

BIELARSKI

**Charter Officer**  
**Annual Performance Evaluation Form**



<b>Fiscal Year: FY 19</b>	<b>Evaluator:</b> <i>Arreola David</i>
<b>Charter Officer: Bielarski, Ed</b>	<b>Title: General Manager</b>

**Goal(s):**

**\*Overall Support of City Commission Goals and Objectives.** Demonstrates an understanding of and supports the City's philosophy (vision, mission, values); actively pursues an understanding of organizational goals and objectives and how these relate to the Charter Officers' job and department.

**\*Charter to attach Accomplishments Report for Evaluation Period**

Describe Goal(s): *transform GMA into a 2700 leading utility while <sup>not</sup> reducing value for residents. Safety & reliability, goals are met.*

<b>Commission Member: Circle performance rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments: *Tough Budget year, but well handled.*

<b>Charter Officer: Circle self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**Competencies:**

**1. Business Acumen.** Understands the business, financial status of the organization and core operational area of responsibility; realizes implications of key financial indicators, and uses economic and industry data to accurately diagnose business strengths and weaknesses.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments: *★ Informed Commission of GFT budget complexities. Although we ultimately did not accept your rec. the information was valuable in driving the Commission.*

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

## Charter Officer Annual Performance Evaluation Form

**2. Communication and Building Relationships.** Communicates and listens effectively, open to receiving and giving constructive feedback, promotes frank and open discussions on issues. Cultivates a network of relationships both internal and external, promotes collaboration and removes barriers across organizational lines, builds credibility for the City.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input checked="" type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments: *regular communication still needs improvement.*

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**3. Fiscal Management.** Prepares a balanced budget to provide services at a level directed by the Commission, ensuring actions and decisions reflect an appropriate level of responsibility for financial planning and accountability.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments: *2019 budget was difficult to craft this year, but you will handle.*

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

## Charter Officer Annual Performance Evaluation Form

**4. Integrity.** Demonstrates the highest level of integrity and ethical behavior, adhering to the City's code of conduct upholding the values of the City, challenges questionable work standards and confronts or reports suspicious practices to appropriate leaders or authorities.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

N/A

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**5. Leading and Supervision.** Effectively establishes strategies to develop and maximize employee performance, foster high standards in meeting the vision, mission and goals of the department.

<b>Commission Member: Check rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

w/ work life, GRU employees always report satisfaction

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

Charter Officer Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Commission Member Signature: 

Date: 5/4/18

**Charter Officer  
 Annual Performance Evaluation Form**



<b>Fiscal Year: 2019</b>	<b>Evaluator: Adrian Hayes-Santos</b>
<b>Charter Officer: Ed Bielarski</b>	<b>Title: GRU Manager</b>

**Goal(s):**

**\*Overall Support of City Commission Goals and Objectives.** Demonstrates an understanding of and supports the City's philosophy (vision, mission, values); actively pursues an understanding of organizational goals and objectives and how these relate to the Charter Officers' job and department.

**\*Charter to attach Accomplishments Report for Evaluation Period**

Describe Goal(s):

Work towards a goal of having one

Reduce Facebook posting about city issues on personal account.

<b>Commission Member: Circle performance rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input checked="" type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

Good job, there has been a significant improvement from last year.

<b>Charter Officer: Circle self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**Competencies:**

**1. Business Acumen.** Understands the business, financial status of the organization and core operational area of responsibility; realizes implications of key financial indicators, and uses economic and industry data to accurately diagnose business strengths and weaknesses.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

Ensure that all sides of data are presented on major changes. This has seen a significant improvement from before.

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

## Charter Officer Annual Performance Evaluation Form

**2. Communication and Building Relationships.** Communicates and listens effectively, open to receiving and giving constructive feedback, promotes frank and open discussions on issues. Cultivates a network of relationships both internal and external, promotes collaboration and removes barriers across organizational lines, builds credibility for the City.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input checked="" type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

Positive change of GRU to the public, but still needs work.  
 Professionalism in commission meetings has improved significantly over the year.  
 Need to reduce communicating about issues related to the city on personal social media.

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**3. Fiscal Management.** Prepares a balanced budget to provide services at a level directed by the Commission, ensuring actions and decisions reflect an appropriate level of responsibility for financial planning and accountability.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

Information has improved to have the necessary information for budget decisions. Better communication is needed on this to the public.

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

## Charter Officer Annual Performance Evaluation Form

**4. Integrity.** Demonstrates the highest level of integrity and ethical behavior, adhering to the City's code of conduct upholding the values of the City, challenges questionable work standards and confronts or reports suspicious practices to appropriate leaders or authorities.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

No issues

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**5. Leading and Supervision.** Effectively establishes strategies to develop and maximize employee performance, foster high standards in meeting the vision, mission and goals of the department.

<b>Commission Member: Check rating</b>	1 <input type="checkbox"/>	2 <input checked="" type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

GRU is not a separate organization. It is a department of the city and needs to be run that way. We are one city and that needs to be reflected by management. The city commission also needs more input in to setting overall vision, mission and goals for GRU.

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

Charter Officer Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Commission Member Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**Charter Officer  
 Annual Performance Evaluation Form**

*Sigra- Mame  
 Fovals*

Fiscal Year: 2019	Evaluator: <i>Comer Johnson</i>
Charter Officer: EDWARD BIEATSKI	Title: GENERAL MGR GRU

**Goal(s):**

**\*Overall Support of City Commission Goals and Objectives.** Demonstrates an understanding of and supports the City's philosophy (vision, mission, values); actively pursues an understanding of organizational goals and objectives and how these relate to the Charter Officers' job and department.

**\*Charter to attach Accomplishments Report for Evaluation Period**

Describe Goal(s):

- 100% RENEWABLE GOAL
- RACIAL EQUITY
- COMPETITIVE UTILITY RATES
- RELIABLE UTILTY SERVICES
- SAFE WORKPLACE & COMMUNITY
- ENHANCED CUSTOMER EXPERIENCES
- SMART CITY FOCUS
- CONSERVATION
- VALUE EMPLOYEES
- COMMUNITY VALUES CONSIDERED IN OPERATING UTILIM

Commission Member: Circle performance rating    1     2     3     4     5     N/A

Commission Member Comments:

Charter Officer: Circle self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments: • UNDERTOOK THE WORK OF ASSISTING UAB IN DEVELOPING ENERGY PLAN  
 • DEVELOPED GRU'S FIRST ITN FOR COMMERCIAL SOLAR, WHICH HAS RESULTED IN HAVING 3 VENDORS W/ BIDS FOR 40-50 MW'S of power • EXTENSIVE WORK ON BUILDING AN OFFICE OF INCLUSION & DIVERSITY • DELIVERED OPTIONS TO CCOM ON RESTRUCTURING DEB WHICH WOULD PLACE DOWNWARD PRESSURE ON RATES • CONTINUED AS ONE OF MOST RELIABLE UTILITIES IN FL • SUPPORTED CITY'S LED STREET LIGHT CHANGEOUT. SEE ATTACHED ACCOMPLISHMENTS

**Competencies:**

1. **Business Acumen.** Understands the business, financial status of the organization and core operational area of responsibility; realizes implications of key financial indicators, and uses economic and industry data to accurately diagnose business strengths and weaknesses.

Commission Member: Check competency rating    1     2     3     4     5     N/A

Commission Member Comments:

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments: MY 25 YEARS OF UTILITY EXPERIENCE IN THE POWER, WATER, WASTEWATER & NATURAL GAS INDUSTRY HAS RESULTED IN MY ABILITY TO BUILD AN EXECUTIVE/LEADERSHIP EQUIPPED TO CONFRONT THE UTILITY'S CHALLENGES. I HAVE THE FINANCIAL BACKGROUND OF A CFO, THE OPERATIONAL BACKGROUND OF A GM AND THE SOUL OF AN ENTREPRENEUR WHO CAN DEVELOP A MULTI-YEAR STRATEGIC PLAN ALONG WITH THE TACTICAL PLANS (EG. GRU AT A CROSSROADS & GRU BY THE NUMBERS, RESPECTIVELY).



**Charter Officer**  
**Annual Performance Evaluation Form**

**2. Communication and Building Relationships.** Communicates and listens effectively, open to receiving and giving constructive feedback, promotes frank and open discussions on issues. Cultivates a network of relationships both internal and external, promotes collaboration and removes barriers across organizational lines, builds credibility for the City.

Commission Member: Check competency rating    1     2     3     4     5     N/A

Commission Member Comments:

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments: MY COMMUNICATION EXTENDS FROM KEEPING COMMISSIONERS APPRISED ON MY LONG NEEDINGS, ATTENDING & PARTICIPATING IN COM MEETINGS, UAB MEETINGS AS WELL AS OTHER SUB COMMITTEES. MORE IMPORTANTLY I HAVE BROUGHT MATERIAL ISSUES TO THE COMMISSION'S ATTENTION SUCH AS THE SHORTFALL IN CASH TO FUND CURRENT LEVELS OF THE GFT, OFFERING AT THE SAME TIME SOLUTIONS IN THE FORM OF THE SHORTFALL SCORECARD. NOT ALWAYS POPULAR, I AM NOT AFRAID TO BRING PERTINENT ISSUES TO THE COM & UAB FOR DISCUSSION OR DISPOSITION.

**3. Fiscal Management.** Prepares a balanced budget to provide services at a level directed by the Commission, ensuring actions and decisions reflect an appropriate level of responsibility for financial planning and accountability.

Commission Member: Check competency rating    1     2     3     4     5     N/A

Commission Member Comments:

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments: I PRIDE MYSELF ON BEING ABLE TO EVALUATE THE FINANCES OF THE UTILITY. THIS PAST YEAR, GRU PUT TOGETHER AN UNPRECEDENTED LEVEL OF DETAIL IN ITS BUDGET, SHOWING OPTIONS NOT ONLY FOR CURRENT FISCAL YEAR BUT 6 YEARS HENCE. THE SHORTFALL SCORECARD GAVE THE COMMISSION & UAB AN UNDERSTANDABLE TOOL TO MEASURE THE WAYS TO BALANCE GRU'S BUDGET.

**Charter Officer**  
**Annual Performance Evaluation Form**

4. **Integrity.** Demonstrates the highest level of integrity and ethical behavior, adhering to the City's code of conduct upholding the values of the City, challenges questionable work standards and confronts or reports suspicious practices to appropriate leaders or authorities.

Commission Member: Check competency rating    1     2     3     4     5     N/A

Commission Member Comments:

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments: *I OFFER COMMISSIONERS THE BAD NEWS FIRST. GOOD NEWS CAN WAIT. I FOLLOW THRU ON EVERY ALLEGATION OF MISCONDUCT. I WORK IN THE BEST INTERESTS OF THE UTILITY, NOT THE BEST INTERESTS OF ANY PARTICULAR GROUP OR EVEN MY OWN BEST INTERESTS AT TIMES IN ORDER TO INSURE GRU PROVIDES SAFE, RELIABLE, COMPETITIVELY PRICED SERVICES IN ACCORDANCE W/ ENVIRONMENTAL RESPONSIBILITIES & COMMUNITY VALUES.*

5. **Leading and Supervision.** Effectively establishes strategies to develop and maximize employee performance, foster high standards in meeting the vision, mission and goals of the department.

Commission Member: Check rating    1     2     3     4     5     N/A

Commission Member Comments:

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments: *AGAIN ALL GRU LEADERSHIP HAS READ & UNDERSTANDS GRU AT A CROSSROADS, GRU BY THE NUMBERS & EVEN HERE COMES THE SUN. IT IS A CLEAR PATH, ALBEIT UNCOMFORTABLE ONE AT TIMES.*

Charter Officer Signature: \_\_\_\_\_



Date: \_\_\_\_\_

*11/20/19*

Commission Member Signature: \_\_\_\_\_



Date: \_\_\_\_\_

*12/2/19*

General comments: Ed Bielanski,

Thank you for the work  
you do on behalf of CRU and

The entire city. I know it is  
often a thankless job that can be  
difficult (in many ways). I appreciate

your consistent and honest guidance,

even if it's unpopular. I also

appreciate your disposition and sense of

umor.

Paul

**Charter Officer  
 Annual Performance Evaluation Form**

<b>Fiscal Year: 2019</b>	<b>Evaluator: Lauren Poe</b>
<b>Charter Officer: Ed Bielarski</b>	<b>Title: General Manager for Utilities</b>

**Goal(s):**

**\*Overall Support of City Commission Goals and Objectives.** Demonstrates an understanding of and supports the City's philosophy (vision, mission, values); actively pursues an understanding of organizational goals and objectives and how these relate to the Charter Officers' job and department.

**\*Charter to attach Accomplishments Report for Evaluation Period**

Describe Goal(s):

- Safety
- Reliability
- Progress towards 100% renewable & reducing CO<sub>2</sub>
- Progress towards an more diverse & inclusive workforce

<b>Commission Member: Circle performance rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

<b>Charter Officer: Circle self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**Competencies:**

**1. Business Acumen.** Understands the business, financial status of the organization and core operational area of responsibility; realizes implications of key financial indicators, and uses economic and industry data to accurately diagnose business strengths and weaknesses.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

Has led utility through a difficult budget & rate climate, and has found some local efficiencies as well as cost-benefit solutions.

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

## Charter Officer Annual Performance Evaluation Form

**2. Communication and Building Relationships.** Communicates and listens effectively, open to receiving and giving constructive feedback, promotes frank and open discussions on issues. Cultivates a network of relationships both internal and external, promotes collaboration and removes barriers across organizational lines, builds credibility for the City.

Commission Member: Check competency rating    1     2     3     4     5     N/A

Commission Member Comments:

*E.B. has been vocal in his interactions with the public, both on social media & through more traditional methods. These all need to be carefully considered for max effectiveness.*

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments:

**3. Fiscal Management.** Prepares a balanced budget to provide services at a level directed by the Commission, ensuring actions and decisions reflect an appropriate level of responsibility for financial planning and accountability.

Commission Member: Check competency rating    1     2     3     4     5     N/A

Commission Member Comments:

*Despite a challenging climate, E.B. has presented solid budget recommendations for the commission to consider.*

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments:

## Charter Officer Annual Performance Evaluation Form

**4. Integrity.** Demonstrates the highest level of integrity and ethical behavior, adhering to the City's code of conduct upholding the values of the City, challenges questionable work standards and confronts or reports suspicious practices to appropriate leaders or authorities.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

Highest integrity for both himself & his workforce.

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**5. Leading and Supervision.** Effectively establishes strategies to develop and maximize employee performance, foster high standards in meeting the vision, mission and goals of the department.

<b>Commission Member: Check rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

E.B. surrounds himself w/ a highly professional & competent team & leads by example.

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

Charter Officer Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Commission Member Signature:  \_\_\_\_\_

Date: 11/30/19 \_\_\_\_\_

**Charter Officer  
 Annual Performance Evaluation Form**

<b>Fiscal Year:</b> 2019	<b>Evaluator:</b> Commissioner Gigi Simmon
<b>Charter Officer:</b> EDWARD BIELARSKI	<b>Title:</b> GENERAL MGR GRU

**Goal(s):**

\*Overall Support of City Commission Goals and Objectives. Demonstrates an understanding of and supports the City's philosophy (vision, mission, values); actively pursues an understanding of organizational goals and objectives and how these relate to the Charter Officers' job and department.  
 \*Charter to attach Accomplishments Report for Evaluation Period

**Describe Goal(s):**

- 100% RENEWABLE GOAL
- RACIAL EQUITY
- COMPETITIVE UTILITY RATES
- RELIABLE UTILITY SERVICES
- SAFE WORKPLACE & COMMUNITY
- ENHANCED CUSTOMER EXPERIENCES
- SMART CITY FOCUS
- CONSERVATION
- VALUE EMPLOYEES
- COMMUNITY VALUES CONSIDERED IN OPERATING UTILITIES

**Commission Member: Circle performance rating**    1     2     3     4     5     N/A

**Commission Member Comments:**

The General Manager consistently demonstrates an understanding of the City's vision & mission and achieves all performance expectations

**Charter Officer: Circle self-evaluation rating**    1     2     3     4     5     N/A

**Charter Officer Comments:** • UNDERTOOK THE WORK OF ASSISTING VAB IN DEVELOPING ENERGY PLAN  
 • DEVELOPED GRU'S FIRST ITN FOR COMMERCIAL SOLAR, WHICH HAS RESULTED IN HAVING 3 VENDORS W/ BIDS FOR 40-50 MW'S OF POWER • EXTENSIVE WORK ON BUILDING AN OFFICE OF INCLUSION & DIVERSITY • DELIVERED OPTIONS TO COM ON RESTRUCTURING DEB WHICH WOULD PLACE DOWNWARD PRESSURE ON RATES • CONTINUED AS ONE OF MOST RELIABLE UTILITIES IN FL • SUPPORTED CITY'S LED STREET LIGHT CHANGEOUT. SEE ATTACHED ACCOMPLISHMENTS

**Competencies:**

1. **Business Acumen.** Understands the business, financial status of the organization and core operational area of responsibility; realizes implications of key financial indicators, and uses economic and industry data to accurately diagnose business strengths and weaknesses.

