



City Clerk Evaluation

Please rate the City Clerk 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.

1. Administration and Organization Management
• The ability to structure the City Clerk's Office ▪ Plans and organizes work in such a way as to effectively and efficiently meet the municipal service needs of City Commission, charter officers, department heads, employees, advisory board members and citizens ▪ Carries out goals and policies adopted by the City Commission
COMMENTS: At the request of the Commission, Heather created a method for tracking Commission attendance at board/committee meetings; she has also modified the tracking method based on pros and cons of Fiscal Year (FY) 25 to ensure more efficient process for FY 26. Heather has done an excellent job with her team, appropriately managing a performance issue, revising/updating job descriptions; hiring for several replacement positions. All appear to be working out quite well. The Clerk's office processed approximately 800 signed documents, including resolutions, ordinances, minutes, agreements, contracts, etc. and drafted and reviewed agendas and meeting minutes for approximately 300 meetings ensuring posting of agendas one week in advance of the meetings and ensuring prompt and accurate meeting minutes.

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

2. Budgeting and Financial Management
- The ability to develop and monitor budgets for: - City Commission - City Clerk's Office
COMMENTS: Heather does an excellent job monitoring and tracking Commission and City Clerk FY 25 spending, ensuring expenditures stay within the approved budget with the Commission and the Clerk's budgets both coming in well under budget for the year; Completed FY 26 Commission and City Clerk budgets more than two weeks ahead of schedule with proposed areas for cuts; Continued to provide high level of service with no requested increase in personnel; Continued records management project ensuring proper disposition of records that have met retention with staff coordinating the retrieval of boxes from off-site location for purposes of digitalizing records reducing the cost of off-site storage leaving only 1200 boxes currently off-site. I am particularly impressed with Heather's ability to manage an increasing workload without requesting additional resources.

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☐ 1-Unsatisfactory
☐ N/A-Not Applicable

3. Policy and Program Development
Demonstrates the ability to recommend policies related to City Clerk function to enhance the city's goals and objectives
COMMENTS: Heather recommended several excellent changes to advisory board criteria regarding dual office holding in order to increase board memberships; she created and managed Commission attendance tracking for appointed boards/committees; reviewed and recommended changes for the streamlining of document recording for resolutions throughout city departments. She does an excellent job at referencing current policies to facilitate Commission discussions and decision-making and to identify when an existing policy might benefit from a review and potential update by the Commission.

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☐ 1-Unsatisfactory
☐ N/A-Not Applicable

4. Ethics and Integrity
Conducts self in accordance with the ethical standards of the office of a Charter Officer
COMMENTS: Continued to conduct herself with the ethical standards of the city and of the office of a Charter Officer and demands same of her staff.

☒ 5-Exceptional
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☐ 1-Unsatisfactory

☐ N/A-Not Applicable

5. Communication Skills
• Demonstrates effective oral and written communication skills
COMMENTS: Heather consistently demonstrates exceptional communication skills, articulating her ideas clearly and confidently in both verbal and written forms; she actively listens to others and adapts to the communication style to suit individual preferences; and continues to improve in being more receptive of ideas that differ. This is an area in which Heather has demonstrated significant growth over the past several years.

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

6. Interaction With The Public
• Maintains a positive relationship with the public • Timely response to public records requests • Represents the City in a professional, articulate manner when attending/presenting at community events, neighborhood meetings or social gatherings
COMMENTS: Like most municipalities, North Port has residents who can be challenging in their demands and who look for opportunities to discredit city staff. When these situations arise, Heather has consistently “kept her cool” and maintained a positive professional relationship with the public. She maintains open communication with all and is open and responsive to recommendations for improvement in processes related to the Clerk’s Department, Advisory Boards, and Public Records Requests. Her staff receives both verbal and written accolades from the public; she has completed the Florida Certified Professional Clerk Program and is currently serving a fourth year as a Big Sister with the Big Brother/Big Sister Beyond School Walls Program. Staff processed approximately over 2,600 public record requests in a timely manner with accolades received from an outside attorney as well as the public regarding the timeliness of responses.

