earth Day Recycling Presentation
- Recycle Coach subscriptions reached 9,000 subscribers
- Secure 2 of the 6 parcels needed for the Solid Waste Transfer Station Project
- Increased traditional recycling collected by 7.38% over 2021
- Residential Garbage Tonnages = 15,587.55
- Residential Requests Completed = 19,549
- Commercial Requests Completed = 963
- Residential Recycling Tonnages = 5,461.47
- Commercial Garbage Tonnages = 6,188.69

**Road & Drainage Division:**

- Completion of Phase I and Phase II Road Rehabilitation Project including additional roadways added in Amendment 1 and Amendment 2
- Completed Emergency Bridge Repair to Bridge #175035 on Price Boulevard between Cranberry Boulevard and Salford Boulevard
- Secured 4 parcels for Water Control Structure and stormwater infrastructure access
- Secured construction services contract and purchase order for City-wide tree planting
- Retention (R) Ditches and Canals Rehabilitated = 68,030 linear feet
- Swales Rehabilitated = 141,302 linear feet
- Asphalt Placed - Pothole Repairs/Utility Repairs = 72.57 tons
- Roadside Mowing = 4,788.05 acres
- Drainage Right of Way (ROW) Mowing = 15,573 acres
- Aquatic Spraying = 360.2 acres
- Boom Mowing R-Ditch Bottoms = 37.45 linear miles
- Boom Mowing = 86.73 linear miles
- Stormwater Pipe Installed = 1,393 linear feet
- Drainage pipe cleaning = 1,068 driveway pipes



- Traffic Signal Repairs = 268
- Street Light Repairs (City owned) = 274
- Street Sign Repairs/Replacements = 368
- New Streetlight Requests = 11
- Streetlights Approved = 8

**Fleet Division:**

- Successful vehicle donation for Project Graduation.
- Maintained positive contact with vendors during Covid-19 delays to ensure the city did not miss manufacturer ordering deadlines.
- Utilized Letters of Intent (LOI) to earmark equipment and vehicles with short ordering windows for the city.
- Received one of only two “Best Practices” during the Public Works re-accreditation process for our “Equipment & Fleet Vehicle Replacement Scoresheet”. A “Best Practice” identifies an outstanding process that can be utilized by other agencies nation-wide.
- Ordered and placed into service a portable “pool” fuel trailer that can be utilized by any Department or Division during remote or emergency operations.
- Contracted the cleaning of the City’s two fueling stations which is required every 3-5 years.
- Received 123,000 gallons of unleaded fuel and 209,960 gallons of diesel
- Completed over 5000 periodic maintenance and repair work orders on the City’s equipment and vehicles

**UTILITIES DEPARTMENT**

- Implementation of new payment processing system Paymentus
- Backflow program - began shut offs and plumber entry of tests
- Purchase of property for vacuum station in the Blue-Ridge Salford North sewershed and began survey work
- Draft changes to Utilities Ordinance and prepare funding plan for Neighborhood Expansion
- Grants CDBG \$1.15M-\$453K Lift Station Rehab \$650K bypass pumps; DEO \$1.69M; ARPA ~\$6M
- Complete Pan American and Biscayne bridges
- Surpassed \$2M in collections on lienable accounts
- Surpassed 25,000 meters
- Won three FWEA Awards- 1<sup>st</sup> Place Public Education Award and Wastewater Collection System of the Year-Medium Utility, and Runner up for the Earle B. Phelps Award
- Began Focus on the Future employee group in response to the 2021 employee survey
- Ready to start up new West Villages RO Water Plant in September, scheduled ribbon cutting for January 12<sup>th</sup>
- Successfully developed and presented new budget with added positions
- Successfully Presented CIP Budget and long-term CIP plan
- Operating Myakkahatchee Creek WTP 24 hours/day. no Peace River Water needed
- Secured the property for the Phase I neighborhood expansion Project, now in design



- Rate Study complete to meet the needs of the Utility
- Deployed Smart Cover Technology, monitoring sewer levels in the gravity system in real time 24/7. Smart Covers allows us to predict a potential blockage and sewer spill informing us to respond before we have a problem. The installations are free through hurricane season while we determine what we need for our next budget.
- Direct Potable Reuse Feasibility project commence data collection in November
- Phase II structural integrity project at the Myakkahatchee Creek Water Treatment Plant commenced in November
- Water Treatability Study completed
- Pan American and Biscayne bridge replacement projects completed in December
- Transfer pump project completed in January
- The Ortiz water main, 16-inch along US 41, completed in January.
- San Mateo Water main project completed in April. This project included the Public Works sidewalk project
- Lift Station rehabilitation project for 2021 completed in July
- Commission approved the purchase of the Pan American Boulevard site for the future construction of the Utilities Administration Complex
- Complete San Mateo water transmission
- Complete design for Haberland/Woodhaven/N Toledo Blade/Ortiz bridges and began construction
- Complete design for FY21 Looping projects and began construction
- Complete design and obtained FDOT permit for I75 and Sumter watermain
- Complete design for I75 and Toledo watermain and began construction
- Diesel bypass and inflow & infiltration grant projects
- Innovyze InfoWater Water Quality Modeling
- Updates to NPU Technical Specifications and Standard Details in-house
- Innovyze Wastewater Model Update
- Monthly Utility Coordination Meetings with Sarasota County Utilities, TECO, Sunshine 811, FDOT, and other local utilities
- Phase III of the Structural Integrity project commenced
- Looping project for 2021 approved, construction to commence Fall 2022
- Bridge replacement project approved, construction to commence in Fall 2022
- Toledo Blade Boulevard construction approved, construction to commence in September
- List of initiatives Wastewater side
- -Complete Variable Frequency Drive replacements
- -Complete Generator Switchgear #1 replacement
- -Install SWWRF security upgrades

