


MEMORANDUM

TO: Mayor England
Vice Mayor Kostka
Commissioner George
Commissioner Samora
Commissioner Rumrell

FROM: Max Royle, City Manager 

DATE: December 27, 2019

SUBJECT: Police Chief and City Manager: Review of Annual Performance Evaluations by Mayor and Commissioners

We have attached the evaluations with the following numbering system: "PC" pages identify the evaluations of Chief Hardwick; "CM" pages identify the evaluations of the City Manager.

As of the date of this memo to you, we have received evaluations from the following: Commissioner George, Vice Mayor Kostka, and Commissioner Rumrell.

Their evaluations are attached as follows:

- a. Police Chief
 - Commissioner George: PC 1-3
 - Vice Mayor Kostka: PC 4-8
 - Commissioner Rumrell: PC 9-12
- b. City Manager
 - Commissioner George: CM 1-10
 - Vice Mayor Kostka: CM 11-15
 - Commissioner Rumrell: CM 16-20

Should we receive the evaluations for Mayor England and Commissioner Samora before the agenda books are distributed to you, we'll provide them as additional information.

SUPPLEMENTAL INFORMATION

It concerns the City Manager and both the written evaluations as well as some comments that were made to me by Commissioners during their one-on-one discussions with me.

1. Insurance for the retention pond weir

There was no insurance available for it because the Florida Municipal Insurance Trust didn't insure dams, dikes, etc., and still doesn't. Also, the company that provided a competitive quote for the City's insurance business, PRIA (Preferred Risk Insurance Advisors) that you reviewed at your September 23rd special

meeting stated in its proposal that it didn't insure dams, dikes, and levees. (A weir is defined as a low dam to raise the level of water upstream or regulate its flow.)

Attached is a memo from Mrs. Raddatz, the City Clerk, in which she describes what she has found concerning insurance for a weir. When the concrete weir is under construction, she will check the cost for a special policy to insure it. If the cost is reasonable, then she'll ask whether you want to appropriate money for a policy to insure the concrete structure.

2. Personal goals

Some of you asked me about personal goals. I may not have given you a satisfactory answer because I don't consider personal goals as ones directly related to the City but rather goals for myself, such as I will increase my walking pace from 2.5 to 3 miles per hour; or I will strive for a better work/life balance.

In terms of goals for the City, I don't think of "I goals," meaning goals that I alone need to accomplish, but of "we goals", meaning goals that the City as a team has. The accomplishment of them will be the result of a collaborative team effort, not the result of just one individual's efforts.

The City's goals are in the strategic plan. At your January 6th meeting, I'll provide a proposed strategic plan that will have a several goals and related tasks for the Commission and the staff together to accomplish over the next five years.

3. City finances

Some of you are concerned about the City's finances and my role in reducing taxes. If my performance is to be evaluated on the basis of how much I can control the budget, I need to point out that two major parts of the budget are out of my control. They are the Police Department's budget and what the City must budget each year for its long-term debt obligations.

The total FY 2020 budget is \$10,732,644. Of that amount, \$2,481,316 has been appropriated for the Police Department and \$1,040,696 for the Debt Service Fund. The total that's not under the City Manager's control is \$3,882,012, which is more than a third of the budget.

I suggest that later in FY 2020, the Commission do a thorough review of the budget and the programs/services it funds, to determine which programs/services are essential and which are "nice to have" but not essential and therefore can be eliminated to save money.

Integral to the determination of what's essential and what isn't will be for the Commission to decide what is the City's basic purpose, i.e., why does it exist, and what programs/services are needed to carry out that purpose. The purpose can be made a part of the strategic plan.

4. Succession planning

Some of you spoke to me about the need for succession planning for the City Manager's position. My response to individual Commissioners was that an Assistant City Manager isn't needed because of the small number of direct reports to me, plus the position's cost to the City's budget and that a future Commission may not agree with who I select as my Assistant and thus may not want to promote him or her to the Manager's position in the event of my absence, be that temporary or permanent. I will present at your January 6th meeting a proposal that should address your concerns about succession planning in

the event long-term illness, catastrophic accident, or death renders me unable to perform the work the position requires.



CITY OF ST. AUGUSTINE BEACH

Date: November 14, 2019

To: Mayor George
Vice Mayor England
Commissioner Kostka
Commissioner Rumrell
Commissioner Samora

Through: Max Royle, City Manager

From: Beverly Raddatz, MMC, City Clerk *BR*

Subject: Weir Insurance Coverage

Background:

September 9, 2019, Regular Commission meeting, the weir insurance was discussed. Florida Municipal Insurance Trust (FMIT) as with most insurance companies explained that they do not cover dams, dikes, levees, retaining walls or devices that hold back water.

After identifying the need for this insurance, staff notified FMIT to do an audit of all the City's insurance needs, which will be done the first of the year by a Synergy representative. The last audit was done April 2014. The standard time for an audit is every five years.

Melissa Solis, Trust Services Supervisor for FMIT, advised that if the City wants to insure the weir, FMIT could find special rider or policy, which FMIT would quote from another insurance company. It is my understanding that a weir is not usually covered under most policies, but a specialty rider could be quoted. FMIT is working on a quote for the City currently.

Staff explained to FMIT that the repair of the weir has been completed and FMIT is researching quotes for a special rider and staff also explained that the City will need an updated special rider policy once the weir's permanent structure is completed. While the permanent weir is being built the Request for Proposal will specify that the contractor must carry Builders Risk insurance in case there is any damage while under construction.



CITY OF ST. AUGUSTINE BEACH
2200 A1A South, St. Augustine Beach, FL 32080
904-471-2122

PERFORMANCE REVIEW FOR POLICE CHIEF

Review for:	
Name: Robert Hardwick	Job Title: Chief of Police
Review Period: 2018 - 2019	Reviewed By: Commissioner George

Performance Goals

Enter annual performance goals. Consider the City operational, financial, leadership, staffing and personal goals based on your role and responsibilities. Briefly describe how results were achieved, support our strategy, and demonstrate the City's strategic goals. You may assign a percentage for each goal with the total adding up to 100 percent.

Law Enforcement/Emergency Services

Description: Provide law enforcement and emergency services for the safety and well-being of residents and citizens. Establish a functional and efficient operational structure which achieves the City's goals. Protect the quality of life desired by St. Augustine Beach residents. Establish emergency preparedness goals and procedures. Coordinate both law enforcement and emergency services with other state and local agencies as needed.

Results/Comments:

Chief Hardwick continues to deliver exceptional performance in this area.

Financial Goals

Description: Manage City operations within budget, except as authorized by Commission. Advise Commission, as needed, regarding unusual expenses. Prepare and advise commission on annual budget, work with Commission early to establish goals on salary increases, capital expenses, etc. Manage financial needs of the City within established guidelines for similar positioned peer agencies. Advise Commission regarding available grants.

Results/Comments:

Chief continues to deliver fiscally responsible management and is a ready source for creative solutions when budget adjustments need to be made. He is a reliable team player and leader when it comes to ensuring the financial needs of the city.

City Operational/ Administration Goals

Description: Ensure the City adheres to all federal, state and local laws, rules, and regulations. Establish written policies and procedures for all aspects of City operations and administration. Provide adequate staff training in all departments to achieve these goals and serve the public in a professional manner. Promote an open-door policy to staff concerns and needs. Establish fair and adequate HR policies and procedures. Explore and provide up-to-date technology and equipment to achieve maximum operational efficiency. Maintain the highest standards of professionalism, which may be indicated by maintaining state certifications and satisfactory audit results.

Results/Comments:

Chief continues to deliver unparalleled excellence with legal compliance; the city's police department continues to elevate the standards for municipal law enforcement agencies throughout the Northeast Florida region and around the entire state.

Communication Goals

Description: Establish a solid and reliable communication system between City Management, Commissioners and St. Augustine Beach residents, using latest technology and non-technical methods. Ensure communications are available and back-ups in place in emergency situations (e.g. hurricane). Provide frequent information and updates to Commission on City operations. Establish on-going communications and cooperation with St. Johns County Sheriff's department and nearby peer agencies.

Results/Comments:

Through the evaluation period there have been no problems with communication between this Mayor/Commissioner and the Chief and the entire Police Department. Response time is regularly immediate, follow up is offered and made and there are no recommendations for improvement suggested by this reviewer.

Leadership Goals

Description: As the Chief Executive Officer of the Police Department, provide overall direction, mentorship and evaluation of managing supervisors. Ensure all supervisors are aware of and comply with all federal, state, and local laws, ordinances and regulations in carrying out their respective duties and responsibilities. Promote community services, encourage satisfactory communications with residents and recommend programs which address the changing needs of the City.

