

2025-55D

# Equal Opportunity Director

Zeriah K. Folston



# City of Gainesville

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## Office of Equity & Inclusion



Equal Opportunity Director Memorandum No. 24019

To: The Honorable Mayor and City Commission

From: Zeria K. Folston, Equal Opportunity Director

Date: November 25, 2024

Re: Performance Evaluation - Office of Equity and Inclusion Accomplishments 2024

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The purpose of this memorandum is to communicate the status of the Office of Equity and Inclusion (OEI), its accomplishments from 2024, and its proposed initiatives for 2025. I look forward to meeting with you to answer any questions or concerns you may have regarding the Office of Equity and Inclusion.

### Small Business

The goal of the City's Small Business Program is to ensure local small, women, minority, and service-disabled veteran-owned (S/W/M/SDVBEs) businesses can participate on a nondiscriminatory basis in all aspects of the City's contracting and procurement. The program is designed to accomplish the following objectives:

- Encourage and support the growth and development of the small business community through various small business efforts
- Diversify the supply of vendors to the City through the identification and certification of small businesses
- Work to increase the amount of business the City awards to small businesses

**The following are areas of emphasis within the Small Business program:**

#### Disparity Study

In the spring of 2021, the City commissioned Griffin and Strong, PC (GSPC) to conduct a Disparity Study to assess whether disparities exist between the availability and utilization of race and gender groups in City contracting. GSPC has completed the investigation, and their review of five years of spend reporting. The consultant has provided a comprehensive list of recommendations to help the City better support underutilized businesses.

GSPC presented the study's findings and recommendations to the City Commission on 11/14/2024. The Commission accepted the Study, directed the Charters to review the

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recommendations in the report and return to the Commission in late spring with a plan concerning the feasibility of the recommendations.

### **Supplier Diversity Roundtable (New Initiative)**

The Supplier Diversity Roundtable is a monthly discussion aimed to evaluate the services and resources provided by each member organization. These discussions are intended to leverage the strengths of our partners, create synergy, and address challenges and the current climate for local small businesses. The Supplier Diversity Roundtable is comprised of several local agencies that offer services to businesses including: University of Florida, Gainesville Chamber of Commerce, Small Business Administration, Small Business Development Center, Alachua County, Gainesville Black Professionals Network, Santa Fe State College, Santa Fe CIED, and GTEC.

### **Education and Outreach**

Education and outreach were a continued focus for the Small Business Program. The Small Business Division regularly collaborates with other entities such as the University of Florida, Gainesville Chamber of Commerce, Small Business Administration, Small Business Development Center, the County, and more for outreach efforts designed to support small businesses.

### **Grant Support**

The Small Business Division facilitated interdepartmental grant assistance and supplied requisite data upon request for departments with federally funded projects. Among the departments were GPD, Housing and Community Development, RTS, and Sustainable Development. One example is via the City's Housing & Community Development Department where the City was awarded for FY 2023-2024 in excess of \$1.3 million for the Community Development Block Grant (CDBG) and more than \$600k for the HOME Investment Partnerships Program (HOME) grant.

### **Internal Informational Training**

The Small Business Team conducts quarterly in-reach activities to inform City Staff of the Small Business Program. This training informs City staff of the vital role they play in helping the City meet the mission, goals, and objectives of the City's Small Business Program.

### **City Bid Process**

OEI actively works to keep local small business owners aware of potential opportunities to do business with the City. The Small Business Division disseminates bids received from the General Government Procurement Department as well as DemandStar to our S/W/M/SDVBEs contact listings and the State of Florida's small business directory. We provide support to S/W/M/SDVBEs with registration on DemandStar and GovSpend, the City's platforms for posting bidding opportunities. Finally, we collaborate with Procurement Department to obtain a forecast of procurement opportunities for the upcoming quarter for use in informing S/W/M/SDVBEs of upcoming opportunities with the City.

## **Small Business Mentoring Program**

The City's Mentoring Initiative contributes to the growth and development of local small businesses by enhancing their competitiveness for opportunities with the City and other organizations. The small business team recruits and partners small businesses, with larger, more established businesses for training to improve all facets of their business operations.

## **Program Marketing**

In 2024, the Small Business Program expanded marketing by launching a co-marketing campaign with the RoundTable Group's agency members, extending our reach within Gainesville and neighboring areas to promote our programs and services more effectively. Additionally, we initiated vendor marketing by targeting vendors identified as small businesses through applications submitted to the City's procurement department.

## **Master Survey for Small Business Community (New Initiative)**

In 2024, the Small Business Program developed the City's first ever master survey for local small business vendors, in collaboration with our partner agencies in the Gainesville area that provide services to small business owners.

## **Policy Recommendation Efforts**

Collaborating with the City Manager's team to develop and implement significant policy recommendations aimed at increasing participation from marginalized businesses. This extensive initiative spans several months, involving weekly meetings, in-depth research, and strategic planning. It is designed to address the Commission's motion on diverse business participation, exploring various tools and approaches including policy changes, outreach efforts, and collaboration both within the organization and with community stakeholders.

## **Annual Small Business Matchmaker Event**

The City's Signature Small Business Matchmaker event, held each spring, provides dynamic training and networking opportunities for small businesses seeking to engage with the City, participating agencies, and local community businesses. This event features collaboration with key small business partners, including the University of Florida, Santa Fe College, Alachua County, the Greater Gainesville Area Chamber, the Small Business Development Center, and other area businesses.

