MAP MANAGER PERFORMANCE EVALUATION - COVER SHEET

Employee: Steven R. Phillips **Job Title: PRCA Director** Emp. ID#: Dept. Name: Parks, Recreation & Cultural Affairs Date: 12/5/2013 Is the employee being evaluated a direct report of a Charter Officer who has been instructed to complete a **EVALUATION PERIOD:** YES Diversity Workplan Objective OR a Director / Manager From: 10/1/2012 To: 9/30/2013 with oversight of 10 or more employees? Mark Box for Review Class with an X Class I - Annual October Review, full 12 Class III - Initial 12 Month Review, full 12 months months (merit increase, If applicable) (merit increase, if applicable) Class II - Probationary Review, less than Class IV - Initial Annual Review, Pro-rated (Pro-rated 12 months (no merit increase) Merit Increase, if applicable) Class V - Other - Special Evaluation (not elsewhere classified) that the Objectives lested in the Objectives Section of this Evaluation were Jointly Set and/or Revised by the Employee and Their Manager. 12/18/13 Revision Date, if **Employee Signature** Original Date **Employee Signature** applicable

Original Date

0.94 SUBJECTIVE COMPONENT WEIGHTED SC	
2.70	OBJECTIVE COMPONENT WEIGHTED SCORE
3.64	OVERALL PERFORMANCE SCORE

Manager Signature



Revision Date, if

applicable

Human Resources
DEC 1 9 2013
RECEIVED

Manager Signature

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Employee]	Evaluator	FACTOR 1 - MANAGEMENT SKILLS	
Applying	Applying	MANAGEMENT: Appropriately directs and controls the use of all assigned resources; takes responsible all department/division activities; effectively and efficiently plans and organizes department/division activities and employment laws, rules, regulations, policies, procedures and standards.	
Applying	Applying	STAFFING AND EMPLOYEE DEVELOPMENT: Effectively selects, develops, mentors and evaluates assigned staff; staffs department/division effectively to achieve objectives while maintaining high productivity, promotes employee development. Sets challenging performance expectations and gains buy-in to performance goals. Communicates development needs and their importance. Creates an atmosphere where others are recognized for their accomplishments.	
Applying	Applying	SUPERVISION: Confronts issues in a timely manner and ensures that desired results are accomplished through assigned staff; appropriately and fairly counsels individual employees; applies workforce rules in a fair and consistent manner. Brings conflict and dissension into the open and actively participates in resolving issues in a productive manner that enhances the quality of decisions and the organizational environment, thui improving positive working relationships. Provides positive feedback and appropriate counseling when necessary; encourages employees to strive to improve; facilitates professional development. Knows when to involve others when making difficult decisions.	
Applying	ORGANIZATIONAL: Meets goals and objectives in an orderly manner through efficient and effective all available resources and prepares contingencies. Formulates relevant goals and objectives while maintaining flexibility provides for viable options. Seeks cross-departmental opportunities to enhance		
Applying Applying		EMPLOYEE RELATIONS: Properly administers provisions of collective bargaining agreements. Achieves appropriate balance between organizational and employee interest; properly balances administrative commitments and city personnel policies and procedures in the management of the workforce.	
Applying Applying ap		DELEGATION: Appropriately assigns responsibilities and tasks; establishes controls, ensuring employees have necessary resources and authority to carry out assignments. Makes clear and detailed assignments to appropriate personnel; makes assignments in a fair and impartial manner, considering the needs of the city, department, and the employee's capabilities.	
Applying	Applying	Overall Factor Rating	
Employee Comments:		The past year our department was successful in the development of the first PRCA Master Plan, the implementation of the majority of the Operational Assessment recommendations and the awarding of the PRCA Accreditation. This was done through delegation, close working relations and staffing development with the departmental staff top to bottom. We have address touch staffing issues through consistant and fair practices. We also are now fine tunion our organization based on existing staff and the redefined job	
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and the first	्रेड सम्बद्धाः हर्ने		
Employee	Evaluator	FACTOR 2 - LEADERSHIP SKILLS	
Applying	Applying	DECISIVENESS: Makes firm, fair, arid conclusive decisions in a timety manner. Accepts full responsibility and accountability for decisions and actions; does not defer or avoid making difficult or unpleasant decisions; seeks to take a leadership role in the decision making process. When appropriate, explains rationale for decisions to staff and seeks staff input when making decisions.	
Applying	Applying	JUDGMENT: Makes sound, reasonable decisions by evaluating alternatives. Makes decisions based on facts, data analysis, and consideration of other relevant variables; displays maturity in performance of responsibilities. Demonstrates ability to forecast implications of decisions. Follows up to determine the extendat a problem has been adequately addressed and adjusts solutions and uses sound judgment as appropriate. Protects confidential information.	
Applying	Applying	RISK TAXING: Moves forward with innovative ideas and techniques, assessing risks associated with change and develops alternatives to take corrective action if necessary.	
Applying	Applying	MOTIVATING OTHERS: Appropriately guides individuals or groups toward accomplishing objectives; maintains control; encourages others to offer opinions; is successful in getting ideas and suggestions accepted by others; develops and implements team/group leadership skills to promote broad employee involvement and commitment to achieve objectives. Demonstrates, commits to and encourages support during organizational change. Creates an atmosphere where subordinates and others are recognized for individual and/or group accomplishments; accepts and promotes employee involvement; motivates staff to complete assigned tasks in a timely and effective manner.	
Applying	Applying	COMMUNICATION: Speaks and writes clearly, concisely, effectively and professionally using appropriate style, grammar, and tone; presents complex issues in a manner which is clear and understandable to the target audience; fields questions in a professional, concise manner resulting in the audience having a better understanding of the topic or issues. Demonstrates active listening skills in conversations, including when coaching/counseling. Actively shares information; keeps others informed of decisions, changes and other relevant information in a timely manner.	