Results/Comments:

The feedback from managing supervisors in the police department department, and all other agency staff, is that the Chief is an exemplary role model, that there is an outstanding level of mentorship, opportunity for growth, training and career experience provided equally to all members of the department. Satisfaction for service level provided to community appears to be extremely high due to the community outreach programs and events offered by the agency.

Personal Goals

Description: Setting and achieving personal goals to continually increase knowledge, productivity, and efficiency. Personal goals should be specific, measurable, and reasonable attainable.

Results/Comments:

Chief has again achieved an unblemished re-accreditation for the department. All personal and department goals are being met and challenges accepted with enthusiasm.

Overall Performance Summary

Description: Summarize annual performance relative to annual goals. Describe whether and how effectively results were achieved.

Results/Comments:

Chief Hardwick truly has earned the highest level of evaluation achievable. He is constantly expanding his expertise and experience in the field, striving to expose himself to new ideas and resources and in doing so improving the resources for our department.

Employee Comments:

Overall Chief Hardwick has again out performed as an outstanding leader, professional, mentor and Chief!

/s/ Undine C. George
INTERVIEWER'S SIGNATURE


CHIEF OF POLICE'S SIGNATURE

11-4-19

DATE: October 21, 2019



CITY OF ST. AUGUSTINE BEACH
2200 A1A South, St. Augustine Beach, FL 32080
904-471-2122

PERFORMANCE REVIEW FOR POLICE CHIEF

Review for:	
Name: Chief Robert Hardwick	Job Title: Police Chief
Review Period: 2018-2019	Reviewed By: Commissioner Kostka

Performance Goals

Enter annual performance goals. Consider the City operational, financial, leadership, staffing and personal goals based on your role and responsibilities. Briefly describe how results were achieved, support our strategy, and demonstrate the City's strategic goals. You may assign a percentage for each goal with the total adding up to 100 percent.

Law Enforcement/Emergency Services

Description: Provide law enforcement and emergency services for the safety and well-being of residents and citizens. Establish a functional and efficient operational structure which achieves the City's goals. Protect the quality of life desired by St. Augustine Beach residents. Establish emergency preparedness goals and procedures. Coordinate both law enforcement and emergency services with other state and local agencies as needed.

Results/Comments:

Our city continues to be very well served by our Nationally Accredited Police Department; our police department had its initial accreditation assessment in 2015, which was unblemished, a re-accreditation in 2018 which again was unblemished and are now preparing for re-accreditation in 2020/2021. This is a great accomplishment not given by the accreditation team lightly. It is a tremendous honor.

Additionally, our police department was given a letter and certificate signifying our second Storm Ready renewal by Ben Nelson from the National Weather Service.

The Police Department of St. Augustine Beach goes above and beyond in implementing and continued monitoring of well-established emergency practices. Through the efforts of Chief Hardwick and the officers, the safety and well-being of our residents is superior.

Financial Goals

Description: Manage City operations within budget, except as authorized by Commission. Advise Commission, as needed, regarding unusual expenses. Prepare and advise commission on annual budget, work with Commission early to establish goals on salary increases, capital expenses, etc. Manage financial needs of the City within established guidelines for similar positioned peer agencies. Advise Commission regarding available grants.

Results/Comments:

Communication to the Commission concerning budgetary needs is always given in a pragmatic and efficient manner. The budget of this department is flawless every quarter with usually a budget surplus. Your constant review of expenditures and desire to minimize costs is greatly appreciated. Never are requests made for items that are not necessary and the entire department seems well educated on being frugal with our resources.

I am encouraged by the desire to look into supplementing costs our police department incurs by helping the county in patrolling the beach and pier areas as this is a financial burden on our own city resources.

City Operational/ Administration Goals

Description: Ensure the City adheres to all federal, state and local laws, rules, and regulations. Establish written policies and procedures for all aspects of City operations and administration. Provide adequate staff training in all departments to achieve these goals and serve the public in a professional manner. Promote an open-door policy to staff concerns and needs. Establish fair and adequate HR policies and procedures. Explore and provide up-to-date technology and equipment to achieve maximum operational efficiency. Maintain the highest standards of professionalism, which may be indicated by maintaining state certifications and satisfactory audit results.

Results/Comments:

Your department continues to receive accolades from across the nation. You have established and continually expect the highest level of standards and conduct yourself in the highest level of professionalism, no matter the circumstance. I appreciate you implementing and keeping the same expectations and standards for your entire department.

Communication Goals

Description: Establish a solid and reliable communication system between City Management, Commissioners and St. Augustine Beach residents, using latest technology and non-technical methods. Ensure communications are available and back-ups in place in emergency situations (e.g. hurricane). Provide frequent information and updates to Commission on City operations. Establish on-going communications and cooperation with St. Johns County Sherriff's department and nearby peer agencies.

Results/Comments:

The communication efforts between your department and the community, commission continues to be excellent. Your department's facebook page is extremely popular and it is updated frequently. Personal contact within the community continues to be strong and National Night Out has become a popular event many in our community look forward to each year. Kilo has also helped engage members of our community who may have been otherwise less inclined.

I am pleased there seems to be more communication within city management. Good communication within our own departments is critical to the success of our community.

Leadership Goals

Description: As the Chief Executive Officer of the Police Department, provide overall direction, mentorship and evaluation of managing supervisors. Ensure all supervisors are aware of and comply with all federal, state, and local laws, ordinances and regulations in carrying out their respective duties and responsibilities. Promote community services, encourage satisfactory communications with residents and recommend programs which address the changing needs of the City.

Results/Comments:

As previously stated, as Chief of Police, you go above and beyond in adhering to any and all established governing policies and procedures. You ensure all your officers and supporting staff are aware and ensure their compliance with any and all federal, state and local laws, regulations, ordinances and policies. I have seen you often go out of your way to mentor your fellow officers and staff who have a high level of respect and support for you. I have also witnessed first-hand the level of compassion and respect you have for members in our community and young people. Several of the officers that work in our city's police department share the same sentiments; there is a high level of respect, admiration and support for their department leadership. You are well liked and respected by your department. This is a true testament of your character.

Personal Goals

Description: Setting and achieving personal goals to continually increase knowledge, productivity, and efficiency. Personal goals should be specific, measurable, and reasonable attainable.

Results/Comments:

You continue to challenge yourself to learn more that will help improve the overall department, your team, the community and individual officers' aptitude. Your initiative to continually take actions to improve yourself and your officers is commendable. It is comforting to know there is a solid succession plan in place and that you continue to train and prepare your officers for any situation we may face in the future.

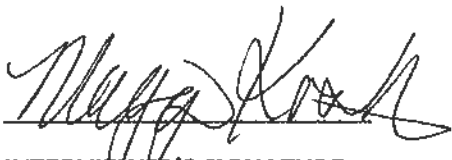
Overall Performance Summary

Description: Summarize annual performance relative to annual goals. Describe whether and how effectively results were achieved.

Results/Comments:

Chief Hardwick, you have indeed met and exceeded your established goals from the past evaluation. Continued exceptional operation of the Police Department is clear. You have successfully groomed Commander Ashlock, monitor growth of your officers and maintained a fiscally responsible budget for the department. It is both an honor and a pleasure to work with an individual of such high integrity.

Employee Comments:



INTERVIEWER'S SIGNATURE

DATE: 9/18/19



CITY OF ST. AUGUSTINE BEACH
2200 A1A South, St. Augustine Beach, FL 32080
904-471-2122

PERFORMANCE REVIEW FOR POLICE CHIEF

Review for:	
Name: <i>Howard</i>	Job Title: <i>Chief Police</i>
Review Period: <i>6 months</i>	Reviewed By: <i>Dylan Ruvencio</i>

Performance Goals

Enter annual performance goals. Consider the City operational, financial, leadership, staffing and personal goals based on your role and responsibilities. Briefly describe how results were achieved, support our strategy, and demonstrate the City's strategic goals. You may assign a percentage for each goal with the total adding up to 100 percent.

Law Enforcement/Emergency Services

Description: Provide law enforcement and emergency services for the safety and well-being of residents and citizens. Establish a functional and efficient operational structure which achieves the City's goals. Protect the quality of life desired by St. Augustine Beach residents. Establish emergency preparedness goals and procedures. Coordinate both law enforcement and emergency services with other state and local agencies as needed.

Results/Comments:

Chief Howard in my 6 months has done an outstanding job. Working with all. He and his staff were in the front lines during Hurricane Dorian. The communication to us (Commission) and residents was on point. I feel we as residents we are truly lucky to have Chief and his highly trained staff. The thousand of tourists should know they are in good hands.

Financial Goals

Description: Manage City operations within budget, except as authorized by Commission. Advise Commission, as needed, regarding unusual expenses. Prepare and advise commission on annual budget, work with Commission early to establish goals on salary increases, capital expenses, etc. Manage financial needs of the City within established guidelines for similar positioned peer agencies. Advise Commission regarding available grants.