## **Fiscal Year 2024 Accomplishments:**

- Over 30 outreach events
  - Training opportunities including:
    - Coffee or Tea w/the SBDC (One-on-One Appointments)
    - General Session w/ Mentoring Teams
    - Business Planning Workshop

- Gainesville Supplier Diversity Exchange
  - Credit as a Business Asset Workshop
  - Quarterly Informational Training (OEI/GG Procurement)
  - Small Business Opportunity Fair
  - Show Me the Money/Financing Your Business Workshop
  - Spring Business Matchmaker
  - Business Resiliency Workshop
  - General Contractor/Doing Business w/ the City Workshop
  - Government contracting workshop
- Shared 213 formal and informal bid opportunities.
  - More than 10,000 notifications to small business owners.
  - Successfully trained over 100 Community Builders.
  - Twenty- two businesses participated in the mentor mentee program.
  - More than 70 businesses participated in our annual Signature Matchmaker event

#### **Special Statewide Recognition:**

We take great pride in the efforts of our team to promote supplier diversity and are delighted to witness the acknowledgement of our Small Business Mentoring Program by the **Florida League of Cities, *Quality Cities Magazine***.

*"The City recently recognized participants in its Small Business Mentoring Program at a Gainesville City Commission meeting. This initiative aims to support the increasing growth and development of small businesses by pairing newer companies with more mature, experienced companies to serve as mentors. There were 24 companies in the most recent 12-month program. A reception honoring the participants was held following the ceremony." ----Florida League of Cities (*Quality Cities Magazine*)*

#### **Fiscal Year 2025 Initiatives:**

- Disparity Study Response: Strategy, Planning, & Implementation
- Certification Wednesday - Onsite Certification Assistance
- Supplier Diversity Roundtable
- Multi-Agency Master Survey for Small Business Community
- Implementation of a Buyer's Checklist for all-sized Solicitations
- Conduct survey of Small business community to enhance program marketing, gauge the sentiment of our small business community, and identify ways to better serve them.
- Delivery of 30 to 40 internal and external education and outreach events
- Expand Marketing campaign for City's Small Business Certification Program
- Quarterly Informational Virtual Training Sessions for Community Builders
- Expansion of the Small Business Mentoring Program
- Annual Spring Matchmaker (largest outreach event of the year)

## **Diversity & Inclusion**

The City takes positive results-oriented approaches to ensure that its employment practices provide an equitable process for all employees and applicants through an Affirmative Action Plan. The City's Affirmative Action Plans are developed annually in strict reliance upon the Guidelines on Affirmative Action issued by the Equal Employment Opportunity Commission (EEOC) (29 C.F.R. Part 1608). The Office of Equal Opportunity also utilizes guidance from Article XIV of the Constitution of the United States of America, Title VII of the Civil Rights Act of 1964 as amended, and Presidential Executive Order No. 11246 as amended, and implementing regulations.

All efforts are made to support a continuing program of self-evaluation and proactive good faith efforts in developing affirmative action plans with aspirational targets. By undertaking such efforts, the City seeks to correct or eliminate any policy, procedure, or practice which results in unfair advantages or denies equal opportunity in employment to any group or individual.

### **Affirmative Action Plan (AAP)**

An Affirmative Action Plan (AAP) is a written program in which an employer details the steps it has taken and will take to ensure the right of all persons to advance based on merit and ability without regard to race, color, religion, sex, national origin, age, disability, genetic information, or veteran's status. The AAP also analyzes the organization's incumbent workforce against the available workforce to assess the representation of minorities and establishes an action plan to maintain and improve the representation of minority groups throughout the organization. The plan also analyzes personnel actions to determine if selection disparities exist based on gender and/or race.

### **Diversity and Inclusion Specialist - New Hire**

The City recently hired Dr. Porshe Chiles-McKay as the Diversity and Inclusion Specialist. Dr. Porshe Chiles-McKay, an educator and leader with over 14 years of DEI experience, is dedicated to fostering inclusive, equitable, and transformative environments. She specializes in cross-cultural communication, program management, and strategic leadership, applying her skills globally. As the Diversity and Inclusion Specialist for the City, she leads initiatives to cultivate an inclusive, collaborative, and innovative workplace culture. This position will also lead our internal efforts to educate, train, and evaluate our AA goals.

### **City-Wide Training**

It is crucial to ensure that the City's hiring managers, HR professionals, and all individuals involved in the hiring and recruiting process are informed about the City's commitment to its AAP initiatives.

## **EEOP and EEO-4 Preparation and Reporting**

An Equal Employment Opportunity Plan (EEOP) is a workforce report that is provided to the U.S. Department of Justice, Office of Justice Programs (OJP), and Office of Civil Rights when an employer receives federal funding.

The EEO-4 report is a mandatory biennial data collection that requires all state and local governments with 100 or more employees to submit demographic workforce data. The report is mandated by Section 709 (c) of Title VII of the Civil Rights Act of 1964, as amended by the Equal Employment Opportunity Act of 1972. The report categorizes a state or local government's employee's ethnicity and EEO job category.

### **Fiscal Year 2024 Accomplishments:**

- Hiring of Diversity and Inclusion Specialist
- Completion of the FY24 Affirmative Action Plan (AAP)
- Development of the FY25 AAP Plan
- Development of Affirmative Action training for Hiring Managers and HR Professionals
- EEOP and EEO-4 Preparation and Reporting

### **Fiscal Year 2025 Initiatives:**

- Conduct Affirmative Action training for Hiring Managers and HR Professionals
- Redesign the Hiring Manager Work Plan
- Develop a Recruitment Strategy for a Diverse Workforce
- Develop a Communications Plan for City leadership and employees for upcoming AAP to be prepared prior to AA Plan estimated completion date
- Develop Plan for assessing retention and hiring on minorities and/or women where there are high rates of terminations and/or low rates of promotions or other areas of concern within the Affirmative Action Plan

## **Equity**

The City is committed to operationalizing equity in policy, practices, programs, and procedures. This effort aims to eliminate racial disparities and enhance the quality of life for all people in Gainesville. In 2024, the Equity Division continued partnering with City departments providing training and technical assistance on race, equity and Results Based Accountability.