Applying Applying Employee Comments:		Overall Factor Rating I am responsible for 75 FTE employees plus numerous part time staff, volunteers and interns. I have worked hard to open better communications with all staff and implemented a routine 1 on 1 meeting with all staff along with the quarterly, divisional, MAP and management team meetings. I fewel all make sound judgement calls regarding the department and have implemented many of the recommendations made in the Operational
Guiding	Guiding	when necessary to fulfill organizational goals. COORDINATION WITH OTHER DEPARTMENTS: Willing to assist others within the organization to meet goals and objectives; effectively communicates decisions affecting other departments.
Applying	Applying	INTERPERSONAL SKILLS: Sets an example by exhibiting a positive attitude and enthusiasm in generating and improving relationships between staff and others. Actively participates in resolving issues in a productive manner and strives to improve positive working relationships. Builds relationships and gathers support for ideas. Establishes open, trusting relationships, and is approachable for candid discussions. Understands how to develop teams by looking at the talents and interpersonal skills of others, adheres to the team's expectations and norms and demonstrates commitment to the team. Negotiates persuasively without creating negativity. Ensures his/her position addresses others' concerns or needs. Sets aside personal objectives

Employee	Evaluator	FACTOR 3 - EQUAL OPPORTUNITY / AFFIRMATIVE ACTION / DIVERSITY / ETHICS	
Applying	Applying.	EQUAL OPPORTUNITY: Demonstrates and ensures compliance with equal opportunity laws and policies; treats all employees, customers, vendors and others with fairness and impartiality; works to create an environment that is free of all inappropriate behavior.	
Guiding	Applying	AFFIRMATIVE ACTION: Understands the concepts of affirmative action and demonstrates a commitment to the affirmative action policy and plan; proactive in developing a recruitment plan for future, as well as, current vacancies; develops tools to assist in development and upward mobility for current employees.	
Guiding	Applying	DIVERSITY: Demonstrates and recognizes the value of a diverse work force, personalities, work styles and opinions. Displays an awareness and appreciation of the unique strengths and contributions of each Individual; addresses diversity related organizational barriers and resistance to change	
Applying	Guiding	ETHICS: Adheres to the organization's code of conduct and ethical practices. Acts with integrity at all times.	
Guiding	Applying	Overall Factor Rating	
Employee Comments:		Over the past year, we have formed a team to address and develop a Departmental Action Plan. Furthermore we have spent hours of staff time and total dedication to developing an extensive recruitment plan for vacant positions. We have implemented interview panels for any vacant position that are as well diverse. We have implemented staff training on ethics above what the city requires. I have personally met with the majority of meaning to receive feedback on their impressions and suggestions reparding diversity in the department. I feel we	
Evalu	uator		
Comments:			

Employee	Evaluator	FACTOR 4 - WORK KNOWLEDGE / APTITUDE	
Applying	TECHNICAL EXPERTISE: Has mastered all technical and operational details and procedures; maintains general knowledge of related positions. Stays current with trends and developments in related areas of importance. Understands and uses appropriate policies, procedures, techniques, and management skills essential to the efficient functioning of the work team; knowledgeable of applicable laws, rules, and regulations and their effect on operations.		
Applying Applyi			
Guiding Guiding organizes and conscientiously completes all work in required time. Contributes maximum effort		QUANTITY OF WORK: Consistently provides high volume output in response to service level demands; organizes and conscientiously completes all work in required time. Contributes maximum effort to work activities; demonstrates commitment to organizational goals/policies through work effort/accomplishment.	
Applying Applying Overall Factor Rating		Overall Factor Rating	
Employee Comments:		I have been in the director's position for several years. I am more than familiar of the work that is needed to get done at the departmental level. I am on top of the policies and procedures needed to get the work accomplished and strive to provide quality work. Because our department has historically been targeted as the go to department we tend to take on more that we have staffing and budget for but are able to produce what is needed.	

