

# City of Palm Coast, Florida

## Agenda Item

Agenda Date : 06/02/2020

<b>Department</b>	CITY CLERK	<b>Amount</b>
<b>Item Key</b>	7899	<b>Account</b>
<b>Subject</b> RESOLUTION 2020-XX CITY MANAGER PERFORMANCE EVALUATION		
<b>Background :</b> <b><u>UPDATE TO THE BACKGROUND FROM THE MARCH 10, 2020 WORKSHOP</u></b> This item was heard by City Council at their March 10, 2020 Workshop. Council requested Ms. Alves and Ms. Smith assist with the City Manager’s evaluation process. Ms. Alves collected all the evaluations from City Council. Ms. Alves ranked the evaluations in accordance with the sample provided to Council at their March 10, 2020 Workshop. The evaluations and summary of the results are attached to this agenda item. The results were based on the following values:		
Rating	Score	
Poor	1	
Needs Improvement	2	
Meets Expectations	3	
Exceeds Expectations	4	
Excels	5	
The tabulated score, which is attached, resulted in an overall value of 3.73 or just above midway between “meets expectations” and “exceeds expectations.”		
For informational purposes, City staff received an annual cost of living adjustment of 2% in January of 2020 and merit increases averaging 3% to reflect performance. Those who achieved scores higher than “meets expectations” could receive up to 5%.		
The Financial Services Director recommends that the City Manager be treated the same as all other employees with regard to the annual cost of living adjustment and performance-based merit increase.		
Based on the City Council performance evaluation rating of “meets expectations”, the recommendation is for a contract amendment that adjusts the City Manager’s salary by the same cost of living increase of 2%, as well as provide for the annual merit adjustment of 3%. This change will result in an increase of \$7,250 to the City Manager’s salary.		
This would take effect April 8, 2020, to coincide with the City Manager’s anniversary date.		
<b><u>ORIGINAL BACKGROUND FROM THE MARCH 10, 2020 WORKSHOP</u></b> On March 19, 2019, the City Manager entered into an employment agreement with the City of Palm Coast. Section 9 Performance Evaluation of the Agreement, requires the City, acting through the City Council review and evaluate the performance of the City Manager annually on the anniversary date of the execution of the Agreement or shortly thereafter. The review and evaluation criteria will be based upon mutually agreed upon criteria and methods established by the City Manager and the City Council. The City’s evaluation of the City Manager shall be provided to the City Manager in writing within 30 days of the review and evaluation of the City		

Manager's performance.

Staff is providing a sample progress evaluation for consideration by the City Manager and City Council.

**Recommended Action :**

For Council and City Manager consideration and discussion.

**RESOLUTION 2020-\_\_\_\_\_**  
**CITY MANAGER’S EVALUATION**

**A RESOLUTION RELATING TO THE ANNUAL EVALUATION  
AND SALARY REVIEW OF THE CITY MANAGER OF THE CITY  
OF PALM COAST; PROVIDING FOR SEVERABILITY;  
PROVIDING FOR CONFLICTS; PROVIDING FOR  
IMPLEMENTATION AND PROVIDING FOR AN EFFECTIVE  
DATE**

**WHEREAS**, the City Council entered into an Employment Agreement with Matthew Morton on March 19, 2019; and

**WHEREAS**, on April 8, 2019, Matthew Morton began his employment with the City of Palm Coast as City Manager of the City of Palm Coast; and

**WHEREAS**, Section 3 (2) of the Compensation clause calls for annual evaluation and salary review of the City Manager on the anniversary date of his hiring; and

**NOW THEREFORE BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF PALM COAST, FLORIDA:**

**SECTION 1. AMENDMENT TO SALARY.** The City Council hereby amends the City Manager’s annual base salary, from \$145,000.00 to \$152,250.00.

**SECTION 2. DATE OF SALARY INCREASE.** Said salary increase shall be effective April 8, 2020.

**SECTION 3. SEVERABILITY.** If any section or portion of a section of this Resolution proves to be invalid, unlawful, or unconstitutional, it shall not be held to invalidate or impair the validity, force, or effect of any other section or part of this Resolution.

**SECTION 4. CONFLICTS.** All resolutions or parts of resolutions in conflict with any of the provisions of this Resolution are hereby repealed.

**SECTION 5. IMPLEMENTING ACTIONS.** The Finance Director, or designee is hereby authorized to take any actions necessary to implement the action taken in this Resolution.

**SECTION 6. EFFECTIVE DATE.** This Resolution shall take effect immediately upon adoption by the City Council.

**DULY PASSED AND ADOPTED** at the meeting of the City Council of the City  
of Palm Coast on the 2nd day of June 2020.

**CITY OF PALM COAST, FLORIDA**

---

MILISSA HOLLAND, MAYOR

ATTEST:

---

VIRGINIA A. SMITH, CITY CLERK

## SECTION I: ASSISTING COUNCIL WITH ITS POLICY-MAKING ROLE

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

**Comments on Section I:**

**SECTION II: INTERNAL ADMINISTRATION**

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

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

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

### C. Personnel Management

The City Manager is:

	Successful in guiding people as a team toward common objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Effective in selecting qualified and highly competent staff members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Effective in maintaining professional relationships with Department Directors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Effective in assuring that staff members make a positive impression on citizens	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The City Manager:

