

2025-55C

**City Manager**

**Cynthia W. Curry**



# City of Gainesville

Office of the City Manager

## City Manager Memorandum No. 240092

To: The Honorable Mayor and City Commission

From: Cynthia W. Curry, City Manager

Date: November 25, 2024

Re: **Fiscal Year 2024 Accomplishments Report**

November 15, 2024 marked my third year serving as City Manager for the City of Gainesville. This year was marked by challenges and hard work that speaks to our collective strength as an organization. Staff have continued to show resilience, achieving goals under tight timelines and restricted budgets. As I have previously noted, it wouldn't be the "Gainesville Way" without a healthy dose of struggle in the process of carrying out the mission and public purpose of city government.

The bulk of this year's budgetary issues were the result of reductions stemming from the City's separation from Gainesville Regional Utilities (GRU). In the past four years, the City of Gainesville has gone from receiving a Government Services Contribution (GSC) of \$38 million in FY 2021, to \$36 million in FY 2022, to \$34 million in FY 2023, to just \$15.3 million in FY 2024. In FY 2025, the GSC is further reduced to \$8.5 million.

We faced that reality head on by developing a budget for FY 2025 that builds on a three-year pattern of sound fiscal decisions. This allowed us to produce impressive results, keep the City competitive, and respond with agility and skill in fulfilling the needs of our neighbors while following the policy direction of our City Commission.

I am thankful to community builders at all levels, and I am thankful to the City Commission for your leadership. In a fiscal year that began with preparations for the City's first holiday parade in modern memory, and ended with our response to the back-to-back arrivals of Hurricanes Debby, Helene, and Milton, we proved once again to be a city on the move.

The following highlights are areas of high impact and advancement, as well as a compilation of FY 2024 General Government Department Accomplishments to accompany my annual performance evaluation; both of which are included as attachments to this memorandum.

### Stabilizing City Finances

Stabilizing the City's finances was one of the first goals I identified as a critical need when I arrived at the City of Gainesville, and over the past fiscal year we have hit substantial milestones. The City's success in addressing financial issues is largely due to the hiring of new leadership

personnel, addressing lingering complications related to the implementation of the Workday in 2021, and streamlining operations to add consistency, clarity and efficiency to the process.

**Clean Audit for Fiscal Year 2023:** The Department of Financial Services has resolved the six outstanding audit findings from the FY 2020 external audit. The City successfully completed the FY 2021 external audit, with a clean opinion, on December 15, 2022 with no new findings. Of the outstanding audit findings, the FY 2021 audit resolved two findings from FY 2020, leaving four findings open to resolve in FY 2022. The FY 2022 audit was completed on June 15, 2023, also with a clean opinion. The FY 2022 audit resulted in no new findings and the outstanding findings from FY 2020 dropped to two from four. The FY 2023 audit was completed on March 21, 2024 and had a clean opinion. More importantly, the number of outstanding findings dropped to zero from two. The City currently has no open audit findings and the City is caught up with its external financial audit reporting.

**Ratings Upgrade from Fitch:** The City of Gainesville's credit rating has been upgraded by Fitch Ratings. Gainesville's series 2020 special obligation revenue bonds, series 2014 capital improvement revenue bonds, and series 2003A and 2003B pension obligation bonds were upgraded to 'AA' from 'AA-'. In addition, Fitch has also affirmed the city's Issuer Default Rating (IDR) at 'AA'. The Rating Outlook is Stable and the IDR and bonds have been removed from Under Criteria Observation. This positive move is evidence the city has continued to improve its financial position through collective and steady efforts. Credit ratings are a key factor in determining the interest rate the city pays on its infrastructure borrowing, and the upgrade signals that Fitch has confidence in Gainesville's strong financial health. In announcing the upgrade, Fitch cited Gainesville's financial resilience and healthy funding reserves. The review also noted the City's broad pool of available revenue, diverse local economy, and high ability to adjust tax rates as factors that support financial wellbeing and minimize risk.

**Procurement and Contracts Division Management Watch:** I placed the Procurement Division on Management Watch effective July 17, 2024, with the Division reporting directly to the City Manager's Office during the management watch term. The City Manager's Office will lead a review of all Procurement and Contracts Management policies and procedures to determine areas of improvement and implement required changes. The goal is to improve upon policies and procedures to reflect best practices and to support the City's procurement goals and benchmarks. Additionally, this review will encompass implementing improvements to bolster small business procurement opportunities for the local/regional business community.

## Fiscal Year 2024 Budget Development

**Changes to the Government Services Contribution :** In FY 2024, the formula established in FY 2023 to calculate a Government Services Contribution (GSC) through a process agreed upon by both the City of Gainesville and Gainesville Regional Utilities (GRU) generated a GSC of \$15,305,224, a reduction of \$19.0 million, or 55.4% from the FY 2023 Adopted Budget amount of \$34.3 million. For FY 2025, the formula generated Government Services Contribution is \$16,247,574. During FY 2024, the Gainesville Regional Utilities Authority decided not honor the formula driven approach and held the Government Services Contribution flat at \$15.3 million, the same level as FY 2024, then reduced it further by another \$6.8 million, a reduction of 44.4% to \$8.5 million. This became the anticipated future GSC figure used in developing the FY 2025 budget, dropping the GSC from its place as the second largest revenue source to the sixth largest revenue source in the General Fund.

**Budgeting in Informational Stages:** In order to adequately prepare for FY 2025, given that the GRU Authority was discussing eliminating the GSC altogether, staff developed proposed budgets assuming the City would not receive this revenue. Departments were given target budgets to meet, based on their prorated share of the revenue reduction. When a final decision was provided to the City, the final GSC of \$8,505,224 was not sufficient to restore all department decrements. I prioritized restoring Public Safety Department operating budgets; subsequently, 12 City departments experienced budget reductions with an additional 36.0 FTEs eliminated and 23 FTEs frozen/unbudgeted.

**Navigation of Unresolved Service Level Agreements:** In addition to the uncertainty around the GSC, the City is working with GRU to finalize Indirect Costs, Service Level Agreements, and Memoranda of Understanding. The IT Service Level Agreement, in particular, has increased from \$1.2 million in FY 2023, to \$2.9 million in FY 2024, to approximately \$5.9 million in FY 2025. These cost increases are not sustainable for the City and over the next several months, staff will be working with an external consultant to develop its own technology department effective FY 2026.

**Budget Book:** I have continued working with the Executive Chief of Staff to optimize the content, organization and structure of the City's traditional Budget Book. This improvement plan, initially executed as part of the FY 2024 budget season process, has continued through to completion with the FY 2025 Budget Book. Budget Books will be produced each year, along with the Budget in Brief, associated support documents and robust online presence. The result is a more detailed, extensive and comprehensive document.

### Advancing City Commission Priorities

One of my leading responsibilities is to advance policy direction set by this City Commission. Early in FY 2024, we undertook the task of refreshing the City's Strategic Plan. Revisions included the addition of Economic Development as a top priority and placing Communications and Community Relations among the critical organizational components. Advancing policy direction fits within the parameters of the five strategic goals.

### Goal: A Great Place to Live and Experience



The City launched a community-based engagement strategy called IMPACT GNV as part of its citywide effort to prevent gun violence. Administered by the Community Health Director and the Gun Violence Intervention Program Manager, this initiative connects neighbors experiencing on-the-ground needs with city and community resources that can help. The goal is to leverage valuable communitywide collaborations to maximize the program's impact. IMPACT GNV holds bi-weekly meetings with community partners, has developed a quarterly newsletter for public distribution, and has initiated the results-based accountability process with the Office of Equity and Inclusion to track and evaluate efforts.

The B.O.L.D. Program transitioned to Gainesville Fire Rescue in summer 2024. Since the transition, the hiring process for the two program vacancies has been initiated – a staff specialist and an Intervention Specialist. The Intervention Specialist was transitioned from a Violence

Interrupter. The program focuses significantly on educational and vocational development and placement. BOLD is able to partner with the Community Resource Paramedicine Program (CRP) to support the holistic needs of individuals.

The City led the formation of the Community Gun Violence Prevention Alliance in 2024. The Alliance is the result of an agreement between three main partners: the City of Gainesville, Alachua County and Santa Fe College. The collaboration was formalized through a Memorandum of Understanding (MOU) signed in May, and meetings began in June. Attended by stakeholders, policymakers and neighbors both in person and online, these gatherings are a direct outcome of priorities set by local elected officials. Participants are focused on three broad objectives: to cooperate and strengthen efforts to address gun violence; to improve outcomes for survivors and those at risk; and to spearhead a collaborative group of community stakeholders.

Also in the crime prevention space, the City Commission approved amendments to its municipal ordinances governing public nuisances and bottle club operations to help reduce the number of late-night disturbances at local businesses and thus curb incidents of gun violence in the community.

The City concluded its participation in One Nation One Project, a national initiative that uses the arts and culture to promote community healing and well-being. In Jan. 2022, the City Commission recognized youth gun violence as a local issue of great concern and chose to allocate two-percent of Gainesville's ARPA funds to this effort—almost \$650,000. The final ONOP milestone was the July 27, 2024 Summer (YOU)th Celebration! produced by ONOP Artistic Director Marion J. Caffey, Gainesville native and producer of *Amateur Night at the Apollo*, the longest-running talent competition in American history.

The City Commission finalized its inclusionary zoning policy in Sept. 2024. The City policy requires ten percent of units be affordable for developments with 50 or more units within the Urban 5, Urban 6, Urban 7, Urban 8, Urban 9 and Downtown transect zones. Work accomplished throughout FY 2024 informed an early October City Commission decision to approve new, smaller home lot sizes that will consolidate all single-family zoning into one single-family zoning district with a minimum lot size of 3,500 square feet across the City.

For the first time since the 1990s, the City of Gainesville welcomed the holidays with a parade. This event promoted a positive image of Gainesville while bringing vitality to downtown and boosting the local economy. On Saturday, December 2, 2023, more than 90 marching bands, motorcycle riders, convertibles, dancing groups and grand marshal Steve Spurrier, former head coach of the Florida Gators football team, rolled one mile down W. University Avenue in front of cheering crowds. With the Greater Gainesville Chamber of Commerce acting as fiscal agent, the 2023 A Very GNV Holiday Parade received more than \$96,000 in sponsorship donations from local businesses, institutions and organizations.

The City completed street improvements and tree replanting along the west side of SE First Street from SE First Avenue to SE Second Avenue. This involved removal of trees and railings, adding hardscape, and installing new ADA compliant sidewalks and curbs along with newly engineered tree wells planted with bluff oaks. Additionally, SE First Avenue from S. Main Street to SE First Street was also completed.

Tom Petty Park received significant upgrades in 2024. This renovation began in 2022 with new tennis courts, along with additional work to provide better drainage, turf, and irrigation for the three



softball fields. Visitors may notice the six new shade structures over the existing bleachers and upgraded ADA access as well.