### **Department Partnership Model**

The Department Partnership Model is a process through which committed City departments (or divisions) partner with the Office of Equity and Inclusion to embed a racial equity lens into policies, programs, and core functions of the department's work. After completing the Department Partnership Model, the department will have:

1. A shared understanding of key terms and concepts related to equity

2. Working knowledge of the Results Based Accountability framework and how to use it for equity analysis, decision making, and performance management of department policies and programs
3. Data collection, management, and reporting tools to track the impact of the department's work

In 2024, the Equity division partnered with Parks Recreation and Cultural Affairs (PRCA), Gainesville Reinvestment Area (GCRA), Community Resource Paramedicine Program (CRP), the ImpactGNV program, Department of Sustainable Development (DSD) and internal divisions within the Office of Equity and Inclusion.

Through this work, PRCA has created program performance measures and data plans at the department, division and program levels. Leadership began learning Scorecard and Compyle softwares and PRCA managers will complete this training in the coming months. Two programs, (Earth Academy and Summer Camp) that ran over the summer created new surveys and collected new disaggregated data. These programs completed their first Turn the Curve Reports, a qualitative analysis and strategic plan for program improvement, and presented their results to their peers and supervisors. In the coming months all managers will be trained on Scorecard and Compyle software and will build dashboards and surveys for their divisions and programs. Initial Turn the Curve reports for most PRCA programs are expected to be completed in 2025.

GCRA staff have completed the Awareness, Desire and Knowledge stages of the pilot. Now in the Ability stage, they are in the process of creating performance measures. In the coming months they will complete data plans, receive training on Scorecard and Compyle software and build their dashboards and surveys. Turn the Curve reports for GCRA programs are expected to be completed in 2025.

CRP staff have completed the Awareness, Desire and Knowledge stages of the pilot. Now in the Ability stage, they have completed their performance measures and data plans for the four pillars of their work. In the coming months the leadership team will be trained in Scorecard and Compyle software and will build their dashboards and surveys. Initial Turn the Curve reports for all programs are expected to be completed in 2025.

DSD staff completed RBA training and have created results and indicators for each chapter of the Comprehensive Plan. A data plan has been created indicating what is needed for each indicator (disaggregation, GIS mapping, etc.). As new GIS staff resources increase, maps will be created to reflect the needs identified in the data plan.

In 2024, managers in each division of the Office of Equity and Inclusion completed equity and RBA training and created performance measures and a data plan for their respective divisions. Next, the management team will be trained in Scorecard and Compyle software and will build their dashboards and surveys. Initial Turn the Curve reports for all programs are expected to be completed in 2025.

## **Fleet Workshop Series - Working Across Difference**

In response to a request from the City Manager, the Equity team wrote a specialized curriculum and facilitated a series of trainings titled “Working Across Difference” for the Fleet Division. These trainings supported staff to understand the intersection of culture identity, and power dynamics while providing tools for creating a healthy and inclusive workplace. Fleet staff completed four workshops for this series. Following this, the Diversity, Equity and Inclusion Manager facilitated a workshop for the Fleet management team in which they reviewed staff feedback from the workshops and created an action plan. A final report and the action plan was delivered to the City Manager and the Equal Opportunity Director.

## **Local Non Profit Support**

Following participation in the One Nation One Project Grant proposal review process, Equity staff partnered with the Youth Services Manager and local non-profit support agencies (United Way and the Community Foundation) to organize a free workshop for local non-profits. This workshop was hosted at the United Way’s offices and provided information on best practices and resources for applying to grants as a small local non-profit.

## **Grant Support**

The Equity division provides interdepartmental grant support as needed on a per request basis. Grant support is required for federal grants in alignment with Executive Order 13985. In 2024, the Equity Division partnered with the Public Works Department and an external consultant to create a methodology for considering equity in projected flood vulnerability of critical assets in Gainesville. This work continues in 2025 to solicit public feedback and finalize the methodology. Once completed, the City will be eligible to apply for funding to upgrade infrastructure in priority clusters (geographic areas) that contain critical infrastructure.

## **Policy Review Committee**

At the Direction of the Equal Opportunity Director and the City Manager, the Diversity, Equity and Inclusion Manager participated in the newly established Policy Review Committee. This committee was first tasked with updating internal processes for how policies and procedures are updated and stored to improve transparency and communication. Additionally, the committee created a Policy Promulgation Policy that dictates how new policies are created and how existing policies are changed. This new policy will help ensure consistency across departments and charters in policy creation and implementation.

## **Journey to Juneteenth**

The City’s month-long "Journey to Juneteenth" celebration, from Florida Emancipation Day (May 20th) through the widely recognized Juneteenth holiday (June 19th), honors the long and turbulent journey to freedom while staying true to our history of Florida Emancipation on May 20th. This year’s celebration included 18 events over the month and had our largest turnout yet. Signature events included: Florida Emancipation Celebration, Juneteenth Film Festival,

Greatest Graduation Party “First Ever Teen Event”, The Cookout: A Juneteenth Father’s Day Celebration, and The Jubilee: Celebrating Arts, Culture, and Education.