	Insures that the City's personnel policies and practices are administered by City Department Directors and management staff in an equitable manner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Develops and motivates employees so that they are increasingly effective	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Addresses disciplinary problems and takes action when warranted	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Monitors performance of employees and initiates corrective action as needed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Comments on Section II:**

### SECTION III: EXTERNAL RELATIONS

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

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

**Comments on Section III:**

## SECTION IV: PERSONAL ACCOMPLISHMENTS

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

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

		Poor	Needs Improvement	Meets Expectations	Exceeds Expectations	Excels
<b>C. Job Effectiveness</b>						
The City Manager:						
	Demonstrates interest and enthusiasm about the Council's Vision for the City	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Gives his staff the tools necessary to provide efficient, responsive City services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Coordinates the implementation of City goals and objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Creates a positive atmosphere for successful economic development in the City	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Supports responsible infrastructure expansion and maintenance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Emphasizes the need for employee training and technological improvements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Comments on Section IV:</b>						

## SECTION V: NARRATIVE RESPONSES

<ul style="list-style-type: none"><li>• What were the Manager's most notable accomplishments during the past year(s)?</li></ul>
<ul style="list-style-type: none"><li>• Which of the Manager's qualities were most instrumental in fulfilling the role of City Manager this past year(s)?</li></ul>
<ul style="list-style-type: none"><li>• What does the Manager do that you would like him to continue?</li></ul>
<ul style="list-style-type: none"><li>• Is there anything that the Manager does that you would like him to do differently?</li></ul>
<ul style="list-style-type: none"><li>• Do you have any other general comments to share with the City Manager?</li></ul>

---

Rater's Signature

---

Date

## CITY MANAGER ANNUAL EVALUATION RESULTS SUMMARY

	Mayor Holland	Vice Mayor Klufas	Council Member Howell	Council Member Branquinho	Council Member Cuff	Overall
<b>SECTION I: ASSISTING COUNCIL WITH ITS POLICY-MAKING ROLE</b>						
A. PROVIDING INFORMATION						
B. PROVIDING ADVICE						
AVERAGE TOTAL SECTION I	3.33	3.40	4.13	3.83	3.43	3.63

### COMMENTS:

- ❖ Meets expectations; communication is adequate and responds quickly to inquiries.
- ❖ Mr. Morton has been a quick study on the many issues facing the City of Palm Coast. He is an exceptional leader who strives to meet all expectations of his responsibilities.
- ❖ Since this is his first annual evaluation, I think Mr. Morton has done an excellent job educating himself on municipal operations in this state and learning the structure and history of the City. While administrative operations are his decision under the City Charter, I think he could do a better job of keeping Council members informed of administrative issues, particularly higher-level staff changes, either when or as soon after they occur.

	Mayor Holland	Vice Mayor Klufas	Council Member Howell	Council Member Branquinho	Council Member Cuff	Overall
<b>SECTION II: INTERNAL ADMINISTRATION</b>						
A. IMPLEMENTATION OF COUNCIL POLICIES						
B. FINANCIAL MANAGEMENT						
C. PERSONNEL MANAGEMENT						
AVERAGE TOTAL SECTION II	3.30	2.96	3.89	3.96	3.37	3.50

### COMMENTS:

- ❖ Higher turnover rate recently. That is consistent with change in leadership.
- ❖ Mr. Morton does his best to keep his workforce informed. He knows how to team build. Directors are given lee-way to head their departments without a heavy hand from Mr. Morton.
- ❖ I think Mr. Morton has handled the areas of City operations scored in this section well, given the steep learning curve of anyone entering an organization of this size from a different jurisdiction. Many of my scores of “meets expectations” are based on lack of a track record to compare to this first year’s performance, particularly in budgeting matters. I am impressed with Mr. Morton’s enthusiasm for data driven decision making and look forward to his efforts to provide meaningful benchmarks for future evaluation of both his performance and the City’s as a whole. I think more attention could be paid to keeping Council up to speed on long term projects such as major road construction, stormwater, etc.

	Mayor Holland	Vice Mayor Klufas	Council Member Howell	Council Member Branquinho	Council Member Cuff	Overall
<b>SECTION III: EXTERNAL RELATIONS</b>						
A. CITIZEN RELATIONS						
B. INTERGOVERNMENTAL RELATIONS						
AVERAGE TOTAL SECTION III	3.45	3.82	3.82	4.36	4.18	3.93

### COMMENTS:

- ❖ External feedback from residents and cooperating entities is always positive.
- ❖ Mr. Morton has been able to work with other local governments in a positive way. He has removed obstacles that were once barriers between the various Cities. He is all about communications at every level.

- ❖ I am particularly impressed with Mr. Morton's willingness and demonstrated ability to work with other governmental agencies and his focus on customer service to our residents and businesses. Steps being taken to make information available and to communication with the public, particularly using online resources, are very exciting. However, we need to maintain the City's ability to communicate relevant information to residents, businesses, and visitors beyond social media.

	Mayor Holland	Vice Mayor Klufas	Council Member Howell	Council Member Branquinho	Council Member Cuff	Overall
SECTION IV: PERSONAL ACCOMPLISHMENTS						
A. COMMUNICATIONS						
B. MANAGEMENT STYLE						
C. JOB EFFECTIVENESS						
AVERAGE TOTAL SECTION IV	3.45	3.27	4.14	4.00	4.45	3.86

#### COMMENTS:

- ❖ We need to continue our workforce development and succession planning for our staff.
- ❖ Mr. Morton is a positive thinking "go getter." He is the biggest cheerleader for the City and totally focused on building a strong team of employees. He handles all tasks assigned achieving excellent results.
- ❖ Mr. Morton's apparent enthusiasm for the City and his position and his initial steps in communicating with the staff, community, and other governmental entities is a highlight of his first year. I think he will be more successful in reaching his own goals and those of the Council as he gets to know his staff better and fills key staff positions. Since he is still a relative newcomer to his position, he needs to be sure that new hires, particularly at the director and other senior levels of staff have an opportunity to develop not only their technical skills but also learn about the City and its history.