### Goal: "Best in Class" Neighbor Services



For the first time in six years, Financial Services completed the FY 2023 audit and issued the Annual Comprehensive Financial Report (ACFR) with no new or repeat findings.

In Oct. 2023 it was announced that the Department of Parks, Recreation and Cultural Affairs (PRCA) achieved all 154 reaccreditation standards set by the Commission for Accreditation of Parks and Recreation Agencies (CAPRA) and the National Recreation and Park Association. The perfect score was the first in the City's history. To earn this accreditation, the City of Gainesville met rigorous standards set for management and administration of lands, facilities, resources, programs, safety and services.

Gainesville Fire Rescue (GFR) was awarded Accredited Agency Status in 2024. This honor from the Commission on Fire Accreditation International (CFAI) marks the third time Gainesville Fire Rescue earned this prestigious recognition. According to the Center for Public Safety Excellence (CPSE), the departments that receive CFAI accreditation are community-oriented, data-driven and outcome-focused. For Gainesville Fire Rescue and others, it indicates an adherence to best practices, an ability to meet high standards in training and facilities, and the existence of programs that look after the health and wellbeing of their first responders. It is important to note that both the Gainesville Police Department (GPD) and Public Works Department (PWD) are also nationally accredited.

The GFR Community Resource Paramedicine (CRP) Program is staffed at its highest level in program history with a Program Coordinator, four Responder Is (EMT) and two Responder IIs (Paramedic). CRP program enrollment continues to increase as referrals from GFR crews, GPD Co-Responders and multiple community partners increase. Four out of seven CRP staff have completed the 40-hour Crisis Intervention Training.

In Nov. 2023, the City of Gainesville launched a new online tool for the public to visualize previously unavailable housing information in neighborhoods across the community. The interactive Affordable Housing Resources Map is designed as a quick and simple way to keep an eye on the city's housing data in real time. This application was developed in response to a request from the Gainesville City Commission for a central clearinghouse where neighbors and policymakers can gain a nuanced understanding of Gainesville's housing situation. By accessing a user-friendly dashboard, visitors can review information collected from projects with start dates going back two years through the present day. The map provides a dynamic, changing view of current developments, funded housing programs, and other resources that play a pivotal role in Gainesville's housing market.

To address issues of organizational health, I organized a Workplace Stewardship Committee to examine feedback from the Organizational Health Survey completed in FY 2024. The committee is comprised of representatives from each department with a mission to design and introduce a more fulfilling way of working that fosters collaboration, promotes engagement, and helps community builders partner more effectively together. We are exploring safety and security, salary

and benefits, maintenance for facilities, citywide efficiency, and better communication with the goal of making improvements in all departments.

To celebrate our community builders and show appreciation for their efforts, we held a Community Builder Gathering at Depot Park in June 2024 and coordinated an Employee Awards Ceremony for Nov. 2024.

### Goal: Equitable Community



The Eastside Health and Economic Development Initiative (EHEDI) is turning open land into a bustling clinic and RTS transit hub. In FY 2024, the UF Health East Gainesville Urgent Care Center opened as part of a joint effort between UF Health, the City of Gainesville and Alachua County. The City and County each gave \$2.25 million in funding to help build the 10,000-square-foot clinic. The City is constructing the road to access the site, along with an Eastside bus transfer station that will make it easier for neighbors to travel smoothly to and from east Gainesville. Stakeholders are exploring options for a grocery store and further private development.

The City has partnered with Bright Community Trust to build 10 new homes for income-qualified families on vacant, city-owned lots. Through the land trust's shared equity model, these homes will remain affordable for the next 99 years, while providing opportunities for home ownership to families. This year the Community Land Trust completed the first of ten homes in the Porters Quarters neighborhood. Construction of three more homes in the Porters and Fifth Avenue neighborhoods are currently underway. The Housing & Community Development Department anticipates the remaining six homes will be under construction by the end of the FY 25. The construction of all of these homes is funded by an allocation of the American Rescue Plan Act (\$1 million).

The City was named the recipient of grant funding in the amount of \$189,820 from the Energy Efficiency and Conservation Block Grant (EECBG) Program awarded by the U.S. Department of Energy (DOE). The funding will be used to provide rebates to 25-30 low-income households for energy efficiency upgrades through Gainesville Regional Utilities' (GRU) Low-Income Energy Efficiency Program.

This year we also marked the opening of the new Lincoln Yard Park at 2099 SE 8th Avenue with an official ribbon-cutting ceremony July 24. The park, in the Lincoln Estates neighborhood, draws on the location's history to pay homage to the East Gainesville neighborhood's unique sense of place and purpose.

In FY 2022, the Cultural Affairs Division of the Department of Parks, Recreation and Cultural Affairs began a process to center equity in its work. The Department Partnership Model is a process through which committed City departments partner with the Office of Equity & Inclusion to embed a racial equity lens into policies, programs, and core functions of the department's work. This program provides an eight-month-long training in both equity and equality, and the Results Based Accountability (RBA) tool. The pilot is designed in five phases: Awareness, Desire, Knowledge, Ability and Reinforcement. All program staff in the Department have completed the first three phases (Cohort 1 in FY 2023 and Cohort 2 in FY 2024), and all have begun the Ability phase. They will continue with the Ability phase and move into the Reinforcement phase in FY 2025.

### Goal: More Sustainable Community



In July, the City of Gainesville Department of Transportation was awarded \$26.4 million in grant funding from the Federal Transit Administration (FTA). The award is the city's largest single federal grant for its Regional Transit System (RTS). Much of the grant, \$21.9 million, will enable the city to purchase full-sized hybrid electric buses. The remaining funding will be used to build the city's first solar-generating facility at the RTS administration complex.

The City's Climate Action Dashboard, a pivotal element in Gainesville's environmental stewardship efforts, provides neighbors with unparalleled access to information about the city's climate action initiatives. Available data includes Gainesville's emissions profile, energy consumption patterns, and progress toward sustainability goals. Users can examine detailed breakdowns of greenhouse gas emissions by sector, gaining a thorough understanding of the sources contributing to climate change within the city. By making this comprehensive information easily accessible to neighbors, the Climate Action Dashboard enables individuals to actively reduce their carbon footprint and advocate for sustainable practices, truly epitomizing environmental stewardship at its finest.

The U.S. Green Building Council (USGBC) selected the City of Gainesville as one of 12 city governments nationwide to participate in its 2024 LEED for Cities Local Government Leadership Program. The program helps local governments, in their pursuit of earning LEED certification, set goals, collect data and validate performance against sustainability and quality of life metrics using the LEED (Leadership in Energy and Environmental Design) for Cities rating system. LEED certification helps local governments attract new economic activity, reach global climate goals, improve air and water quality, and enhance quality of life for all. LEED for Cities and Communities is a key component of regional climate action plans. Program participants evaluate access to green spaces, public health indicators, climate action and resilience, and environmental justice.

The City completed the Florida Park Berm project. This included rehabilitation and reinforcement of an earthen berm (dam) for flood control purposes in the Florida Park neighborhood. The scope of the restoration project included repairing the levee to repair erosion damage, stabilizing the creek side of the levee with rock revetment, and planting native vegetation to minimize the potential for any future damage. Work was completed just before the start of the 2024 hurricane season. The City also purchased 9.65 acres along Hogtown Creek in the 1600 block of NW 39<sup>th</sup> Avenue. This property was placed into conservation.

### Goal: Resilient Local Economy



The International Downtown Association (IDA) recognized the City of Gainesville with the 2023 Downtown Achievement Award of Excellence. The award honors the city's resourceful and innovative approach to revitalizing its historic downtown through work performed by the Gainesville Community Reinvestment Area (GCRA), the Department of Sustainable Development, and the University of Florida. The Downtown Gainesville Strategic Plan was



honored in the category of Planning, Design and Infrastructure. The Award of Excellence is presented to organizations that have shown extraordinary skill in addressing the challenges that come with managing urban areas.

Beginning Jan. 1, 2024, open container restrictions, which were in place before the pandemic, returned for most of Gainesville with the exception of two newly designated areas known as the Arts, Culture and Entertainment (ACE) Districts. The ACE Districts permit open containers on sidewalks, in public parks or other public rights of way between the hours of 8 a.m. and midnight daily. They are in areas with a high concentration of bars, restaurants and entertainment venues downtown and at Grove Street.

The City Commission unanimously approved the creation of a seven-member downtown advisory board in March. The board will work with the to direct \$12 million toward downtown by advising on funding, budget, projects and changes to the strategic plan.

The Gainesville Community Reinvestment Area (GCRA) introduced a new grants program to provide funding to businesses and organizations that are scheduling upcoming events in Downtown Gainesville. The grants of up to \$5,000 are to enable event programming within Downtown Gainesville. Funding may be used for event-related expenses only.

The City launched a Downtown Ambassador Program to be administered by Block by Block, the leading provider of Ambassador Services across the country. On Aug. 15, the Gainesville City Commission approved contracting with Block by Block for an initial three-year Downtown Ambassador Program at a cost of \$3.1 million. The ambassadors will be funded by the Gainesville Community Reinvestment Area (GCRA) and tax increment financing (TIF) from the College Park-University Heights Redevelopment Trust Fund. Ambassadors will work for Block by Block within the GCRA's downtown boundaries and along a section of West University Avenue to handle graffiti removal, street cleaning, landscaping, community outreach, hospitality and more. Ambassadors also will build relationships with vulnerable neighbors and connect them with support services.

The SW 62nd Boulevard Connector is a 1.1-mile roadway linking the Newberry Road and Oaks Mall commercial area with the Archer Road and Butler Plaza area. It improves accessibility, safety and shaves time off neighborhood commutes. Funded in large part by a grant from the Florida Department of Transportation (FDOT), the \$18.8 million connector is designed as a multimodal artery. It features wider (11-foot) travel lanes, ten-foot shoulders with sevenfoot buffered bicycle lanes on each side, and a 10-foot multiuse path. It also includes the first simple span bridge constructed by the City of Gainesville, with a 330-foot segment crossing Hogtown Creek.

Attachments:

- A. FY 2024 General Government Department Accomplishments
- B. FY 2024 Financial and Operating Plan Adopted Budget -  

- C. FY 2024 City Manager Self-Performance Evaluation

cc: Laura Graetz, Human Resources Director

## **FY 2024 General Government Accomplishments Listed by Department**

The following provides a compilation of accomplishments during FY 2024 under the leadership and supervision of the City Manager, Cynthia W. Curry.

### **Office of the City Manager:**

The City Manager led efforts to develop the City of Gainesville's gun violence prevention initiative, IMPACT GNV, in accordance with the policy direction set by the Gainesville City Commission. The initiative pulls a number of programs under a unified banner. It also moves quickly to put boots on the ground, working with neighborhoods, schools, nonprofits, faith-based organizations, grassroots advocates and formerly justice-involved individuals, among other partners.