### **Fiscal Year 2024 Accomplishments:**

- Provided training to 99 staff members across six departments.
- Completed 115 internal workshops and trainings on race, equity, RBA, culture and identity.
- Three departments are currently collecting disaggregated data.
- 19 programs are currently using RBA for program improvement.
- PRCA pilots 1 and 2 - completed the Awareness, Desire and Knowledge stages of their pilot. They are currently working on the Ability stage (implementation).
- GCRA - completed the Awareness, Desire and Knowledge stages of their pilot. They are currently working on the Ability stage (implementation).
- CRP - completed the Awareness, Desire and Knowledge stages of their pilot. They are currently working on the Ability stage (implementation).
- OEI - completed the Awareness, Desire and Knowledge stages of their pilot. We are currently working on the Ability stage (implementation).
- Impact GNV - completed the Training phase of their pilot and are currently developing performance measures and a data plan.
- DSD - completed equity and RBA training, wrote new results and indicators for the Comp Plan, and developed a data plan.
- Fleet - staff and management completed the “Working Across Difference” workshop series and created an action plan to create a more inclusive work environment.
- Organized Journey to Juneteenth event series.

### **Fiscal Year 2025 Initiatives:**

- Build dashboards and surveys for programs in PRCA, GCRA, OEI, CRP and ImpactGNV.
- Integrate Results Based Accountability into the Comprehensive Plan companion document.
- Organize Journey to Juneteenth event series.

## **Compliance**

The Compliance Division enforces the City’s Anti-Discrimination and Anti-Harassment policies and ordinances. The City prohibits discrimination, either by or against its employees or citizens utilizing City services, programs, and activities, on the basis of race, color, gender, age, religion, national origin, marital status, sexual orientation, disability, or gender identity. The Compliance Division investigates complaints of employment discrimination filed by internal community builders & complaints of housing, employment, public accommodation, and credit discrimination filed by our neighbors.

The Compliance Division also enforces the City's Fair Chance Hiring ordinance and provides ADA guidance on reasonable accommodation requests made by community builders and neighbors. The Compliance Division investigated (19) complaints and fielded (85) inquiries during the 2023-2024 fiscal year.

**The following are areas of emphasis within the Compliance Division:**

**Anti-Harassment and Anti-Discrimination Trainings**

The Compliance Division provides anti-harassment and anti-discrimination outreach events for our community builders and external neighbors. These trainings are designed to educate our community about their right of access to the full and equal enjoyment of places of public accommodation, their right to be free from discriminatory employment practices, the availability of adequate housing without the fear of discrimination, and the extension of credit without the fear of discrimination.

These outreach events are conducted on a quarterly basis by way of seminars, targeted City Departmental trainings, and bi-weekly City orientations for new employees.

**Fiscal Year 2024 Accomplishments:**

- Interdepartmental Anti-Harassment/Anti-Discrimination trainings for RTS Operators (May 2024 through August 2024)
- Interdepartmental Anti-Harassment/Anti-Discrimination trainings for Fleet Employees
- Fair Housing Tabling Event at the Cone Park Library
- 2024 Employment Law Seminar
- 2024 ADA Disability Awareness Expo
- Presented the FY2022-FY2023 Gainesville Human Rights Annual Report to the City Commission
- Coordinated the formulation of an Office of Equity and Inclusion Anti-Discrimination Public Service Announcement

**Fiscal Year 2025 Initiatives:**

- Collaborative City-wide Interdepartmental Anti-Harassment/Anti-Discrimination trainings
- Fair Housing Month Events
- Fair Chance Hiring forum with the Greater Gainesville Chamber of Commerce and the Alachua County Labor Coalition
- City 5<sup>th</sup> Avenue Arts Festival
- Employment Law Seminar
- ADA Disability Awareness Expo
- Fair Chance Hiring Seminar in partnership with the Greater Gainesville Chamber

## Immigrant Affairs

In 2022, the Gainesville City Commission launched an initiative to make Gainesville a more welcoming city for immigrants. To lead this effort, the City created the Immigrant Affairs Manager position, tasking the community builder with designing and implementing policies and programs to support the inclusion of immigrants and refugees in Gainesville. In September 2023, John Yohan John was appointed as the City's first Immigrant Affairs Manager.

The program will develop a comprehensive strategy, including a three-year plan to define outcomes and identify relevant projects and policies. This strategy will align with the City's strategic plan and equity framework. The program will also establish performance metrics and data collection mechanisms for effective program evaluation.

A needs assessment study will be conducted to identify the needs and opportunities available to immigrant populations. The program will evaluate current services provided to immigrants by the City and local community organizations through service assessment and asset mapping. Additionally, a gap analysis will be completed to identify areas where services are lacking or require improvement.

Developing a language access plan is a crucial part of this initiative. This plan includes ongoing training for frontline staff and addressing translation needs, essential for building capacity and developing resources to better serve the immigrant community.

The program will also focus on building collaborative relationships with internal and external stakeholders, emphasizing the promotion of immigrant equity and inclusion.

### **Fiscal Year 2024 Accomplishments:**

- Established a comprehensive strategic roadmap. Developed performance metrics through Results-Based Accountability (RBA) and initiated data collection. The First Turn the Curve report was produced in September.
- A Language Access Plan was drafted and is undergoing legal review.
- A process review study was conducted and several measures were initiated including fiscal optimization, certifying bilingual staff as translators and interpreters, developing a network of external volunteer translators and interpreters for city events, HR policy updates, and staff training programs.
- A monthly digital access assessment of city assets for language access was established, reviewing usage analytics of non-English speakers.
- Co-sponsored 'Building Belonging' event, providing a platform for immigrant run businesses, and performers. The event was attended by 300-400 residents.
- Established partnership with the county, the public school system, GINI, GGIC, Shands hospital, University of Florida, Sante Fe College, a spanish media outlet, and several immigration attorneys.