**Commission Member: Check competency rating**    1     2     3     4     5     N/A

**Commission Member Comments:**

The General Manager consistently demonstrates and fully understand the business & financial status of the utility and always come up with a strategy to deliver favorable results.

**Charter Officer: Check self-evaluation rating**    1     2     3     4     5     N/A

**Charter Officer Comments:** MY 25 YEARS OF UTILITY EXPERIENCE IN THE POWER, WATER, WASTE WATER & NATURAL GAS INDUSTRY HAS RESULTED IN MY ABILITY TO BUILD AN EXECUTIVE/LEADER W/ EQUIPPED TO CONFRONT THE UTILITY'S CHALLENGES. I HAVE THE FINANCIAL BACKGROUND OF A CFO, THE OPERATIONAL BACKGROUND OF A GM AND THE SOUL OF AN ENTREPRENEUR. WHO CAN DEVELOP A MULTI-YEAR STRATEGIC PLAN ALONG WITH THE TACTICAL PLANS (CG. GRU AT A CROSSROADS & GRU BY THE NUMBERS, RESPECTIVELY).

**Charter Officer  
 Annual Performance Evaluation Form**

**2. Communication and Building Relationships.** Communicates and listens effectively, open to receiving and giving constructive feedback, promotes frank and open discussions on issues. Cultivates a network of relationships both internal and external, promotes collaboration and removes barriers across organizational lines, builds credibility for the City.

Commission Member: Check competency rating    1     2     3     4     5     N/A

Commission Member Comments:

*The General Manager meets expectations*

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments: MY COMMUNICATION EXTENDS FROM KEEPING COMMISSIONERS APPRISED ON MY 1 ON 1 MEETINGS, ATTENDING & PARTICIPATING IN CCOM MEETINGS, UAB MEETINGS AS WELL AS OTHER SUB COMMITTEES. MORE IMPORTANTLY I HAVE BROUGHT MATERIAL ISSUES TO THE COMMISSION'S <sup>ATTENTION</sup> ATTENDANCE SUCH AS THE SHORTFALL IN CASH TO FUND CURRENT LEVELS OF THE GFT, OFFERING AT THE SAME TIME SOLUTIONS IN THE FORM OF THE SHORTFALL SCORECARD. NOT ALWAYS POPULAR, I AM NOT AFRAID TO BRING PERTINENT ISSUES TO THE CCOM & UAB FOR DISCUSSION OR DISPOSITION.

**3. Fiscal Management.** Prepares a balanced budget to provide services at a level directed by the Commission, ensuring actions and decisions reflect an appropriate level of responsibility for financial planning and accountability.

Commission Member: Check competency rating    1     2     3     4     5     N/A

Commission Member Comments:

*The General Manager displays exemplary work performance & carry out services in an exceptional manner*

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments: I PRIDE MYSELF ON BEING ABLE TO EVALUATE THE FINANCES OF THE UTILITIES. THIS PAST YEAR, GRU PUT TOGETHER AN UNPRECEDENTED LEVEL OF DETAIL IN ITS BUDGET, SHOWING OPTIONS NOT ONLY FOR CURRENT FISCAL YEAR BUT 6 YEARS HENCE. THE SHORTFALL SCORECARD GAVE THE COMMISSION & UAB AN UNDERSTANDABLE TOOL TO MEASURE THE WAYS TO BALANCE GRU'S BUDGET.

**Charter Officer  
 Annual Performance Evaluation Form**

**4. Integrity.** Demonstrates the highest level of integrity and ethical behavior, adhering to the City's code of conduct upholding the values of the City, challenges questionable work standards and confronts or reports suspicious practices to appropriate leaders or authorities.

Commission Member: Check competency rating    1     2     3     4     5     N/A

Commission Member Comments:

*The General Manager exhibits extreme passion when upholding the values of the city*

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments: *• I OFFER COMMISSIONERS THE BAD NEWS FIRST. GOOD NEWS CAN WAIT. • I FOLLOW THRU ON EVERY ALLEGATION OF MISCONDUCT. • I WORK IN THE BEST INTERESTS OF THE UTILITY, NOT THE BEST INTERESTS OF ANY PARTICULAR GROUP OR EVEN MY OWN BEST INTERESTS AT TIMES IN ORDER TO INSURE GRU PROVIDES SAFE, RELIABLE, COMPETITIVELY PRICED SERVICES IN ACCORDANCE W/ ENVIRONMENTAL RESPONSIBILITIES & COMMUNITY VALUES.*

**5. Leading and Supervision.** Effectively establishes strategies to develop and maximize employee performance, foster high standards in meeting the vision, mission and goals of the department.

Commission Member: Check rating    1     2     3     4     5     N/A

Commission Member Comments:

*The General Manager exhibits excellent leadership qualities + skills. His employees are often time challenged and always seem to rise to the occasion.*

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments: *AGAIN ALL GRU LEADERSHIP HAS READ & UNDERSTANDS GRU AT A CROSSROADS, GRU BY THE NUMBERS & EVEN HERE COMES THE SUN. IT IS A CLEAR PATH, ALBEIT UNCOMFORTABLE ONE AT TIMES.*

Charter Officer Signature:  Date: 11/20/19

Commission Member Signature:  Date: 11/25/19

WARD/  
Bielanski

**Gainesville.**  
Citizen centered  
People empowered

## Charter Officer Annual Performance Evaluation Form

**Introduction:**

The City Commission is responsible for conducting Charter Officer annual evaluations ensuring the Charter contributes to the achievement of the City's mission, vision and goals. Charter Officer performance evaluations shall be conducted after the conclusion of each fiscal year.

The purpose of the Charter Officer evaluation is to provide timely, clear and focused input to the Charter about how well he or she is performing in the key performance areas identified as most critical by the City Commission in achieving the City of Gainesville's strategic objectives.

The Charter Officer should be evaluated using criteria established by the Commission, aligning with established core competencies, review rating scale criteria and salary adjustment schedules as determined by Human Resources. Human Resources will notify the Commission at least one month in advance of performance evaluation due dates. Annual salary increases will be based on the Charter Officer's performance of established objectives in the prior fiscal year. Any annual awards are made based on market considerations and according to budgetary or fiscal constraints.

**Commission Instructions:**

Evaluate the Charter Officer's performance for each area of accountability using the rating scale outlined below. Consider all criteria together when forming an impression about the Charter Officer's performance. Add comments you believe provide context to your rating or that would be helpful to the Charter Officer.

<b>Performance Descriptors and Rating Scale</b>		
5	Superior	Work performance consistently exceeds all performance expectations and displays a consistent level of exceptional performance. This is consistent, exceptional performance.
4	Exemplary	Work performance consistently achieves all performance expectations and key elements of performance consistently are carried out in an exceptional manner or sustained periods. This is consistent, outstanding performance.
3	Meets Expectations	Work performance consistently achieves all performance expectations for this factor.
2	Needs Improvement	Work performance on one or more elements is less than expected and requires some improvements to fully meet performance standards.
1	Did Not Meet Expectations	Work performance within this factor is unacceptable. Performance did not meet expected performance standards.

**Ratings 2 or below should include comments and if applicable provide specific suggestions for performance improvement.**

**Charter Officer Instructions and Next Steps:**

- Using the above Rating Scale, the Charter Officer will self-evaluate and rate his or her performance. The Charter Officer should also attach his or her **Accomplishments List or Report** to the form.
- Charter Officer to submit completed self-evaluation and accomplishments report to Human Resources.
- Charter Officer to schedule individual evaluation discussion meetings with each Commission member to discuss self-evaluation and list of accomplishments. Charters should also be prepared to discuss objectives for next fiscal year.
- After reviewing the Charter Officer self-evaluation and accomplishments report with the Charter Officer, each Commission member will provide an evaluation rating, using the above Rating Scale.
- Following Commission and Charter performance evaluation discussion, completed performance evaluations are returned to Human Resources.
- Human Resources will compile and aggregate all Charter Officer evaluation ratings, coordinate and present for discussion during a publicly noticed Commission meeting. Note: Salary increases are budgeted in a personal services contingency account and recommended salary increases will be processed within established payroll processing timelines.

**Charter Officer  
 Annual Performance Evaluation Form**

<b>Fiscal Year:</b> 2019	<b>Evaluator:</b> WARD
<b>Charter Officer:</b> Bicknisk	<b>Title:</b> GRU GM

**Goal(s):**

**\*Overall Support of City Commission Goals and Objectives.** Demonstrates an understanding of and supports the City's philosophy (vision, mission, values); actively pursues an understanding of organizational goals and objectives and how these relate to the Charter Officers' job and department.

**\*Charter to attach Accomplishments Report for Evaluation Period**

Describe Goal(s):

<b>Commission Member: Circle performance rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

*Good support for Commission goals.*

<b>Charter Officer: Circle self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**Competencies:**

**1. Business Acumen.** Understands the business, financial status of the organization and core operational area of responsibility; realizes implications of key financial indicators, and uses economic and industry data to accurately diagnose business strengths and weaknesses.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

*You have been innovative & Responsible in keeping GRU business systems on track.*

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**Charter Officer  
 Annual Performance Evaluation Form**

**2. Communication and Building Relationships.** Communicates and listens effectively, open to receiving and giving constructive feedback, promotes frank and open discussions on issues. Cultivates a network of relationships both internal and external, promotes collaboration and removes barriers across organizational lines, builds credibility for the City.

Commission Member: Check competency rating	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

Charter Officer: Check self-evaluation rating	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments: *Your communication to me and your team has been outstanding and is much appreciated. I hope to see more coordinated communication in the city's overall (GERU + GE) messaging, and to expect an excellent working relationship between you & the new CM.*

**3. Fiscal Management.** Prepares a balanced budget to provide services at a level directed by the Commission, ensuring actions and decisions reflect an appropriate level of responsibility for financial planning and accountability.

Commission Member: Check competency rating	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments: *Your fiscal management continues to be exemplary to my knowledge.*

Charter Officer: Check self-evaluation rating	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**Charter Officer  
 Annual Performance Evaluation Form**

**4. Integrity.** Demonstrates the highest level of integrity and ethical behavior, adhering to the City's code of conduct upholding the values of the City, challenges questionable work standards and confronts or reports suspicious practices to appropriate leaders or authorities.

Commission Member: Check competency rating    1     2     3     4     5     N/A

Commission Member Comments: *To my knowledge & experience, your integrity and ethics are outstanding.*

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments:

**5. Leading and Supervision.** Effectively establishes strategies to develop and maximize employee performance, foster high standards in meeting the vision, mission and goals of the department.

Commission Member: Check rating    1     2     3     4     5     N/A

Commission Member Comments: *Your leadership has been strong & clear, and your team has responded accordingly.*

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments:

Charter Officer Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Commission Member Signature: *[Signature]*

Date: *10/3/19*

Charter Officer  
Annual Performance Evaluation Form

Fiscal Year: 2019	Evaluator: Warren, Helen
Charter Officer: EDWARD BIELARSKI	Title: GENERAL MGR GRU

Goal(s):

\*Overall Support of City Commission Goals and Objectives. Demonstrates an understanding of and supports the City's philosophy (vision, mission, values); actively pursues an understanding of organizational goals and objectives and how these relate to the Charter Officers' job and department.  
\*Charter to attach Accomplishments Report for Evaluation Period

- Describe Goal(s):
- 100% RENEWABLE GOAL
  - RACIAL EQUITY
  - COMPETITIVE UTILITY RATES
  - RELIABLE UTILITY SERVICES
  - SAFE WORKPLACE & COMMUNITY
  - ENHANCED CUSTOMER EXPERIENCES
  - SMART CITY FOCUS
  - CONSERVATION
  - VALUE EMPLOYEES
  - COMMUNITY VALUES CONSIDERED IN OPERATING UTILITIES

Commission Member: Circle performance rating: 1  2  3  4  5  N/A

Commission Member Comments: *The GM did a great job with negotiating the purchase of the biomass plant. His leadership of GRU reflects the direction given by the commission with a balance of fiscal advice as needed. He is also developing resources for future energy production away from fossil fuels.*

Charter Officer: Circle self-evaluation rating: 1  2  3  4  5  N/A

Charter Officer Comments: • UNDERTOOK THE WORK OF ASSISTING JAB IN DEVELOPING ENERGY PLAN • DEVELOPED GRU'S FIRST ITN FOR COMMERCIAL SOLAR, WHICH HAS RESULTED IN HAVING 3 VENDORS W/ BIDS FOR 40-50 MW'S OF POWER • EXTENSIVE WORK ON BUILDING AN OFFICE OF INCLUSION & DIVERSITY • DELIVERED OPTIONS TO CCOM ON RESTRUCTURING DEB WHICH WOULD PLACE DOWNWARD PRESSURE ON RATES • CONTINUED AS ONE OF MOST RELIABLE UTILITIES IN FL • SUPPORTED CITY'S LED STREET LIGHT CHANGE OUT. SEE ATTACHED ACCOMPLISHMENTS

Competencies:

1. Business Acumen. Understands the business, financial status of the organization and core operational area of responsibility; realizes implications of key financial indicators, and uses economic and industry data to accurately diagnose business strengths and weaknesses.

Commission Member: Check competency rating: 1  2  3  4  5  N/A

Commission Member Comments: *The GM has been able to develop strong & prudent team with the skills needed to balance their budget while maintaining facilities; shift the burden of debt to better rate returns. His comments below are right on*

Charter Officer: Check self-evaluation rating: 1  2  3  4  5  N/A

Charter Officer Comments: MY 25 YEARS OF UTILITY EXPERIENCE IN THE POWER, WATER, WASTEWATER & NATURAL GAS INDUSTRY HAS RESULTED IN MY ABILITY TO BUILD AN EXECUTIVE/LEADERSHIP EQUIPPED TO CONFRONT THE UTILITY'S CHALLENGES. I HAVE THE FINANCIAL BACKGROUND OF A CFO, THE OPERATIONAL BACKGROUND OF A GM AND THE SOUL OF AN ENTREPRENEUR WHO CAN DEVELOP A MULTI-YEAR STRATEGIC PLAN ALONG WITH THE TACTICAL PLANS (e.g. GRU AT A CROSSROADS & GRU BY THE NUMBERS, RESPECTIVELY).

**Charter Officer**  
**Annual Performance Evaluation Form**

**2. Communication and Building Relationships.** Communicates and listens effectively, open to receiving and giving constructive feedback, promotes frank and open discussions on issues. Cultivates a network of relationships both internal and external, promotes collaboration and removes barriers across organizational lines, builds credibility for the City.

Commission Member: Check competency rating    1     2     3     4     5     N/A

Commission Member Comments: *The GM has been very strong & confident of his conversation with GG & C Comm (frank & open). GRU has a team of dedicated staff who have a focus on future trends; keeping facilities running at optimal capacity.*

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments: *MY COMMUNICATION EXTENDS FROM KEEPING COMMISSIONERS APPRISED ON MY LONG MEETINGS, ATTENDING & PARTICIPATING IN CCOM MEETINGS, UAB MEETINGS AS WELL AS OTHER SUB COMMITTEES. MORE IMPORTANTLY I HAVE BROUGHT MATERIAL ISSUES TO THE COMMISSION'S ATTENTION SUCH AS THE SHORTFALL IN CASH TO FUND CURRENT LEVELS OF THE GFT, OFFERING AT THE SAME TIME SOLUTIONS IN THE FORM OF THE SHORTFALL SCORECARD. NOT ALWAYS POPULAR, I AM NOT AFRAID TO BRING PERTINENT ISSUES TO THE CCOM & UAB FOR DISCUSSION OR DISPOSITION.*

**3. Fiscal Management.** Prepares a balanced budget to provide services at a level directed by the Commission, ensuring actions and decisions reflect an appropriate level of responsibility for financial planning and accountability.

