

ROBERTA M. CORREA
MAYOR - COMMISSIONER

ANNIE H. DAVIS
COMMISSIONER

JUSTIN R. CAMPBELL, SR.
COMMISSIONER

WILL JONES
COMMISSIONER

RUFUS J. BOROM
COMMISSIONER



MARCIA G. CARTY, CPA, CGFO
INTERIM CITY MANAGER
FINANCE DIRECTOR

JANE WEST, ESQ.
CITY ATTORNEY

KAREN HAYES, MMC
CITY CLERK

JASON L. SHAW, SR
CHIEF, POLICE DEPT.

CHRIS TAYLOR
CHIEF, FIRE DEPT

AGENDA
CITY COMMISSION MEETING
February 24, 2025 at 5:00 PM

1. CALL TO ORDER

- a. Invocation
- b. Pledge of Allegiance
- c. Roll Call

2. PUBLIC COMMENTS

- a. **Public Comments** - (Speakers limited to three minutes - no action taken on items)
- b. **Commission and Staff Response**

3. REGULAR BUSINESS

- a. Recess for 10 minutes
- b. Objectives and Goals for the City Manager performance appraisal

4. COMMISSIONER COMMENTS

5. ADJOURN



SMART GOAL WORKSHEET

When working on smart goals please remember they must be:

Specific: Choose an actual task or responsibility to be performed by the employee. The task/responsibility should be clear and easy to understand.

Measurable: You must choose the appropriate measurement for defining each employee's task/responsibility.

Quantity: The number, rate, amount, margin, percentage, of the product or service that is expected to be accomplished when the employee performs the task.

Quality: The Characteristics of the task performed.

Time: The period, duration or term involving the task or responsibility.

Cost: The budget and financial allocations designed for the task or responsibility.

Achievable: Can this task/responsibility be accomplished or completed by the employee?

Ask the following questions:

1. Does the employee have knowledge, experience, and skills for the task?
2. Does the employee understand and know the planning and steps it takes to get the task done?
3. Can the employee manage the scope of the task?
4. Does the employee have the necessary resources for the task?
5. Is the task realistic enough to attain success within the agreed upon time frame?

Relevant: Does the employee's task/responsibility directly contribute to the mission/goals of the department and City of Palatka.

Time-Based: There should be a clear timeframe, deadline, or other time-based expectations when the action, activity or behavior will take place.



City Manager's Goals Worksheet

City Manager's Name: _____ Date: _____

1. Goal: **Management of the Organization**

Effectively runs the operation of the organization, creates a team building environment for all employees through mutual respect and collaboration so the city becomes a place where people seek employment and become career employees. Recognizes the accomplishments of all employees, volunteers, and other groups working on behalf of the city. Supports all efforts towards diversity, inclusion, and professional growth, succession planning, and opportunities within the organization. Identifies organizational issues and takes corrective action.

- Establish Strategic Plan (Commissioner Feedback)
- Review policy for equity (Commissioner Feedback)
- Comprehensive Plan
- CRA Plan

2. Goal: **Commission Relationship**

Establishing a collaborative and transparent working relationship with each City Commissioner.

3. Goal: **Professionalism**

Providing reports without errors which are presented to the Commission; language should be plain, simple and easy to follow.

4. Goals: **Community Engagement**

Proactively communicating with the community to create a range of opportunity for stakeholders and residents to provide input and feedback particularly in those communities whose voices typically are not heard by or in city hall.



5. Goals: **Fiscal Responsibility**

I have read and understood my goals.

City Manager's signature: _____ Date: _____

City Manager Performance Evaluation

City of _____

Evaluation period: _____ to _____

Governing Body Member's Name

Each member of the governing body should complete this evaluation form, sign it in the space below, and return it to _____. The deadline for submitting this performance evaluation is _____. Evaluations will be summarized and included on the agenda for discussion at the work session on _____.

Mayor's Signature

Date

Governing Body Member's Signature

Date Submitted

INSTRUCTIONS

This evaluation form contains ten categories of evaluation criteria. Each category contains a statement to describe a behavior standard in that category. For each statement, use the following scale to indicate your rating of the city manager's performance.

5 = Excellent (almost always exceeds the performance standard)

4 = Above average (generally exceeds the performance standard)

3 = Average (generally meets the performance standard)

2 = Below average (usually does not meet the performance standard)

1 = Poor (rarely meets the performance standard)

Any item left blank will be interpreted as a score of "3 = Average"

This evaluation form also contains a provision for entering narrative comments, including an opportunity to enter responses to specific questions and an opportunity to list any comments you believe appropriate and pertinent to the rating period. Please write legibly.

Leave all pages of this evaluation form attached. Initial each page. Sign and date the cover page. On the date space of the cover page, enter the date the evaluation form was submitted. All evaluations presented prior to the deadline identified on the cover page will be summarized into a performance evaluation to be presented by the governing body to the city manager as part of the agenda for the meeting indicated on the cover page.