- Initiated research and development of several artificial intelligence tools, including an Open A.I prototype for a multilingual A.I chatbot, and piloting Worldly, an live A.I translation system for public meetings.

**Fiscal Year 2025 Initiatives:**

- Implement Language Access Policy.
  - Update HR policies to support bilingual staff.
  - Conduct a survey to gather immigrant residents' experiences with city services, focusing on areas such as overall satisfaction, safety, community belonging, and language access. Findings from the survey will shape future improvements in language access, staff training, and community engagement.
  - Develop new language access and cultural sensitivity training materials, make them accessible on the intranet.
  - Conduct quarterly assessments of digital assets (City website, GPD website, MyGNV App, RTS App) for language accessibility.
  - Ensure emergency communications, public works updates, and transportation information are available in multiple languages, with monthly tracking.
  - Conduct quarterly assessments of signage for bilingual translations.
  - Complete quarterly Turn the Curve reports and prepare the Language Access program report.
  - Launch in-house staff translation and interpretation services.
  - Partner with US Digital Response (USDR) for a 6-8 week research project focused on understanding barriers faced by Spanish-speaking immigrants when accessing city services online.
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I look forward to working with you as we make the City more equitable and inclusive.

Zeriah K. Folston, MPA

Director of Equal Opportunity

Cc: Charters, HR Director



# Charter Officer Annual Performance Evaluation Form

**Introduction:**

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

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

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

**Commission Instructions:**

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

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

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

**Charter Officer Instructions and Next Steps:**

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



## Charter Officer Annual Performance Evaluation Form

<b>Fiscal Year: FY24</b>	<b>Evaluator:</b>
<b>Charter Officer: Zeria K. Foslon</b>	<b>Title: Equal Opportunity Director</b>

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

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

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

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

I fully support the City of Gainesville's philosophy (vision, mission, values) and the vision, mission and values of our office. I understand how they relate to my job and how they impact service delivery to our fellow community builders and neighbors. Please see the memo for further details.

### Competencies:

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

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

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

With almost 2 decades of experience in the public and private sector, I believe I've been able to display a combination of skills, knowledge, and experience that allows me to understand and navigate our financial climate. Staying flexible and adaptable during our current climate has benefited community builders and our neighbors.



## Charter Officer Annual Performance Evaluation Form

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

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

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

I strive to develop strong communications and relationships with my fellow community builders and neighbors. It is a key priority of mine that people feel comfortable sharing with me, no matter their age, gender, income, race, or other status. Building strong relationships is something I try to do consistently with all people, and I believe I have demonstrated a commitment to the principle of building strong and healthy relationships.

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

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

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

Despite the challenges of the past year, our office provided a reduced budget that met the standards set by the City Commission. While providing a high level of community partnership and engagement that our office has become know for. I also consistently monitor and keep track of any decisions that could have a financial impact on our office.



# Charter Officer Annual Performance Evaluation Form

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

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

Commission Member Comments:

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

Charter Officer Comments:

We continue to create a healthy organizational culture, championing strong job performance and providing a good work life balance. Our office has had several notable accomplishments, including launching new programs and restructuring old programs for greater efficiency for our fellow community builders and neighbors. I effectively motivate, inspire, and guide our team towards achieving goals by clearly communicating vision, setting expectations, fostering collaboration, empowering individuals, and creating a positive and productive work environment, while also demonstrating strong communication skills, decisiveness, and the ability to delegate tasks appropriately. Please see the memo for further details.

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

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

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

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

Return fully completed Charter Officer Performance Evaluation form to Human Resources Director, Box 20



# Charter Officer Annual Performance Evaluation Form

### Introduction:

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

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

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

### Commission Instructions:

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

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

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

### Charter Officer Instructions and Next Steps:

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



## Charter Officer Annual Performance Evaluation Form

<b>Fiscal Year: 2024</b>	<b>Evaluator: Ed Book</b>
<b>Charter Officer: Zeria Folston</b>	<b>Title: Equity and Inclusion</b>

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

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

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

A strength of this Charter officer.

Collaborated with other areas of the City for both budgeting & staff to ensure effective events & efforts. Understands the importance of City involvement.

Works on broad based policy goals such as hiring talent from a diverse applicant pool, internal opportunities for advancement, & ensuring our workforce has comfortable mechanisms for reporting & compliance.

This year, increased efforts in several meaningful areas including language access via the language line. This will allow future metrics to inform for more effective programming. In professional development in particular, software programming in PowerDMS allowed for dissemination of updated standards which can be tracked.

Several large special events & large community efforts have been very successful including MLK, JuneTeenth, indigenous people, immigration welcoming events, etc.

Is noted as a coordinator, presenter, or speaker at many City events – such as MLK, UF, & schools. Ensures the City is a collaborator & partner with many efforts.

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

**Competencies:**

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

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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# Charter Officer Annual Performance Evaluation Form

Commission Member Comments:

Office is currently very experienced & handles training & professional development both internally & externally. Working with other offices to handle procurement matters in a consolidated & efficient matter.

The large scale disparity study allows for greater tools to facilitate more diversity amongst our small business vendors. Utilizations of B2G Now allows improved tracking on vendor usage. This benefits economic development.

Compliance is also Code Enforcement "certified." This helps in Fair Chance hiring & this information is disseminated to external constituents to inform. Power DMS now used as a compliance

Reduced budget for FY 11.4% in response to City fiscal constraints & reduction of available funding streams primarily via the GRU transfer. This will likely continue at least the next 2 fiscal years to determine further budget reductions without compromising operations.

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



## Charter Officer Annual Performance Evaluation Form

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

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

Regularly provides informal brief updates & potential ramifications.