Commission Member: Check competency rating    1     2     3     4     5     N/A

Commission Member Comments: *The GM has done an exceptional job with leadership of staff and understanding the direction of the CComm*

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments: *I PRIDE MYSELF ON BEING ABLE TO EVALUATE THE FINANCES OF THE UTILITY. THIS PAST YEAR, GRU PUT TOGETHER AN UNPRECEDENTED LEVEL OF DETAIL IN ITS BUDGET, SHOWING OPTIONS NOT ONLY FOR CURRENT FISCAL YEAR BUT 6 YEARS HENCE. THE SHORTFALL SCORECARD GAVE THE COMMISSION & UAB AN UNDERSTANDABLE TOOL TO MEASURE THE WAYS TO BALANCE GRU'S BUDGET.*

**Charter Officer  
 Annual Performance Evaluation Form**

4. **Integrity.** Demonstrates the highest level of integrity and ethical behavior, adhering to the City's code of conduct upholding the values of the City, challenges questionable work standards and confronts or reports suspicious practices to appropriate leaders or authorities.

Commission Member: Check competency rating    1     2     3     4     5     N/A

Commission Member Comments: *"Business as usual" does not hold in our current transition for future realities. GM has been forthright with current needs and creative in presentation of future options.*

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments: *• I OFFER COMMISSIONERS THE BAD NEWS FIRST. GOOD NEWS CAN WAIT. • I FOLLOW THRU ON EVERY ALLEGATION OF MISCONDUCT. • I WORK IN THE BEST INTERESTS OF THE UTILITY, NOT THE BEST INTERESTS OF ANY PARTICULAR GROUP OR EVEN MY OWN BEST INTERESTS AT TIMES IN ORDER TO INSURE GRU PROVIDES SAFE, RELIABLE, COMPETITIVELY PRICED SERVICES IN ACCORDANCE W/ ENVIRONMENTAL RESPONSIBILITIES & COMMUNITY VALUES.*

5. **Leading and Supervision.** Effectively establishes strategies to develop and maximize employee performance, foster high standards in meeting the vision, mission and goals of the department.

Commission Member: Check rating    1     2     3     4     5     N/A

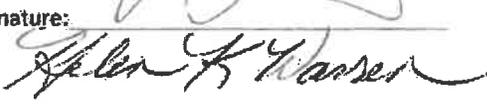
Commission Member Comments: *I have observed the GM in operation with his employees & leadership managers, admin team. He seems consistent in communicating the value of individual departments to the overall strength of the organization.*

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments: *AGAIN ALL GRU LEADERSHIP HAS READ & UNDERSTANDS GRU AT A CROSSROADS, GRU BY THE NUMBERS & EVEN HERE COMES THE SUN. IT IS A CLEAR PATH, ALBEIT UNCOMFORTABLE ONE AT TIMES.*

Charter Officer Signature: 

Date: 11/20/19

Commission Member Signature: 

Date: 12-1-19

## ACCOMPLISHMENTS – 2019

### Edward Bielarski GRU GM

#### As compared to Goals:

Work with Utility Advisory Board (UAB) to facilitate an Energy Plan to present to City Commission –

***Action – Done - I worked as a voice of the utility in virtually all UAB workshops and meetings to assist in the shaping of the City Energy Policy. This plan was presented in October at a joint UAB/City Commission meeting.***

Develop a plan to implement GRU's first commercial grade solar facility (through ownership or lease), with the approach to increase GRU's renewable portfolio –

***Action – Done - GRU developed an extensive Invitation to Negotiate (ITN) which was issued on May 31<sup>st</sup>. We are currently working with the two best bidders and plan to come back to the Commission by end of year.***

Implement an Inclusion and Diversity program based on the work of GRU's steering committee -

***Action – Significant progress - Extension training has taken place with our consultant, Sara Taylor and we have established over 20 experts who will be leading the effort of a new office of Inclusion and Diversity.***

Re-envision our Enterprise Resource Planning (ERP) project –

***Action – Significant progress – GRU developed an Invitation to Negotiate (ITN) on a new Customer Information System (CIS), open to non-SAP providers and others. We are working through the analysis which will be brought back to the Commission.***

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**Work with Human Resources, UAB and City Commission on the implementation of Total Rewards -**

**Actions - Done**

**Act as a subject matter expert on General Government initiatives -**

***Actions - Ongoing - The budget process included multiple discussions and analysis of potential GRU work to facilitate affordable housing (Energy Policy), efficiency standards (Energy Policy) and code enforcement (Energy Policy).***

**Facilitate budget workshops -**

***Actions - Done - From January through the last budget vote GRU staff and I worked with the UAB and City Commission on budget matters. Included in the work was the issuance of two white papers, GRU at a Crossroads and GRU BY the Numbers, which laid the blueprint for GRU's financial and operational challenges.***

**Maintain safe, reliable and competitively priced utility services as we progress towards 100% renewable power -**

***Actions - Ongoing - Although recordable injuries increased in FY2019, we are re-focusing efforts to re-energize the workforce and as I write this we have gone 51 days without an injury. Reliability remains strong at 99.99% availability of power and GRU worked hard to reduce expenses to keep rate increases as low as they were.***

**Balance the needs of the utility with needs of employees -**

***Actions - Ongoing - Total Rewards Implementation, Inclusion and Diversity and Safety re-energizing are all efforts we have made for the employees.***

GAINEY

**Charter Officer  
 Annual Performance Evaluation Form**



<b>Fiscal Year: FY 19</b>	<b>Evaluator:</b> <i>Arreola, David</i>
<b>Charter Officer: Gainey, Omichele</b>	<b>Title: Clerk of Commission</b>

**Goal(s):**

**\*Overall Support of City Commission Goals and Objectives.** Demonstrates an understanding of and supports the City's philosophy (vision, mission, values); actively pursues an understanding of organizational goals and objectives and how these relate to the Charter Officers' job and department.

**\*Charter to attach Accomplishments Report for Evaluation Period**

Describe Goal(s):  
*transform the clerk's office to include a policy step.*

<b>Commission Member: Circle performance rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:  
*Amazing to see the progress in one year!*

<b>Charter Officer: Circle self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**Competencies:**

**1. Business Acumen.** Understands the business, financial status of the organization and core operational area of responsibility; realizes implications of key financial indicators, and uses economic and industry data to accurately diagnose business strengths and weaknesses.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:  
*Quality Management of office*

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

## Charter Officer Annual Performance Evaluation Form

**2. Communication and Building Relationships.** Communicates and listens effectively, open to receiving and giving constructive feedback, promotes frank and open discussions on issues. Cultivates a network of relationships both internal and external, promotes collaboration and removes barriers across organizational lines, builds credibility for the City.

**Commission Member: Check competency rating**    1     2     3     4     5     N/A

Commission Member Comments:  
*Notable change in communication frequency, but definitely improve.*

**Charter Officer: Check self-evaluation rating**    1     2     3     4     5     N/A

Charter Officer Comments:

**3. Fiscal Management.** Prepares a balanced budget to provide services at a level directed by the Commission, ensuring actions and decisions reflect an appropriate level of responsibility for financial planning and accountability.

**Commission Member: Check competency rating**    1     2     3     4     5     N/A

Commission Member Comments:  
*N/A*

**Charter Officer: Check self-evaluation rating**    1     2     3     4     5     N/A

Charter Officer Comments:

## Charter Officer Annual Performance Evaluation Form

**4. Integrity.** Demonstrates the highest level of integrity and ethical behavior, adhering to the City's code of conduct upholding the values of the City, challenges questionable work standards and confronts or reports suspicious practices to appropriate leaders or authorities.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

MA

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**5. Leading and Supervision.** Effectively establishes strategies to develop and maximize employee performance, foster high standards in meeting the vision, mission and goals of the department.

<b>Commission Member: Check rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

Notable improvement in hires and training. Good job!

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

Charter Officer Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Commission Member Signature: \_\_\_\_\_

Date: 9/4/19

**Charter Officer  
 Annual Performance Evaluation Form**



<b>Fiscal Year: 2019</b>	<b>Evaluator: Adrian Hayes-Santos</b>
<b>Charter Officer: Omichelle Gainey</b>	<b>Title: City Clerk</b>

**Goal(s):**

**\*Overall Support of City Commission Goals and Objectives.** Demonstrates an understanding of and supports the City's philosophy (vision, mission, values); actively pursues an understanding of organizational goals and objectives and how these relate to the Charter Officers' job and department.

**\*Charter to attach Accomplishments Report for Evaluation Period**

Describe Goal(s):

Continue working to build infrstrucutre in the office and best practices.  
 Continue to work on better commucation with commissioners.  
 Continute to work to build leadership and management skills

<b>Commission Member: Circle performance rating</b>	<b>1</b> <input type="checkbox"/>	<b>2</b> <input type="checkbox"/>	<b>3</b> <input type="checkbox"/>	<b>4</b> <input checked="" type="checkbox"/>	<b>5</b> <input type="checkbox"/>	<b>N/A</b> <input type="checkbox"/>
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Commission Member Comments:

**Good job, significant positive changes from last evaluation.**

<b>Charter Officer: Cirde self-evaluation rating</b>	<b>1</b> <input type="checkbox"/>	<b>2</b> <input type="checkbox"/>	<b>3</b> <input type="checkbox"/>	<b>4</b> <input type="checkbox"/>	<b>5</b> <input type="checkbox"/>	<b>N/A</b> <input type="checkbox"/>
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Charter Officer Comments:

**Competencies:**

**1. Business Acumen.** Understands the business, financial status of the organization and core operational area of responsibility; realizes implications of key financial indicators, and uses economic and industry data to accurately diagnose business strengths and weaknesses.

<b>Commission Member: Check competency rating</b>	<b>1</b> <input type="checkbox"/>	<b>2</b> <input type="checkbox"/>	<b>3</b> <input type="checkbox"/>	<b>4</b> <input checked="" type="checkbox"/>	<b>5</b> <input type="checkbox"/>	<b>N/A</b> <input type="checkbox"/>
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Commission Member Comments:

**Continue working to build infrstrucutre in the office and best practices.**

<b>Charter Officer: Check self-evaluation rating</b>	<b>1</b> <input type="checkbox"/>	<b>2</b> <input type="checkbox"/>	<b>3</b> <input type="checkbox"/>	<b>4</b> <input type="checkbox"/>	<b>5</b> <input type="checkbox"/>	<b>N/A</b> <input type="checkbox"/>
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Charter Officer Comments:

## Charter Officer Annual Performance Evaluation Form

**2. Communication and Building Relationships.** Communicates and listens effectively, open to receiving and giving constructive feedback, promotes frank and open discussions on issues. Cultivates a network of relationships both internal and external, promotes collaboration and removes barriers across organizational lines, builds credibility for the City.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input checked="" type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

Continue to work on better commucation with commissioners.

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**3. Fiscal Management.** Prepares a balanced budget to provide services at a level directed by the Commission, ensuring actions and decisions reflect an appropriate level of responsibility for financial planning and accountability.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

No issues

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

## Charter Officer Annual Performance Evaluation Form

**4. Integrity.** Demonstrates the highest level of integrity and ethical behavior, adhering to the City's code of conduct upholding the values of the City, challenges questionable work standards and confronts or reports suspicious practices to appropriate leaders or authorities.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

No issues

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**5. Leading and Supervision.** Effectively establishes strategies to develop and maximize employee performance, foster high standards in meeting the vision, mission and goals of the department.

<b>Commission Member: Check rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

Continue to work to build leadership and management skills

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

Charter Officer Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Commission Member Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**Charter Officer**  
**Annual Performance Evaluation Form**

<b>Fiscal Year: FY 19</b>	<b>Evaluator:</b> <i>Comm Johnson</i>
<b>Charter Officer: Gainey, Omichele</b>	<b>Title: Clerk of Commission</b>

**Goal(s):**

**\*Overall Support of City Commission Goals and Objectives.** Demonstrates an understanding of and supports the City's philosophy (vision, mission, values); actively pursues an understanding of organizational goals and objectives and how these relate to the Charter Officers' job and department.  
**\*Charter to attach Accomplishments Report for Evaluation Period**

Describe Goal(s):

<b>Commission Member: Circle performance rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

<b>Charter Officer: Circle self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**Competencies:**

**1. Business Acumen.** Understands the business, financial status of the organization and core operational area of responsibility; realizes implications of key financial indicators, and uses economic and industry data to accurately diagnose business strengths and weaknesses.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**Charter Officer  
 Annual Performance Evaluation Form**

**2. Communication and Building Relationships.** Communicates and listens effectively, open to receiving and giving constructive feedback, promotes frank and open discussions on issues. Cultivates a network of relationships both internal and external, promotes collaboration and removes barriers across organizational lines, builds credibility for the City.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**3. Fiscal Management.** Prepares a balanced budget to provide services at a level directed by the Commission, ensuring actions and decisions reflect an appropriate level of responsibility for financial planning and accountability.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:



General comments: Amizhelle Garey  
Thank you for the work  
you do on behalf of our city.  
Wow, wow, wow! I think back to  
the growing pains of this office and  
I am beyond impressed with your

leadership and the exceptional team  
you have built. I know how  
tirelessly you work to make sure  
that the needs of the public are  
met and that the commission is  
supported efficiently. You have done  
and continue to do an incredible job.  
This city is lucky to have you!

Ami

**Charter Officer  
 Annual Performance Evaluation Form**

<b>Fiscal Year: 2019</b>	<b>Evaluator: Lauren Poe</b>
<b>Charter Officer: Omichele Gainey</b>	<b>Title: Clerk of Commission</b>

**Goal(s):**

**\*Overall Support of City Commission Goals and Objectives.** Demonstrates an understanding of and supports the City's philosophy (vision, mission, values); actively pursues an understanding of organizational goals and objectives and how these relate to the Charter Officers' job and department.

**\*Charter to attach Accomplishments Report for Evaluation Period**

Describe Goal(s):

- Continue to build on positive impact of policy research analyst
- Work on building out public records access

<b>Commission Member: Circle performance rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

<b>Charter Officer: Circle self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**Competencies:**

**1. Business Acumen.** Understands the business, financial status of the organization and core operational area of responsibility; realizes implications of key financial indicators, and uses economic and industry data to accurately diagnose business strengths and weaknesses.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

O.G. heads a small but highly effective department and has managed the budget well

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

## Charter Officer Annual Performance Evaluation Form

**2. Communication and Building Relationships.** Communicates and listens effectively, open to receiving and giving constructive feedback, promotes frank and open discussions on issues. Cultivates a network of relationships both internal and external, promotes collaboration and removes barriers across organizational lines, builds credibility for the City.

Commission Member: Check competency rating    1     2     3     4     5     N/A

Commission Member Comments:

*Overall, O.G. has a professional and direct method of communication. Some my find this challenging, opening and opportunity to find new & better ways to plan.*

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments:

**3. Fiscal Management.** Prepares a balanced budget to provide services at a level directed by the Commission, ensuring actions and decisions reflect an appropriate level of responsibility for financial planning and accountability.

Commission Member: Check competency rating    1     2     3     4     5     N/A

Commission Member Comments:

*Overall solid management of budget.*

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments:

## Charter Officer Annual Performance Evaluation Form

**4. Integrity.** Demonstrates the highest level of integrity and ethical behavior, adhering to the City's code of conduct upholding the values of the City, challenges questionable work standards and confronts or reports suspicious practices to appropriate leaders or authorities.

Commission Member: Check competency rating    1     2     3     4     5     N/A

Commission Member Comments:

*O.G. is direct, fair and focused on the integrity of her office to the city.*

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments:

**5. Leading and Supervision.** Effectively establishes strategies to develop and maximize employee performance, foster high standards in meeting the vision, mission and goals of the department.

Commission Member: Check rating    1     2     3     4     5     N/A

Commission Member Comments:

*There has been significant transition, but the office has reached a stable & constructive place & is functioning well.*

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments:

Charter Officer Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Commission Member Signature: *[Signature]*

Date: *11/20/19*

## Charter Officer Annual Performance Evaluation Form

<b>Fiscal Year:</b> <u>FY 2019</u>	<b>Evaluator:</b> <u>Commissioner Simms</u>
<b>Charter Officer:</b> <u>Omichele Gaingy</u>	<b>Title:</b> <u>Clerk of the Commission</u>

**Goal(s):** 1

**\*Overall Support of City Commission Goals and Objectives.** Demonstrates an understanding of and supports the City's philosophy (vision, mission, values); actively pursues an understanding of organizational goals and objectives and how these relate to the Charter Officers' job and department.

**\*Charter to attach Accomplishments Report for Evaluation Period**

Describe Goal(s):

<b>Commission Member: Circle performance rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

Clerk of the Commission receives exemplary rating.

<b>Charter Officer: Circle self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**Competencies:**

**1. Business Acumen.** Understands the business, financial status of the organization and core operational area of responsibility; realizes implications of key financial indicators, and uses economic and industry data to accurately diagnose business strengths and weaknesses:

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input checked="" type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

Clerk of the Commission meets expectations

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**Charter Officer  
Annual Performance Evaluation Form**

4. **Integrity.** Demonstrates the highest level of integrity and ethical behavior, adhering to the City's code of conduct upholding the values of the City, challenges questionable work standards and confronts or reports suspicious practices to appropriate leaders or authorities.

