

1. Reflects City Values

Rating 10.00

Comments/Explanation:

Employee's unique ability to interact with the various organizations and groups within the "Good Life Community" and among the city's staff remains exemplary. She continually displays an insightful understanding of the importance of mobilizing all stakeholders to buy into the city's multiple initiatives through a collaborative effort with private citizens, business organizations, and government entities working together to maintain Alachua as a growing and thriving community which is the envy of the other eight incorporated municipalities in the county. Employee maintains a strong relationship with various community and business groups including the Alachua Chamber of Commerce, Alachua Business League, Alachua Lions Club, Alachua Historical Society, Alachua Woman's Club, Alachua Boys' and Girls' Scout Troops, Friends of San Felasco, University of Florida Sid Martin Biotechnology Incubator, Santa Fe Community College, Marine Corps League (Gator Detachment 990), and Gainesville Chamber of Commerce. In addition, she embraces the notion our children are America's future leaders of tomorrow and ensures city government is supportive of the community's elementary and high schools on a continual basis. Employee was instrumental in obtaining city commission approval for the Alachua Police Department (APD) to assume the School Resource Officer (SRO) function from the Alachua County Sheriff's Office (ACSO) to provide an onsite police presence in area schools which has received rave reviews. She remains quite adept in representing the city at local and state events and is well prepared when called upon to do so. *Employee continues to excel in this trait.*

2. Communication

Rating 9.75

Comments/Explanation:

Same comments from previous evaluations... Excellent written and verbal communication skills... Written reports reflect an especially keen knowledge of the English language... Understands one must embrace the principle of active listening to be an effective communicator... Encourages open communication up and down the chain of command... Values feedback from her staff... Displays exceptional tact when contacted by citizens regarding various issues and concerns.

NOTE: Refer to "Improvement Recommendation" in trait "10. Commission/Manager Interaction."

IMPROVEMENT RECOMMENDATION BY THIS COMMISSIONER. Minutes of workshops and commission meetings are included for approval in the backup material at commission meetings as "Consent Agenda" items. City manager needs to ensure this task is accomplished more timely. Although residents can view commission meetings via the city's website, the summary of workshops and commission meetings in written form provides an excellent summary for the timely review by all stakeholders of city commission discussions and subsequent actions.

IMPROVEMENT RECOMMENDATION BY THIS COMMISSIONER. Although the city commission approved a general four-day work week (Monday through Thursday) several years ago for the majority of the city's employees which has resulted in Alachua's residents being able to access services later in the day and a reduction in expenses has been achieved, in December 2015, the city's offices were closed an inordinate amount of time due to Christmas Day falling on a Friday and New Year's Day also falling on a Friday. City manager needs to monitor this situation in future years and make necessary adjustments to ensure access to the city's services during the Christmas and New Year's holiday periods is available as much as practicable for its citizens.

3. Team Management

Rating 10.00

Comments/Explanation:

Same comments from previous evaluations... Employs an inclusive style of leadership... Understands the time-honored managerial principle of balancing responsibility, authority, and accountability precepts... Committed to accountability-based principles... Requires directors to be faithful stewards of tax dollars and other revenues placed in their trust... *This is an improvement from this commissioner over last year's rating. Employee now excels in this trait.*

NOTE: Employee was instrumental in the establishment of an initial "Strategic Plan" a.k.a., "City Commission Vision 2020 Established Goals," process. Specific goals are: Economic Development, Cultural, Community and Recreation Development, Transportation Mobility, and Housing. This living and working document contains a provision for key staff members/departments to be the "Champion" for each initiative listed in the plan. Document has served as a viable blueprint to track successes and identify improvement areas with regular reports being required to be made to the city commission to ensure accountability by the city manager (her scorecard) is ongoing. Perpetual in nature, the second city commission strategic planning retreat was recently conducted and the plan was updated and revised for FY 16/17. It is truly a "living and time-driven working document" for which the city manager has used as a valuable management tool in conducting the city's business. A summary/status of the FY 15/16 "highest" priority strategic plan initiatives follows:

- Initiative (Economic Development)(Champion - Public Services Department). Upgrade critical bottlenecking issues in water infrastructure to accommodate future growth. The following activities were accomplished on schedule:

- Complete identification and documentation of bottlenecking issues in water networks.
- Identify costs for a phased rehabilitation approach.
- Identify future funding sources to include developers and grants (ongoing).
- Develop scope of work for all FY 16/17 bottlenecking rehabilitation projects.
- Conduct coordination meetings with the Florida Department of Transportation (FDOT) and potentially affected utility companies.
- Solicit and engage a professional architect firm to design construction documents.

