

2022 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.

1. Leadership / Supervision
<p>Leadership</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: <i>I respect your role as North Port's City Manager and you are doing a very good job with everything that is expected of you concerning the day-to-day operations of the city.</i></p>

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

COMMENTS: *You are so eager to get things done (that is a compliment!); often times, the logistics to accomplish those goals are overlooked or not considered. Teamwork is paramount and Commission is part of the team. One of the things I learned in the retreat, ALL of us have an important role to play based on our strengths to attaining our goals. Thank you for recognizing the misstep and taking corrective action to communicate your vision with the commission as an agenda item.*

- 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: <i>Congratulations on your graduation from the Leadership North Port program. I can only imagine how valuable that experience was for you.</i></p> <p><i>Your community outreach is to be commended. Between the Meet and Mingle events, Chamber events, and other opportunities to meet with outside organizations has made a positive impact on our community.</i></p>

- 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: <i>After reviewing your self-evaluation, I need to make a correction, since I am the commissioner who cancelled our 1-1 meeting with you after the retreat. You stated in your self-evaluation, "you extended an invitation to resume those meetings". City Manager, I never received an invitation from you or your staff to resume our 1-1 meetings. You referenced May 11 as the day you extended the invitation, however, that email thread was about my request for conflict resolution training, which initially you agreed to and later you rescinded (see attached). My offer to participate in conflict resolution is still something I wish to pursue if you're up for the challenge.</i></p> <p><i>In an email I sent on April 22 (attached) I requested our weekly 1-1 be conducted via email. As of this writing, this is request is not being fulfilled. It should not be standard practice for my fellow commissioners to know about things when I am not given the same consideration. I hope this can be improved upon in the coming months.</i></p>

I appreciate staff's recommendations on a subject. However, many times, those recommendations are not thoroughly vetted by all departments. This can become counter-productive and undermines the reliability of their recommendations.

The accuracy of the agenda and the backup materials, compared to your 6-month evaluation, have improved immensely. Thank you for your efforts and your staff's efforts in this arena

- 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
COMMENTS: <i>I don't know if I can say anything more than what I said at your 6-month review - this is your wheelhouse!</i>

- 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
COMMENTS: <i>After repeated requests to meet with Charlotte County Commissioners, you were able to make it happen. I have heard only good things about your interaction with various governmental agencies.</i>

- 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
COMMENTS: <i>While strategic planning has been done in the past, in a variety of different ways, I look forward to seeing the end results of this year's Strategic Plan. The 18 pages of priorities and key indicators tied to Strategic Planning is a complex system and I am cautiously optimistic they can be attained in a realistic manner. Many of the indicators are beyond anyone's control.</i>

- 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
<p>COMMENTS: <i>Obviously, this is the section I struggled the most to complete. I am not blind to the fact you and the other commissioners have a different professional relationship than we do. It is obvious in the subtle way you communicate. You have two sets of playbooks; one you use for the other commissioners and one for me. I find this tactic unacceptable for any city manager.</i></p> <p><i>During the retreat, you stated any commissioner can go to staff for a conversation. There have been several times I needed to go to staff for a quick conversation, get a quick answer or for any other benign reason; even though as a professional courtesy I gave you advanced warning, you declined my request every time, since the retreat. The parameters you set on my simple conversation requests, with staff, have not clearly been defined to me.</i></p> <p><i>Undeniably, you do not like to be challenged or questioned. When you are, your irritation is evident and becomes borderline unprofessional. Just because I don't align lockstep with your ideas or decisions, does not equate to a personal attack on your City Manager abilities. We can respectfully agree to disagree. My votes against an issue are harmless to you and your staff. Every single commissioner asks questions and has cast a dissenting vote on an issue; but it is obvious my questions and dissenting vote gives you the most angst.</i></p>

- 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: <i>Prior to COVID, budget community conversations were held. I'm grateful these were reinstated after the 2 year hiatus. The citizen's feedback showed they walked away from the meeting with a better understanding of the process. I hope these budget community conversations will continue in the future.</i></p>

It is unfortunate, after your recommended budget was presented, you would not allow any discussion, changes, deletions of line items by the Commission body. In the past, these discussions were a basic exercise to find compromise, an opportunity for staff to hear our concerns/praise and work towards a team effort as we shifted from a City Manager Recommended budget to a Commission adopted budget. In my opinion, this year's budget process became a rubber stamp and removed the Commission from being part of the team. I hope with next year's budget you will find the value in allowing Commission the latitude to thoroughly vet and make changes to your proposed budget, as the Commission determines is necessary.

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

OVERALL RATING

Score 3.2

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

(CITY COMMISSIONERS COMMENT)

I recognize the initial strain, in our professional relationship, has only intensified since the retreat. I can only hope, in the coming months, we can take the necessary steps to find common ground in this arena; as a priority for both of us. These efforts will benefit the staff, fellow commissioners, charter officers and ourselves as we continue to serve our citizens in our respective roles

(EMPLOYEES COMMENT)

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CITY MANAGER SIGNATURE / DATE:

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CITY COMMISSIONER SIGNATURE / DATE:

<i>Debbie McDowell</i>	<i>9/12/22</i>
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Debbie McDowell

From: Debbie McDowell
Sent: Friday, April 22, 2022 6:27 AM
To: Jerome Fletcher; Amber Slayton; Heather Taylor
Subject: Re: Commission Retreat Recording - 4/20/22

Please allow me some time to respond to this bombshell.