**OVERALL AVERAGE = 3.73**

## SECTION V: NARRATIVE RESPONSES

- **What were the Manager's most notable accomplishments during the past year(s)?**
  - Was able to navigate, continue essential City services without disruption, create a virtual City Hall and manage a team of over 500 as we faced a global pandemic.
  - Navigating Covid; adjusting to Council priorities.
  - His ability to quickly get on board and up to speed with the City's many issues.
  - Shifting the focus and putting the public first.
  - Getting to know the City, staff, residents, businesses, and community in general and demonstrating his enthusiasm for the work that needs to be done. His efforts during the current health crisis and emergency preparations during our last hurricane season are impressive.
- **Which of the Manager's qualities were most instrumental in fulfilling the role of the City Manager this past year(s)?**
  - Communication
  - Ability to be available and accept constructive criticism
  - His ability to restructure the staff predicated upon performance
  - Flexibility
  - His optimism and enthusiasm, willingness to meet with different groups, and hear different points of view are all impressive. His work ethic is even more impressive, to the point that I think he tends to take on too much and tries to be all things to all people. I hope he will be able to achieve a better balance for work/life in his second year.
- **What does the Manager do that you would like him to continue?**
  - Reaching reasonable middle ground between our Council's competing efforts
  - He listens
  - The same that he is doing now, but push even further on more/better customer service
  - Continue to develop data collection and systems to improve City performance and provide information for future decision making and prioritizing of projects. Continue to learn about the City and what makes Palm Coast unique.
- **Is there anything that the Manager does that you would like him to do differently?**
  - Prioritize talent acquisition that will accelerate fibernet development
  - I believe he should have a little more interaction with staff
  - Continue to improve information flow with Council as a whole. One-on-one communication with Council members is vital, but opportunities for Council to discuss issues and set priorities are difficult in Florida's system of open government unless the Council has the opportunity for more general discussions of projects and priorities as a body and not just as individuals with the manager.
- **Do you have any other general comments to share with the City Manager?**
  - Keep doing what you are doing
  - Keep up the good attitude
  - Excellent first year

**City of Palm Coast, Florida**  
**City Manager Evaluation Tabulation Summary**  
**Fiscal Year 2020**

	Mayor Holland	Vice Mayor Klufas	Council Member Howell	Council Member Branquinho	Council Member Cuff	Overall
<b>SECTION I: ASSISTING COUNCIL WITH ITS POLICY-MAKING ROLE</b>						
A. PROVIDING INFORMATION						
B. PROVIDING ADVICE						
AVERAGE TOTAL SECTION I	3.33	3.40	4.13	3.83	3.43	3.63
<b>SECTION II: INTERNAL ADMINISTRATION</b>						
A. IMPLEMENTATION OF COUNCIL POLICIES						
B. FINANCIAL MANAGEMENT						
C. PERSONNEL MANAGEMENT						
AVERAGE TOTAL SECTION II	3.30	2.96	3.89	3.96	3.37	3.50
<b>SECTION III: EXTERNAL RELATIONS</b>						
A. CITIZEN RELATIONS						
B. INTERGOVERNMENTAL RELATIONS						
AVERAGE TOTAL SECTION III	3.45	3.82	3.82	4.36	4.18	3.93
<b>SECTION IV: PERSONAL ACCOMPLISHMENTS</b>						
A. COMMUNICATIONS						
B. MANAGEMENT STYLE						
C. JOB EFFECTIVENESS						
AVERAGE TOTAL SECTION IV	3.45	3.27	4.14	4.00	4.45	3.86
<b>OVERALL AVERAGE</b>						<b>3.73</b>