Results/Comments:

Chief does a outstanding job working within the budget. This year was tough on all of us and he pushed things off to help the city. Chief finds a way to minimize costs.

City Operational/ Administration Goals

Description: Ensure the City adheres to all federal, state and local laws, rules, and regulations. Establish written policies and procedures for all aspects of City operations and administration. Provide adequate staff training in all departments to achieve these goals and serve the public in a professional manner. Promote an open-door policy to staff concerns and needs. Establish fair and adequate HR policies and procedures. Explore and provide up-to-date technology and equipment to achieve maximum operational efficiency. Maintain the highest standards of professionalism, which may be indicated by maintaining state certifications and satisfactory audit results.

Results/Comments:

By achieving the highest level of accreditation scores shows that he and his staff work endlessly making sure the dept runs efficiently and effectively. The demands the Chief puts on himself rubs off on his staff is the highest compliment.

Communication Goals

Description: Establish a solid and reliable communication system between City Management, Commissioners and St. Augustine Beach residents, using latest technology and non-technical methods. Ensure communications are available and back-ups in place in emergency situations (e.g. hurricane). Provide frequent information and updates to Commission on City operations. Establish on-going communications and cooperation with St. Johns County Sheriff's department and nearby peer agencies.

Results/Comments:

Communication between the commissioner and public is excellent. Chief and his staff promote great community involvement. (I attend all coffee w/ acc). Has carefully reaching out to the community.

Leadership Goals

Description: As the Chief Executive Officer of the Police Department, provide overall direction, mentorship and evaluation of managing supervisors. Ensure all supervisors are aware of and comply with all federal, state, and local laws, ordinances and regulations in carrying out their respective duties and responsibilities. Promote community services, encourage satisfactory communications with residents and recommend programs which address the changing needs of the City.

Results/Comments:

As I mentioned before, having the highest honor of accreditation explains the hard work the entire staff goes through.

Personal Goals

Description: Setting and achieving personal goals to continually increase knowledge, productivity, and efficiency. Personal goals should be specific, measurable, and reasonable attainable.

Results/Comments:

Chief is constantly challenging himself and strives to make the department even better.

Overall Performance Summary

Description: Summarize annual performance relative to annual goals. Describe whether and how effectively results were achieved.

Results/Comments:

In 16 months that I have been a commissioner, Chief has taken it upon himself to continue to better the dept. He continues to work with Max and other City dept heads to have emergency plans in place due to any emergency that may arise.

CITY OF ST. AUGUSTINE BEACH
PERFORMANCE APPRAISAL



PERFORMANCE FACTORS -Please mark the box next to the statement that most accurately describes the employee's level of performance during the review period on each of the performance factors. Please provide a brief description for each rating in the space provided.

A rating of "*fully competent*" signifies that performance meets the expectations for the job. A "*superior*" rating is for performance that achieves the "*fully competent*" level and clearly goes beyond expectations as described in the ratings' definitions. The rating explanation section is completed with relevant examples of work behavior. A "*performance needs Improvement*" rating indicates a performance level below expectations.

1. **MANAGING WORK/ORGANIZATION AND PLANNING:** Ability to generate results through the effective allocation of resources, to identify tasks, determine methods/practices and administer assigned operations. Ability to plan, organize and set priorities for work, including ability to make work assignments, establish deadlines and communicate standards and expectations.

The *superior performer* effectively allocates and utilizes appropriate resources to achieve the expected results. He/she consistently engages in short- and long-range planning for self and the city/department, uses scheduling and staff assignments to achieve city/departmental and Commission goals, as well as staff development needs, while allowing flexibility to deal with unexpected results.

The *fully competent performer* participates in short- and long-range planning, develops plans for task accomplishment, schedules resources to meet deadlines, and clearly communicates standards and expectations. He/she leads the assigned unit through most tasks in an efficient manner, demonstrates good coordination of resources, develops efficient systems and practices for record keeping, cost control and improved work flow, and directs the efforts of the assigned unit to accomplish city, departmental and Commission goals.

Performance needs improvement if deadlines are missed due to lack of planning, organization or improper priorities; operations are marked by inefficient work flow or assigned unit achieves less than productive results from the resources used.

RATING:

- ☒ Superior
☐ Fully Competent
☐ Performance Needs Improvement

EXPLANATION/COMMENTS:

Business operations are much improved compared to the prior evaluation period. Our City Manager has overseen many significant staffing changes in the past two years. The City suffered the tragic loss of our Public Works Director and the City Manager effectively oversaw the implementation of an interim director during the time when our ailing director was unable to work and then during the search for a new director. A similar process was utilized when our Finance Director gave short notice of her accepting a job at a different city, the former director's assistant served as interim director while a search for candidates was conducted. Through both losses of key personnel, Max managed the transitions without incident. Through re-evaluating the needs of the finance department, and recruiting from within, the Finance Department is performing exceptionally well. Overall the feedback from the staff and community is that day-to-day issues and services are doing well!

2. **LEADERSHIP AND PROBLEM SOLVING:** Ability to generate productive results by influencing employees toward positive performance and the use of the skills that create positive work behaviors and attitudes. Ability to correct problems before they become serious, identify areas for potential problems, and take action to prevent them.

A superior performer displays exemplary work habits and reflects positive work behaviors, presents ideas positively and enthusiastically, encourages and rewards outstanding performance and positive attitudes, and carries out human resources policies in an impartial, unbiased manner. He/she develops preventive and productive systems for recognizing potential problem areas, analyzes the scope and causes of the problem and allocates resources toward creative, cost-effective solutions, and encourages such practices throughout the assigned area of responsibilities.

The *fully competent performer* encourages employees toward achievement and provides positive leadership through attitude and action. He/she anticipates potential problems, provides valuable feedback to employees about the cause and effect of actions, and develops plans to maintain sufficient resources.

Performance needs improvement if the department head/city manager does not direct or influence the activities or attitudes toward achieving results, or displays ineffective work habits. He/she only reacts to problems, or allows minor problems to become major ones before attempting to solve them.

RATING:

☐ Superior

☒ Fully Competent

☐ Performance Needs Improvement

EXPLANATION/COMMENTS:

3. **PROFESSIONAL DEVELOPMENT:** Commitment to developments in the area of responsibilities, the development of effective management techniques, and the pursuit of increased knowledge and awareness of the fundamentals and new developments in the field.

The *superior performer* enthusiastically seeks new ways to increase managerial skills and is committed to remaining up-to-date on trends in his/her area of responsibilities. Active involvement or leadership in professional organizations at the local, state or national level.

The *fully competent performer* applies new developments pertaining to his/her area of responsibilities that clearly benefit the city, and participates in in-service and professional training as part of a professional growth program that benefits the city. Maintains membership in professional organizations.

Performance needs improvement if the department head/city manager seems uninterested or unaware of developments in the field, or does not accept new methods for becoming more effective in his/her area of responsibilities.

RATING:

- ☐ Superior
☒ Fully Competent
☐ Performance Needs Improvement

EXPLANATION/COMMENTS:

4. **ORGANIZATION COMMITMENT:** Ability to achieve compliance with, and commitment to, the organizational policies, procedures, practices and principles of the profession, and encourages subordinates to work on achieving departmental/organizational goals.

The *superior performer* enthusiastically endorses the organization's goals and objectives, and makes an extra effort to carry out decisions and policies in a manner that promotes organizational values. Encourages management style built on teamwork, and seeks additional responsibility in the interest of meeting organization goals.

The *fully competent performer* demonstrates strong support for organizational values and policies; encourages similar support from staff, and willingly implements decisions and policies; and keeps others in the organization appropriately informed.

Performance needs improvement if the department head/city manager does not fully implement the organization's and policies as determined by the Commission, and/or shows a lack of commitment to the achieving of them.

RATING:

☐ Superior

☒ Fully Competent

☐ Performance Needs Improvement

EXPLANATION/COMMENTS:

5. **COMMUNICATION SKILLS AND POSITIVE INTERPERSONAL RELATIONSHIPS:** Ability to express ideas clearly both orally and in writing; to establish and maintain positive interpersonal relationships with employees as well as with other managers, citizens, and elected and appointed officials.

The *superior performer* organizes ideas well and is influential and highly effective in conveying the message and its tone. May be required to create reports or make presentations to the Commission, colleagues and citizens. He/she promotes open channels of communication that build mutual trust between employees, peers and managers. Management style is marked by commitment to team building and fairness within the department and the City organization.

The *fully competent performer* expresses ideas and information in a clear and organized manner, and achieves effective two-way exchanges of information. The employee is a good listener and encourages open communications and questions from others. He/she establishes and maintains harmonious and cooperative work relations, and emphasizes team work and good communications that are honest and forthright.