On the financial front, the City of Gainesville's credit rating was upgraded by Fitch Ratings. Gainesville's series 2020 special obligation revenue bonds, series 2014 capital improvement revenue bonds, and series 2003A and 2003B pension obligation bonds were upgraded to 'AA' from 'AA-'. In addition, Fitch has also affirmed the city's Issuer Default Rating (IDR) at 'AA'. The Rating Outlook is Stable and the IDR and bonds have been removed from Under Criteria Observation. This positive move is evidence the city has continued to improve its financial position through collective and steady efforts.

In Fiscal Year 2024, the City Manager's Office completed City Hall security upgrades, Old Library security upgrades and City Hall IT upgrades. The City Manager's Office also took the lead in negotiating a new annual contract with GRACE Marketplace.

In Fiscal Year 2024, the City Manager's Office handled planning and logistics for the City's first holiday parade in more than three decades. A Very GNV Holiday Parade was supported by 35 community sponsors and brought an estimated 5,000 participants and spectators to downtown Gainesville on Dec. 2, 2023. During this timeframe, the parade page was the third most popular destination on the City's website, logging a total of 19,878 visits. The 10 parade posts on Facebook delivered a total engagement of 30,370.

To address issues of organizational health, the City Manager organized a Workplace Stewardship Committee to examine feedback from the Organizational Health Survey completed in FY 2024. The committee is comprised of representatives from each department with a mission to design and introduce a more fulfilling way of working that fosters collaboration, promotes engagement, and helps community builders partner more effectively together. The committee has created subcommittees to examine the City's health insurance options and benefits package. Additional areas of focus include safety and security, salary and advancement, maintenance for facilities, citywide efficiency and better communication across all departments. The Workplace Stewardship Committee also organized and held an Employee Awards Ceremony in November 2024 and is coordinating a Community Builder Gathering for March 2025.

### **American Rescue Plan Act:**

The American Rescue Plan Act funding is administered through the City Manager's Office. Through September 30, 2024, \$17.8 million or 55.0% of the \$32.4 million of the allocation has been spent. This represents 22 different projects and subrecipient agreements with over 40 nonprofit organizations or external partners. Seven projects are fully completed (Aid to Non-Profit Organizations, Energy Rehabilitation, Homeless Outreach, Gainesville For All, Central Receiving Facility, Cultural Arts Center Feasibility Study, and Non-Profit Capacity Building).

### **Government Affairs and Community Relations:**

Government Affairs and Community Relations worked with planning teams to coordinate Neighborhood Association meetings in the Community F.I.R.S.T. neighborhoods. They assisted: the Gainesville Community Reinvestment Area (GCRA) with community engagement workshops in Porter's Quarters; the Gainesville Police Department with a "Meet and Greet" in Phoenix Neighborhood; and with Impact Duval, a faith based initiative formed to enhance the Duval area. Additionally, Government Affairs and Community Relations worked to support the Gainesville Housing Authority in work associated with the FY 2023 Choice Neighborhood Planning Grant from the U.S. Department of Housing and Urban Development.

This team also participated in planning and/or attending 35 City events and 46 community events in Fiscal Year 2024; coordinated the myGNV community training initiative; and attended weekly Senior Center activities at the Clarence R. Kelly Center. They coordinated multiple meetings and reviews with Procurement, the Office of Equity & Inclusion, and the Office of the City Attorney regarding the City's policy and disparity study findings to address needs and gaps.

Government Affairs and Community Relations made presentations to the City Commission on findings, recommendations, and actions specific to federal funding programs and garnered analysis on newly adopted state legislation related to climate, procurement matters, background checks, housing and other areas. The team assisted in bringing on a new state lobby firm; planned and hosted a Job Corps workforce development workshop; and secured 54 letters of support from congressional delegation members, local governments and community-based organizations to assist the City's application efforts for federal grants. Government Affairs and Community Relations also coordinated community events including the Dylan Roberts Memorial Crosswalk dedication, the 9/11 Remembrance Ceremony and Indigenous Peoples' Day.

As the office overseeing the administration of One Nation One Project (ONOP), a two-year City of Gainesville initiative to reduce the incidence of youth gun violence by exposing young people to culture and the arts, Government Affairs and Community Relations tracked the implementation of six awarded projects through the spring and summer of 2024. ONOP Team members completed the Bloomberg Harvard Data Track process to strengthen the performance management process of the initiative. The initiative reached its culmination with the July 27th "Summer (YOU)th Celebration" at the Cotton Club Museum and Depot Park, attracting over 800 neighbors.

As part of the culmination, a local talent search was held, providing an opportunity for two local youth to travel to New York City to perform at Amateur Night at the Apollo. One of the selected artists has continued to advance through the performance rounds.

Data analysis from the funded and partner projects is under way. A final report and best practices guide are in development. The ONOP Team presented this data at a state conference, the Florida Afterschool Network. The Youth Steering Committee presented their work on local gun violence solutions to the City Commission in August.

### **Climate Change & Resiliency:**

The Office of Climate Change made substantial progress in advancing the City's climate goals in Fiscal Year 2024. The U.S. Green Building Council selected Gainesville as one of 12 cities for the Leadership in Energy and Environmental Design (LEED) for Cities cohort program. Staff teamed with RTS and other City departments to secure \$28 million in federal and state funding. This office also helped implement an EV charging station dashboard and a smart trash collection system. Additionally, staff supported Gainesville Regional Utilities in obtaining a \$47 million Grid Resilience Innovation Partnership (GRIP) grant from the Department of Energy, aimed at bolstering resilience against extreme weather and preparing for green energy integration.

Over the past year, the office held or participated in over 70 community events, gathering valuable input from local groups and stakeholders ranging in age from five to 97. Through collaboration with over 100 City staff and community partners, Gainesville's draft Climate Resiliency Plan was completed ahead of schedule in spring 2024 with final Commission approval expected in early 2025.

### **Communications & Marketing:**

The Office of Communications & Marketing fully designed and branded the 2023 A Very GNV Holiday Parade, the Arts, Culture and Entertainment Districts and the City's new GNV Hurricane Season preparedness brochure. The team also launched a new City of Gainesville TV talk show called GNV on the Move, coordinated 22 events, managed 550 media requests and published 98 news releases.

The team supported other departments through creation of print and digital collateral, instructional and promotional videos, and public outreach for events including: The State of the City Address, A Very GNV Holiday Parade, the 50th Anniversary of RTS, the Hoggetowne Medieval Faire, the Downtown Festival and Art Show, One Nation One Project, Heat Wave and Teen Midnight Basketball. Communications also produced educational campaigns for the Arts, Culture and Entertainment Districts, Downtown Parking and Gun Violence Prevention, among others.

The Broadcast team developed and produced the first three episodes of GNV on the Move; covered more than 258 hours of live meetings; produced and distributed 22 video news releases (VNRs); and produced 41 unique videos for Channel 12, including the "Meet Your Community Builders" series, packaged versions of live events, and tutorials about City programs, services and facilities.

Fiscal Year 2024 data indicates Creative Services sent more than 480 e-newsletters and email updates; achieved a social media reach of more than 2.4 million; and received more than 3.5 million unique page views on the City website.

The team served on Alpha and Bravo shifts at the Emergency Operations Center during activations for Hurricanes Debby, Helene and Milton. Information to the public was sent via news release in both English and Spanish. Updates were posted on the City's social media channels and the Emergency Preparedness

page on the City's website.

Communications & Marketing also provided more than 100 hours of document translation; improved the City's bilingual digital presence; provided translation services across departments; refreshed and updated the 2025 Open Enrollment Booklet; participated in the rollout of Power DMS as part of the project team; and continued designing bilingual outdoor signage for the Department of Parks, Recreation & Cultural Affairs.

### **Financial Services:**

For the first time in six years, Financial Services completed the Fiscal Year 2023 audit and issued the Annual Comprehensive Financial Report (ACFR) with no new or repeat findings. The Fiscal Year 2023 ACFR also received the GFOA Certificate of Achievement.

The general ledger has been closed by the 20th of each following month, supporting consistency and internal controls. Continuous reconciliation of major accounts (Cash in Bank, Investments, Accounts Payable, Accounts Receivable, and Debt balances) is underway. Financial Services finalized and issued the City's Fiscal Year 2023 Full Cost Allocation Plan, based on audited financials, to support budgeting for Fiscal Year 2025 indirect costs. Meetings with central service areas and departments have been held to ensure a fair and transparent cost allocation report.

The Florida Division of Emergency Management approved the City of Gainesville's 2024 application to the Florida Recovery Obligation Calculation (FROC) program, enhancing disaster readiness and recovery planning.

Financial Services also filled key vacancies including: Finance Director, Controller, Accounting Manager, Revenue & Receivables Supervisor, three accountants, an Internal Control Specialist, and a Contract Specialist.

### **Gainesville Fire Rescue:**

Gainesville Fire Rescue responded to approximately 28,509 service calls, which included 8,298 fire-related incidents and 18,721 emergency medical service (EMS) calls. Additionally, they handled 922 rescue operations and addressed 568 special hazard situations. The GFR team was called for Hazardous Materials (HazMat) incidents on 304 occasions, including 10 responses at the University of Florida and 20 mutual aid requests beyond City limits. Technical Rescue operations, which cover high-angle rescues, confined space rescues, sinking vehicle rescues, and elevator rescues, were conducted 260 times. Five of these included mutual aid assistance outside the City of Gainesville.

In Fiscal Year 2024, Gainesville Fire Rescue administration moved into the Catalyst Building, now serving as the new GFR Administration Building. Additionally, the agency moved to a unique 24/72 staffing model that will permit GFR firefighters and emergency medical technicians (EMTs) to work a 24-hour shift followed by three consecutive days off. Gainesville is one of a select few municipalities across the state, and the first in North Florida, to switch to the 24/72 model. The change is expected to help with firefighter recruitment.

The City's gun violence prevention initiative, IMPACT GNV, was established in the Office of the City Manager and later transitioned to Gainesville Fire Rescue, where it is currently housed. Staff supporting this initiative hold bi-weekly meetings with community partners, generate quarterly newsletters, and convene



with the members of the Gun Violence Prevention Alliance monthly for discussions around strategic planning, sharing of public safety data and more.

Gainesville Fire Rescue collaborated with Parks, Recreation and Cultural Affairs as the partner department to implement and administer One Nation One Project (ONOP), a two-year City of Gainesville initiative to reduce the incidence of youth gun violence by exposing young people to culture and the arts. Positioned under the Community Health arm of the agency, One Nation One Project concluded in Fiscal Year 2024 after funding 29 programs and an additional 85 artists, organizations and partners. The project involved 3,605 youth participants, with post-project data analysis showing a statistically significant uptick in feelings associated with wellbeing.

