



Mission, Vision, Values, Principles

Employee Name:	Alvin B. Jackson Jr.
Job Title:	Manager
Department:	City of Bunnell
Supervisor:	Catherine Robinson, Mayor
Performance Period:	10/1/2024 - 9/30/2025
Date of Evaluation:	10/1/2025

Employees are expected to commit to the City's mission statement, adhere to City principles, provide public service and contribute to a positive workplace environment that includes Emergency Management / Responsibilities, and diversity appreciation.

Purpose

The purpose of the Employee evaluation is for the employee to receive constructive input from their immediate supervisor on how they performed during the performance period in the following areas:

- Establish Workplan Objectives for next review period (unwavering guide)
- Leadership Team Values
- Project deliverables/work assignments – Key Result Objectives
- Managerial Core Evaluation Factors
- Expected/desirable performance behaviors and training necessary to accomplish their performance goals over the next 12 months.

Performance Categories: The performance plan for employees consists of three major categories: 1) City Core Values; 2) Project deliverables/work assignments – Key Results Objectives; and 3) Core Evaluation Factors. All three areas are equally important for ensuring values- based effective values at the City. As such, these three categories apply to all employees as described below.

1. City Leadership Values: The City leadership team has identified the following values that should be understood and actively implemented by all City Directors, Managers and Supervisors. The values provide specific guidance for implementing the Leadership purpose which states: The City Leadership team provides stable, collaborative leadership to ensure integrated decisions for today and vision for tomorrow.

- We are committed to the success of each other – as a team and an organization.
- We value and encourage open and honest communication.
- We meet our customers' needs with professionalism and integrity.
- Teamwork is the foundation of our excellence.
- Honesty is never compromised.
- Our diversity is the cornerstone of our strength.
- We do the coolest work on the planet.

City of Bunnell Values:

1. Loyalty to the team, the objectives, the mission.
2. Teamwork. Cultivate a "we environment."-Be a passionate team Player.
3. Communication. Share information freely, maintain an ongoing dialog throughout the organization.
4. Respect individual strengths; Embrace diversity.
5. Empathy. Care about people.
6. Always determine what is important to team members.
7. Honor everyone. Demonstrate respect for all persons.
8. Say "Thank You." Show appreciation in every way possible.
9. Self-Control. Stay open, ask questions, and maintain calm demeanor in the face of every challenge.
10. Have a forgiving spirit.
11. Professionalism Always maintain a positive attitude and a pleasing personality.
12. Cultivate creativity.
13. Seek great personal satisfactions in helping others succeed.
14. Be an active listener—quick to hear, slow to speak.
15. Be a person of fairness and justice to all.
16. Have an action plan, results oriented with measurable outcomes.
17. Create a culture of warmth & belonging, where everyone is welcome.
18. Have fun-create an environment where employees can think big and excel.
19. Integrity: to be honest, open, ethical, and fair.
20. Fiscal accountability: to be good stewards of agency funds.

Annual Employee Performance Evaluation/Work Plan – Competency- Based

A best practice in preparing to complete this form is to review, and if necessary update, the job description to reconfirm the expectations for performance for the employee. As you complete this form, also consider goals established for this year.

I. PERFORMANCE COMPETENCIES

Core Assessments: Check the rating that most closely represents your overall assessment of the employee's performance. Comments in support of each rating are recommended. If performance in a competency requires improvement or is exceptional, **comments are required**.

Requires Improvement:	Demonstrates satisfactory performance in some areas; however, does not perform or meet expectations consistently. Employee needs to acquire and/or develop necessary skills and build/sustain acceptable standard of performance.	Requires Improvement	Effective	Exceptional
Effective:	Consistently meets requirements of the position. At times employee may exceed expectations. Overall, employee makes solid, reliable, and meaningful contributions to the department.			
Exceptional:	Delivers exceptional results in performance against goals and core functions. Demonstrates innovation and initiative in all aspects of the position. Excellent work is widely recognized and positively and significantly impacts department operations.			
1. Job Knowledge: Possesses and continually updates requisite knowledge and understanding of assigned duties, responsibilities, policies, procedures, and compliance requirements to perform the position. Demonstrates technical skills required for the position. Understands business needs and desired outcomes. <i>Comments, Examples and Measurables:</i> Alvin Jackson has over 40 years' experience, which has been a blessing for the City of Bunnell. His knowledge has benefited the staff he has hired and trained. His strength is in economic development and effective communication and his guidance has been a benefit in projects being reviewed.				✓

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2. <u>Work Product:</u> Demonstrates quality product including accuracy and thoroughness in work required for the position. Plans and completes acceptable quantity of work within deadlines. Works with diligence and identifies opportunities to streamline or improve processes. <i>Comments, Examples and Measurables:</i> The city manager works with each department to set goals and establish how to reach those goals. He meets weekly with the executive staff. Recently the new governmental services and police department building was completed and a celebration was held. This building was planned for several years ago and completed. Bunnell has recently experienced the beginning stages of growth. As a major project submitted an application, the city manager worked with community development staff to create a PUD and Development Agreement to protect the city and public during the construction of this project.				✓
3. <u>Customer Focus:</u> Consistently exhibits professional demeanor with internal and external constituents and peers through verbal and written customer focused communication. This includes listening, understanding customer expectations / perspective and acknowledging and responding to concerns in a timely and helpful manner. Demonstrates commitment to exceptional service, timely problem resolution. <i>Comments, Examples and Measurables:</i> The entire city is customer focused due to the insistence of the city manager. He meets one-on-one with every employee to be sure they understand the importance of customer focus. The city manager is willing to meet with anyone who requests and has an open door policy. He is quick to listen and brainstorms to find successful solutions.				✓

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Exceptional:	Delivers exceptional results in performance against goals and core functions. Demonstrates innovation and initiative in all aspects of the position. Excellent work is widely recognized and positively and significantly impacts department operations.			
4. <u>Dependability/Accountability/Professionalism:</u> Follows through on assignments. Takes ownership of work. Is reliable, professional, and responsible. Adheres to procedures, practices, and work schedule. Work is completed in a timely manner and within established deadlines effectively using resources. Demonstrates commitment to professional development. <i>Comments, Examples and Measurables:</i> Although the city manager has been in transition in his personal life over the past year, he has maintained his strong work ethic and could be counted on to support the overall departments and goals of the city. He does not count his work hours and supports staff as needed. One of our city commissioners had a town hall meeting on a Friday that lasted over 2 hours that evening. The city manager attended as well as lead members of the executive staff to be able to support and answer questions as needed. Mr. Jackson deals professionally with all who he meets with and can be counted on.				✓
5. <u>Equipment Stewardship:</u> persons entrusted with the management of equipment owned by, or on loan to, the City of Bunnell have a special stewardship obligation for safeguarding that property. Equipment is properly cleaned and maintained. Employee takes care to ensure all equipment/vehicles is used in the manner it was intended. <i>Comments, Examples and Measurables:</i> The struggle with equipment is due to the restraints of the budget and priorities set in the city by the commission. Equipment is properly maintained but new equipment is needed. This is about delegating and prioritizing money spent.			✓	

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6. <u>Collaboration/Teamwork:</u> Demonstrates cooperation and teamwork. Values and seeks input and expertise of others. Contributes to the team environment by working effectively with others on the team to accomplish work. Treats co-workers with respect, honesty, and fairness. Resolves issues effectively and is viewed as a positive team member and/or colleague. <i>Comments, Examples and Measurables:</i> Mr. Jackson meets monthly with other leaders in the community. He meets with the Executive Team weekly. Mr. Jackson actively engages all members of the Commission to ensure they are current on happenings within the City.				✓
7. <u>Communication:</u> Communicates effectively and respectfully verbally and in writing. Follows instructions and shares information appropriately. Engages in meaningful two-way conversations. Listens attentively and clarifies information when necessary. <i>Comments, Examples and Measurables:</i> Communication is Mr. Jackson's strong suite. I hear from him most days and sometimes several times a day. This helps me to be able to brainstorm and seek out solutions with him. He listens to my thoughts and is open minded in our discussions. He developed a city manager monthly newsletter over the past several years, which is found on the city's website for public education and review.				✓

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8. <u>Commitment to/Demonstration of Inclusion & Welcoming Behavior in the Community:</u> Creates a welcoming learning and working environment with productive and positive workplace relationships. Builds and supports a diverse and inclusive community by demonstrating respect in the workplace. Proactively identifies opportunities to increase awareness and hold self and others accountable for acting in a way which breaks down barriers between groups of difference and creates an inclusive climate that accepts and welcomes diversity. <i>Comments, Examples and Measurables:</i> The city manager meets monthly with other managers in the county for insight, communication, and maintain working relationships with other municipalities. He developed a strong orientation program for the two newly elected commissioners, which included meeting individually with the executive staff.				✓
9. <u>Safety, Security and Occupational Health:</u> Knowledge of and ability to implement agency-wide safety and security practices. Follows all safety procedures, best practices, and strategies. Identifies and recommends changes to agency practices to prevent and reduce work-related injuries. Volunteers to complete safety training or complete additional training to help reduce work related accidents/injuries. No reimbursable workers compensation or accident insurance claims. <i>Comments, Examples and Measurables:</i> The city manager continues to work on his physical health through nutrition and exercise. He sets the example for other staff. There have been additional safety features in our new building that we did not have in other buildings to increase safety and the police department attends our city commission meetings to insure safety.				✓

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10. <u>Management:</u> Establishes performance expectations for staff. Provides timely, effective, and meaningful feedback that motivates staff members to improve their performance. Builds and supports a high performing team. Assists employees in eliminating barriers to performance and provides encouragement for skill development. Delegates responsibility appropriately. Recognizes and rewards achievement. <i>Comments, Examples and Measurables:</i> Compliments were given on the design and structure of the building, which was passed on to the staff who did the work. The city manager holds the staff accountable for their behavior as well as their actions. He meets regularly with them to assist and direct activity. He is quick to pass on compliments to staff and gives them the credit for successful projects. His philosophy is to praise in public and criticize in private. He has developed an excellent executive team.				✓
11. <u>Leadership:</u> Establishes a clear vision for staff and motivates employees to achieve their best performance. Engages and motivates staff, coaching for peak performance. Promotes a welcoming, inclusive, and supportive work environment and fosters continuous improvement. Makes outreach efforts and uses resources to create a diverse workforce. Leads and manages change. Builds and manages relationships across the department. <i>Comments, Examples and Measurables:</i> Relationships between departments have improved. Morale is good currently and staff realizes that growth is upon us. This presents new challenges which will be addressed. Alvin Jackson is a great leader and has been asked to mentor other members of organizations as well as lead workshops. His leadership skills are recognized and utilized throughout our state.				✓