In the meantime, please cancel all Monday morning 8:30am 1-1 meetings, until further notice. Anything normally covered during this meeting please send me an email.

Debbie

Sent from my iPad

On Apr 21, 2022, at 5:43 PM, Jerome Fletcher <jfletcher@cityofnorthport.com> wrote:

PLEASE DO NOT REPLY TO ALL

Good Afternoon Commissioners, yesterday's retreat was not publicly advertised because there was no agenda and upcoming voting topics were not likely to be discussed. It was a professional development event for the participants. However, in order to provide our Directors access to the meeting, we provided a link for them to watch. Although we sent the link to our Directors email group, it also included Assistant Directors and some support staff. Therefore, my apologies for not making you aware in advance of the meeting that our staff would be watching the meeting. My thought was that the Directors could benefit from hearing the discussion without having to attend in person.

One commissioner has already requested the video. If you would like it also, please contact Heather directly.

Thank you, feel free to let me know if you have any questions.

A. Jerome Fletcher II, ICMA-CM, MPA
City Manager of North Port
4790 City Hall Boulevard
North Port, FL 34286
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Debbie McDowell

From: Debbie McDowell
Sent: Wednesday, May 11, 2022 11:02 AM
To: Jerome Fletcher; Heather Taylor; Amber Slayton
Subject: RE: Conflict Resolution Mediation Request

Unfortunately, you completely missed the reason why I requested the conflict resolution, on April 24, *"You and I have a professional responsibility to work effectively. We are failing. In order to change course, would you be willing to participate in some type of training"* To which you agreed the next day.

I don't give a two-hoots about the differing philosophies. Those differing philosophies are just part of the different roles of a city manager/commission form of government. Every commissioner, every commission body and every CM has differing philosophies; it's how they are navigated, determines what kind of team is built.

We still have to figure a way to navigate this chasm so we can both effectively do our jobs for the citizens and staff's benefit. The sooner the better. To use an old cliché, the ball is in your court.

Debbie

From: Jerome Fletcher <jfletcher@cityofnorthport.com>
Sent: Tuesday, May 10, 2022 6:13 PM
To: Debbie McDowell <dmcdowell@cityofnorthport.com>; Amber Slayton <aslayton@cityofnorthport.com>; Heather Taylor <htaylor@cityofnorthport.com>
Cc: Alice White <awhite@cityofnorthport.com>; Pete Emrich <pemrich@cityofnorthport.com>; Barbara Langdon <blangdon@cityofnorthport.com>; Jill Luke <jlluke@cityofnorthport.com>
Subject: RE: Conflict Resolution Mediation Request

PLEASE DO NOT REPLY TO ALL

Commissioner McDowell, your request for a mediation came out of a group retreat in which I was one of several in the group who expressed feelings or philosophies that differed from yours. However, you decided following that occasion that you and I needed a mediator. I am happy to continue with you and the previous group with a third party mediator, but I should not be singled out.

And yes, you are correct, you are part of the commission body, if the commission body agrees with your request for you and I only to have mediation, I will happily participate.

If you have any further questions or comments, please contact me directly.

Thanks.

A. Jerome Fletcher II, ICMA-CM, MPA
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From: Debbie McDowell <dmcowell@cityofnorthport.com>
Sent: Tuesday, May 10, 2022 6:01 PM
To: Jerome Fletcher <jfletcher@cityofnorthport.com>; Amber Slayton <aslayton@cityofnorthport.com>; Heather Taylor <htaylor@cityofnorthport.com>
Cc: Alice White <awhite@cityofnorthport.com>; Pete Emrich <pemrich@cityofnorthport.com>; Barbara Langdon <blangdon@cityofnorthport.com>; Jill Luke <jiluke@cityofnorthport.com>
Subject: Re: Conflict Resolution Mediation Request

That is really a shame, especially since I am part of the commission body. I was hopeful we could work past our differences and find a common ground for the best of the city. However, I respect your decision.

Debbie

Sent from my iPad

On May 10, 2022, at 5:50 PM, Jerome Fletcher <jfletcher@cityofnorthport.com> wrote:

Good Evening Commissioners – Previously, I agreed to Commissioner McDowell’s request to have a third party mediate conflict resolution between the two of us. I accepted this request based on my belief that a good faith effort was going to be made on both sides. After hearing Commissioner McDowell words at our workshop on yesterday morning, I no longer believe that to be the case.

Therefore, I will not be attending a conflict resolution session with Commissioner McDowell. I will continue to focus on doing a great job for you, the citizens of our amazing city, and the talented team of city employees.

If you have any questions, please contact me directly. Thank you.

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