Works well with other areas of the City including all Charters. Has integrated language line placards for all areas of the City to improve external access.

Internally and informally, the office had a holiday party – while seemingly minor, this is the first time in a while & is important to keep lines of communication open while developing relationship.

Provides communications to City verbally on matters of public & private concern but will need to use written communication on efforts where applicable & when confidentiality is not compromised.

Internal conflict from preceding years within the office has consistently improved. Promoted 2 staff members internally improving reward, value, and trust from within. Only 1 staff member left employment in the last fiscal year – indicating there is more stability.

Culture message internally by the Director is that the office core mission is to help people.

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

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

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

As written previously as a component of Business Acumen, reduced budget for FY 24 by 11.4% & approx. \$186,000. This decrease was due to a reduction in operational costs such as contracts and software systems.



## Charter Officer Annual Performance Evaluation Form

Fiscal restraints will continue in FY 25. Collaborated with other areas of the City for both budgeting & staff to ensure effective events & efforts – a good example – JuneTeenth.

Innovation in this arena included appropriately used ARPA funds to assist in staff savings.

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



## Charter Officer Annual Performance Evaluation Form

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

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

Moved from Interim to permanent position 19 months ago. History of this City area has involved interpersonal challenges & conflict.

This appears to be largely stabilized under the Equity & Inclusion Director. The Director has periodically delegated "stepping in" for him & on his behalf to 2 staff members for matters such as City Commission meetings, special events, &/or presentations. He has also delegated authority to other staff members in various roles.

Is training staff for redundancy, more skill sets, and feedback loops to improve efficiency & effectiveness.

Showcases staff & uses the term creating a "culture of appreciation" which is recognized in the office.

Over the next year, goals are to add stability to programs including policies in the small "business space," & enhance procurement processes. To do this, he will work in concert with procurement & Human Resources.

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

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



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

12/23/24

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



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

12/20/24

Return fully completed Charter Officer Performance Evaluation form to Human Resources Director, Box 20



Folston Book  
Self-Eval

# Charter Officer Annual Performance Evaluation Form

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### Commission Instructions:

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## Charter Officer Annual Performance Evaluation Form

<b>Fiscal Year: FY24</b>	<b>Evaluator:</b>
<b>Charter Officer: Zeria K. Foslton</b>	<b>Title: Equal Opportunity Director</b>

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

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

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

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

I fully support the City of Gainesville's philosophy (vision, mission, values) and the vision, mission and values of our office. I understand how they relate to my job and how they impact service delivery to our fellow community builders and neighbors. Please see the memo for further details.

### Competencies:

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

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

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

With almost 2 decades of experience in the public and private sector, I believe I've been able to display a combination of skills, knowledge, and experience that allows me to understand and navigate our financial climate. Staying flexible and adaptable during our current climate has benefited community builders and our neighbors.



## Charter Officer Annual Performance Evaluation Form

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

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

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Charter Officer Comments:

I strive to develop strong communications and relationships with my fellow community builders and neighbors. It is a key priority of mine that people feel comfortable sharing with me, no matter their age, gender, income, race, or other status. Building strong relationships is something I try to do consistently with all people, and I believe I have demonstrated a commitment to the principle of building strong and healthy relationships. \*

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

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

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Charter Officer Comments:

Despite the challenges of the past year, our office provided a reduced budget that met the standards set by the City Commission. While providing a high level of community partnership and engagement that our office has become known for. I also consistently monitor and keep track of any decisions that could have a financial impact on our office.



## Charter Officer Annual Performance Evaluation Form

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

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

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Charter Officer Comments:

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Charter Officer Signature: 

Commission Member Signature: 

Date: 12/23/24

Date: 12/23/24

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### Commission Instructions:

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Performance Descriptors and Rating Scale		
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## Charter Officer Annual Performance Evaluation Form

<b>Fiscal Year: 2023-2024</b>	<b>Evaluator: Commissioner Desmon Duncan-Walker</b>
<b>Charter Officer: Zeria K. Folston</b>	<b>Title: Equal Opportunity Director</b>

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

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

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

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

**Competencies:**

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

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

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



## Charter Officer Annual Performance Evaluation Form

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

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

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

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

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



## Charter Officer Annual Performance Evaluation Form

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

<b>Commission Member: Check rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:  
 Increase efforts to address City-wide inequities (hiring process, pay, etc.) and take the initiative to provide regular status reports (ie. Quarterly) at Commission Meetings to provide information to the Commission and to our neighbors.

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

Charter Officer Signature: 

Date: 1/9/25

Commission Member Signature: Desmon Duncan-Walker

Date: 1/3/2025

Return fully completed Charter Officer Performance Evaluation form to Human Resources Director, Box 20

Comm. Bryan  
Eastman

## Office of Equity and Inclusion

### **Overall Support of City Commission Goals and Objectives**

5

The OEI Director has been able to shift direction and needs over time to work with the goals and objectives of the City Commission. He is well in line and supportive of the goals of the City Commission.

### **Business Acumen**

4

Mr. Fulston's years of experience in finance and management has served him well in this role, and he has done a good job of executing the goals and needs of the Office of Equity and Inclusion

### **Communication and Building Relationships**

4

Mr. Fulston has communicated well with the Commission and community. Whenever problems arise I hear about it first from him. His staff do a great job of educating the community and bringing them into the programs of OEI.

### **Fiscal Management**

4

The Office of Equity and Inclusion saw a 6.3% cut in their budget this fiscal year, commiserate with other charters and departments. Despite this, they have continued to offer services and support throughout the City and Community at a high level.

