

# CITY MANAGER'S OFFICE

## Description of Operations

The City Manager is the Chief Executive Officer of the City and is appointed by the City Commission to direct and manage the functions of the City. Leadership is provided to departments by facilitating, directing, planning, coordinating, and supervising the programs and services of the City. Major emphasis is placed upon the annual goal setting that the City Manager conducts with the City Commission, which results in development of the work plan, project planning, and administration. The City Manager prepares an annual budget for the City Commission and, on a regular basis, develops policy for the City Commission's consideration and, if adopted, follows through with implementation. Administrative regulations and procedures are also developed by the City Manager on an on-going basis. The City Manager confers with Department Directors to resolve major policy or financial matters and must deal with and motivate people in a wide variety of situations to produce a coordinated sense of direction in City government. An equally important role of the City Manager is to establish and maintain external relationships with other governmental agencies, community organizations and leaders, business and civic groups, and citizens.

Administrative leadership will be shown by establishing broad based, organization-wide direction that leads to implementation of goals adopted by the City Commission. It will also include conducting a vision, goal, and target action setting with the City Commission, continuing evolution of a strategic planning initiative, completion of the Newtown Redevelopment Plan and implementation plan, implementing the Downtown Master Plan update, and implementing land development regulations that support the plan. Emphasis will also be placed on creating successes for the enterprise zone, and implementing major human resource programs that will help shape the organization for years to come.

Effective managerial oversight will be demonstrated by timely completion of projects and assignments, coordination of interdepartmental projects and initiatives, and absence of non-budgeted operational funding requests.

Department accountability now includes a system that requires department heads to anticipate and be responsible for their department's budget management and a performance measurement system that is based on measurable performance results for each department head.

## Strategic Concern - Fiscal Responsibility

### Strategy

Enhance Capital Improvement Plan Process

Task	Current Funding	Fiscal Year Completed	Funds Required
Assign major projects to one department to coordinate and meet budget and schedule deadlines. Status - This activity is accomplished through effective management of the annual CIP program.	Yes	2005	\$0
Identify program cuts necessary to meet budget reduction target. Status - Program reductions are identified as part of the operations budget review process.	Yes	2005	\$0
Assure non-competition within City for same grant revenues. Status - This task will be achieved by establishment of the Grant Coordinator position in the FY 2005 budget.	Yes	2005	\$0

<u>Indicator</u>	<u>Status</u>				
Description	Unit	FY2002	FY2003	FY2004	FY2005
Meet project schedules.					
Department responsibility is assigned when projects are active.					
<b>Effectiveness Measure</b>					
Project schedules met	Yes/No	n/a	n/a	Yes	Yes

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## Strategic Concern - Fiscal Responsibility

### Strategy

Develop New Revenue Sources

Task	Current Funding	Fiscal Year Completed	Funds Required
Adopt appropriate user fees for City amenities and services. Status - User fees are reviewed/revised as part of the annual budget process.	Yes	2006	\$0
Maximize attainment of non-City funds and grants. Status - Maximization of non-City funds and grants is one goal of the annual budget process. Establishment of a Grants Coordinator position should achieve this effort.	Yes	2005	\$0

<u>Indicator</u>	<u>Status</u>				
Grant Coordinator in place with performance expectations.	Establishment of a Grants Coordinator position will be monitored. Performance expectations will be developed prior to filling the Grant Coordinator position.				
Description	Unit	FY2002	FY2003	FY2004	FY2005
<b>Effectiveness Measure</b>					
Grant Coordinator position filled	Yes/No	n/a	n/a	n/a	Yes

## Strategic Concern - Fiscal Responsibility

### Strategy

Pursue Millage-Neutral Budget

Task	Current Funding	Fiscal Year Completed	Funds Required
Evaluate opportunities for privatization of services. Status - Conducted on a selective basis in conjunction with the FY 2004-2005 budget process.	Yes	2005	\$0
Evaluate potential for adopting lower levels of service. Status - Performed on a continuous basis as part of the FY 2004-2005 budget process.	Yes	2005	\$0
Sunset ineffective programs (no sacred cows). Status - Conducted on a selected basis as part of the FY 2004-2005 budget process.	Yes	2005	\$0

