



### 2022 City Manager Evaluation (First Six Months)

Please rate the City Manager using the following scale:

5	Exceptional	Performance is consistently superior and significantly exceeds expectations.
4	Highly Effective	Performance frequently exceeds expectations.
3	Proficient	Performance consistently meets expectations.
2	Inconsistent	Performance meets some, but not all expectations.
1	Unsatisfactory	Performance consistently fails to meet minimum expectations; employee lacks skills required or fails to utilize necessary skills.
N/A	Not Applicable	Employee has not been in position long enough to have demonstrated the essential elements of the position and will be reviewed at a later agreed upon date.

The nine (9) categories below are the areas being rated, not each bulleted item. These items assist each Commissioner as they evaluate each category. The items in each category are not meant to be all inclusive. At the end you should have nine (9) categories rated.

Please return your evaluation form to the City Manager.

<p><b>1. Leadership / Supervision</b></p>
<p><b>Leadership</b></p> <ul style="list-style-type: none"> <li>• Inspires others to succeed</li> <li>• Actively promotes efficiency in operations</li> <li>• Demonstrates a high regard for personal ethics</li> <li>• Exhibits composure, appearance, and attitude appropriate for the executive position</li> <li>• Assumes responsibility for the outcomes of staff performance</li> <li>• Maintains a standard of respect for department head’s ability and encourage their initiative</li> <li>• Demonstrates knowledge / understanding of departmental operations</li> <li>• Challenges staff to perform at their highest level</li> </ul>
<p>COMMENTS:</p> <p>Mr. Fletcher’s leadership and supervisory ability has gone a long way to re-engaging staff and motivating them to perform at the highest levels. He is making many changes that will, overtime, begin changing the culture of the city and its employees (see #7) and on how the Commission operates, as well. Change can create stress, and Mr. Fletcher is working closely with Human Resources to make sure that we have in place the proper reward system for high-performing employees and that all employees feel valued for their contributions.</p> <p>Mr. Fletcher is an excellent communicator, works exceptionally well with residents, community leaders, and county leaders, maintaining a calm demeanor. He has gone a long way in restoring the reputation of the city manager’s office.</p>

Also of note, Mr. Fletcher achieved his ICMA Credentialed Manager Status and participated as a panelist in two different leadership discussions, one for the ICMA and one for the FCCMA.

- 5-Exceptional    4-Highly Effective    3-Proficient    2-Inconsistent    1-Unsatisfactory  
 N/A-Not Applicable

<b>2. Execution of Policy</b>
<ul style="list-style-type: none"> <li>• Understands the laws and ordinances of the city and cause them to be fairly enforced</li> <li>• Offers workable alternatives to the Commission for changes in law or policy when an existing policy is no longer practical</li> <li>• Supports the actions of the Commission after a decision has been reached, both inside and outside the organization</li> </ul>
<p>COMMENTS:</p> <p>Mr. Fletcher has made an excellent start in internalizing both State of Florida statutes and policies as well as the city's. I am impressed with his commitment to establishing clear policies and ordinances that are consistently and fairly enforced. I am confident that within the year he will be exhibiting mastery in this area. His ability to align the city's strategy with city operations will result in an even higher level of city services over time.</p>

- 5-Exceptional    4-Highly Effective    3-Proficient    2-Inconsistent    1-Unsatisfactory  
 N/A-Not Applicable

<b>3. Community Relations</b>
<ul style="list-style-type: none"> <li>• Works well with community members and properly handle their complaints</li> <li>• Demonstrates a willingness to meet with community members and discuss issues of concern; initiates follow-up as appropriate</li> <li>• Represents the City in a professional, articulate manner when attending/presenting at community events, neighborhood meetings or social gatherings</li> </ul>
<p>COMMENTS:</p> <p>One of my top 2 priorities during the city manager search process was finding a candidate that could quickly and effectively build relationships with all the key stakeholders both within and outside the city. Jerome excels in this arena. He is doing an outstanding job of representing the "new" city of North Port and improving the city's brand in the County.</p> <p>Jerome has embraced opportunities for various speaking engagements for groups of all sizes to engage and unify the City's residents by tackling sensitive topics, providing factual information, and promoting North Port as a "Community of Unity." Examples of this include his participation in the <i>Meet &amp; Mingle</i> event in Wellen Park and District 2 at the STC, and upcoming meetings in all districts; State of the City Address, sponsored by the NP Chamber. He also participated in the Chamber of Commerce Leadership North Port class which provided another opportunity for Jerome to actively engage with stakeholders from multiple sectors in North Port.</p> <p>His "NP2" campaign is resonating within the city. NP2 has as its focus improving City relationships with its non-profits through the creation of the NP2 (North Port and Non Profits United) initiative which will help find common ground by servicing the same population with financial assistance during</p>

the budget process, increased service opportunities, restarting workplace giving campaign to aid local non-profits, and more consistent space rental practices.