**City of Palm Coast, Florida  
City Manager Evaluation Tabulation  
Fiscal Year 2020**

	Mayor Holland	Vice Mayor Klufas	Council Member Howell	Council Member Branquinho	Council Member Cuff	Average Total
<b>SECTION I: ASSISTING COUNCIL WITH ITS POLICY-MAKING ROLE</b>						
<b>A. PROVIDING INFORMATION</b>						
Detailed and reliable	3.00	3.00	5.00	4.00	4.00	<b>3.80</b>
Explained in a thorough manner	3.00	3.00	5.00	4.00	4.00	<b>3.80</b>
Information provided includes alternatives for consideration	3.00	3.00	4.00	5.00	4.00	<b>3.80</b>
Based upon information available, makes recommendations timely	4.00	3.00	5.00	3.50	3.50	<b>3.80</b>
Helpful in preventing trivial administrative matters from being reviewed by the Council	3.00	4.00	4.00	4.00	3.00	<b>3.60</b>
Helpful and adequate to assist City Council in making sound decisions	4.00	3.00	4.00	3.00	4.00	<b>3.60</b>
Provides members of City Council with the opportunity to set long-term organizational goals and to establish the future direction of City policy	4.00	3.00	3.00	3.00	3.00	<b>3.20</b>
Keeps City Council informed, in a timely manner, of the things Council should be aware of, wants to know, and needs to know	4.00	3.00	5.00	4.00	3.00	<b>3.80</b>
Keeps City Council well informed with concise written and oral communications	3.00	3.00	4.00	3.00	3.00	<b>3.20</b>
Informs the City Council of administrative developments	3.00	3.00	4.00	5.00	2.00	<b>3.40</b>
Follows up in a timely manner on City Council requests for information or action	3.00	5.00	4.00	4.00	4.00	<b>4.00</b>
<b>B. PROVIDING ADVICE</b>						
Has adequate knowledge of municipal affairs, including the City's laws and ordinances	3.00	4.00	5.00	3.00	3.00	<b>3.60</b>
Considers alternatives before making recommendations	3.00	3.00	3.00	5.00	4.00	<b>3.60</b>
Plans ahead, anticipates needs and recognizes potential problems	3.00	4.00	3.00	4.00	4.00	<b>3.60</b>
Has a good sense of timing in bringing issues to Council for action	4.00	4.00	4.00	3.00	3.00	<b>3.60</b>
<b>AVERAGE TOTAL SECTION I</b>	<b>3.33</b>	<b>3.40</b>	<b>4.13</b>	<b>3.83</b>	<b>3.43</b>	<b>3.63</b>

3.64 Average Section I A.

3.60 Average Section I B.  
3.63 -

	Mayor Holland	Vice Mayor Klufas	Council Member Howell	Council Member Branquinho	Council Member Cuff	Average Total
--	------------------	----------------------	-----------------------------	------------------------------	---------------------------	------------------

## SECTION II: INTERNAL ADMINISTRATION

<b>A. IMPLEMENTATION OF COUNCIL POLICIES</b>						
Carrying out Council directives	3.00	3.00	4.00	5.00	4.00	<b>3.80</b>
Assigning work so that it is performed efficiently and effectively	3.00	3.00	5.00	4.00	3.00	<b>3.60</b>
Paying sufficient attention to detail to avoid error or things "slipping through the cracks"	3.00	3.00	4.00	3.00	3.00	<b>3.20</b>
Analyzing problems or issues and identify causes, reasons and implications	3.00	3.00	4.00	4.00	4.00	<b>3.60</b>
Accurately interpreting the direction given by Council	3.00	3.00	4.00	5.00	3.00	<b>3.60</b>
Carrying out the directives of Council as a whole rather than those of any one Council member, but recognizes the concerns of the majority	3.00	3.00	4.00	4.00	3.00	<b>3.40</b>
Supporting the actions of the City Council after a decision is made	3.00	3.00	4.00	4.00	4.00	<b>3.60</b>
Assuming responsibility for staff performance	3.00	2.00	4.00	5.00	4.00	<b>3.60</b>
Providing members of City Council with periodic status reports on projects or tasks which may overlap months or years in implementation	4.00	3.00	4.00	4.00	3.00	<b>3.60</b>
Insuring that the management staff maintains normal service delivery operations as well as the flexibility to manage emergency situations	4.00	3.00	4.00	5.00	4.00	<b>4.00</b>
<b>B. FINANCIAL MANAGEMENT</b>						
Approach to budget preparation and review	3.00	3.00	3.00	3.00	3.00	<b>3.00</b>
Use of standard financial management procedures to meet Council's policy guidelines	3.00	3.00	3.00	4.00	3.00	<b>3.20</b>
Implementation of Council's policy regarding the expenditure of budgeted funds	3.00	3.00	4.00	4.00	3.00	<b>3.40</b>
Cost control through economical use of labor, materials and equipment	3.00	3.00	4.00	4.00	3.00	<b>3.40</b>
Information on the financial status of City government	4.00	3.00	4.00	3.00	3.00	<b>3.40</b>
Use of available funds and his ability to operate the City efficiently and effectively	3.00	3.00	4.00	3.00	3.00	<b>3.20</b>
Knowledge of financial matters	4.00	3.00	5.00	3.00	4.00	<b>3.80</b>
Information pertaining to long or short-term financing capital projects or equipment purchases	4.00	3.00	4.00	4.00	3.00	<b>3.60</b>

3.60 Average Section II A.

	Mayor Holland	Vice Mayor Klufas	Council Member Howell	Council Member Branquinho	Council Member Cuff	Average Total
Information on opportunities for federal and state grant funding	3.00	3.00	4.00	4.00	3.00	3.40
<b>C. PERSONNEL MANAGEMENT</b>						
Successful in guiding people as a team toward common objectives	3.00	3.00	4.00	4.00	4.00	3.60
Effective in selecting qualified and highly competent staff members	3.00	2.00	3.00	5.00	3.00	3.20
Effective in maintaining professional relationships with Department Directors	3.00	3.00	4.00	4.00	3.00	3.40
Effective in assuring that staff members make a positive impression on citizens	4.00	4.00	4.00	5.00	5.00	4.40
Insures that the City's personnel policies and practices are administered by City Department Directors and management staff in an equitable manner	3.00	3.00	3.00	3.00	4.00	3.20
Develops and motivates employees so that they are increasingly effective	4.00	3.00	3.00	3.00	3.00	3.20
Addresses disciplinary problems and takes action when warranted	4.00	3.00	4.00	5.00	3.00	3.80
Monitors performance of employees and initiates corrective action as needed	3.00	3.00	4.00	3.00	3.00	3.20
<b>AVERAGE TOTAL SECTION II</b>	<b>3.30</b>	<b>2.96</b>	<b>3.89</b>	<b>3.96</b>	<b>3.37</b>	<b>3.50</b>

