

## COMMISSIONER WILFORD PROCEDURES EMPLOYED IN THE PRODUCTION OF THIS EVALUATION

*I frequently met with employee during this sixteen month evaluation period when requiring information or clarification on a particular item or concern. In addition, I formally met with him on a quarterly basis to discuss his performance related to the "Performance Review Factors" which are the basis of the city manager's annual evaluation. It was my intention to provide him with "supportive constructive feedback" as he grew into his new position as the city's chief executive. Therefore, my evaluation of his performance is based primarily on the discussions and subsequent outcomes of these formal meetings. Although each "Performance Review Factor" is uniquely specific in its own way, my opinion of his performance as the city's chief executive is based on his "entire body of work" as city manager since several of the "Performance Review Factors" overlap. While each city commissioner independently evaluates the city manager according to his/her individual opinion, I do acknowledge my budget, infrastructure, and/or process/operational suggestions contained herein, which are included after each performance factor, may not be supported by other members of the city commission.*

### **1. Reflects City Values**

**Rating: 9.40**

Comments/Explanation: Employee routinely displays integrity, honesty, and innovation in performing duties as the city's chief executive. He maintains an impeccable moral compass and is forthright in dealings with city commissioners, staff, business leaders, and citizens. Also, he is readily accessible to individuals who seek an audience with him to address issues of concern or offer suggestions to improve the manner in which the city conducts business. Forever mindful of the city commission's vision, mission, strategic initiatives, and goals, he readily welcomes suggestions from business leaders and other residents in making the entire community an even better place to live for all of the fine folks who call Alachua home. Realizing that Alachua's children are America's leaders of tomorrow, who require and deserve thoughtful nurturing and mentoring, he is very active with the community's elementary, middle, and high schools. Specifically, employee is involved with the Irby Elementary School, Mebane Middle School, and Santa Fe High School Advisory councils. He was also instrumental several years ago in the Alachua Police Department assuming the School Resource Officer (SRO) function from the Alachua County Sheriff's Office to provide a *"friendly onsite police officer presence"* in Alachua's schools which has continued to receive rave reviews from various public agencies and other stakeholders. Employee is also very adept in representing the city's interests at local and state meetings, conferences, and other venues. One uniquely significant way in which he "communicates" his commitment in "reflecting city values," and he is proud to be an integral part of the *"Good Life Community,"* is his efforts in overseeing the beautification of the medians along a stretch of U.S. Highway 441. These medians are now adorned with beautiful flowers and other attractive shrubbery which project an immensely warm fuzzy feeling for motorists who travel through the community on a daily or regular basis and for other travelers as well.

Suggested Area of Improvement. While maintaining a solid foundation with businesses located on Main Street, employee is encouraged to continue strengthening relationships with businesses located elsewhere in the community and with various service/civic organizations to enhance camaraderie and collaboration among these critically important stakeholders. This action will result in demonstrating an unwavering commitment of "inclusion" for all of the city's residents.

### **2. Communication**

**Rating: 9.20**

Comments/Explanation: Employee has exceptional written and verbal communication skills. His written reports reflect an exceptionally keen knowledge of the English language. He also enthusiastically embraces and understands one must be an active listener in order to be a truly effective communicator. It is commendable he meets on a regular basis with the leadership of the Alachua Chamber of Commerce and other stakeholders to address business-related issues especially those having to do with *"growth management/sustainability and community revitalization."* He firmly believes in the principle of "Economic Development plus Environmental Stewardship equals Success (ED + ES = S)" in the creation of "GED through PhD" jobs for Alachua's citizens. Not only is he solidly committed to the principle of "ED + ES = S" being a sound basis for successful job creation in the community, he wholeheartedly believes this important "forward thinking" concept should be openly communicated on an ongoing basis throughout the city to all stakeholders to include both the business community and local residents as well. Forever mindful of his responsibility to respond to queries or comments, whether they are received at city commission meetings, workshops, or by telephone or email, employee responds in a timely manner to such requests with compassion, understanding, and forethought. It is certainly noteworthy he addresses comments and concerns presented by citizens at city commission meetings prior to the conclusion of each public meeting. In addition, he strives to ensure the concerns or questions voiced at city commission meetings by citizens are further addressed at a later date, if necessary, in case additional follow-up and/or research may be required.

