

2023 City Manager Annual Evaluation

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>1. Leadership / Supervision</p> <p><i>Leadership</i></p> <ul style="list-style-type: none"> • Inspires others to succeed • Actively promotes efficiency in operations • Demonstrates a high regard for personal ethics • Exhibits composure, appearance, and attitude appropriate for the executive position • Assumes responsibility for the outcomes of staff performance • Maintains a standard of respect for department head's ability and encourage their initiative • Demonstrates knowledge / understanding of departmental operations • Challenges staff to perform at their highest level
<p>COMMENTS:</p> <ul style="list-style-type: none"> • Led the City staff and citizens through the response and continued recovery of category Five Hurricane Ian. • A participating member of the Florida City/County Managers Association (FCCMA), also a member of the FCCMA Fiscal and Administrative Policy Committee. • A participating member as a Credentialed Manager of the International City/County Managers Association (ICMA). • Became a participating member of the Florida League of Cities (FLC) Legislative Policy Committee regarding Municipal Administration.

- Became a board member of the North Port Area Chamber of Commerce, focused on assisting the Chamber expand its views to have a citywide impact on the business community.
- Became a board member of the YMCA focused on bringing a community center location back to North Port including much needed childcare as well as activities and programs for all ages.
- Promoted efficiency in operations by recommending changes during the budget process that shifted the accountability of budget management to our leadership on a more frequent basis.
- Continued to lead our team by standing up for our team and myself in the face of internal sources publicly questioning our ethics and intentions.
- Continued to be professional in all circumstances even when attacked or targeted by internal and external audiences.
- Supported all department heads during the budget process to secure much needed resources to keep pace with the speed of the City's growth while being fiscally responsible to hold ourselves accountable for smart management of expenses.
- Continued to grow the technical knowledge of each department by overseeing memos, agenda items, and board meetings.
- Continued to grow my own subject matter expertise within all departments via in person meetings, memos, and interactions with our various team members.
- Challenged staff by committing to the deliverables in our FY2024 Action Items that will allow us to put "wins" on the board, keep our momentum and advance the City's goals (see attachment).

LEADERSHIP MEETINGS:

- Weekly one-on-one meetings with Commissioners.
- Regular group or individual meetings with leaders (ex. COG, regional city managers, regional municipal leadership, public school leaders).
- Arranged leadership meeting with Sarasota County Board of Commissioners and our Commissioners on May 18th to discuss mutual challenges (i.e. economic development, transportation, utilities, etc.).
- Continued internal department leadership meetings to provide a culture and environment of inclusion for quality decision making; conducted a recurring quarterly team building meeting with leadership to better understand each other on a personal level to strengthen our relationships.
- Conducted a Directors Retreat facilitated by a third party to evaluate the health of our departments and provide techniques for improvement; this is designed to improve customer service, our processes and procedures, and the relationships of our internal departments improving morale and effectiveness.

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

2. Execution of Policy
<ul style="list-style-type: none"> • Understands the laws and ordinances of the city and cause them to be fairly enforced • Offers workable alternatives to the Commission for changes in law or policy when an existing policy is no longer practical • Supports the actions of the Commission after a decision has been reached, both inside and outside the organization
<p>COMMENTS:</p> <ul style="list-style-type: none"> • Continued to lead the City team through the improvement of Warm Mineral Springs via public private partnership (P3) exploration by following the City's P3 policy, in support of Commission direction during a very contentious period with the public. • Continued to work with commissioners to properly bring their vision to reality by preparing policies for consideration and implementing action pursuant to guidance and direction provided at commission meetings. • Continued ULDC development, provided information through workshops, internet webpages, and in person interaction with staff, on pace for January 2024 implementation. • Presented publicly and spoke during events and enforced the decisions of the Commission (past and present), educated stakeholders about the authority of the Commission, and offered suggestions on how to proceed to resolve issues within our Commissioner-Manager form of government.

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

3. Community Relations
<ul style="list-style-type: none"> • Works well with community members and properly handle their complaints • Demonstrates a willingness to meet with community members and discuss issues of concern; initiates follow-up as appropriate • Represents the City in a professional, articulate manner when attending/presenting at community events, neighborhood meetings or social gatherings
<p>COMMENTS:</p> <ul style="list-style-type: none"> • Launched the Business Recovery Call Center following Hurricane Ian to directly connect businesses with the resources they needed to begin recovery reaching 1,266 local businesses. • Received and accepted an invitation to join the YMCA as an ex-officio Board Member, partnering with other community leaders to elevate the presence of North Port. • Continued partnerships for community events for youth suicide prevention to show a Community of Unity on a very tough subject and support those who are in need and provide help and support. • Continued to engage the community to build trust and confidence in local government by being the lead speaker at multiple North Port United meetings and other community engagements (ex. Warm Mineral Springs, chamber events, real estate organizations, etc.)

including events with disgruntled citizens and topics associated with the Warm Mineral Springs and ULDC situations.