### **Leading and Supervision**

4





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

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

### Charter Officer Instructions and Next Steps:

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



## Charter Officer Annual Performance Evaluation Form

contingency account and recommended salary increases will be processed within established payroll processing timelines.

<b>Fiscal Year:</b>	<b>Evaluator: SACO</b>
<b>Charter Officer: Zeria Folston</b>	<b>Title: Equity and Diversity</b>

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

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

<b>Commission Member: Check performance rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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He has maintained long-term goals at the forefront of his office's work. He has helped develop plans and resources to attain social and economic goals of the commission and leadership. The years long disparity study will help us move forward in mindful ways as we move into a phase of capital construction and development.

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

### Competencies:

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

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

**keep up-to-date with national and regional standards and issues. Has made serious efforts to train up his limited staff, and to ensure his office has the tools to meet all of our needs. Has worked with other charters and their departments to put to use some of those best practices.**

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



## Charter Officer Annual Performance Evaluation Form

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

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

remains active and responsive to both charter and commission requests and communications. Has made tremendous steps in external community collaboration to better reach small and minority businesses. His office has extended its services and broadcast that its services are available to all neighbors in the city when it comes to issues of discrimination.

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

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

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

has been fiscally responsible with limited funding for his office and has budgeted out long-term plans where funds are finite or limited.

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



## Charter Officer Annual Performance Evaluation Form

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

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

Has made great efforts to build up his team and gain their confidence. He has retained his staff through a shift in leadership and continued to build up positive relationships in his department.

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

Charter Officer Signature: 

Date: 1/3/25

Commission Member Signature: /s/ Reina Saco

Date: 1/1/25

Return fully completed Charter Officer Performance Evaluation form to Human Resources Director, Box 20



## Charter Officer Annual Performance Evaluation Form

2024  
Folston  
WARD

**Introduction:**

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

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

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

**Commission Instructions:**

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

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

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

**Charter Officer Instructions and Next Steps:**

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



## Charter Officer Annual Performance Evaluation Form

<b>Fiscal Year: FY24</b>	<b>Evaluator: WARD</b>
<b>Charter Officer: Zeria K. Foslton</b>	<b>Title: Equal Opportunity Director</b>

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

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

<b>Commission Member: Check performance rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:  
*Your understanding & support for the Commission's stated priorities has been clear & unwavering.*

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:  
 I fully support the City of Gainesville's philosophy (vision, mission, values) and the vision, mission and values of our office. I understand how they relate to my job and how they impact service delivery to our fellow community builders and neighbors. Please see the memo for further details.

**Competencies:**

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

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:  
*Your management of the business function of your office has been without reproach.*

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:  
 With almost 2 decades of experience in the public and private sector, I believe I've been able to display a combination of skills, knowledge, and experience that allows me to understand and navigate our financial climate. Staying flexible and adaptable during our current climate has benefited community builders and our neighbors.



## Charter Officer Annual Performance Evaluation Form

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

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

You have consistently built communication bridges in your department, with the Commission, with your charter colleagues & with the community.

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

I strive to develop strong communications and relationships with my fellow community builders and neighbors. It is a key priority of mine that people feel comfortable sharing with me, no matter their age, gender, income, race, or other status. Building strong relationships is something I try to do consistently with all people, and I believe I have demonstrated a commitment to the principle of building strong and healthy relationships.

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

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

I see no issues to mention with your fiscal management.

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

Despite the challenges of the past year, our office provided a reduced budget that met the standards set by the City Commission. While providing a high level of community partnership and engagement that our office has become know for. I also consistently monitor and keep track of any decisions that could have a financial impact on our office.



# Charter Officer Annual Performance Evaluation Form

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

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

Commission Member Comments:

*Top leadership within the organization & within the community has been outstanding.*

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

Charter Officer Comments:

We continue to create a healthy organizational culture, championing strong job performance and providing a good work life balance. Our office has had several notable accomplishments, including launching new programs and restructuring old programs for greater efficiency for our fellow community builders and neighbors. I effectively motivate, inspire, and guide our team towards achieving goals by clearly communicating vision, setting expectations, fostering collaboration, empowering individuals, and creating a positive and productive work environment, while also demonstrating strong communication skills, decisiveness, and the ability to delegate tasks appropriately. Please see the memo for further details.

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

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

*12/23/24*

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

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

*12/19/24*

Return fully completed Charter Officer Performance Evaluation form to Human Resources Director, Box 20



Folston/Willits

# Charter Officer Annual Performance Evaluation Form

### Introduction:

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

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

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

### Commission Instructions:

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

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

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

### Charter Officer Instructions and Next Steps:

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



## Charter Officer Annual Performance Evaluation Form

<b>Fiscal Year: FY24</b>	<b>Evaluator:</b> <i>Casey Willis</i>
<b>Charter Officer: Zeria K. Foslton</b>	<b>Title: Equal Opportunity Director</b>

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

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

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

*Director Foslton does a great job of distilling and supporting the City, the Commission, and the communities philosophy and values.  
Good attention his role in regards to serving Greater Area agreed upon.*

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

I fully support the City of Gainesville's philosophy (vision, mission, values) and the vision, mission and values of our office. I understand how they relate to my job and how they impact service delivery to our fellow community builders and neighbors. Please see the memo for further details.

### Competencies:

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

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

*Director Foslton is aware of trends in law, regulation, and the professions related to his office*

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

With almost 2 decades of experience in the public and private sector, I believe I've been able to display a combination of skills, knowledge, and experience that allows me to understand and navigate our financial climate. Staying flexible and adaptable during our current climate has benefited community builders and our neighbors.