PERFORMANCE CATEGORY SCORING

1. INDIVIDUAL CHARACTERISTICS

_____ Diligent and thorough in the discharge of duties, "self-starter"

_____ Exercises good judgment

_____ Displays enthusiasm, cooperation, and will to adapt

_____ Mental and physical stamina appropriate for the position

_____ Exhibits composure, appearance and attitude appropriate for executive position

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

2. PROFESSIONAL SKILLS AND STATUS

- _____ Maintains knowledge of current developments affecting the practice of local government management
- _____ Demonstrates a capacity for innovation and creativity
- _____ Anticipates and analyzes problems to develop effective approaches for solving them
- _____ Willing to try new ideas proposed by governing body members and/or staff
- _____ Sets a professional example by handling affairs of the public office in a fair and impartial manner

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

3. RELATIONS WITH ELECTED MEMBERS OF THE GOVERNING BODY

- _____ Carries out directives of the body as a whole as opposed to those of any one member or minority group
- _____ Sets meeting agendas that reflect the guidance of the governing body and avoids unnecessary involvement in administrative actions
- _____ Disseminates complete and accurate information equally to all members in a timely manner
- _____ Assists by facilitating decision making without usurping authority
- _____ Responds well to requests, advice, and constructive criticism

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

4. POLICY EXECUTION

- _____ Implements governing body actions in accordance with the intent of council
- _____ Supports the actions of the governing body after a decision has been reached, both inside and outside the organization
- _____ Understands, supports, and enforces local government's laws, policies, and ordinances
- _____ Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness
- _____ Offers workable alternatives to the governing body for changes in law or policy when an existing policy or ordinance is no longer practical

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

5. REPORTING

- _____ Provides regular information and reports to the governing body concerning matters of importance to the local government, using the city charter as guide
- _____ Responds in a timely manner to requests from the governing body for special reports
- _____ Takes the initiative to provide information, advice, and recommendations to the governing body on matters that are non-routine and not administrative in nature
- _____ Reports produced by the manager are accurate, comprehensive, concise and written to their intended audience
- _____ Produces and handles reports in a way to convey the message that affairs of the organization are open to public scrutiny

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

6. CITIZEN RELATIONS

- _____ Responsive to requests from citizens
- _____ Demonstrates a dedication to service to the community and its citizens
- _____ Maintains a nonpartisan approach in dealing with the news media
- _____ Meets with and listens to members of the community to discuss their concerns and strives to understand their interests
- _____ Gives an appropriate effort to maintain citizen satisfaction with city services

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

7. STAFFING

- _____ Recruits and retains competent personnel for staff positions
- _____ Applies an appropriate level of supervision to improve any areas of substandard performance
- _____ Stays accurately informed and appropriately concerned about employee relations
- _____ Professionally manages the compensation and benefits plan
- _____ Promotes training and development opportunities for employees at all levels of the organization

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

8. SUPERVISION

- _____ Encourages heads of departments to make decisions within their jurisdictions with minimal city manager involvement, yet maintains general control of operations by providing the right amount of communication to the staff
- _____ Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operations at the department level
- _____ Develops and maintains a friendly and informal relationship with the staff and work force in general, yet maintains the professional dignity of the city manager's office
- _____ Sustains or improves staff performance by evaluating the performance of staff members at least annually, setting goals and objectives for them, periodically assessing their progress, and providing appropriate feedback
- _____ Encourages teamwork, innovation, and effective problem-solving among the staff members

Add the values from above and enter the subtotal _____ $\div 5 =$ _____ score for this category

9. FISCAL MANAGEMENT

- _____ Prepares a balanced budget to provide services at a level directed by council
- _____ Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively
- _____ Prepares a budget and budgetary recommendations in an intelligent and accessible format
- _____ Ensures actions and decisions reflect an appropriate level of responsibility for financial planning and accountability
- _____ Appropriately monitors and manages fiscal activities of the organization

Add the values from above and enter the subtotal _____ $\div 5 =$ _____ score for this category

10. COMMUNITY

- _____ Shares responsibility for addressing the difficult issues facing the city
- _____ Avoids unnecessary controversy
- _____ Cooperates with neighboring communities and the county
- _____ Helps the council address future needs and develop adequate plans to address long term trends
- _____ Cooperates with other regional, state and federal government agencies

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

NARRATIVE EVALUATION

What would you identify as the manager's strength(s), expressed in terms of the principle results achieved during the rating period? _____

What performance area(s) would you identify as most critical for improvement? _____

What constructive suggestions or assistance can you offer the manager to enhance performance? _____

What other comments do you have for the manager; e.g., priorities, expectations, goals or objectives for the new rating period? _____

