



CITY MANAGER
ANNUAL PERFORMANCE EVALUATION
EVALUATION PERIOD: OCTOBER 2015 – SEPTEMBER 2016
SELF EVALUATION

1. Reflects City Values

While accomplishing the goals of the City Commission, it is important that I reflect the values of the City. Completing projects and initiatives of the community while maintaining these values is critical in generating trust and support from the community, City Commission and staff. I have always been forthright in my work and my discussions with all stakeholders throughout my career. I believe that maintaining integrity and being honest are more important than being popular. This leads to earning the respect of those who I serve, because I offer the same respect in return. I have embraced our community my entire life, appreciating the diversity that makes Alachua a wonderful place to live, work and play. I have challenged my staff and myself to be innovative in our approaches in service to our community, never resting on our laurels, all the while promoting accountability through results-driven management. I encourage positive communication among staff, making certain we all have a clear understanding of goals and tasks and how each of our functions interrelate and impact others. I have displayed the same with the City Commission and the community.

2. Communication

The greatest ideas, projects or goals can only be accomplished when good communication is present. Without communication, even the best of intentions will fall short of success. As the City Manager, I recognize that communication must be ever present. Our citizens are able to contact me by phone, e-mail or in person. I make myself accessible to our community so that I can best serve Alachua. The same holds true for communication with personnel. In fact, in the past year I have met with each employee of the City one-on-one and formed cross-departmental teams City-wide to foster a stronger culture of communication and teamwork. My open door policy remains in effect and I am pleased that so many citizens, business owners and City staff members take advantage of the opportunity to ask questions, seek understanding and request assistance.

3. Team Management

I have enjoyed building a strong management team of the City over the years. We have a talented team of directors who understand the roles they play in accomplishing the goals of the City Commission. I believe this starts with regular communication and reinforcement of these goals and functions. I continue to hold weekly meetings of the senior management team to discuss the major projects and matters of the City. I have the confidence in our management team to accomplish these goals. I provide general oversight and make sure they have the resources necessary to be successful. I ensure accountability among the management team through regular project updating and reporting.

4. Fiscal Management

The centerpiece of my tenure as City Manager has been, and will continue to be, the prudent and fiscally responsible use of the people's money. Recommendations I bring forward to the City Commission are well vetted, because the impact to citizens and rate payers as well as the strength of the City's financial condition must be considered in all actions taken. Fiscal management does not just happen once a year during budget development. It is daily and requires a great focus and deep understanding of how one

decision or action can have a ripple effect for years to come. I carry this responsibility with great pride and the weight it so greatly deserves. The greatest example of this during the past year has been the issuance of the Series 2016 Capital Improvement Revenue and Revenue Refunding Bonds in the amount of \$16.5 Million. The issuance resulted in savings of approximately \$1.25 Million for the refunding of the Series 2006. It also funded Legacy Park Phase I and the Public Services Operations Center and Warehouse. The City's financial strength made such an issuance possible and will continue to improve the quality of life for our community. The City also secured a \$700,000 Community Development Block Grant during the last year which is being used for roadway resurfacing in our community, which is another example of garnering alternate funds for the City. I continue to present a balanced budget annually that accomplishes the goals of the City Commission.

5. Professional Presentation

Maintaining professionalism is key to earning the respect of the staff and all community stakeholders. I demonstrate professionalism in my attire and in my actions. I am attentive in conversation and exercise empathy in understanding, even during difficult discussions or issues. By exhibiting professionalism, I in turn encourage others to do the same and raise the level of professionalism among staff and stakeholders. I have found that being professional in all dealings earns respect and allows for issues or challenges to be resolved without the static and interference that comes with unprofessionalism.

6. Organizational Leadership

I understand the weight of responsibility that comes with serving as the chief executive officer of the City. Leading an organization responsible for vital community services requires incredible focus. I have the fortunate experience of serving at the City for nearly 25 years, holding various positions. I have been able to see the change in our community that has occurred over that time period and the change and growth in staff. That experience has uniquely prepared me to lead this organization. I understand how decisions made at the legislative or executive levels impact the employees on the front line. I have witnessed various styles of leadership and strategies of operational processes. As City Manager, I draw from my experiences over the last two decades to lead the organization to accomplish the vision and goals of the City Commission. This can be challenging to accomplish while maintaining employee satisfaction. However, I lead by example, creating buy-in and ownership of our work and the benefit it has to our community. I look for ways to develop more efficiencies in our organization, providing higher levels of services at a reduced cost. This has been demonstrated through various department consolidation and streamlining of City processes. I have found our employees have a high level of morale and produce outstanding results for our community.

7. Project Management

The first key to project management success is the team. In project assignment, I determine what team is best positioned to successfully complete the project. Some teams are department specific and other teams have several department members. After assembling the team, I make certain the critical elements are known, such as the budget, the schedule and stakeholder impact. I provide the necessary resources for the project team to complete the project and hold regular status meetings to ensure the project is on track. A great example of this during the past year is the design and construction of Legacy Park Phase I. The City Commission made this project a top priority and within a six-month time frame the project was fully designed, bid, awarded and under construction.

8. Community Involvement

I continue to attend the many community events in Alachua. I understand the importance of being seen by our residents and business owners. By being involved in our community, I am able to hear from citizens

their needs and concerns. At the same time, I am able to share with citizens the progress we are making on various community projects. Being present in the community makes a City Manager more approachable and more part of it. I have found community involvement to be natural for me as Alachua is my home town and the place I have raised my three children. Through schools, sporting activities and church, I have built lasting relationships in our community. I also maintain strong professional relationships with community leaders throughout our region. This has afforded me the opportunity to reach out to these leaders with any challenge and be met with great trust and respect.

9. Goals

The goals of the City Commission have been as well defined as ever with the adoption of the City's first Strategic Plan for Fiscal Year 2016. The Strategic Plan serves as the guiding document for City staff to accomplish the goals of the City Commission. The many initiatives in the Strategic Plan outline the importance of each matter and action steps to be taken to be successful. I recommended the City adopt a Strategic Plan last year and have found it to be an incredible tool in tracking progress on goal accomplishment. There are times when a changing environment or unforeseen factors result in a change of course. However, when that occurs, I make certain the City Commission is kept abreast and I provide alternative paths forward. The City Commission receives quarterly progress reports on the status of each strategic initiative. Furthermore, the City Commission also receives updates on specific initiatives or goals as necessary or requested. I am proud of the work City staff has done to accomplish the goals of the City Commission, always focusing on solutions and success-driven.

10. Commission/Manager Interaction

The respect and trust I have between each City Commissioner is never taken for granted. I am fortunate that the City Commission respects the role of City Manager and trusts that I will accomplish the goals of the City. That trust and respect is mutual. The trust and respect the City Commission has for me has been earned over years of proven transparency and results. It truly all comes down to communication. Honest and effective communication has been my practice my entire career. As City Manager, I maintain this practice, never doing what is easy, but rather always doing what is right. Availability of the City Manager to the City Commission is important. As I manage the day-to-day operations of the City, I always make time to meet with a City Commissioner or the Mayor if requested. If I don't have the answers right away, I make sure to follow up and obtain the answers. I am always available by phone, e-mail or in person. Issues of concern do arise from time-to-time and I make contact with each member of the City Commission to keep them up to date. I continue to appreciate the positive working relationship I have with the City Commission as well as the vision they have for our community.