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12. <u>Contract Management:</u> Contracts being managed by staff in their work unit are effectively managed ensuring that quality deliverables and or services are received from the vendors on time and within budget. <i>Comments, Examples and Measurables:</i> There are numerous contracts that have been initiated over the past year due to ongoing major projects. They are reviewed and updated as needed. The Utility department has reviewed all utility bills for accuracy and reduce unpaid balances. The completion of our new building was done on time and came in at budget. There is now a system for contract review.				✓
13. <u>Budget and Fiduciary Responsibilities:</u> Budgets for their work units are prepared accurately, reasonably and on time. Expenditures are within 95% of the budgeted amounts for their areas of responsibilities by the end of the fiscal year. <i>Comments, Examples and Measurables:</i> Staff was given direction to produce a "zero based" budget. All departments worked together to make this happen, resulting in not having to raise the mileage rate for our citizens. The city is seeing limited funding in our CRA account. Commerce Parkway Road is completed and development will find its way there, resulting in increased revenue. The incentive program has helped small businesses to grow.				✓

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14. <u>Innovation and Problem Solving:</u> Deals comfortably with ambiguity and uncertainty. Has successfully organized problem solvers and stakeholders for high impact problems. Has experience with helping others adapt to changing environments and accept new situations. <i>Comments, Examples and Measurables:</i> Mr. Jackson is an innovator and works through brainstorming to find common solutions for problems. He challenges staff to "think outside the box" and works to build consensus.				✓
15. <u>Influencing through Effective Communications:</u> Listens carefully and attentively, encourages, and accepts other points of view. Can effectively maintain a dialogue in difficult situations. Structures situations to create a desired impact and to maximize the changes of a favorable outcome. <i>Comments, Examples and Measurables:</i> He scheduled an all day meeting called the "Advance", which is open to the public. This is a yearly meeting which outlines the past year's accomplishments and struggles, and sets the stage for goals for the upcoming year with the commission. At the first "Advance", the commission completed a SWAT process and realized the need for economic development. That planning over 5 years ago has become a reality for today and the future. He will meet with groups and organizations as requested.				✓

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16. <u>Customer Service Excellence:</u> Can anticipate customers' needs and satisfy them proactively. Coaches their staff on how to meet customers' expectations. Inspires their staff to raise the bar of customer service delivery. <i>Comments, Examples and Measurables:</i> Mr. Jackson has an open-door policy and is not afraid to hear complaints and concerns from the public.				✓
17. <u>Cooperation and Teamwork:</u> Promotes team-based approach for solving problems. Promotes individual and team accomplishments and shares credit. Monitors team morale and intervenes appropriately. <i>Comments, Examples and Measurables:</i> The executive staff functions as a team. They have weathered issues and worked through difficulties together. They are supportive of each other and the city as a whole. The struggle to balance developers and public has created extra work and dedication to complete the tasks at hand in the best manner possible. Cudos to the Community Development team, Finance, and city clerk to work together through this difficulties. The city manager as well as the commission has given praise throughout this process.				✓

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18. Emergency Management: Demonstrates the ability to lead/manage emergency teams. Able to direct/manage the preparation, response, recovery and mitigation activities during an emergency or disaster. <i>Comments, Examples and Measurables:</i> We have a good relationship with the County and work with them during emergencies. The executive staff, including the chief of police, take active roles in any emergency we have. Planning is done in advance of hurricane season. Once storms are over, staff travels our roads making sure they are passable and safe. The city clerk and finance director work through grants and FEMA paperwork.				✓
19. Diversity Appreciation: Commits to equity in contracting and recruiting initiatives. Coach others in effective communications and collaboration in a diverse workforce. Promotes collaborative climate that recognizes, celebrates and rewards diversity. <i>Comments, Examples and Measurables:</i> We have a diverse workforce within the city. Employees are hired based on credentials and experience. We have an excellent HR director.				✓

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20. <u>Team Accountability:</u> Ability to assess and hold employees accountable for completing goals, tasks, and assignments. Willingness to help their employees manage, set, and achieve goals. Holding employees accountable by following procedures for disciplinary needs, including compliments and praise from others. <i>Comments, Examples and Measurables:</i> The city manager holds the staff accountable for their behavior as well as their actions. He meets regularly with them to assist and direct activity. He is quick to pass on compliments to staff and gives them the credit for successful projects.				✓

II. ACHIEVEMENT OF GOALS

Identify the employee's major achievements and progress toward meeting established goals.

Completion of several major projects - Governmental services and police department building, on time and in budget - celebration of grand opening
Completion of Commerce Parkway Road
Negotiated PUD and Developers Agreement for Reserve at Haw Creek (3 years ongoing)
Successful first year Italian Festival
Co-sponsored Bunnell History Day
Working with interested companies that want to relocate to Bunnell
Participated in Spring Fest 2025
Successful Halloween event
Successful Christmas event
Successful City election

III. OVERALL PERFORMANCE RATING AND SUMMARY COMMENTS

Provide an overall performance rating based on the ratings assigned to core, and if appropriate managerial, competencies in this evaluation.

Points Total: 59 ÷ 20 Factors Evaluated = Average Rating: 2.95

Performance Rating: Exceptional

III. OVERALL PERFORMANCE RATING AND SUMMARY COMMENTS

Summarize the employee's performance for this period paying particular attention to performance strengths and weaknesses and note areas and opportunities for professional development for the upcoming year. Clearly address performance that may require improvement or may be especially strong or exceptional.

Mr. Jackson is an excellent city manager. His strengths include open dialogue with others. He deals with anyone who comes across his path and is willing to listen to others' point of view. He has compassion for his fellow person and is a strong leader. He rises above adversity. He communicates with the city commission several times a week and as the need arises. He has built a strong executive staff and they work hard for him. He is a visionary and can map out a plan for growth. He has mentored others and participates in the community with other leaders.

Areas of Strength:

Strong economic development knowledge
Ability to negotiate on behalf of City
Great communicator
Compassionate in dealing with others
Strong executive staff
Mentor to others
Visionary

Areas for Improvement:

Continue to be available, assessable, and open to commission and public
Complete projects due in 2026
Encourage staff and set direction for the future
Work to preserve the small town atmosphere
Look for grants to fill financial gaps within the City
Work to develop storm water plan for flooding
Work to develop plan for paving streets
Develop canal cleaning maintenance plan
Complete and open Coquina City Hall for public use

Effective _____

IV. EMPLOYEE COMMENTS (Optional)

The employee may comment on the performance review in the space provided below.

Employee's Signature: _____

Date: _____

Supervisor's Signature: _____

Date: _____

Director Signature: Catherine Jones

Date: _____

City Manager Signature: _____

Date: _____

Merit Increase Amount: 3%

Mark here
for 6 Months
Evaluations

☐

Project Deliverables/ Work Assignments- Key Results Objectives: Specific projects, task, or work assignments that the employee will be responsible for during the next review period. Identify performance measures that will be used to determine if the employee successfully met the Key Results Objectives aligning with City's Strategic Plan. Performance Measures may include completion dates, customer service satisfaction and a measure of quality for the specific project, task, or work assignment.

Work Plan Next Review Period

Key Results Objectives	Performance Measures



Mission, Vision, Values, Principles

Employee Name: Dr. Alvin Jackson

Job Title: City Manager

Department:

Supervisor: Hon. David J. Atkinson

Performance Period: 2025

Date of Evaluation: 09/20/25

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Effective 10/2023

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2. <u>Work Product:</u> Demonstrates quality product including accuracy and thoroughness in work required for the position. Plans and completes acceptable quantity of work within deadlines. Works with diligence and identifies opportunities to streamline or improve processes. <i>Comments, Examples and Measurables:</i> Dr. Jackson demonstrates that he is well versed in delivering a thorough work product. He has a mindfulness to detail and delivers an effective work product.		☐	X	☐

3. <u>Customer Focus:</u> Consistently exhibits professional demeanor with internal and external constituents and peers through verbal and written customer focused communication. This includes listening, understanding customer expectations / perspective and acknowledging and responding to concerns in a timely and helpful manner. Demonstrates commitment to exceptional service, timely problem resolution. <i>Comments, Examples and Measurables:</i> Customer focus appears to be one of Dr. Jackson's main strengths in that he recognizes expectations and responds appropriately in a timely manner. He has a high response time with regard problem resolution.			X
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5. <u>Equipment Stewardship:</u> persons entrusted with the management of equipment owned by, or on loan to, the City of Bunnell have a special stewardship obligation for safeguarding that property. Equipment is properly cleaned and maintained. Employee takes care to ensure all equipment/vehicles is used in the manner it was intended. <i>Comments, Examples and Measurables:</i> Insufficient interaction in this category.	☐	X	☐

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Effective:	Consistently meets requirements of the position. At times employee may exceed expectations. Overall, employee makes solid, reliable, and meaningful contributions to the department.		

Exceptional:	Delivers exceptional results in performance against goals and core functions. Demonstrates innovation and initiative in all aspects of the position. Excellent work is widely recognized and positively and significantly impacts department operations.	Requires Improvement		
6. <u>Collaboration/Teamwork:</u> Demonstrates cooperation and teamwork. Values and seeks input and expertise of others. Contributes to the team environment by working effectively with others on the team to accomplish work. Treats co-workers with respect, honesty, and fairness. Resolves issues effectively and is viewed as a positive team member and/or colleague. <i>Comments, Examples and Measurables:</i> It is evident that Dr. Jackson is a “team player” based on all the interactions that I have had with him. He values and respects the input of others that he works with and treats co-workers with respect and dignity. His friendliness and positive approach are key to his success in his position.				X

[illegible]

My interactions with Dr. Jackson have been limited to “in-person” and phone calls. I have found these to be dependable, respectful and meaningful.

Requires Improvement:	Demonstrates satisfactory performance in some areas; however, does not perform or meet expectations consistently. Employee needs to acquire and/or develop necessary skills and build/sustain acceptable standard of performance.	Requires Improvement	Effective	Exceptional
Effective:	Consistently meets requirements of the position. At times employee may exceed expectations. Overall, employee makes solid, reliable, and meaningful contributions to the department.			
Exceptional:	Delivers exceptional results in performance against goals and core functions. Demonstrates innovation and initiative in all aspects of the position. Excellent work is widely recognized and positively and significantly impacts department operations.			