SECTION I: ASSISTING COUNCIL WITH ITS POLICY-MAKING ROLE

		Needs Improvement	Meets Expectations	Exceeds Expectations
A. Providing Information				
The City Manager provides information which is:				
	Detailed and reliable			
	Explained in a thorough manner and includes alternatives or recommendations			
	Timely			
	Helpful in preventing trivial administrative matters from being reviewed by the Council			
	Helpful and adequate to assist City Council in making sound decisions			
The City Manager:				
	Provides members of City Council with the opportunity to set long-term organizational goals and to establish the future direction of City policy			
	Keeps City Council informed, in a timely manner, of the things Council wants to know			
	Keeps City Council well informed with concise written and oral communications			
	Provides City Council members with information on an equal basis			
	Informes the City Council of administrative developments			
	Follows up in a timely manner on City Council requests for information or action			
B. Providing Advice				
The City Manager:				
	Has adequate knowledge of municipal affairs, including the City's laws and ordinances			
	Considers alternatives before making recommendations			
	Plans ahead, anticipates needs and recognizes potential problems			
	Has a good sense of timing in bringing issues to the Council for action			
Comments:				

SECTION II: INTERNAL ADMINISTRATION

		Needs Improvement	Meets Expectations	Exceeds Expectations
A. Implementation of Council Policies				
The City Manager is effective in the following areas:				
	Carrying out Council directives			
	Assigning work so that it is performed efficiently and effectively			
	Paying sufficient attention to detail to avoid error or things “slipping through the cracks”			
	Analyzing problems or issues and identify causes, reasons, and implications			
	Accurately interpreting the direction given by Council			
	Carrying out the directives of Council as a whole rather than those of any one Council member, but recognizes the concerns of the minority			
	Supporting the actions of the City Council after a decision is made			
	Assuming responsibility for staff performance			
	Providing members of City Council with periodic status reports on projects or tasks which may overlap months or years in implementation			
	Insuring that the management staff maintains normal service delivery operations as well as the flexibility to manage emergency situations			

B. Financial Management				
Are you satisfied with the City Manager’s:				
	Approach to budget preparation and review			
	Use of standard financial management procedures to meet Council’s policy guidelines			
	Implementation of Council’s policy regarding the expenditure of budgeted funds			
	Cost control through economical use of labor, materials and equipment			
	Information on the financial status of City government			
	Use of available funds and his ability to operate the City efficiently and effectively			
	Knowledge of financial matters			
	Information pertaining to long or short-term financing for capital projects or equipment purchases			
	Information on opportunities for federal and state grant funding			

		Needs Improvement	Meets Expectations	Exceeds Expectations
C. Personnel Management				
The City Manager is:				
	Successful in guiding people as a team toward common objectives			
	Effective in selecting qualified and highly competent staff members			
	Effective in maintaining professional relationships with Department Directors			
	Effective in assuring that staff members make a positive impression on citizens			
The City Manager:				
	Insures that the City's personnel policies and practices are administered by City Department Directors and management staff in an equitable manner			
	Develops and motivates employees so that they are increasingly effective			
	Addresses disciplinary problems and takes action when warranted			
	Monitors performance of employees and initiates corrective action as needed			
Comments:				

SECTION III: EXTERNAL RELATIONS

		Needs Improvement	Meets Expectations	Exceeds Expectations
A. Citizen Relations				
The City Manager:				
	Makes a positive impression on citizens and is he respected in the City of Oviedo			
	Has appropriate visibility or identity in the community			
	Assists the Council in resolving problems at the administrative level to avoid unnecessary Council action			
	Is willing to meet with members of the community and discuss issues of concern			
	Is skillful with the news media, avoiding political positions and partisanship			
	Provides information to the public in a timely fashion on matters which will cause public reaction			
	Represents Council positions and policies accurately and effectively			
	Thinks and acts in a manner reflecting an attitude that client (Council, staff or citizens) perceptions and satisfactions are important			
	Responds completely and in a timely manner to citizen complaints			

B. Intergovernmental Relations				
The City Manager is:				
	Effective representing the City's interests in dealing with other agencies			
	Participative in enough intergovernmental activity to have an impact on behalf of the City			
	Cooperative with the county, state and federal governments			
Comments:				

SECTION IV: PERSONAL ACCOMPLISHMENTS

		Needs Improvement	Meets Expectations	Exceeds Expectations
A. Communications				
With regard to communications, the City Manager is:				
	Easy to talk to and a good listener			
	Thoughtful, clear and to the point			
	Sensitive to the concerns of others			
	Candid and forthright in discussing City business matters with members of City Council			

