



CITY MANAGER
ANNUAL PERFORMANCE EVALUATION
EVALUATION PERIOD: OCTOBER 2018 – SEPTEMBER 2019

SELF EVALUATION

1. Reflects City Values

Representing the City of Alachua is an honor and a privilege. I carry this charge with great pride and commitment in serving our community. My actions reflect on our organization and our community at large. I strongly adhere to positively reflecting the values of integrity, honesty, respect, diversity, innovation, accountability and communication. These values guide my professional career and my personal actions. By reflecting these values I am able to move the goals of the City forward with respect and professionalism.

2. Communication

My accessibility is unparalleled. If anyone wishes to meet with me or talk with me I make myself available. This applies to City staff, citizens, businesses and stakeholders of our community. I am responsive, holding meetings in a timely manner. I also am responsive to phone calls and e-mails. I return phone calls and e-mails timely. If citizens attend a City Commission meeting and have questions or concerns, I make certain to address their comments before the meeting concludes, even following up after the meeting to ensure the City is able to address the matter at hand the best way possible. Every person should have a voice, be it a staff member, a resident, a business owner or another stakeholder. They should be heard and understood. I am proud of my communication abilities and commitment to hearing every voice in our community that reaches out to me.

3. Team Management

The work of our City cannot be accomplished without our dedicated team of employees. I recognize that to provide high quality services to our citizens, we have to have high functioning teams. Furthermore, our teams must work cohesively to provide cross-functional support. While our organizational structure is such that we utilize departmentalization with department directors at the helm of each function, true team management starts with understanding the needs of the employees on the front line. I foster an inclusive environment where input from all employees is valued, because those who are closest to providing the services understand what impacts their work the most. I rely on this input, the expertise of our supervisors and directors, and industry standards to formulate best practices to provide the necessary authority, direction and support for each department and division. I meet weekly with department directors to ensure work progresses timely and efficiently, in addition to making certain intradepartmental activities are properly aligned. I also hold quarterly City-wide staff meetings which provides excellent feedback from employees. Additionally, I promote innovation within our organization so our teams are able to capitalize on efficiencies and produce higher quality results for our community. No organization is immune to challenges within teams and across teams; however, these challenges are transformed into opportunities to improve and ultimately result in better service provision for our community.

4. Fiscal Management

The financial solvency and stability of the City of Alachua is at the core of providing sustainable services that produce a high quality of life for our community. To ensure this mission is accomplished, I approach all decisions with consideration to the fiscal impact on the City today and in the future. The same philosophy applies to policy and financial recommendations I present to the City Commission. The annual budget development process provides for a deep-dive approach into the financial planning for the upcoming year. I employ a zero-based budgeting approach in which all divisions and departments must justify expenses for the coming year. The annual audit process provides for an outside review of the City's financial status. The City's FY 2018-19 audit received an unmodified opinion (the highest audit opinion that can be received) with no written comments. The City maintains more than adequate reserves and is able to fund operational activities in addition to community enhancements annually. The financial planning activities work in lock step with the City Commission's Strategic Plan. Key strategic initiatives related to infrastructure are nearly complete due to our work to find alternative revenue sources to support them. I am proud of the implementation of the infrastructure improvement areas, which are the first in the City's history, that are serving as a funding mechanism for these improvements. Had this mechanism not been implemented, the City would not be in a position to fund these vital improvements. The City's financial position is stronger than it has ever been. True fiscal prudence and responsibility is accomplished when decisions and recommendations are made with forecasted financial implications. I focus on how our actions will impact the City well beyond the current fiscal year. Additionally, I work to take steps to leverage our investments to reap the benefits today and in the future. The fiduciary responsibility I hold is met with dedication and commitment to our community in all fiscal decisions and recommendations I make.

5. Professional Presentation

I have the opportunity to interact with countless stakeholders throughout the year. This includes citizens, the City Commission, City staff, business owners, professional consultants, other governmental agencies, State legislative officials, civic organizations, and many others. I always present myself professionally in both attire and actions. By doing so, I represent the City of Alachua in a professional manner, putting our best foot forward at all times. Even in challenging circumstances, when facing adversity, I maintain a professional demeanor and act in the best interest of our community.