8. <u>Commitment to/Demonstration of Inclusion & Welcoming Behavior in the Community:</u> Creates a welcoming learning and working environment with productive and positive workplace relationships. Builds and supports a diverse and inclusive community by demonstrating respect in the workplace. Proactively identifies opportunities to increase awareness and hold self and others accountable for acting in a way which breaks down barriers between groups of difference and creates an inclusive climate that accepts and welcomes diversity. <i>Comments, Examples and Measurables:</i> Dr. Jackson displays an initiative-taking approach by demonstrating inclusiveness and respect within the community that he serves. This is evident in his day-to-day interactions with his peers and direct reports.			X
9. <u>Safety, Security and Occupational Health:</u> Knowledge of and ability to implement agency-wide safety and security practices. Follows all safety procedures, best practices, and strategies. Identifies and recommends changes to agency practices to prevent and reduce work-related injuries. Volunteers to complete safety training or complete additional training to help reduce work related accidents/injuries. No reimbursable workers compensation or accident insurance claims. <i>Comments, Examples and Measurables:</i> Insufficient data and/or background to comment on this, however, as I have not heard of any negative feedback regarding safety, security, and hazards in the workplace, I can only surmise that Dr. Jackson is doing an effective job in this category.		X	

Requires Improvement:	Demonstrates satisfactory performance in some areas; however, does not perform or meet expectations consistently.		Effective	
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	Employee needs to acquire and/or develop necessary skills and build/sustain acceptable standard of performance.	Requires Improvement		Exceptional
Effective:	Consistently meets requirements of the position. At times employee may exceed expectations. Overall, employee makes solid, reliable, and meaningful contributions to the department.			
Exceptional:	Delivers exceptional results in performance against goals and core functions. Demonstrates innovation and initiative in all aspects of the position. Excellent work is widely recognized and positively and significantly impacts department operations.			
10. Management: Establishes performance expectations for staff. Provides timely, effective, and meaningful feedback that motivates staff members to improve their performance. Builds and supports a high performing team. Assists employees in eliminating barriers to performance and provides encouragement for skill development. Delegates responsibility appropriately. Recognizes and rewards achievement.		☐	☐	X
<i>Comments, Examples and Measurables:</i> Dr. Jackson brings a wealth of knowledge to his position and consistently delivers exceptional results with regards his management skills.				

11. <u>Leadership:</u> Establishes a clear vision for staff and motivates employees to achieve their best performance. Engages and motivates staff, coaching for peak performance. Promotes a welcoming, inclusive, and supportive work environment and fosters continuous improvement. Makes outreach efforts and uses resources to create a diverse workforce. Leads and manages change. Builds and manages relationships across the department. <i>Comments, Examples and Measurables:</i> As City Manager, Dr. Jackson is constantly engaged with staff. He serves as a motivational example by supporting staff and striving for improvement. His managerial skills are exemplary.			X
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Requires Improvement:	Demonstrates satisfactory performance in some areas; however, does not perform or meet expectations consistently. Employee needs to acquire and/or develop necessary skills and build/sustain acceptable standard of performance.	Requires Improvement	Effective	Exceptional
Effective:	Consistently meets requirements of the position. At times employee may exceed expectations. Overall, employee makes solid, reliable, and meaningful contributions to the department.			
Exceptional:	Delivers exceptional results in performance against goals and core functions. Demonstrates innovation and initiative in all aspects of the position. Excellent work is widely recognized and positively and significantly impacts department operations.			

12. <u>Contract Management:</u> Contracts being managed by staff in their work unit are effectively managed ensuring that quality deliverables and/or services are received from the vendors on time and within budget. <i>Comments, Examples and Measurables:</i> Insufficient data and/or background to comment on this, however, as I have not heard any negative feedback regarding contract management, I can only surmise that Dr. Jackson is doing an effective job in this category.	☐	X	☐
13. <u>Budget and Fiduciary Responsibilities:</u> Budgets for their work units are prepared accurately, reasonably and on time. Expenditures are within 95% of the budgeted amounts for their areas of responsibilities by the end of the fiscal year. <i>Comments, Examples and Measurables:</i> As evidenced by the review of the proposed 2026 budget, Dr. Jackson has made certain that they are prepared accurately, reasonably and on time. Expenditures for 2025 appear to be in line with what has been budgeted.	☐	X	☐

Requires Improvement:	Demonstrates satisfactory performance in some areas; however, does not perform or meet expectations consistently. Employee needs to acquire and/or develop necessary skills and build/sustain acceptable standard of performance.		Effective	
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Effective:	Consistently meets requirements of the position. At times employee may exceed expectations. Overall, employee makes solid, reliable, and meaningful contributions to the department.	Requires Improvement		Exceptional
Exceptional:	Delivers exceptional results in performance against goals and core functions. Demonstrates innovation and initiative in all aspects of the position. Excellent work is widely recognized and positively and significantly impacts department operations.			
14. <u>Innovation and Problem Solving</u>: Deals comfortably with ambiguity and uncertainty. Has successfully organized problem solvers and stakeholders for high impact problems. Has experience helping others adapt to changing environments and accept new situations. <i>Comments, Examples and Measurables:</i> It is apparent that Dr. Jackson is extremely comfortable in his decision making and manages his overall position in an exceptional manner.		☐	☐	X
15. <u>Influencing through Effective Communications</u>: Listens carefully and attentively, encourages, and accepts other points of view. Can effectively maintain a dialogue in difficult situations. Structures situations to create a desired impact and to maximize the changes of a favorable outcome. <i>Comments, Examples and Measurables:</i> Dr. Jackson consistently meets and sometimes exceeds, in listening carefully and accepting others points of view. He consistently strives to create desired impacts and work off others opinions and thought processes to attain a favorable outcome.		☐	X	☐

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Requires Improvement:	Demonstrates satisfactory performance in some areas; however, does not perform or meet expectations consistently. Employee needs to acquire and/or develop necessary skills and build/sustain acceptable standard of performance.	Requires Improvement		
Effective:	Consistently meets requirements of the position. At times employee may exceed expectations. Overall, employee makes solid, reliable, and meaningful contributions to the department.			
Exceptional:	Delivers exceptional results in performance against goals and core functions. Demonstrates innovation and initiative in all aspects of the position. Excellent work is widely recognized and positively and significantly impacts department operations.		Effective	Exceptional

16. <u>Customer Service Excellence:</u> Can anticipate customers' needs and satisfy them proactively. Coaches their staff on how to meet customers' expectations. Inspires their staff to raise the bar of customer service delivery. <i>Comments, Examples and Measurables:</i> Meets and sometimes exceeds expectations.	☐	X	☐
17. <u>Cooperation and Teamwork:</u> Promotes team-based approach for solving problems. Promotes individual and team accomplishments and shares credit. Monitors team morale and intervenes appropriately. <i>Comments, Examples and Measurables:</i> Dr. Jackson consistently shares credit and promotes a team-based approach for problem resolution. Appropriate credit is rewarded for a job well done.	☐	X	☐

Requires Improvement:	Demonstrates satisfactory performance in some areas; however, does not perform or meet expectations consistently. Employee needs to acquire and/or develop necessary skills and build/sustain acceptable standard of performance.			
Effective:	Consistently meets requirements of the position. At times employee may exceed expectations. Overall, employee makes solid, reliable, and meaningful contributions to the department.			

Exceptional:	Delivers exceptional results in performance against goals and core functions. Demonstrates innovation and initiative in all aspects of the position. Excellent work is widely recognized and positively and significantly impacts department operations.	Requires Improvement		
18. Emergency Management: Demonstrates the ability to lead/manage emergency teams. Able to direct/manage the preparation, response, recovery and mitigation activities during an emergency or disaster.		☐	X	☐
<i>Comments, Examples and Measurables:</i> I have limited interaction on this topic.				
19. Diversity Appreciation: Commits to equity in contracting and recruiting initiatives. Coach others in effective communications and collaboration in a diverse workforce. Promotes collaborative climate that recognizes, celebrates and rewards diversity.		☐	X	☐
<i>Comments, Examples and Measurables:</i> Limited feedback/interaction in this area.				

Requires Improvement:	Demonstrates satisfactory performance in some areas; however, does not perform or meet expectations consistently. Employee needs to acquire and/or develop necessary skills and build/sustain acceptable standard of performance.	Requires Improvement	Effective	Exceptional
Effective:	Consistently meets requirements of the position. At times employee may exceed expectations. Overall, employee makes solid, reliable, and meaningful contributions to the department.			
Exceptional:	Delivers exceptional results in performance against goals and core functions. Demonstrates innovation and initiative in all aspects of the position. Excellent work is widely recognized and positively and significantly impacts department operations.			
20. <u>Team Accountability:</u> Ability to assess and hold employees accountable for completing goals, tasks, and assignments. Willingness to help their employees manage, set, and achieve goals. Holding employees accountable by following procedures for disciplinary needs, including compliments and praise from others. <i>Comments, Examples and Measurables:</i> Dr. Jackson is always willing to offer praise and appreciation to those who perform above expectations. His direct reports are held accountable for completing any tasks and/or assignments in a timely manner, quite often ahead of schedule.		☐	☒	X

II. ACHIEVEMENT OF GOALS

Identify the employee's major achievements and progress toward meeting established goals.

Dr. Jackson possesses a wealth of knowledge with regards governmental affairs and practices. Having only know him for a short time (6 months), I find Dr. Jackson displays an air of confidence and consideration towards his peers and direct reports. He is always willing to offer counseling and advice on a multitude of topics. He has successfully brought forward the planned Haw Creek Residential Development project which will enhance the lifestyle and growth of our community while also bringing much needed revenue to the City of Bunnell. He is also balancing this project with potential commercial growth which could potentially bring more jobs and revenue to the City.

III. OVERALL PERFORMANCE RATING AND SUMMARY COMMENTS

Provide an overall performance rating based on the ratings assigned to core, and if appropriate managerial, competencies in this evaluation.

Points Total: 48 ÷ 20 Factors Evaluated = Average Rating: 2.40

Performance Rating: 2.4 Effective

III. OVERALL PERFORMANCE RATING AND SUMMARY COMMENTS

Summarize the employee's performance for this period paying particular attention to performance strengths and weaknesses and note areas and opportunities for professional development for the upcoming year. Clearly address performance that may require improvement or may be especially strong or exceptional.

Dr. Jackson has displayed a primary focus on growth for the City of Bunnell. Moving forward, I am confident that he will continue along these lines. A focus on taking advantage of all governmental grants and funding should be the norm; Dr. Jackson certainly excels at exploring all conceivable financing where possible.

Areas of Strength:

Dr. Jackson is a caring, empathetic individual who serves as beacon of hope and strength for the community he serves. His unwavering pride in his job is evident with every interaction I have had with him. He genuinely cares about his peers, direct reports and citizens within the community. His broad knowledge of local, county and state governments allows him to excel as Bunnell City Manager.