B. Management Style				
The City Manager				
	Demonstrates interest and enthusiasm in performing his duties			
	Commands respect and good performance from staff			
	Shows initiative and creativity in dealing with issues, problems and unusual situations			
	Is open to new ideas and suggestions for change			
	Works well under pressure			
	Consistently puts aside personal views and implements Council policy and direction			
	Displays the ability to resolve the numerous conflicts inherent in municipal government			
	Responds well to a changing world and local conditions; is adaptive			
	Is accessible to City Council members			
	Conforms to the high standards of the profession; follows the "ICMA Code of Ethics			
	Exhibits a commitment to continuing education in order to encourage his professional development			
	Is receptive to constructive criticism and advice			

		Needs Improvement	Meets Expectations	Exceeds Expectations
C. Job Effectiveness				
The City Manager:				
	Demonstrates interest and enthusiasm about the Council's Vision for the City			
	Gives his staff the tools necessary to provide efficient, responsive City services			
	Coordinates the implementation of City goals and objectives			
	Supports policies that will promote annexation and growth in the City of Oviedo			
	Creates a positive atmosphere for successful economic development in the City			
	Supports responsible infrastructure expansion and maintenance			
	Emphasizes the need for employee training and technological improvements			
Comments:				

SECTION V: NARRATIVE RESPONSES

ACHIEVEMENTS FROM THIS PAST YEAR:

- What were the Manager's most notable accomplishments during the past year?
- Which of the Manager's qualities were most instrumental in fulfilling the role of City Manager this past year?

PERFORMANCE OBJECTIVES FOR COMING YEAR:

- What does the Manager do that you would like him to continue?
- Is there anything that the Manager does that you would like him to do differently?
- In what areas should the Manager focus his attention in this coming year?
- Do you have any other general comments to share with the City Manager?

Rater's Signature

Date



OKLAWAHA COUNTY, FLORIDA

City/County Manager Performance Evaluation

City/County Manager's Name: _____

Council Member/Commissioner's Name: _____

Evaluation Period: _____ to _____

Evaluation Date: _____

Evaluation Instructions:

This form shall be completed by each member of the Council/Commission to evaluate the City/County Manager's performance in each of the areas noted below. Each member of the Board shall sign at the end of the form and forward it to the Human Resources Director. Performance levels can be noted based on the following scale:

- | | |
|----------------------------|--|
| 5 – EXCELLENT: | The incumbent consistently demonstrates performance at a very high standard that significantly surpasses reasonable expectations. |
| 4 – SUPERIOR: | The incumbent consistently demonstrates performance that generally exceeds reasonable expectations. The individual demonstrates no appreciable performance deficiencies. |
| 3 – SATISFACTORY: | The incumbent consistently meets reasonable performance expectations. The individual demonstrates an acceptable degree of competence and performance. |
| 2 – FAIR: | The incumbent achieves the minimum of performance expectations. The individual requires development in specific areas in order to meet reasonable expectations of performance. |
| 1 – UNSATISFACTORY: | The incumbent frequently fails to meet minimum performance expectations. |

Timeline:

- | | |
|--|---|
| First regularly scheduled meeting in October: | <ul style="list-style-type: none">• Manager presents the Annual Report to the Council/Commission• Chairman distributes the City/County Manager's performance evaluation form |
| Second regularly scheduled meeting in October: | <ul style="list-style-type: none">• Deadline for completion of the performance evaluation form• Commissioners are encouraged to meet with the manager to individually discuss their evaluation |
| First regularly scheduled meeting in November: | <ul style="list-style-type: none">• The compilation of the manager's evaluation and any merit percentage increase recommended by the Chairman are presented for ratification by the Council/Commission |



OKLAWAHA COUNTY, FLORIDA

City/County Manager Performance Evaluation

Performance Dimensions:

1. Professional Skills and Expertise	Overall Rating: _____ of 5
a. Is knowledgeable of current developments affecting the management field and affecting local governments. b. Regularly provides accurate, comprehensive reports concerning matters of importance to the organization. c. Anticipates problems and develops effective approaches for solving them. d. Offers workable alternatives when changes in the law render the administration of an ordinance or policy impractical. e. Sets a professional example by handling the affairs of the organization in a fair and impartial manner.	
Comments:	

2. Council/Commission Relations	Overall Rating: _____ of 5
a. Carries out directives of the Board as a whole rather than those of any one Board member. b. In responding the requests for information, provides complete, accurate, and timely information equally to all Board members. c. Assists the Board by resolving problems at the administrative level to avoid unnecessary Board action. d. Assists the Board in establishing policy while acknowledging the ultimate authority of the Board. e. Is willing to try new ideas proposed by Board members.	
Comments:	



OKLAWAHA COUNTY, FLORIDA

City/County Manager Performance Evaluation

3. Citizen and Public Relations	Overall Rating: _____ of 5
a. Effectively conveys to the public that the organization delivers services in a cost-effective manner without sacrificing quality and customer focus. b. Is willing to meet with members of the community and is responsive to their concerns. c. Demonstrates a dedication to service to the community and its citizens. d. Expresses information orally in a clear and concise manner when making public presentations. e. Is skillful with the news media, proactively providing information that is important to the public.	
Comments:	