Commission Member: Check competency rating    1     2     3     4     5     N/A

Commission Member Comments:

*Clerk of the Commission receives exemplary rating*

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments:

5. **Leading and Supervision.** Effectively establishes strategies to develop and maximize employee performance, foster high standards in meeting the vision, mission and goals of the department.

Commission Member: Check rating    1     2     3     4     5     N/A

Commission Member Comments:

*Clerk of the Commission receives exemplary rating*

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments:

Charter Officer Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Commission Member Signature: *Arin Simms*

Date: *11/26/19*

Charter Officer  
Annual Performance Evaluation Form

2. **Communication and Building Relationships.** Communicates and listens effectively, open to receiving and giving constructive feedback, promotes frank and open discussions on issues. Cultivates a network of relationships both internal and external, promotes collaboration and removes barriers across organizational lines, builds credibility for the City.

Commission Member: Check competency rating    1     2     3     4     5     N/A

Commission Member Comments:

*Clerk of the Commission receives  
exemplary rating*

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments:

3. **Fiscal Management.** Prepares a balanced budget to provide services at a level directed by the Commission, ensuring actions and decisions reflect an appropriate level of responsibility for financial planning and accountability.

Commission Member: Check competency rating    1     2     3     4     5     N/A

Commission Member Comments:

*Clerk of the Commission meets expectations*

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments:

**Charter Officer  
 Annual Performance Evaluation Form**

<b>Fiscal Year:</b> 20K	<b>Evaluator:</b> WATD
<b>Charter Officer:</b> Mincy	<b>Title:</b> Clerk

**Goal(s):**

**\*Overall Support of City Commission Goals and Objectives.** Demonstrates an understanding of and supports the City's philosophy (vision, mission, values); actively pursues an understanding of organizational goals and objectives and how these relate to the Charter Officers' job and department.

**\*Charter to attach Accomplishments Report for Evaluation Period**

Describe Goal(s):

<b>Commission Member: Circle performance rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

*You have not only supported, but pulled  
 craft, the Commission's goals. In a  
 challenging personal year, you still as you  
 have done a remarkable job*

<b>Charter Officer: Circle self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**Competencies:**

**1. Business Acumen.** Understands the business, financial status of the organization and core operational area of responsibility; realizes implications of key financial indicators, and uses economic and industry data to accurately diagnose business strengths and weaknesses.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**Charter Officer  
 Annual Performance Evaluation Form**

**2. Communication and Building Relationships.** Communicates and listens effectively, open to receiving and giving constructive feedback, promotes frank and open discussions on issues. Cultivates a network of relationships both internal and external, promotes collaboration and removes barriers across organizational lines, builds credibility for the City.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:  
*I am very pleased in the growth in communications that has occurred between you and your staff this year.*

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**3. Fiscal Management.** Prepares a balanced budget to provide services at a level directed by the Commission, ensuring actions and decisions reflect an appropriate level of responsibility for financial planning and accountability.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**Charter Officer  
 Annual Performance Evaluation Form**

**4. Integrity.** Demonstrates the highest level of integrity and ethical behavior, adhering to the City's code of conduct upholding the values of the City, challenges questionable work standards and confronts or reports suspicious practices to appropriate leaders or authorities.

Commission Member: Check competency rating    1     2     3     4     5     N/A

Commission Member Comments: *To my knowledge Supervisor, your integrity & ethics are outstanding.*

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments:

**5. Leading and Supervision.** Effectively establishes strategies to develop and maximize employee performance, foster high standards in meeting the vision, mission and goals of the department.

Commission Member: Check rating    1     2     3     4     5     N/A

Commission Member Comments: *As we have rethought & restructured your department, your leadership has been key and exemplary.*

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments:

Charter Officer Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Commission Member Signature: *[Signature]*

Date: *12/3/11*

**Charter Officer  
 Annual Performance Evaluation Form**



<b>Fiscal Year: 2019</b>	<b>Evaluator: Warren, Commissioner Helen</b>
<b>Charter Officer: Gainey, Omichele</b>	<b>Title: Clerk of the Commission</b>

**Goal(s):**

**\*Overall Support of City Commission Goals and Objectives.** Demonstrates an understanding of and supports the City's philosophy (vision, mission, values); actively pursues an understanding of organizational goals and objectives and how these relate to the Charter Officers' job and department.  
**\*Charter to attach Accomplishments Report for Evaluation Period**

Describe Goal(s):

<b>Commission Member: Circle performance rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments: *The Clerk has the task of record keeping and policy development, many moving parts with the old and new duties. She managed this transition with her team and seems to delegate tasks effectively.*

<b>Charter Officer: Circle self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**Competencies:**

**1. Business Acumen.** Understands the business, financial status of the organization and core operational area of responsibility; realizes implications of key financial indicators, and uses economic and industry data to accurately diagnose business strengths and weaknesses.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input checked="" type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments: *The Clerk fully embraced the task of assessment of the staff's strengths + weaknesses when she was hired; and has shown full engagement with searching for best practices*

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**Charter Officer  
 Annual Performance Evaluation Form**

**2. Communication and Building Relationships.** Communicates and listens effectively, open to receiving and giving constructive feedback, promotes frank and open discussions on issues. Cultivates a network of relationships both internal and external, promotes collaboration and removes barriers across organizational lines, builds credibility for the City.

Commission Member: Check competency rating      1       2       3       4       5       N/A

Commission Member Comments: *The Clerk has been diligent + thoughtful in her assessment of her dept's structure, role + duties. There seemed to be a period of time with turnover of staff and new hires in training; a time of transition, and I worked + waited, patiently. I am pleased with what I see in the current staff + team effort.*

Charter Officer: Check self-evaluation rating      1       2       3       4       5       N/A

Charter Officer Comments:

**3. Fiscal Management.** Prepares a balanced budget to provide services at a level directed by the Commission, ensuring actions and decisions reflect an appropriate level of responsibility for financial planning and accountability.

Commission Member: Check competency rating      1       2       3       4       5       N/A

Commission Member Comments: *The size of the dept is larger than I recall. I appreciate the staff support in assisting commissioners with policy development but wonder about its sustainability.*

Charter Officer: Check self-evaluation rating      1       2       3       4       5       N/A

Charter Officer Comments:

## Charter Officer Annual Performance Evaluation Form

**4. Integrity.** Demonstrates the highest level of integrity and ethical behavior, adhering to the City's code of conduct upholding the values of the City, challenges questionable work standards and confronts or reports suspicious practices to appropriate leaders or authorities.

Commission Member: Check competency rating    1     2     3     4     5     N/A

Commission Member Comments: *I believe the Clerk holds this ideal to the highest standard for her position.*

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments:

**5. Leading and Supervision.** Effectively establishes strategies to develop and maximize employee performance, foster high standards in meeting the vision, mission and goals of the department.

Commission Member: Check rating    1     2     3     4     5     N/A

Commission Member Comments: *See # 2 for additional comments. The Clerk has taken several steps with her staff to identify strengths; provide training. We have several challenges with getting <sup>the</sup> public records request process into a better system and work this out with IT support.*

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments:

Charter Officer Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Commission Member Signature: *Alicia K. Warner*

Date: *11-30-19*

# Annual Evaluation for 2019

November 18, 2019

**Dear Honorable Mayor & Commissioners,**

This evaluation period concludes my second year as Clerk of the Commission for the City of Gainesville. This year I've aimed to build upon the new direction established for the Clerk's office, ultimately offering new services and improving existing operations.

Below are highlights of the major accomplishments under my leadership and direction.

## *Departmental Vision Processes & Procedures*

- **Last Year:** We began the year with a series of visioning sessions, and adopted a vision "to be a progressive clerk's office dedicated and motivated to providing elite service," (and mission) "guiding public access to the commission, city legislation and earning the trust and respect of our citizens, employees and elected officials."
- **This Year:** Our office has made progress to improve our service to the community by launching the public records portal, conducting city-wide training for public records liaisons and providing on-going support. Additionally, we have finalized the Commission's policy process and hired the necessary management and research staff to support the new operation of the Clerk's office.
- **Last Year:** We conducted SWOT analysis to identify our departmental strengths, weaknesses, opportunities and threats.
- **This Year:** We have continued to build on our strengths by hosting education sessions and providing training material on our agenda process and have begun working on improvements to our advisory board/committee appointment process. I have taken the opportunity to fill the need for policy research by creating an entire policy team in the Clerk's Office to oversee the policy process and conduct all research for commission policy initiatives. We have completely staffed our Clerk's office with an efficient, professional and competent team. In doing so, we have built in succession opportunities for staff to grow into new roles and to add to the stability of the office long-term. In order to improve transparency, we have moved almost all of our advisory boards/committees into Legistar for record keeping (agendas/minutes) and we continue to plan for additional training and opportunities to improve communication, member education and reporting to the Commission. We have begun implementing a series of meeting efficiencies for the regular meetings of the Commission and the General Policy Committee. The benefits of these changes will continue into the new fiscal year and will be closely monitored for effectiveness.

OMICHELE D. GAINNEY

CLERK OF THE COMMISSION



**OMICHELE D. GAINNEY**

CLERK OF THE COMMISSION

### **Technology Enhancements**

- We are now live with the JustFOIA public records portal where citizens can make public records requests online, track their status and in a few weeks, will be able to pay any fees associated with their request.
- We are also continuing work to go live with our records management system. Our goal is to become a paperless office in the coming year and to help align records management procedures city wide in the next three to five years.
- We are making better use of our contract with Granicus/Legistar by preparing to launch ecomment for all our agenda items as well as speaker sign up.

### **Continuous Service**

Our office continues to provide these standard services in addition to added responsibilities:

- Administer the lobbyist registration portal and database.
- Administer domestic partner registrations process
- Serve as the official qualifying officer for City of Gainesville elections and the point of contact for the city. Oversees the elections administered by the Supervisor of Elections office.
- Provide administrative assistance to the City Commission
- Serve as the official keeper of the city seal and provide certified copies of resolutions and ordinances
- By year's end we will have clerked 65 City Commission meetings/workshops, 5 Race & Equity Subcommittee meetings, 7 Charter Review Commission meetings, 8 Digital Access meetings, 9 Rental Housing meetings, 19 General Policy Committee meetings, 7 CRA meetings and 5 Audit & Finance meetings.

MARSHALL

**Charter Officer  
 Annual Performance Evaluation Form**

<b>Fiscal Year: FY 19</b>	<b>Evaluator:</b> <i>Arreola, David</i>
<b>Charter Officer: Marshall, Teneeshia</b>	<b>Title: EO Director</b>

**Goal(s):**

**\*Overall Support of City Commission Goals and Objectives.** Demonstrates an understanding of and supports the City's philosophy (vision, mission, values); actively pursues an understanding of organizational goals and objectives and how these relate to the Charter Officers' job and department.

**\*Charter to attach Accomplishments Report for Evaluation Period**

Describe Goal(s): *Integrate new operations for new journey & inclusion programs. Perform regular compliance tasks*

<b>Commission Member: Circle performance rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments: *Progress is apparent in this effort.*

<b>Charter Officer: Circle self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**Competencies:**

**1. Business Acumen.** Understands the business, financial status of the organization and core operational area of responsibility; realizes implications of key financial indicators, and uses economic and industry data to accurately diagnose business strengths and weaknesses.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments: *Officer displays accurate assessments of office culture & capabilities*

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

## Charter Officer Annual Performance Evaluation Form

**2. Communication and Building Relationships.** Communicates and listens effectively, open to receiving and giving constructive feedback, promotes frank and open discussions on issues. Cultivates a network of relationships both internal and external, promotes collaboration and removes barriers across organizational lines, builds credibility for the City.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:  
*Officer regularly communicates effectively*

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**3. Fiscal Management.** Prepares a balanced budget to provide services at a level directed by the Commission, ensuring actions and decisions reflect an appropriate level of responsibility for financial planning and accountability.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:  
*N/A*

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**Charter Officer  
 Annual Performance Evaluation Form**

**4. Integrity.** Demonstrates the highest level of integrity and ethical behavior, adhering to the City's code of conduct upholding the values of the City, challenges questionable work standards and confronts or reports suspicious practices to appropriate leaders or authorities.

**Commission Member: Check competency rating**    1     2     3     4     5     N/A

Commission Member Comments:  
 W/A

**Charter Officer: Check self-evaluation rating**    1     2     3     4     5     N/A

Charter Officer Comments:

**5. Leading and Supervision.** Effectively establishes strategies to develop and maximize employee performance, foster high standards in meeting the vision, mission and goals of the department.

**Commission Member: Check rating**    1     2     3     4     5     N/A

Commission Member Comments:  
 Progress is evident and officer is coming up w/ new ideas.

**Charter Officer: Check self-evaluation rating**    1     2     3     4     5     N/A

Charter Officer Comments:

Charter Officer Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Commission Member Signature: 

Date: 9/4/11

## Charter Officer Annual Performance Evaluation Form

<b>Fiscal Year: 2019</b>	<b>Evaluator: Adrian Hayes-Santos</b>
<b>Charter Officer: Teneeshia Marshall</b>	<b>Title: Equal Opportunity Director</b>

**Goal(s):**

**\*Overall Support of City Commission Goals and Objectives.** Demonstrates an understanding of and supports the City's philosophy (vision, mission, values); actively pursues an understanding of organizational goals and objectives and how these relate to the Charter Officers' job and department.

**\*Charter to attach Accomplishments Report for Evaluation Period**

Describe Goal(s):

Communicate with individual commisioners for major changes being made to the department.

<b>Commission Member: Circle performance rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

**Overall, great job. Good changes are being made to the operations and direction of the deparment. Just make sure to get input from all commissioners before major changes are made.**

<b>Charter Officer: Circle self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**Competencies:**

**1. Business Acumen.** Understands the business, financial status of the organization and core operational area of responsibility; realizes implications of key financial indicators, and uses economic and industry data to accurately diagnose business strengths and weaknesses.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

Communicate with individual commisioners for major changes being made to the department.

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

## Charter Officer Annual Performance Evaluation Form

**2. Communication and Building Relationships.** Communicates and listens effectively, open to receiving and giving constructive feedback, promotes frank and open discussions on issues. Cultivates a network of relationships both internal and external, promotes collaboration and removes barriers across organizational lines, builds credibility for the City.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input checked="" type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

Communicate with individual commisioners for major changes being made to the department.

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**3. Fiscal Management.** Prepares a balanced budget to provide services at a level directed by the Commission, ensuring actions and decisions reflect an appropriate level of responsibility for financial planning and accountability.

<b>Commission Member: Check competency/ rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

No Issues, glad positions are being filled.

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**Charter Officer**  
**Annual Performance Evaluation Form**

**4. Integrity.** Demonstrates the highest level of integrity and ethical behavior, adhering to the City's code of conduct upholding the values of the City, challenges questionable work standards and confronts or reports suspicious practices to appropriate leaders or authorities.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

No issues

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**5. Leading and Supervision.** Effectively establishes strategies to develop and maximize employee performance, foster high standards in meeting the vision, mission and goals of the department.

<b>Commission Member: Check rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

Communicate with individual commisioners for major changes being made to the department.

Continue to make needed changes to the operations of the department.

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

Charter Officer Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Commission Member Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**Charter Officer  
 Annual Performance Evaluation Form**

<b>Fiscal Year: FY2019</b>	<b>Evaluator: Commissioner-<del>Bl</del> Johnson</b>
<b>Charter Officer: Teneeshia Marshall</b>	<b>Title: Equal Opportunity Director</b>

**Goal(s):**

**\*Overall Support of City Commission Goals and Objectives.** Demonstrates an understanding of and supports the City's philosophy (vision, mission, values); actively pursues an understanding of organizational goals and objectives and how these relate to the Charter Officers' job and department.

**\*Charter to attach Accomplishments Report for Evaluation Period**

Describe Goal(s): My goal for fiscal year FY2019 was to establish office and organizational needs and stabilize the office. Additionally, to meet with Commissioners individually to understand organization needs and expectations.

<b>Commission Member: Circle performance rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
Commission Member Comments:						

<b>Charter Officer: Circle self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
Charter Officer Comments: Supports the duties and responsibilities of the Charter as the Equal Opportunity Director as well as the overall support of the City Commission. Works collaboratively with the other five (5) Charter Officers. I was able to fill critical vacant positions, as well as create new positions, which better aligned with office needs.						

**Competencies:**

**1. Business Acumen.** Understands the business, financial status of the organization and core operational area of responsibility; realizes implications of key financial indicators, and uses economic and industry data to accurately diagnose business strengths and weaknesses.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
Commission Member Comments:						

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input checked="" type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
Charter Officer Comments: Understanding the financial status of the organization is important, however, this office does not make business decisions.						

