



# 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.



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<b>Fiscal Year: Fiscal Year 2021-2022</b>	<b>Evaluator:</b>
<b>Charter Officer: Cynthia W. Curry</b>	<b>Title: Interim City Manager</b>

**Goal(s) If needed use additional goals sheet (page 5):**

**\*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 – Please the Attached Accomplishments Reports**

**Describe Goal(s): Summary Goal Statement**

**Provide leadership in a fragile organizational culture while**

- 1) establishing effective communication channels internally and externally;**
- 2) advancing the implementation of programs and initiatives as authorized by the City Commission;**
- 3) addressing fractures in the functionality of critical internal operating infrastructure (Financial Services/Workday)**
- 4) advancing the process to recruit and hire to fill vacancies citywide which all impact the effective and efficient operation of stable departmental functions.**

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

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

Appointed by the Gainesville City Commission, I have the responsibility of providing leadership to the administration and management of City General Government operations, and I proffer that I am effectively fulfilling that responsibility across the organization and continue to lead with purpose and compassion. I have exhibited flexibility and kept an open mind by intently listening, observing, and incorporating suggestions from community builders to inform my decisions around organizational changes made during the past year to impact a more responsive organization. I believe the result has been an increase in productive working relationships, and that has served the City well as we continue to work through challenges and opportunities together.

I have had the privilege to be immersed in the strategic planning process facilitated by the Department of Strategy, Planning and Innovation, as well as take part last spring in the review and update of the City’s strategic plan. During this review, I worked with fellow Charter Officers and had several working sessions with the City Commission. On a monthly basis, members of the senior leadership team convene under the PerformGNV umbrella to review the status of key operational projects and programs and their alignment with the strategic plan. That monthly check-in has been modified in several instances. One instance in particular was to invite the Office of Equity and Inclusion in to conduct a workshop on the topic Equality vs. Equity.

**Competencies:**

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

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

Bringing to the table more than 40 years of experience working in and with local government, I understand the business of city government which is delivering services to our neighbors with excellence every day, employing best practices, maximizing the talents and skill sets of our community builders, leveraging technology, and valuing the role of public service.

I understand the financial status of the City as the status was amplified upon my arrival a year ago with critical audit reports from state and local auditing agencies which established a priority for the city manager to begin addressing areas of concern.

I understand the core operational area of responsibility which is set forth in the City code, encompassed in the approved operating budget and strategically addressed with specific program priority emphasis in the City's strategic Plan. I understand the implications of key financial indicators and the use of data as we review and track departmental programs, projects and initiatives through monthly PerformGNV reviews and a close alliance with the Financial Services Department and Budget Office to keep informed and connected to budgetary and financial implications associated with operational performance.

I recently reorganized the Department of Strategy Planning and Innovation to place emphasis on a highly functioning Office of Management & Budget focusing on operating budgets, capital budgets, grants and performance and program improvement services.

**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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Charter Officer Comments:

I am a proponent and practitioner of open, constructive, frank communication and have encouraged it across the organization. I meet weekly, with some exceptions, with the Mayor and Commissioners to keep them informed about special topics or the general roll out of City operations, where there are opportunities for improvement, and receive input on any areas of concern; Commission and General Policy Committee meetings are highly visible communication platforms to interact with the City Commission and the community at large. Working with staff support, I always strive to be prepared.

I conduct weekly Monday morning meetings (with a few exceptions) with my entire leadership team and weekly meetings with direct reports to cross-inform and collaborate on areas where partnerships are the best approach to get



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the work done. I make every attempt to meet and discuss major organizational changes with staff. I conduct tours of departmental operations as my schedule allows. I meet bi-weekly and sometimes weekly with the GRU General Manager to share and work through issues of common interest, as well as provide general moral support as professionals in pursuit of excellence in public service. As scheduled, I actively participate in Charter Officer meetings to discuss cross-cutting organizational issues as we keep the lines of communication open.

Externally, I remain active joining other city managers and the county manager on a monthly basis for lunch to discuss topics of interest. I have been invited to speak at Rotary and Chamber of Commerce events. I actively participate in ongoing meetings with leaders of the Friendship 7 to discuss future opportunities to collaborate. I am a member of the Women’s Giving Circle and a Silver member of the NAACP. I have also accepted an invitation to join the North Central Florida Community Foundation Board of Directors

I have established neighborhood focus areas around the City to listen and respond to ideas and needs for increased attention to specific concerns. I believe it is important to provide senior leadership the opportunity to stretch beyond their departmental domain and work across the range of city departmental services empowering them to effect change and bring responsiveness full circle in neighborhoods identified in our Community F.I.R.S.T. initiative. This style of shared leadership has built confidence and a sense of dependability on the team as opposed to working in silos.