4. Policy Execution	Overall Rating: _____ of 5
a. Understands, supports, and enforces the organization's ordinances, policies, and procedures. b. Clearly identifies and communicates expectations to the organization regarding the implementation of policies enacted by the Board. c. Implements Board actions in accordance with the intent of the Board. d. Supports the actions of the Board after a decision has been reached, both inside and outside the organization. e. Helps internal and external stakeholders to achieve common objectives within the parameters of established Board policies.	
Comments:	



OKLAWAHA COUNTY, FLORIDA

City/County Manager Performance Evaluation

5. Intergovernmental Relations	Overall Rating: _____ of 5
a. Promotes a positive working relationship with other governmental entities. b. Engages with other local, regional, state, and federal agencies to accomplish local initiatives. c. Positively and effectively represents the organization and its interests when working with other governmental agencies. d. Maintains awareness of laws and other issues affecting other governmental agencies which may affect the organization. e. Is willing to share resources or information with other governmental agencies as appropriate.	
Comments:	

6. Staffing and Management	Overall Rating: _____ of 5
a. Recruits and retains competent personnel for County positions. b. Is aware of staff weaknesses and works to improve their performance. c. Promotes training and development opportunities for employees at all levels of the organization. d. Stays accurately informed and concerned about employee relations. e. Is able to discern when it is necessary to assume charge of situations that would normally be handled by a subordinate and when it is necessary to only provide guidance and support.	
Comments:	



OKLAWAHA COUNTY, FLORIDA

City/County Manager Performance Evaluation

7. Fiscal Management	Overall Rating: _____ of 5
a. Prepares a balanced budget to provide services at a level directed by the Board. b. Ensures that the budget meets the operational needs of the organization and makes the best possible use of available funds. c. Prepares the budget in an intelligent but readable format. d. Submits the proposed budget in a timely manner that allows for an appropriate review period. e. Appropriately monitors and manages the fiscal activities of the organization throughout the fiscal year.	
Comments:	

8. Planning and Organizational Development	Overall Rating: _____ of 5
a. Works with the Board, community leaders, and other stakeholders to develop a clear vision, mission, values, and objectives for the organization. b. Effectively prioritizes goals and objectives in order to ensure that the organization is doing "first things first" in support of its strategic plan. c. Maintains a healthy and productive organizational culture focused on customer service and responsible stewardship of the organization's resources. d. Has a capacity for and encourages innovation. e. Reviews ordinances, policies, and procedures periodically to suggest improvements.	
Comments:	



OKLAWAHA COUNTY, FLORIDA

City/County Manager Performance Evaluation

9. Leadership and Decision-Making	Overall Rating: _____ of 5
a. Leads the organization by example in adhering to its established policies, rules, and procedures, and ensures that subordinates do the same. b. Acknowledges the efforts of others and gives appropriate credit for their accomplishments. c. Is effective at building consensus among stakeholders on new or unpopular policies or initiatives. d. Makes logical decisions based on a thorough review of available information and soliciting input from appropriate sources. e. Is able to effectively make decisions rapidly in situations where information is limited and the outcome might be uncertain.	
Comments:	

10. Individual Characteristics	Overall Rating: _____ of 5
a. Consistently acts with professionalism and courtesy, including prompt attendance at meetings, returning phone calls/messages, and adhering to scheduled appointments. b. Ensures that all business conducted by the organization is free of conflicts of interest or practices that might be construed as illegal, unethical, or unprofessional. c. Is energetic, cooperative, and willing to spend whatever time is necessary to do a good job. d. Has the capacity to listen to others and to recognize their interests. e. Avoids political positions, partisanship, and unnecessary controversy.	
Comments:	



OKLAWAHA COUNTY, FLORIDA

City/County Manager Performance Evaluation

Summary:

Performance Dimension:	Overall Rating:
1. Professional Skills and Expertise	_____ of 5
2. Council/Commission Relations	_____ of 5
3. Citizen and Public Relations	_____ of 5
4. Policy Execution	_____ of 5
5. Intergovernmental Relations	_____ of 5
6. Staffing and Management	_____ of 5
7. Fiscal Management	_____ of 5
8. Planning and Organizational Development	_____ of 5
9. Leadership and Decision-Making	_____ of 5
10. Individual Characteristics	_____ of 5

Total Score: _____ of 50

Divide by 10 (total number of metrics)

Total Average Rating: _____ **of 5**

Evaluator's Signature: _____

Date: _____



OKLAWAHA COUNTY, FLORIDA

City/County Manager Performance Evaluation

Additional Narrative Evaluation:

1. In your opinion, what are the manager's top successes or achievements during the evaluation period?

Response:

2. What strengths has the manager demonstrated that have been most helpful to you as a council member/commissioner during the evaluation period? (Feel free to be general or include specific issues or projects which benefited from the manager's leadership.)