Suggested Areas of Improvement and Facebook Recommendation. Although undoubtedly a very articulate individual, employee has a tendency on occasion to speak too rapidly at city commission meetings. This "nervous" tendency was especially apparent during his first several months as city manager. After receiving "supportive constructive feedback," he has made significant improvement over the past year to slow down his sometimes rapid delivery. The city has several advisory boards established as important "communication" tools. Each board is comprised of concerned individuals to relay the message the city commission values, encourages, and welcomes their input on behalf all of the citizens of Alachua. As such,

employee is encouraged to ensure advisory boards are fully staffed on an ongoing basis and meet as scheduled in order to fulfill their obligation as dictated by the purpose of each advisory board. While he has instituted many significant technological improvements being accomplished on both the city's website and Facebook pages, and are ongoing, increased "boosting" on Facebook regarding city events and/or on other subjects is recommended in order to provide citizens with up-to-date information which will demonstrate a strong commitment to increased transparency between the city and its citizens.

### **3. Team Management**

**Rating: 9.60**

**Comments/Explanation:** Employee utilizes an inclusive style of leadership, understands the time-honored managerial principle of balancing responsibility, authority, and accountability precepts, is committed to *"outcomes-based and best practices"* principles, and realizes the importance of ensuring the city's directors are effective and efficient stewards of the tax dollars, and other revenues, placed in their trust. He has tremendously strengthened the "team" concept of doing city business through an insightful understanding of the needs of the city's front line staff members. Employee fosters an inclusive environment whereby input is valued and sought from all levels of the chain of command. Strongly committed to a "best practices" managerial philosophy as previously noted, he meets on a weekly basis with department directors which provides ongoing critical feedback in managing the city's multiple departments, programs, and projects. Employee has done an excellent job in advising the "Community Redevelopment Agency" in fulfilling its challenging purpose which is to rehabilitate, conserve, and redevelop areas within its geographical boundaries in accordance with a "Community Development Plan." His unwavering commitment to a "can do philosophy" in fulfilling his multiple responsibilities as Alachua's chief executive is steadfastly geared toward "transforming perceived problems into achievable opportunities for success." Positive thinker all the way...

**NOTE:** *Employee is passionately committed to "strategic" thinking in the conduct of business as evidenced by recommending the city commission conduct a retreat during the budget planning process each year. Uniquely perpetual in nature, strategies and goals, are reviewed, updated, and/or retired at these annual retreats attended by the city commission, city manager, and department directors resulting in a comprehensive plan being effectuated each year. This plan is fluid in nature and truly a vibrant "living and time-driven accountability document" by which the city manager uses it to guide his actions in accomplishing established qualitative and quantitative "strategic" initiatives as part of his "report card" in fulfilling the responsibilities as the city's chief executive. Of special note, during the first two months of his tenure as city manager, he was required to conduct the annual strategic planning retreat on short notice when the consultant who was contracted to oversee the retreat was unable to do so due to an untimely illness. Employee enthusiastically stepped up to the plate and "transformed a problem into an opportunity for success" the morning of the retreat. He hit a monumental "homerun" in facilitating an excellent planning session resulting in the subsequent development of the FY 18/19 strategic plan. His impressive "can do" attitude under trying circumstances was remarkable.*

**Suggested Area of Improvement.** Employee possesses outstanding team building skills as indicated earlier in this section. However, he sometimes takes it upon himself to complete tasks which could possibly be delegated to one or more of the city's directors. His "hands on" approach is commendable; however, he is encouraged to ensure the maximum use of delegation of authority principles is followed in the conduct of city business.