I am particularly pleased with Jerome’s community outreach efforts and participating in events hosted by our community partners. I am delighted that staff implemented quality community educational events around the tree ordinance so quickly following its adoption. This is exactly the type of community engagement I wanted to see with this change of leadership.

- 5-Exceptional   4-Highly Effective   3-Proficient   2-Inconsistent   1-Unsatisfactory  
 N/A-Not Applicable

<b>4. Administrative Duties</b>
<ul style="list-style-type: none"> <li>• Effectively manages personnel issues including employee insurance, fringe benefits, promotion, pensions, and union negotiations</li> <li>• Provides regular information and reports to the Commission concerning matters of importance to the City</li> <li>• Ensures that reports are produced and handled in a way to convey the message that affairs of the City are transparent</li> </ul>
<p>COMMENTS:</p> <p>One of the very first things Jerome implemented upon taking his position was an employee survey. He shared the results with each department head and has been working with them to address any employee issues identified in the feedback from that department. In addition, he has been reviewing compensation, fixing gaps in position pay levels, and will implement a compensation pay study to ensure our pay grades and levels are in alignment with the market and peer jurisdictions. When faced with termination issues, he works to find resolutions in the best interest of the City.</p> <p>I have found my weekly 1-1 meetings wiith Jerome quite helpful in staying in tune with city operations, communicating concerns shared with me by city residents, identifying priority areas for the city, and getting good information on city activities. Jerome did an excellent job keeping me up to date on progress addressing the recent systems network issues.</p>

- 5-Exceptional   4-Highly Effective   3-Proficient   2-Inconsistent   1-Unsatisfactory  
 N/A-Not Applicable

<b>5. Economic Development</b>
<ul style="list-style-type: none"> <li>• Develops strong relationships with developers while protecting the City’s interest</li> <li>• Works to increase the City’s tax base through economic development</li> </ul>
<p>COMMENTS:</p> <p>The second of my top priorities for the new city manager was finding someone with a solid background in attracting new businesses to his municipality and a demonstrated ability to grow small businesses. Jerome has impressive experience in this area. One of the best things to happen since</p>

Jerome arrived was the hiring of a new NDS director who had extensive planning experience and building a strong working relationship between NDS, Planning, and Economic Development staff. This integration will greatly improve the city's ability to attract quality companies with good paying jobs to the city.

Jerome has developed a strong relationship with Sarasota County Economic Development Corporation (SCEDC) and its board members by attending all monthly events, working individually on challenges inherent in the Interlocal agreement, and exploring new, long-term strategies for building a results oriented program with SCEDC. He is also focused on building strong relationships with developers and a better understanding of their pain points with the city and how those can be resolved.

Achieving success in Economic Development is a marathon, not a sprint – meaning it takes a consistent, sustained, long-term effort effort to see results. We are on the right track. If Jerome stays this course and continues to focus his and staff's energies on the city's top development opportunities, Jerome will excel in this competency area and the city will greatly benefit as a result.

- 5-Exceptional    4-Highly Effective    3-Proficient    2-Inconsistent    1-Unsatisfactory  
 N/A-Not Applicable

#### 6. Intergovernmental Relations

- Cooperates with neighboring communities and community members while looking after the interests of North Port
- Maintains open communications with other local government in the area, particularly as it may affect or relate to the City

**COMMENTS:**

Mr. Fletcher's communication and interpersonal skills have helped him achieve successful relationships with the Sarasota County Administrator, Charlotte County Administrator, Venice City Manager, Sarasota City Manager, and the Manager of the Town of Longboat Key in a very short period of time. He is having a positive impact on the city's brand among neighboring municipalities.

