

## STAFF PERFORMANCE EVALUATION

*[This form, and any attachment, shall become part of the Employee's official personnel record]*

Employee Name: COX, Stephen Date of Review: Sep 26, 2025

Job Title: Fire Chief Department: Fire

Purpose:  Probationary  Annual  Disciplinary  Exit

**JOB DESCRIPTION** The Employee and the Evaluator must review the current specific job description as part of this evaluation to ensure consensus and accuracy of the expected duties and responsibilities. The job description should be attached to this evaluation and proposed amendments (or lack thereof) should be noted by both the Employee and the Evaluator.

**EVALUATION CRITERIA** The evaluation is comprised of two ratings: Performance Ratings and Importance Levels.

*Performance Rating*

- o Indicate the Employee's performance of the specific job duties and utilization of knowledge, skills, and abilities during the evaluation period by marking the appropriate box.
- o Criteria listed for each rating are provided for guidance: an employee does not need to satisfy every condition to receive that rating. Appropriate supervisory judgment should be used for each rating.
- o Supportive comments, especially for extreme ratings, should be provided.
- o The following table summarizes the general description for each Performance Rating:

<b>5</b>	<b>Outstanding-</b> This rating is given to an employee who consistently does far more than expected for the position held. Numerous objective examples that support the rating are easily identified.
<b>4</b>	<b>Exceeds Expectations-</b> This rating is given to an employee who consistently does more than expected for the position. Rating should be easily supported by several objective examples of going beyond job requirements.
<b>3</b>	<b>Meets Expectations-</b> This rating is given to an employee who has consistently and fully satisfied the high-performance expectations for the specific duties related to the appropriate job description.
<b>2</b>	<b>Improvement Needed-</b> This rating is given to an employee who did not consistently meet performance expectations for the specific duties related to the appropriate job description. Rating should be supported by specific examples.

*Importance Level*

- o These ratings are used to provide and demonstrate key aspects of the Employee's position.
- o Assign an Importance Level for each Factor as follows:
  - For *non-supervisory* positions (seven Performance Factors), assign two Importance Levels of '4', two Importance Levels of '3', and three Importance Levels of '2'.
  - For *supervisory* positions (nine Performance Factors), assign two Importance Levels of '4', three Importance Levels of '3', and four Importance Levels of '2'.
- o The following table summarizes the general description for each Importance Level:

<b>4</b>	<b>Critically Important-</b> This level would have a critical impact on overall Employee performance. Wrong decisions and errors associated with this Factor are felt across the entire organization to a significant extent. No direct supervision or oversight is normally provided.
<b>3</b>	<b>Very Important-</b> This level would have a significant impact on overall Employee performance. Wrong decisions and errors are felt in several other departments. Little direct supervision or oversight is normally provided.
<b>2</b>	<b>Important-</b> This level would have an impact on overall Employee performance. Wrong decisions or errors typically affect own department. Moderate direct supervision or oversight is normally provided.

To calculate the Performance Evaluation score, multiply the Performance Rating and the Importance Level for each Performance Factor, and then add the products of all Performance Factors. The Performance Evaluation score is compared to the appropriate scale (Non-Supervisory or Supervisory).

Optional supporting comments can be provided with Key Objectives and Job Tasks. If necessary, Areas for Improvement should be documented. Goals (including specific metrics by which to determine success) must be described and acknowledged by the Employee.

**PERFORMANCE FACTORS** The Performance Factors included as part of this Performance Evaluation are:

- Completing Tasks
- Initiative and Innovation
- Job Knowledge
- Security/Safety Compliance
- Diversity
- Cooperation and Customer Service
- Teamwork
- Resource Management (Supervisory only)
- Supervision and Leadership (Supervisory only)