Areas for Improvement:

Continue the same path that has brought him success in the past.

Effective _____

IV. EMPLOYEE COMMENTS (Optional)

The employee may comment on the performance review in the space provided below.

Employee's Signature: _____

Date: _____

Supervisor's Signature: *[Signature]*

Date: 09/29/25

Director Signature: _____

Date: _____

City Manager Signature: _____

Date: _____

Merit Increase Amount: _____

Mark here
for 6 Months
Evaluations

☐

Project Deliverables/ Work Assignments- Key Results Objectives: Specific projects, task, or work assignments that the employee will be responsible for during the next review period. Identify performance measures that will be used to determine if the employee successfully met the Key Results Objectives aligning with City's Strategic Plan. Performance Measures may include completion dates, customer service satisfaction and a measure of quality for the specific project, task, or work assignment.

Work Plan Next Review Period

Key Results Objectives	Performance Measures
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Mission, Vision, Values, Principles

Employee Name:	Alvin B. Jackson Jr.
Job Title:	Manager
Department:	City of Bunnell
Supervisor:	Dean Sechrist
Performance Period:	10/1/2024 - 9/30/2025
Date of Evaluation:	10/1/2025

Employees are expected to commit to the City's mission statement, adhere to City principles, provide public service and contribute to a positive workplace environment that includes Emergency Management / Responsibilities, and diversity appreciation.

Purpose

The purpose of the Employee evaluation is for the employee to receive constructive input from their immediate supervisor on how they performed during the performance period in the following areas:

- Establish Workplan Objectives for next review period (unwavering guide)
- Leadership Team Values
- Project deliverables/work assignments – Key Result Objectives
- Managerial Core Evaluation Factors
- Expected/desirable performance behaviors and training necessary to accomplish their performance goals over the next 12 months.

Performance Categories: The performance plan for employees consists of three major categories: 1) City Core Values; 2) Project deliverables/work assignments – Key Results Objectives; and 3) Core Evaluation Factors. All three areas are equally important for ensuring values- based effective values at the City. As such, these three categories apply to all employees as described below.

1. **City Leadership Values:** The City leadership team has identified the following values that should be understood and actively implemented by all City Directors, Managers and Supervisors. The values provide specific guidance for implementing the Leadership purpose which states: The City Leadership team provides stable, collaborative leadership to ensure integrated decisions for today and vision for tomorrow.

- We are committed to the success of each other – as a team and an organization.
- We value and encourage open and honest communication.
- We meet our customers' needs with professionalism and integrity.
- Teamwork is the foundation of our excellence.
- Honesty is never compromised.
- Our diversity is the cornerstone of our strength.
- We do the coolest work on the planet.

City of Bunnell Values:

1. Loyalty to the team, the objectives, the mission.
2. Teamwork. Cultivate a "we environment."-Be a passionate team Player.
3. Communication. Share information freely, maintain an ongoing dialog throughout the organization.
4. Respect individual strengths; Embrace diversity.
5. Empathy. Care about people.
6. Always determine what is important to team members.
7. Honor everyone. Demonstrate respect for all persons.
8. Say "Thank You." Show appreciation in every way possible.
9. Self-Control. Stay open, ask questions, and maintain calm demeanor in the face of every challenge.
10. Have a forgiving spirit.
11. Professionalism Always maintain a positive attitude and a pleasing personality.
12. Cultivate creativity.
13. Seek great personal satisfactions in helping others succeed.
14. Be an active listener—quick to hear, slow to speak.
15. Be a person of fairness and justice to all.
16. Have an action plan, results oriented with measurable outcomes.
17. Create a culture of warmth & belonging, where everyone is welcome.
18. Have fun-create an environment where employees can think big and excel.
19. Integrity: to be honest, open, ethical, and fair.
20. Fiscal accountability: to be good stewards of agency funds.

Annual Employee Performance Evaluation/Work Plan – Competency- Based

A best practice in preparing to complete this form is to review, and if necessary update, the job description to reconfirm the expectations for performance for the employee. As you complete this form, also consider goals established for this year.

I. PERFORMANCE COMPETENCIES

Core Assessments: Check the rating that most closely represents your overall assessment of the employee's performance. Comments in support of each rating are recommended. If performance in a competency requires improvement or is exceptional, **comments are required**.

Requires Improvement:	Demonstrates satisfactory performance in some areas; however, does not perform or meet expectations consistently. Employee needs to acquire and/or develop necessary skills and build/sustain acceptable standard of performance.	Requires Improvement	Effective	Exceptional
Effective:	Consistently meets requirements of the position. At times employee may exceed expectations. Overall, employee makes solid, reliable, and meaningful contributions to the department.			
Exceptional:	Delivers exceptional results in performance against goals and core functions. Demonstrates innovation and initiative in all aspects of the position. Excellent work is widely recognized and positively and significantly impacts department operations.			
1. Job Knowledge: Possesses and continually updates requisite knowledge and understanding of assigned duties, responsibilities, policies, procedures, and compliance requirements to perform the position. Demonstrates technical skills required for the position. Understands business needs and desired outcomes. <i>Comments, Examples and Measurables:</i> As a new city commissioner, I depend heavily on Mr Jackson's experience, expertise, and advice. I routinely sit down with Mr Jackson prior to each commission meeting to ensure that I thoroughly understand each and every issue. He has always taken the time to explain each issue in detail. His ability to obtain, organize, and promote new developments to help the City grow is outstanding. His help to me has been exceptional.				✓

Requires Improvement:	Demonstrates satisfactory performance in some areas; however, does not perform or meet expectations consistently. Employee needs to acquire and/or develop necessary skills and build/sustain acceptable standard of performance.	Requires Improvement	Effective	Exceptional
Effective:	Consistently meets requirements of the position. At times employee may exceed expectations. Overall, employee makes solid, reliable, and meaningful contributions to the department.			
Exceptional:	Delivers exceptional results in performance against goals and core functions. Demonstrates innovation and initiative in all aspects of the position. Excellent work is widely recognized and positively and significantly impacts department operations.			
2. <u>Work Product:</u> Demonstrates quality product including accuracy and thoroughness in work required for the position. Plans and completes acceptable quantity of work within deadlines. Works with diligence and identifies opportunities to streamline or improve processes. <i>Comments, Examples and Measurables:</i> Mr Jackson produces accurate and thorough work. He is continually looking for opportunities for the City.				✓
3. <u>Customer Focus:</u> Consistently exhibits professional demeanor with internal and external constituents and peers through verbal and written customer focused communication. This includes listening, understanding customer expectations / perspective and acknowledging and responding to concerns in a timely and helpful manner. Demonstrates commitment to exceptional service, timely problem resolution. <i>Comments, Examples and Measurables:</i> Mr Jackson's energetic and enthusiastic demeanor on a routine basis is infectious and uplifting.				✓

Requires Improvement:	Demonstrates satisfactory performance in some areas; however, does not perform or meet expectations consistently. Employee needs to acquire and/or develop necessary skills and build/sustain acceptable standard of performance.	Requires Improvement	Effective	Exceptional
Effective:	Consistently meets requirements of the position. At times employee may exceed expectations. Overall, employee makes solid, reliable, and meaningful contributions to the department.			
Exceptional:	Delivers exceptional results in performance against goals and core functions. Demonstrates innovation and initiative in all aspects of the position. Excellent work is widely recognized and positively and significantly impacts department operations.			
4. <u>Dependability/Accountability/Professionalism:</u> Follows through on assignments. Takes ownership of work. Is reliable, professional, and responsible. Adheres to procedures, practices, and work schedule. Work is completed in a timely manner and within established deadlines effectively using resources. Demonstrates commitment to professional development. <i>Comments, Examples and Measurables:</i> Mr Jackson completes all work in a professional manner.				✓
5. <u>Equipment Stewardship:</u> persons entrusted with the management of equipment owned by, or on loan to, the City of Bunnell have a special stewardship obligation for safeguarding that property. Equipment is properly cleaned and maintained. Employee takes care to ensure all equipment/vehicles is used in the manner it was intended. <i>Comments, Examples and Measurables:</i> Mr Jackson takes extreme pride in taking care of City equipment.				✓

Requires Improvement:	Demonstrates satisfactory performance in some areas; however, does not perform or meet expectations consistently. Employee needs to acquire and/or develop necessary skills and build/sustain acceptable standard of performance.	Requires Improvement	Effective	Exceptional
Effective:	Consistently meets requirements of the position. At times employee may exceed expectations. Overall, employee makes solid, reliable, and meaningful contributions to the department.			
Exceptional:	Delivers exceptional results in performance against goals and core functions. Demonstrates innovation and initiative in all aspects of the position. Excellent work is widely recognized and positively and significantly impacts department operations.			
6. <u>Collaboration/Teamwork:</u> Demonstrates cooperation and teamwork. Values and seeks input and expertise of others. Contributes to the team environment by working effectively with others on the team to accomplish work. Treats co-workers with respect, honesty, and fairness. Resolves issues effectively and is viewed as a positive team member and/or colleague. <i>Comments, Examples and Measurables:</i> Mr Jackson shows great value in teamwork and treats All coworkers with respect.				✓
7. <u>Communication:</u> Communicates effectively and respectfully verbally and in writing. Follows instructions and shares information appropriately. Engages in meaningful two-way conversations. Listens attentively and clarifies information when necessary. <i>Comments, Examples and Measurables:</i> Mr Jackson's communication skills are excellent.				✓

Requires Improvement:	Demonstrates satisfactory performance in some areas; however, does not perform or meet expectations consistently. Employee needs to acquire and/or develop necessary skills and build/sustain acceptable standard of performance.	Requires Improvement	Effective	Exceptional
Effective:	Consistently meets requirements of the position. At times employee may exceed expectations. Overall, employee makes solid, reliable, and meaningful contributions to the department.			
Exceptional:	Delivers exceptional results in performance against goals and core functions. Demonstrates innovation and initiative in all aspects of the position. Excellent work is widely recognized and positively and significantly impacts department operations.			
8. <u>Commitment to/Demonstration of Inclusion & Welcoming Behavior in the Community:</u> Creates a welcoming learning and working environment with productive and positive workplace relationships. Builds and supports a diverse and inclusive community by demonstrating respect in the workplace. Proactively identifies opportunities to increase awareness and hold self and others accountable for acting in a way which breaks down barriers between groups of difference and creates an inclusive climate that accepts and welcomes diversity. <i>Comments, Examples and Measurables:</i> Mr Jackson contributes to an excellent working environment.				✓
9. <u>Safety, Security and Occupational Health:</u> Knowledge of and ability to implement agency-wide safety and security practices. Follows all safety procedures, best practices, and strategies. Identifies and recommends changes to agency practices to prevent and reduce work-related injuries. Volunteers to complete safety training or complete additional training to help reduce work related accidents/injuries. No reimbursable workers compensation or accident insurance claims. <i>Comments, Examples and Measurables:</i> Mr Jackson followed all safety procedures, best practices, and strategies.			✓	