- 5-Exceptional    4-Highly Effective    3-Proficient    2-Inconsistent    1-Unsatisfactory  
 N/A-Not Applicable

<b>7. Strategic Planning</b>
<ul style="list-style-type: none"> <li>• Involves himself in the planning process to the correct degree</li> <li>• Review the processes and look for better ways to handle development activities</li> <li>• Demonstrates the ability to implement and achieve strategic objectives as set by Commission</li> </ul>
<p><b>COMMENTS:</b></p> <p>Mr. Fletcher has strong strategic abilities and brought those skills to bear immediately upon arriving in North Port. During the first month of his employment Mr. Fletcher led the Commission, with the assistance of consulting group SGR, in reviewing and updating the city’s strategic plan, establishing the 6 Pillars (strategy areas) with an emphasis on identifying priorities and establishing measurable objectives for each. This work has set the stage for the 2023 budget process as it will enable us to ensure that the key initiatives are properly funded. Under Jerome’s leadership, the various departments in the city are beginning to implement a performance-based structure for evaluating employees and programs.</p> <p>The internal development of electronic surveys for ranking of the priorities by internal and external stakeholders was an important key to gathering and analyzing response data, but it made the survey easy to access and answer for staff and the public, garnering 386 public responses. In the next phase of the strategic planning process, Leadership ICMA will help develop metrics and create an online strategic planning transparency component. A review of processes for managing Commissioner inquiries and requests led to the development of an internal tracking and management system to ensure timely response and completion. In conjunction with this effort, the city has been developing a Customer Care system - a city-wide system to intake, track, manage, and resolve citizen concerns and inquiries as tickets/work orders, which will improve efficiency and communication among the departments.</p>

5-Exceptional    4-Highly Effective    3-Proficient    2-Inconsistent    1-Unsatisfactory  
 N/A-Not Applicable

<b>8. City Commission Relations</b>
<ul style="list-style-type: none"> <li>• Works well with the City Commission to make sure there is adequate information available prior to meetings</li> <li>• Responds to requests for information or assistance by the Commission and/or individual members</li> <li>• Carries out directives of the Commission as a whole as opposed to those of any one member or minority</li> <li>• Sets meeting agendas that reflect the guidance of the Commission as a whole</li> <li>• Demonstrates willingness to meet with Commission members to deal with individual problems and issues</li> </ul>
<p><b>COMMENTS:</b></p> <p>The North Port City Commission is a very diverse group. I believe that working effectively with each of us takes considerable interpersonal skills!</p> <p>My 1-1s have helped me build a strong working relationship with City Manager. We discuss a wide range of issues and opportunities and I feel that my input is actively considered and values. My agenda briefings are an informative and effective way to get my questions answered before each</p>

commission meeting. I appreciate having the opportunity to discuss items with staff in preparation for the meetings. I also appreciate getting timely answers to my and other commissioner's questions prior to each meeting.

- 5-Exceptional    4-Highly Effective    3-Proficient    2-Inconsistent    1-Unsatisfactory  
 N/A-Not Applicable

<b>9. Financial Management / Budget</b>
<ul style="list-style-type: none"><li>• Ensures the budget is prepared and executed in a productive manner</li><li>• Addresses the budget concerns raised by the Commission as a whole</li><li>• Administers the adopted and amended budget within the approved revenues and expenditures</li></ul>
<p>COMMENTS:</p> <p>Jerome is currently developing his first budget in North Port, working to ensure a cultural shift from an incremental budgeting philosophy to a more performance measurement /outcome-based format for better efficiency. This is a MAJOR shift in how the city approaches its budgeting process and I am anticipating significant improvements in our ability to apply dollars to those initiatives that are delivering significant benefit to our residents and identifying those that could be reduced or eliminated without causing distress to our residents.</p> <p>In addition, I will be looking to see how effectively staff identifies process improvements and automation in order to moderate headcount growth.</p> <p>Jerome has done a very good job working through financial issues including salary adjustments, equipment sourcing in a time of nationwide supply shortages, and hiring and retaining quality employees in a very competitive job market.</p>

- 5-Exceptional    4-Highly Effective    3-Proficient    2-Inconsistent    1-Unsatisfactory  
 N/A-Not Applicable

**OVERALL RATING**

Score

- 5-Exceptional    4-Highly Effective    3-Proficient    2-Inconsistent    1-Unsatisfactory  
 N/A-Not Applicable

(CITY COMMISSIONERS COMMENT)

I am delighted with Mr. Fletcher's performance during the short time he has been with the city and feel that my expectations for our new city manager are being well met. City Manager is a big job and North Port, one of the fastest growing cities in Florida, has/had several major challenges to overcome. Thinking he would achieve significant results in some of these areas in 6 short months would be unreasonable. However, I believe we are on the right track and that, with Mr. Fletcher's leadership,

we will see major progress and results over the next 12 to 18 months. I am looking forward to the future!

(EMPLOYEES COMMENT)

--

**CITY MANAGER SIGNATURE / DATE:**

(INSERT SIGNATURE)	(INSERT DATE)
--------------------	---------------

**CITY COMMISSIONER SIGNATURE / DATE:**

(INSERT SIGNATURE)	(INSERT DATE)
--------------------	---------------