<b>Completing Tasks</b>					
<ul style="list-style-type: none"> <li><i>Work Quality</i>- The degree to which the Employee meets acceptable standards including accurate, neat, and thorough work; the need to re-do work; the orderliness of the workplace.</li> <li><i>Work Quantity</i>- The Employee's level of productivity/output and timeliness of work consistent with established standards; makes good use of time.</li> </ul>					
5	Consistently produces work of highest quality, rarely makes errors. Consistently exceeds productivity requirements. Consistently completes work ahead of schedule. Seeks additional tasks. Recognized by co-workers as a "peak performer."				
4	Produces high quality work. Makes few errors. Completes most work tasks ahead of schedule. Above average output level.				
3	Produces acceptable work with minimal errors. Meets basic productivity requirements. Meets deadlines. Meets production goals.				
2	Produces marginally acceptable or unsatisfactory work. Makes more than an average number of errors. Below basic productivity requirements in some areas. Occasionally misses deadlines. Marginal output level.				
<b>Comments</b> Chief Cox produces high quality of work. When tasked to provide information, develop programs, or procure equipment, he easily accomplishes those tasks with enthusiasm, detail, and professionalism. With his recent appointment, though, his body of work, although unquestionably good, remains to be further developed.					
<i>Performance:</i>	<b>4</b>	<i>Importance:</i>	<b>2</b>	<i>Total:</i>	<b>8</b>

<b>Initiative and Innovation</b>					
<ul style="list-style-type: none"> <li>A measure of the amount of direct supervision the Employee requires.</li> </ul>					
5	Constantly exhibits independent action and resourcefulness. Exercises outstanding judgment on knowing when to seek guidance from supervisory. Highly motivated worker. Requires little or no direction or supervision, even on non-routine assignments. Exceptional contributions to efficient operation of unit. Consistently seeks ways to improve work methods. Offers constructive and detailed positive suggestions.				
4	Frequently exhibits independent action and resourcefulness. Exercises good judgment on knowing when to seek guidance from supervisor. Above average worker. Requires less than normal direction and supervision, even on non-routine assignments. Develops methods for streamlining operations. Frequently provides constructive suggestions.				
3	Generally, demonstrates independent action with minimal supervision. Dependable worker. Requires normal direction and supervision. Requires assistance with non-routine assignments. Develops better methods of completing work. Occasionally provides constructive suggestions.				
2	Occasionally requires prompting by supervisor to take actions required by the job. Requires frequent supervisor attention. Requires more than normal direction and supervision to complete assignments. Less effective completion of work than average worker. Rarely provides constructive suggestions.				
<b>Comments</b> Chief Cox, as with nearly all public safety leaders, requires minimal direct supervision. He is resourceful and independent, frequently exploring new methods to improve safety, expand operations, or enhance training. His lengthy tenure with the City provides the City with a different perspective that is valuable to "traditional" public servants.					
<i>Performance:</i>	<b>4</b>	<i>Importance:</i>	<b>3</b>	<i>Total:</i>	<b>12</b>

<b>Job Knowledge</b>					
<ul style="list-style-type: none"> <li>Employee understands job duties and responsibilities and can accomplish those duties for satisfactory job performance. Understands the organization's policies, procedures, goals, and purpose as required for the job.</li> </ul>					
5	Demonstrates exceptional knowledge and skills in the most complex aspects of the job. Has completely mastered own job duties and responsibilities and all related areas.				
4	Demonstrates better-than-average knowledge and skills in handling complex job duties. Is very knowledgeable of own job duties and responsibilities and is familiar with some related areas.				
3	Demonstrates adequate knowledge and skills to perform job duties. Has enough knowledge to perform job satisfactorily. Needs some coaching on complex areas.				
2	Demonstrates insufficient knowledge and skills in some areas of job duties. Has limited knowledge of own job duties and responsibilities. Requires coaching on routine areas.				
<p><b>Comments</b> Chief Cox is exceptionally knowledgeable of his professional craft. He serves the community through many formal and informal training classes and exercises. He is recognized by his peers for his knowledge and professionalism. The City is fortunate to have someone with his training experience to lead such a youthful department.</p>					
<i>Performance:</i>	<b>5</b>	<i>Importance:</i>	<b>3</b>	<i>Total:</i>	<b>15</b>

