

2024 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"> • Participating member of the Florida City/County Managers Association (FCCMA) • Appointed member of the FCCMA Fiscal and Administrative Policy Committee • Invited to and participated on a Human Resources panel at the annual FCCMA Conference "Solving The Puzzle Of Modern Recruitment, Retention, And Work Environments" at the request of FCCMA. • Participating member as a Credentialed Manager of the International City/County Managers Association (ICMA) • Invited to and participated on Ethics panel by ICMA at annual FCCMA Conference "100 Years of Ethics: Past, Present, & Future" • Participating member of the Florida League of Cities (FLC)

- Appointed (and reappointed for 2024) member of the FLC Legislative Policy Committee - Municipal Administration
- Ex-officio Board member of the YMCA and also a member of the Exploratory Committee focused on bringing a community center location back to North Port, including much-needed childcare, as well as activities and programs for all ages
- Requested at Florida Government Finance Officers Association (FGFOA) annual Conference and presented *"You Don't Know Everything: Collective Decision Making During the Preparation of the Next Fiscal Year's Budget"*
- I am proud to have continued to lead our team with integrity and resilience. In the face of internal and external challenges, I remained steadfast in upholding our values and principles. This included addressing and successfully resolving an ethics complaint filed with the State of Florida Department of Commission on Ethics, which was dismissed due to lack of legal sufficiency. This experience has only reinforced my commitment to transparency and ethical leadership.
- Throughout various challenges, I have consistently maintained a high level of professionalism. Even when publicly attacked during comments at public meetings and targeted by internal and external audiences questioning my ethics and leadership skills, I remained composed and focused on our objectives.
- Continued to support 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 my 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:

- Biweekly meetings with all Department Directors, monthly cluster meetings
- Regular group or individual meetings with various leaders (i.e. Council of Governments, regional city/county managers, Sarasota County School District leadership).
- 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.

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 the improvement of Warm Mineral Springs. Although the P3 didn't work, our team is still bringing back information for the Commission to make decisions on the future of the historic buildings and improvement of the 20-acre springs area. • Continued ULDC rewrite by completing second reading in August 2024 and on pace for October 2024 implementation. • 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. • Engaged the commission and community regarding new police headquarters resulting in feedback on funding, timing, and size. Plan to revisit this topic in early 2025. • Following the Commission's decision to include a fall election ballot question for a charter amendment change to allow borrowing without voter referendum for disaster recovery, public safety and health, the City Manager communicated the benefits of this decision to city businesses, stakeholders and residents. Through internal meetings and public forums, the Manager reinforced the Commission's decision, fostering a unified and informed community response.

5-Exceptional
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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"> • Continued partnerships with Sarasota County School District and non-profits for community events, including You Are Not Alone (youth suicide prevention) to demonstrate a Community of Unity on a very tough subject and provide help and support to those who are in need. • Continued to engage the community to build trust and confidence in local government by being the lead speaker at nine North Port United Tour meetings and other community engagements (ex. Business Network International, North Port Area Chamber of Commerce events, real estate organizations, rotary clubs, etc.) including events with

disgruntled citizens and topics associated with Warm Mineral Springs , ULDC rewrite, the environment, and the new police headquarters situations.