- Write a biweekly column for the YourSun Paper with important updates for the community.
- Participated in an interview on the John Rawlings radio show on July 21st.
- Continued to improve the North Report App while answering a heavy volume of questions from internal and external audiences.

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

4. Administrative Duties
<ul style="list-style-type: none"> • Effectively manages personnel issues including employee insurance, fringe benefits, promotion, pensions, and union negotiations • Provides regular information and reports to the Commission concerning matters of importance to the City • Ensures that reports are produced and handled in a way to convey the message that affairs of the City are transparent
<p>COMMENTS:</p> <ul style="list-style-type: none"> • Frequently engaged the Commission and public during the days and weeks of the immediate response of Hurricane Ian. • Continued to build a high-performance City team through significant staff additions, communicating any significant staff changes necessary for the benefit of the organization culture and vision. • Successfully oversaw an independent third-party review of our Fire Rescue Department resulting in a clean bill of health for the department and our Fire Chief. • Worked to handle sensitive situations in multiple departments that involved minimizing the City's exposure for legal action, as well as working with our union leadership to explore opportunities to offset very negative economic conditions outside our control. • Reported regular information to commissioners on a weekly basis during one-on-one meetings as well as placing phone calls to commissioners on time sensitive information. • Created performance page on the City website as a public facing tool to provide data, updates, and information on the operations of the City ensuring a more valuable transparency experience.

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

5. Economic Development
<ul style="list-style-type: none"> • Develops strong relationships with developers while protecting the City's interest • Works to increase the City's tax base through economic development
<p>COMMENTS:</p> <ul style="list-style-type: none"> • Named the nation's 2nd fastest growing city following Hurricane Ian, this 500 year storm natural disaster did not stop our momentum to grow our tax base. • Facilitated a Recovery Workshop following Hurricane Ian with the U.S. Economic Development Administration (EDA) and other Federal Agencies to begin the conversation of recovery and resiliency. • Fostered a great relationship with the potential developer for Warm Mineral Springs, which is a significant community project. • Continued the strong working relationships with many developers in the city to remove hurdles and allow for development to continue (ex. Benderson). • Continued multiple meetings with developers to hear and remove their pain points including developers focused on retail, mixed use, and affordable housing. • Partnering with Sarasota Memorial Hospital & HCA to locate two full-service hospitals in the City in the upcoming years. • Distributed the North Port Prospectus to 927 site selectors nation-wide, generating direct inquiries to the Economic Development Division about opportunities to develop North Port • Convened a group of stakeholders to explore the creation of an Entrepreneurship Center in the City to replace the workers at the Hive which was destroyed by Hurricane Ian. • Hosted the City's first four Quarterly Business Welcome events, inviting a total of 241 new businesses.

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

6. Intergovernmental Relations
<ul style="list-style-type: none"> • 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
<p>COMMENTS:</p> <ul style="list-style-type: none"> • Convened board meetings with Sarasota County and Charlotte County Boards of County Commissioners to discuss areas of mutual interest including Economic Development, Infrastructure, Transportation, and Utilities. • Partnered with Sarasota County, Sarasota County Sheriff's Office, Charlotte County, and other counties in response to Hurricane Ian to rescue residents.

- Partnered with the Sarasota County Public School Board, including Sun Coast Technical College leadership to expedite the expansion of their North Port campus to include healthcare jobs to prepare for the addition of two hospitals.

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

7. Strategic Planning
<ul style="list-style-type: none"> • Involves himself in the planning process to the correct degree • Review the processes and look for better ways to handle development activities • Demonstrates the ability to implement and achieve strategic objectives as set by Commission
<p>COMMENTS:</p> <ul style="list-style-type: none"> • Led the strategic planning process next steps of updating the strategic plan for the new commissioner, added a new “Disaster Recovery” strategic pillar, tracked the results of the indicators for the pillars, prioritized the indicators, and re-engaged the consultant for better clarity and scrubbing of the outcomes, priorities, etc. • Improved transparency by creating web page performance data tracking. • Created culture of data driven outcomes linking the budget and strategic plan together.