In February 2024, Gainesville Fire Rescue was awarded Accredited Agency Status at a hearing in Orlando. This honor from the Commission on Fire Accreditation International (CFAI) marked the third time Gainesville Fire Rescue has earned this prestigious recognition. It indicates an adherence to best practices, an ability to meet high standards in training and facilities, and the existence of programs that look after the health and wellbeing of their first responders.

Gainesville Fire Rescue promoted fire safety in the community by inspecting 24 million square feet of built space in more than 4200 buildings. The fire investigator conducted 128 investigations, and the department completed 103 public education events. Risk Reduction conducted 336 construction plan reviews and collaborated with operations to install 140 smoke detectors throughout the community.

The Community Resource Paramedicine (CRP) program is staffed at its highest level in program history with a Program Coordinator, four Responder Is (EMT) and two Responder IIs (Paramedic). CRP program enrollment continues to increase as referrals from GFR crews, the Gainesville Police Department Co-Responders and multiple community partners increase. The team also began a results-based accountability process with the Office of Equity & Inclusion. This has generated performance measures and program-wide indicators that will be tracked, analyzed and shared to demonstrate the work of the program and identify health disparities throughout the community.

CRP program is partnering with GRACE Marketplace Street Outreach to offer services to unhoused neighbors. CRP partnered with Meridian Healthcare under the Treatment for Individuals Experiencing Homelessness grant to have a peer specialist attend visits alongside the Homelessness Outreach and Prevention team. The team has conducted over 72.5 hours of visits. In addition to the 10 beds funded in the spring of 2024, the City has funded 10 more beds at Grace Marketplace to get individuals connected to services and in shelter.

The City also has received funding through the Opioid Abatement Settlement. Among other initiatives, some of the funding has been used to purchase Narcan and to contract services to provide educational workshops for incarcerated individuals impacted by the opioid epidemic.

### **Gainesville Community Reinvestment Area:**

The Gainesville Community Reinvestment Area (GCRA) moved forward with many projects and programs during Fiscal Year 2024. At the Eastside Health and Economic Development Initiative (EHEDI), the UF Health Urgent Care Center opened and the \$3.8 million infrastructure project that will provide roadway, stormwater retention and lighting for the Cornerstone Phase 2 is expected to be completed in late spring 2025. Nearby, GTEC is being rebranded from "Gainesville Technology and Entrepreneurship Center" (GTEC)

to “Center for Gainesville Training, Entrepreneurship, and Community” (GTEC Center). The center currently hosts 16 businesses, 94% of which are minority-owned and 50% women-owned.

In June 2024, City Commission approved a contract with NV5 (formerly CHW) to develop a land use and design study for the 36-acre redevelopment of the transformational Sports Complex at NE Eighth Avenue and Waldo Road.

In winter and spring 2024, the City took major strides to make Downtown GNV an economic development priority and one of GCRA’s five major transformative projects. Activities undertaken include: reallocating more than \$12 million in GCRA’s Fiscal Year 2020/2029 budget to focus on Downtown; creation of a pilot Downtown Events Program to support events through grants; establishing a Downtown Advisory Board; initiating a Downtown Ambassador Program; developing plans for “The Streatery”; participating in planning, payment and signage for the Arts, Culture and Entertainment Districts.

GCRA continues to work with Community Planning Collaborative (CPC) to implement the Historic Heritage Trail project for Fifth Avenue /Pleasant Street and hold community engagement projects. CPC was selected in fall 2023 by City Commission to manage the project. CPC began stakeholder engagement in early 2024.

In the Porters Quarters neighborhood, GCRA conducted three community engagements in Fiscal Year 2024 to identify projects to be completed. GCRA will develop affordable housing on city-owned land at the corner of Southwest Fifth Avenue and Southwest Fourth Street, using the Community Land Trust (CLT) model (provided a local CLT provider becomes available), with units made available to low-to-moderate income residents. Construction is expected to begin in April 2025.

Additionally, GCRA has budgeted nearly \$600,000 for Porters Quarters improvements that could potentially improve infrastructure, aesthetic conditions and safety. Community members provided feedback on desire to move forward with the fencing replacement along Depot Avenue, adding additional streetlights, and the Pink House renovation/rebuild. Fencing is in the bidding process with a deadline for receipt of quotes in December. Streetlight locations are currently being identified. The plan to renovate the Pink House are moving forward with construction expected to begin in April 2025.

### **Housing & Community Development:**

As a part of the America Rescue Plan Act (ARPA) funding set aside for affordable housing, Neighborhood Housing & Development Corporation (NHDC) completed construction on the first single-family home and sold it to an eligible homebuyer; four additional homes are under construction with two under contract to be sold to incomeeligiblehomebuyers once completed. HCD continues to work with Jessie’s Village and Woodland Park to bring 166 affordable rental housing units online.

In the last six months, HCD has invested over \$2 million to support housing programs and outside agencies. The bulk of this comes from entitlement programs such as Community Development Block Grant (CDBG), HOME Investment Partnership (HOME) and State Housing Initiative Partnership (SHIP).

Bright Community Trust (BCT) completed construction of one single-family home and three others are currently under construction. BCT has partnered with Alachua Habitat for Humanity to built the initial four homes and recently placed a solicitation on street for additional builders to build the remaining six homes under the current agreement with the City. The ribbon-cutting for the first home was held on Aug. 9, 2024. Tentative plans are set for another ribbon-cutting ceremony to celebrate the construction completion of

the next set of homes after the first of the year.

HCD completed the rehabilitation or replacement of 31 homes (14 major rehabilitation, 15 roof replacements, and two home replacements), provided 20 neighbors with down payment assistance, conducted 12 Homebuyer Education workshops, assisted five neighbors with utility connections and served 18 neighbors with Rental Eviction Prevention services.

Under the ConnectFree program, HCD is working with five developers on the grant agreement which will offset the water/wastewater connection charges in exchange for long term affordability for income eligible tenants/homeowners. In an effort to improve water quality and increase connectivity, staff is currently working with four individual homeowners (or future homeowners) to connect to public utilities.

Under the HOME-ARPA program, the Department of Housing & Community Development and the Department of Sustainable Development have collaborated to redevelop five city-owned lots which will be used as a model to encourage the development of more affordable Accessory Dwelling Units (ADUs). Each parcel will contain a primary single-family unit and up to two Accessory Dwelling Units (ADUs). Tentative construction commencement is Dec. 2024.

Through SHIP, the City received \$1.6 million in funding to support owner-occupied home rehabilitation, mortgage foreclosure intervention assistance, down payment assistance and developer's subsidies to produce affordable housing.

### **Human Resources:**

Human Resources (HR) completed the Organizational Health Survey in Fiscal Year 2024 with results released in early spring. This team has also been appointed lead in facilitating the progress of the Workplace Stewardship Committee, which included organization of the refreshed Employee Awards nomination process and ceremony. HR also supports the one-on-one listening sessions that continue on a monthly basis.

In Fiscal Year 2024, HR managed labor relations by participating in the negotiations of union contracts with the Amalgamated Transit Union (ATU), Communications Workers of America (CWA) Non-Supervisory, CWA Supervisory, the Fraternal Order of Police (FOP) and the International Association of Firefighters (IAFF).

HR also developed a Compensation Review Committee to provide oversight and create efficiencies for job audits, reorganizations, progression plans and equity analysis. HR services were streamlined to provide improved processing times in multiple HR divisions, including Talent Acquisition and Classification & Compensation. The team also has used Emerging Leaders, an 18-month intensive leadership development program, to equip community builders with the tools to move the organization forward. The next class graduation is scheduled for summer 2025.

### **Office of Management & Budget:**

The major accomplishment for the Office of Management & Budget was the successful completion of the Fiscal Year 2025 budget process. Led by Executive Chief of Staff Cintya Ramos, OMB staff worked to build upon the comprehensive Financial and Operating Plan for the new fiscal year. This has significantly increased the level of information provided to the community, Commission and staff.

### **Parks, Recreation and Cultural Affairs:**

In October 2023, the Department of Parks, Recreation and Cultural Affairs (PRCA) earned reaccreditation by achieving all 154 reaccreditation standards set by the Commission for Accreditation of Parks and Recreation Agencies (CAPRA) and the National Recreation and Park Association. The perfect score was a first in the City's history.

The Department of Parks, Recreation and Cultural Affairs has initiated countywide youth resiliency and wellbeing programming. They have worked with Communications to produce the City's inaugural seasonal guide outlining PRCA-produced programs and events. This also highlights PRCA facilities for nature, culture and rentals.

The Department of Parks, Recreation and Cultural Affairs completed the audit of Ironwood Golf Course including a cost of service study with outside consultants BerryDunn. The team also has completed the refresh of Haisley Lynch Park, renovating the landscape, removing hazardous horticulture, opening the tree canopy to allow more light, installing new, native plants and new grass, and enlarging the dog park space.

Cultural Affairs held 26 Free Friday concerts with an accumulated total of 7,525 neighbors in attendance; held an additional 289 City-sponsored or produced events at Bo Diddley Plaza with an accumulated total attendees in the 35,000 range; and hosted and produced the Downtown Festival and Art Show with 281 vendors, an estimated 40,000 attendees and revenue generation of \$106,872.

The One Nation One Project (ONOP) program partnered with the Willie Mae Stokes Community Center to produce the second iteration of "Who's in the Box?" at the Phillips Center for the Performing Arts. ONOP culminated with a summer 2024 event at Depot Park titled the Summer (YOU)th Celebration! featuring the winners of the City of Gainesville Apollo Theater Talent Search. This was one of more than 77 free public events and programs at Depot Park, which logged more than 152,000 visitors over the course of the fiscal year.

Youth Services and Education, with Recreation Operations, enrolled 12,963 children in After-School Attendance programs; enrolled 470 in Youth Basketball; and enrolled 532 in Pop Warner Football and Cheer. Youth Athletics continued its successful Teen Midnight Basketball and Heat Wave summer programs at the MLK Center, adding a neighborhood pop-up basketball event that traveled across the City to different locations to facilitate broader youth participation.

Finally, Park Operations provided 45,853 hours of park maintenance; removed 104 tons of trash and 2,702 cubic yards of debris; targeted 34 acres for invasive plant removal; treated 80 acres with prescribed burns; and logged 630,120 users on the City's nature trails.

### **Gainesville Police Department:**

The Gainesville Police Department (GPD) has moved from a 10-hour shift to a 12-hour shift, with the goal of providing more police officers per shift and lowering overtime from \$2.47 million to \$971,000 in the coming fiscal year, a reduction that will fund recent raises to keep GPD competitive in the field of law enforcement. The Patrol Bureau was restructured with two captains, each assigned to one district. The department also established a clearly defined mission focused on violent crime, traffic safety, homeless outreach and recruitment.