- As part of my commitment to keeping our community informed and engaged, twenty-five biweekly guest editorials were prepared for the Sun newspapers. Through these columns, I provide important updates on city initiatives, policy changes, and community events. This regular communication helps to ensure transparency, foster trust, and maintain an open dialogue with our residents. I am dedicated to using this platform to keep everyone informed about the issues that matter most to our community.
- Participated in multiple interviews on the John Rawlings WKDW 97.5 FM radio show and Facebook live broadcast to provide regular important information and answer questions from the public.
- Working on agreement with WKDW 97.5FM to broadcast live information during disasters for increased community information and awareness.
- Throughout my tenure, I have remained dedicated to engaging with our community, even in the face of challenging and sometimes repeated inquiries from concerned citizens. I strive to address their questions thoroughly and respectfully, ensuring transparency and understanding. While I recognize the importance of addressing concerns, I also work to provide clear, comprehensive responses to avoid unnecessary repetition and to keep our dialogues productive and forward-focused. This approach allows me to stay connected with our community while efficiently managing our collective time and resources.
- Created and promoted North Port’s first citywide Annual Report, a digital publication highlighting the organization’s accomplishments in FY23 promoting transparency.
- Created and launched “Coffee & Conversation,” a new community engagement series connecting residents with the City Manager, Mayor and staff; organized four successful events.
- Developed and launched “North Port University (NPU),” the City’s first citizens academy, to educate residents and develop future leaders.
- Launched webpage (NorthPortFL.gov/Engage) to track and publish citizen participation.
- Created and launched “Voices of North Port” podcast series to capture oral histories of North Port residents/employees; recorded and produced 30 podcasts highlighting City employees and programs.
- Developed “How Can I Help You?” internal/external customer service campaign, including Customer Bill of Rights posters, T-shirts, customer satisfaction survey and social media.
- Handled more than 17,000 calls from the public in Customer Care Call Center.

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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"> Weekly one-on-one meetings with Commissioners Led the City, with 900+ employees and growing, through many tough personnel issues. Successfully negotiated two union contracts for our public safety departments (Fire and Police). Provided via Communication Media emails to Commission, important City news. 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. Reported regular information to commissioners on a weekly basis during one-on-one meetings as well as receiving/placing phone calls to commissioners on time sensitive information, and daily email opportunities. Maintained 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. Procured vendor to validate our City Fee Structure based on community feedback. Ensuring the fiscal health and sustainable development of our city is a top priority. To achieve this, we have sought independent third-party analyses for our fiscal condition, economic development strategies, and debt management policies. These impartial evaluations provide an objective perspective, enhancing the credibility and accuracy of our data. By relying on expert insights, we can make informed decisions that promote financial stability, stimulate economic growth, and effectively manage our debt. This approach underscores our commitment to transparency, accountability, and the long-term well-being of our community.

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<p>5. Economic Development</p> <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>

- Organized and facilitated the Sarasota County Connect Summer Workshop Series in partnership with EDC Sarasota County, SCF 26 West Center, and Wellen Park. This series, the first of its kind for the City, was overwhelmingly successful and well-attended, with plans to continue through Fall 2025.
- Recorded 243 new business openings in North Port, an 11% increase over FY23.
- Continued the strong working relationships with many developers in the city to remove hurdles and allow for development to continue in alignment to achieve outcomes of our Strategic Plan.
- 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 Quarterly Business Welcome events, inviting a total of 243 new businesses.
- Major development project reviews, approvals, and/or construction permits: Costco (now open); Sarasota Memorial Hospital - Wellen Park Rezoning; Sarasota Memorial Hospital - Sumter Development Master Plan; Acadia Behavioral Health Hospital; Heron Creek Apartments; The Hadley at Heron Creek; Toledo Blade 320 Industrial Park; Benderson Toledo Blade Industrial; Bayside Pet Resort; Holiday Inn Express; Cocoplum Expansion (Bath & Body Works).
- Issued building permits for 1.2 million square feet of new commercial space, a 66% increase over FY23 and 51% increase over FY22.

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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"> • Emergency Management staff deployed to Sarasota County to assist with the Hurricane Debby response and recovery efforts. • Regular meetings with Sarasota County, Charlotte County, City of Venice, and City of Sarasota’s leadership teams. • Continued to work with Sarasota County leadership on the Mosquito Task Force recommendations to ensure a better experience for our citizens. • Attended Council of Governments meetings to increase sharing of information and partnerships with our local and regional peers. • Partnered with the Sarasota County School District, including Suncoast Technical College leadership, to expedite the expansion of their North Port campus to include healthcare

jobs to prepare for the addition of two hospitals; the City of North Port has set aside a placeholder for a contribution during the FY25 Budget submittal process.