3.38 Average Section II B.

3.50 Average Section II C.  
3.50

### SECTION III: EXTERNAL RELATIONS

<b>A. CITIZEN RELATIONS</b>						
Makes a positive impression on citizens and is respected in the City of Palm Coast	4.00	4.00	3.00	4.00	5.00	4.00
Has appropriate visibility or identity in the community	3.00	4.00	3.00	4.00	4.00	3.60
Assists the Council in resolving problems at the administrative level to avoid unnecessary Council action	3.00	3.00	4.00	5.00	3.00	3.60
Is skillful with the news media, avoiding political positions and partisanship	4.00	4.00	4.00	4.00	3.00	3.80
Provides information to the public in a timely fashion on matters which will cause public reaction	4.00	4.00	4.00	4.00	3.00	3.80
Represents Council positions and policies accurately and effectively	4.00	4.00	4.00	4.00	4.00	4.00
Thinks and acts in a manner reflecting an attitude that client (Council, staff or citizens) perceptions and satisfactions are important	4.00	3.00	4.00	4.00	5.00	4.00

	Mayor Holland	Vice Mayor Klufas	Council Member Howell	Council Member Branquinho	Council Member Cuff	Average Total
Responds completely and in a timely manner to citizen complaints	3.00	4.00	4.00	5.00	5.00	4.20
<b>B. INTERGOVERNMENTAL RELATIONS</b>						
Effective representing the City's interests in dealing with other agencies	3.00	4.00	4.00	5.00	4.00	4.00
Participative in enough intergovernmental activity to have an impact on behalf of the City	3.00	4.00	4.00	4.00	5.00	4.00
Cooperative with the county, state and federal governments	3.00	4.00	4.00	5.00	5.00	4.20
<b>AVERAGE TOTAL SECTION III</b>	<b>3.45</b>	<b>3.82</b>	<b>3.82</b>	<b>4.36</b>	<b>4.18</b>	<b>3.93</b>

3.88 Average Section III A.

4.07 Average Section III B.  
3.93 -

#### SECTION IV: PERSONAL ACCOMPLISHMENTS

<b>A. COMMUNICATIONS</b>						
Easy to talk to and a good listener	3.00	3.00	4.00	4.00	5.00	3.80
Thoughtful, clear and to the point	3.00	3.00	4.00	3.00	4.00	3.40
Sensitive to the concerns of others	3.00	3.00	3.00	4.00	5.00	3.60
Candid and forthright in discussing City business matters with members of City Council	3.00	3.00	4.00	4.00	5.00	3.80
<b>B. MANAGEMENT STYLE</b>						
Demonstrates interest and enthusiasm in performing his duties	4.00	4.00	4.00	4.00	5.00	4.20
Commands respect and good performance from staff	3.00	3.00	5.00	4.00	4.00	3.80
Shows initiative and creativity in dealing with issues, problems and unusual situations	4.00	3.00	4.00	5.00	5.00	4.20
Is open to new ideas and suggestions for change	4.00	3.00	5.00	5.00	5.00	4.40
Works well under pressure	3.00	3.00	4.00	4.00	4.00	3.60
Consistently puts aside personal views and implements Council policy and direction	3.00	3.00	3.00	4.00	4.00	3.40
Displays the ability to resolve the numerous conflicts inherent in municipal government	3.00	3.00	4.00	4.00	4.00	3.60
Responds well to a changing world and local conditions; is adaptive	4.00	3.00	4.00	3.00	5.00	3.80
Is accessible to City Council members	4.00	5.00	5.00	5.00	4.00	4.60
Conforms to the high standards of the profession; follows the "ICMA Code of Ethics"	4.00	3.00	5.00	4.00	5.00	4.20
Exhibits a commitment to continuing education in order to encourage his professional development	3.00	3.00	5.00	3.00	4.00	3.60
Is receptive to constructive criticism and advice	3.00	5.00	5.00	4.00	4.00	4.20

3.65 Average Section IV A.

3.97 Average Section IV B.

	Mayor Holland	Vice Mayor Klufas	Council Member Howell	Council Member Branquinho	Council Member Cuff	Average Total
<b>C. JOB EFFECTIVENESS</b>						
Demonstrates interest and enthusiasm about the Council's Vision for the City	4.00	4.00	4.00	4.00	5.00	<b>4.20</b>
Gives his staff the tools necessary to provide efficient, responsive City services	4.00	3.00	4.00	5.00	4.00	<b>4.00</b>
Coordinates the implementation of City goals and objectives	4.00	3.00	4.00	4.00	4.00	<b>3.80</b>
Creates a positive atmosphere for successful economic development in the City	4.00	3.00	4.00	4.00	5.00	<b>4.00</b>
Supports responsible infrastructure expansion and maintenance	3.00	3.00	3.00	3.00	4.00	<b>3.20</b>
Emphasizes the need for employee training and technological improvements	3.00	3.00	4.00	4.00	4.00	<b>3.60</b>
<b>AVERAGE SECTION IV</b>	<b>3.45</b>	<b>3.27</b>	<b>4.14</b>	<b>4.00</b>	<b>4.45</b>	<b>3.86</b>