<u>Indicator</u>	<u>Status</u>				
Change in millage rate.	The millage rate is certified to the County Tax Assessor by the City at the conclusion of the City's annual budget process.				
Description	Unit	FY2002	FY2003	FY2004	FY2005
<b>Effectiveness Measure</b>					
Operating millage rate	Millage	2.4926	2.6917	2.6917	2.6917

<u>Indicator</u>	<u>Status</u>				
Reduced operating costs in privatized areas.	This measure will evaluate the change in operating costs subsequent to the privatization of a City service.				

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Description	Unit	FY2002	FY2003	FY2004	FY2005
<b>Efficiency Measure</b>					
Variation in cost	Percent	n/a	n/a	n/a	- 3%

### **Strategic Concern - Economic Development Strategies**

#### **Strategy**

Support Job Creation and Retention

Task	Current Funding	Fiscal Year Completed	Funds Required
Participate in restructuring Countywide economic development systems. Status - The City will continue to be involved with community business organizations and the County's new Economic Development Board to assist in proposed restructuring.	Yes	2006	\$0
Work with universities and technical schools. Status - This task, assigned to the City Human Resources Director in the Strategic Plan, is unspecific and therefore will be tabled until such time that the City Commission further defines the task.	Yes	2006	\$0

### **Strategic Concern - Affordable Housing**

#### **Strategy**

Support Affordable Housing

Task	Current Funding	Fiscal Year Completed	Funds Required
Assist Housing Authority in Hope VI grant administration process. Status - All City related responsibilities regarding the submission of the Housing Authority's Hope VI grant were completed ahead of schedule.	Yes	2004	\$0

#### **Indicator**

Meet submission deadlines.

#### **Status**

Information was provided ahead of schedule by the City.

Description	Unit	FY2002	FY2003	FY2004	FY2005
<b>Effectiveness Measure</b>					
Grant submission deadlines met	Yes/No	n/a	n/a	Yes	n/a

### **Strategic Concern - Fostering Residential and Business Collaboration**

#### **Strategy**

Improve Neighborhood/Business Collaboration

Task	Current Funding	Fiscal Year Completed	Funds Required
Invite organizations such as Chamber of Commerce, Visitor & Convention Bureau to provide info on City. Status - Presently being accomplished informally. A formal program will be developed in the FY 2005 workplan.	Yes	2005	\$0

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<u>Indicator</u>	<u>Status</u>
Increase in number of displays of City and neighborhood information in the lobbies of business organizations such as the Chamber of Commerce and Convention & Visitors Bureau.	Preliminary discussions regarding placement of City information are underway with various community organizations.

<u>Description</u>	<u>Unit</u>	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>
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**Effectiveness Measure**

Locations with City information	Number	n/a	n/a	n/a	3
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**Strategic Concern - Annexation**

**Strategy**

Develop Annexation Policies

<u>Task</u>	<u>Current Funding</u>	<u>Fiscal Year Completed</u>	<u>Funds Required</u>
Develop set of annexation policies and strategies.  Status - A set of annexation policies and strategies will be developed in the FY 2006 workplan.	No	2006	\$50,000

<u>Indicator</u>	<u>Status</u>
Completion of comprehensive information and analysis package.	This measure will reflect the establishment of a comprehensive information and analysis package. The PIO will establish a cooperative effort with the City Auditor & Clerk.

