

SECTION I: ASSISTING COUNCIL WITH ITS POLICY-MAKING ROLE

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

Comments on Section I:

The City Manager provides timely and pertinent information to help City Council make sound decisions. He thoroughly vets issues to provide recommendations based on his vast experience. At times his thoroughness leaves Council with few options and on occasion not enough time to consider alternatives.

SECTION II: INTERNAL ADMINISTRATION

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

B. Financial Management

Are you satisfied with the City Manager's:					
Approach to budget preparation and review	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Use of standard financial management procedures to meet Council's policy guidelines	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

		Poor	Needs Improvement	Meets Expectations	Exceeds Expectations	Excels
	Implementation of Council's policy regarding the expenditure of budgeted funds	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Cost control through economical use of labor, materials and equipment	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Information on the financial status of City government	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Use of available funds and his ability to operate the City efficiently and effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
	Knowledge of financial matters	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Information pertaining to long or short-term financing for capital projects or equipment purchases	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Information on opportunities for federal and state grant funding	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

C. Personnel Management						
The City Manager is:						
	Successful in guiding people as a team toward common objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
	Effective in selecting qualified and highly competent staff members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
	Effective in maintaining professional relationships with Department Directors	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Effective in assuring that staff members make a positive impression on citizens	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
The City Manager:						
	Insures that the City's personnel policies and practices are administered by City Department Directors and management staff in an equitable manner	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Develops and motivates employees so that they are increasingly effective	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Addresses disciplinary problems and takes action when warranted	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Monitors performance of employees and initiates corrective action as needed	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments on Section II:						
<p>The City manager does a good job of carrying out City Council directives with attention to ensuring the direction of the city follows the consensus of Council Members as a whole. His approach to budgeting and strategic planning has transformed how the City does business in a very positive way. He is conscience of spending and understands Council's desire for quality government through planning and appropriate budgeting.</p> <p>The City Manager seems to have attention and respect from department directors and</p>						

SECTION III: EXTERNAL RELATIONS

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

B. Intergovernmental Relations						
The City Manager:						
	Effective representing the City's interests in dealing with other agencies	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Participative in enough intergovernmental activity to have an impact on behalf of the City	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Cooperative with the county, state and federal governments	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments on Section III:

The position of City Manager is often thankless and not completely understood by the general public. Even with this understanding, the City Manager has a poor impression with citizens and is not well respected or even liked. He makes a better impression with engaged citizens and business owners but improvement is still needed. The manager is well versed in municipal government and City issues. He carries himself well and generally makes a good impression of himself and the City when given the opportunity in group settings.



SECTION IV: PERSONAL ACCOMPLISHMENTS

		Poor	Needs Improvement	Meets Expectations	Exceeds Expectations	Excels
A. Communications						
With regard to communications, the City Manager is:						
	Easy to talk to and a good listener	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Thoughtful, clear and to the point	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sensitive to the concerns of others	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Candid and forthright in discussing City business matters with members of City Council	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

		Poor	Needs Improvement	Meets Expectations	Exceeds Expectations	Excels
C. Job Effectiveness						
The City Manager:						
	Demonstrates interest and enthusiasm about the Council's Vision for the City	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Gives his staff the tools necessary to provide efficient, responsive City services	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Coordinates the implementation of City goals and objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
	Creates a positive atmosphere for successful economic development in the City	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Supports responsible infrastructure expansion and maintenance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
	Emphasizes the need for employee training and technological improvements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Comments on Section IV:						
<p>It's obvious the City Manager cares about the City and its direction. He is innovative and demonstrates the ability to think outside the box to resolve issues and move the City forward. He is clear and easy to talk to. At times he lets his personal beliefs blend with his extensive municipal government knowledge and experience but always follows Council direction.</p> <p>The Manager is making strides in regards to the working environment which economic development occurs. However, more attention is needed to not just improve the City's economic development practices and business friendliness but also the perception as Palm Coast being a difficult place to do business.</p>						