### **4. Fiscal Management**

**Rating: 9.40**

**Comments/Explanation:** The city's financial position is stronger than it has ever been largely due to the employee's financial management expertise and futuristic look to projected demands in the years ahead. He possesses a *"keen understanding"* of the budgeting process, is forever mindful of critical financial decisions which affect the city's taxpayers, and employs a modified "zero-based" justification spending concept in developing annual budgets which require department heads to defend each specific item for recommended funding to the city commission. Employee steadfastly ensures the city maintains adequate reserves on an ongoing basis and understands the necessity of planning for future contingencies. He faithfully remains committed to ensuring financial planning activities coincide with the city commission's strategic plan. Several key strategic initiatives related to infrastructure will be completed in the near future due to employee spearheading efforts in seeking and receiving alternative funding sources. Employee believes salary increases for city employees should be based on merit and not primarily on "Cost of Living Adjustment (COLA)" considerations. As such, for the FY 19/20 budget, he recommended to the city commission employees "NOT" receive a COLA but be entitled to a merit increase if an employee demonstrated acceptable or exceptional performance. Although not a significant factor on the budget, it does send a message to employees to strive for excellence in the performance of their duties. *Of special note, the city received an "unmodified opinion without any comments," in the "Certified Auditing Financial Report (CAFR) for FY 18/19." This designation is the highest opinion that can be received in the audit review process. This outstanding achievement qualifies the city to be awarded the "Certificate of Achievement for Excellence in Financial Reporting" from the "Government Finance Officers Association for the United States and Canada" which is becoming routine every year for the city's outstanding accounting practices.*

**Suggested Areas of Improvement and Budget Process Recommendations.** As indicated, employee has a "keen understanding" of the budgeting process and is quite frugal in managing the city's finances as indicated earlier in this section. Notwithstanding his exceptional financial acumen, for the FY 20/21 budget process and in future years, it is recommended he

solicit written input from each city commissioner early in the proceedings regarding individual commissioner budgeting concerns or suggestions, if any, be considered prior to staff preparing a tentative budget. A special public workshop, in the spirit of "total transparency," may be required to accomplish this process recommendation to ensure remaining in compliance with the "Florida Sunshine Law." Employee is also encouraged to initiate conversation with the city commission in recommending, on an annual basis if fiscally feasible, a reduction in ad valorem taxes (millage rate) and/or enterprise fund fees to lessen the financial burden on the business community and city residents as well. It is certainly noteworthy, under his leadership while presenting a balanced budget, the fees for electricity and mosquito control have not been increased in the past two years and the millage rate has remained constant during this same time frame. Notwithstanding these proactive and obvious "*customer friendly*" actions in establishing annual budgets, the city has experienced tremendous growth over the past several years resulting in property values steadily increasing thereby generating additional revenue for city operations and infrastructure improvements. Putting more "money" back in the pockets of consumers should be an ongoing priority for employee working in concert with the city commission. This "budget process recommendation" is based primarily on the projection that property values will continue to increase over the next several years due to new home subdivisions being built and the city attracting both "mom and pop" and high technology businesses to the "*Good Life Community*."

## **5. Professional Presentation**

**Rating: 9.20**

Comments/Explanation: Employee is empathetic in nature as a matter of principle and is an "*accomplished spokesperson*." As the city's chief executive, he is required to interact with myriad stakeholders on a daily basis. This interaction includes city staff, Alachua's business community and citizens, professional consultants, other governmental agencies, federal and state legislators and their staff, service/civic organizations, and others. He is forever conscious of his professional image in representing the "*Good Life Community*" and dresses appropriately in bringing credit to the city. Employee is very adept in maintaining composure when facing challenging circumstances and is careful to maintain an impeccable professional demeanor when representing the city in any venue. As indicated in an earlier section, he exhibits an "impeccable moral compass" and is forthright in dealing with all stakeholders.

Suggested Area of Improvement. Same "Performance Review Factor - Reflects City Values" comment... While maintaining a solid foundation with businesses located on Main Street, employee is encouraged to strengthen relationships with business establishments located elsewhere in the city in order to enhance camaraderie among these important stakeholders.