Response:

3. What performance areas would you identify as needing improvement? Why?

Response:



OKLAWAHA COUNTY, FLORIDA

City/County Manager Performance Evaluation

4. What constructive, positive ideas can you offer the manager to enhance performance?

Response:

5. What other comments do you have for the manager; e.g., priorities, expectations, goals or objectives for the new rating period?

Response:



OKLAWAHA COUNTY, FLORIDA

City/County Manager Performance Evaluation

City/County Manager's Name: _____

Council Member/Commissioner's Name: _____

Evaluation Period: _____

to _____

Evaluation Date: _____

Evaluation Instructions:

This form shall be completed by each member of the Council/Commission to evaluate the City/County Manager's performance in each of the areas noted below. Each member of the Board shall sign at the end of the form and forward it to the Human Resources Director. Performance levels can be noted based on the following scale:

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|----------------------------|--|
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| 4 – SUPERIOR: | The incumbent consistently demonstrates performance that generally exceeds reasonable expectations. The individual demonstrates no appreciable performance deficiencies. |
| 3 – SATISFACTORY: | The incumbent consistently meets reasonable performance expectations. The individual demonstrates an acceptable degree of competence and performance. |
| 2 – FAIR: | The incumbent achieves the minimum of performance expectations. The individual requires development in specific areas in order to meet reasonable expectations of performance. |
| 1 – UNSATISFACTORY: | The incumbent frequently fails to meet minimum performance expectations. |

Timeline:

- | | |
|--|--|
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| Second regularly scheduled meeting in October: | <ul style="list-style-type: none"> • Deadline for completion of the performance evaluation form • Commissioners are encouraged to meet with the manager to individually discuss their evaluation |
| First regularly scheduled meeting in November: | <ul style="list-style-type: none"> • The compilation of the manager's evaluation and any merit percentage increase recommended by the Chairman are |



OKLAWAHA COUNTY, FLORIDA

City/County Manager Performance Evaluation

presented for ratification by the Council/Commission

Performance Dimensions:

1. Professional Skills and Expertise	Rating:
a. Is knowledgeable of current developments affecting the management field and affecting local governments.	_____ of 5
b. Regularly provides accurate, comprehensive reports concerning matters of importance to the organization.	_____ of 5
c. Anticipates problems and develops effective approaches for solving them.	_____ of 5
d. Offers workable alternatives when changes in the law render the administration of an ordinance or policy impractical.	_____ of 5
e. Sets a professional example by handling the affairs of the organization in a fair and impartial manner.	_____ of 5
Total Rating for this Performance Dimension: _____ of 25	
Comments:	

2. Council/Commission Relations	Rating:
a. Carries out directives of the Board as a whole rather than those of any one Board member.	_____ of 5
b. In responding the requests for information, provides complete, accurate, and timely information equally to all Board members.	_____ of 5
c. Assists the Board by resolving problems at the administrative level to avoid unnecessary Board action.	_____ of 5
d. Assists the Board in establishing policy while acknowledging the ultimate authority of the Board.	_____ of 5
e. Is willing to try new ideas proposed by Board members.	_____ of 5
Total Rating for this Performance Dimension: _____ of 25	
Comments:	



OKLAWAHA COUNTY, FLORIDA

City/County Manager Performance Evaluation

3. Citizen and Public Relations	Rating:
a. Effectively conveys to the public that the organization delivers services in a cost-effective manner without sacrificing quality and customer focus.	_____ of 5
b. Is willing to meet with members of the community and is responsive to their concerns.	_____ of 5
c. Demonstrates a dedication to service to the community and its citizens.	_____ of 5
d. Expresses information orally in a clear and concise manner when making public presentations.	_____ of 5
e. Is skillful with the news media, proactively providing information that is important to the public.	_____ of 5
Total Rating for this Performance Dimension: _____ of 25	
Comments:	

4. Policy Execution	Rating:
a. Understands, supports, and enforces the organization's ordinances, policies, and procedures.	_____ of 5
b. Clearly identifies and communicates expectations to the organization regarding the implementation of policies enacted by the Board.	_____ of 5
c. Implements Board actions in accordance with the intent of the Board.	_____ of 5
d. Supports the actions of the Board after a decision has been reached, both inside and outside the organization.	_____ of 5
e. Helps internal and external stakeholders to achieve common objectives within the parameters of established Board policies.	_____ of 5
Total Rating for this Performance Dimension: _____ of 25	
Comments:	