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

7. Interaction With Commission
• Maintains an open and trusting relationship with the City Commission, both collectively and individually ▪ Responds to their concerns in an effective and timely manner

Plays a supportive role to the Commission in their responsibilities as elected officials, without getting involved in partisan politics
COMMENTS: My experience with Heather over the past year is that she maintains a line of open communication and takes the time to understand what I, and my fellow commissioners, need. She responds to my questions and concerns accurately and in a timely manner. The pulling together of meeting agendas and posting them promptly has been excellent this year, an improvement over last year (not that last year was terrible!) She continues to support me with consistency across all interactions and without involvement in partisan politics. I particularly appreciate the addition of quantifiable metrics in her review, as it provides clear examples of the value her team brings to the residents of this city. I particularly appreciate the improvement in Commission support; Sara has been a joy to work with. A great hire!

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8. Interaction With Intergovernmental And Professional Agencies - Maintains a positive relationship with other governmental agencies - Fosters a high level of respect for the City of North Port - Effectively serves as the Election Official for the City of North Port
COMMENTS: Heather and her team did a great job, working with the Sarasota County Supervisor of Election (SOE) Office for the 2024 General Election and the 2025 Special Election; She attended the IIMC Region III Conference and IIMC Annual Conference, representing our city with City Clerks from other local, national, and international municipalities.

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9. Interaction With Charter Officers And Department Directors Establishes and maintains a positive working relationship with Charter Officers and Department Directors displaying support and concern for their role in City Government
COMMENTS: Although I have limited line of sight into Heather's relationships with many city staff members, my observation is that she works well with the other Charter officers. Her relationships with both city manager and Interim City Attorney appear positive, as evidenced by the efficiency and quality of agenda preparation and policy development

and maintenance. She spent time this year with the public records folks in the Police Division, helping them improve the efficiency and timeliness of their work. Her Staff works closely with department personnel for the coordination of Commission calendar events.

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

10. Leadership/Supervision

- Portray a healthy tolerance for the uncertainties which are inherent in municipal management
- Demonstrate a friendly and supportive attitude toward City Clerk staff, encouraging them to seek guidance in resolving problems related to the city organization
- Challenge City Clerk staff to perform at their highest level
- Exhibit effectiveness at leading, directing and developing City Clerk staff
- Demonstrates the ability to set a high standard of performance for City Clerk's office
- Fosters a sense of commitment to provide a high level of public service to the citizens
- Maintains a positive and fair work environment that supports City Clerk employees to ensure their professional success
- Encourages staff development

COMMENTS:

Heather is an excellent manager. She invests in her team by encouraging professional development and has created a Board Specialist training schedule and training guide for current and new staff members. She worked effectively with Human Resources, conducting compensation studies of positions within the department which led to adjustments in two positions and one reclassification of the Staff Assistant II position to an Administrative Support Specialist.

As mentioned previously, she has made some great hires – Sara is terrific and Matt is a pleasure to work with and does a great job filling in for her on the dais.

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

OVERALL RATING

Score

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☐ N/A-Not Applicable

(CITY COMMISSIONERS COMMENT)

Heather is an excellent team player and an outstanding manager. I am particularly impressed with the quality of the team she is building, with a strong emphasis on ongoing professional development and team building. She does a lot to encourage team spirit. I stumbled onto a team building exercise she and her team were having one morning and it looked like great fun!

She has improved significantly over the years in her confidence and ability to express herself at public meetings and is open and responsive to suggestions and new ideas. I really value the addition of quantitative metrics in her review and her willingness to work with a high school student who wants to create a youth advisory group. Her experience with earlier efforts will help ensure that the current efforts, if it moves forward, will be successful.

(EMPLOYEES COMMENT)

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CITY CLERK SIGNATURE / DATE:

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

(INSERT SIGNATURE) <i>Barbara Langdon</i>	(INSERT DATE) October 16, 2025
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