<b>Security/Safety Compliance</b>					
<ul style="list-style-type: none"> <li>Adheres to security and safety rules and regulations. Completes required security and safety training. Maintains a safe and secure work environment. Employee's work practices meet health, safety, physical security, and information security requirements.</li> </ul>					
5	Constantly looks for potential security and safety issues in the work area. Makes recommendations for improving the physical security and information security for areas of responsibility. Takes actions to prevent injuries to employees.				
4	Demonstrates a high level of concern for the security (information and physical) and safety of others as well as own. Strives to keep area free of safety hazards. Has had no incidents during the evaluation period.				
3	Adheres to all work area security and safety guidelines. Acts promptly on potential security violations and safety hazards. No lost-time injuries during the period of this review.				
2	Low concern for security and safety. Fails to act promptly on potential security violations and safety hazards.				
<p><b>Comments</b> Chief Cox is committed to the safety of the City's firefighters. No on-scene safety/injury incidents have been reported during Chief Cox's initial tenure. He is keenly aware of safety issues related to vehicles, equipment, and facilities.</p>					
<i>Performance:</i>	<b>4</b>	<i>Importance:</i>	<b>4</b>	<i>Total:</i>	<b>16</b>

<b>Diversity</b>					
<ul style="list-style-type: none"> <li>Behavior that demonstrates respect and value for individual differences. Builds a climate of openness and inclusiveness.</li> </ul>					
5	Works diligently to foster an open and inclusive environment. Actively involved in diversity initiatives. Always displays behavior that respects and values individual differences.				
4	Provides support for an open and inclusive environment. Encourages diversity initiatives. Frequently displays behavior that respects and values individual differences.				
3	Contributes to promoting an open and inclusive environment. Participates in diversity initiatives. Generally, displays behavior that respects and values individual differences.				
2	Occasionally must be encouraged to demonstrate support for a diverse and inclusive environment. Sometimes fails to display behavior that respects and values individual differences.				
<b>Comments</b> Chief Cox has demonstrated no behavior or offered no comments to indicate a lack of courtesy or respect to any City official, City staff, or resident. The current roster of Fire Department personnel is the strongest evidence of the Department's (and this City's) commitment to recognizing training, professionalism, and diversity.					
<i>Performance:</i>	<b>5</b>	<i>Importance:</i>	<b>2</b>	<i>Total:</i>	<b>10</b>

<b>Cooperation and Customer Service</b>					
<ul style="list-style-type: none"> <li>Actions that demonstrate courtesy and display a desire to work with co-workers and customers and how well the Employee represents the City of Flagler Beach.</li> </ul>					
5	Constantly anticipates and meets the needs of customers. Always communicates and works well with co-workers and customers. Excels in open communication skills. Promotes a supportive work environment. Always treats others with dignity and respect. An outstanding representative of the City.				
4	Frequently anticipates the needs of customers. Generally, communicates and works well with co-workers and customers. Fosters open communication. Encourages others to contribute to the success of the City. Demonstrates how others should be treated with dignity and respect. Respected representative of the City.				
3	Meets customer needs. Communicates and works acceptably with customers and co-workers. Demonstrates acceptable communication skills. Treats people with respect and dignity. Effectively represents the City.				
2	Occasionally fails to meet customer needs. Some complaints from co-workers and customers on communication skills with others. Sometimes does not treat others with dignity and respect. Does not always represent the City well.				
<b>Comments</b> Chief Cox is an outstanding representative of the City: he shows great pride in his profession, in general, and the fact that he is a visible face of the community. He works very well with his peers on City staff, providing support when requested. He is personally engaging, communicates well, and very respectful of elected officials and residents.					
<i>Performance:</i>	<b>5</b>	<i>Importance:</i>	<b>2</b>	<i>Total:</i>	<b>10</b>