GPD established a Gun Violence Initiative (GVI) in August 2023 as a temporary unit to combat violent crime and it has since transitioned to a full-time unit. From April 1 – Sept. 30, 2024, the City saw overall reductions in the following:

- The incidents of stolen firearms reduced from 32 to 25 (down 21.88%).
- The incidents of shots fired reduced from 35 to 24 (down 31.43%).
- The incidents of persons shot reduced from 16 to 8 (down 46.67%).
- The incidents of homicides reduced from 2 to 0 (down 100%).

From Jan. 1 – Sept. 30, 2024, proactive efforts resulted in firearms seized and arrests of convicted felons in possession of firearms.

- The firearms seized or recovered by law enforcement was 204.
- The stolen firearms seized or recovered by law enforcement was 47.
- The number of arrests of convicted felons found in possession of a firearm was 36.
- The number of arrests of Adjudicated Delinquent Juveniles found in possession of a firearm was 7.

The Traffic Safety Team has collaborated with the Alachua County Sheriff's Office, University of Florida Police Department, Florida Department of Transportation and the High Springs Police Department to promote roadway safety, also continuing bicycle and pedestrian education efforts. The number of Traffic Homicide Investigations is at 17 for 2024; the traffic safety team completed 11 educational events in the community; and officers completed 14% more traffic stops compared to the same period in 2023 (Jan. 1 – Sept. 30), with 5,895 traffic stops in 2024 in comparison to 5166 in 2023.

GPD has partnered with internal and external agencies to assist neighbors experiencing homelessness. This includes the four Co-Responder teams that responded to 142 calls for service from April 1 – Sept. 30, 2024.

Recruitment moved ahead when a review of other Florida agencies led GPD to raise the starting pay to \$60,000 to stay competitive. In the 2024 calendar year, the department is on track to hire 30 individuals in comparison to 22 individuals in the previous year, a 36% increase. From Jan. 1 – Sept. 30, 2024, GPD received 336 applications for police officer positions as compared to a total of 201 application in 2023, a 67% increase.

Community engagement remains important. GPD has 34 active Neighborhood Crime Watch groups. The Phoenix neighborhood was a focus as GPD's assigned neighborhood for Community F.I.R.S.T. The department has hosted multiple events. The neighborhood has a community center where the Police Athletic League utilizes the space for mentoring and tutoring students.



### **Public Works:**

Public Works completed preparing the site of the Eastside Health and Economic Development Initiative (EHEDI) for the summer 2024 opening of the UF Health Eastside Urgent Care Center. Work continues on construction of the streets, sidewalks, stormwater facilities, utility infrastructure, street lighting and landscaping to support the future building sites. Roadway resurfacing on North Main Street from 39th Avenue to 53rd Avenue was completed in March 2024. In-street bike lanes and ADA modifications were incorporated. The Southwest 62nd Boulevard Extension from Southwest 43rd Street/Clark Butler Boulevard to Southwest 52nd Street opened in summer 2024, providing an interconnected, multimodal grid system in accordance with the City's Comprehensive Plan.

Public Works also completed Vision Zero project designs for Waldo Road at Northeast Third Avenue, the Southeast 18th Street sidewalk, and the Southeast Fourth Place sidewalk. Construction was completed on the Florida Park Berm as part of the City's flood mitigation. The Catalyst Building renovation was completed, allowing the building to be used for GFR Administration. Southwest 43rd Street was resurfaced and received updated bike lanes and sidewalk. Security renovations were completed on the ground floor of City Hall and some exterior portions of the building.

In Downtown, the project to provide sidewalk accessibility for all users, primarily financed through use of Tree Mitigation funds, was completed along Southeast First Avenue (Main Street to Southeast First Street). This included southern parking bay re-configuration to parallel parking spaces and reconstruction of the brick pavers in the roadway. On Southeast First Street (Southeast First Avenue to Southeast Second Avenue), the tree re-planting project was completed on the west side, replacing the Shumard Oaks with more appropriate Bluff Oaks with engineered root volume and root resistant infrastructure.

### **Risk Management:**

The Benefits Division completed the selection of a Broker/Consultant to address two concerns of our customers. The first was to ensure the City's Group Health Plan was being administered in the most cost efficient manner and to provide for choice in the selection of a health plan. The results of those efforts determined that the City's current provider, Florida Blue, offered access to the most cost effective networks to provide health care services to our employees, retirees and their families. The additional cost associated with another provider would result in an additional \$7 million in claims cost.

The result of their work with the consultant allowed for the addition of a second health plan choice that will save employees \$75-\$200 per month in their health insurance premiums. This plan was successfully integrated into our Open Enrollment Period for Plan Year 2025.

Employee Health Services continued to integrate in-house DOT physicals, conducting 96 RTS re-certifications saving the City approximately \$36,000 off our outside contractors' cost of service. In addition, by scheduling around RTS's services, it reduced the time an Operator was unavailable for service delivery.

The Wellness Division provided multiple opportunities for employees and their dependents to improve their health. One of particular interest was a focus on mental health by providing invited guest speakers both in person and via Zoom focusing on grief counseling, trauma, addiction and providing access to mental health providers to our employees. Both the Step Challenge and Lighten Up programs remain popular and allow for a team approach to healthy living. Finally, the Wellness crew performed over 500

health assessments for employees and developed individual home workout and nutritional guidance to help employees attain their health related goals.

The City continued to be a leader amongst its peer group with respect to its Worker's Compensation Modification factor, while it did tick up this year to .70, it is still 30% below our peers. This is accomplished through actively managing an injured employee's claim to ensure efficient access to the appropriate care to ensure a successful return to a normal work schedule and life.

The City also was able to negotiate a property insurance renewal with a rate increase of approximately 2.3%. This rate was bound as two hurricanes were hitting Florida and reflects the quality of risk that the City presents to the market place.

### **Streets, Stations and Strong Foundations:**

Projects funded by the infrastructure surtax branded as Streets, Stations and Strong Foundations (SSSF) that entered or progressed beyond the design phase in Fiscal Year 2024 include: road surfacing and bike lane improvements for NE Ninth Street, the SW Public Safety Center, Fire Station 9, the Gainesville Fire Rescue Administration Building, the Eastside Fire Station, the Public Works Hurricane Hardened Building and the Gainesville Police Department Property and Evidence Building.

Through the funding provided by the Streets, Stations and Strong Foundations surtax, the Department of Housing & Community Development will be adding to the inventory of affordable housing units through targeted purchases of improved and unimproved properties across the City. This funding will help distribute more affordable housing into high opportunity areas of the City.

### **Department of Sustainable Development:**

The Department of Sustainable Development (DOSD) presented the most recent draft of the Comprehensive Plan update to the City Commission after more than three years of cross-departmental collaboration. As requested by the Commissioners, a more traditional revision will be presented in early 2025 along with a draft equitable development framework.

DOSD staff presentations informed and supported City Commission decisions to approve Inclusionary Zoning and Single Family Lot-Size Reform. Staff are continuing to develop associated implementation procedures in collaboration with other departments, property owners and stakeholders. DOSD also is working to implement the City's Downtown Strategic Plan, working with the newly created Downtown Advisory Board. The GIS Specialist completed the Affordable Housing Dashboard to assist with assessing and visualizing data and programs associated with affordable housing policies.

DOSD has developed "in-house" design plans for Accessory Dwelling Units (ADUs) with design work by the City Architect and the Deputy Chief Plans Examiner. Final plans will be available to the public for use in designing their own ADUs with the ultimate goal of reducing cost and technical barriers that impede the creation of more housing.

DOSD also is implementing process changes for private providers of building inspections and the development of subdivisions. Recent changes in Florida statute require local jurisdictions to develop these processes.

### **Technology:**

The City hired outside consultants BerryDunn to review the current state of technology needs for the City. On June 18, 2024, BerryDunn provided a presentation to the City Commission along with a recommendation for the City to move forward with setting up its own in-house Technology department. BerryDunn and staff have completed the visioning and fact finding phase of the project. Transition steps are in the progress for a return to General Government of technology services provided by Gainesville Regional Utilities (GRU), with an estimated full transition no later than December 2025.

### **Transportation Department:**

The Transportation Department received an FDOT grant of \$1.5 million for the University Ave/West 13th St PD&E study and an additional FDOT grant of \$1.4 million for the Northeast 3rd Avenue/Waldo Road project. The department has completed design on the following projects and transferred them to Public Works for construction: W 10th/12th Street One-Way Pairs; Northeast 3rd Avenue/Waldo Road; Northwest 8th Avenue/6th St Lane Repurposing; Southeast 18th Street Sidewalk.

The Vision Zero Plan was completed in October 2024. It was updated in-house, led by the City's Vision Zero Coordinator. A Vision Zero Open House was held on Feb. 20, 2024. Projects include: University Avenue and West 13th Street Complete Street; Bike and Pedestrian Master Plan.

Transportation has completed the ADA Transition Plan finding that approximately \$5.1 million is needed to bring all curb ramps within City limits into compliance with current ADA standards. The Trail Wayfinding Plan is also complete, which was developed in coordination with the Department of Parks, Recreation and Cultural Affairs and will be implemented in Fiscal Year 2025 with funding from WSPP.

The Trails and Greenway Plan is in progress with estimated completion in late 2025, along with the completion of the Transportation Mobility Plan.

### **Fleet:**

The Fleet Division reviewed the City Service Level Agreement (SLA) with Gainesville Regional Utilities (GRU) and it is ready for approval. The team is working with the City of Alachua on a new SLA for part of the City's fleet. The Vehicle Utilization Plan was revised and completed, with disposition of underutilized vehicles, and a fleet audit report has been conducted with the division implementing all audit report recommendations.

Fleet delivered 18 new replacement buses in Fiscal Year 2024, reducing the average fleet age to 7.4 years for RTS. The team replaced 36 emergency vehicles, 22 light duty vehicles and nine heavy duty vehicles. They also replaced 12 trailers.

### **Parking:**

Completion of the downtown parking plan study and implementation of approved changes occurred near the end of Fiscal Year 2024. Staff is monitoring changes, making modifications to address concerns and providing reports.

A draft Valet Ordinance was introduced to the Commission for future approval and continues to

meet with potential valet operation agencies to modify ordinance.

### **Regional Transit System:**

Gainesville Regional Transit System (RTS) celebrated 50 years in service in Fiscal Year 2024, during which time RTS continued its upward passenger trend. Despite driver shortages and other challenges, ridership increased 7.3% from 5.1 million to more than 5.5 million passenger trips, and productivity increased by more than 10.3% on passenger trips per hour.

RTS received a \$26.4 million Low or No Emission (LoNo) grant to purchase 19 Hybrid-electric buses and install a solar facility at the RTS employee parking lot. Buses are expected to arrive by the end of calendar year 2026. RTS also completed design of Phase I of ADA improvements for bus stops. Construction on the ramps, shelters and sidewalks for 98 bus stops is underway, with planned completion in spring of 2025. The Phase II engineering and design firm has been selected and is under contract.