**Strategic Concern - City/Stakeholder Communication and Engagement**

**Strategy**

Enhance Media/Marketing/Communication Effort

<u>Task</u>	<u>Current Funding</u>	<u>Fiscal Year Completed</u>	<u>Funds Required</u>
Implement Comprehensive annual citizen's survey.  Status - Annual citizen surveys are currently conducted by the Public Works Department and the Neighborhood Partnership Office. A City-wide citizen's survey will be developed as part of the FY 2005 workplan.	Yes	2005	\$0

<u>Indicator</u>	<u>Status</u>
Completed annual and appropriate follow-up surveys.	Funding is available in the FY 2005 budget to conduct an annual Citywide survey. A specific measure will be defined as the surveys are developed.

<u>Description</u>	<u>Unit</u>	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>
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**Output Measure**

Citywide surveys completed	Number	0	0	0	1
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**Strategic Concern - City/Stakeholder Communication and Engagement**

**Strategy**

Establish Neighborhood Leadership Academy

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Task	Current Funding	Fiscal Year Completed	Funds Required
Develop internship program. Status - The establishment of a Citywide internship program will be addressed in the FY 2006 workplan.	No	2006	\$30,000

<u>Indicator</u>	<u>Status</u>
Number of intern placements.	This measure will reflect the number of internships funded by the City. A specific measure will be defined as the process continues.

### **Strategic Concern - Natural Environment**

#### **Strategy**

Pursue Action Plan Oversight and Implementation

Task	Current Funding	Fiscal Year Completed	Funds Required
Create Environmental Affairs Liaison position to oversee action plan implementation (including barrier island efforts) at a high level. Status - Establishment of this position in FY 2006 is subject to funding by the City Commission.	No	2006	\$75,000
Coordinate environmental activities and grant making opportunities. Status - The City Strategic Plan envisioned the funding of a new position entitled "Environmental Affairs Liaison" to accomplish this task. While the position is unfunded in the FY 2005 budget, these activities will be accomplished, in principle, by several City departments.	Yes	2006	\$0
Expand environmental education and recycling programs. Status - The City Strategic Plan envisioned the funding of a new position entitled "Environmental Affairs Liaison" to accomplish this task. While the position is unfunded in the FY 2005 budget, these activities will be accomplished, in principle, by several City departments.	Yes	2006	\$0

<u>Indicator</u>	<u>Status</u>
Position established and occupied.	This measure will reflect the establishment and funding of an Environmental Affairs Liaison position. Definition of a specific measure will be developed as the process continues.

### **Strategic Concern - Natural Environment**

#### **Strategy**

Improve Air and Water Quality

Task	Current Funding	Fiscal Year Completed	Funds Required
Consider ban on quick release fertilizer. Status - This activity will be addressed as part of the FY 2006 workplan.	No	2006	\$25,000

### **Strategic Concern - Arts, Culture and Entertainment**

#### **Strategy**

Develop Fiscal Investment in Arts, Culture and Entertainment

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Task	Current Funding	Fiscal Year Completed	Funds Required
Identify citywide priorities.	No	2006	\$10,000

Status - Citywide priorities will be established for fiscal investment in Arts, Culture and Entertainment in the FY 2006 workplan.

### **Strategic Concern - Arts, Culture and Entertainment**

#### **Strategy**

Develop Fiscal Investment Policies for Sports Facilities

Task	Current Funding	Fiscal Year Completed	Funds Required
Identify citywide priorities.	No	2006	\$10,000

Status - Citywide priorities will be established for fiscal investment policies for sports facilities in the FY 2006 workplan.

<b><u>Indicator</u></b>	<b><u>Status</u></b>
Increasing level of participation in sports facility use.	This measure will assess the level of participation in City sports facility use. The methodology to measure participation will be derived in the FY 2006 workplan.

### **Strategic Concern - Arts, Culture and Entertainment**

#### **Strategy**

Review Fiscal Investment in the Municipal Auditorium

Task	Current Funding	Fiscal Year Completed	Funds Required
Identify citywide priorities.	No	2006	\$10,000

Status - Citywide priorities will be established for fiscal investment policies for the Municipal Auditorium in the FY 2006 workplan.