The completion of the following activity has been delayed:

- *Complete the construction document(s) level design and bid documents.*

- Initiative (Economic Development)(Champion - Public Services Department). Upgrade critical bottlenecking issues in the wastewater infrastructure to accommodate future growth. The following activities were accomplished on schedule:

- Complete identification and documentation of bottlenecking issues in wastewater networks.
- Identify costs for a phased rehabilitation approach.
- Identify future funding sources to include developers and grants.
- Develop scope of work for all FY16/17 rehabilitation projects.
- Solicit and engage a professional architect firm to design construction documents.

The completion of the following activity has been delayed:

- *Complete the construction document(s) level design and bid documents.*

- Initiative (Community, Cultural, and Recreation Development)(Champion - Executive Department and Recreation and Development Department). Construct a multipurpose facility that focuses on the needs of the community. The following activities were accomplished on schedule:

- Develop construction estimates for Phase I of the master plan and secure funding.
- Solicit and engage a professional architect firm to design construction documents.
- Complete the construction document(s) level design and bid documents.
- Bid Phase I and award to a contractor.
- Commence Phase I construction activities.

- Initiative (Transportation)(Champion - Planning and Community Development Department). Develop a comprehensive study to analyze the current traffic patterns throughout the city and identify future alternatives through long range transportation planning. The following activities were accomplished on schedule:

- Solicit a Request for Proposal (RFP) from qualified firms to prepare long-range traffic analysis data.
- Award the RFP.

The completion of the following activity has been delayed.

- *Present completed study and recommendations to the Planning and Zoning Board and the city commission.*
- Initiative (Housing)(Champion - Compliance and Risk Management Department). Develop a strategy to address affordable housing issues including new construction and repair. The following activities were accomplished on schedule:
 - Participate in Alachua County Housing Authority (ACHA) and Habitat for Humanity coordination meetings.
 - Work with ACHA and Habitat for Humanity to identify projects (ongoing).

A summary/status of several of the FY 15/16 “higher” priority strategic plan issues follows:

- Initiative (Economic Development)(Champion - Planning and Community Development Department). Develop a strategy and implementation plan to revitalize Main Street and the downtown area. The following activities were accomplished on schedule:
 - Solicit a Request for Proposal (RFP) from consulting firms to perform an economic development market analysis with proposed recommendations.
 - Award the economic development market analysis contract.
 - Have consulting firm perform market analysis.
 - Complete economic development market analysis with recommendations presented to the Downtown Redevelopment Trust Board (DRTB) and the city commission.
 - Implement market analysis recommendations (ongoing).
- Initiative (Economic Development)(Champion - Executive Department). Engage the Alachua County League of Cities to develop a “White Paper” regarding “Home Rule” rights of municipalities to prompt the Alachua County Board of County Commissioners to discuss “Home Rule” issues at a public meeting. The following activity was accomplished on schedule:
 - Conduct meetings with city administrators and representatives from the Alachua League of Cities to discuss shared “Home Rule” concerns.

NOTE: *The city commission approved a request by the city manager to delay completing other activities associated with this “White Paper” initiative until a more appropriate time presents itself.*

- Initiative (Community, Cultural, and Recreation Development)(Champion - Deputy City Clerk Department). Implement an awareness campaign for the staff and city commission regarding the availability of new technology and provide training opportunities for the use of said technology. The following activities were accomplished on schedule:
 - Complete survey of existing software systems.
 - Determine redundancies and identify inefficiencies in existing programs.
 - Canvass vendors and other agencies for existing or upcoming solutions.
 - Present possible solutions for a staff group study/studies and discussion.
 - Present existing and potential solutions to city commission for awareness of available technologies; receive direction if applicable.
 - Provide training of current software and potential new software once procured.
 - Conduct departmental and commission training (ongoing).

- Initiative (Transportation)(Champion - Finance Department and Public Services Department). Increase annual funding for roadway improvements and identify funding mechanisms. The following activity was accomplished on schedule:

- Evaluate current and future roadway infrastructure needs.