<b>Teamwork</b>					
<ul style="list-style-type: none"> <li>Ability to assist and/or direct colleagues in a collective effort to accomplish results through cohesive actions of the City staff.</li> </ul>					
5	Inspires others to excel. Leads by example. Makes timely and productive decisions. Uses resources wisely. Provides direction and creates an environment that results in the highest level of staff achievement.				
4	Encourages the development of others. Promotes departmental initiatives. Makes effective decisions. Uses most resources wisely. Provides a role model and enhances the level of staff achievement.				
3	Makes good decisions. Generally, uses resources wisely. Interacts effectively and contributes to overall staff results.				
2	Makes some poor work decisions. Occasionally misuses or wastes resources. Some participation and little support of broader staff efforts.				
<p><b>Comments</b> Chief Cox is a valued member of senior City staff. He is respected by many others associated with the City: elected officials, other senior and junior staff, and area residents. Working with other senior Fire Department staff, he is articulating professional development plans and opportunities for other Fire Department personnel. He is enthusiastic about leading "his" department.</p>					
<i>Performance:</i>	<b>4</b>	<i>Importance:</i>	<b>3</b>	<i>Total:</i>	<b>12</b>

**ADDITIONAL FACTORS FOR SUPERVISORY EMPLOYEES ONLY:**

<b>Resource Management</b>					
<ul style="list-style-type: none"> <li>Organizing self and environment for appropriate uses of resources. Resources include budget, employees, equipment, facilities, etc.</li> </ul>					
5	Consistently establishes and communicates important work priorities to employees and immediate supervisor. Frequently identifies and implements actions to ensure that financial resources used are less than budgeted. Accurately forecasts resource needs beyond the current budget year.				
4	Frequently establishes and communicates important work priorities to employees and immediate supervisor. Monitors resources to ensure financial resources used are less than budgeted. Occasionally identifies cost savings opportunities. Accurately forecasts and schedules resource needs within the current budget year.				
3	Works with immediate supervisor to establish work priorities. Communicates work priorities to employees as appropriate. Monitors resources to maintain cost within budgeted amounts. Schedules resource needs to meet daily work requirements.				
2	Establishment and communication of work priorities needs improvement. Resource utilization planning does not meet expectations for the job.				
<p><b>Comments</b> Chief Cox is attuned to the increasing costs associated with operating a full-time Fire Department: personal, vehicle, and equipment costs are rising and, for the most part, have to be accepted to retain the capabilities to serve Flagler Beach. Despite that reality, he manages the Fire Department budget within the fiscal constraints and seeks additional efficiencies and revenues.</p>					
<i>Performance:</i>	<b>4</b>	<i>Importance:</i>	<b>2</b>	<i>Total:</i>	<b>8</b>

<b>Supervision and Leadership</b>					
<ul style="list-style-type: none"> <li>Utilizing the behaviors that are essential to effective leadership and supervision.</li> </ul>					
5	Recognized by superiors, peers, and employees as superior in establishing open communication and climate of collaboration and cooperation. Routinely coaches and trains employees for advancement. Provides accurate and frequent feedback. Creates an employee development plan for each supervised employee. Always takes the initiative to identify and deal directly with problem situations and potential crises. Effectively uses the discipline process to improve employee performance.				
4	Recognized by employees for establishing open communication and climate of collaboration and cooperation. Frequently coaches and trains employees for advancement. Provides accurate and frequent feedback. Creates an employee development plan for each supervised employee. Often takes the initiative to identify and deal directly with problem situations and potential crises. Initiates the discipline process appropriately to improve employee performance without coaching.				
3	Encourages open communication and climate of collaboration and cooperation. Coaches and trains employees in the performance of job duties and requirements. Identifies and communicates areas for improvement for each supervised employee. Identifies and deals directly with problem situations and potential crises as they arise. Initiates and uses the discipline process for employee performance improvement with minimal coaching.				
2	Communication style and climate of working with other needs improvement. Rarely provides coaching, training, or feedback to supervised employees. Requires prompting to deal with problem situations and potential crises. Does not effectively use the discipline process for performance improvement.				
<p><b>Comments</b> Chief Cox has had the opportunity to shape the leadership of the Fire Department with recent appointments to Deputy Fire Chief and Lieutenant: both of those appointments have been acclaimed. Re-developing the community-service culture of the Fire Department will be a key task that he should be able to foster and grow. He appears to have the strong support throughout the Fire Department (and from regional agencies, as well).</p>					
<i>Performance:</i>	<b>5</b>	<i>Importance:</i>	<b>4</b>	<i>Total:</i>	<b>20</b>