**Charter Officer**  
**Annual Performance Evaluation Form**

**2. Communication and Building Relationships.** Communicates and listens effectively, open to receiving and giving constructive feedback, promotes frank and open discussions on issues. Cultivates a network of relationships both internal and external, promotes collaboration and removes barriers across organizational lines, builds credibility for the City.

Commission Member: Check competency rating    1     2     3     4     5     N/A

Commission Member Comments:

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments:  
 I have created an open-door policy, which all City employees are able to come and speak to me about issues they may be experiencing here within the City. I have also extended this same open-door policy to community members as well. Most recently, our office has been in discussions with the University of Florida's Center for the Humanities and the Public Sphere on ways our offices can collaborate on community events.

**3. Fiscal Management.** Prepares a balanced budget to provide services at a level directed by the Commission, ensuring actions and decisions reflect an appropriate level of responsibility for financial planning and accountability.

Commission Member: Check competency rating    1     2     3     4     5     N/A

Commission Member Comments:

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments:  
 Immediately assessed budget upon hire and implemented a spending freeze. This allowed me to view spending trends, past and present, which ultimately led to reduced spending, to create a more financially and fiscally responsible office. At the end of the fiscal year, the office was able to come in under budget.

**Charter Officer  
 Annual Performance Evaluation Form**

**4. Integrity.** Demonstrates the highest level of integrity and ethical behavior, adhering to the City's code of conduct upholding the values of the City, challenges questionable work standards and confronts or reports suspicious practices to appropriate leaders or authorities.

Commission Member: Check competency rating	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

Charter Officer: Check self-evaluation rating	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

I will always hold myself and my staff to the highest level of integrity and ethical behavior. It is imperative in order for us to maintain public trust.

**5. Leading and Supervision.** Effectively establishes strategies to develop and maximize employee performance, foster high standards in meeting the vision, mission and goals of the department.

Commission Member: Check rating	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

Charter Officer: Check self-evaluation rating	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

I challenge my employees to come up with new ideas and to be innovative thinkers. We have created office standards that we abide by, but also hold each other accountable when we don't. We operate as a team and have learned to step in and help each other, where needed.

Charter Officer Signature: Jeneeshia Marshall

Date: 11-14-19

Commission Member Signature: [Signature]

Date: 12/2/19

General Comments: Teneesha Marshall

Thank you for all the work you do on behalf of our city.

The scope and magnitude (along with expectations) has expanded since you were first hired and I appreciate

and recognize how skillfully you

have reoriented. I'm looking forward

to all of the positive changes

from this department as we

transition to the Office of Equity

and Inclusion!



**Charter Officer  
 Annual Performance Evaluation Form**

<b>Fiscal Year: 2019</b>	<b>Evaluator: Lauren Poe</b>
<b>Charter Officer: Teneeshia Marshall</b>	<b>Title: Equal Opportunity Director</b>

**Goal(s):**

**\*Overall Support of City Commission Goals and Objectives.** Demonstrates an understanding of and supports the City's philosophy (vision, mission, values); actively pursues an understanding of organizational goals and objectives and how these relate to the Charter Officers' job and department.

**\*Charter to attach Accomplishments Report for Evaluation Period**

Describe Goal(s):

Implement findings of race & equity subcommittee along with coordination with other charter officers & commission.

**Commission Member: Circle performance rating**    1     2     3     4     5     N/A

Commission Member Comments:

**Charter Officer: Circle self-evaluation rating**    1     2     3     4     5     N/A

Charter Officer Comments:

**Competencies:**

**1. Business Acumen.** Understands the business, financial status of the organization and core operational area of responsibility; realizes implications of key financial indicators, and uses economic and industry data to accurately diagnose business strengths and weaknesses.

**Commission Member: Check competency rating**    1     2     3     4     5     N/A

Commission Member Comments:

T.M. is growing in this area & will be critical as we re-evaluate our procurement policies w/ respect to race & equity.

**Charter Officer: Check self-evaluation rating**    1     2     3     4     5     N/A

Charter Officer Comments:

## Charter Officer Annual Performance Evaluation Form

**2. Communication and Building Relationships.** Communicates and listens effectively, open to receiving and giving constructive feedback, promotes frank and open discussions on issues. Cultivates a network of relationships both internal and external, promotes collaboration and removes barriers across organizational lines, builds credibility for the City.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

If improvements have been made, but I still see more opportunities for T.O. to be more engaged out in community.

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**3. Fiscal Management.** Prepares a balanced budget to provide services at a level directed by the Commission, ensuring actions and decisions reflect an appropriate level of responsibility for financial planning and accountability.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

T.O. has managed her budget and aff. reqs well

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

## Charter Officer Annual Performance Evaluation Form

**4. Integrity.** Demonstrates the highest level of integrity and ethical behavior, adhering to the City's code of conduct upholding the values of the City, challenges questionable work standards and confronts or reports suspicious practices to appropriate leaders or authorities.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

*T.O. has handled herself w/ integrity & professionalism during challenging times.*

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**5. Leading and Supervision.** Effectively establishes strategies to develop and maximize employee performance, foster high standards in meeting the vision, mission and goals of the department.

<b>Commission Member: Check rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

*T.O. has been able to lead the department through transition and is now establishing her own brand of leadership.*

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

Charter Officer Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Commission Member Signature: *[Signature]*

Date: *11/30/19*

**Charter Officer  
 Annual Performance Evaluation Form**

<b>Fiscal Year: FY2019</b>	<b>Evaluator: Commissioner Simmons</b>
<b>Charter Officer: Teneeshia Marshall</b>	<b>Title: Equal Opportunity Director</b>

**Goal(s):**

**\*Overall Support of City Commission Goals and Objectives.** Demonstrates an understanding of and supports the City's philosophy (vision, mission, values); actively pursues an understanding of organizational goals and objectives and how these relate to the Charter Officers' job and department.

**\*Charter to attach Accomplishments Report for Evaluation Period**

Describe Goal(s): My goal for fiscal year FY2019 was to establish office and organizational needs and stabilize the office. Additionally, to meet with Commissioners individually to understand organization needs and expectations.

<b>Commission Member: Circle performance rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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**Commission Member Comments:**

*Goals have been met up to date.*

<b>Charter Officer: Circle self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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**Charter Officer Comments:**

Supports the duties and responsibilities of the Charter as the Equal Opportunity Director as well as the overall support of the City Commission. Works collaboratively with the other five (5) Charter Officers. I was able to fill critical vacant positions, as well as create new positions, which better aligned with office needs.

**Competencies:**

1. **Business Acumen.** Understands the business, financial status of the organization and core operational area of responsibility; realizes implications of key financial indicators, and uses economic and industry data to accurately diagnose business strengths and weaknesses.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input checked="" type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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**Commission Member Comments:**

*Agree with self-evaluating rating comments below.*

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input checked="" type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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**Charter Officer Comments:** Understanding the financial status of the organization is important, however, this office does not make business decisions.

**Charter Officer  
 Annual Performance Evaluation Form**

**2. Communication and Building Relationships.** Communicates and listens effectively, open to receiving and giving constructive feedback, promotes frank and open discussions on issues. Cultivates a network of relationships both internal and external, promotes collaboration and removes barriers across organizational lines, builds credibility for the City.

**Commission Member: Check competency rating**    1     2     3     4     5     N/A

**Commission Member Comments:**

*Equal opportunity Director has been very active in building relationships & partnerships with the community and City at large.*

**Charter Officer: Check self-evaluation rating**    1     2     3     4     5     N/A

**Charter Officer Comments:**

I have created an open-door policy, which all City employees are able to come and speak to me about issues they may be experiencing here within the City. I have also extended this same open-door policy to community members as well. Most recently, our office has been in discussions with the University of Florida's Center for the Humanities and the Public Sphere on ways our offices can collaborate on community events.

**3. Fiscal Management.** Prepares a balanced budget to provide services at a level directed by the Commission, ensuring actions and decisions reflect an appropriate level of responsibility for financial planning and accountability.

**Commission Member: Check competency rating**    1     2     3     4     5     N/A

**Commission Member Comments:**

*Equal opportunity Director has been prudent and fiscally responsible within the department.*

**Charter Officer: Check self-evaluation rating**    1     2     3     4     5     N/A

**Charter Officer Comments:**

Immediately assessed budget upon hire and implemented a spending freeze. This allowed me to view spending trends, past and present, which ultimately led to reduced spending, to create a more financially and fiscally responsible office. At the end of the fiscal year, the office was able to come in under budget.

**Charter Officer  
 Annual Performance Evaluation Form**

**4. Integrity.** Demonstrates the highest level of integrity and ethical behavior, adhering to the City's code of conduct upholding the values of the City, challenges questionable work standards and confronts or reports suspicious practices to appropriate leaders or authorities.

Commission Member: Check competency rating    1     2     3     4     5     N/A

Commission Member Comments:

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments:

I will always hold myself and my staff to the highest level of integrity and ethical behavior. It is imperative in order for us to maintain public trust.

**5. Leading and Supervision.** Effectively establishes strategies to develop and maximize employee performance, foster high standards in meeting the vision, mission and goals of the department.

Commission Member: Check rating    1     2     3     4     5     N/A

Commission Member Comments:

*Equal opportunity Director's leadership & supervision is one of her strong suit.*

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments:

I challenge my employees to come up with new ideas and to be innovative thinkers. We have created office standards that we abide by, but also hold each other accountable when we don't. We operate as a team and have learned to step in and help each other, where needed.

Charter Officer Signature: *Ceresia Marshall*

Date: *11-14-19*

Commission Member Signature: *[Signature]*

Date: *11/26/19*

**Charter Officer  
 Annual Performance Evaluation Form**

<b>Fiscal Year:</b> 2019	<b>Evaluator:</b> WAD
<b>Charter Officer:</b> Marshall	<b>Title:</b> PO

**Goal(s):**

**\*Overall Support of City Commission Goals and Objectives.** Demonstrates an understanding of and supports the City's philosophy (vision, mission, values); actively pursues an understanding of organizational goals and objectives and how these relate to the Charter Officers' job and department.

**\*Charter to attach Accomplishments Report for Evaluation Period**

Describe Goal(s):  
 Your work has been and will continue to be - key in reaching the stated goals of the Commission. You have consistently supported our work, often without clear direction from the Commission.

<b>Commission Member: Circle performance rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

<b>Charter Officer: Circle self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**Competencies:**

**1. Business Acumen.** Understands the business, financial status of the organization and core operational area of responsibility; realizes implications of key financial indicators, and uses economic and industry data to accurately diagnose business strengths and weaknesses.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**Charter Officer  
 Annual Performance Evaluation Form**

**2. Communication and Building Relationships.** Communicates and listens effectively, open to receiving and giving constructive feedback, promotes frank and open discussions on issues. Cultivates a network of relationships both internal and external, promotes collaboration and removes barriers across organizational lines, builds credibility for the City.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments: *you have remained in good communication with the Commission and have directed good communication with the community.*

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**3. Fiscal Management.** Prepares a balanced budget to provide services at a level directed by the Commission, ensuring actions and decisions reflect an appropriate level of responsibility for financial planning and accountability.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**Charter Officer  
 Annual Performance Evaluation Form**

**4. Integrity.** Demonstrates the highest level of integrity and ethical behavior, adhering to the City's code of conduct upholding the values of the City, challenges questionable work standards and confronts or reports suspicious practices to appropriate leaders or authorities.

**Commission Member: Check competency rating**    1     2     3     4     5     N/A

Commission Member Comments: *To my knowledge and experience, your integrity & ethics are outstanding.*

**Charter Officer: Check self-evaluation rating**    1     2     3     4     5     N/A

Charter Officer Comments:

**5. Leading and Supervision.** Effectively establishes strategies to develop and maximize employee performance, foster high standards in meeting the vision, mission and goals of the department.

**Commission Member: Check rating**    1     2     3     4     5     N/A

Commission Member Comments: *You are doing an excellent job of leading your department.*

**Charter Officer: Check self-evaluation rating**    1     2     3     4     5     N/A

Charter Officer Comments:

Charter Officer Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Commission Member Signature: *[Signature]*

Date: *12/9/15*

**Charter Officer  
 Annual Performance Evaluation Form**

<b>Fiscal Year: FY2019</b>	<b>Evaluator: Commissioner <del>Warren</del> Warren</b>
<b>Charter Officer: Teneeshia Marshall</b>	<b>Title: Equal Opportunity Director</b>

**Goal(s):**

**\*Overall Support of City Commission Goals and Objectives.** Demonstrates an understanding of and supports the City's philosophy (vision, mission, values); actively pursues an understanding of organizational goals and objectives and how these relate to the Charter Officers' job and department.

**\*Charter to attach Accomplishments Report for Evaluation Period**

Describe Goal(s): My goal for fiscal year FY2019 was to establish office and organizational needs and stabilize the office. Additionally, to meet with Commissioners individually to understand organization needs and expectations.

**Commission Member: Circle performance rating**    1     2     3     4     5     N/A

**Commission Member Comments:**

*I think that the EO officer came in with a big task in assessing the status of operations within her dept. After the first year in this position, I observe a team refocused in areas of strength with renewed mission. She has done well!*

**Charter Officer: Circle self-evaluation rating**    1     2     3     4     5     N/A

**Charter Officer Comments:**

Supports the duties and responsibilities of the Charter as the Equal Opportunity Director as well as the overall support of the City Commission. Works collaboratively with the other five (5) Charter Officers. I was able to fill critical vacant positions, as well as create new positions, which better aligned with office needs.

**Competencies:**

**1. Business Acumen.** Understands the business, financial status of the organization and core operational area of responsibility; realizes implications of key financial indicators, and uses economic and industry data to accurately diagnose business strengths and weaknesses.

**Commission Member: Check competency rating**    1     2     3     4     5     N/A

**Commission Member Comments:**

*I would consider the responsibility of filling vacancies and planning community outreach as a financial planning task. Also, to follow her businesses trends and adjust the mission of EO to better serve the community as a Council director to be with her role.*

**Charter Officer: Check self-evaluation rating**    1     2     3     4     5     N/A

**Charter Officer Comments:** Understanding the financial status of the organization is important, however, this office does not make business decisions.

**Charter Officer  
 Annual Performance Evaluation Form**

**2. Communication and Building Relationships.** Communicates and listens effectively, open to receiving and giving constructive feedback, promotes frank and open discussions on issues. Cultivates a network of relationships both internal and external, promotes collaboration and removes barriers across organizational lines, builds credibility for the City.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input checked="" type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:  
*This is an ongoing task and I see signs of this being a focus in the first year, with opportunities to reach out more in the future.*

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:  
 I have created an open-door policy, which all City employees are able to come and speak to me about issues they may be experiencing here within the City. I have also extended this same open-door policy to community members as well. Most recently, our office has been in discussions with the University of Florida's Center for the Humanities and the Public Sphere on ways our offices can collaborate on community events.

**3. Fiscal Management.** Prepares a balanced budget to provide services at a level directed by the Commission, ensuring actions and decisions reflect an appropriate level of responsibility for financial planning and accountability.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:  
*This charter was very prudent with setting the bar on expenses as she worked towards her transition into this position. This may have been one of the more difficult policies she initiated + established a tone of integrity.*

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:  
 Immediately assessed budget upon hire and implemented a spending freeze. This allowed me to view spending trends, past and present, which ultimately led to reduced spending, to create a more financially and fiscally responsible office. At the end of the fiscal year, the office was able to come in under budget.

**Charter Officer  
 Annual Performance Evaluation Form**

**4. Integrity.** Demonstrates the highest level of integrity and ethical behavior, adhering to the City's code of conduct upholding the values of the City, challenges questionable work standards and confronts or reports suspicious practices to appropriate leaders or authorities.

Commission Member: Check competency rating    1     2     3     4     5     N/A

Commission Member Comments:

*See #3 This Charter meets with me regularly in my Charter Briefings and in 1 on 1's as needed. I trust her leadership ability to organize her staff to maintain professional conduct in + out of the City building*

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments:

I will always hold myself and my staff to the highest level of integrity and ethical behavior. It is imperative in order for us to maintain public trust.

**5. Leading and Supervision.** Effectively establishes strategies to develop and maximize employee performance, foster high standards in meeting the vision, mission and goals of the department.

Commission Member: Check rating    1     2     3     4     5     N/A

Commission Member Comments:

*I am in agreement with this Charter's Self Evaluation. With just one year in this position, I have seen her adjust staffing duties. There is more to be done and I will patiently observe this dept grow*

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments:

I challenge my employees to come up with new ideas and to be innovative thinkers. We have created office standards that we abide by, but also hold each other accountable when we don't. We operate as a team and have learned to step in and help each other, where needed.