Performer needs improvement if verbal communications create conflict or misunderstanding, or written material is unclear and poorly organized. He/she makes promises beyond his/her scope of authority, or has difficulty remaining unbiased in decision making.

RATING:

- ☒ Superior
☐ Fully Competent
☐ Performance Needs Improvement

EXPLANATION/COMMENTS:

6. **DECISION MAKING:** Ability to develop strategies and implement decisions that account for individual needs as well as broad organizational perspectives; make quality and fiscally sound decisions; and invite employee involvement in the decision-making process.

The *superior performer* envisions innovative solutions to complex problems, maintains a broad point of view regarding the organization and community, and appropriately involves employees in the decision-making process and works with others to identify policy issues for consideration.

The *fully competent performer* exhibits decision making that balances narrow and broad *range* issues, exhibits financial awareness, considers the long-range implications when determining solutions, regularly provides for employee participation in decision making as needed, and seeks input from others when appropriate.

Performer needs improvement if he/she doesn't consider the effects of his/her decisions on individuals and/or the organization, or allows little or no employee participation in the making of decisions.

RATING:

- ☐ Superior
☒ Fully Competent
☐ Performance Needs Improvement

EXPLANATION/COMMENTS:

In some occasions, there could have been more foresight considered prior to implementing certain decisions. By way of limited example: 1) failing to include the weir in the asset list for insured assets in the city, thereby precluding an insurance claim for its failure, not realizing the mistake immediately after the failure occurred and not taking steps after the failure occurred to immediately insure it; 2) delay in flying of the pride flag due to objection comments made by one citizen - although Mr. Royle's motivations may have been good hearted and not discriminatory, the delay in flying the flag and the limited research cited, resulted in unnecessary negative publicity; 3) not

acting upon the opportunity to re-design the sidewalk at Mickler Blvd when the vendor had demolished the sidewalk. In this case, not only had I mentioned this at a commission meeting but later when I realized my comments at the meeting had been "forgotten" and I pointed out that the excavation work had begun but the sidewalk had not yet been poured (this conversation took place at our regular check-signing meeting on September 26, 2019) still nothing was done. Had action been taken on September 26, 2019, the sidewalk could likely have been designed a few feet to the East to accommodate a vegetative buffer being installed between the pedestrian path and the vehicle path.

7. **DELEGATION/EMPLOYEE RESPONSIBILITY:** Knowledge of the delegation process and ability to delegate responsibility and authority, and to identify suitable delegation opportunities that increase effectiveness and employee growth. Ability to encourage staff to assume responsibility and accountability for their jobs, while promoting employees' self-direction according to established goals and standards.

The *superior performer* has systematic plans for delegation, makes regular use of delegation as a staff development tool, and achieves employee involvement in the decisions making process by sharing appropriate responsibility and authority. He/she encourages employees towards self-direction, creativity and self-initiated review of their own work, and relies on management principles that hold subordinates accountable for work product.

The *fully competent performer* allows employees input into the decision making process, recognize opportunities for suitable delegation, uses good follow up techniques, and treats employees with respect. He/she encourages employees to review and correct their own work prior to completion, assumes employee accountability when evaluating work results, and makes certain that supervisors appropriately oversee the hiring, training, disciplining and evaluating of employees.

Performer needs improvement if divisional effectiveness is diminished by poor use of delegation, or by extreme over control to the detriment of staff development, and/or if employees are unwilling or unable to accept responsibility for work products.

RATING:

- ☒ Superior
☐ Fully Competent
☐ Performance Needs Improvement

EXPLANATION/COMMENTS:

Max is great at delegating and choosing staff who are capable of handling the tasks being delegated. He fully supports and encourages staff to pursue educational and personal growth opportunities within the City and beyond.

8. **ADMINISTRATION:** Ability to manage resources effectively while striving for organizational goals, and accepting responsibility and accountability for the actions of the assigned area.

The *superior performer* audits and evaluates the completion of projects in terms of quality, cost and time frame, and accepts responsibility for the actions and results of subordinates. Practices reflect full knowledge of established policies. Recommends better approaches to provide City services at reduced costs.

The *fully competent performer* maintains effective function of assigned operations and property, is accountable for his/her own actions as well as the smooth functioning of the assigned area within the provision of established policies. Identifies ways to provide services at less cost, prepares budget and administers expenditures according to City guidelines.

Performer needs improvement if he/she makes excuses for poor performance, if administration is inefficient, or if the provisions of established policies and procedures are not applied.

RATING:

☐ Superior

☒ Fully Competent

☐ Performance Needs Improvement

EXPLANATION/COMMENTS:

I rate this as "fully competent" as opposed to "superior" because the Commission is not always provided with the information requested in advance of meetings and also is often tasked with coming up with requests for information or to audit the costs and methodology for providing city services or other procedural reviews. When such is requested, the results may require some tweaking, some basic questions may not yet be answered, or material not fully provided. This might be something that will change with the staffing modifications that have been made. An example would be the rumors related to the ADA compliance with televised broadcasts and website materials. It seems we were only provided half the information and made a quick decision to limit the city's liability by taking down the televised broadcasts and website materials. As we went thru the process to get pricing for the relay service it was like pulling teeth to find out a) what was and wasn't actually required; b) what competitors were available to provide the service. After many meetings asking staff for creative solutions Commissioners brought their own solutions (I for one merely conducted a quick google search and located the lowest price service). This is frustrating because we need to instill confidence in the people that all staff are being creative to keep costs low.

9. **ETHICS.** Impartiality in the performance of the job, including honesty and objectivity in decision making and communications, capacity to make decisions based on the best interests of the community, and to make realistic commitments within his/her scope of authority.

The *superior performer* functions as an exemplary public employee and inspires and rewards similar behavior in peers, supervisors and other employees.

The *fully competent performer* functions as a responsible public servant by presenting unbiased information and promises to the public, and making realistic commitments to follow through to citizens, Mayor, Commission, peers, fellow employees and others in the private/public sectors with whom the performer interacts. Manages in a professional manner in conformance with federal, state and local laws.

Performer needs improvement if he/she doesn't function as a responsible public servant by making decisions based on the best interests of the community, or by making commitments outside his/her scope of authority.

RATING:

☐ Superior
☒ Fully Competent
☐ Performance Needs Improvement

EXPLANATION/COMMENTS:

See # 6 and 8, above. Unfortunately, working in the public sector, everything done or not done by a City Manager are scrutinized through the lens of suspicion of bias. Although actions taken, or not taken, may have been motivated by all the right reasons, their sequence, timing, and deviation from prior behavior will readily give the appearance of bias. Additional precautions should be taken to ensure all actions and decisions are motivated by and are evidenced to be motivated by neutral and legitimate concerns for the city.

10. CITIZEN RESPONSIVENESS. Responsiveness to citizens' actions and attitudes, and to citizen complaints or requests for information and/or action on problems.

The *superior performer* effectively institutes a policy establishing service to the citizens as a priority, and maintains an efficient policy for handling citizen requests/complaints that promote a favorable image of the City.

The *fully competent performer* works with staff to improve courtesy, timeliness and helpfulness to citizens, and stresses a positive problem-solving attitude in response to citizen requests/complaints.

Performer needs improvement if he/she ignores or neglect citizen requests/complaints, or allows staff to respond to requests/complaints with less than a courteous, problem-solving attitude.

RATING:

- ☒ Superior
☐ Fully Competent
☐ Performance Needs Improvement

EXPLANATION/COMMENTS:

Most citizens have wonderful things to say about city staff but you can't please everyone and there are the occasional complaints that trickle into city hall as well as those who disagree with the way the city affairs are conducted. Mr. Royle always responds to the complaints and compliments that are received and is sensitive to staff's concerns regarding them. He is an excellent and artful writer and seems to genuinely enjoy the community interaction when conducted through the written word.

MAJOR ACCOMPLISHMENTS: List/describe the major accomplishments of the review period, including unexpected developments that were addressed, as well as any objectives that were not accomplished and cite the reasons.

It was apparent to me during this evaluation period that Mr. Royle genuinely reflected on the suggestions made in the last performance evaluation and has taken steps to implement many of them. During the Dorian hurricane event he was engaged and participated in numerous meetings with the EOC. I think such efforts are critical to ensuring coordination and efficient use of intergovernmental resources, and to assuring the public of the reasoning behind the strategic life-saving decisions that are made during these potentially catastrophic weather events. As with all things, I encourage continued networking and continuing education opportunities to ensure a fresh pro-active perspective to be considered with the challenges that lie ahead in the next year.

Mr. Royle is celebrating his 30th anniversary as City Manager this year. That is noteworthy and speaks highly of him and the City!