Requires Improvement:	Demonstrates satisfactory performance in some areas; however, does not perform or meet expectations consistently. Employee needs to acquire and/or develop necessary skills and build/sustain acceptable standard of performance.	Requires Improvement	Effective	Exceptional
Effective:	Consistently meets requirements of the position. At times employee may exceed expectations. Overall, employee makes solid, reliable, and meaningful contributions to the department.			
Exceptional:	Delivers exceptional results in performance against goals and core functions. Demonstrates innovation and initiative in all aspects of the position. Excellent work is widely recognized and positively and significantly impacts department operations.			
10. <u>Management:</u> Establishes performance expectations for staff. Provides timely, effective, and meaningful feedback that motivates staff members to improve their performance. Builds and supports a high performing team. Assists employees in eliminating barriers to performance and provides encouragement for skill development. Delegates responsibility appropriately. Recognizes and rewards achievement. <i>Comments, Examples and Measurables:</i> Mr Jackson's has a superior management style. He has built an excellent team of city staff.				✓
11. <u>Leadership:</u> Establishes a clear vision for staff and motivates employees to achieve their best performance. Engages and motivates staff, coaching for peak performance. Promotes a welcoming, inclusive, and supportive work environment and fosters continuous improvement. Makes outreach efforts and uses resources to create a diverse workforce. Leads and manages change. Builds and manages relationships across the department. <i>Comments, Examples and Measurables:</i> He has motivated an excellent team of city staff.				✓

Requires Improvement:	Demonstrates satisfactory performance in some areas; however, does not perform or meet expectations consistently. Employee needs to acquire and/or develop necessary skills and build/sustain acceptable standard of performance.	Requires Improvement	Effective	Exceptional
Effective:	Consistently meets requirements of the position. At times employee may exceed expectations. Overall, employee makes solid, reliable, and meaningful contributions to the department.			
Exceptional:	Delivers exceptional results in performance against goals and core functions. Demonstrates innovation and initiative in all aspects of the position. Excellent work is widely recognized and positively and significantly impacts department operations.			
12. <u>Contract Management:</u> Contracts being managed by staff in their work unit are effectively managed ensuring that quality deliverables and or services are received from the vendors on time and within budget. <i>Comments, Examples and Measurables:</i> City contracts have been of top quality .				✓
13. <u>Budget and Fiduciary Responsibilities:</u> Budgets for their work units are prepared accurately, reasonably and on time. Expenditures are within 95% of the budgeted amounts for their areas of responsibilities by the end of the fiscal year. <i>Comments, Examples and Measurables:</i> Budgets and expenditures have produced excellent results.				✓

Requires Improvement:	Demonstrates satisfactory performance in some areas; however, does not perform or meet expectations consistently. Employee needs to acquire and/or develop necessary skills and build/sustain acceptable standard of performance.	Requires Improvement	Effective	Exceptional
Effective:	Consistently meets requirements of the position. At times employee may exceed expectations. Overall, employee makes solid, reliable, and meaningful contributions to the department.			
Exceptional:	Delivers exceptional results in performance against goals and core functions. Demonstrates innovation and initiative in all aspects of the position. Excellent work is widely recognized and positively and significantly impacts department operations.			
14. <u>Innovation and Problem Solving:</u> Deals comfortably with ambiguity and uncertainty. Has successfully organized problem solvers and stakeholders for high impact problems. Has experience with helping others adapt to changing environments and accept new situations. <i>Comments, Examples and Measurables:</i> Mr Jackson has contributed to excellent problem solving within city staff.				✓
15. <u>Influencing through Effective Communications:</u> Listens carefully and attentively, encourages, and accepts other points of view. Can effectively maintain a dialogue in difficult situations. Structures situations to create a desired impact and to maximize the changes of a favorable outcome. <i>Comments, Examples and Measurables:</i> Mr Jackson has led the city staff by superb communication skills.				✓

Requires Improvement:	Demonstrates satisfactory performance in some areas; however, does not perform or meet expectations consistently. Employee needs to acquire and/or develop necessary skills and build/sustain acceptable standard of performance.	Requires Improvement	Effective	Exceptional
Effective:	Consistently meets requirements of the position. At times employee may exceed expectations. Overall, employee makes solid, reliable, and meaningful contributions to the department.			
Exceptional:	Delivers exceptional results in performance against goals and core functions. Demonstrates innovation and initiative in all aspects of the position. Excellent work is widely recognized and positively and significantly impacts department operations.			
16. <u>Customer Service Excellence:</u> Can anticipate customers' needs and satisfy them proactively. Coaches their staff on how to meet customers' expectations. Inspires their staff to raise the bar of customer service delivery. <i>Comments, Examples and Measurables:</i> Mr Jackson inspires the city staff and all who are around him.				✓
17. <u>Cooperation and Teamwork:</u> Promotes team-based approach for solving problems. Promotes individual and team accomplishments and shares credit. Monitors team morale and intervenes appropriately. <i>Comments, Examples and Measurables:</i> Mr Jackson is an excellent team leader.				✓

Requires Improvement:	Demonstrates satisfactory performance in some areas; however, does not perform or meet expectations consistently. Employee needs to acquire and/or develop necessary skills and build/sustain acceptable standard of performance.	Requires Improvement	Effective	Exceptional
Effective:	Consistently meets requirements of the position. At times employee may exceed expectations. Overall, employee makes solid, reliable, and meaningful contributions to the department.			
Exceptional:	Delivers exceptional results in performance against goals and core functions. Demonstrates innovation and initiative in all aspects of the position. Excellent work is widely recognized and positively and significantly impacts department operations.			
18. Emergency Management: Demonstrates the ability to lead/manage emergency teams. Able to direct/manage the preparation, response, recovery and mitigation activities during an emergency or disaster. <i>Comments, Examples and Measurables:</i> Mr Jackson is a leader.				✓
19. Diversity Appreciation: Commits to equity in contracting and recruiting initiatives. Coach others in effective communications and collaboration in a diverse workforce. Promotes collaborative climate that recognizes, celebrates and rewards diversity. <i>Comments, Examples and Measurables:</i> Mr Jackson promotes collaborative climate that recognized, celebrates and rewards diversity.				✓

Requires Improvement:	Demonstrates satisfactory performance in some areas; however, does not perform or meet expectations consistently. Employee needs to acquire and/or develop necessary skills and build/sustain acceptable standard of performance.	Requires Improvement	Effective	Exceptional
Effective:	Consistently meets requirements of the position. At times employee may exceed expectations. Overall, employee makes solid, reliable, and meaningful contributions to the department.			
Exceptional:	Delivers exceptional results in performance against goals and core functions. Demonstrates innovation and initiative in all aspects of the position. Excellent work is widely recognized and positively and significantly impacts department operations.			
20. <u>Team Accountability:</u> Ability to assess and hold employees accountable for completing goals, tasks, and assignments. Willingness to help their employees manage, set, and achieve goals. Holding employees accountable by following procedures for disciplinary needs, including compliments and praise from others. <i>Comments, Examples and Measurables:</i> Mr Jackson holds all city staff accountable.				✓

II. ACHIEVEMENT OF GOALS

Identify the employee's major achievements and progress toward meeting established goals.

III. OVERALL PERFORMANCE RATING AND SUMMARY COMMENTS

Provide an overall performance rating based on the ratings assigned to core, and if appropriate managerial, competencies in this evaluation.

Points Total: 59 ÷ 20 Factors Evaluated = Average Rating: 2.95

Performance Rating: Exceptional

III. OVERALL PERFORMANCE RATING AND SUMMARY COMMENTS

Summarize the employee's performance for this period paying particular attention to performance strengths and weaknesses and note areas and opportunities for professional development for the upcoming year. Clearly address performance that may require improvement or may be especially strong or exceptional.

Areas of Strength:

Areas for Improvement:

Effective _____

IV. EMPLOYEE COMMENTS (Optional)

The employee may comment on the performance review in the space provided below.

Employee's Signature: _____

Date: _____

Supervisor's Signature: _____

Date: _____

Director Signature: _____

Date: _____

City Manager Signature: _____

Date: _____

Merit Increase Amount: 3%

Mark here
for 6 Months
Evaluations

☐

Project Deliverables/ Work Assignments- Key Results Objectives: Specific projects, task, or work assignments that the employee will be responsible for during the next review period. Identify performance measures that will be used to determine if the employee successfully met the Key Results Objectives aligning with City’s Strategic Plan. Performance Measures may include completion dates, customer service satisfaction and a measure of quality for the specific project, task, or work assignment.

Work Plan Next Review Period

Key Results Objectives	Performance Measures



Mission, Vision, Values, Principles

Employee Name:	Alvin B. Jackson Jr.
Job Title:	Manager
Department:	City of Bunnell
Supervisor:	Pete Young / Commissioner
Performance Period:	10/1/2024 - 9/30/2025
Date of Evaluation:	10/1/2025

Employees are expected to commit to the City's mission statement, adhere to City principles, provide public service and contribute to a positive workplace environment that includes Emergency Management / Responsibilities, and diversity appreciation.

Purpose

The purpose of the Employee evaluation is for the employee to receive constructive input from their immediate supervisor on how they performed during the performance period in the following areas:

- Establish Workplan Objectives for next review period (unwavering guide)
- Leadership Team Values
- Project deliverables/work assignments – Key Result Objectives
- Managerial Core Evaluation Factors
- Expected/desirable performance behaviors and training necessary to accomplish their performance goals over the next 12 months.

Performance Categories: The performance plan for employees consists of three major categories: 1) City Core Values; 2) Project deliverables/work assignments – Key Results Objectives; and 3) Core Evaluation Factors. All three areas are equally important for ensuring values- based effective values at the City. As such, these three categories apply to all employees as described below.

1. **City Leadership Values:** The City leadership team has identified the following values that should be understood and actively implemented by all City Directors, Managers and Supervisors. The values provide specific guidance for implementing the Leadership purpose which states: The City Leadership team provides stable, collaborative leadership to ensure integrated decisions for today and vision for tomorrow.

- We are committed to the success of each other – as a team and an organization.
- We value and encourage open and honest communication.
- We meet our customers' needs with professionalism and integrity.
- Teamwork is the foundation of our excellence.
- Honesty is never compromised.
- Our diversity is the cornerstone of our strength.
- We do the coolest work on the planet.