3.80 Average Section IV C.

3.86

-

CITY MANAGER  
ANNUAL EVALUATION  
FISCAL YEAR 2020

MAYOR MELISSA HOLLAND

## SECTION I: ASSISTING COUNCIL WITH ITS POLICY-MAKING ROLE

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

**Comments on Section I:****SECTION II: INTERNAL ADMINISTRATION**

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

**B. Financial Management**

Are you satisfied with the City Manager’s:					
Approach to budget preparation and review			○		
Use of standard financial management procedures to meet Council’s policy guidelines			○		

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

### C. Personnel Management

The City Manager is:

	Successful in guiding people as a team toward common objectives			○		
	Effective in selecting qualified and highly competent staff members			○		
	Effective in maintaining professional relationships with Department Directors			○		
	Effective in assuring that staff members make a positive impression on citizens				○	

The City Manager:

○

	Insures that the City's personnel policies and practices are administered by City Department Directors and management staff in an equitable manner			○		
	Develops and motivates employees so that they are increasingly effective				○	
	Addresses disciplinary problems and takes action when warranted				○	
	Monitors performance of employees and initiates corrective action as needed			○		

**Comments on Section II:**

### SECTION III: EXTERNAL RELATIONS

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

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

**Comments on Section III:**

## SECTION IV: PERSONAL ACCOMPLISHMENTS

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

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

0

		Poor	Needs Improvement	Meets Expectations	Exceeds Expectations	Excels
<b>C. Job Effectiveness</b>						
The City Manager:						
	Demonstrates interest and enthusiasm about the Council's Vision for the City				○	
	Gives his staff the tools necessary to provide efficient, responsive City services				○	
	Coordinates the implementation of City goals and objectives				○	
	Creates a positive atmosphere for successful economic development in the City				○	
	Supports responsible infrastructure expansion and maintenance			○		
	Emphasizes the need for employee training and technological improvements			○		
<b>Comments on Section IV:</b>						

## SECTION V: NARRATIVE RESPONSES

- 7-1
- What were the Manager's most notable accomplishments during the past year(s)?

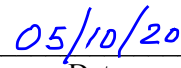
- 7-2
- Which of the Manager's qualities were most instrumental in fulfilling the role of City Manager this past year(s)?

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

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

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

  
Rater's Signature

  
Date

# Notes

---

7-1

Was able to navigate, continue essential City services without disruption, create a virtual City Hall and manage a team of over 500 as we faced a global pandemic.

7-2

Communication

CITY MANAGER  
ANNUAL EVALUATION  
FISCAL YEAR 2020

VICE MAYOR NICK KLUFAS

## SECTION I: ASSISTING COUNCIL WITH ITS POLICY-MAKING ROLE

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

**Comments on Section I:****SECTION II: INTERNAL ADMINISTRATION**

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

**B. Financial Management**

Are you satisfied with the City Manager’s:					
	Approach to budget preparation and review				
	Use of standard financial management procedures to meet Council’s policy guidelines				

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

### C. Personnel Management

The City Manager is:

	Successful in guiding people as a team toward common objectives					
	Effective in selecting qualified and highly competent staff members					
	Effective in maintaining professional relationships with Department Directors					
	Effective in assuring that staff members make a positive impression on citizens					

The City Manager:

	Insures that the City's personnel policies and practices are administered by City Department Directors and management staff in an equitable manner					
	Develops and motivates employees so that they are increasingly effective					
	Addresses disciplinary problems and takes action when warranted					
	Monitors performance of employees and initiates corrective action as needed					

**Comments on Section II:**

### SECTION III: EXTERNAL RELATIONS

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

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

**Comments on Section III:**

## SECTION IV: PERSONAL ACCOMPLISHMENTS

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

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

	Poor	Needs Improvement	Meets Expectations	Exceeds Expectations	Excels
<b>C. Job Effectiveness</b>					
The City Manager:					
	Demonstrates interest and enthusiasm about the Council's Vision for the City				
	Gives his staff the tools necessary to provide efficient, responsive City services				
	Coordinates the implementation of City goals and objectives				
	Creates a positive atmosphere for successful economic development in the City				
	Supports responsible infrastructure expansion and maintenance				
	Emphasizes the need for employee training and technological improvements				
<b>Comments on Section IV:</b>					

The City Manager:

	Demonstrates interest and enthusiasm about the Council's Vision for the City					
	Gives his staff the tools necessary to provide efficient, responsive City services					
	Coordinates the implementation of City goals and objectives					
	Creates a positive atmosphere for successful economic development in the City					
	Supports responsible infrastructure expansion and maintenance					
	Emphasizes the need for employee training and technological improvements					

### Comments on Section IV:

## SECTION V: NARRATIVE RESPONSES

<ul style="list-style-type: none"><li>• What were the Manager's most notable accomplishments during the past year(s)?</li></ul>
<ul style="list-style-type: none"><li>• Which of the Manager's qualities were most instrumental in fulfilling the role of City Manager this past year(s)?</li></ul>
<ul style="list-style-type: none"><li>• What does the Manager do that you would like him to continue?</li></ul>
<ul style="list-style-type: none"><li>• Is there anything that the Manager does that you would like him to do differently?</li></ul>
<ul style="list-style-type: none"><li>• Do you have any other general comments to share with the City Manager?</li></ul>