### **Strategic Concern - Arts, Culture and Entertainment**

#### **Strategy**

Review Fiscal Investment in Public Art

Task	Current Funding	Fiscal Year Completed	Funds Required
Identify citywide priorities.	No	2006	\$10,000

Status - Citywide priorities will be established in reviewing fiscal investment in public art in the FY 2006 workplan.

<b><u>Indicator</u></b>	<b><u>Status</u></b>
Increasing visibility of public art throughout the City.	This measure will assess the number of public art displays/objects throughout the City. It is assumed that visibility is directly proportional to the number of public art objects in the City.

### **Strategic Concern - Arts, Culture and Entertainment**

#### **Strategy**

Determine City Involvement in Conference Center

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Task	Current Funding	Fiscal Year Completed	Funds Required
Determine City's desire to be involved in a conference center. Status - Discussions are underway but no formal position has been reached by primary parties.	Yes	2005	\$0

<u>Indicator</u>	<u>Status</u>
City decision on willingness to discuss being part of the plan.	A specific measure is not appropriate as the indicator merely measures involvement or lack of involvement.

### **Strategic Concern - Arts, Culture and Entertainment**

#### **Strategy**

Assess Larger Performing Arts Venue

Task	Current Funding	Fiscal Year Completed	Funds Required
Evaluate long-term needs for cultural and performing arts center. Status - No planned activity pending City Commission approval of Cultural District Master Plan.	No	2007	\$75,000

<u>Indicator</u>	<u>Status</u>
Level of public support for long-term planning of a larger performing arts venue.	Completion of the task is not anticipated until FY 2007. A measure to evaluate the level of support will be devised as the project progresses.

### **Strategic Concern - City as a Challenging, Fulfilling Employer**

#### **Strategy**

Employee Retention

Task	Current Funding	Fiscal Year Completed	Funds Required
Develop a long term strategy for salary and benefit packages Status - City staff are currently analyzing data to prepare recommendations to the City Manager. Cost will be determined and requested in the FY 2006 budget.	Yes	2006	\$0

<u>Indicator</u>	<u>Status</u>
Market competitive compensation plan.	Definition of an appropriate measure will be developed when recommendations are accepted and funding is provided.

### **Strategic Concern - Intergovernmental Collaboration**

#### **Strategy**

Influence Regional Meeting Frequency and Schedules

Task	Current Funding	Fiscal Year Completed	Funds Required
Evaluate benefit to the City of Ad Hoc interjurisdictional meetings and schedule as appropriate. Status - Selected meetings are scheduled but no overall strategy has been identified to date.	Yes	2005	\$0

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<u>Indicator</u>	<u>Status</u>
Annual review of intergovernmental organization participation.	Definition of specific measure will be developed as these meetings progress.

## **Strategic Concern - Intergovernmental Collaboration**

### **Strategy**

Assess Interlocal and Mutual Aid Agreements

<u>Task</u>	<u>Current Funding</u>	<u>Fiscal Year Completed</u>	<u>Funds Required</u>
Complete inventory of existing agreements. Status - Preliminary review of interlocal and mutual aid agreements is underway.	Yes	2005	\$0
Determine responsible Department. Status - The responsibility for agreements is assigned to the General Services Department, the Public Works Department, the Engineering Department and the Sarasota Police Department, as appropriate.	Yes	2005	\$0
Prioritize agreements with required updating and/or sunseting. Status - A schedule will be provided in early FY 2005 for updates or sunset recommendations.	Yes	2005	\$0
Monitor agreements for upgrading. Status - Monitoring is, and will continue to be, the functional responsibility of the General Services Department, the Public Works Department, the Engineering Department and the Sarasota Police Department, as appropriate.	Yes	2005	\$0

<u>Indicator</u>	<u>Status</u>
Completed updates as necessary.	As the review is in an early stage, any updates/revisions will be proposed in FY 2005.