City of Bunnell Values:

1. Loyalty to the team, the objectives, the mission.
2. Teamwork. Cultivate a "we environment."-Be a passionate team Player.
3. Communication. Share information freely, maintain an ongoing dialog throughout the organization.
4. Respect individual strengths; Embrace diversity.
5. Empathy. Care about people.
6. Always determine what is important to team members.
7. Honor everyone. Demonstrate respect for all persons.
8. Say "Thank You." Show appreciation in every way possible.
9. Self-Control. Stay open, ask questions, and maintain calm demeanor in the face of every challenge.
10. Have a forgiving spirit.
11. Professionalism Always maintain a positive attitude and a pleasing personality.
12. Cultivate creativity.
13. Seek great personal satisfactions in helping others succeed.
14. Be an active listener—quick to hear, slow to speak.
15. Be a person of fairness and justice to all.
16. Have an action plan, results oriented with measurable outcomes.
17. Create a culture of warmth & belonging, where everyone is welcome.
18. Have fun-create an environment where employees can think big and excel.
19. Integrity: to be honest, open, ethical, and fair.
20. Fiscal accountability: to be good stewards of agency funds.

Annual Employee Performance Evaluation/Work Plan – Competency- Based

A best practice in preparing to complete this form is to review, and if necessary update, the job description to reconfirm the expectations for performance for the employee. As you complete this form, also consider goals established for this year.

I. PERFORMANCE COMPETENCIES

Core Assessments: Check the rating that most closely represents your overall assessment of the employee's performance. Comments in support of each rating are recommended. If performance in a competency requires improvement or is exceptional, **comments are required**.

Requires Improvement:	Demonstrates satisfactory performance in some areas; however, does not perform or meet expectations consistently. Employee needs to acquire and/or develop necessary skills and build/sustain acceptable standard of performance.	Requires Improvement	Effective	Exceptional
Effective:	Consistently meets requirements of the position. At times employee may exceed expectations. Overall, employee makes solid, reliable, and meaningful contributions to the department.			
Exceptional:	Delivers exceptional results in performance against goals and core functions. Demonstrates innovation and initiative in all aspects of the position. Excellent work is widely recognized and positively and significantly impacts department operations.			
1. Job Knowledge: Possesses and continually updates requisite knowledge and understanding of assigned duties, responsibilities, policies, procedures, and compliance requirements to perform the position. Demonstrates technical skills required for the position. Understands business needs and desired outcomes. <i>Comments, Examples and Measurables:</i> Dr. Alvin Jackson continues to demonstrate to out city his wealth of knowledge from many years of city management and government job experiences which has proven to be a valuable asset for our city. Doctor Jackson has continued to strive to meet an complete all the cities goals set by the Mayor and Commissioners. To name city goals to be met is to being new development within the city, which will create new jobs and revenue.				✓

Requires Improvement:	Demonstrates satisfactory performance in some areas; however, does not perform or meet expectations consistently. Employee needs to acquire and/or develop necessary skills and build/sustain acceptable standard of performance.	Requires Improvement	Effective	Exceptional
Effective:	Consistently meets requirements of the position. At times employee may exceed expectations. Overall, employee makes solid, reliable, and meaningful contributions to the department.			
Exceptional:	Delivers exceptional results in performance against goals and core functions. Demonstrates innovation and initiative in all aspects of the position. Excellent work is widely recognized and positively and significantly impacts department operations.			
2. <u>Work Product:</u> Demonstrates quality product including accuracy and thoroughness in work required for the position. Plans and completes acceptable quantity of work within deadlines. Works with diligence and identifies opportunities to streamline or improve processes. <i>Comments, Examples and Measurables:</i> Dr. Jackson has managed over \$88 million dollars in capital improvements and he has acquired funding for a variety of projects where no funding previously existed. Capital Improvements Project Updates: 1) Wastewater Treatment Facility Rehab/Expansion Project 2) Groundbreaking: Wastewater Treatment Plant Expansion 3) Brackish Water Reverse Osmosis 4) Wastewater Treatment Facility Expansion Groundbreaking 5) Progress Celebration at the New City of Bunnell Administration and Police Complex.				✓
3. <u>Customer Focus:</u> Consistently exhibits professional demeanor with internal and external constituents and peers through verbal and written customer focused communication. This includes listening, understanding customer expectations / perspective and acknowledging and responding to concerns in a timely and helpful manner. Demonstrates commitment to exceptional service, timely problem resolution. <i>Comments, Examples and Measurables:</i> Dr. Jackson has continued to be a people person and a problem solver. He consistently exhibits professional demeanor in the way he dresses and the way he speaks to our citizens. Dr. Jackson has a way to resolve the concerns of our customers before it ever comes before the Board of Commissioners. Dr. Jackson has gain the respect from his staff and the employees, not by fear but by support and communication. Dr. Jackson continues to be a transparent city manager.				✓

Requires Improvement:	Demonstrates satisfactory performance in some areas; however, does not perform or meet expectations consistently. Employee needs to acquire and/or develop necessary skills and build/sustain acceptable standard of performance.	Requires Improvement	Effective	Exceptional
Effective:	Consistently meets requirements of the position. At times employee may exceed expectations. Overall, employee makes solid, reliable, and meaningful contributions to the department.			
Exceptional:	Delivers exceptional results in performance against goals and core functions. Demonstrates innovation and initiative in all aspects of the position. Excellent work is widely recognized and positively and significantly impacts department operations.			
4. <u>Dependability/Accountability/Professionalism:</u> Follows through on assignments. Takes ownership of work. Is reliable, professional, and responsible. Adheres to procedures, practices, and work schedule. Work is completed in a timely manner and within established deadlines effectively using resources. Demonstrates commitment to professional development. <i>Comments, Examples and Measurables:</i> Dr. Jackson has continued to except full responsibility of his role as city manager. He never points his finger or shifts the blame to anyone else. the buck stops with him. Dr. Jackson's work is completed in a timely manner and within established deadlines unless a unforeseen delay occurs, whereas, he promptly notifies the city leaders. Dr. Jackson has demonstrated his commitment to professional development throughout his staff.				✓
5. <u>Equipment Stewardship:</u> persons entrusted with the management of equipment owned by, or on loan to, the City of Bunnell have a special stewardship obligation for safeguarding that property. Equipment is properly cleaned and maintained. Employee takes care to ensure all equipment/vehicles is used in the manner it was intended. <i>Comments, Examples and Measurables:</i> Dr. Jackson has kept the city maintenance department equipped and functional by replacing old and damaged equipment in a timely manner so as we can continue to provide out customers with the services they deserve.				✓

Requires Improvement:	Demonstrates satisfactory performance in some areas; however, does not perform or meet expectations consistently. Employee needs to acquire and/or develop necessary skills and build/sustain acceptable standard of performance.	Requires Improvement	Effective	Exceptional
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Exceptional:	Delivers exceptional results in performance against goals and core functions. Demonstrates innovation and initiative in all aspects of the position. Excellent work is widely recognized and positively and significantly impacts department operations.			
6. <u>Collaboration/Teamwork:</u> Demonstrates cooperation and teamwork. Values and seeks input and expertise of others. Contributes to the team environment by working effectively with others on the team to accomplish work. Treats co-workers with respect, honesty, and fairness. Resolves issues effectively and is viewed as a positive team member and/or colleague. <i>Comments, Examples and Measurables:</i> Dr. Jackson has promoted community interaction and involvement within his staff by organizing a number of special events throughout the year. Out city teams up with the county, cities, and other organizations to interact with out citizens and their needs.				✓
7. <u>Communication:</u> Communicates effectively and respectfully verbally and in writing. Follows instructions and shares information appropriately. Engages in meaningful two-way conversations. Listens attentively and clarifies information when necessary. <i>Comments, Examples and Measurables:</i> Dr. Jackson continues to be an excellent communicator to the city leaders and to his team of staff. Dr. Jackson informs me on the upcoming agenda items prior to the meetings. Dr. Jackson;s staff communicates with me through emails. Dr. Jackson can be reached by phone any time of the day or night. Dr. Jackson stays informed as to every day events that occur in our city, county, and state.				✓

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Exceptional:	Delivers exceptional results in performance against goals and core functions. Demonstrates innovation and initiative in all aspects of the position. Excellent work is widely recognized and positively and significantly impacts department operations.			
8. <u>Commitment to/Demonstration of Inclusion & Welcoming Behavior in the Community:</u> Creates a welcoming learning and working environment with productive and positive workplace relationships. Builds and supports a diverse and inclusive community by demonstrating respect in the workplace. Proactively identifies opportunities to increase awareness and hold self and others accountable for acting in a way which breaks down barriers between groups of difference and creates an inclusive climate that accepts and welcomes diversity. <i>Comments, Examples and Measurables:</i> Dr. Jackson welcomes the diversity community the city brings with open arms. Dr. Jackson is no stranger to diversity communities and he has a way to bringing the community together with special programs. Dr. Jackson is aware of the increase of growth throughout the state, county, and cities. With increase growth comes diversity communities.				✓
9. <u>Safety, Security and Occupational Health:</u> Knowledge of and ability to implement agency-wide safety and security practices. Follows all safety procedures, best practices, and strategies. Identifies and recommends changes to agency practices to prevent and reduce work-related injuries. Volunteers to complete safety training or complete additional training to help reduce work related accidents/injuries. No reimbursable workers compensation or accident insurance claims. <i>Comments, Examples and Measurables:</i> Dr. Jackson's experience with how workers compensation and accident insurance claims operate has been a benefit to our city. Dr. Jackson promoted physical fitness programs, which has reduced future health problems and accidental injuries.				✓

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10. Management: Establishes performance expectations for staff. Provides timely, effective, and meaningful feedback that motivates staff members to improve their performance. Builds and supports a high performing team. Assists employees in eliminating barriers to performance and provides encouragement for skill development. Delegates responsibility appropriately. Recognizes and rewards achievement. <i>Comments, Examples and Measurables:</i> Dr. Jackson established a performance expectations of his staff that provides timely, effective, and meaningful feedback built into his policy manual. This has provided timely, effective, meaningful feedback that motivates his staff and members to improve their performance. Dr. Jackson showed he will assists employees in eliminating barriers to performance and provides encouragement for skill development through education and training.				✓
11. Leadership: Establishes a clear vision for staff and motivates employees to achieve their best performance. Engages and motivates staff, coaching for peak performance. Promotes a welcoming, inclusive, and supportive work environment and fosters continuous improvement. Makes outreach efforts and uses resources to create a diverse workforce. Leads and manages change. Builds and manages relationships across the department. <i>Comments, Examples and Measurables:</i> Dr. Jackson has a way to motivate his employees by providing a healthy work environment that creates an supports a diverse work environment.				✓