SECTION V: NARRATIVE RESPONSES

<ul style="list-style-type: none">• What were the Manager's most notable accomplishments during the past year(s)? <p>Department restructuring has had a positive effect on efficiency and day to day operations. Opening City Hall on time and on budget with minimal disruption to City services.</p>
<ul style="list-style-type: none">• Which of the Manager's qualities were most instrumental in fulfilling the role of City Manager this past year(s)? <p>Communication and accountability.</p>
<ul style="list-style-type: none">• What does the Manager do that you would like him to continue? <p>Continue thinking big! The City has had many achievements and won many awards in recent years. Our continued growth will provide opportunities and pressures. Continue to manage the pressures and be poised to leverage opportunities</p>
<ul style="list-style-type: none">• Is there anything that the Manager does that you would like him to do differently? <p>The manager should be less negative about the County and find ways to work towards common community goals.</p>
<ul style="list-style-type: none">• Do you have any other general comments to share with the City Manager? <p>As the City's second manager, Jim has used his experience to move the city forward professionally. I believe his staff tinkering and recent department restructuring will pay dividends in the near future. He recognizes there is always room for improvement and I believe he will continue to make sound decisions to improve customer service for our citizen</p>


Rater's Signature


Date

Section I:

The City Manager provides timely and pertinent information to help City Council make sound decisions. He thoroughly vets issues to provide recommendations based on his vast experience. At times his thoroughness leaves Council with few options and on occasion not enough time to consider alternatives.

Section II:

The City manager does a good job of carrying out City Council directives with attention to ensuring the direction of the city follows the consensus of Council Members as a whole. His approach to budgeting and strategic planning has transformed how the City does business in a very positive way. He is conscience of spending and understands Council's desire for quality government through planning and appropriate budgeting.

The City Manager seems to have attention and respect from department directors and executive staff. He is a good team builder and allows staff to expand their roles within his system. The managers "Team" management style has been effective but may need to be scaled back as the economy returns and staff gets busier assisting customers and completing day to day tasks in a timely manner.

Section III:

The position of City Manager is often thankless and not completely understood by the general public. Even with this understanding, the City Manager has a poor impression with citizens and is not well respected or even liked. He makes a better impression with engaged citizens and business owners but improvement is still needed.

The manager is well versed in municipal government and City issues. He carries himself well and generally makes a good impression of himself and the City when given the opportunity in group settings.

The manager seems to work well with state and federal agencies, but improvement is needed when working with the County. He often cannot resist making public negative comments which fuels animosity on both sides and does not contribute to a positive outcome.

Section IV:

It's obvious the City Manager cares about the City and its direction. He is innovative and demonstrates the ability to think outside the box to resolve issues and move the City forward. He is clear and easy to talk to. At times he lets his personal beliefs blend with his extensive municipal government knowledge and experience but always follows Council direction.

The Manager is making strides in regards to the working environment which economic development occurs. However, more attention is needed to not just improve the City's economic development practices and business friendliness but also the perception as Palm Coast being a difficult place to do business.

SECTION V: NARRATIVE RESPONSES

- What were the Manager's most notable accomplishments during the past year(s)?

Department restructuring has had a positive effect on efficiency and day to day operations. Opening City Hall on time and on budget with minimal disruption to City services.

- Which of the Manager's qualities were most instrumental in fulfilling the role of City Manager this past year(s)?

Communication and accountability.

- What does the Manager do that you would like him to continue?

Continue thinking big! The City has had many achievements and won many awards in recent years. Our continued growth will provide opportunities and pressures. Continue to manage the pressures and be poised to leverage opportunities.

- Is there anything that the Manager does that you would like him to do differently?

The manager should be less negative about the County and find ways to work towards common community goals.

- Do you have any other general comments to share with the City Manager?

As the City's second manager, Jim has used his experience to move the city forward professionally. I believe his staff tinkering and recent department restructuring will pay dividends in the near future. He recognizes there is always room for improvement and I believe he will continue to make sound decisions to improve customer service for our citizens and businesses.