OKLAWAHA COUNTY, FLORIDA

City/County Manager Performance Evaluation

5. Intergovernmental Relations	Rating:
a. Promotes a positive working relationship with other governmental entities.	_____ of 5
b. Engages with other local, regional, state, and federal agencies to accomplish local initiatives.	_____ of 5
c. Positively and effectively represents the organization and its interests when working with other governmental agencies.	_____ of 5
d. Maintains awareness of laws and other issues affecting other governmental agencies which may affect the organization.	_____ of 5
e. Is willing to share resources or information with other governmental agencies as appropriate.	_____ of 5
Total Rating for this Performance Dimension: _____ of 25	
Comments:	

6. Staffing and Management	Rating:
a. Recruits and retains competent personnel for County positions.	_____ of 5
b. Is aware of staff weaknesses and works to improve their performance.	_____ of 5
c. Promotes training and development opportunities for employees at all levels of the organization.	_____ of 5
d. Stays accurately informed and concerned about employee relations.	_____ of 5
e. Is able to discern when it is necessary to assume charge of situations that would normally be handled by a subordinate and when it is necessary to only provide guidance and support.	_____ of 5
Total Rating for this Performance Dimension: _____ of 25	
Comments:	



OKLAWAHA COUNTY, FLORIDA

City/County Manager Performance Evaluation

7. Fiscal Management		Rating:
a.	Prepares a balanced budget to provide services at a level directed by the Board.	_____ of 5
b.	Ensures that the budget meets the operational needs of the organization and makes the best possible use of available funds.	_____ of 5
c.	Prepares the budget in an intelligent but readable format.	_____ of 5
d.	Submits the proposed budget in a timely manner that allows for an appropriate review period.	_____ of 5
e.	Appropriately monitors and manages the fiscal activities of the organization throughout the fiscal year.	_____ of 5
Total Rating for this Performance Dimension:		_____ of 25
Comments:		

8. Planning and Organizational Development		Rating:
a.	Works with the Board, community leaders, and other stakeholders to develop a clear vision, mission, values, and objectives for the organization.	_____ of 5
b.	Effectively prioritizes goals and objectives in order to ensure that the organization is doing "first things first" in support of its strategic plan.	_____ of 5
c.	Maintains a healthy and productive organizational culture focused on customer service and responsible stewardship of the organization's resources.	_____ of 5
d.	Has a capacity for and encourages innovation.	_____ of 5
e.	Reviews ordinances, policies, and procedures periodically to suggest improvements.	_____ of 5
Total Rating for this Performance Dimension:		_____ of 25
Comments:		



OKLAWAHA COUNTY, FLORIDA

City/County Manager Performance Evaluation

9. Leadership and Decision-Making	Rating:
a. Leads the organization by example in adhering to its established policies, rules, and procedures, and ensures that subordinates do the same.	_____ of 5
b. Acknowledges the efforts of others and gives appropriate credit for their accomplishments.	_____ of 5
c. Is effective at building consensus among stakeholders on new or unpopular policies or initiatives.	_____ of 5
d. Makes logical decisions based on a thorough review of available information and soliciting input from appropriate sources.	_____ of 5
e. Is able to effectively make decisions rapidly in situations where information is limited and the outcome might be uncertain.	_____ of 5
Total Rating for this Performance Dimension: _____ of 25	
Comments:	

10. Individual Characteristics	Rating:
a. Consistently acts with professionalism and courtesy, including prompt attendance at meetings, returning phone calls/messages, and adhering to scheduled appointments.	_____ of 5
b. Ensures that all business conducted by the organization is free of conflicts of interest or practices that might be construed as illegal, unethical, or unprofessional.	_____ of 5
c. Is energetic, cooperative, and willing to spend whatever time is necessary to do a good job.	_____ of 5
d. Has the capacity to listen to others and to recognize their interests.	_____ of 5
e. Avoids political positions, partisanship, and unnecessary controversy.	_____ of 5
Total Rating for this Performance Dimension: _____ of 25	
Comments:	



OKLAWAHA COUNTY, FLORIDA

City/County Manager Performance Evaluation

Summary:

Performance Dimension:	Overall Rating:	
1. Professional Skills and Expertise	_____	of 25
2. Council/Commission Relations	_____	of 25
3. Citizen and Public Relations	_____	of 25
4. Policy Execution	_____	of 25
5. Intergovernmental Relations	_____	of 25
6. Staffing and Management	_____	of 25
7. Fiscal Management	_____	of 25
8. Planning and Organizational Development	_____	of 25
9. Leadership and Decision-Making	_____	of 25
10. Individual Characteristics	_____	of 25

Total Score: _____ of 250

Divide by 50 (total number of metrics)

Total Average Rating: _____ **of 5**

Evaluator's Signature: _____

Date: _____

Here's a draft of performance goals and evaluation criteria for the City Manager of Palatka, Florida. These are designed to ensure effective management of the city and align with its goals and priorities.