Contracts have been executed with Santa Fe College (through June 30, 2026) and Alachua County (through 9/30/25). Negotiations are underway for a new University of Florida service contract starting 1/1/25.

The cross-functional team consisting of staff from RTS, the Department of Financial Services and the Office of Management & Budget collaborated to address the concerns identified through the Management Watch process by developing the RTS Financial Monitoring Guideline; this Guideline was approved by the City Manager on September 18, 2024.

Transit Route Restoration Plan (TRRP) is near completion and consists of reimagining the current transit network to enhance ridership by improving service operability and mobility options for residents and visitors. The goal is to develop alternatives for enhancing services to achieve pre-COVID-19 ridership levels.

RTS identified funds and is currently undergoing a Transit Development Plan (TDP) major update, which is the strategic guide for public transportation in the community over the next 10 years. TDP requirements were formally adopted by the Florida Department of Transportation (FDOT) in order to receive annual allocations of Operating Assistance (Block Grant funding).

### **Wild Spaces Public Places:**

Wild Spaces Public Places (WSPP) completed Lincoln Yard Park, a new neighborhood park in east Gainesville, in summer 2024. The team completed universal access improvements at Bo Diddley Plaza, Fred Cone Park, Possum Creek Park, Bivens Arm Nature Park, Albert "Ray" Massey Park and Lincoln Park. An accessible ramp and deck to the schoolhouse structure at Morningside Nature Center were finished, along with roof replacement for Hogan's Cabin. Drainage improvements were completed on Field Two at Tom Petty Park. Roof and gutter improvements were completed at the Hippodrome Theatre (Old Post Office).

Publication reach grew, with readership of the electronic annual report increasing from 2,513 in Fiscal Year 2023 to 3,451 in Fiscal Year 2024. WSPP also sent more than 20 electronic mailers with an average open rate of 38%.

Additional projects completed in Fiscal Year 2024 include upgrades at Massey Park to the lighting on the softball field, basketball courts and baseball fields one and two, along with lighting upgrades on the two baseball fields at Greentree Park. The WSPP team also completed construction on the Split Rock Conservation Area boardwalks and finished renovation of the H. Spurgeon Cherry Pool Slide, an upgrade that included replacing structural supports.





## 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: 2023-2024</b>	<b>Evaluator:</b>
<b>Charter Officer: Cynthia W. Curry</b>	<b>Title: City Manager</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>	<b>1</b> <input type="checkbox"/>	<b>2</b> <input type="checkbox"/>	<b>3</b> <input type="checkbox"/>	<b>4</b> <input type="checkbox"/>	<b>5</b> <input type="checkbox"/>	<b>N/A</b> <input type="checkbox"/>
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Commission Member Comments:

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

Based on my interaction with the City Commission as a body and with individual commission members, I always strive to connect and implement based on directives provided. My general compass is the strategic planning framework and the operating budget approved by the Commission. In order to stay abreast and keep communication lines open so that I am actively listening and garnering a good understanding based on varied perspectives, I strive to keep a consistent schedule with one on one meetings with Commissioners, coupled with the sharing of briefing notes to capture up to date status of key department programs, initiatives and Commission directives. Additionally, I have executive and senior staff who are driven by the purpose and passion of public service. They are in tune with my leadership direction, and they execute and implement based on goals and objectives established by the Commission.

It is important to point out that staff goes above and beyond to meet Commission directives when time frames to execute are tight and resources are challenged. We simply will not give up.

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

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

I am fortunate to have an expansive reach of experience in the management of large organizations from government to higher education. My career began working as a management/budget analyst with training from Price Waterhouse, and the scope of my responsibility progressed over the years. Collectively, all of those experiences prepared me for the work at the City of Gainesville. I fully understand the financial status of the City. I have navigated and managed it responsibly.



## Charter Officer Annual Performance Evaluation Form

with a competent team. I also fully understand the core operational area of responsibility as city manager and manage with confidence a team of leaders and support staff who also understand the mission.



## 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 am a proponent and practitioner of open, constructive, frank communication and have encouraged it across the organization. I maintain a consistent meeting schedule with Commissioners. As subject matter experts, I support my staff meeting with Commissioners to further elaborate and bring clarity to items of interest. In addition, I meet weekly, with my executive and senior leadership teams. I have productive working relationships with my fellow Charters and touch base monthly with the County Manager to stay abreast of pending issues. I continue to hold listening sessions with employees across the City and have established a Workplace Stewardship Committee that meets regularly with me to share ideas and work on workplace improvements.

I continue to work with department directors who are assigned to Community F.I.R.S.T. neighborhoods to maintain open lines of communication between city hall and neighborhoods. I actively participate in Chamber of Commerce events, University of Florida and Santa Fe College activities, community faith-based events, and various community and civic events. I am a member of the North Central Florida Community Foundation, Women's Giving Circle and the Alachua County NAACP/Silver member.

- 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:

Considering the challenges presented over the last year by the GRU transition, the City has prevailed in its ability to remain financially resilient. Department leadership heard the message of restraint and have responsibly managed their operations in alignment with the City's budgeted resources. This also speaks to the leadership of the Department of Financial Services and the staff who have worked tirelessly to improve finance/accounting operations over the last three years with FY 23's external audit report reporting no audit findings. Preliminary reports shows the City finished FY 24 strong financially. I am confident that the FY24 Annual Comprehensive Financial Report that is scheduled to be submitted to the Commission in March 2025 will show a continuation of a healthy fund balance in the General Fund.



## 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:

I have developed a very productive professional working relationship with my executive and senior staff.

I have developed the same with community builders throughout the City. I have utilized the Workplace Stewardship Committee to advance and further inculcate the vision, mission, and goals of the City. Working with our human resources professionals, I have placed high priority on supporting professional development in all departments through participation in conferences, workshops and continuing education programs to fulfill necessary credit requirements to further sharpen skills and knowledge base. Last year, two of my executive staff members participated in the Bloomberg-Harvard City Leadership Initiative and they graduated successfully. In FY 24, two department managers (GFR and PRCA) were selected to participate in this program and also graduated successfully. On January 17, 2025, all members of the Workplace Stewardship Committee will be given the opportunity to participate in the Working Genius professional development training. In summary, I have a high degree of respect and trust in City staff

As for me, I continue my professional association with the International Association of City/County Management Association (ICMA) and the National Forum of Black Public Administrators (NFBPA).

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

*Cynthia M. Lundy*

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

*11/25/2024*

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.
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## Charter Officer Annual Performance Evaluation Form

<b>Fiscal Year: 2024</b>	<b>Evaluator: Ed Book</b>
<b>Charter Officer: Cynthia Curry</b>	<b>Title: Manager</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>	<b>1</b> <input type="checkbox"/>	<b>2</b> <input type="checkbox"/>	<b>3</b> <input type="checkbox"/>	<b>4</b> <input checked="" type="checkbox"/>	<b>5</b> <input type="checkbox"/>	<b>N/A</b> <input type="checkbox"/>
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Commission Member Comments:

The City Manager understands that this Charter office has the greatest community impact. She must manage divergent opinions amongst policy makers to ensure that occurs. Further, she attempts to identify what is Commission overall goals & moving forward on those while identifying individual areas of interest for different commissioners, areas of the City, or initiatives brought forward by constituents.

Very challenging previous 2 fiscal years. (See more under Fiscal tab.)

However, this has stabilized with the Manager placing persons in leadership positions that match their levels of expertise – examples budgeting, public works, sustainable development.

Updated the strategic plan in workshops with CC & staff to align with priorities. Recognizes "big picture" items & efforts & pursues efforts in those areas.

High community engagement & participation with the City as part of almost any large event that occurs with tabling, outreach, support, resources, & funding.

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

### Commission Member Comments:

In last 24 months under a very differently assembled Commission, has assumed accountability for City operations with large-scale staffing & organizational changes.

Financial accountability, understanding of budgeting, ability to take immediate actions upon direction of both State & City leaders makes this the City Manager's greatest strength. Moved to zero based budgeting & a 1 year budget on short notice & shepherded the City through extreme financial changes.

Leveraging technology to ensure the City remains responsive such as via automated response systems (examples such as the myGNV app & self reporting trash receptacles) will increase efficiency and effectiveness.

Places focus on the biggest priorities of the City & extends considerable efforts, staff, & resources towards those successes – examples large scale projects such as gun violence reduction, EHEDI, NE 8<sup>th</sup> Ave complex, traffic safety & improved multi-modal transportation, One Nation/One Project, affordable housing, fire & police, infrastructure and roads, sustainability and parks and recreation.

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

Commission Member: Check competency 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:

Provides regular memoranda on key issues as an updated timeline & schedules regular meeting with commission members. Regular attendance at CC & other relevant meetings & has relevant staff attend who are prepared to speak to agenda items. Has scheduled open sessions for City staff across Departments to voice concerns.

Has put together dynamic external communications team which disseminates widely & across messaging mediums (social media, LinkedIn etc). Recognizes that budget concerns & State & local scrutiny on City practices will continue meaning that communications across various media & in various ways is essential.

Is straight-forward & direct, a tone / professionalism that has worked well as the City has "reset" in many sectors & I support. She has a situational management style that shifts in some situations to direct and brisk conversation, not always received well by external constituents.

Internally - Works well with other City leadership / charters & has cohesive internal leadership team. Tremendous internal written communication. Externally - An excellent public speaker well engaged in many community events.

Charter Officer: Check self-evaluation rating	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.

Commission Member: Check competency 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:

Previous 2 Fiscal years in particular has been a particularly difficult cycle with extreme budgetary restraints & operating in an exceedingly difficult budget position, 5 new elected officials, & high



## Charter Officer Annual Performance Evaluation Form

conflict existing from previous policy decisions. This will continue with uncertainty between City/GRU governance for at least the foreseeable future.

Is highly budget focused – comes forth with recommendations as situations & circumstances change & has a “keen eye” for funding priorities & potential funding streams.

Have increased budgets to public safety while decreasing in most other areas – a positive & have used a combination of City Commission led decisions to reduce budget – amongst those efforts - overall City staff size reduction by over 120 positions across 2 years, increasing the millage rate, keep other impacts relatively financial neutral, & proactively seek out millions of dollars of Federal & state revenue for efforts such as public transportation, formulas for more objective fire assessment & utility transfer fees, roadway & travel corridors, homelessness / rehoming, economic development & Downtown.

Budget decreased by .7%, \$1.1 million dollars, the first time in many years this fiscal year.

Accounting & oversight for complex funding streams such as ARPA, affordable housing, & transit dollars has been excellent – strong subordinate in this arena a good decision.

This is one of the 2 strongest evaluation areas of the City Manager & will benefit the City as this area has become a bit more stable notwithstanding uncertainty documented above.

<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.

