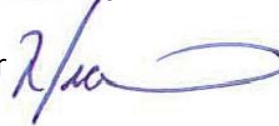


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**TO** : The Honorable Mayor and Members of the City Commission

**FROM** : Nicholas C. Mimms, P.E., City Manager



**RE** : INITIAL SIX MONTHS CITY MANAGER'S SUMMARY REPORT

**DATE** : June 13, 2016

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On December 7, 2015, I was appointed City Manager by the Fort Pierce City Commission after serving as Deputy City Manager and Interim City Manager the previous three (3) years. This was a life changing event for both me and my entire family. Being the chief executive responsible for the administration of all affairs of the City of Fort Pierce is a distinct honor. As a native of this great community, I am humbled and grateful to have this opportunity.

The first task of my administration was meeting with each member of the City Commission to obtain performance expectations, understand communication preferences, and determine areas of operational concern. Subsequently, meetings were held with all department heads to set forth my expectations for their performance and management. It became clearly evident that this organization possessed the professional staff, however; strong leadership was needed to provide direction to achieve the objectives set forth by the City Commission. This leadership is my responsibility, and now our management team is in the midst of a transformational evolution.

The following is a brief synopsis of the last six (6) months highlighting specific areas that may be used as a tool for evaluation purposes.

#### **COMMUNICATION**

An essential function of the Chief Executive Officer is to establish effective communication with the Mayor and members of the City Commission. During my first six (6) months, communication with the City Commission has been constant and routine. Whether by meeting, phone call, text, email, memorandum, or letter, the City Commission has received information on an equal basis. It is of the utmost importance to deliver information in a timely fashion to inform the City Commission of pertinent administrative issues and community developments. Reporting and communication of information will always be fair, consistent, and clear.

## **CITIZEN / COMMUNITY RELATIONS**

Reaching the community is being addressed by orchestrating visits to civic clubs, professional associations, schools, businesses, and other community stakeholders to provide updates on current initiatives and to listen to their concerns. The utilization of the website, along with the promotion of social media, has allowed us to reach larger audiences. A report from my office is produced monthly that provides information about current projects, special events, and a snapshot of departmental activity. A Customer Service Plan has been developed as a guide for creating higher levels of customer satisfaction. In addition, a community outreach program has been established that involves the participation of every department in order to integrate the employees with our community.

## **POLICY EXECUTION**

The City Commission has been very successful in determining strategic direction. In order to realize this vision, quarterly strategic planning meetings are scheduled with the department heads that began January 2016. The intent of these meetings is to review performance, prioritize goals, create strategies, and check progress against the goals with a retrospective view. Performance metrics have been identified, which will provide benchmark information, and if we are not meeting expectations in an area, then we will utilize best management practices for improvement. Moving forward, the City Commission and senior management staff will be engaged in annual policy prioritization workshops and biannual strategic planning sessions to identify future goals.

## **PERSONNEL MANAGEMENT**

It is my responsibility to guide staff to complete objectives established by the City Commission. This task has involved consistent interaction with the department heads to address operational challenges. In March 2016, the senior management staff was moderately reorganized by selecting highly competent members to lead departments, divisions, and initiatives. Since this has occurred, our qualified management team has cohesively collaborated to successfully accomplish assigned tasks. The staff remains motivated to achieve our strategic goals and incorporate the organization's mission into our daily operation.

## **INTERGOVERNMENTAL RELATIONS**

The relationships fostered with our neighboring agencies have given the City of Fort Pierce greater opportunities for success. Outstanding relationships with Saint Lucie County and the Fort Pierce Utilities Authority have produced regional economic development initiatives that are vital for the prosperity of our community. Our local State Representative has partnered with us on several projects, and has also assisted with the allocation of funding for construction projects. A great philanthropic partnership has been established with Allegany Franciscan Ministries that is aimed to improve the quality of life in the Lincoln Park area. Also, an international relationship is currently being forged with Grand Bahama Island to create a Sister City relationship in order to exchange cultural, historical, and economic development resources.



**PROFESSIONAL DEVELOPMENT**

Networking with the top executives and high level administrators of local government throughout the state of Florida has provided great educational opportunities. The experience of my peers has allowed me to gain great insight into the profession, especially when dealing with sensitive situations. The International City and County Managers Association (ICMA) and the Florida City and County Managers Association (FCCMA) are ideal professional development organizations that I have joined in order to achieve and maintain excellence in local governance. My immediate plans are to submit an application to the ICMA Executive Board by July 1, 2016 to earn the designation of ICMA Credentialed Manager (ICMA-CM).

**FISCAL MANAGEMENT**

The primary focus of the budget for FY 2017 will be to support the strategic plan. The operational budget will be performance based with expectations of anticipated results. In addition, a multi-year forecast will be used to ensure financial sustainability and a capital improvement plan has been developed to address infrastructure needs with long term dedicated funding. Due to the decades of public improvements in our neighborhoods, downtown, and waterfront, the valuation of property in Fort Pierce has substantially improved, and private investment is now occurring.

In summary, the City of Fort Pierce has made great strides toward improvement. It is my commitment to build upon our existing foundation and work diligently toward achieving the goals in our strategic plan. It is also my sincere ambition to establish a legacy of excellent customer service, community engagement, and successful economic development. In closing, I want to thank the City Commission for your guidance, leadership, and support. Through this type of cohesive working relationship, we will be able to conquer all challenges in our path.

NCM