**KEY OBJECTIVES AND JOB TASKS (optional; attached additional pages if necessary)**

<i>Job Duty/Objective/Goal (provide description)</i>
<i>Evidence of performance</i>
<i>Job Duty/Objective/Goal (provide description)</i>
<i>Evidence of performance</i>
<i>Job Duty/Objective/Goal (provide description)</i>
<i>Evidence of performance</i>

**AREAS FOR IMPROVEMENT**

<i>Description</i>
<i>Employee comments</i>

<i>Description</i>
<i>Employee comments</i>

**GOALS FOR NEXT EVALUATION PERIOD**

<b>Goal</b> Prepare one-page summary for the City's Annual Report.
<b>Metric</b> Report, including review of previous year, plans for current year, and outlook for future years, submitted to City Manager by no later than Oct 31, 2025.

<b>Goal</b> Ensure complete and appropriate Fire Inspection reports for active commercial properties.
<b>Metric</b> Commercial Fire Inspections completed and reported to the City Manager by no later than Jun 30, 2026.

<b>Goal</b> Working with senior Fire Department personnel, examine and develop a recommended pay scale to enhance recruitment/retainment for the Department.
<b>Metric</b> Pay scale, with endorsement of senior Fire Department personnel, submitted to City Manager by no later than Mar 31, 2026.

**REVIEWER COMMENTS**

Chief Cox has introduced a renewed professionalism and enthusiasm to the City of Flagler Beach Fire Department. After previous modest leadership efforts, Chief Cox has thrown himself into developing the Fire Department as a highly-trained and community-oriented organization. The officers and firefighters are a small, close-knit cadre and deserve to be further recognized for their contributions to the quality of life in Flagler Beach. Key personnel decisions have contributed to enhanced professionalism and training. His efforts to address safety, both internally in the department (vehicle, equipment, and building operations) and externally in the community (fire inspections and fire hydrant inspections), will likely result in mostly unrealized financial benefits to the City and its property owners (ISO rating and property insurance). Several financial challenges, however, remain looming on the horizon: pay, equipment costs, and long-term building conditions to support 365/24/7 operations. Chief Cox can play an integral role in setting the direction for Flagler Beach's public safety efforts.

**OVERALL RATING**

	<b>Outstanding</b>	<b>Exceeds Expectations</b>	<b>Meets Expectations</b>	<b>Improvement Needed</b>
Evaluation Rating	<input type="checkbox"/>	<input checked="" type="checkbox"/> 111	<input type="checkbox"/>	<input type="checkbox"/>
Non-Supervisory Point range	100-93 (and no Performance rated '2' or '3')	92-74 (and no Performance rated "2")	73-51	50 or less
Supervisory Point Range	125-113 (and no Performance rated '2' or '3')	112-88 (and no Performance rated '2')	87-62	61 or less

<b>PERFORMANCE RATING SCALE</b>
<b>Outstanding-</b> Exceptional performer. Clearly unique. Results obtained are far above job expectations. Makes significant contributions well beyond job responsibilities.
<b>Exceeds Expectations-</b> Performance results which clearly and consistently exceed the major responsibilities of the job. Makes contributions beyond job responsibilities.
<b>Meets Expectations-</b> Employee's performance consistently meets or to some extent exceeds expectations. Employee's work was fully effective, reliable, and of good quality. Describes acceptable performance.
<b>Improvement Needed-</b> Employee does not consistently meet all of the standards of performance. Improvement in performance needed. Requires more than expected supervision.

**EMPLOYEE COMMENTS**

**RATER COMMENTS (IF APPROPRIATE)**

**ACKNOWLEDGEMENT**

I understand that my signature indicates ONLY that I have received and discussed this Performance Evaluation with my supervisor: my signature does not necessarily mean that I agree with the evaluation's content. I understand that I may attach written comments, if desired, related to my job performance for the evaluation period. If comments are attached, both the Employee (\_\_\_\_\_) and the Supervisor (\_\_\_\_\_) must provide initials.

\_\_\_\_\_  
Employee's signature



\_\_\_\_\_  
Supervisor's signature

\_\_\_\_\_  
Date

September 26, 2025

\_\_\_\_\_  
Date