---

Rater's Signature

---

Date

CITY MANAGER  
ANNUAL EVALUATION  
FISCAL YEAR 2020

JACK HOWELL

## SECTION I: ASSISTING COUNCIL WITH ITS POLICY-MAKING ROLE

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

**Comments on Section I:**

Mr. Morton has been a quick study on the many issues facing the city of Palm Coast. He is an excellent leader who strives to meet all expectations of his responsibilities

**SECTION II: INTERNAL ADMINISTRATION**

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

**B. Financial Management**

Are you satisfied with the City Manager's:

Approach to budget preparation and review	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Use of standard financial management procedures to meet Council's policy guidelines	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

### C. Personnel Management

The City Manager is:

	Successful in guiding people as a team toward common objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
	Effective in selecting qualified and highly competent staff members	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Effective in maintaining professional relationships with Department Directors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
	Effective in assuring that staff members make a positive impression on citizens	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

The City Manager:

	Insures that the City's personnel policies and practices are administered by City Department Directors and management staff in an equitable manner	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Develops and motivates employees so that they are increasingly effective	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Addresses disciplinary problems and takes action when warranted	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
	Monitors performance of employees and initiates corrective action as needed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

### Comments on Section II:

Mr. Morton does his best to keep his workforce informed. He knows how to team build. Directors are given lee-way to head their departments without a heavy hand from Mr. Morton.

### SECTION III: EXTERNAL RELATIONS

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

<b>B. Intergovernmental Relations</b>						
The City Manager:						
	Effective representing the City's interests in dealing with other agencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
	Participative in enough intergovernmental activity to have an impact on behalf of the City	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
	Cooperative with the county, state and federal governments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
<b>Comments on Section III:</b>  <p>Mr Morton has been able to work with other local governments in a positive way. He has removed obstacles that were once barriers between the various City's. He is all about communications at every level</p>						

## SECTION IV: PERSONAL ACCOMPLISHMENTS

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

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

	Poor	Needs Improvement	Meets Expectations	Exceeds Expectations	Excels
--	------	-------------------	--------------------	----------------------	--------

### C. Job Effectiveness

The City Manager:

	Demonstrates interest and enthusiasm about the Council's Vision for the City	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
	Gives his staff the tools necessary to provide efficient, responsive City services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
	Coordinates the implementation of City goals and objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
	Creates a positive atmosphere for successful economic development in the City	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
	Supports responsible infrastructure expansion and maintenance	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Emphasizes the need for employee training and technological improvements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

### Comments on Section IV:

Mr. Morton is a positive thinking "go getter". He is the biggest cheerleader for the city and totally Focused on building a strong team of employees. He handles all tasks assigned achieving excellent results.

## SECTION V: NARRATIVE RESPONSES

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

His ability to quickly get on board and up to speed with the city's many issues.

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

His ability to restructure the staff predicated upon performance.

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

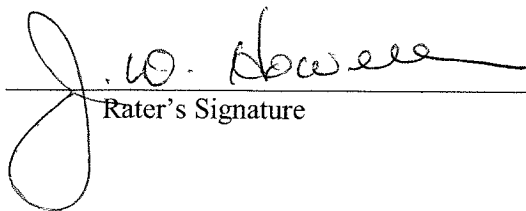
He listens!

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

I believe he should have a little more interaction with staff.

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

Keep doing what you are doing.

  
Rater's Signature

5 MAY 2020  
Date

CITY MANAGER  
ANNUAL EVALUATION  
FISCAL YEAR 2020

EDDIE BRANQUINHO

## SECTION I: ASSISTING COUNCIL WITH ITS POLICY-MAKING ROLE

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

**Comments on Section I:**

NO FURTHER COMMENTS

**SECTION II: INTERNAL ADMINISTRATION**

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

**B. Financial Management**

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

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

### C. Personnel Management

The City Manager is:

	Successful in guiding people as a team toward common objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
	Effective in selecting qualified and highly competent staff members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
	Effective in maintaining professional relationships with Department Directors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
	Effective in assuring that staff members make a positive impression on citizens	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

The City Manager:

	Insures that the City's personnel policies and practices are administered by City Department Directors and management staff in an equitable manner	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Develops and motivates employees so that they are increasingly effective	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Addresses disciplinary problems and takes action when warranted	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
	Monitors performance of employees and initiates corrective action as needed	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments on Section II:

NO FURTHER COMMENTS

### SECTION III: EXTERNAL RELATIONS

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

<b>B. Intergovernmental Relations</b>						
The City Manager:						
	Effective representing the City's interests in dealing with other agencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
	Participative in enough intergovernmental activity to have an impact on behalf of the City	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
	Cooperative with the county, state and federal governments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
<b>Comments on Section III:</b> <p style="font-family: cursive;">NO FURTHER COMMENTS.</p>						

## SECTION IV: PERSONAL ACCOMPLISHMENTS

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

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

	Poor	Needs Improvement	Meets Expectations	Exceeds Expectations	Excels
<b>C. Job Effectiveness</b>					
The City Manager:					
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Demonstrates interest and enthusiasm about the Council's Vision for the City					
Gives his staff the tools necessary to provide efficient, responsive City services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Coordinates the implementation of City goals and objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Creates a positive atmosphere for successful economic development in the City	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Supports responsible infrastructure expansion and maintenance	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Emphasizes the need for employee training and technological improvements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
<b>Comments on Section IV:</b>  NO FURTHER COMMENTS					

## SECTION V: NARRATIVE RESPONSES

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

SHIFTING THE FOCUS AND PUTTING THE PUBLIC FIRST

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

TO BE HONEST, FLEXIBILITY.