## **6. Organizational Leadership**

**Rating: 9.60**

Comments/Explanation: Realizing leadership is both "an art and a science," employee is steadfastly committed to total quality management, continuous quality improvement, best practices, and results-oriented managerial philosophy. He is a "*superb change agent*" who possesses unique problem solving ability. Being mindful of the importance of inclusion in creating meaningful and thought provoking dialogue, he conducts weekly meetings with senior management staff to address the status of accomplishing city commission strategic initiatives and also holds quarterly meetings with the entire city staff to emphasize the importance of "buying into" the city's mission in service to all of its stakeholders in the community. Employee unquestionably subscribes in the belief every member of the "city's team" is important regardless of their position, pay, or abilities. On an ongoing basis, he espouses the focus of the "city team" is guided primarily by the initiatives established by the city commission in its perpetual strategic plan. He critically evaluates the direction the city is heading and the pillars of innovation, efficiency, effectiveness, and above all else, service to the public, is paramount. Forever mindful of building on his already impressive knowledge of multi-faceted managerial philosophy and operations management theory and practice, in order to enhance his well respected leadership abilities, it is commendable he is pursuing a graduate degree in business management from The University of Florida.

Suggested Area of Improvement. Same "Performance Review Factor - Team Management" comment... Employee possesses exceptional team building and organizational structure abilities. His "hands on" approach is noteworthy but, on occasion, he takes it upon himself to complete tasks which probably could be delegated to one or more of his directors. While maintaining ultimate responsibility as the city's chief executive for the completion of all city programs and projects, he is encouraged to evaluate the efficacy of delegating certain tasks to his directors.

## **7. Project Management**

**Rating: 9.40**

Comments/Explanation: Employee routinely establishes "*clear parameters*" and provides concrete direction to staff in the implementation of city projects. While generally adhering to the delegation of authority managerial principle, as indicated in an earlier section, he takes a "hands on" approach in ensuring city projects are completed in a timely manner. He is a firm believer for projects to be successful begins with the assembly of the "team" which will be responsible for accomplishing the work to be completed for each project undertaken. Employee is an excellent planner and he ensures a project team is comprised of members with special strengths while being forever mindful of workload distribution. He also ensures required financial resources are made available for the completion of a project and sufficient time is allocated in completing a task. Specifically, once a project is assigned, he requires the team to provide updates at key milestones and timelines. Evidence of

the employee's demonstrated ability and success in completing projects include recent major infrastructure investments in water and wastewater delivery systems, neighborhood renovation of several parks, beautification of Main Street, advancements in technology, roadway and sidewalk construction, and enhanced recreational and culture programming.

**Suggested Area of Improvement and Expansion of Services Recommendation.** While employee has managed the city's annual budgets very well in improving its infrastructure and has been very instrumental in obtaining alternative sources of funding in completing several projects as well, he is encouraged to scrutinize annual budgets and also research other potential funding sources to enhance services throughout the community in adherence of a spirit of inclusion for all of the city's residents. For example, Legacy Park is a crown jewel of the "Good Life Community" as well known. To make it more accessible for all of Alachua's citizens, prior to the FY 20/21 budget being finalized, it is recommended employee evaluate the merits and costs of providing a shuttle service between Legacy Park and the Cleather Hathcock Sr., Community Center, during school spring break, school summer recess, and on weekends throughout the year.

## **8. Community Involvement**

**Rating: 9.40**

**Comments/Explanation:** Employee relishes his role as the city's "*ambassador of good will*" in interacting with individuals, schools, faith-based groups, service and civic organizations, nonprofit entities, and the business community. Additionally, he remains forever conscious of the importance of relationship building with county, state, and federal government officials. Employee enthusiastically views his advocacy role in the community as "a choice and not a chore." Specifically, he routinely participates in countless community events including the Christmas Tree Lighting, Parade and Santa Visit, Martin Luther King, Jr., Celebration Day, Trick or Treat on Main Street, Independence Day Celebration, Good Life Community Health Fair, White Cane Walk, Great American Cleanup, Alachua Police Department National Night Out, Third Thursdays on Main, and Fall Festival. Realizing the importance of maintaining an amicable relationship with county government officials and the officials of other Alachua County municipalities, he regularly meets with these individuals to foster a strong working relationship as a matter of routine. Employee serves on the Alachua County School Board's District Advisory Council and stays in close contact with the Board's Superintendent. He also recently served on the Eighth Judicial Circuit Nominating Commission which is a testament to his uniquely balanced objectiveness.