<u>Description</u>	<u>Unit</u>	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>
<b>Output Measure</b>					
Updates completed	Percent	n/a	n/a	n/a	100

<u>Indicator</u>	<u>Status</u>
Completed inventory with review dates.	A specific measure is not applicable as the indicator merely measures whether an inventory with review dates has been completed.

<u>Indicator</u>	<u>Status</u>
Departments actively monitoring agreements for compliance.	A specific measure is not applicable as the indicator merely measures whether departments are actively monitoring agreements for compliance.

## **Strategic Concern - Neighborhood Planning**

### **Strategy**

Improve Neighborhood Planning Process

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Task	Current Funding	Fiscal Year Completed	Funds Required
Ensure all adopted plans are implementable and avoid raising expectations and then not delivering. Status - Staff recommendations for plans typically contain funding recommendations to fulfill expectations.	Yes	2005	\$0

<u>Indicator</u>	<u>Status</u>
Identification of programs.	Definition of specific measures will be developed in the FY 2005 workplan.

### Strategic Concern - Code Updates

#### Strategy

Develop Code Sunsetting and Review Policy

Task	Current Funding	Fiscal Year Completed	Funds Required
Implement process consistent with resources. Status - This task will be included in the FY 2006 workplan.	Yes	2006	\$0
Develop a procedure for staff and the Commission to consider sunsetting new code provisions as applicable. Status - This activity will be included in the FY 2007 workplan.	Yes	2007	\$0
Identify operating department responsible for each chapter of codes. Status - This activity will be included in the FY 2005 workplan.	Yes	2005	\$0
Identify last update for each chapter (section as necessary) for code. Status - This activity will be included in the FY 2005 workplan.	Yes	2005	\$0
Identify chapters recently updated and not requiring further review. Status - This activity will be included in the FY 2005 workplan.	Yes	2005	\$0
Prioritize required updates. Status - This activity will be included in the FY 2006 workplan.	Yes	2006	\$0

<u>Indicator</u>	<u>Status</u>
Number of code sections reviewed and/or revised.	This measure reflects the number of code sections reviewed and/or revised as a result of the review. No estimate has been made at this time.

Description	Unit	FY2002	FY2003	FY2004	FY2005
<b>Effectiveness Measure</b>					
Code sections reviewed/revised	Number	n/a	n/a	n/a	n/a

<u>Indicator</u>	<u>Status</u>
Number of code sections deleted.	This measure reflects the number of code sections deleted as a result of the review. No estimate has been made at this time.

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Description	Unit	FY2002	FY2003	FY2004	FY2005
<b>Effectiveness Measure</b>					
Sections deleted	Number	n/a	n/a	n/a	n/a

<u>Indicator</u>	<u>Status</u>
Adoption of new policy by resolution.	A specific measure is not applicable as the indicator merely measures whether a policy regarding code sunseting and review has been adopted by resolution. Further, this task is not anticipated to be addressed until FY 2007.

### Strategic Concern - Code Updates

#### Strategy

Improve Administrative Regulation Review Procedure

Task	Current Funding	Fiscal Year Completed	Funds Required
Implement process consistent with resources. Status - Regulations are reviewed regularly by the General Services Department.	Yes	2006	\$0
Identify operating department responsible for each chapter of Administrative Regulations. Status - This activity has been initiated and will continue as part of the FY 2005 workplan.	Yes	2005	\$0
Identify last update for each chapter (section as necessary) for Administrative Regulations. Status - This activity has been initiated and will continue as part of the FY 2005 workplan.	Yes	2005	\$0
Identify chapters recently updated and not requiring further review. Status - This activity has been initiated and will continue as part of the FY 2005 workplan.	Yes	2005	\$0
Prioritize required updates. Status - Reviews and updates to Administrative Regulations will be prioritized by the City Manager's Office in FY 2005.	Yes	2005	\$0

<u>Indicator</u>	<u>Status</u>
Schedule established for review of administrative regulations.	A specific measure is not applicable as the indicator merely measures whether a schedule has been developed.