OVERALL PERFORMANCE RATING;

The *superior performer* will not need improvement in any of the performance factor areas. In most areas, a superior rating was achieved. The superior rating should be reserved for only those employees whose performance clearly exceeds expectations.

The *fully competent performer* may be superior in some areas, but fully competent in most. The fully competent rating should be given to employees whose performance exceeds the minimum standards, but does not clearly exceed all expectations.

The *performer needs improvement* if he/she has not met the performance expectations for the job in the majority of the factors. The needs improvement rating should be given to employees who demonstrate the potential and willingness to improve, but whose current performance is below expectations.

OVERALL RATING FOR THE PERIOD:

☐ Superior

☒ Fully Competent

☐ Performance Needs Improvement

EXPLANATION/COMMENTS:

Mr. Royle is doing a great job implementing the suggestions from the last performance period and is a valued member of the city!

EMPLOYEE COMMENTS:

Signatures:

/s/ Undine C. George 10/21/2019

Employee

Date

Commission/City Manager

Date



CITY OF ST. AUGUSTINE BEACH
2200 A1A South, St. Augustine Beach, FL 32080
904-471-2122

PERFORMANCE REVIEW FOR CITY MANAGER

Review for:

Name: Max Royal

Job Title: City Manager

Review Period: 2018-2019

Reviewed By: Commissioner Kostka

Performance Goals

Enter annual performance goals. Consider business, financial, risk, leadership, and personal goals based on your role and responsibilities. Briefly describe how results were achieved, support our strategy, and demonstrate the City's strategic goals. You may assign a percentage for each goal with the total adding up to 100 percent.

Strategic goals adopted by the City Commission, April 13, 2015:

- To establish a plan for evaluating the pros and cons of various events and their impact on the City's quality of life.
- To review additional revenue sources, including fees, grants, taxes, public/private, bonds, etc.
- To review and update City codes and their enforcement:
 - a. Parking
 - b. Traffic, speed limits
 - c. Solid waste
 - d. Land Development Regulations
- Advocate for continued funding for beach re-nourishment (state and federal).
- Develop a City-wide traffic management plan.

Business/Operations Goals

Description: Ensure departments are operating in an efficient manner, leadership and employees are engaged and well informed of strategic goals and day-to-day issues. Promote an open-door policy to staff concerns and needs. Provide adequate training and communication so that all employees are able to assist residents in a professional manner. Establish fair and adequate HR procedures. Explore and provide up-to-date technology and software to achieve maximum operational efficiency.

Results/Comments:

A few of my Concerns as related to this area include:

1. Efficient operations are necessary in each department. What plan as City Manager do you have in place to monitor changes and effectiveness in each department? How often is each department's plan/effectiveness evaluated for meeting/exceeding/missing goals? How are the departments being held accountable for the results? Where are these records being kept? I believe they should become part of record either for the City Manager or department head personnel file.
2. Open door policies are only as good as the follow-up action to the concern. Last year the suggestion was made to establish a system that outlines specific action required for follow up, discipline and concerns by employees and citizens. How has this been achieved? What were the results? Are new systems working?

3. Fair and adequate HR policies include how the bottom line impacts the residents and community. I think we are over due to evaluate all policies/procedures to ensure we have the adequate policies/procedures in place that protect our city staff/employees, citizens and community.
4. It is also time we look at our job descriptions and ensure they are up to date. With many changes within our city and changes to technology, job descriptions and responsibilities should be updated to encompass actual performance expectations.
5. It appears we are lagging in keeping up to date with the technology/software that can be used to help our city/staff to be as efficient as possible. This comes at a considerable cost, but efforts must be made for our city to continue to make advances in this area. It is often this area that is compromised in budgetary needs. Broadcasts of meetings should be effortless and meet all compliance requirements.
6. You have stated that each department head is responsible for the strategic goals of their department. How often are these goals evaluated? What is being used as a measure of success? What are the annual goals for each department? How is the completion of goals being used for annual evaluation and raises? Why not share the goals and quarterly evaluations with the commission? I would like to see a brief quarterly report/update from each department explaining progress on the department goals of: Administration, Building, Finance, Communications, Technology, Public Works, Code Enforcement.

Financial Goals

Description: Manage City operations within budget, except as authorized by Commission. Advise Commission, as needed, regarding unusual expenses. Prepare and advise commission on annual budget, work with Commission early to establish goals on millage, salary increases, capital expenses, etc. Manage financial position of City within established Florida League of Cities guidelines for similar positioned peer cities. Advise Commission regarding adequate reserves relative to last three years of expenses and known future expenses.

Results/Comments:

1. The very fact that the cost of our city's salaries and benefits exceeds the property tax revenue is **ALARMING**. I am very concerned that this does not seem to be a priority for the city manager. It is obvious that this area needs modification. The building department is financially self-sufficient. The Police department for the past several years has been under their budget. The other departments within city hall must do the same. It should be a priority for each department to maintain/decrease their budget. Where is the excess spending in each department? How can we minimize the weight of salaries and benefits on the overall budget?
2. Again, our city cannot sustain the cost of salaries and benefits exceeding property tax revenue. The answer should NOT be to continue to raise taxes and put the burden on the citizens. The answer is to control spending/expenses. Our citizens should not bear the burden of past fiscal irresponsibility.
3. It seems that "work with the commission early" has been a missed opportunity for the past several years. During this year's budget meetings Health Insurance and the overall city liability insurance was put on the agenda just weeks before the final budget was due. This is very poor planning. It does not provide the commission with adequate time to digest, evaluate and make a good decision concerning these topics which are a cost to our community. I am pleased that you as city manager have made a commitment to the commission in an effort to allow us an opportunity to evaluate and discuss insurance options well before September so we can make

better fiscal decisions for our city. I would encourage you to do the same regarding all large capital out lay projects and large expenditures.

4. It is part of your job, as City Manager, to manage the financial position of the city. It is quite appalling to discover that a valuable asset such as our weir could have been insured and was not. This was an enormous financial cost to our city and could have been avoided. This issue directly falls on you and a lack of either understanding of the policy or negligence in ensuring our city assets are covered.
5. When making financial comparisons to other cities, it is IMPERATIVE to look at the minutia. IE: When submitting cities mileage rates to compare with our city, please submit the budget of those cities so the similarities and differences can be easily recognized. **Numbers without the information obtained to determine the numbers are useless.** Mileage rates cannot be accurately compared without an understanding of the budget requirements of the comparative cities.
6. I am concerned that the recent departing employees (event coordinator, building director, financial administrator) were given high commendations of performance when there were several issues that were problematic in the work/performance history while employed by our city. This reflects poorly on our city, making us look like we have substandard expectations.

City Administration Goals

Description: Ensure City adheres to all state rules, policies, and guidelines regarding public meetings and requests for information. Establish adequate policies and procedures for all aspects of City administration, including, but not limited to, conducting public meetings, establishing agenda items, providing staff research and presentations, requests for bids, and vendor management, etc. Follow up on agenda items, public comments, and complaints. Provide adequate staff training in administration department to achieve these goals.

Results/Comments:

1. I am pleased to see in-house staff training taking place and expect that it will continue moving forward. I would like to suggest a "sensitivity training" type module offered. This would help train our staff to better serve our citizens in a productive and professional way.
2. I would like to state my appreciation for your flexibility in making changes to the format of our meeting agenda as we work through systems to find the best "flow".
3. An area requiring attention is the support/background information/materials provided for the meetings. Every item on the agenda should have the research and supportive information included. IE: when waste collection was on the agenda, the topic should have included all pertinent data; a breakdown of collection costs (cost for employees/cost of trucks/equipment / insurance, previous RFP bids, cost of a referendum). With this information, the commission is better able to make a good decision.
4. As to the agenda item of insurance policy comparisons: as previously stated, not enough time or background material was given to the commission for us to make a sound decision.

Communication Goals

Description: Establish a solid and reliable communication system between City Hall and St. Augustine Beach residents, using latest technology and non-technical methods. Ensure communications are available and back-ups in place in emergency situations (e.g. hurricane). Provide frequent information and updates to Commission on City operations (directly or through department heads). Establish on-going communications with St. Johns County and nearby peer cities.

Results/Comments:

1. There have been commendable intra-departmental efforts made in creating and implementing a successful emergency plan. Working together with all city departments has proven to be a prosperous effort. I look forward to continued work with all city departments and the county during emergency preparation.
2. Thanks to our new position of Communications/Event planning and Miss Cindy Walker, I believe we have improved the communication efforts with our residents through our web page, facebook page, radio broadcasts and press releases. These methods appear to provide a solid and reliable communication system between City Hall and its residents.
3. I continue to be concerned about the communication with St Johns County and the City of St Augustine. Perhaps a planned weekly or monthly phone conference could be utilized to ensure up to date communication is established and continues. It has been proven that it is more helpful to work together, especially on shared projects. The county appears to let our city absorb maintenance/repair costs to entities/areas that they are actually responsible for. This puts an unfair financial burden on our city. They should either take responsibility for the entities or turn over the entities to our city. (Roads, beach walkovers, Pier parking lot, police presence on beach, etc.) What is your plan to drastically improve this area? The county had a \$18 million surplus last fiscal year, why can't they take proper care of their entities?