**Suggested Area of Improvement.** Notwithstanding his aforementioned dedicated "ambassador of good will" efforts and impressive widespread community involvement, employee is encouraged to attend Alachua Chamber of Commerce meetings on a more regular basis providing time and scheduling conflicts do not interfere with important city business.

## **9. Goals**

**Rating: 9.40**

**Comments/Explanation:** Employee is "*proactive*" in: (1) carrying out the city commission's highly aggressive strategic initiatives, (2) engaging staff in completing tasks on schedule with an emphasis on using funds frugally, (3) embracing the city commission's ongoing vision to perpetuate economic development/sustainability while remaining environmentally committed to safe practices, and (4) continuing collaboration by which current and prospective businesses, developers, and other entities are able to navigate city permitting and other requirements with relative ease in a most cost efficient manner. As indicated in previous sections, he is a strong adherent to strategic thinking and planning which is evidenced by several initiatives being recently accomplished and others nearing completion. Employee indicates "*this is no surprise*" since the city commission's strategic plan is followed on a daily basis throughout each city department. Under his astute leadership, other goals are also being met through the implementation of technology solutions, upgrade of audio/visual equipment, and installation of contract management and public safety software. He is also heavily engaged with the Alachua Police Department managerial staff pursuing national accreditation which may enhance opportunities in receiving additional grant funding. In addition, he has overseen staff in the evaluation of the city's "Land Development Regulations (LDRs)" to ensure they meet both the needs of today and in the future which promotes Alachua as being business friendly.

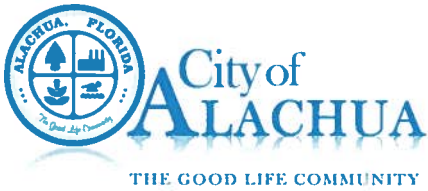
**Suggested Area of Improvement.** Employee is encouraged to ensure "Strategic Plan Quarterly Reports" are submitted to the City Commission for review no later than the second month after a preceding quarter has ended. These reports should be submitted no later than the first city commission meeting in November, February, April, and August each year.

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

**Rating: 9.40**

**Comments/Explanation:** Employee routinely "*goes above and beyond the call of duty*" in interacting with members of the city commission. He is readily accessible and does not hesitate to communicate when necessary with commissioners outside of normal business hours including at night and on weekends and holidays. He is quick to respond to missed telephone calls from city commissioners and makes himself available to meet with them in a timely fashion when requested. One of his impressive attributes is being exceptionally patient in explaining the intricacies and nuances of municipal government operations to city commissioners.

**Suggested Area of Improvement.** Employee is reminded, although the city commission does not get directly involved with hiring/termination decisions and other operational and personnel-related matters which rightfully come under the city manager's purview, it is recommended he inform the city commission in a timely manner when a key director or supervisory position becomes vacant or when one is filled. Although not a major problem, individual commissioners being unaware of the status of said managerial positions may give citizens the impression their elected officials are not cognizant of important leadership 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	9.40
2.	Communication	9.20
3.	Team Management	9.60
4.	Fiscal Management	9.40
5.	Professional Presentation	9.20
6.	Organizational Leadership	9.60
7.	Project Management	9.40
8.	Community Involvement	9.40
9.	Goals	9.40
10.	Commission/Manager Interaction	9.40
<b>Total:</b>		<b>9.40</b>

***NOTE:*** Evaluation was discussed with employee on August 6, 2019. In addition to the previous suggested improvement areas documented earlier after each "Performance Review Factor," employee was reminded to finalize the installation of a welcome sign near U.S. Highway 441 and County Road 235-A or at another suitable location and ensure roadway signs under the city's purview are repainted/repared if necessary. He indicated these two items are currently being addressed and will be completed in the near future. It was agreed "formal" meetings will be conducted

*in October (2019), January (2020), April (2020), and July (2020), to discuss employee's performance in regard to "Performance Review Factors." One final note... The City of Alachua is fortunate to have employee as its chief executive. As a "homegrown" product of the "Good Life Community," he is hard working and relishes his leadership role in guiding the city into the future which is bright due to his par excellence innovative skills.*

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**Completed by: Robert W. Wilford, Alachua City Commissioner, Seat 2**

**Signature:**



**Date:**

August 6, 2019