Charter Officer Signature: Jeneeshia Marshall    Date: 11-14-19

Commission Member Signature: Aileen K. Warner    Date: 12-2-19

**Gainesville.**  
Citizen centered  
People empowered



**Office of Equal Opportunity**  
P.O. Box 490, Station 52  
Gainesville, FL 32627-0490  
352.334.5051

**DATE:** November 5, 2019  
**TO:** Honorable Mayor and Members of the City Commission  
**FROM:** Teneeshia L. Marshall, Equal Opportunity Director  
**RE:** FY2019 Performance Report for the Office of Equal Opportunity

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I am providing the following information to assist you in evaluating my performance as the Equal Opportunity Director for the fiscal year period from October 1, 2018 to September 30, 2019. It is important to keep in mind that I did not begin employment until December 1, 2018. If you would like to discuss my performance prior to your public discussions of Charter Officer evaluations currently scheduled for the City Commission Meeting on December 3, 2019, please give me a call or have your assistant schedule a meeting directly through Outlook. Additionally, I am always open to questions and feedback regarding my work performance all year. I am looking forward to serving the City of Gainesville another year as the Equal Opportunity Director.

**ROLE, RESPONSIBILITIES, and PROFESSIONAL OBLIGATIONS OF THE OFFICE OF EQUAL OPPORTUNITY.**

To properly evaluate my performance, it is important to understand the roles and responsibilities of the Office of Equal Opportunity. The Office of Equal Opportunity's mission and core function is to ensure equal opportunity/equal access to employment, housing, public accommodations and credit within the Gainesville City limits without regard to an individual's sex, race, religion, national origin, marital status, sexual orientation, color, age, disability or gender identity and to work to ensure the city's workforce is diverse and well trained. Additionally, the Office of Equal Opportunity is responsible for the development, preparation and monitoring of the City's Affirmative Action Plan.

The office also houses the City's Small, Minority, Women and Veteran Business Program, which provides assistance in participating in the City's bid process as well as helping ensure bids are structured in a manner to maximize access to small, veteran and minority businesses without reducing the City's ability to acquire supplies and services at the best value for the price.

Lastly, the office also houses the City's Diversity and Inclusion Program. This program oversees the annual compliance training, but also has the responsibility for overseeing Requests for Proposals (RFP's), Requests for Quotes (RFQ's), Invitations to Bid (ITB's) and all formal solicitations, prior to public release, among other functions.

The Office of Equal Opportunity has an important role beyond compliance. We are a service provider, not only serving the needs of our customer, but employers as well, all while being neutral professionals.

It is also important to understand the professional standards in which our staff are required to conduct themselves under in the Office of Equal Opportunity. In our roles, we are oftentimes handling information of a sensitive and sometimes, confidential nature. During our investigations, we at all times, are required to follow Florida Statutes with regards to the release of public records or the inspection of records. Additionally, we are required to use extreme discretion on who we share information with while investigations are open, in order to maintain the integrity of the investigation. It is important to understand that our office staff are neutral and they do not take any party's side during any investigation.

### **ROLES OF THE EQUAL OPPORTUNITY DIRECTOR**

The Charter of the City of Gainesville describes the duties of the Equal Opportunity Director as the following:

**The Equal Opportunity Director shall investigate complaints of discrimination, harassment, retaliation, and other related matters, and propose remedial action, as prescribed by the city's human relations and equal opportunity ordinances.**

- The office continued to investigate both external and internal complaints of discrimination. During FY 2019, there were a total of 30 complaints of discrimination filed. Of those, 14 were external complaints from citizens within the city limits of Gainesville and 16 were from City employees.
- Backlog reduction was a priority for FY2019. The office operated without a permanent Compliance Investigator until July 2019, leaving the office significantly backlogged. The office was able to resolve 46 complaints, all while still taking on new complaints. Of those complaints resolved, between July 1, 2019 and September 30, 2019, seven (7) were settled for monetary settlements totaling \$10,499.38.
- The office continues to be a resource to various departments for targeted training and early conflict resolution to help resolve issues that could lead to potential complaints of discrimination.
- The office continues to strive to resolve complaints within the ordinance goal of 100 days.

**The Equal Opportunity Director shall make reports; including an annual report to the Charter Officers and the City Commission, as to the activities of the year and the need, if any, to revise equal opportunity ordinances, policies and programs.**

- In FY2019, the Office of Equal Opportunity worked with the City Attorney's Office on adding two additional protections to the Fair Housing Ordinance, which included: lawful source of income and citizenship status. During this time, revisions were made to the ordinance to address a potential name change as well as revisions to clean up items that were redundant to the Charter.
- In FY2019, the Office of Equal Opportunity has also worked with the City Attorney's Office on reviewing current EO policies and will be bringing recommended changes to the City Commission.
- The Office of Equal Opportunities Annual Report will be forthcoming at the beginning of FY2020.

**The Equal Opportunity Director shall propose policies for the implementation of comprehensive equal opportunity and diversity programs and adherence to equal opportunity laws, policies, procedures, and related matters.**

- During FY2019, the City became members of GARE (Government Alliance on Race and Equity) and it was voted to make racial equity a priority within the City of Gainesville. Through this vote, the Office of Equal Opportunity has been engaged with GARE on the needs of our organization and has. In FY2019, our office established the City's first Equity Core Team. The team will be responsible for designing, coordinating and organizing equity tools across our organization that is committed to equitable systems change. The team consists of a mix of several city departments at all leadership levels.
- During FY2019, the Office of Equal Opportunity also starting hosting diversity month events to broaden employees knowledge and understanding of the different cultures within our communities.

**The Equal Opportunity Director shall develop, prepare, and monitor the city's affirmative action plan.**

- The Office of Equal Opportunity develops and prepares an affirmative action plan biannually. The plan contains a set of specific results-oriented policies, practices and procedures, which are designed for achieving the fair utilization of women and minorities at all levels of the workforce where shortfalls may exist. In FY2019, the office opted to conduct an update to the plan and reviewed the workforce analysis information to check for accuracy. Additionally, since the office's affirmative action plan was being audited, we did not want to make any changes to the plan or program until the audit was complete. Currently, the audit is still pending.

**The Equal Opportunity Director shall develop training, conduct workshops, and propose strategies and initiatives related to diversity and equal opportunity and related matters in employment, purchasing, services, programs, and activities.**

- During FY2019, the Office of Equal Opportunity trained employees about their rights and responsibilities during the City's New Employee Orientation. 308 employees were trained.
- During FY2019, 2094 employees participated in our annual Diversity Compliance Training. This placed the City at approximately at 92% completion rate.
- During FY2019, the Office of Equal Opportunity partnered with Gainesville Housing Authority on a Fair Housing event, which taught community members about their rights regarding fair housing and where to report potential law violations.
- During FY2019, the Office of Equal Opportunity trained RTS bus drivers and supervisors during the summer, reduced service schedule. This training resulted in

**Shall review all proposed changes to current or proposed new city employment policies, procedures, and guidelines, job descriptions, and purchasing policies, procedures, and guidelines for compliance with equal opportunity laws, policies, procedures, and guidelines, and related matters.**

**Shall monitor all hires, transfers, demotions, promotions, and terminations for compliance with equal opportunity laws, policies, procedures, guidelines, and related matters.**

- Reviewed new employment requisitions to ensure positions with affirmative action goals were properly identified.
- Reviewed job descriptions to look for potential barriers that would narrow the pool of applicants.
- Worked with departments on minimizing "special hiring preferences" in job advertisements to widen applicant pools.

**The Equal Opportunity Director shall develop instruments to monitor adherence to diversity and equal opportunity laws, policies, procedures, etc.**

- Began compiling statistical data to take a deeper look at the demographics of the City by protected characteristics to determine if there are any disparities within the City.

**The Equal Opportunity Director shall participate in the assessment and review of the city's employment practices, including recruitment, appointment, and promotion.**

- The City's affirmative action plan addresses the recruitment of women and minorities. The plan contains a set of specific results-oriented policies, practices and procedures, which are designed for achieving the fair utilization of women and minorities at all levels of the workforce where shortfalls may exist.

**Shall compile various equal opportunity reports and related reports required of the city by state and federal agencies or that are necessary for compliance purposes.**

- The Office of Equal Opportunity provided input and reviewed the bi-annual EEO Reports that RTS must submit to the Federal Transit Administration.
- The Office of Equal Opportunity is also required to file the bi-annual EEO-4 Report with the Equal Employment Opportunity Commission, which identifies City employees by race, gender, salary and functional area, as required by the federal government.

### **Other Accomplishments**

In FY2019, the Office of Equal Opportunity had several events which targeted different areas within the community.

#### **Small Business Programs**

- In FY2019, the Office of Equal Opportunity relaunched the Small Business Mentoring Program in April 2019. This program is designed to pair up a larger business with a smaller business, to help develop the business in areas it may need help in. The program had

twenty six (26) businesses apply, eight (8) businesses commit to being mentors and seven (7) mentees.

- The Office of Equal Opportunity was a sponsor and attendee at the University of Florida Annual Small Business and Opportunity Fair and Summit on May 2, 2019.
- In FY2019, in partnership with the Greater Gainesville Chamber of Commerce, the Office of Equal Opportunity was a part of the Small Business Conference and Expo.
- In FY2019, the Office of Equal Opportunity held its first Community Information Expo at the Oaks Mall. The event consisted of information sharing with the community and we partnered with agencies such as Alachua County Equal Opportunity Office, Gainesville Fire and Rescue, Gainesville Police Department, Human Resources, Parks, Recreation and Cultural Affairs and others.
- In FY2019, the Office of Equal Opportunity hosted a series of workshops to support small businesses, which included, "Accessing Capital-Getting Your Bank to Say Yes," "Financial Management: Projecting Cash Flow," "What You Don't Know Can Hurt Your Business Part I," and "What You Don't Know Can Hurt Your Business Part II."

### **Annual Job Fair**

- The Office of Equal Opportunity hosted its annual job fair. There were approximately 60 vendors in attendance and over 200 job applicants.

### **Employment Law Seminar**

- The Office of Equal Opportunity along with Alachua County Equal Opportunity Office hosted its annual Employment Law Seminar, which consisted of over 120 attendees.

### **RTS Summer Training**

- During the reduced summer schedule, the Office of Equal Opportunity offered Discrimination and Harassment and Prevention Training to RTS bus drivers and supervisors. The training resulted in 160 employees trained from May 8, 2019 to August 7, 2019.

### **Single-Use Restrooms**

- The Office of Equal Opportunity worked closely with GG and GRU staff to change the signs on single use restrooms. This resulted in approximately 58 sign changes.

### **Equity Efforts**

- In May 2019, the Commission voted unanimously to make equity a priority in the City. Since the decision has been made, the Office of Equal Opportunity has been hard at work, creating a new mission, vision and goals, which will align with the equity efforts that the Commission has made a priority.
  - **New Office Name-** The Office of Equal Opportunity has requested to change their name to "The Office of Equity and Inclusion." The terms equality and equity are often used

interchangeably, but they are very different. Equality means treating everyone the same and giving access to equal opportunities, whereas equity refers to proportional representation in those same opportunities. Equality assumes that everyone is starting from the same place, but history and current data shows us that we are not all starting from the same place. To achieve equity, we recognize that not all people need the same thing in order to be equal. Our new office name captures our new vision as we move more towards equity. The Office of Equal Opportunity is more than just a compliance agency. Not only do we investigate charges of discrimination, but we help grow and promote small and minority owned businesses. We also have a Diversity and Inclusion program, as well as an Affirmative Action plan that is administered through our office. We offer much more than traditional EO offices around the country and we are unique in the sense that we are our own Charter Office.

- **New Mission, Vision and Goals-** In 2019, the office adopted a new mission, which is, “To create awareness through education, tools and resources that ensure diversity, equity and inclusion for all.” We also adopted a new vision, “To become a premier resource that promotes equity and equips individuals with knowledge and cultivates a safe, diverse and inclusive community.” And lastly, our number one goal is to embed equity tools in every City department.
  
- **New Office Structure-**The Office of Equal Opportunity has restructured internally, eliminating the “flat” reporting structure in the office. With the new structure, a promotional opportunity was created by adding an Equal Opportunity Manager. The office now consists of three different sections, which are: Compliance, DEI (Diversity, Equity and Inclusion) and Administrative. Compliance consists of: Compliance (Investigations), Small and Minority Business Programs and Affirmative Action. The Compliance section is supervised by the Equal Opportunity Manager. DEI (Diversity, Equity and Inclusion) consists of: two Equity Specialists. The two Equity Specialists are two new FTEs. They will be supervised by the Diversity and Inclusion Manager. And lastly, there is the Administrative Section. This section consists of: the Staff Specialists, interns, and temporary staff. This section is supervised by the Equal Opportunity Coordinator. The new structure gives the Equal Opportunity Director three (3) direct reports. This also brings the office up to a total of ten (10) employees. The office will be the largest it has been in since the office’s existence.
  
- **Equity Core Team-** In support of the City’s new equity efforts, the Office of Equal Opportunity has built an Equity Core Team. This team consists of several City departments and their core function is to design, coordinate and organize equity tools across the organization that is committed to equitable systems change. Their major deliverable will be to design and implement a citywide analysis tool which will be used to make decisions that are more equitable. This team is the first of two to be built.

SHALLEY

**Charter Officer  
 Annual Performance Evaluation Form**

<b>Fiscal Year: FY 19</b>	<b>Evaluator:</b> <i>Arreola, David</i>
<b>Charter Officer: Shalley, Nicolle</b>	<b>Title: City Attorney</b>

**Goal(s):**

**\*Overall Support of City Commission Goals and Objectives.** Demonstrates an understanding of and supports the City's philosophy (vision, mission, values); actively pursues an understanding of organizational goals and objectives and how these relate to the Charter Officers' job and department.

**\*Charter to attach Accomplishments Report for Evaluation Period**

Describe Goal(s):

*Represent City of Gainesville & commission to the best possible ability of the office.*

<b>Commission Member: Circle performance rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

*Exemplary.*

<b>Charter Officer: Circle self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**Competencies:**

**1. Business Acumen.** Understands the business, financial status of the organization and core operational area of responsibility; realizes implications of key financial indicators, and uses economic and industry data to accurately diagnose business strengths and weaknesses.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

*Second to none at the City in terms of Acumen for the office.*

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

## Charter Officer Annual Performance Evaluation Form

**2. Communication and Building Relationships.** Communicates and listens effectively, open to receiving and giving constructive feedback, promotes frank and open discussions on issues. Cultivates a network of relationships both internal and external, promotes collaboration and removes barriers across organizational lines, builds credibility for the City.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

Communication is effective

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**3. Fiscal Management.** Prepares a balanced budget to provide services at a level directed by the Commission, ensuring actions and decisions reflect an appropriate level of responsibility for financial planning and accountability.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

N/A

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**Charter Officer  
 Annual Performance Evaluation Form**

**4. Integrity.** Demonstrates the highest level of integrity and ethical behavior, adhering to the City's code of conduct upholding the values of the City, challenges questionable work standards and confronts or reports suspicious practices to appropriate leaders or authorities.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

*N/A*

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**5. Leading and Supervision.** Effectively establishes strategies to develop and maximize employee performance, foster high standards in meeting the vision, mission and goals of the department.

<b>Commission Member: Check rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

*Office works great.*

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

Charter Officer Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Commission Member Signature: *[Signature]*

Date: *9/4/15*

## Charter Officer Annual Performance Evaluation Form

<b>Fiscal Year: FY 2018-2019</b>	<b>Evaluator:</b> <i>Arreola David</i>
<b>Charter Officer: Nicolle Shalley</b>	<b>Title: City Attorney</b>

**Goal(s):**

**\*Overall Support of City Commission Goals and Objectives.** Demonstrates an understanding of and supports the City's philosophy (vision, mission, values); actively pursues an understanding of organizational goals and objectives and how these relate to the Charter Officers' job and department.

**\*Charter to attach Accomplishments Report for Evaluation Period**

**Describe Goal(s):** As stated in the attached Performance Report for the Office of the City Attorney, the primary objective I have set for the Office of the City Attorney is to provide timely, competent and diligent legal counsel to our Clients (the City and the CRA) in an efficient and cost-effective manner, thereby assisting and supporting our Clients in bringing projects and programs to fruition, in running the business units they manage and in achieving their objectives and strategic initiatives and in defending and pursuing claims and litigation on behalf of the City.

**Commission Member: Circle performance rating**    1     2     3     4     5     N/A

Commission Member Comments:

**Charter Officer: Circle self-evaluation rating**    1     2     3     4     5     N/A

**Charter Officer Comments:** Throughout my 7+ years of service as your City Attorney (and 13+ years with the Office of the City Attorney), I have developed a well-informed understanding of the City's ever changing organizational goals and objectives. I continuously work to structure and manage the Office to be effective and efficient in supporting and furthering our Clients efforts to achieve their goals and objectives.