#### Field Operations Division

- Training for Field Staff: Asbestos handling and disposal, Confined Space, & Trench Safety.
- Cleaning and Televising gravity sewer lines. 56,149 feet. (10.6 miles)
- Pan American and Biscayne bridge replacement project completed



- San Mateo Water main looping project
- Lift Station rehabilitation project for 2021 completed in July
- Installation of 4 bypass pumps at lift stations.
- Manhole rehabilitation project. Completed work assignment 3 and 4.
- Installed 647 new meters
- Replaced 644 old meters (Meter replacement program)
- Read 136,175 meters
- Performed 334 hydrant inspections and maintenance.
- Performed 8,768 water/sewer locates. (Engineering)
- Backflow program implemented/ working on portal with IT for data entry
- Performed 476 manholes inspections for future rehabilitation.
- Lucity- asset management implemented for Lift Stations. Improved preventive maintenance program.
- Created water loss tracking in Lucity.
- Created and prioritized Lift Station Rehabilitation list for FY 2023.
- Received Wastewater Collection System of the Year (Medium Utility) from the Florida Water Environment Association (FWEA).





**City of North Port**  
City Manager's Office

**Interoffice Memorandum**

**To:** Honorable Mayor and City Commission

**From:** A. Jerome Fletcher II, ICMA-CM, MPA, City Manager

*ASE*

**Date:** August 30, 2022

**Re:** Fiscal Year 2023 Leadership Action Items

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This is a non-exhaustive list that contains information I disbursed to our leadership team this summer that will continue into the Fall but provides some insight to a few projects or efforts in our pipeline for this upcoming year.

**CITY MANAGER'S OFFICE**

- Joint Meeting w/ Sarasota County Commission Research
  - Need topic exploration of needs assessment including economic development, housing, social services, mosquito control, etc.
  - This will help create a fair picture and greater appreciation for the County's efforts to the City
- Commissioner On-Boarding Preparation in Fall (w/ Clerk's Office)
  - Ensure orientation is planned, retreat needs to be planned (early December)
  - Staff will need to have one on ones with new commissioner to make sure expectations and information are shared in advance (i.e., budget, roles/responsibilities)
- Director's Retreat (w/Human Resources Dept)
  - Teambuilding event with our leadership team facilitated by external consultant

**COMMUNICATIONS**

- Begin creating a City communication strategy including a style guide
- Perform City website overhaul
- Create a strategy for Surtax voter support for November
- Restart Student Government Day in the City of North Port
- Create a community engagement strategy after the Meet and Mingles are complete

**ECONOMIC DEVELOPMENT**

- Continuation of hiring process for current candidates

- Finalize internal Organizational Chart with roles and responsibilities
- Create an outline for a comprehensive economic strategy
- Move forward with the Retail Consultant procurement in FY22 for action in early FY23
- Finalize job descriptions and begin advertising for new roles by 9/1/22 for early FY23 start date

#### **HUMAN RESOURCES**

- Create a communication strategy to clarify to employees the pay study implications
- Create a partnering program with Directors for more team building
- Continue to finalize program to ensure employees are not penalized and stop accruing earned time
- Work with various Departments with job descriptions and on-boarding new requested employees
- Exploration of Division vs. Department designations (i.e., IT and Economic Development)
- Continue to work with Departments on the Action Plans from the Employee Feedback Survey
- Restart workplace giving campaign for October 1<sup>st</sup> (or soon thereafter) with the United Way as a partner (Awaiting Legal Opinion For Feasibility)

#### **FINANCE**

- Work on Business Managers of General Fund Pilot working closer with Finance Team
- Continuation of the Data Transparency Project (Public Works as pilot)

#### **PUBLIC WORKS**

- Continuation of City Hall Space Planning conversations with CMO and applicable staff

#### **PARKS & RECREATION**

- Prepare for on boarding of new Special Events Coordinator

#### **UTILITIES**

- Ensure the "One Water" Campaign and education is Moving Forward

#### **NEIGHBORHOOD DEVELOPMENT SERVICES**

- Continue Affordable Housing discussion and Commission driven policy Action
- Proactive code enforcement vs. reactive code enforcement
  - Develop a strategy to Work within budget parameters
- ULDC Re-Write continuation
- Permitting software implementation
- Ensure funding is identified for Government Building in Wellen Park

#### **POLICE**

- Create more positive community engagement campaigns (i.e., Wreck-Less)
- Continue future conversations with the Union



**FIRE**

- Create more positive community engagement campaigns
- Focus on next recruiting class to help increase diversity
- Continue conversations with the Union

**MULTI-DEPARTMENTAL (CMO, Economic Development, Parks & Recreation, and NDS)**

**WARM MINERAL SPRINGS POTENTIAL P3 OPPORTUNITY**

- Continue the P3 process of securing a partner for Warm Mineral Springs

**CITIZEN ENGAGEMENT (NORTH REPORT APP) - CMO, COMMUNICATIONS, NDS**

- Finalize timeline and communication plan for the North Report App to be utilized as the primary “Front Door” for issues to be raised for City responses