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

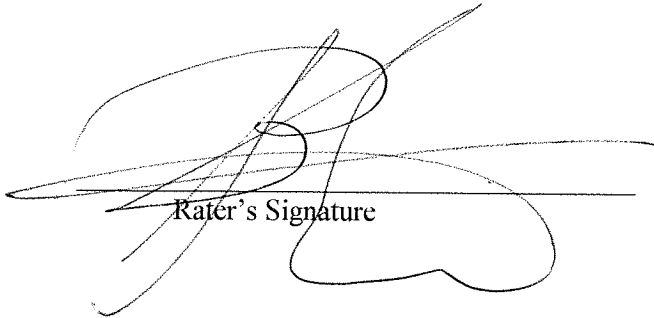
THE SAME THAT IS DOING NOW, BUT PUSH EVEN FURTHER ON MORE/BETTER CUSTOMER SERVICE.

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

NOT AT THIS TIME

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

KEEP UP THE GOOD ATTITUDE.

  
Rater's Signature

5/8/20  
Date

CITY MANAGER  
ANNUAL EVALUATION  
FISCAL YEAR 2020

ROBERT CUFF

## SECTION I: ASSISTING COUNCIL WITH ITS POLICY-MAKING ROLE

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

**Comments on Section I:**

Since this is his first annual evaluation, I think Mr. Morton has done as excellent job educating himself on municipal operations in this state and learning the structure and history of the City.

While administrative operations are his decision under the City Charter, I think he could do a better job of keeping Council members informed of administrative issues, particularly higher-level staff changes, either when or as soon after they occur as

**SECTION II: INTERNAL ADMINISTRATION**

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

**B. Financial Management**

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

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

### C. Personnel Management

The City Manager is:

	Successful in guiding people as a team toward common objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
	Effective in selecting qualified and highly competent staff members	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Effective in maintaining professional relationships with Department Directors	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Effective in assuring that staff members make a positive impression on citizens	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

The City Manager:

	Insures that the City's personnel policies and practices are administered by City Department Directors and management staff in an equitable manner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
	Develops and motivates employees so that they are increasingly effective	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Addresses disciplinary problems and takes action when warranted	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Monitors performance of employees and initiates corrective action as needed	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

### Comments on Section II:

I think Mr. Morton has handled the areas of City operations scored in this section well, given the steep learning curve of anyone entering an organization of this size from a different jurisdiction. Many of my scores of "meets expectations" are based lack of a track record to compare to this first year's performance, particularly in budgeting matters.

I am impressed with Mr. Morton's enthusiasm for data driven decision making and look forward to his efforts to provide meaningful benchmarks for future evaluation of both his performance and the City's as a whole.

I think more attention could be paid to keeping Council up to speed on long term projects such as major road construction, stormwater, etc.

### SECTION III: EXTERNAL RELATIONS

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

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

#### Comments on Section III:

I am particularly impressed with Mr. Morton's willingness and demonstrated ability to work with other governmental agencies and his focus on customer service to our residents and businesses. Steps being taken to make information available and to communication with the public, particularly using online resources, are very exciting. However, we need to maintain the City's ability to communicate relevant information to residents, businesses, and visitors beyond social media.

## SECTION IV: PERSONAL ACCOMPLISHMENTS

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

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

	Poor	Needs Improvement	Meets Expectations	Exceeds Expectations	Excels	
<b>C. Job Effectiveness</b>						
The City Manager:						
	Demonstrates interest and enthusiasm about the Council's Vision for the City	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
	Gives his staff the tools necessary to provide efficient, responsive City services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
	Coordinates the implementation of City goals and objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
	Creates a positive atmosphere for successful economic development in the City	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
	Supports responsible infrastructure expansion and maintenance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
	Emphasizes the need for employee training and technological improvements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
<b>Comments on Section IV:</b>						
<p>Mr. Morton's apparent enthusiasm for the City and his position and his initial steps in communicating with the staff, community, and other governmental entities is a highlight of his first year. I think he will be more successful in reaching his own goals and those of the Council as he gets to know his staff better and fills key staff positions. Since he is still a relative newcomer to his position, he needs to be sure that new hires, particularly at the director and other senior levels of staff have an opportunity to develop not only their technical skills but also learn about the City and its history.</p>						

## SECTION V: NARRATIVE RESPONSES

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

Getting to know the City, staff, residents, businesses, and community in general and demonstrating his enthusiasm for the work that needs to be done. His efforts during the current health crisis and emergency preparations during our last hurricane season are impressive.

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

His optimism and enthusiasm, willingness to meet with different groups, and hear different points of view are all impressive. His work ethic is even more impressive, to the point that I think he tends to take on too much and tries to be all things to all people. I hope he will be able to achieve a better balance for work/life in his second year.

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

Continue to develop data collection and systems to improve City performance and provide information for future decision making and prioritizing of projects. Continue to learn about the City and what makes Palm Coast unique.

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

Continue to improve information flow with Council as a whole. One-on-one communication with Council members is vital but opportunities for Council to discuss issues and set priorities are difficult in Florida's system of open government unless the Council has the opportunity for more general discussions of projects and priorities as a body and not just as individuals with the manager.

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

Excellent first year.

  
\_\_\_\_\_  
Rater's Signature

April 12, 2020

\_\_\_\_\_  
Date