**Competencies:**

**1. Business Acumen.** Understands the business, financial status of the organization and core operational area of responsibility; realizes implications of key financial indicators, and uses economic and industry data to accurately diagnose business strengths and weaknesses.

**Commission Member: Check competency rating**    1     2     3     4     5     N/A

Commission Member Comments:

**Charter Officer: Check self-evaluation rating**    1     2     3     4     5     N/A

**Charter Officer Comments:** I understand the need to remain well-informed of the business, financial status and core operational areas of this municipal corporation, as same is critical to providing thoughtful, well-developed and relevant legal guidance. However, recognizing that my role is one of providing legal guidance and not making business decisions, I felt a ranking of 3 on this competency is appropriate.

**Charter Officer  
 Annual Performance Evaluation Form**

**2. Communication and Building Relationships.** Communicates and listens effectively, open to receiving and giving constructive feedback, promotes frank and open discussions on issues. Cultivates a network of relationships both internal and external, promotes collaboration and removes barriers across organizational lines, builds credibility for the City.

Commission Member: Check competency rating    1     2     3     4     5     N/A

Commission Member Comments:

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments: Well-informed legal guidance relies on strong and trusting relationships with your Clients. I work daily to build and maintain relationships with staff at all levels of the City, I want them to know that the attorneys in our Office are readily accessible and here to help them. I encourage you to speak with City staff about their relationship with this Office, I believe you will find that while they may not like our guidance from time to time; they do feel welcome to call us, they trust our independent professional judgment and they value our services.

**3. Fiscal Management.** Prepares a balanced budget to provide services at a level directed by the Commission, ensuring actions and decisions reflect an appropriate level of responsibility for financial planning and accountability.

Commission Member: Check competency rating    1     2     3     4     5     N/A

Commission Member Comments:

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments: I have consistently managed the Office within the budget approved by the City Commission and strive to continue to provide adequate level of legal services without adding additional staff. As the budget of this Office is largely personnel costs and remains relatively static, I felt a ranking of 3 on this competency is appropriate.

## Charter Officer Annual Performance Evaluation Form

**4. Integrity.** Demonstrates the highest level of integrity and ethical behavior, adhering to the City's code of conduct upholding the values of the City, challenges questionable work standards and confronts or reports suspicious practices to appropriate leaders or authorities.

**Commission Member: Check competency rating**    1     2     3     4     5     N/A

Commission Member Comments:

**Charter Officer: Check self-evaluation rating**    1     2     3     4     5     N/A

Charter Officer Comments: If there is one thing I hope I have impressed upon each member of the Commission, it is that you can absolutely rely on me and the attorneys who work under my supervision to exhibit the highest level of integrity and ethical behavior and to provide solid legal guidance, uninfluenced by who is asking the question. Integrity and professional independence are critical to the proper function of a City Attorney's Office and I appreciate the Commission recognizing, respecting and valuing that from our Office.

**5. Leading and Supervising.** Effectively establishes strategies to develop and maximize employee performance, foster high standards in meeting the vision, mission and goals of the department.

**Commission Member: Check rating**    1     2     3     4     5     N/A

Commission Member Comments:

**Charter Officer: Check self-evaluation rating**    1     2     3     4     5     N/A

Charter Officer Comments: I believe the quality of the work product that you see from our Office, as well as the low staff turnover (collectively our 12 staff members have provided over 143 years of service to the City), best speak to my leadership. I am fortunate to lead a team of highly-motivated professionals who are experienced and dedicated to our public service work – we each truly care about the best outcome for our Clients in all the issues that we are involved in. I try to lead by example, avoid micro-managing, provide career progression opportunities (within the policies of the City) and let my team members know how valued and important they are to the operation of this organization.

Charter Officer Signature: *Nicole M. Shalby*

Date: 11/2/2019

Commission Member Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## Charter Officer Annual Performance Evaluation Form

<b>Fiscal Year: 2019</b>	<b>Evaluator: Adrian Hayes-Santos</b>
<b>Charter Officer: Nicolle Shalley</b>	<b>Title: City Attorney</b>

**Goal(s):**

**\*Overall Support of City Commission Goals and Objectives.** Demonstrates an understanding of and supports the City's philosophy (vision, mission, values); actively pursues an understanding of organizational goals and objectives and how these relate to the Charter Officers' job and department.

**\*Charter to attach Accomplishments Report for Evaluation Period**

Describe Goal(s):

Increase speed and through put of city attorney creation and review of items

<b>Commission Member: Circle performance rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

Overall, great job over the past year. The biggest concern I have is finding ways to increase the creation and review times of items

Also, great work with helping new charter officers.

<b>Charter Officer: Circle self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**Competencies:**

**1. Business Acumen.** Understands the business, financial status of the organization and core operational area of responsibility; realizes implications of key financial indicators, and uses economic and industry data to accurately diagnose business strengths and weaknesses.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

No issues

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

## Charter Officer Annual Performance Evaluation Form

**2. Communication and Building Relationships.** Communicates and listens effectively, open to receiving and giving constructive feedback, promotes frank and open discussions on issues. Cultivates a network of relationships both internal and external, promotes collaboration and removes barriers across organizational lines, builds credibility for the City.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

Increase speed and through put of city attorney creation and review of items

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**3. Fiscal Management.** Prepares a balanced budget to provide services at a level directed by the Commission, ensuring actions and decisions reflect an appropriate level of responsibility for financial planning and accountability.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

No issues. Glad to see that positions have been filled.

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

## Charter Officer Annual Performance Evaluation Form

**4. Integrity.** Demonstrates the highest level of integrity and ethical behavior, adhering to the City's code of conduct upholding the values of the City, challenges questionable work standards and confronts or reports suspicious practices to appropriate leaders or authorities.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

No issues.

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**5. Leading and Supervision.** Effectively establishes strategies to develop and maximize employee performance, foster high standards in meeting the vision, mission and goals of the department.

<b>Commission Member: Check rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

Increase speed and through put of city attorney creation and review of items.

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

Charter Officer Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Commission Member Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**Charter Officer  
 Annual Performance Evaluation Form**

<b>Fiscal Year: FY 2018-2019</b>	<b>Evaluator:</b> <i>Comm Johnson</i>
<b>Charter Officer: Nicole Shalley</b>	<b>Title: City Attorney</b>

**Goal(s):**

**\*Overall Support of City Commission Goals and Objectives.** Demonstrates an understanding of and supports the City's philosophy (vision, mission, values); actively pursues an understanding of organizational goals and objectives and how these relate to the Charter Officers' job and department.

**\*Charter to attach Accomplishments Report for Evaluation Period**

**Describe Goal(s):** As stated in the attached Performance Report for the Office of the City Attorney, the primary objective I have set for the Office of the City Attorney is to provide timely, competent and diligent legal counsel to our Clients (the City and the CRA) in an efficient and cost-effective manner, thereby assisting and supporting our Clients in bringing projects and programs to fruition, in running the business units they manage and in achieving their objectives and strategic initiatives and in defending and pursuing claims and litigation on behalf of the City.

**Commission Member: Circle performance rating**    1     2     3     4     5     N/A

**Commission Member Comments:**

**Charter Officer: Circle self-evaluation rating**    1     2     3     4     5     N/A

**Charter Officer Comments:** Throughout my 7+ years of service as your City Attorney (and 13+ years with the Office of the City Attorney), I have developed a well-informed understanding of the City's ever changing organizational goals and objectives. I continuously work to structure and manage the Office to be effective and efficient in supporting and furthering our Clients efforts to achieve their goals and objectives.

**Competencies:**

**1. Business Acumen.** Understands the business, financial status of the organization and core operational area of responsibility; realizes implications of key financial indicators, and uses economic and industry data to accurately diagnose business strengths and weaknesses.

**Commission Member: Check competency rating**    1     2     3     4     5     N/A

**Commission Member Comments:**

**Charter Officer: Check self-evaluation rating**    1     2     3     4     5     N/A

**Charter Officer Comments:** I understand the need to remain well-informed of the business, financial status and core operational areas of this municipal corporation, as same is critical to providing thoughtful, well-developed and relevant legal guidance. However, recognizing that my role is one of providing legal guidance and not making business decisions, I felt a ranking of 3 on this competency is appropriate.

**Charter Officer  
 Annual Performance Evaluation Form**

**2. Communication and Building Relationships.** Communicates and listens effectively, open to receiving and giving constructive feedback, promotes frank and open discussions on issues. Cultivates a network of relationships both internal and external, promotes collaboration and removes barriers across organizational lines, builds credibility for the City.

Commission Member: Check competency rating    1     2     3     4     5     N/A

Commission Member Comments:

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments: Well-informed legal guidance relies on strong and trusting relationships with your Clients. I work daily to build and maintain relationships with staff at all levels of the City, I want them to know that the attorneys in our Office are readily accessible and here to help them. I encourage you to speak with City staff about their relationship with this Office, I believe you will find that while they may not like our guidance from time to time; they do feel welcome to call us, they trust our independent professional judgment and they value our services.

**3. Fiscal Management.** Prepares a balanced budget to provide services at a level directed by the Commission, ensuring actions and decisions reflect an appropriate level of responsibility for financial planning and accountability.

Commission Member: Check competency rating    1     2     3     4     5     N/A

Commission Member Comments:

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments: I have consistently managed the Office within the budget approved by the City Commission and strive to continue to provide adequate level of legal services without adding additional staff. As the budget of this Office is largely personnel costs and remains relatively static, I felt a ranking of 3 on this competency is appropriate.

**Charter Officer  
 Annual Performance Evaluation Form**

**4. Integrity.** Demonstrates the highest level of integrity and ethical behavior, adhering to the City's code of conduct upholding the values of the City, challenges questionable work standards and confronts or reports suspicious practices to appropriate leaders or authorities.

Commission Member: Check competency rating    1     2     3     4     5     N/A

Commission Member Comments:

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments: If there is one thing I hope I have impressed upon each member of the Commission, it is that you can absolutely rely on me and the attorneys who work under my supervision to exhibit the highest level of integrity and ethical behavior and to provide solid legal guidance, uninfluenced by who is asking the question. Integrity and professional independence are critical to the proper function of a City Attorney's Office and I appreciate the Commission recognizing, respecting and valuing that from our Office.

**5. Leading and Supervision.** Effectively establishes strategies to develop and maximize employee performance, foster high standards in meeting the vision, mission and goals of the department.

Commission Member: Check rating    1     2     3     4     5     N/A

Commission Member Comments:

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments: I believe the quality of the work product that you see from our Office, as well as the low staff turnover (collectively our 12 staff members have provided over 143 years of service to the City), best speak to my leadership. I am fortunate to lead a team of highly-motivated professionals who are experienced and dedicated to our public service work – we each truly care about the best outcome for our Clients in all the issues that we are involved in. I try to lead by example, avoid micro-managing, provide career progression opportunities (within the policies of the City) and let my team members know how valued and important they are to the operation of this organization.

Charter Officer Signature: *Michelle M. McHenry*  
 Commission Member Signature: *[Signature]*

Date: 11/8/2019  
 Date: 12/2/19

General Comments: Nicole Stalley

Thank you for the work  
you do on behalf of our entire  
city. If there is one thing that  
I'm certain of, it's that with  
your leadership, we have an exceptional  
dept and I always know that  
it you office is handling it (whatever  
it may be), it's always in good hands.

Maal

**Charter Officer  
 Annual Performance Evaluation Form**

<b>Fiscal Year: FY 19</b>	<b>Evaluator:</b> <i>Pa</i>
<b>Charter Officer: Shalley, Nicolle</b>	<b>Title: City Attorney</b>

**Goal(s):**

**\*Overall Support of City Commission Goals and Objectives.** Demonstrates an understanding of and supports the City's philosophy (vision, mission, values); actively pursues an understanding of organizational goals and objectives and how these relate to the Charter Officers' job and department.  
**\*Charter to attach Accomplishments Report for Evaluation Period**

**Describe Goal(s):**

- City advocate in admin. shelter hearings
- Advisor to council & mayor
- Serve as an independent voice in all major city decisions
- Help w/ achieving equity goals through legal financing

<b>Commission Member: Circle performance rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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**Commission Member Comments:**

*Ms. Shalley continues to provide superior legal advice as well as an honest and considerate perspective for all significant city decisions*

<b>Charter Officer: Circle self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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**Charter Officer Comments:**

**Competencies:**

**1. Business Acumen.** Understands the business, financial status of the organization and core operational area of responsibility; realizes implications of key financial indicators, and uses economic and industry data to accurately diagnose business strengths and weaknesses.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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**Commission Member Comments:**

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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**Charter Officer Comments:**

*Covered, but could use a bit more depth. Covered much more in personal interview*

## Charter Officer Annual Performance Evaluation Form

**2. Communication and Building Relationships.** Communicates and listens effectively, open to receiving and giving constructive feedback, promotes frank and open discussions on issues. Cultivates a network of relationships both internal and external, promotes collaboration and removes barriers across organizational lines, builds credibility for the City.

Commission Member: Check competency rating    1     2     3     4     5     N/A

Commission Member Comments:

*Professional and accessible*

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments:

**3. Fiscal Management.** Prepares a balanced budget to provide services at a level directed by the Commission, ensuring actions and decisions reflect an appropriate level of responsibility for financial planning and accountability.

Commission Member: Check competency rating    1     2     3     4     5     N/A

Commission Member Comments:

*Managed a team department across a challenging transition.*

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments:

## Charter Officer Annual Performance Evaluation Form

**4. Integrity.** Demonstrates the highest level of integrity and ethical behavior, adhering to the City's code of conduct upholding the values of the City, challenges questionable work standards and confronts or reports suspicious practices to appropriate leaders or authorities.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**5. Leading and Supervision.** Effectively establishes strategies to develop and maximize employee performance, foster high standards in meeting the vision, mission and goals of the department.

<b>Commission Member: Check rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

A respected leader among her peers as well as others in the legal community.

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

Charter Officer Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Commission Member Signature: *J.R.*

Date: 11/30/19

### Charter Officer Annual Performance Evaluation Form

<b>Fiscal Year: FY 2018-2019</b>	<b>Evaluator:</b> <i>Commissioner Gibi Simmons</i>
<b>Charter Officer: Nicolle Shalley</b>	<b>Title: City Attorney</b>

**Goal(s):**

**\*Overall Support of City Commission Goals and Objectives.** Demonstrates an understanding of and supports the City's philosophy (vision, mission, values); actively pursues an understanding of organizational goals and objectives and how these relate to the Charter Officers' job and department.

**\*Charter to attach Accomplishments Report for Evaluation Period**

Describe Goal(s): As stated in the attached Performance Report for the Office of the City Attorney, the primary objective I have set for the Office of the City Attorney is to provide timely, competent and diligent legal counsel to our Clients (the City and the CRA) in an efficient and cost-effective manner, thereby assisting and supporting our Clients in bringing projects and programs to fruition, in running the business units they manage and in achieving their objectives and strategic initiatives and in defending and pursuing claims and litigation on behalf of the City.

<b>Commission Member: Circle performance rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

*The City Attorney has exceeded her objectives for this evaluation period.*

<b>Charter Officer: Circle self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments: Throughout my 7+ years of service as your City Attorney (and 13+ years with the Office of the City Attorney), I have developed a well-informed understanding of the City's ever changing organizational goals and objectives. I continuously work to structure and manage the Office to be effective and efficient in supporting and furthering our Clients efforts to achieve their goals and objectives.

**Competencies:**

**1. Business Acumen.** Understands the business, financial status of the organization and core operational area of responsibility; realizes implications of key financial indicators, and uses economic and industry data to accurately diagnose business strengths and weaknesses.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input checked="" type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

*I agree with the City Attorney's evaluation below.*

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input checked="" type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments: I understand the need to remain well-informed of the business, financial status and core operational areas of this municipal corporation, as same is critical to providing thoughtful, well-developed and relevant legal guidance. However, recognizing that my role is one of providing legal guidance and not making business decisions, I felt a ranking of 3 on this competency is appropriate.

## Charter Officer Annual Performance Evaluation Form

**2. Communication and Building Relationships.** Communicates and listens effectively, open to receiving and giving constructive feedback, promotes frank and open discussions on issues. Cultivates a network of relationships both internal and external, promotes collaboration and removes barriers across organizational lines, builds credibility for the City.