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

8. City Commission Relations
<ul style="list-style-type: none"> • Works well with the City Commission to make sure there is adequate information available prior to meetings • Responds to requests for information or assistance by the Commission and/or individual members • Carries out directives of the Commission as a whole as opposed to those of any one member or minority • Sets meeting agendas that reflect the guidance of the Commission as a whole • Demonstrates willingness to meet with Commission members to deal with individual problems and issues

COMMENTS:

- Conducted bi-weekly agenda briefing meetings to provide an opportunity to ask in-depth questions in advance of Commission meetings.
- Continued to respond to Commission concerns via emails, phone calls, and in person.
- Made myself available to Commission members on nights, weekends, etc.
- Agreed to the request of conflict resolution by a Commissioner which resulted in the entire board and charter officers participating in a public opportunity to learn techniques for handling future situations with a more positive outcome.
- Continued to foster a very positive and productive relationship with the majority of the Board who supported myself and my team during a very challenging year.

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

9. Financial Management / Budget
<ul style="list-style-type: none"> • Ensures the budget is prepared and executed in a productive manner • Addresses the budget concerns raised by the Commission as a whole • Administers the adopted and amended budget within the approved revenues and expenditures
<p>COMMENTS:</p> <ul style="list-style-type: none"> • Completed my second budget process and submitted a balanced budget without a millage increase, without the use of one-time revenue, and without using any general fund balance reserves. This is the first time this has been done in nearly 30 years. This was also done at a time of economic challenges nationwide. • Continued to add the proper level of staffing to match the levels of service our City needs and provides to citizens on daily basis, the majority of the increases are related to public safety and our desire to keep crime rates low and offer high services with short patient response times. • Performed three budget town halls in the community (including one with virtual audience participation) and an online budgeting tool for residents to participate with how they would allocate our resources within our strategic pillars. • Performed multiple one-on-one budget meetings with Commissioners and staff to help answer questions to allow for more fluid group public budget meetings. • Provided budget memos following workshops to answer questions in a systematic and transparent method.

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)

(EMPLOYEES COMMENT)

This has been a challenging year highlighted by Category Five Hurricane Ian making a direct hit on our City. The City's infrastructure was severely damaged, buildings torn apart, streets flooded, and repairs that will take years to complete. The management of debris removal by our team was done very well considering the large footprint of our City. Our Utilities team worked hard to restore services as soon as possible. Our Permitting Division continued to hit volume records the City has never seen before. We had two departments displaced from their buildings and are now in temporary facilities until new permanent ones can be built. Even though this was the beginning of our year, it didn't define our year. We have worked hard through the 48 extensions of our state of emergency and continue our good work to return the City to pre-storm conditions or better. In spite of still being in a local state of emergency, we have continued our economic development efforts resulting in being named nationally as the 2nd fastest growing city in the country!

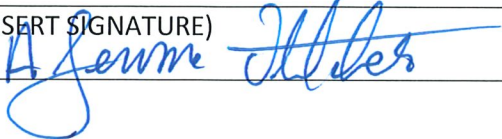
I am so proud of our team and how they sacrificed their own needs to perform excellent public service and assist residents to recover from Hurricane Ian. Some of their homes experienced severe damage and they still were here at work as many of us worked for multiple weeks without a day off. This is a testament to their love and dedication to our City. Attached you will see some other recent accomplishments from our team.

This year's budget process is a huge success. It is not common for a city to grow as fast as we are and to not use other revenue sources to balance our budget. We shifted our mindset and decided to hold ourselves more accountable for controlling our expenses. While we did add a number of employees, the majority were related to public safety, an area we must keep pace with, and they were all added within the boundaries of the budget without asking for more revenue.

It was also a challenging year as I had to endure a lot of public scrutiny again from both internal and external audiences. Just a few weeks after the worst hurricane this City has ever seen, while helping the City get back on its feet, another public attack from a source within the organization occurred, resulting in team conflict resolution to help our team remove and reduce the behavior holding us back from being our best. I have learned from this and have now turned my sole focus on being the best city manager I can be, ignoring the distractions of negativity beyond my control. I will continue to bring passion and professionalism to this City so we can reach new heights of success!

During this challenging and unique year, I want to express a special THANK YOU to all the Commissioners that continued to support me during some hard times. Your support means more than you know. I am very fortunate to be your City Manager and serve our wonderful community and residents. Every time an event this year knocked us down, we got back up stronger and better. The entire state and nation supported our City, and we didn't disappoint them. We rose from the devastation of Hurricane Ian to keep growing and improving the quality of life for all North Port! The resilience of our community should be applauded as we continue to move forward and create the best environment for everyone. It is an honor and a pleasure to serve under your leadership. Thanks for all that you do.

CITY MANAGER SIGNATURE / DATE:

(INSERT SIGNATURE) 	(INSERT DATE) 8/25/23
---	--------------------------

CITY COMMISSIONER SIGNATURE / DATE:

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