The completion of the following activity has been delayed:

- *Present projects and prioritization to the city commission.*

4. Fiscal Management

Rating 10.00

Comments/Explanation:

Same comments from previous evaluations... Keen understanding of the budgeting process... Forever mindful of critical financial decisions which affect the city's taxpayers... Utilizes zero-based budgeting process which requires directors/supervisors to justify each line item on an annual basis... Forever mindful of fiduciary responsibilities in being a faithful steward of the tax dollars placed in her trust. In addition, the city once again received an "Unmodified Opinion" in the Certified Auditing Financial Report (CAFR) for FY 14/15 which is the highest rating achievable resulting in the auditing firm recommending the city be nominated to receive the "Certificate of Achievement for Excellence in Financial Reporting" from the Government Finance Officers Association of the United States and Canada. *This is an improvement from this commissioner over last year's rating. Employee now excels in this trait.*

NOTE: *There are a number of examples of employee's astute financial acumen which she demonstrated during this past year. Using her incomparable negotiation skills, she was able to enter into a revenue-producing agreement to lease unused city lands to Duke Energy for \$162,000 per year and to enter into a new six-year agreement with Gainesville Regional Utility (GRU) resulting in a significant reduction in wholesale electric costs which has enabled the commission to reduce customer bills for its residents. The greatest example of her impressive fiscal management skills this past year was the issuance of "Series 16 Capital Improvement Revenue and Revenue Refunding Bonds" in the amount of \$16.5 million resulting in a savings of approximately \$1.25 million for the refunding of the "Series 2006 Bonds." As a result of this impressive accomplishment, funding for "Legacy Park, Phase I" and the "Public Services Operations Center and Warehouse" was also realized. The city also secured a \$700 thousand "Community Development Block Grant (CDBG)" for roadway resurfacing projects for various locations within the city.*

5. Professional Presentation

Rating 10.00

Comments/Explanation:

Same comments from previous evaluations... Impeccable dresser... Empathetic in nature... Outstanding spokesperson... Community-minded attitude... A truly committed champion for the "Good Life Community." *Employee continues to excel in this trait.*

6. Organizational Leadership

Rating 10.00

Comments/Explanation:

Same comments from previous evaluations... Committed to total quality management, continuous quality improvement, results-oriented, and best practices managerial philosophy... Superb change agent who has unique problem solving ability... Conducts weekly meetings with the city's senior management team to address the ongoing accomplishment of operational goals and conducts quarterly staff meetings to emphasize the importance of "buy in" by all employees. *This is an improvement from this commissioner over last year's rating. Employee now excels in this trait.*

NOTE: *Refer to "Note" in trait "3. Team Management" regarding the strategic planning initiative comments.*

IMPROVEMENT RECOMMENDATION BY THIS COMMISSIONER. *Under Chief Scott's superb leadership, the Alachua Police Department (APD) is an outstanding law enforcement agency and is truly revered by the city commission as well as residents of the "Good Life Community." As such, it is recommended the city manager have APD seek official certification from the "Commission for Florida Law Enforcement Accreditation (CFLEA)" which will confirm its status as a leader in the field of law enforcement. Achieving this impressive certification could possibly provide additional opportunities to procure grants in the future.*

7. Project Management

Rating 10.00

Comments/Explanation:

Employee routinely establishes clear parameters and gives concrete direction to staff in implementing city projects. While employing time-honored delegation of authority principles, she takes a “hands on” approach in ensuring projects are completed in a timely manner. *This is a significant improvement from this commissioner over last year’s rating. Employee now excels in this trait.*

NOTE: *Employee oversaw the design and beginning construction of “Legacy Park, Phase I” this past year. This project was a top “Strategic Initiative” of the city commission and, within a six-month time frame, the project was fully designed, bid out, awarded to an architect/developer, and is currently under construction. Other significant projects which were accomplished under employee’s par excellence direction this past year included:*