Performance Goals for the City Manager of Palatka, Florida:

1. **Effective Governance and Leadership**
 - **Goal:** Demonstrate strong leadership in managing the city's operations, fostering a positive work environment, and promoting accountability within all city departments.
 - **Objective:** Ensure that city staff are engaged, well-trained, and working collaboratively to achieve the city's objectives.
 - **Evaluation:** Assess progress based on employee satisfaction surveys, leadership feedback, and department performance.
2. **Financial Management and Budgeting**
 - **Goal:** Oversee a balanced budget that reflects the city's priorities and ensures fiscal responsibility.
 - **Objective:** Maintain financial stability by providing regular budget updates, identifying cost-saving opportunities, and securing funding for essential services and infrastructure.
 - **Evaluation:** Review the completion of annual budgets, adherence to financial projections, audit findings, and success in obtaining grants or other funding sources.
3. **Economic Development and Growth**
 - **Goal:** Promote economic development initiatives that enhance Palatka's business climate, attract new investments, and support the growth of local businesses.
 - **Objective:** Facilitate new business development, support local entrepreneurship, and improve the city's infrastructure to meet the needs of current and future businesses.
 - **Evaluation:** Measure the number of new businesses attracted, the improvement of local infrastructure, and the city's success in expanding its tax base.
4. **Community Engagement and Public Relations**
 - **Goal:** Foster strong relationships with the community, ensuring transparency, accessibility, and responsiveness to residents' needs and concerns.
 - **Objective:** Maintain regular communication with city residents through town hall meetings, social media, newsletters, and community events.
 - **Evaluation:** Review community satisfaction surveys, resident feedback, and the frequency of community outreach initiatives.
5. **Public Safety and Infrastructure**
 - **Goal:** Ensure the safety and well-being of all residents by maintaining efficient emergency services and city infrastructure.
 - **Objective:** Work with the police, fire, and emergency services to maintain a high level of safety, and manage infrastructure projects to improve roads, utilities, and public spaces.

- **Evaluation:** Assess response times, public safety metrics, and the completion and condition of infrastructure projects.
6. **Sustainability and Environmental Stewardship**
- **Goal:** Advance sustainability efforts that minimize the environmental impact of city operations and promote green practices.
 - **Objective:** Implement environmentally sustainable policies related to waste management, energy use, and public green spaces.
 - **Evaluation:** Measure the city's environmental initiatives, such as reductions in energy consumption, recycling rates, and improvements in green infrastructure.
7. **Collaboration and Partnerships**
- **Goal:** Strengthen relationships with local, state, and federal partners to advance city goals and secure resources.
 - **Objective:** Develop partnerships with regional agencies, nonprofits, and businesses to support initiatives such as infrastructure improvements, educational programs, and social services.
 - **Evaluation:** Evaluate the number and effectiveness of partnerships established and the resources or projects secured through these collaborations.
-

Evaluation Criteria for the City Manager of Palatka, Florida:

1. **Leadership and Management:**
 - Effectiveness in managing city staff and ensuring high levels of performance.
 - Ability to foster a culture of collaboration and accountability within the organization.
2. **Financial Oversight:**
 - The ability to manage the city's finances, including maintaining budgetary balance, securing grants, and minimizing wasteful spending.
 - Demonstrated success in financial planning, resource allocation, and delivering services within budget.
3. **Community and Stakeholder Engagement:**
 - The extent to which the City Manager communicates openly and regularly with the public and elected officials.
 - Responsiveness to community concerns, as well as efforts to involve residents in decision-making processes.
4. **Strategic Goal Achievement:**
 - Progress made on key initiatives and the city's long-term strategic goals, including economic development and infrastructure upgrades.
 - The ability to manage projects from conception to completion while staying within the established time and budget parameters.
5. **Public Safety and Service Delivery:**
 - Success in maintaining public safety through collaboration with local law enforcement and emergency services.
 - Effectiveness in delivering quality public services in areas such as waste management, utilities, and road maintenance.

6. **Sustainability and Innovation:**

- The ability to implement and champion sustainable policies that improve environmental quality and public health.
- Innovation in developing new strategies to meet the needs of a growing and evolving community.

7. **Collaboration and Partnership Building:**

- The City Manager's ability to form effective collaborations with other governmental entities, organizations, and the private sector to meet the city's objectives.

Annual Performance Review Process:

- **Frequency:** Annual review, with mid-year check-ins to assess progress on major initiatives.
- **Input:** Review feedback from city commission, department heads, and the public (through surveys or public meetings).
- **Outcome:** The review will lead to setting new goals for the next year, identify areas for development, and acknowledge achievements.

These goals and evaluation criteria provide a comprehensive framework for assessing the City Manager's performance, ensuring that the leader remains aligned with Palatka's needs and priorities while maintaining accountability and fostering continuous improvement.