



**CITY MANAGER**  
**ANNUAL PERFORMANCE EVALUATION**  
**EVALUATION PERIOD: OCTOBER 2016 – SEPTEMBER 2017**

## **SELF EVALUATION**

**1. Reflects City Values**

I have continued to maintain a strong moral compass and reflect the values of the City. By reflecting the values of integrity, honesty, respect, diversity, innovation, accountability and communication, I am able to produce the best results for our community. I believe that our citizenry deserves a responsive government that embodies these values, because we set the bar for the conduct of our community. My dealings with staff, commissioners, citizens and stakeholders reflects on the City as a whole and by holding true to these key values, I project that positive image of our government and our staff that we deserve.

**2. Communication**

In today's day and age, communicating has never been easier with a variety of media by which to send a message. However, poor communication can cripple an organization and stifle productivity and results. This is why I have always placed such a strong emphasis on strong communication skills. Often times, issues linger, not because of differences of opinions or dissatisfaction, but rather because of the lack of effectively communicating. The City is responsible for basic local government services that require, at times, a high level of expertise. Being able to communicate sometimes complex issues effectively with stakeholders is critical to gaining understanding. Effective communication also requires access. I make myself available to staff and citizens. I take phone calls and hold meetings regularly with stakeholders, hearing concerns and sharing ideas for constructive solutions. I communicate with staff regularly, including weekly meetings with department directors and quarterly staff meetings. I subscribe and fully live by an open-door policy.

**3. Team Management**

The work of the City cannot be accomplished without the commitment of the team I have the honor to serve alongside. It's difficult to look to any accomplishment of the City or any day-to-day operations of the City, and not think of teamwork. The dedicated employees of the City work tirelessly to achieve the goals set out by the Commission. It is my responsibility to make sure my staff has the necessary resources, authority and direction to be successful. I ensure interdepartmental teams are formed to accomplish projects, which builds positive working relations across departmental lines. I find that recruiting strong candidates to work for the City builds the foundation upon which to lead. Highly qualified staff members are able to perform their duties with good oversight, but not micromanagement. I have developed teams throughout the City in which employees are grouped with coworkers from an array of departments to raise awareness of the work we do together and increase employee morale.

**4. Fiscal Management**

I believe fiscal management has been one of the hallmarks of my tenure as City Manager. The City's financial position is as strong as it has ever been in our 112-year history. It truly starts with a City Commission that recognizes financial constraints, capitalizes on opportunities and has the vision to understand the return on investment. I have been very fortunate to work for a City Commission that embodies these characteristics. From an operational standpoint, it all starts with a zero-based budgeting approach, where departments annually justify their activities and correlated necessary resources. That must be coupled with innovation, in which we look for ways to do more with less and incorporate

streamlined approaches to our work. I also make certain that we have in place the necessary controls to ensure purchases are in line with budget realities and follow all processes. I have always believed that fiscal management includes recognizing long term investments. Due to the City Commission's and staff's strong stewardship of its fiduciary responsibilities, the Legacy Park Multipurpose Center was able to be funded wholly by the General Fund. This is an example of proper fiscal management where major capital investments can be made when the return to the community is great.

## **5. Professional Presentation**

Maintaining professionalism is a must as City Manager. The community looks to its government officials for critical services. They deserve a professional staff and that starts with the City Manager. I have continued to be professional in my attire and my actions. Often times, citizens come to their local government because they need help and they don't know where to turn. Many of them bring their fair share of passion and spirit along with them. In those moments, more than ever, those citizens need professional representatives of their community. As City Manager, I present myself professionally in the face of these circumstances, because I want all of our citizens to know that they have a team of professionals who are dedicated to serving them. All of my interactions with other local and state agency officials are performed with the utmost professionalism.

## **6. Organizational Leadership**

I have had the benefit of working with the City for more than 25 years and during my tenure I have been a part of an organization that has grown in many ways. In addition to a larger workforce, we have expanded our corporate limits, increased our budget by tens of millions of dollars, enhanced services to our citizens and constructed several public facilities. First and foremost, this could not have been accomplished without teamwork. In my role as City Manager, I have the benefit of reflecting upon these changes and understanding how our organization has been shaped by them. This gives me a unique perspective in leading our modern-day City. My exposure to all the departments of the City over two-plus decades helps me to understand how the simplest of shifts can drastically change departmental operations and ultimately impact our stakeholders. Organizational leadership requires a deep understanding of how all of the parts of a machine fit perfectly together. They require proper attention, sometimes repair and even sometimes replacement. I have implemented various organizational changes as City Manager, carefully weighing the impact to the community. I believe innovation is the sparkplug that moves us forward, so I constantly challenge my staff to not settle for what we've always done, but push for better. I have found that City staff exhibits high levels of satisfaction when they are empowered to be innovative and push us to be the best.

## **7. Project Management**

There are countless day-to-day operational activities of the City that are not really classified as projects. They are the functions that have to be completed to keep things running. Focusing on project management has been made much more delineated through the City Commission's Strategic Plan. The major initiatives of the City Commission are outlined in the Strategic Plan and it is my responsibility to make sure we achieve them within an expected and reasonable timeframe. Furthermore, there are a host of other major projects undertaken annually by staff that do not fall within the Strategic Plan. I assign projects to appropriate departments or staff members based upon the work involved and team available. I make certain that the team has all resources necessary to complete the project on time and within budget. I am regularly updated on the progress of the projects and provide direction as necessary to ensure alignment with the objectives of the City Commission.

## **8. Community Involvement**

Being involved in the community comes naturally to me since this is my hometown. I have been here my entire life and have raised my family here. My children have gone to school locally and my youngest child is still in school in Alachua. Being present in the community is vital to being successful. People need to see their City Manager at events and involved in activities that matter to them. There are so many wonderful special events in Alachua that take place annually. I enjoy going to these events, because the small-town charm of Alachua is on full display. I also meet throughout the year with a variety of community leaders, seeking input on issues of concern and offering support where we are able. Again, being a lifetime resident of Alachua has afforded me the opportunity to be actively involved in this community.

## **9. Goals**

The Strategic Plan, adopted annually by the City Commission, makes the goals of the Commission quite clear. By understanding the primary objectives of the Commission, I am able to put together teams and plans to accomplish the tasks. There are times when certain variables may impact the goals or create shifts in plans, but the Commission is always kept apprised of the progress of the objectives. I have quarterly report cards issued that reflect the status of each initiative in the Strategic Plan. I have also had the benefit of serving for the same Commission for a number of years. This helps provide continuity in direction and vision over a period of time that allows for continued focus and accomplishment of the goals.

## **10. Commission/Manager Interaction**

I believe I have an excellent working relationship with each member of the City Commission. Communication is critical to fostering strong relations. In addition to regular meetings and workshops, I make myself available to meet with any commissioner within relatively short notice. I am almost always available by telephone as well. If issues of concern arise, I quickly notify the Commission via the proper platform. Sometimes that may be a regular meeting, and other times it may be a telephone call made to them individually to keep them abreast of an issue of concern. All of my interactions with the Commission are professional and respectful.