Commission Member: Check rating

1 ☐

2 ☐

3 ☐

4 ☒

5 ☐

N/A ☐

Commission Member Comments:

Leads and supervises with excellent work ethic, modeling using high performance indicators and metrics to determine success. Has been able to successfully navigate from an interim role approximately 2 years ago to the permanent position and has resstructured much of City government around focused priorities, reduced budget, & community involvement and engagement. Has developed a style which is performance driven with fiercely loyal internal leadership & regular written communications to keep all "in the loop."

Importantly, prior to her tenure the City had poor financial reports, audit deficiencies, & state scrutiny on City programs in 2021 and 2022 and her direct attention to these critical indicators of a healthy City have led to a "sound" City budget, clean audits, and increased responsiveness.

Is increasing Community 1<sup>st</sup> efforts into a "community government" model over the next year to strengthen engagement & relationships between the City & residents/community members. Will also be pursuing economic development planning & the City's role in that place.

Moving forward, fiscal restraint will remain for at least the next 2 budget cycles. Should fiscal challenges ease, will be incumbent upon the Manager to reach externally to strengthen partners & funding streams garnering more institutional knowledge & connections for the City to remain high functioning.

Charter Officer: Check self-evaluation rating

1 ☐

2 ☐

3 ☐

4 ☐

5 ☐

N/A ☐

Charter Officer Comments:

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

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

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

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

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



Curry/Chestnut

## Charter Officer Annual Performance Evaluation Form

### **Introduction:**

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

<b>Fiscal Year: 2023-2024</b>	<b>Evaluator:</b>
<b>Charter Officer: Cynthia W. Curry</b>	<b>Title: City Manager</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**

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

Commission Member Comments:

*The manager managed a multitude of issues all at once. One tool she has used this year are the Bi-Monthly briefing notes to keep Commissioner's abreast of a number of issues.*

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

Charter Officer Comments:

Based on my interaction with the City Commission as a body and with individual commission members, I always strive to connect and implement based on directives provided. My general compass is the strategic planning framework and the operating budget approved by the Commission. In order to stay abreast and keep communication lines open so that I am actively listening and garnering a good understanding based on varied perspectives, I strive to keep a consistent schedule with one on one meetings with Commissioners, coupled with the sharing of briefing notes to capture up to date status of key department programs, initiatives and Commission directives. Additionally, I have executive and senior staff who are driven by the purpose and passion of public service. They are in tune with my leadership direction, and they execute and implement based on goals and objectives established by the Commission.

It is important to point out that staff goes above and beyond to meet Commission directives when time frames to execute are tight and resources are challenged. We simply will not give up.

### 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.

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

Commission Member Comments:

*The manager's preparation as a Budget Manager were quite apparent. The 2024-2025 Budget. First, Manager Curry brought us through a clean audit after years of cleaning up a mess!! a Ratings upgrade from Fitch who cited Gainesville's financial resilience and healthy funding sources. Guided the* →

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

Charter Officer Comments:

I am fortunate to have an expansive reach of experience in the management of large organizations from government to higher education. My career began working as a management/budget analyst with training from Price Waterhouse, and the scope of my responsibility progressed over the years. Collectively, all of those experiences prepared me for the work at the City of Gainesville. I fully understand the financial status of the City. I have navigated and managed it responsibly





## Charter Officer Annual Performance Evaluation Form

with a competent team. I also fully understand the core operational area of responsibility as city manager and manage with confidence a team of leaders and support staff who also understand the mission.

Commission and Commission through massive changes in the Government Services Contract a very unstable and volatile revenue source. Yet with a very steadfast hand Manager Curry brought the Commission and Community through with the General Services Contract dropping from the 'second largest revenue source to the sixth largest revenue source in the General Fund!'



## 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:

*Build effective communication links strong:*  
1. A very GNV Holiday Parade  
2. E H E D I  
3. One nation. One People  
4. Affordable Housing Group

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

Charter Officer Comments:

I am a proponent and practitioner of open, constructive, frank communication and have encouraged it across the organization. I maintain a consistent meeting schedule with Commissioners. As subject matter experts, I support my staff meeting with Commissioners to further elaborate and bring clarity to items of interest. In addition, I meet weekly, with my executive and senior leadership teams. I have productive working relationships with my fellow Charters and touch base monthly with the County Manager to stay abreast of pending issues. I continue to hold listening sessions with employees across the City and have established a Workplace Stewardship Committee that meets regularly with me to share ideas and work on workplace improvements.

I continue to work with department directors who are assigned to Community F.I.R.S.T. neighborhoods to maintain open lines of communication between city hall and neighborhoods. I actively participate in Chamber of Commerce events, University of Florida and Santa Fe College activities, community faith-based events, and various community and civic events. I am a member of the North Central Florida Community Foundation, Women's Giving Circle and the Alachua County NAACP/Silver member.

- 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:

*All County Business Council*

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

Charter Officer Comments:

Considering the challenges presented over the last year by the GRU transition, the City has prevailed in its ability to remain financially resilient. Department leadership heard the message of restraint and have responsibly managed their operations in alignment with the City's budgeted resources. This also speaks to the leadership of the Department of Financial Services and the staff who have worked tirelessly to improve finance/accounting operations over the last three years with FY 23's external audit report reporting no audit findings. Preliminary reports shows the City finished FY 24 strong financially. I am confident that the FY24 Annual Comprehensive Financial Report that is scheduled to be submitted to the Commission in March 2025 will show a continuation of a healthy fund balance in the General Fund.



## 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:

Inspired Staff:  
1. Parks and Recreation Department  
2. 26. Millie Jones to RTS  
3. Gainesville Fair and Reserve Committee  
4. Energy Efficiency Program

Charter Officer: Check self-evaluation rating

1 ☐

2 ☐

3 ☐

4 ☐

5 ☒

N/A ☐

Charter Officer Comments:

I have developed a very productive professional working relationship with my executive and senior staff. I have developed the same with community builders throughout the City. I have utilized the Workplace Stewardship Committee to advance and further inculcate the vision, mission, and goals of the City. Working with our human resources professionals, I have placed high priority on supporting professional development in all departments through participation in conferences, workshops and continuing education programs to fulfill necessary credit requirements to further sharpen skills and knowledge base. Last year, two of my executive staff members participated in the Bloomberg-Harvard City Leadership Initiative and they graduated successfully. In FY 24, two department managers (GFR and PRCA) were selected to participate in this program and also graduated successfully. On January 17, 2025, all members of the Workplace Stewardship Committee will be given the opportunity to participate in the Working Genius professional development training. In summary, I have a high degree of respect and trust in City staff

As for me, I continue my professional association with the International Association of City/County Management Association (ICMA) and the National Forum of Black Public Administrators (NFBPA).

Charter Officer Signature:

*Cynthia N. Lundy*  
*Cynthia Chestnut*

Date:

*11/25/2024*

Commission Member Signature:

Date:

*12/3/2024*

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



## Charter Officer Annual Performance Evaluation Form

Curry | Duncan-Walker

### Introduction:

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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: Cynthia W. Curry</b>	<b>Title: City Manager</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**

Commission Member: Check performance 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:

Charter Officer: Check self-evaluation rating	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.

Commission Member: Check competency 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"/>
--	----------------------------	----------------------------	----------------------------	----------------------------	---------------------------------------	------------------------------

Commission Member Comments:

Charter Officer: Check self-evaluation rating	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.

Commission Member: Check competency 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:

Strengthen communication and conflict resolution skills.

Charter Officer: Check self-evaluation rating	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.

Commission Member: Check competency 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:

Charter Officer: Check self-evaluation rating	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.

Commission Member: Check rating

1 ☐

2 ☐

3 ☐

4 ☒

5 ☐

N/A ☐

Commission Member Comments:

Ensure that all City documents, presentations and communications, etc. use verbiage that is objective in nature and does not give the appearance of bias in favor or (or against) any Commissioner, Project, Community Efforts, etc.

Ensure professional interactions and work environment for all staff.

Charter Officer: Check self-evaluation rating

1 ☐

2 ☐

3 ☐

4 ☐

5 ☐

N/A ☐

Charter Officer Comments:

Charter Officer Signature:

*Cynthia W. Lutz*

Date:

*1/3/25*

Commission Member Signature:

*Desmon Duncan-Walker*

Date:

*1/3/2025*

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



## City Manager

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

5

The City Manager does an outstanding job of balancing all the priorities of the various commissioners and has surrounded herself with executive staff that build on her strengths and passions to ensure that the various priorities are being handled with care and expertise.

### **Business Acumen**

5

The City Managers background in finance has come in handy during this difficult time in our city. Her intensive work on audits, procurements, and finance has yielded and will yield results for our city.

### **Communication and Building Relationships**

5

The City Manager does a phenomenal job of keeping us and the community informed about what is happening in the city.

### **Fiscal Management**

5

The City Manager oversaw enormous cuts in our city starting this fiscal year. Throughout the year she received multiple sudden budget cuts from the GRU Authority. In spite of these hardships, we have stabilized the our city and received a bond rating upgrade.

### **Leading and Supervision**

5

The City Managers staff seem to have a tremendous amount of respect for her, and she seems to bring out the best in all of them. Her reorganizations over the past few years have been able to take a team of all internal promotions and turn them into a team she can rely on and get things done with.



\_\_\_\_\_

Charter Officer Signature

\_\_\_\_\_

Date





Curry | Saco

## 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



## 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: Cynthia Curry</b>	<b>Title: Manager</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"/>
Commission Member Comments: <b>Has maintained supportive of goals, set by prior commissions and this one. Has pivoted and re-organized in order to better meet those goals as soon as possible.</b>						
<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"/>
Charter Officer Comments:						

### Competencies:

1. <b>Business Acumen.</b> 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"/>
Commission Member Comments: <b>Has remained heavily involved in the actions of all of her departments and provided oversight and feedback. Has helped us use updated information and trends to more accurately predict needs and potential shortfalls.</b>						
<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"/>
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:

**Has made efforts to have herself and her staff available to the public with mostly positive results. Has promoted direct communication to reduce miscommunications.**

<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"/>
--	----------------------------	----------------------------	----------------------------	----------------------------	----------------------------	------------------------------

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"/>
---	----------------------------	----------------------------	----------------------------	----------------------------	---------------------------------------	------------------------------

Commission Member Comments:

Worked tirelessly to prevent budget cuts, and ensure that priority projects were fully funded. Was responsive to request from commission and public as to which services needed to be included and found ways to fund those services and goals

<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.

*Missed inadvertently  
score reflected per  
Comm. Saco via phone on  
1/3/25*

Commission Member: Check rating

1 ☐

2 ☐

3 ☐

4 ☒

5 ☐

N/A ☐ 1/3/25

Commission Member Comments:

Has hired on and maintained excellent staff who worked tirelessly to meet the city's goals. Remains involved in departments and the issues are troubles. They have and need to resolve. Remains well informed of projects for improvement and is active in their improvement plans.