Leadership Goals

Description: Provide leadership and project management for major strategic goals established by the Commission. Utilize special meetings, workshops, and professional advisors to advance these goals. At a minimum set the following special meetings each year: 1) update to strategic goals, and 2) special workshop with the Planning and Zoning Board.

Results/Comments:

How will you accomplish this? With the growth rate of our city in the past 10 years, I think it would be important to review strategic goals on at least an annual basis so a constant evaluation of accomplishment can be discerned, and adjustments can be made if needed. Working with the P/Z board through regularly scheduled meetings quarterly or bi-annually should be occurring. The sharing of information, concerns and ideas is important for our city in community.

Personal Goals

Description: Setting and achieving personal goals to continually increase knowledge, productivity, and efficiency. Personal goals should be specific, measurable, and reasonable attainable.

Results/Comments:

What are your personal goals and how will you meet them? This is the same question I asked on your last evaluation. There does not seem to be any personal goals set. If no goals are set, how is your direction determined? Why are you not setting any personal goals? if you have goals, why are they not clearly stated? How are we as commissioners able to determine if your goals were met if they are not stated? No stated/written goals=no ability to determine if met.....

*Please provide a list of your personal goals to the commission before the end of December, 2019.

Overall Performance Summary

Description: Summarize annual performance relative to annual goals. Describe whether and how effectively results were achieved.

Results/Comments:

It is difficult to discern if there were any goals set and therefore impossible to describe if they were effective or if/how they were achieved.

Compared to the previous evaluation timeframe (2018-2019), it appears that within City Hall better practices are being complied with. This could be due to some change in personnel as we lost our previous Public Works director and that position was filled with a new Public Works director, as well as the new Communications/Event coordinator, Financial Administrator and our new Building Department director who have all made significant and helpful changes to our city procedures.

Good management requires constant, consistent direction and follow-up. The leadership and direction from the City Manager position continues to need improvement. Adequate insurance coverage for all city assets, like the weir are necessary. A thorough review of our insurance/asset coverage should be a priority. I am also concerned that we no longer have a succession plan in place. With the departure of our financial administrator, who was designated as the lead interim, we have an important plan to adjust. Best practices dictate we have a solid plan in place and currently, we do not. The issue of our budget with salaries and benefit costs exceeding our property tax revenues should also be a priority. This needs to be addressed WITHOUT raising taxes.

Employee Comments:**INTERVIEWER'S SIGNATURE**

CITY MANAGER'S SIGNATURE**DATE:** 10/29/19



CITY OF ST. AUGUSTINE BEACH
2200 A1A South, St. Augustine Beach, FL 32080
904-471-2122

PERFORMANCE REVIEW FOR CITY MANAGER

Review for:	
Name: <u>MAX Royhe</u>	Job Title: <u>city Mgr</u>
Review Period: <u>6 months</u>	Reviewed By: <u>Dylan Rumrutt</u>

Performance Goals

Enter annual performance goals. Consider business, financial, risk, leadership, and personal goals based on your role and responsibilities. Briefly describe how results were achieved, support our strategy, and demonstrate the City's strategic goals. You may assign a percentage for each goal with the total adding up to 100 percent.

Strategic goals adopted by the City Commission, April 13, 2015:

- To establish a plan for evaluating the pros and cons of various events and their impact on the City's quality of life.
- To review additional revenue sources, including fees, grants, taxes, public/private, bonds, etc.
- To review and update City codes and their enforcement:
 - a. Parking
 - b. Traffic, speed limits
 - c. Solid waste
 - d. Land Development Regulations
- Advocate for continued funding for beach re-nourishment (state and federal).
- Develop a City-wide traffic management plan.

Business/Operations Goals

Description: Ensure departments are operating in an efficient manner, leadership and employees are engaged and well informed of strategic goals and day-to-day issues. Promote an open-door policy to staff concerns and needs. Provide adequate training and communication so that all employees are able to assist residents in a professional manner. Establish fair and adequate HR procedures. Explore and provide up-to-date technology and software to achieve maximum operational efficiency.

Results/Comments:

MAX and I have discussed a plan on day to day operations. We have a new Finance Dir. who is working on a new style of Financial plans moving forward. I expect this to help MAX. I know MAX meets with his staff monthly and his door is always open. Being a new commissioner (6 months) I'm still evaluating MAX's follow up and action plans.

Financial Goals

Description: Manage City operations within budget, except as authorized by Commission. Advise Commission, as needed, regarding unusual expenses. Prepare and advise commission on annual budget, work with Commission early to establish goals on millage, salary increases, capital expenses, etc. Manage financial position of City within established Florida League of Cities guidelines for similar positioned peer cities. Advise Commission regarding adequate reserves relative to last three years of expenses and known future expenses.

Results/Comments:

FY20 Budget was very difficult for me. The city lost its Financial Officer (CFO) unexpectedly a few months before budget hearings. The city was dealing with some high expenses due to hurricane damage a few years prior. I felt like Max did a great job working with Dept. Heads to trim the budget. I also feel like he hired a innovative Finance director that should help the city moving forward.

City Administration Goals

Description: Ensure City adheres to all state rules, policies, and guidelines regarding public meetings and requests for information. Establish adequate policies and procedures for all aspects of City administration, including, but not limited to, conducting public meetings, establishing agenda items, providing staff research and presentations, requests for bids, and vendor management, etc. Follow up on agenda items, public comments, and complaints. Provide adequate staff training in administration department to achieve these goals.

Results/Comments:

We adjusted the order of agenda items which I believe has helped the city to complete city Business. Max and city staff has improved on the transparency and bidding process. Max hired a wonderful PR director that has been very helpful getting the word out to city residents about city meetings or other city happenings. Since I've been here I've seen improvements on receiving agenda items in a timely fashion.

Communication Goals

Description: Establish a solid and reliable communication system between City Hall and St. Augustine Beach residents, using latest technology and non-technical methods. Ensure communications are available and back-ups in place in emergency situations (e.g. hurricane). Provide frequent information and updates to Commission on City operations (directly or through department heads). Establish on-going communications with St. Johns County and nearby peer cities.

Results/Comments:

MAK's hiring of Mr. Walker has dramatically improved the communication the city has had with the residents. I feel that with out Mr. Walker, the City would not be so out front reaching out to the residents. I would like to see a plan moving forward working with the county and city.

Leadership Goals

Description: Provide leadership and project management for major strategic goals established by the Commission. Utilize special meetings, workshops, and professional advisors to advance these goals. At a minimum set the following special meetings each year: 1) update to strategic goals, and 2) special workshop with the Planning and Zoning Board.

Results/Comments:

MAK has been receptive to work with state officials or other groups that would help the city. we still need to work with the county and city St. Aus on future strategic planning & goals.

Personal Goals

Description: Setting and achieving personal goals to continually increase knowledge, productivity, and efficiency. Personal goals should be specific, measurable, and reasonable attainable.

Results/Comments:

In the short time I've been a commissioner Max has worked hard on my requests. I've asked Max to meet with State officials and we have. Max is working on other goals we have set. (meeting w/ county and city of SA) Max is up to date on FCC and other laws that are being sent down from Tallahassee. Max encourages staff to continue further trying to make the dept. stronger.

Overall Performance Summary

Description: Summarize annual performance relative to annual goals. Describe whether and how effectively results were achieved.

Results/Comments:

In 6 months I see the value in Max. I feel as a city we need to have a plan in place for the day Max retires. His Institutional knowledge is very valuable, however as a commissioner I would feel better about the city if a plan was in place.

Employee Comments:


INTERVIEWER'S SIGNATURE

CITY MANAGER'S SIGNATURE

DATE: _____

MEMORANDUM

TO: Mayor England
Vice Mayor Kostka
Commissioner George
Commissioner Samora
Commissioner Rumrell

FROM: Max Royle, City Manager 

DATE: December 30, 2019

SUBJECT: Additional Information for Agenda Item # 9: Evaluations of Police Chief and City Manager

Attached are the evaluations from Commissioner Samora.



CITY OF ST. AUGUSTINE BEACH
2200 A1A South, St. Augustine Beach, FL 32080
904-471-2122

PERFORMANCE REVIEW FOR POLICE CHIEF

Review for:	
Name: Chief Hardwick	Job Title: Chief of Police
Review Period: 2019	Reviewed By: Commissioner Samora

Performance Goals

Enter annual performance goals. Consider the City operational, financial, leadership, staffing and personal goals based on your role and responsibilities. Briefly describe how results were achieved, support our strategy, and demonstrate the City's strategic goals. You may assign a percentage for each goal with the total adding up to 100 percent.