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7. Strategic Planning
<ul style="list-style-type: none"> • Involves himself in the planning process to the correct degree • Reviews processes and looks 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"> • Completed major rewrite of Unified Land Development Code (ULDC) and City Code revisions; Ordinances adopted on August 6, 2024. Outreach efforts included: <ul style="list-style-type: none"> ➤ <i>Held over 30 public meetings, workshops, and citizen engagement events, including many held during evening hours. Opportunity for public comment was available at each of these.</i> ➤ <i>At least nine (9) community engagement sessions were held in the evening, with an open-forum question and answer format for members of the public to ask questions and City staff provide answers. Several of these sessions were broadcast "live" on community radio station WKDW 97.5FM, streamed live on Facebook, and recorded for availability on Facebook, YouTube, and Nextdoor.</i> ➤ <i>Also created a ULDC specific webpage, flyers, podcasts, answered hundreds of emails, met with citizens individually and in small groups to provide clarity for this major change.</i> • Completed Comprehensive Plan Amendment for rewrite of Future Land Use Element; Ordinance adopted on July 23, 2024. • Completed Gateway Activity Center Master Plan May 2024. • Revised and finalized Strategic Plan adding a pillar for Disaster Recovery. • Maintained the Performance Measurement webpage to connect the Strategic Plan to actual outcomes.

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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:</p> <ul style="list-style-type: none"> • Conducted bi-weekly agenda briefing meetings to provide an opportunity to ask in-depth questions in advance of Commission meetings. • Provided one-on-one meetings with staff ahead of important or controversial items. • Continued to respond to Commission concerns via emails, phone calls, and in person, with 90% on-time completion rate. • Made myself available to Commission members on nights, weekends, etc. • Continued to foster a very positive and productive relationship with the majority of the Board who supported myself and my team during another challenging year.

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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"> • North Port’s AA3 bond rating was upgraded to AA2 by Moody’s Investor Services. “The upgrade of the issuer rating to AA2 reflects the City’s strong financial position, which is characterized by ample reserves, several years of balanced operations and strong management. The City’s local economy and population is growing faster than the nation and will likely continue to grow due to the ongoing residential and commercial development in the region.” • Price Widening Bond Issuance initiated and on schedule for October 2024 funding date. • Applied for 21 grants for a total of over \$87 million requested.

- Awarded and currently managing over \$33 million in grant awards citywide (not including active FEMA disaster grants).
- Completed my third budget process and submitted a balanced budget without a millage increase for all three years.
- Completed the budget year delivering a high level of quality services to our citizens while working within a budget that did not include \$3M+ of requests from department leadership.
- Performed budget town halls for the community and provided an online budgeting tool for residents to participate with how they would allocate our resources within the City's strategic plan 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.

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OVERALL RATING

Score

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

(EMPLOYEES COMMENT)

Thank you, Commissioners for your continued support of myself and my team. It was a very heavy year for all of us, including the Commission being faced with many tough choices. You chose not to defer legacy projects and tackle them head on during our 65th anniversary year. I appreciate your leadership.

Our team had a lot of victories, many of which I outlined in this document, but as I keep saying, "I love our team!" I am extremely proud of the hard work, passion, and constant day-to-day dedication they bring to the City of North Port. We are very fortunate to have so many people committed to our mission and demonstrating the values of our City daily.

I am grateful to be your City Manager, and I look forward to more success and continuing to remove barriers for all our citizens to have the best quality of life we can offer.

CITY MANAGER SIGNATURE / DATE:

(INSERT SIGNATURE)	(INSERT DATE)
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CITY COMMISSIONER SIGNATURE / DATE:

(INSERT SIGNATURE)	(INSERT DATE)
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