## Charter Officer Annual Performance Evaluation Form

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

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

Commission Member Comments:

Director Folston is in contact across the City and the community with many stakeholders. I expect that communication regarding the disparity study and rolling out performance based metrics across the city will increase.

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

Charter Officer Comments:

I strive to develop strong communications and relationships with my fellow community builders and neighbors. It is a key priority of mine that people feel comfortable sharing with me, no matter their age, gender, income, race, or other status. Building strong relationships is something I try to do consistently with all people, and I believe I have demonstrated a commitment to the principle of building strong and healthy relationships.

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

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

Commission Member Comments:

Tight budget is respected by Director Folston.

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

Charter Officer Comments:

Despite the challenges of the past year, our office provided a reduced budget that met the standards set by the City Commission. While providing a high level of community partnership and engagement that our office has become known for. I also consistently monitor and keep track of any decisions that could have a financial impact on our office.



## Charter Officer Annual Performance Evaluation Form

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

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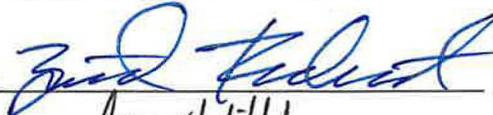
Commission Member Comments:

Good team building and dedication from community builders in his office. Keeping the Commission focused on what we can do as opposed to what we wish we could do is very helpful.

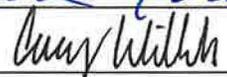
Charter Officer: Check self-evaluation rating	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:

We continue to create a healthy organizational culture, championing strong job performance and providing a good work life balance. Our office has had several notable accomplishments, including launching new programs and restructuring old programs for greater efficiency for our fellow community builders and neighbors. I effectively motivate, inspire, and guide our team towards achieving goals by clearly communicating vision, setting expectations, fostering collaboration, empowering individuals, and creating a positive and productive work environment, while also demonstrating strong communication skills, decisiveness, and the ability to delegate tasks appropriately. Please see the memo for further details.

Charter Officer Signature: 

Date: 1/3/25

Commission Member Signature: 

Date: 12/30/24

Return fully completed Charter Officer Performance Evaluation form to Human Resources Director, Box 20



Folston/Chestnut

# Charter Officer Annual Performance Evaluation Form

### Introduction:

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

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### Commission Instructions:

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

Performance Descriptors and Rating Scale		
5	Superior	Work performance consistently exceeds all performance expectations and displays a consistent level of exceptional performance. This is consistent, exceptional performance.
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**Ratings 2 or below should include comments and if applicable provide specific suggestions for performance improvement.**

### Charter Officer Instructions and Next Steps:

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## Charter Officer Annual Performance Evaluation Form

<b>Fiscal Year: FY24</b>	<b>Evaluator:</b>
<b>Charter Officer: Zeria K. Foslon</b>	<b>Title: Equal Opportunity Director</b>

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

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

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

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:  
I fully support the City of Gainesville's philosophy (vision, mission, values) and the vision, mission and values of our office. I understand how they relate to my job and how they impact service delivery to our fellow community builders and neighbors. Please see the memo for further details.

**Competencies:**

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

<b>Commission Member: Check competency rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input checked="" type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	N/A <input type="checkbox"/>
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Commission Member Comments:  
*NO measurable results to show City aware of small business  
NO direct in vendors to city - after outreach exists  
In 2025-will work for funding to upgrade infrastructure*

<b>Charter Officer: Check self-evaluation rating</b>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
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Charter Officer Comments:  
With almost 2 decades of experience in the public and private sector, I believe I've been able to display a combination of skills, knowledge, and experience that allows me to understand and navigate our financial climate. Staying flexible and adaptable during our current climate has benefited community builders and our neighbors.



## Charter Officer Annual Performance Evaluation Form

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

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

Commission Member Comments:  
*Great Communicator*

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

Charter Officer Comments:  
I strive to develop strong communications and relationships with my fellow community builders and neighbors. It is a key priority of mine that people feel comfortable sharing with me, no matter their age, gender, income, race, or other status. Building strong relationships is something I try to do consistently with all people, and I believe I have demonstrated a commitment to the principle of building strong and healthy relationships.

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

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

Commission Member Comments:  
*Appreciates the efforts in working with other Charter Officers and the Commission in meeting Annual Budget.*

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

Charter Officer Comments:  
Despite the challenges of the past year, our office provided a reduced budget that met the standards set by the City Commission. While providing a high level of community partnership and engagement that our office has become known for. I also consistently monitor and keep track of any decisions that could have a financial impact on our office.



## Charter Officer Annual Performance Evaluation Form

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

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

*I would like to see more protectants and measurable outcomes in City contracts with private businesses. I would like to see programs developed to promote Hispanic month, Indigenous Programs similar to what is done for Juneteenth. The Juneteenth Program is excellent, now reflect the same level of interest for other minority programs*

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

We continue to create a healthy organizational culture, championing strong job performance and providing a good work life balance. Our office has had several notable accomplishments, including launching new programs and restructuring old programs for greater efficiency for our fellow community builders and neighbors. I effectively motivate, inspire, and guide our team towards achieving goals by clearly communicating vision, setting expectations, fostering collaboration, empowering individuals, and creating a positive and productive work environment, while also demonstrating strong communication skills, decisiveness, and the ability to delegate tasks appropriately. Please see the memo for further details.

Commissioner  
Charter Officer Signature: *Cynthia J. Chestnut*  
Commission Member Signature: *Frank Fiedler*  
Charter Officer

Date: *12-3-24*  
Date: *12-3-24*

Return fully completed Charter Officer Performance Evaluation form to Human Resources Director, Box 20

*Commissioner Cynthia Chestnut - 12-3-24  
December 2, 2024*