Commission Member: Check competency rating    1     2     3     4     5     N/A

Commission Member Comments:

*The City Attorney excels in this area. She listens effectively and constantly communicate on issues and/or discussion matters.*

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments: Well-informed legal guidance relies on strong and trusting relationships with your Clients. I work daily to build and maintain relationships with staff at all levels of the City, I want them to know that the attorneys in our Office are readily accessible and here to help them. I encourage you to speak with City staff about their relationship with this Office, I believe you will find that while they may not like our guidance from time to time; they do feel welcome to call us, they trust our independent professional judgment and they value our services.

**3. Fiscal Management.** Prepares a balanced budget to provide services at a level directed by the Commission, ensuring actions and decisions reflect an appropriate level of responsibility for financial planning and accountability.

Commission Member: Check competency rating    1     2     3     4     5     N/A

Commission Member Comments:

*I agree with self-evaluation rating below.*

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments: I have consistently managed the Office within the budget approved by the City Commission and strive to continue to provide adequate level of legal services without adding additional staff. As the budget of this Office is largely personnel costs and remains relatively static, I felt a ranking of 3 on this competency is appropriate.

## Charter Officer Annual Performance Evaluation Form

**4. Integrity.** Demonstrates the highest level of integrity and ethical behavior, adhering to the City's code of conduct upholding the values of the City, challenges questionable work standards and confronts or reports suspicious practices to appropriate leaders or authorities.

Commission Member: Check competency rating	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

The City Attorney exhibits and adhere to all ethical standards mandated by Florida laws.

Charter Officer: Check self-evaluation rating	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments: If there is one thing I hope I have impressed upon each member of the Commission, it is that you can absolutely rely on me and the attorneys who work under my supervision to exhibit the highest level of integrity and ethical behavior and to provide solid legal guidance, uninfluenced by who is asking the question. Integrity and professional independence are critical to the proper function of a City Attorney's Office and I appreciate the Commission recognizing, respecting and valuing that from our Office.

**5. Leading and Supervision.** Effectively establishes strategies to develop and maximize employee performance, foster high standards in meeting the vision, mission and goals of the department.

Commission Member: Check rating	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

The City Attorney's leadership qualities are exceptional. She leads by example and manages a well experienced, diverse department.

Charter Officer: Check self-evaluation rating	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments: I believe the quality of the work product that you see from our Office, as well as the low staff turnover (collectively our 12 staff members have provided over 143 years of service to the City), best speak to my leadership. I am fortunate to lead a team of highly-motivated professionals who are experienced and dedicated to our public service work – we each truly care about the best outcome for our Clients in all the issues that we are involved in. I try to lead by example, avoid micro-managing, provide career progression opportunities (within the policies of the City) and let my team members know how valued and important they are to the operation of this organization.

Charter Officer Signature: *Nicole M. Shalby*

Date: 11/8/2019

Commission Member Signature: *Aigi Simons*

Date: 11/22/2019

**Charter Officer  
 Annual Performance Evaluation Form**

<b>Fiscal Year:</b> 2019	<b>Evaluator:</b> WARD
<b>Charter Officer:</b> Shelby	<b>Title:</b> City Attorney

**Goal(s):**

**\*Overall Support of City Commission Goals and Objectives.** Demonstrates an understanding of and supports the City's philosophy (vision, mission, values); actively pursues an understanding of organizational goals and objectives and how these relate to the Charter Officers' job and department.

**\*Charter to attach Accomplishments Report for Evaluation Period**

Describe Goal(s):

<b>Commission Member: Circle performance rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments: *You not only support the Commission's goals, you are the institutional memory of City Leadership.*

<b>Charter Officer: Circle self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**Competencies:**

**1. Business Acumen.** Understands the business, financial status of the organization and core operational area of responsibility; realizes implications of key financial indicators, and uses economic and industry data to accurately diagnose business strengths and weaknesses.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**Charter Officer  
 Annual Performance Evaluation Form**

**2. Communication and Building Relationships.** Communicates and listens effectively, open to receiving and giving constructive feedback, promotes frank and open discussions on issues. Cultivates a network of relationships both internal and external, promotes collaboration and removes barriers across organizational lines, builds credibility for the City.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments: *You are always exceptionally clear with the commission.*

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**3. Fiscal Management.** Prepares a balanced budget to provide services at a level directed by the Commission, ensuring actions and decisions reflect an appropriate level of responsibility for financial planning and accountability.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**Charter Officer  
 Annual Performance Evaluation Form**

**4. Integrity.** Demonstrates the highest level of integrity and ethical behavior, adhering to the City's code of conduct upholding the values of the City, challenges questionable work standards and confronts or reports suspicious practices to appropriate leaders or authorities.

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments: *To my knowledge and experience, your integrity & excellence are outstanding.*

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

**5. Leading and Supervision.** Effectively establishes strategies to develop and maximize employee performance, foster high standards in meeting the vision, mission and goals of the department.

<b>Commission Member: Check rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

Charter Officer Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Commission Member Signature: *[Handwritten Signature]*

Date: *12/3/19*

## Charter Officer Annual Performance Evaluation Form

<b>Fiscal Year: FY 2018-2019</b>	<b>Evaluator:</b> <i>Warren, Helen</i>
<b>Charter Officer: Nicolle Shalley</b>	<b>Title: City Attorney</b>

**Goal(s):**

**\*Overall Support of City Commission Goals and Objectives.** Demonstrates an understanding of and supports the City's philosophy (vision, mission, values); actively pursues an understanding of organizational goals and objectives and how these relate to the Charter Officers' job and department.

**\*Charter to attach Accomplishments Report for Evaluation Period**

**Describe Goal(s):** As stated in the attached Performance Report for the Office of the City Attorney, the primary objective I have set for the Office of the City Attorney is to provide timely, competent and diligent legal counsel to our Clients (the City and the CRA) in an efficient and cost-effective manner, thereby assisting and supporting our Clients in bringing projects and programs to fruition, in running the business units they manage and in achieving their objectives and strategic initiatives and in defending and pursuing claims and litigation on behalf of the City.

**Commission Member: Circle performance rating**    1     2     3     4     5     N/A

**Commission Member Comments:** *I agree with the Charter's narrative above - Her comments, guidance and advice has been consistently prudent & helpful with regards to our options with legal decisions. Her staff are equally responsive in their guidance and counsel.*

**Charter Officer: Circle self-evaluation rating**    1     2     3     4     5     N/A

**Charter Officer Comments:** Throughout my 7+ years of service as your City Attorney (and 13+ years with the Office of the City Attorney), I have developed a well-informed understanding of the City's ever changing organizational goals and objectives. I continuously work to structure and manage the Office to be effective and efficient in supporting and furthering our Clients efforts to achieve their goals and objectives.

**Competencies:**

**1. Business Acumen.** Understands the business, financial status of the organization and core operational area of responsibility; realizes implications of key financial indicators, and uses economic and industry data to accurately diagnose business strengths and weaknesses.

**Commission Member: Check competency rating**    1     2     3     4     5     N/A

**Commission Member Comments:** *I think there is an awareness of the business + financial status of the city that weighs in on the balancing of legal oversight - And I believe this Charter does well with her advisory role*

**Charter Officer: Check self-evaluation rating**    1     2     3     4     5     N/A

**Charter Officer Comments:** I understand the need to remain well-informed of the business, financial status and core operational areas of this municipal corporation, as same is critical to providing thoughtful, well-developed and relevant legal guidance. However, recognizing that my role is one of providing legal guidance and not making business decisions, I felt a ranking of 3 on this competency is appropriate.

**Charter Officer  
 Annual Performance Evaluation Form**

**2. Communication and Building Relationships.** Communicates and listens effectively, open to receiving and giving constructive feedback, promotes frank and open discussions on issues. Cultivates a network of relationships both internal and external, promotes collaboration and removes barriers across organizational lines, builds credibility for the City.

Commission Member: Check competency rating    1     2     3     4     5     N/A

Commission Member Comments: *Nicole's historical perspective of City business is of great value in adding credibility of-to-for her comments and recommendations. She reflects on the status of other cities that are engaged with policy making similar to Gville so as to guide our decision making options*

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments: Well-informed legal guidance relies on strong and trusting relationships with your Clients. I work daily to build and maintain relationships with staff at all levels of the City, I want them to know that the attorneys in our Office are readily accessible and here to help them. I encourage you to speak with City staff about their relationship with this Office, I believe you will find that while they may not like our guidance from time to time; they do feel welcome to call us, they trust our independent professional judgment and they value our services.

**3. Fiscal Management.** Prepares a balanced budget to provide services at a level directed by the Commission, ensuring actions and decisions reflect an appropriate level of responsibility for financial planning and accountability.

Commission Member: Check competency rating    1     2     3     4     5     N/A

Commission Member Comments: *I cannot have not had much experience in observing this of Nicole and her management of her budget. The fact that there have not been any reports of mismanagement is a good sign of stability*

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments: I have consistently managed the Office within the budget approved by the City Commission and strive to continue to provide adequate level of legal services without adding additional staff. As the budget of this Office is largely personnel costs and remains relatively static, I felt a ranking of 3 on this competency is appropriate.

**Charter Officer  
Annual Performance Evaluation Form**

**4. Integrity.** Demonstrates the highest level of integrity and ethical behavior, adhering to the City's code of conduct upholding the values of the City, challenges questionable work standards and confronts or reports suspicious practices to appropriate leaders or authorities.

Commission Member: Check competency rating    1     2     3     4     5     N/A

Commission Member Comments:

*Nicole has been consistent in her interactions with others along the day to day city operations. Her team also shows consistent public engagement with high degree of professional focus on their role as advisory council.*

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments: If there is one thing I hope I have impressed upon each member of the Commission, it is that you can absolutely rely on me and the attorneys who work under my supervision to exhibit the highest level of integrity and ethical behavior and to provide solid legal guidance, uninfluenced by who is asking the question. Integrity and professional independence are critical to the proper function of a City Attorney's Office and I appreciate the Commission recognizing, respecting and valuing that from our Office.

**5. Leading and Supervision.** Effectively establishes strategies to develop and maximize employee performance, foster high standards in meeting the vision, mission and goals of the department.

Commission Member: Check rating    1     2     3     4     5     N/A

Commission Member Comments:

*I do not know what strategies are used within her dept but the quality of the work delivered by her team/staff is exceptional! Staff seem to have pride in their work and their employer, The City of Gainesville.*

Charter Officer: Check self-evaluation rating    1     2     3     4     5     N/A

Charter Officer Comments: I believe the quality of the work product that you see from our Office, as well as the low staff turnover (collectively our 12 staff members have provided over 143 years of service to the City), best speak to my leadership. I am fortunate to lead a team of highly-motivated professionals who are experienced and dedicated to our public service work - we each truly care about the best outcome for our Clients in all the issues that we are involved in. I try to lead by example, avoid micro-managing, provide career progression opportunities (within the policies of the City) and let my team members know how valued and important they are to the operation of this organization.

Charter Officer Signature: *Nicole M. Shalley*  
Commission Member Signature: *Alvin K. Warner*

Date: *11/8/2019*  
Date: *11-27-19*



# MEMORANDUM

Office of the City Attorney

File: 334-5011/Re: 334-2229

Box 46

**TO:** Mayor and City Commissioners **DATE:** November 8, 2019  
**FROM:** Nicolle M. Shalley, City Attorney *NMS*  
**SUBJECT:** FY18-19 Performance Report for the Office of the City Attorney

The following information is provided to assist you in evaluating my performance as City Attorney for the fiscal year period from October 1, 2018 to September 30, 2019. If you would like to discuss my performance prior to your public discussion of Charter Officer evaluations currently scheduled for the City Commission Special Meeting on December 3, 2019, please give me a call or have your assistant schedule a meeting directly through Outlook, whenever I am available. In addition, at anytime throughout the year if you have questions regarding my work performance or the work performance of this Office, I welcome your call, email or visit. I look forward to another year of service as your City Attorney.

## **ROLE, RESPONSIBILITIES and PROFESSIONAL OBLIGATIONS OF THE OFFICE OF THE CITY ATTORNEY**

To properly evaluate my performance, it is important to understand the role and responsibilities of the Office of the City Attorney. This Office serves as in-house corporate counsel to the City of Gainesville (including its business enterprise Gainesville Regional Utilities) and the Gainesville Community Redevelopment Agency, collectively referred to as our "Clients."

This Office has an integral, but supporting, role in many of the functions and business activities of our Clients. I characterize it as a supporting role, not to minimize the importance or necessity of our services, but because it is not the function or role of this Office to set or implement policy, to interpret and enforce the City Code, to make business decisions or manage City contracts. For the most part, this Office does not self-generate our workload. We are a service provider with two primary roles, advisor and advocate.

It is also important to understand the professional obligations that govern our conduct as attorneys licensed by the Florida Bar. In particular, each attorney in this Office is personally responsible for observing the Rules of Professional Conduct and may be disciplined for failure to do so. The Rules of Professional Conduct require that, as advisor, we must exercise independent professional judgment and render candid advice to our Clients and, as advocate, we cannot bring or defend a proceeding, or assert or controvert an issue therein, on behalf of our Clients, unless in our opinion there is a basis in law and fact for doing so.

## **PRIMARY and CORE OBJECTIVES OF THE CITY ATTORNEY**

The primary objective I have set for this Office is to provide timely, competent and diligent legal counsel to our Clients in an efficient and cost-effective manner, thereby assisting and

supporting our Clients in bringing projects and programs to fruition, in running the business units they manage and in achieving their objectives and strategic initiatives and in defending and pursuing claims and litigation on behalf of the City. I review the performance of this Office in terms of the following core objectives:

<b>Core Objective</b>	<b>Notable FY2018-2019 Achievements</b>
<p>How did we perform as advocate in all levels of court and administrative proceedings, including the preparation of documents and oral arguments before the judicial body? Did we work effectively with Risk Management and other departments to investigate and evaluate all claims as necessary to determine those that warrant settlement and those that should be litigated in the best interest of the City?</p>	<p>Provided representation for our Clients in approximately 190 cases and claims, primarily these involve:</p> <ul style="list-style-type: none"> <li>• Labor and employment issues;</li> <li>• Personal injury and other torts;</li> <li>• Police liability; and</li> <li>• Construction and other contract disputes.</li> </ul>
<p>How did we perform as advisor in public meetings held by our Clients? Did we provide meaningful responses to legal questions from our Clients, without disclosing attorney client privileged information or legal strategy? Were we adequately prepared to address the matters that were on the agenda?</p>	<p>Provided legal counsel at regular and special meetings and workshops held by the City Commission, Community Revelopment Agency Board, Audit and Finance Committee, General Policy Committee, Broadband Connectivity Subcommittee, Rental Housing Subcommittee, City Charter Review Commission, Utility Advisory Board, Development Review Board, City Plan Board, Historic Preservation Board, Parking Board of Appeals, Canvassing Board, Human Rights Board, Tree Board of Appeals, Fire Safety Board of Adjustment, and Board of Trustees for the General Employees Pension Plan.</p>
<p>How did we perform as advisor in transactional and regulatory matters, including our availability for meetings with our Clients, responding to requests for legal guidance, review/preparation of contracts and other legal documents and preparation of ordinances?</p>	<p>Prepared and submitted 51 ordinances and reviewed numerous resolutions.</p> <p>Reviewed and/or drafted agreements and responded to requests for legal services and assisted our Clients with contract negotiations and resolution of disputes.</p>
<p>Did we clearly communicate our independent legal opinions and concisely frame legal issues to assist our Clients in evaluating particular courses of action and understanding the consequences of such action? Were our opinions based on current law and did we</p>	<p>Provided legal opinions to staff, Charter Officers, City Boards and the City Commission on a wide variety of matters.</p> <p>Conducted training and provided legal guidance on topics of interest; including: new Commissioner orientation; board trainings; GPD training; and advised city staff of changes in the law and developing court cases.</p>

**advise how changes in the law affect our Clients' business?**

**Did we provide legal services in a professional and ethical manner by practicing law in accordance with our Code of Professional Responsibility, the Code of Ethics for Public Officers and Employees, and the City's Personnel Policies and Procedures? Did we participate in educational events and associations to stay informed of developments in the law and maintain a network of professional relationships?**

**Did I provide proper management of the Office by operating within budget and by maintaining a professional staff (and retention of outside counsel) to provide legal services that meet our client's needs?**

Six attorneys (including the City Attorney) maintained their Florida Bar Board Certification in City, County and Local Government Law. As such, we are recognized as "Specialists" or "Experts" in this area of law. Several attorneys serve as officers and leaders in local and state bar organizations and I serve on the Executive Board of the Florida Municipal Attorneys Association. Four legal assistants maintained professional legal assistant/paralegal certifications.

Continued to restructure positions to prepare for anticipated retirements, to provide career development opportunities and to more efficiently and cost effectively provide legal services to our Clients. Retained and oversaw outside counsel to respond to excess workload demand or handle specialized matters for our Clients for which we lack in-house expertise.