- **Maintain staffing at full level. Minimize turnover to reduce training costs and build a cohesive force.** – Currently operating with a full staff. To minimize turnover, we aim for a minimum 3 year retention. The staff has also exhibited a low level of sick leave use.
- **Establish a diverse force that mirrors the demographics of the service area.** – The current staffing reflects approximately a 50/50 female/male balance.
- **Financial Responsibility** – Establish an annual budget and operate within the budget. This has been done consistently and the police department has been able to return money to the city every year. They have also successfully pursued reimbursement from the county for services rendered.
- Reaccreditation, performed mock evaluation with zero errors. Preparation for 3 year evaluation.

Law Enforcement/Emergency Services

Description: Provide law enforcement and emergency services for the safety and well-being of residents and citizens. Establish a functional and efficient operational structure which achieves the City's goals. Protect the quality of life desired by St. Augustine Beach residents. Establish emergency preparedness goals and procedures. Coordinate both law enforcement and emergency services with other state and local agencies as needed.

Results/Comments:

Chief Hardwick has done a great job insuring the safety of our residents and visitors. He has made sure the department is fully staffed and the officers are well trained. The administrative staff and command staff structure is clearly organized for effective leadership and is right sized for our city. A clear plan for succession has been established so there will be no gaps in the vital services provided when the chief decided to further his career.

Adjustments to the size of the force and allocation of resources have been made as the city evolves. This year retiring admin staff has been replaced and a beach officer has been added as demand has increased.

To supplement our full time force, the Chief has also started using PSAs. The program was started at a very low cost using retired vehicles. This program will provide higher law enforcement visibility and make better use of our full time officers.

During emergency situations the Chief has shown he can effectively coordinate with the surrounding agencies (SJSO and CoSAPD) as well as the EOC.

Performance in this area exceeds expectations.

Financial Goals

Description: Manage City operations within budget, except as authorized by Commission. Advise Commission, as needed, regarding unusual expenses. Prepare and advise commission on annual budget, work with Commission early to establish goals on salary increases, capital expenses, etc. Manage financial needs of the City within established guidelines for similar positioned peer agencies. Advise Commission regarding available grants.

Results/Comments:

The police department's budget has remained fairly flat over the past two years. A six year plan is provided for all Major CapEx purchases. This year, in order to help in a difficult budget year, the purchase of new computers was deferred.

Chief Hardwick has done a great job with the annual budget and, more importantly, has included staff in the process. He holds a budget workshop at the beginning of the calendar year and then holds bi-weekly line item budget reviews that include the Commander, as well as staff from admin and finance.

Grant funds are pursued annually and have been used to supplement budget items such as specialized equipment.

Staffing has remained steady and increases have remained in line with the established STEP program making the financial planning easier to predict.

As mentioned earlier, the department always comes in under budget.

Performance in this area exceeds expectations.

City Operational/ Administration Goals

Description: Ensure the City adheres to all federal, state and local laws, rules, and regulations. Establish written policies and procedures for all aspects of City operations and administration. Provide adequate staff training in all departments to achieve these goals and serve the public in a professional manner. Promote an open-door policy to staff concerns and needs. Establish fair and adequate HR policies and procedures. Explore and provide up-to-date technology and equipment to achieve maximum operational efficiency. Maintain the highest standards of professionalism, which may be indicated by maintaining state certifications and satisfactory audit results.

Results/Comments:

The department has been able to maintain its accreditation by establishing and adhering to appropriate policies and procedures. Although not required, a mock examination is performed annually to insure the standards for re-accreditation are being maintained.

All staff receives additional training on a regular basis. Furthermore, all staff is encouraged to immerse themselves in the community through volunteering. Chief Hardwick leads by example in this area.

The Chief has regularly scheduled meetings with staff. He is very approachable and is well respected by all staff that I've interacted with.

Equipment for the department is regularly maintained and replaced as needed. All major purchases are part of the six year CapEx plan. The need for a High Water Vehicle was made apparent during the previous hurricane seasons. The department was able to get creative and acquire a surplus military vehicle to fill this need.

Performance in this area exceed expectations.

Communication Goals

Description: Establish a solid and reliable communication system between City Management, Commissioners and St. Augustine Beach residents, using latest technology and non-technical methods. Ensure communications are available and back-ups in place in emergency situations (e.g. hurricane). Provide frequent information and updates to Commission on City operations. Establish on-going communications and cooperation with St. Johns County Sherriff's department and nearby peer agencies.

Results/Comments:

Chief Hardwick actively and effectively communicates with staff, the commission, the community, and other local and state agencies.

The commission receives monthly reports, but the Chief regularly communicates emergency or high priority items via email.

The department actively uses social media to communicate with and engage the community. Several events are sponsored throughout the year in which the department interacts with the community. The Chief also makes regular radio appearances with other local law enforcement agencies.

During emergency situations SABPD staff maintains a presence at the EOC.

Performance in this area exceeds expectations.

Leadership Goals

Description: As the Chief Executive Officer of the Police Department, provide overall direction, mentorship and evaluation of managing supervisors. Ensure all supervisors are aware of and comply with all federal, state, and local laws, ordinances and regulations in carrying out their respective duties and responsibilities. Promote community services, encourage satisfactory communications with residents and recommend programs which address the changing needs of the City.

Results/Comments:

Chief Hardwick has managed to maintain the high standards of performance that have been established in recent years. He has established an effective chain of command, making the appropriate staffing changes when needed to insure excellence moving forward. He continues to recruit high caliber talent into the department and the department is fully staffed.

All managers and staff are encouraged to seek additional training and certification.

All managers and supervisors have their performance evaluated annually.

Those managers and supervisors also complete evaluations for their employees annually.

The list of community services and programs (volunteer efforts) remains too lengthy to list, but the department engages in 30-40 community events annually.

Performance in this area exceeds expectations.

Personal Goals

Description: Setting and achieving personal goals to continually increase knowledge, productivity, and efficiency. Personal goals should be specific, measurable, and reasonable attainable.

Results/Comments:

The chief is very humble when it comes to discussing himself and his accomplishments. His accomplishments include maintaining accreditation and building the finest law enforcement agency in the county. He has promoted the right people into the right leadership positions and set the SABPD up for continued success. He has continued to fill the force by recruiting and developing an amazing group of young officers, engaging and giving back to the community, all while being fiscally responsible with the city's limited funds.

He enjoyed his military retirement in 2018 allowing him to spend well deserved time with his family and coaching football.

Most recently he's launched his campaign for county sheriff, which is the next logical step in his career and a role he is well equipped to fill. He will be leaving the city with a police force that is staffed for success and an orderly transition upon his departure.

Performance in this area exceed expectations.

Overall Performance Summary

Description: Summarize annual performance relative to annual goals. Describe whether and how effectively results were achieved.

Results/Comments:

The goals and plans for the department are extensive and very well laid out and understood by both supervisors and staff. His leadership has set a high standard of expectations for his officers and staff and he has established processes, procedures, and training that will insure his group will continue to excel.

Financially, Chief Hardwick is doing an excellent job of responsibly managing the Police department. He has established a process for developing budgets are well planned, consistently adhered to, and involve the participation of key staff. He actively pursues grants to defray costs and has planned and budgeted for new technology adaptation. He has also provided 6 year visibility to large capital expenditures such as fleet replacement.

The Chief has improved the safety of the community, in part, by establishing a great working relationship with other intra-local agencies. The relationships and open lines of communication he maintains with the SJCSO and SAPD have proven valuable when emergency situations arise unexpectedly. Other agency's have confidence when working with our SABPD because of the high standards set by its leader, the credentials of our officers, and the accreditation of the department.

Chief Hardwick is a strong leader and, more importantly, mentor to his officers. He is held in the highest regards by every one of his staff I have encountered. He leads by his example and the SABPD has a established a great relationship with the citizens of our community. Through his mentoring he has built a department whose excellence will outlive his tenure with us.

To summarize – All previous annual goals were met, future goals have been established, and overall performance has exceeded expectations.

Employee Comments:

INTERVIEWER'S SIGNATURE

CITY MANAGER'S SIGNATURE

DATE: _____



CITY OF ST. AUGUSTINE BEACH
2200 A1A South, St. Augustine Beach, FL 32080
904-471-2122

PERFORMANCE REVIEW FOR CITY MANAGER

Review for:	
Name: Max Royle	Job Title: City Manager
Review Period: 2019	Reviewed By: Commissioner Samora

Performance Goals

Enter annual performance goals. Consider business, financial, risk, leadership, and personal goals based on your role and responsibilities. Briefly describe how results were achieved, support our strategy, and demonstrate the City's strategic goals. You may assign a percentage for each goal with the total adding up to 100 percent.