6. Organizational Leadership

The quality work produced by our team of dedicated and talented staff is a credit to the team we have assembled in our City. The results our community receives from our employees are second to none. In order to produce such results, we must have high functioning teams that care about the work we do. I am proud of the level of satisfaction among our employees. Morale is high, which is a credit to a workforce that is properly guided, supported and recognized for their efforts. I subscribe to the leadership belief that every member of the team is as valuable as the next, regardless of position, pay or abilities. Every City employee is valued for the role they play in our work. I have open lines of communication with all levels of the organization, understanding what works well and what needs to be improved. By doing so, employees appreciate that they will receive the necessary support and resources to do their jobs, which in turn leads to high functioning operations. The focus of our work is guided by the goals of the

City Commission and the Strategic Plan. I continue to ensure the direction of our organization meets the pillars of innovation, efficiency, and above all, public service. I evaluate organizational structure to ensure we are best serving our community, providing for necessary realignments and resource allocation to achieve operational needs and City Commission goals.

7. Project Management

While essential operational activities must occur, there are undoubtedly significant operational and strategic projects that must take place to move our City forward. Successful projects begin with the assembly of the team that will carry out the work. I ensure teams are assigned to projects that leverage the strengths of the members, while considering workload distribution. I also make certain the necessary resources are available to projects, from financial needs to time requirements, among others. Oversight is a key component of project management. I require project updates at key milestones and timelines. I ensure teams have the necessary authority to move projects forward. I am engaged in project activities as necessary for certain levels of decision making as well as maintaining continuity in our efforts. We continue to deliver projects within budget and on time. Examples of projects completed include major infrastructure investments in water and wastewater, neighborhood parks renovation, Main Street beautification, advancements in technology solutions, roadway and sidewalk construction, and enhanced recreation and culture programming, in addition to others.

8. Community Involvement

I have participated in countless community events, including the Christmas Parade, Santa Visit and Tree Lighting, Martin Luther King, Jr. Day Celebration, Trick-or-Treat on Main, July 4th Celebration, Good Life Health Fair, White Cane Walk, Great American Cleanup, National Night Out, Third Thursday on Main events, Fall Festival, among others. I also attend local church services, community meetings and civic organization meetings. I meet regularly with city managers in the county as well as the county manager. I met monthly with the Alachua Chamber of Commerce president. I am involved in the Irby Elementary School Advisory Council, Mebane Middle School Advisory Council and Santa Fe High School Advisory Council. I also serve on the School Board of Alachua County's District Advisory Council. I maintain regular communication with the School Board Superintendent. I also have a positive working relationship with our State elected officials. I participate in Gainesville Area Chamber of Commerce functions and have a strong working relationship with their staff. I serve on the Eighth Circuit Judicial Nominating Commission. I am involved in mentoring and supporting our local students. My breadth of community involvement enables me to understand a variety of perspectives, which enhances my approach to the work we do. My involvement also assists the City in leaning on these experiences and relationships to move our community forward.

9. Goals

The guiding focus of the work I perform is to meet the goals and objectives of the City Commission. The City's Strategic Plan provides clear and accountable initiatives to accomplish these goals and objectives. The Strategic Plan is a valuable tool that demonstrates to the community the visionary work of our City Commission, while at the same time providing the framework for City staff to achieve the goals. Several strategic initiatives have been accomplished and others are nearing completion. This is no surprise, because the Strategic Plan is implemented on a daily basis throughout all of our departments. In addition to the strategic

goals, there are other activities that also meet the objectives of the City Commission. For example, ensuring the City is a leader in service delivery requires innovative thinking and staying up to date on technological advances. We continue to implement technology solutions, such as new website development, interactive work order management systems, audio/visual upgrades, contract management software, public safety systems, and many others. These activities ensure the City of Alachua is an innovative community that is forward thinking. We also continue to evaluate and bring forward opportunities to make certain our Land Development Regulations meet the needs of today and the future, which promote our community as business friendly. All goals and directives of the City Commission have either been met or are currently being met.

10. Commission/Manager Interaction

I have an exceptional working relationship with each member of the City Commission. There is no time day or night that I am not reachable. I am available outside normal business hours, many times communicating with commissioners at night and on weekends. I frequently meet with commissioners one-on-one to address questions or receive feedback regarding City activities. If I miss a call from a commissioner, I always return the call promptly. If a commissioner requests to meet, I make myself available in a timely manner as well. Any time an issue of concern arises, I make certain I personally contact each commissioner to keep them informed of the matter. I greatly appreciate the strong communication practices with each commissioner, because it enables me to better serve our community and accomplish the goals of the City Commission.