- The “Purchasing and Sales Policy and Regulations” manual was revised.
- New “Enterprise Resource Planning Software (ERPS)” was installed which has tremendously improved the reporting capabilities of the city’s utilities, finance, human resource management, and purchasing functions.
- The “59th Terrace Roadway Improvement Project” was completed thereby enhancing the esthetics of this main thoroughfare in the city.
- A “Market Study/Economic Analysis” report was completed by Redevelopment Management Associates (RMA) which will serve as a tool in revitalizing Main Street and other areas in the city.
- The “Commission Rules of Procedures” manual was revised.
- Text amendments to “Land Development Regulations (LDRs)” were completed.
- New equipment was purchased in the Alachua Police Department (APD) which has improved the communication and safety aspects of this highly critical function in protecting the city’s residents.
- Significant esthetic improvements were made to the city’s medians and other properties which presents the “Good Life Community” as a showplace for visitors to want to “check us out” further.
- A comprehensive revision of the “Code of Ordinances, Chapter 2, Administration, Officers and Employees Personnel Policies and Procedures” manual was completed. This review and subsequent revision was a daunting task and employee displayed exceptional organizational skills in coordinating the efforts of several directors/supervisors in producing a quality document.

8. Community Involvement

Rating 10.00

Comments/Explanation:

Same comments from previous evaluations... Relishes her chief executive officer role as the city’s ambassador of good will with individual citizens, schools, faith-based groups, civic organizations, nonprofit groups, and the business community... Enthusiastically views her advocacy role in the community as a choice and not a chore... Forever conscious of the importance of relationship building with all of the community’s stakeholders as well as county, state, and federal government officials... Recognized by her peers and colleagues as a “can do” organizer in engaging various diversified groups. *Employee continues to excel in this trait.*

NOTE: *Refer to trait “1. Reflects City Values” regarding community involvement.*

9. Goals

Rating 9.75

Comments/Explanation:

Same comments from previous evaluations... Proactive in carrying out the policies (goals) of the city commission... Engages staff in completing tasks on schedule with an emphasis on the frugal use of funds... Embraces the city commission’s ongoing vision to encourage economic sustainability and development throughout Alachua... Creates an environment in which current and prospective businesses are able to navigate city permitting and other requirements with relative ease due to highly supportive, knowledgeable, and responsive staff.

NOTE: Refer to "Strategic Plan Initiatives" in trait "3. Team Management."

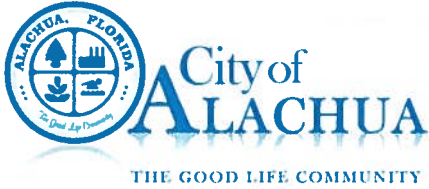
10. Commission/Manager Interaction

Rating 9.75

Comments/Explanation:

Employee routinely goes above and beyond the call of duty in communicating with members of the city commission. She is readily accessible and is forever patient in explaining the intricacies and nuances of municipal government. Employee keeps each city commissioner informed on a routine basis. The city commission faces very few surprises which is greatly appreciated.

IMPROVEMENT RECOMMENDATION BY THIS COMMISSIONER: *Although the city commission does not get directly involved with the hiring and firing practices and other personnel matters which come under the city manager's purview, it is recommended the city manager inform the members of the city commission when a key director or managerial position becomes vacant or when one is filled. There is sometimes a lapse in time related to the filling of key vacant positions and the city commission being notified resulting, on occasion, for residents to inquire about the status of critical staffing vacancies. Individual commissioners being unaware of the status of said positions can lead to embarrassment and may give citizens the impression their elected officials are not cognizant of important operational and personnel issues affecting the city's day-to-day functioning.*



CITY MANAGER ANNUAL PERFORMANCE EVALUATION

SECTION II INDIVIDUAL RATING SHEET

<u>Scale</u>			<u>Overall Rating</u>
.00	-	5.99	Unacceptable
6.00	-	6.99	Below Expectations
7.00	-	7.99	Meets Expectations
8.00	-	8.99	Exceeds Expectations
9.00	-	10.00	Outstanding

<u>PERFORMANCE REVIEW FACTOR</u>		<u>RATING</u>
1.	Reflects City Values	10.00
2.	Communication	9.75
3.	Team Management	10.00
4.	Fiscal Management	10.00
5.	Professional Presentation	10.00
6.	Organizational Leadership	10.00
7.	Project Management	10.00
8.	Community Involvement	10.00
9.	Goals	9.75
10.	Commission/Manager Interaction	9.75
Total (99.25):		9.925

Completed by: Robert W. Wilford
Alachua City Commissioner (Seat 2) - Vice Mayor

Signature: 

Date: August 8, 2016