Strategic goals adopted by the City Commission, April 13, 2015: *An update is being planned. Reports and updates are issued monthly. The goals are updated every 3 yrs.*

- To establish a plan for evaluating the pros and cons of various events and their impact on the City's quality of life. *Implemented stricter review of events and curtailed some of them.*
- To review additional revenue sources, including fees, grants, taxes, public/private, bonds, etc. *Max has updated the building fee structure and implemented new franchise fees. He has us looking at Non ad valorem revenue, grants, and parking revenue.*
- To review and update City codes and their enforcement:
 - a. Parking *codes have been updated and new ordinances have been adopted to better protect our residential neighborhoods.*
 - b. Traffic, speed limits *we need to develop a comprehensive traffic plan. This should include pedestrian safety with additional crosswalks and higher visibility crosswalks.*
 - c. Solid waste *collection fees and recycling are currently being updated.*
 - d. Land Development Regulations *updates have been completed. Max did a good job of making sure these were on every agenda.*
- Advocate for continued funding for beach re-nourishment (state and federal). *Next one in 3 years.*
- Develop a City-wide traffic management plan. *This needs work.*

Business/Operations Goals

Description: Ensure departments are operating in an efficient manner, leadership and employees are engaged and well informed of strategic goals and day-to-day issues. Promote an open-door policy to staff concerns and needs. Provide adequate training and communication so that all employees are able to assist residents in a professional manner. Establish fair and adequate HR procedures. Explore and provide up-to-date technology and software to achieve maximum operational efficiency.

Results/Comments:

This is an area that saw much change under Max's leadership since the last review.

Most notably, just about every department head position was replaced during this period. Max made key hires for the Head positions of the Building Department, Public Works, Finance, and newly created Communications/Event Planning. When necessary, Max made key interim appointments until the positions could be permanently filled. This insured there was no disruption in services or service levels.

In addition to filling these key positions, Max also made a couple important structural changes. First, he right sized the CFO position and promoted the right person into the Finance Director role. Second, he restructured the IT group, moving it from under the Finance department into its own management and created the IT Manager position that better suits increasing importance IT plays in our city's operation.

Max meets regularly with department heads so there is a continuous open line of communication. He has budgeted for essential IT upgrades so staff has the tools they need to do their jobs effectively.

Performance in this area meets expectations.

Financial Goals

Description: Manage City operations within budget, except as authorized by Commission. Advise Commission, as needed, regarding unusual expenses. Prepare and advise commission on annual budget, work with Commission early to establish goals on millage, salary increases, capital expenses, etc. Manage financial position of City within established Florida League of Cities guidelines for similar positioned peer cities. Advise Commission regarding adequate reserves relative to last three years of expenses and known future expenses.

Results/Comments:

Max is very astute on financial matters. He is very conservative in his approach and is reluctant to burden the city with any additional debt.

He provides 5 year visibility to CapEx spending.

We are actively looking at other revenue sources.

In 2019 Max managed through a budget process that saw the departure of our CFO in the middle of the process. We were able to successfully both maintain millage and build reserves.

The 5 year CapEx plans are developed by department heads and used to make sure we are able to plan for these accordingly.

Employee salary increases are done annually in accordance with the STEP plan. Recent adjustments have been made to job descriptions in both the building department and public works to provide added incentive and help with employee retention.

Every year we have faced substantial increases in health insurance costs. Max has worked hard with our provider and staff to minimize the impact of these changes to both our budget and the covered employees.

Performance in this area meets expectations.

City Administration Goals

Description: Ensure City adheres to all state rules, policies, and guidelines regarding public meetings and requests for information. Establish adequate policies and procedures for all aspects of City administration, including, but not limited to, conducting public meetings, establishing agenda items, providing staff research and presentations, requests for bids, and vendor management, etc. Follow up on agenda items, public comments, and complaints. Provide adequate staff training in administration department to achieve these goals.

Results/Comments:

Max has done a good job making sure we are operating within state rules and policies. Since the last review period Max has helped us navigate ADA compliance issues in a responsible manner. This included finding a balance in managing the legal exposure with being fiscally responsible. After a brief disruption we were able to restore video of city meetings in an ADA compliant format with minimal financial impact. Max also made sure all city documents are now produced and made available in an ADA approved format. This required staff education, training, and technology upgrades.

The city is also in the process of updating our comprehensive plan. Max is making sure we are meeting the appropriate state deadlines and suggesting hiring a planner to help with this process. I have also noticed an improvement in the presentation of materials by staff including our finance director and public works director. The quality of the presentations at our meetings as well as to other entities has greatly improved.

Max has made sure he and staff are attending seminars to continue their education, this includes Florida League of Cities events.

Regular monthly updates are used to follow up on action items, this process has been in place and continues to be effective.

Performance in this area meets expectations.

Communication Goals

Description: Establish a solid and reliable communication system between City Hall and St. Augustine Beach residents, using latest technology and non-technical methods. Ensure communications are available and back-ups in place in emergency situations (e.g. hurricane). Provide frequent information and updates to Commission on City operations (directly or through department heads). Establish on-going communications with St. Johns County and nearby peer cities.

Results/Comments:

Since the last review period great strides have been made in the area of communication. The single biggest change has been expanding the role of events coordinator to include Communications Director. This change has brought about the use of several new communication channels to engage the community. We now have an active social media presence, we use surveys to gather public input on key issues, we issue press releases after all commission meetings, we use radio shows on a regular basis, and have a monthly e-newsletter. This is in addition to traditional communications that were already in place such as, monthly newsletters, monthly columns in local papers, and the city website to disseminate information.

For emergency situations we have staff at the EOC and use the aforementioned channels to get information to the community.

Updates to then commission happen monthly through reports included with our meeting information as well as written emailed monthly updates on directives.

Our communication with the county and neighboring city could be improved to include some regularly scheduled meeting or updates. Hopefully this can be improved with changes in administrative staff at both the county and historic city.

While improvements in communication with the community exceeds expectations there could be improvements made in other areas. Overall, performance in this area meets expectations.

Leadership Goals

Description: Provide leadership and project management for major strategic goals established by the Commission. Utilize special meetings, workshops, and professional advisors to advance these goals. At a minimum set the following special meetings each year: 1) update to strategic goals, and 2) special workshop with the Planning and Zoning Board.

Results/Comments:

We discussed updating the strategic goals and our comprehensive plan - which is underway. Workshops and special meetings with boards such as PZB or other local agencies like SJIC can be beneficial. We have not done either in the past year.

I feel there is room for improvement in this area. Moving forward I'd like to see annual meetings/workshops with our city boards and regular communication with neighboring jurisdictions.

Max does a good job managing timeline dependent projects to make sure they are completed on schedule. This includes budgeting, the comp plan, RPF's, and ordinances that have time constraints.

Performance in this area is acceptable.

Personal Goals

Description: Setting and achieving personal goals to continually increase knowledge, productivity, and efficiency. Personal goals should be specific, measurable, and reasonable attainable.

Results/Comments:

At this stage of his tenured career Max is focused on keeping abreast of legislation that effects our city and developing his supporting staff.

Max stays current on legislative changes and communicates the vital issues to the commission. He also attends the FLC conference to stay up on current changes and trends.

Max encourages his staff to seek training and further education, particularly the finance dept. I would like to see these goals more formalized in annual employee reviews.

Overall Performance Summary

Description: Summarize annual performance relative to annual goals. Describe whether and how effectively results were achieved.

Results/Comments:

Max has an incredible amount of institutional knowledge, a deep understanding of how government works, and a long history of the events that have shaped our city. This knowledge base is both incredibly valuable and almost impossible to replace.

I have found that Max takes direction well and almost instinctively develops action plans and acts upon directives.

Max has done a great job replacing department heads and key staff. He has also made key organizational changes that make better use of our city staff.

Items to work on include:

- Develop and formalize a succession plan.
 - This should include a short term plan that can be used in the event of an unforeseen emergency and indicate would step in on an interim basis.
 - We should also formalize a long term (3 year) succession plan to ensure an orderly transition when the time is appropriate. This is particularly critical due to the aforementioned long term knowledge Max possesses.
- Continue to refine the vision for the city and set goals around this vision. One area of particular need is a traffic plan for the city.

To summarize, Max is very effective at carrying out the directives of the commission. He is financially conservative and a good steward of the city's finances. I'd would like to see some improvement in a forward thinking vision for the city. Overall Max is an effective city manager.

Employee Comments:

INTERVIEWER'S SIGNATURE

CITY MANAGER'S SIGNATURE

DATE: _____