



**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.

<b>1. Leadership / Supervision</b>
<b><i>Leadership</i></b>
<p>COMMENTS:</p> <p>Jerome has set a high bar for performance and professionalism at city hall and consistently leads by example. He has demonstrated his leadership abilities both within and outside the city. Some of the particularly outstanding contributions this year include:</p> <ul style="list-style-type: none"> <li>• Leading City staff and citizens through the response and continued recovery of category 5 Hurricane Ian.</li> <li>• Participating member of the Florida City/County Managers Association (FCCMA), also a member of the FCCMA Fiscal and Administrative Policy Committee.</li> <li>• Participating member as a Credentialed Manager of the International City/County Managers Association (ICMA).</li> <li>• Participating member of the Florida League of Cities (FLC) Legislative Policy Committee regarding Municipal Administration.</li> <li>• Becoming a board member of the North Port Area Chamber of Commerce, assisting the Chamber expand its views to have a citywide impact on the business community.</li> <li>• 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.</li> <li>• 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.</li> <li>• Continued to lead the team and maintain a professional demeanor in the face of internal and external audiences publicly questioning our ethics and intentions.</li> </ul>

- 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.
- 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

**LEADERSHIP MEETINGS:**

- Conducting weekly one-on-one meetings with Commissioners.
- Participating in regular group or individual meetings with leaders (ex. COG, regional city managers, regional municipal leadership, public school leaders).
- Arranged a joint meeting with Sarasota County Board of Commissioners and our Commissioners on May 18th to discuss mutual challenges (i.e. economic development, transportation, utilities).
- 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

<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>

**COMMENTS:**

In the 2 years that Jerome has been city manager, the city has accomplished several major milestones. He accomplished this by:

- Leading 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.

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- 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>Under Jerome’s leadership, the city has improved city services and has dramatically expanded the number of events that give city residents an opportunity to learn more about what the city is doing and planning to improve the quality of life here in the city AND give residents the opportunity to get their questions answered on a variety of topics, including budget, zoning, hurricane recovery, and more. Specifics include:</p> <ul style="list-style-type: none"> <li>Launching 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.</li> <li>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 and ensure a full range of human services</li> <li>Continued partnerships for community events for youth suicide prevention</li> <li>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.) including events with concerned citizens and topics associated with the Warm Mineral Springs and ULDC situations.</li> </ul> <p>This has been a particularly challenging year with Hurricane Ian causing major destruction and hardship across the North Port community. Add to the mix the implementation of several controversial projects – the WMS P3 project and rezoning, for example – and emotions have been running high. It is easy to get defensive when some members of our stressed community become hostile and combative. Jerome has made significant progress since last year in “staying cool” when under attack. I am confident that he will continue to make progress in this area over the next year.</p>

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  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> </ul>

<ul style="list-style-type: none"> <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> <ul style="list-style-type: none"> <li>• Frequently engaged the Commission and public during the days and weeks of the immediate response of Hurricane Ian.</li> <li>• Continued to build a high-performance City team through significant staff additions, communicating any significant staff changes necessary for the benefit of the organizational culture and vision.             <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.                 <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul> </li> </ul> </li> </ul>

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

<p><b>5. Economic Development</b></p> <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>Jerome has breathed fresh air into our economic development activities. Of major significance was the leadership and responsiveness to SMH's concerns about the port-Ian flooding that closed I75 and the Sumter exit. He quickly rallied the troops and drove the creation of a Master plan to ensure that the area would not flood again, protecting the project to build a hospital in the location. Other successes include:</p> <ul style="list-style-type: none"> <li>• Partnering with Sarasota Memorial Hospital &amp; HCA to locate two full-service hospitals in the City in the upcoming years.</li> <li>• Fostered a great relationship with the potential developer for Warm Mineral Springs, which is a significant community project.</li> <li>• 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.</li> <li>• 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.</li> </ul>

- 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.
- 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 workspace for the 36 companies located 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"> <li>• Cooperates with neighboring communities and community members while looking after the interests of North Port</li> <li>• Maintains open communications with other local government in the area, particularly as it may affect or relate to the City</li> </ul>
<p>COMMENTS:                      Jerome has gone above and beyond to create positive working relations with the staffs and elected officials of Sarasota and Charlotte counties and the other municipalities in in Sarasota County. Most recently he organized a tour of the city for newly appointed county commissioner for District 3. In addition, he:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Partnered with Sarasota County, Sarasota County Sheriff's Office, Charlotte County, and other counties in response to Hurricane Ian to rescue residents.</li> <li>• 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.</li> </ul>

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 N/A-Not Applicable

7. Strategic Planning
<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>COMMENTS:</p>

In 2022, during his first budgetary planning cycle with the city, Jerome introduced and led a new strategic planning process that linked major initiatives with our strategic pillars and added measurable outcomes so that we could better evaluate progress against goals. The new process has worked well, and we now have an opportunity to continue improving the process by more clearly defining measurable outcomes (and tracking results) and major initiatives. In addition, under Jerome's guidance, the commission added a new "Disaster Recovery" strategic pillar to the plan. Specifics include:

- 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**

- 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:

I have found Jerome to be excellent communicator and find our weekly one-on-ones to be a great opportunity to get an update on current initiatives and discuss other opportunities, issues, and challenges, as appropriate. Some of the specific tactics Jerome uses to keep the commission updated include:

- Conducting bi-weekly agenda briefing meetings to provide an opportunity to ask in-depth questions in advance of Commission meetings.
- Responding to Commission concerns via emails, phone calls, and in person.
- Making himself available to Commission members on nights, weekends, etc.
- Agreeing to the request for 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 in a way that produces 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

<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>This year’s budget process was particularly smooth. One of these years we will “crack the code” on how to get community participation in the budget workshops. This year Jerome:</p> <ul style="list-style-type: none"> <li>• Completed his second budget process and submitted a balanced budget without a millage rate 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.</li> <li>• Continued to add the proper level of staffing to match the levels of service the City’s 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.</li> <li>• 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.</li> <li>• Performed multiple one-on-one budget meetings with Commissioners and staff to help answer questions to allow for more fluid group public budget meetings.</li> <li>• Provided budget memos following workshops to answer questions in a systematic and transparent method.</li> </ul>

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)**

<p>I have been very pleased with Jerom’s performance this past year. We have continued to move major, high impact and high budget projects forward, such as:</p> <ul style="list-style-type: none"> <li>• SMH and HCA agreeing to build in-patient hospitals in North Port</li> <li>• WMS P3 project</li> </ul>
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- Opening of the new SW Water Treatment plant
- Ground breaking ceremonies for water/sewer at the Toledo Blade and Sumter interchanges and the Price Blvd. widening project
- ULDC rewrite which is finally nearing completion
- Advance of a rezoning plan to help get North Port to 18% commercial land use
- Improved brand development and awareness as a result of a professional, proactive communications effort

(EMPLOYEES COMMENT)

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**CITY MANAGER SIGNATURE / DATE:**

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

Barbara Langdon	9/11/2023
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