I also have conducted two City Service Fairs designed to improve the City’s outreach to inform our neighbors about the business of the City and for City service providers (our ambassadors) to learn more about what services are provided by other City departments.

I acknowledge that the efforts around the art of communication are easily absorbed and sometimes it feels as if you’re always starting over; however, I believe the art of communication is iterative, and it is always of value to the business of government to keep the lines of communication open.

**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.

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Charter Officer Comments:

I recently completed the budget process comprised of department budget meetings, two City Commission workshops (May 19<sup>th</sup> and July 14<sup>th</sup>) to review and discuss budget assumptions, historical and comparative data, and current level of service and program improvement requests. The final budget hearings were held on September 8<sup>th</sup> and September 22<sup>nd</sup> where at the latter meeting, the FY 2023 Financial & Operating Plan budget was approved by the City Commission per State Statute requirements. Post Commission approval, I have met with each department director to review budget and personnel supporting FY 2023 operations for the purpose of surfacing any issues or concerns that potentially could positively or negatively impact operational plans during the year. I have reinforced the importance of increased



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monitoring and engagement of budget analyst working with departmental administrative staff while Workday processes and reporting issues are resolved. For FY 2023, an emphasis is placed on operational services aligned with key performance indicators.

Critically important to successfully effecting the fiscal management framework of the City from the finance accounting angle is the recruitment and hiring of staff with requisite experience and skill sets. Allowing for recruitment to fill critical vacancies to ramp up, a financial services team was assembled from GRU, coupled with accounting consulting support to provide needed support to General Government Department of Financial Services in the wake of addressing audit findings and completing the FY 2021 Annual Audit. The close out of FY 2021 has been protracted due to the untimely roll out and implementation of the Workday Enterprise Resource Planning (ERP) platform in July 2021 and the associated challenges created around conversion, data integrity, bank reconciliations and analytics. We were successful in filling both positions for Finance Director and Controller in June 2022, but unfortunately in August the newly hired Finance Director notified the City that due to health reasons, she was unable to continue in the role. The Controller, who does possess the requisite experience and credentials, now holds the position of Finance Director and has since hired four (4) critically important positions in the department: Financial Systems Architect, Internal Control Manager, Accounting Manager and Senior Accountant. The Controller position is under active recruitment.

Also critically important to an effective fiscal management framework is an ERP system (Workday) with the requisite training at varied levels for user proficiency, and staff ownership in key areas (risk, finance accounting, budget, procurement, payroll/human resources) of process mapping. Working with the GRU Interim General Manager, we have assembled a Workday Steering Committee and Working Group that are leading the realignment of this system with focused support and guidance from Workday consultants, MacroSolutions. Funds are appropriated in the FY 2023 budget to implement recommended solutions from this process.

**4. Integrity.** Demonstrates the highest level of integrity and ethical behavior, adhering to the City’s code of conduct upholding the values of the City, challenges questionable work standards and confronts or reports suspicious practices to appropriate leaders or authorities.

<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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Charter Officer Comments:

I believe in the core values set out in the City’s Strategic Plan as indicated below. I strive without end to uphold and demonstrate those values to the highest level in the work performed and through relationships established both internally and externally as we serve our neighbors and build community. All members of my management team are encouraged to perform within the ethical framework of the City’s core values.

- Performance
- Respect
- Integrity
- Dedication
- Empathy



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**5. 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.

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Charter Officer Comments:

The leadership and supervision elements of the General Government platform are rooted in open, respectful and professional communication. There is also an increased focus on training and development opportunities across operating departments. Constant Communication through weekly meetings with the senior leadership team, direct reports and/or special advisors provides me with the opportunity to observe strengths and weaknesses across the organization and provide growth and leadership opportunities beyond departmental scope for team members motivated to stretch beyond the traditional departmental charge. This strategy has worked well with the four (4) neighborhoods active in the Community F.I.R.S.T initiative and the coordination of homeless services with external community based organizations.

I openly encourage partnership and collaboration opportunities with other governmental entities and professional management organizations where benchmarking or mentoring relationships can be helpful to the professional growth and development of staff as they prepare and improve on skills to bring increased value to the departments they serve and the city in general.

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

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

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

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

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