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12. <u>Contract Management:</u> Contracts being managed by staff in their work unit are effectively managed ensuring that quality deliverables and or services are received from the vendors on time and within budget. <i>Comments, Examples and Measurables:</i> Dr. Jackson along with his staff have been working on and have completed multiple grants for the city. Providing fundings sources for the expansion of the city's Wastewater Treatment Plant, repairing the old Coquina Hall building, and Flagler Central Commerce Parkway, are but a few.				✓
13. <u>Budget and Fiduciary Responsibilities:</u> Budgets for their work units are prepared accurately, reasonably and on time. Expenditures are within 95% of the budgeted amounts for their areas of responsibilities by the end of the fiscal year. <i>Comments, Examples and Measurables:</i> Dr. Jackson has prepared and delivered to the Commission a balanced budget that the city can effectively operate with by the end of the fiscal year.				✓

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14. <u>Innovation and Problem Solving</u>: Deals comfortably with ambiguity and uncertainty. Has successfully organized problem solvers and stakeholders for high impact problems. Has experience with helping others adapt to changing environments and accept new situations. <i>Comments, Examples and Measurables:</i> Dr. Jackson is very innovated when it comes to solving problems. Dr. Jackson vast years of experience has help him work through high impact problems we face today.				✓
15. <u>Influencing through Effective Communications</u>: Listens carefully and attentively, encourages, and accepts other points of view. Can effectively maintain a dialogue in difficult situations. Structures situations to create a desired impact and to maximize the changes of a favorable outcome. <i>Comments, Examples and Measurables:</i> Dr. Jackson effectively communicates with the city leaders along with his staff. Dr. Jackson is very open minded and excepts others points of views. Dr. Jackson handles himself very well during difficult situations.				✓

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16. <u>Customer Service Excellence:</u> Can anticipate customers' needs and satisfy them proactively. Coaches their staff on how to meet customers' expectations. Inspires their staff to raise the bar of customer service delivery. <i>Comments, Examples and Measurables:</i> Dr. Jackson has proven to provide excellent customer service to our citizens by addressing their needs and concerns with successful satisfying conclusions. Dr. Jackson has coached his staff on how to meet customers expectations and then inspire his staff to raise the bar of customer service delivery. The results have been measured by the few complaints made to the Commissioners.				✓
17. <u>Cooperation and Teamwork:</u> Promotes team-based approach for solving problems. Promotes individual and team accomplishments and shares credit. Monitors team morale and intervenes appropriately. <i>Comments, Examples and Measurables:</i> Dr. Jackson always puts his staff ahead of himself when it comes to giving out credit for solving problems. Dr. Jackson is always recognizing individual and team accomplishments with rewards at City Commissioner meetings.				✓

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18. Emergency Management: Demonstrates the ability to lead/manage emergency teams. Able to direct/manage the preparation, response, recovery and mitigation activities during an emergency or disaster. <i>Comments, Examples and Measurables:</i> Dr. Jackson has put together a successful city emergency management plan that his staff will follow during an emergency or disaster.				✓
19. Diversity Appreciation: Commits to equity in contracting and recruiting initiatives. Coach others in effective communications and collaboration in a diverse workforce. Promotes collaborative climate that recognizes, celebrates and rewards diversity. <i>Comments, Examples and Measurables:</i> Dr. Jackson welcomes a diverse workforce and coaches his staff in the effective communications and collaboration in a diverse workforce. Dr. Jackson promotes collaborative climate that recognizes, celebrates, and rewards diversity. Our great police department is an example of a successful diverse workforce.				✓

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20. <u>Team Accountability:</u> Ability to assess and hold employees accountable for completing goals, tasks, and assignments. Willingness to help their employees manage, set, and achieve goals. Holding employees accountable by following procedures for disciplinary needs, including compliments and praise from others. <i>Comments, Examples and Measurables:</i> Dr. Jackson adopted policies and procedures to address employees actions whether it's favorable or not. Dr. Jackson motivates his employees to set and achieve goals for themselves. In return, Dr. Jackson reward those who achieves their goals and holds those that don't accountable for their actions.				✓

II. ACHIEVEMENT OF GOALS

Identify the employee's major achievements and progress toward meeting established goals.

- 1) Complete the projects we have started
- 2) Bring growth and development to our city in a smart way.
- 3) Repaving our city streets as needed.

III. OVERALL PERFORMANCE RATING AND SUMMARY COMMENTS

Provide an overall performance rating based on the ratings assigned to core, and if appropriate managerial, competencies in this evaluation.

Points Total: 60 ÷ 20 Factors Evaluated = Average Rating: 3.00

Performance Rating: Exceptional

III. OVERALL PERFORMANCE RATING AND SUMMARY COMMENTS

Summarize the employee's performance for this period paying particular attention to performance strengths and weaknesses and note areas and opportunities for professional development for the upcoming year. Clearly address performance that may require improvement or may be especially strong or exceptional.

Areas of Strength:

Areas for Improvement:

Little more communication as to the day to day operations of the city. For example, what's working and what's not working. Why employees leaving to go somewhere else? Why are we hiring outside our county? I keep seeing a lot of new faces in the Police Department.

Effective _____

IV. **EMPLOYEE COMMENTS (Optional)**

The employee may comment on the performance review in the space provided below.

Employee's Signature: _____

Date: _____

Supervisor's Signature: Pete Yuncy

Date: 10/01/2025

Director Signature: _____

Date: _____

City Manager Signature: _____

Date: _____

Merit Increase Amount: 5%

Mark here
for 6 Months
Evaluations

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Project Deliverables/ Work Assignments- Key Results Objectives: Specific projects, task, or work assignments that the employee will be responsible for during the next review period. Identify performance measures that will be used to determine if the employee successfully met the Key Results Objectives aligning with City’s Strategic Plan. Performance Measures may include completion dates, customer service satisfaction and a measure of quality for the specific project, task, or work assignment.

Work Plan Next Review Period

Key Results Objectives	Performance Measures



Mission, Vision, Values, Principles

Employee Name:	Alvin B. Jackson
Job Title:	Manager
Department:	City of Bunnell
Supervisor:	Vice Mayor - John Rogers
Performance Period:	10/1/ 2023 2024 - 9/30/ 2024 2025
Date of Evaluation:	10/1/2025

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9. Self-Control. Stay open, ask questions, and maintain calm demeanor in the face of every challenge.
10. Have a forgiving spirit.
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13. Seek great personal satisfactions in helping others succeed.
14. Be an active listener—quick to hear, slow to speak.
15. Be a person of fairness and justice to all.
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Exceptional:	Delivers exceptional results in performance against goals and core functions. Demonstrates innovation and initiative in all aspects of the position. Excellent work is widely recognized and positively and significantly impacts department operations.			
1. Job Knowledge: Possesses and continually updates requisite knowledge and understanding of assigned duties, responsibilities, policies, procedures, and compliance requirements to perform the position. Demonstrates technical skills required for the position. Understands business needs and desired outcomes. <i>Comments, Examples and Measurables:</i> Demonstrates a strong understanding of operational responsibilities and compliance requirements.				✓

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2. <u>Work Product:</u> Demonstrates quality product including accuracy and thoroughness in work required for the position. Plans and completes acceptable quantity of work within deadlines. Works with diligence and identifies opportunities to streamline or improve processes. <i>Comments, Examples and Measurables:</i> Completes tasks timely and effectively. Opportunities exist to improve timeliness and level of detail when materials are requested.			✓	
3. <u>Customer Focus:</u> Consistently exhibits professional demeanor with internal and external constituents and peers through verbal and written customer focused communication. This includes listening, understanding customer expectations / perspective and acknowledging and responding to concerns in a timely and helpful manner. Demonstrates commitment to exceptional service, timely problem resolution. <i>Comments, Examples and Measurables:</i> Manages external relationships well. Always follows up on constituent concerns, often visiting sites personally.				✓

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4. <u>Dependability/Accountability/Professionalism:</u> Follows through on assignments. Takes ownership of work. Is reliable, professional, and responsible. Adheres to procedures, practices, and work schedule. Work is completed in a timely manner and within established deadlines effectively using resources. Demonstrates commitment to professional development. <i>Comments, Examples and Measurables:</i> Professional demeanor is evident. Maintains strong relationships with peers and willingly provides guidance when needed.				✓
5. <u>Equipment Stewardship:</u> persons entrusted with the management of equipment owned by, or on loan to, the City of Bunnell have a special stewardship obligation for safeguarding that property. Equipment is properly cleaned and maintained. Employee takes care to ensure all equipment/vehicles is used in the manner it was intended. <i>Comments, Examples and Measurables:</i> No issues reported. Holds staff accountable for proper use of City property.				✓

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6. <u>Collaboration/Teamwork:</u> Demonstrates cooperation and teamwork. Values and seeks input and expertise of others. Contributes to the team environment by working effectively with others on the team to accomplish work. Treats co-workers with respect, honesty, and fairness. Resolves issues effectively and is viewed as a positive team member and/or colleague. <i>Comments, Examples and Measurables:</i> Maintains working relationships with staff and the Commission. Greater collaboration with the board on policy decisions is recommended.			✓	
7. <u>Communication:</u> Communicates effectively and respectfully verbally and in writing. Follows instructions and shares information appropriately. Engages in meaningful two-way conversations. Listens attentively and clarifies information when necessary. <i>Comments, Examples and Measurables:</i> Gaps have been evident. Needs more consistent, two-way dialogue with the Commission. Policy direction and key information must be presented before public release. Policy changes should be properly vetted through the Commission.		✓		

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Effective:	Consistently meets requirements of the position. At times employee may exceed expectations. Overall, employee makes solid, reliable, and meaningful contributions to the department.			
Exceptional:	Delivers exceptional results in performance against goals and core functions. Demonstrates innovation and initiative in all aspects of the position. Excellent work is widely recognized and positively and significantly impacts department operations.			
8. <u>Commitment to/Demonstration of Inclusion & Welcoming Behavior in the Community:</u> Creates a welcoming learning and working environment with productive and positive workplace relationships. Builds and supports a diverse and inclusive community by demonstrating respect in the workplace. Proactively identifies opportunities to increase awareness and hold self and others accountable for acting in a way which breaks down barriers between groups of difference and creates an inclusive climate that accepts and welcomes diversity. <i>Comments, Examples and Measurables:</i> Builds diverse teams and engages actively in community events. Welcoming and inclusive in all interactions.				✓
9. <u>Safety, Security and Occupational Health:</u> Knowledge of and ability to implement agency-wide safety and security practices. Follows all safety procedures, best practices, and strategies. Identifies and recommends changes to agency practices to prevent and reduce work-related injuries. Volunteers to complete safety training or complete additional training to help reduce work related accidents/injuries. No reimbursable workers compensation or accident insurance claims. <i>Comments, Examples and Measurables:</i> No major risks reported during tenure. City remains compliant with OSHA and all regulations.				✓