<u>Indicator</u>	<u>Status</u>
Number of administrative regulations reviewed and/or revised.	A specific measure is not applicable as the indicator merely measures whether regulations have been reviewed and/or revised.

<u>Indicator</u>	<u>Status</u>
Number of administrative regulations deleted.	A specific measure is not applicable as the indicator merely measures whether administrative regulations have been deleted.

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## Strategic Concern - Public Space and Recreation

### Strategy

Revisit Sarasota County Parks and Recreation Partnership

Task	Current Funding	Fiscal Year Completed	Funds Required
Re-negotiate City/County Parks and Recreation interlocal agreement. Status - The City has conducted preliminary discussions with the County Parks & Recreation Department.	Yes	2006	\$0

<u>Indicator</u>	<u>Status</u>
Restructured interlocal agreement in place for parks and recreation.	A specific measure is not applicable as the indicator merely measures whether a restructured agreement has been executed.

## Strategic Concern - City/Stakeholder Communication and Engagement

### Strategy

Provide Quality Customer Service

Task	Current Funding	Fiscal Year Completed	Funds Required
Define "Quality Customer Service". Status - This activity is being included in the FY 2005 workplan.	Yes	2005	\$0
Change attitudes (return to roots from the top down). Status - A program to achieve this task will be addressed in the FY 2005 workplan.	Yes	2005	\$0
Train to meet expectations of customer service. Status - This activity will be addressed in the FY 2005 workplan.	Yes	2005	\$0
Develop measures for good customer service. Status - This activity will be addressed in the FY 2005 workplan.	Yes	2005	\$0
Conduct annual survey. Status - This activity will be addressed in the FY 2005 workplan. While selected City departments currently conduct surveys, this activity will be expanded on a city-wide basis.	Yes	2005	\$0

<u>Indicator</u>	<u>Status</u>
Completion of, and administration of, customer survey.	A specific measure is not applicable as the indicator merely measures whether a customer survey has been administered and completed.

## Strategic Concern - Recognizing the Needs of the Barrier Islands

### Strategy

Improve Infrastructure

Task	Current Funding	Fiscal Year Completed	Funds Required
Obtain grant funding. Status - The level of grant funding to be secured for infrastructure improvements on the barrier islands will be estimated by the Assistant to City Manager/Grants Coordinator.	Yes	2005	\$0

# CITY MANAGER'S OFFICE

## Strategic Concern - Natural Environment

### Strategy

Enhance Urban Fish and Wildlife Habitat

Task	Current Funding	Fiscal Year Completed	Funds Required
Implement Florida Yards & Neighborhoods Program and address inverted water rate. Status - The City Strategic Plan envisioned this task to be accomplished by the Neighborhood Partnership Office and the Sarasota Bay National Estuary Program (SBNEP). Implementation of the FY&N Program is not within the purview of the City Neighborhood Partnership Office and the SBNEP is no longer a City department. The inverted water rate has been addressed by the City Public Works Department.	Yes	2005	\$0
Continue wetland restoration. Status - While the City supports the continued restoration of wetlands through an annual contribution to the Sarasota Bay National Estuary Program (SBNEP), the SBNEP is no longer a City agency.	Yes	2005	\$0
Continue artificial reef development. Status - While the City supports the continued development of artificial reefs in the Bay through an annual contribution to the Sarasota Bay National Estuary Program (SBNEP), the SBNEP is no longer a City agency.	Yes	2005	\$0

### **Cost Center Expenditures By Category**

	FY 2003 Actual	FY 2004 Budget	FY 2005 Continuation	FY 2005 Issues	FY 2005 Totals
Personal Expenditures	448,411	445,274	517,278	0	517,278
Non Personal Expenditures	22,979	31,028	50,543	0	50,543
Capital Expenditures	0	2,100	0	0	0
Totals	\$471,390	\$478,402	\$567,821	\$0	\$567,821

### **Personnel Summary**

Actual Positions	5.00	5.00	0.00	5.00
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