*@ 3:44pm*

Charter Officer: Check self-evaluation rating

1 ☐

2 ☐

3 ☐

4 ☐

5 ☐

N/A ☐

Charter Officer Comments:

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

*[Signature]*

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

*1/3/25*

Commission Member Signature: /s/ Reina Saco

Date: 12/31/24

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



## Charter Officer Annual Performance Evaluation Form

2024/2025/2026  
WATO

### 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: 2023-2024</b>	<b>Evaluator:</b>
<b>Charter Officer: Cynthia W. Curry</b>	<b>Title: City Manager</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**

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

Commission Member Comments:

You clearly understand the goals & objectives of the Commission, very effectively carry those goals into reality and are an absolute JOY to work with.

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

Charter Officer Comments:

Based on my interaction with the City Commission as a body and with individual commission members, I always strive to connect and implement based on directives provided. My general compass is the strategic planning framework and the operating budget approved by the Commission. In order to stay abreast and keep communication lines open so that I am actively listening and garnering a good understanding based on varied perspectives, I strive to keep a consistent schedule with one on one meetings with Commissioners, coupled with the sharing of briefing notes to capture up to date status of key department programs, initiatives and Commission directives. Additionally, I have executive and senior staff who are driven by the purpose and passion of public service. They are in tune with my leadership direction, and they execute and implement based on goals and objectives established by the Commission.

It is important to point out that staff goes above and beyond to meet Commission directives when time frames to execute are tight and resources are challenged. We simply will not give up.

### 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.

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

Commission Member Comments:

Your business acumen in this position is without parallel to peer.

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

Charter Officer Comments:

I am fortunate to have an expansive reach of experience in the management of large organizations from government to higher education. My career began working as a management/budget analyst with training from Price Waterhouse, and the scope of my responsibility progressed over the years. Collectively, all of those experiences prepared me for the work at the City of Gainesville. I fully understand the financial status of the City. I have navigated and managed it responsibly.



## **Charter Officer Annual Performance Evaluation Form**

with a competent team. I also fully understand the core operational area of responsibility as city manager and manage with confidence a team of leaders and support staff who also understand the mission.





## 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:

*You communicate clearly & effectively both within and without the organization.*

Charter Officer: Check self-evaluation rating

1 ☐    2 ☐    3 ☐    4 ☐    5 ☒    N/A ☐

Charter Officer Comments:

I am a proponent and practitioner of open, constructive, frank communication and have encouraged it across the organization. I maintain a consistent meeting schedule with Commissioners. As subject matter experts, I support my staff meeting with Commissioners to further elaborate and bring clarity to items of interest. In addition, I meet weekly with my executive and senior leadership teams. I have productive working relationships with my fellow Charters and touch base monthly with the County Manager to stay abreast of pending issues. I continue to hold listening sessions with employees across the City and have established a Workplace Stewardship Committee that meets regularly with me to share ideas and work on workplace improvements.

I continue to work with department directors who are assigned to Community F.I.R.S.T. neighborhoods to maintain open lines of communication between city hall and neighborhoods. I actively participate in Chamber of Commerce events, University of Florida and Santa Fe College activities, community faith-based events, and various community and civic events. I am a member of the North Central Florida Community Foundation, Women's Giving Circle and the Alachua County NAACP/Silver member.

- 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:

*Your fiscal management is without falter and you have made the City of Gainesville a model of great civic fiscal governance.*

Charter Officer: Check self-evaluation rating

1 ☐    2 ☐    3 ☐    4 ☐    5 ☒    N/A ☐

Charter Officer Comments:

Considering the challenges presented over the last year by the GRU transition, the City has prevailed in its ability to remain financially resilient. Department leadership heard the message of restraint and have responsibly managed their operations in alignment with the City's budgeted resources. This also speaks to the leadership of the Department of Financial Services and the staff who have worked tirelessly to improve finance/accounting operations over the last three years with FY 23's external audit report reporting no audit findings. Preliminary reports shows the City finished FY 24 strong financially. I am confident that the FY24 Annual Comprehensive Financial Report that is scheduled to be submitted to the Commission in March 2025 will show a continuation of a healthy fund balance in the General Fund.





## 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:

*You are a leader in your department,  
among your Charter colleagues and in our  
Community.*

Charter Officer: Check self-evaluation rating

1 ☐

2 ☐

3 ☐

4 ☐

5 ☒

N/A ☐

Charter Officer Comments:

I have developed a very productive professional working relationship with my executive and senior staff. I have developed the same with community builders throughout the City. I have utilized the Workplace Stewardship Committee to advance and further inculcate the vision, mission, and goals of the City. Working with our human resources professionals, I have placed high priority on supporting professional development in all departments through participation in conferences, workshops and continuing education programs to fulfill necessary credit requirements to further sharpen skills and knowledge base. Last year, two of my executive staff members participated in the Bloomberg-Harvard City Leadership Initiative and they graduated successfully. In FY 24, two department managers (GFR and PRCA) were selected to participate in this program and also graduated successfully. On January 17, 2025, all members of the Workplace Stewardship Committee will be given the opportunity to participate in the Working Genius professional development training. In summary, I have a high degree of respect and trust in City staff

As for me, I continue my professional association with the International Association of City/County Management Association (ICMA) and the National Forum of Black Public Administrators (NFBPA).

Charter Officer Signature:

*Geraldine W. Lundy*

Date:

*11/25/2024*

Commission Member Signature:

*[Signature]*

Date:

*12/19/24*

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



Curry Willets

## 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		
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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:

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## Charter Officer Annual Performance Evaluation Form

<b>Fiscal Year: 2023-2024</b>	<b>Evaluator:</b> <i>Cassey W. Hitt</i>
<b>Charter Officer: Cynthia W. Curry</b>	<b>Title: City Manager</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**

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

Commission Member Comments:

*Madam Manager is attentive to city's strategic plan, grasps the values and vision of current commission and larger community. She listens to the commission to understand our goals and helps nail down direction so that she can clearly do her job.*

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

Charter Officer Comments:

Based on my interaction with the City Commission as a body and with individual commission members, I always strive to connect and implement based on directives provided. My general compass is the strategic planning framework and the operating budget approved by the Commission. In order to stay abreast and keep communication lines open so that I am actively listening and garnering a good understanding based on varied perspectives, I strive to keep a consistent schedule with one on one meetings with Commissioners, coupled with the sharing of briefing notes to capture up to date status of key department programs, initiatives and Commission directives. Additionally, I have executive and senior staff who are driven by the purpose and passion of public service. They are in tune with my leadership direction, and they execute and implement based on goals and objectives established by the Commission.

It is important to point out that staff goes above and beyond to meet Commission directives when time frames to execute are tight and resources are challenged. We simply will not give up.

### 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.

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

Commission Member Comments:

*Manager Curry's experience in public management is evident in her work at the City. She stays focused on the operations of the city, ranging from budget to personnel to inter-governmental cooperation. She consults the various best practices and compares (on track).*

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

Charter Officer Comments:

I am fortunate to have an expansive reach of experience in the management of large organizations from government to higher education. My career began working as a management/budget analyst with training from Price Waterhouse, and the scope of my responsibility progressed over the years. Collectively, all of those experiences prepared me for the work at the City of Gainesville. I fully understand the financial status of the City. I have navigated and managed it responsibly.



## **Charter Officer Annual Performance Evaluation Form**

with a competent team. I also fully understand the core operational area of responsibility as city manager and manage with confidence a team of leaders and supportstaff who also understand the mission.





## 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:

Manager Carry is diligent in proactively nurturing relationships with community stakeholders and city community builders. She is attentive to the personal nature of public service and works together best out of all participants. Communication failures are acknowledged and worked on.

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

Charter Officer Comments:

I am a proponent and practitioner of open, constructive, frank communication and have encouraged it across the organization. I maintain a consistent meeting schedule with Commissioners. As subject matter experts, I support my staff meeting with Commissioners to further elaborate and bring clarity to items of interest. In addition, I meet weekly with my executive and senior leadership teams. I have productive working relationships with my fellow Charters and touch base monthly with the County Manager to stay abreast of pending issues. I continue to hold listening sessions with employees across the City and have established a Workplace Stewardship Committee that meets regularly with me to share ideas and work on workplace improvements.

I continue to work with department directors who are assigned to Community F.I.R.S.T. neighborhoods to maintain open lines of communication between city hall and neighborhoods. I actively participate in Chamber of Commerce events, University of Florida and Santa Fe College activities, community faith-based events, and various community and civic events. I am a member of the North Central Florida Community Foundation, Women's Giving Circle and the Alachua County NAACP/Silver member.

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:

Budgeting in uncertain times, largely because of GRU unpredictability, has been a struggle for Manager Carry. She has worked diligently with staff to clear and report findings and common practices toward reoccurrence. Attention to fund balance has been valuable.

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

Charter Officer Comments:

Considering the challenges presented over the last year by the GRU transition, the City has prevailed in its ability to remain financially resilient. Department leadership heard the message of restraint and have responsibly managed their operations in alignment with the City's budgeted resources. This also speaks to the leadership of the Department of Financial Services and the staff who have worked tirelessly to improve finance/accounting operations over the last three years with FY 23's external audit report reporting no audit findings. Preliminary reports shows the City finished FY 24 strong financially. I am confident that the FY24 Annual Comprehensive Financial Report that is scheduled to be submitted to the Commission in March 2025 will show a continuation of a healthy fund balance in the General Fund.



## 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:

Madam Manager has been brave in building her staff to accomplish current and future goals and challenges. Her leadership of staff means we will never be unanswered or unguided for any period of time. She is maintaining a city operation during challenging labor conditions.

Charter Officer: Check self-evaluation rating

1 ☐

2 ☐

3 ☐

4 ☐

5 ☒

N/A ☐

Charter Officer Comments:

I have developed a very productive professional working relationship with my executive and senior staff. I have developed the same with community builders throughout the City. I have utilized the Workplace Stewardship Committee to advance and further inculcate the vision, mission, and goals of the City. Working with our human resources professionals, I have placed high priority on supporting professional development in all departments through participation in conferences, workshops and continuing education programs to fulfill necessary credit requirements to further sharpen skills and knowledge base. Last year, two of my executive staff members participated in the Bloomberg-Harvard City Leadership Initiative and they graduated successfully. In FY 24, two department managers (GFR and PRCA) were selected to participate in this program and also graduated successfully. On January 17, 2025, all members of the Workplace Stewardship Committee will be given the opportunity to participate in the Working Genius professional development training. In summary, I have a high degree of respect and trust in City staff.

As for me, I continue my professional association with the International Association of City/County Management Association (ICMA) and the National Forum of Black Public Administrators (NFBPA).

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

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

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

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

Return fully completed Charter Officer Performance Evaluation form to Human Resources Director, Box 26