Requires Improvement:	Demonstrates satisfactory performance in some areas; however, does not perform or meet expectations consistently. Employee needs to acquire and/or develop necessary skills and build/sustain acceptable standard of performance.	Requires Improvement	Effective	Exceptional
Effective:	Consistently meets requirements of the position. At times employee may exceed expectations. Overall, employee makes solid, reliable, and meaningful contributions to the department.			
Exceptional:	Delivers exceptional results in performance against goals and core functions. Demonstrates innovation and initiative in all aspects of the position. Excellent work is widely recognized and positively and significantly impacts department operations.			
10. <u>Management:</u> Establishes performance expectations for staff. Provides timely, effective, and meaningful feedback that motivates staff members to improve their performance. Builds and supports a high performing team. Assists employees in eliminating barriers to performance and provides encouragement for skill development. Delegates responsibility appropriately. Recognizes and rewards achievement. <i>Comments, Examples and Measurables:</i> Highly effective motivator. Provides guidance without micromanaging.				✓
11. <u>Leadership:</u> Establishes a clear vision for staff and motivates employees to achieve their best performance. Engages and motivates staff, coaching for peak performance. Promotes a welcoming, inclusive, and supportive work environment and fosters continuous improvement. Makes outreach efforts and uses resources to create a diverse workforce. Leads and manages change. Builds and manages relationships across the department. <i>Comments, Examples and Measurables:</i> Leads with vision and manages staff and operations effectively.				✓

Requires Improvement:	Demonstrates satisfactory performance in some areas; however, does not perform or meet expectations consistently. Employee needs to acquire and/or develop necessary skills and build/sustain acceptable standard of performance.	Requires Improvement	Effective	Exceptional
Effective:	Consistently meets requirements of the position. At times employee may exceed expectations. Overall, employee makes solid, reliable, and meaningful contributions to the department.			
Exceptional:	Delivers exceptional results in performance against goals and core functions. Demonstrates innovation and initiative in all aspects of the position. Excellent work is widely recognized and positively and significantly impacts department operations.			
12. <u>Contract Management:</u> Contracts being managed by staff in their work unit are effectively managed ensuring that quality deliverables and or services are received from the vendors on time and within budget. <i>Comments, Examples and Measurables:</i> Contracts are effectively managed with compliance on timelines and budgets.				✓
13. <u>Budget and Fiduciary Responsibilities:</u> Budgets for their work units are prepared accurately, reasonably and on time. Expenditures are within 95% of the budgeted amounts for their areas of responsibilities by the end of the fiscal year. <i>Comments, Examples and Measurables:</i> Budgets are managed and prepared timely. Improvements are needed in providing information promptly to outside auditors.			✓	

Requires Improvement:	Demonstrates satisfactory performance in some areas; however, does not perform or meet expectations consistently. Employee needs to acquire and/or develop necessary skills and build/sustain acceptable standard of performance.	Requires Improvement	Effective	Exceptional
Effective:	Consistently meets requirements of the position. At times employee may exceed expectations. Overall, employee makes solid, reliable, and meaningful contributions to the department.			
Exceptional:	Delivers exceptional results in performance against goals and core functions. Demonstrates innovation and initiative in all aspects of the position. Excellent work is widely recognized and positively and significantly impacts department operations.			
14. <u>Innovation and Problem Solving</u>: Deals comfortably with ambiguity and uncertainty. Has successfully organized problem solvers and stakeholders for high impact problems. Has experience with helping others adapt to changing environments and accept new situations. <i>Comments, Examples and Measurables:</i> Demonstrates effective problem-solving and proactive approaches. Supports staff and stakeholders consistently.			✓	
15. <u>Influencing through Effective Communications</u>: Listens carefully and attentively, encourages, and accepts other points of view. Can effectively maintain a dialogue in difficult situations. Structures situations to create a desired impact and to maximize the changes of a favorable outcome. <i>Comments, Examples and Measurables:</i> Recent breakdowns in communication have created challenges. Proactive engagement with the Commission is critical.		✓		

Requires Improvement:	Demonstrates satisfactory performance in some areas; however, does not perform or meet expectations consistently. Employee needs to acquire and/or develop necessary skills and build/sustain acceptable standard of performance.	Requires Improvement	Effective	Exceptional
Effective:	Consistently meets requirements of the position. At times employee may exceed expectations. Overall, employee makes solid, reliable, and meaningful contributions to the department.			
Exceptional:	Delivers exceptional results in performance against goals and core functions. Demonstrates innovation and initiative in all aspects of the position. Excellent work is widely recognized and positively and significantly impacts department operations.			
16. <u>Customer Service Excellence:</u> Can anticipate customers' needs and satisfy them proactively. Coaches their staff on how to meet customers' expectations. Inspires their staff to raise the bar of customer service delivery. <i>Comments, Examples and Measurables:</i> Anticipates needs, responds promptly, and ensures reliable service delivery. Builds and maintains public trust.				✓
17. <u>Cooperation and Teamwork:</u> Promotes team-based approach for solving problems. Promotes individual and team accomplishments and shares credit. Monitors team morale and intervenes appropriately. <i>Comments, Examples and Measurables:</i> Maintains professional and respectful relationships with staff.			✓	

Requires Improvement:	Demonstrates satisfactory performance in some areas; however, does not perform or meet expectations consistently. Employee needs to acquire and/or develop necessary skills and build/sustain acceptable standard of performance.	Requires Improvement	Effective	Exceptional
Effective:	Consistently meets requirements of the position. At times employee may exceed expectations. Overall, employee makes solid, reliable, and meaningful contributions to the department.			
Exceptional:	Delivers exceptional results in performance against goals and core functions. Demonstrates innovation and initiative in all aspects of the position. Excellent work is widely recognized and positively and significantly impacts department operations.			
18. Emergency Management: Demonstrates the ability to lead/manage emergency teams. Able to direct/manage the preparation, response, recovery and mitigation activities during an emergency or disaster. <i>Comments, Examples and Measurables:</i> The city Manager demonstrates strong leadership in emergency situations, Maintaining clear communication with staff and ensuring coordination with local, county, and state partners. Preparedness planning is consistent, though continued emphasis on community outreach and post-incident after action reporting would further strengthen this area.			✓	
19. <u>Diversity Appreciation:</u> Commits to equity in contracting and recruiting initiatives. Coach others in effective communications and collaboration in a diverse workforce. Promotes collaborative climate that recognizes, celebrates and rewards diversity. <i>Comments, Examples and Measurables:</i> The City Manager fosters an inclusive workplace and shows respect for diverse perspectives in decision making. Staff and community interactions reflect a commitment to fairness and equity. Future growth could include additional training initiatives and expanding recruitment efforts to strengthen diversity across all levels of the organization.			✓	

Requires Improvement:	Demonstrates satisfactory performance in some areas; however, does not perform or meet expectations consistently. Employee needs to acquire and/or develop necessary skills and build/sustain acceptable standard of performance.	Requires Improvement	Effective	Exceptional
Effective:	Consistently meets requirements of the position. At times employee may exceed expectations. Overall, employee makes solid, reliable, and meaningful contributions to the department.			
Exceptional:	Delivers exceptional results in performance against goals and core functions. Demonstrates innovation and initiative in all aspects of the position. Excellent work is widely recognized and positively and significantly impacts department operations.			
20. <u>Team Accountability:</u> Ability to assess and hold employees accountable for completing goals, tasks, and assignments. Willingness to help their employees manage, set, and achieve goals. Holding employees accountable by following procedures for disciplinary needs, including compliments and praise from others. <i>Comments, Examples and Measurables:</i> Holds staff accountable and sets fair, consistent expectations.			✓	

II. ACHIEVEMENT OF GOALS

Identify the employee's major achievements and progress toward meeting established goals.

The City Manager has made measurable progress in managing daily operations and department oversight. Established goals have been successfully achieved.

III. OVERALL PERFORMANCE RATING AND SUMMARY COMMENTS

Provide an overall performance rating based on the ratings assigned to core, and if appropriate managerial, competencies in this evaluation.

Points Total: 48 ÷ 20 Factors Evaluated = Average Rating: 2.40

Performance Rating: Effective _____

III. OVERALL PERFORMANCE RATING AND SUMMARY COMMENTS

Summarize the employee's performance for this period paying particular attention to performance strengths and weaknesses and note areas and opportunities for professional development for the upcoming year. Clearly address performance that may require improvement or may be especially strong or exceptional.

The City Manager is effective in managing operations, staff, and department heads. He has capably handled major projects and development proposals. Moving forward, priority should be given to improving communication with the Commission—ensuring all policy decisions are presented before implementation and information is shared proactively. Clear, consistent communication will strengthen effectiveness and trust.

Areas of Strength:

Strong knowledge of municipal operations and emergency response.
Approachable and accessible to staff and the public.
Demonstrates fiscal responsibility and transparency.
Maintains positive relationships with partner agencies and community stakeholders.

Areas for Improvement:

Enhance direct communication with Commission/Board to ensure alignment on priorities.
Increase visibility in community forums to strengthen public trust.
Expand staff development and succession planning efforts.

Effective _____

IV. EMPLOYEE COMMENTS (Optional)

The employee may comment on the performance review in the space provided below.

Employee's Signature: _____

Date: _____

Supervisor's Signature: _____

Date: _____

Director Signature: _____

Date: _____

City Manager Signature: _____

Date: _____

Merit Increase Amount: ~~4%~~ 3%

Mark here
for 6 Months
Evaluations

☐

Project Deliverables/ Work Assignments- Key Results Objectives: Specific projects, task, or work assignments that the employee will be responsible for during the next review period. Identify performance measures that will be used to determine if the employee successfully met the Key Results Objectives aligning with City’s Strategic Plan. Performance Measures may include completion dates, customer service satisfaction and a measure of quality for the specific project, task, or work assignment.

Work Plan Next Review Period

Key Results Objectives	Performance Measures
Improve Communication flow between administration and elected officials with regular updates. Expand public engagement strategies, particularly in diverse neighborhoods. Develop and implement a formal succession planning program for key positions. Strengthen emergency preparedness by conducting more frequent community drills and after-action evaluations. Continue promotion workplace diversity through recruitment, training, and leadership development opportunities	