Evaluator Comments:	: : 1	

Employee Evaluator FACTOR 5 - INNOVATION / FLEXIBILITY		FACTOR 5 - INNOVATION / FLEXIBILITY	
Applying	Applying	INITIATIVE: Becomes actively involved in situations and decisions; demonstrates an independent willing to move forward with ideas and techniques. Is willing to assume new and challenging assignments.	
Applying Applying efficient use of resources and techniques. Recommends suggestions for improvement that help		INNOVATION: Develops, presents, and applies innovative ideas and concepts to improve the effective and efficient use of resources and techniques. Recommends suggestions for improvement that help position the organization for success.	
Applying	Applying	CREATIVITY: Formulates new ideas, showing Ingenuity In applying training and information, using inventive skill and imagination.	
Applying Applying Applying PERSONAL ADAPTABILITY: Appropriately modifies behavior to the ever changing demands of challenges when confronted with change, ambiguity, adversity, or other pressures; accepts and alternative views; adjusts quickly to new concepts and procedures. Demonstrates a willingness to		PERSONAL ADAPTABILITY: Appropriately modifies behavior to the ever changing demands of work challenges when confronted with change, ambiguity, adversity, or other pressures; accepts and welcomes alternative views; adjusts quickly to new concepts and procedures. Demonstrates a willingness to modify a strongly held position in the face of new evidence.	
Applying	Applying	FLEXIBILITY: Facilitates the complexity associated with organizational change. Appropriately adapts to changing and unpredictable workflow. Effectively maintains focus while handling multiple assignments. Has the ability to work or manage jobs in parallel without impairing productivity.	
Applying	Applying	Overall Factor Rating	
Employee Comments:		Over the past several years our department has had to be creative, innovative and flexible in order to meet budgets, special assignments, as well as our set strategic initatives. Part of the department's strength is that we are asked to meet these challenges which we do with positive attitudes. I believe we meet what is expected.	
Eval	uator		
Comments:			

		FACTOR 6 - PROFESSIONAL / CONTINUING EDUCATION
Applying Applying field		PROFESSIONAL DEVELOPMENT: Continually seeks to develop into a recognized professional in his/her field. Generates professional contacts to serve as resources and support. Attends and actively participates in relevant professional organizations, workshops, and conferences to keep abreast of present trends and developments.
		CONTINUING EDUCATION: Upgrades current knowledge of regulations and procedures within the public and private sectors to keep abreast of present trends and developments, as appropriate; furthers education by taking current courses at appropriate levels.
Applying	Applying	Overall Factor Rating
Employee Comments:		In attending the various City training, I feel that I met expectations in keeping up on the newest training issues and needs. I attend the NRPA conference and have established a network of peers in other municipal parks and recreation departments to assist in keeping up with trends and issues.
	uator nents:	

Evalı Comn			
Employee Comments:		Our department won an award by our safety team. The work we do in the field, in working with the public at our pools and centers as well as in our parks and facilities shows that we exceed what is standard and we are very aware of the hazards, health and safety issues we face.	
Guiding	Applying	Overall Factor Rating	
Applying	Applying	HEALTH STANDARDS: Assures that applicable occupational health standards are complied with by all task standards and that execution of the job task by the workforce is in accordance with the standard.	
Gulding	Guiding Guiding Guiding Guiding SAFETY POLICIES AND PROCEDURES: Assures that all safety policies and procedures are fully unby all in the work group and are adopted as personal values by the workforce. Assures that any accidingly, significant unsafe condition or policy violation is investigated, documented and that lessons leading implemented.		
Guiding	Applying	JOB HAZARDS: Creates an environment where existing and potential job hazards are identified and mitigated before any unsafe condition is established or unsafe act is committed. Routinely demonstrates leading by personal example in so doing.	
Employee	Evaluator	FACTOR 7 - SAFETY / HEALTH CONSCIOUSNESS	

Employee	Evaluator	FACTOR 8 · CUSTOMER SERVICE	
Guiding Gui		RESPONSIVENESS: Develops and maintains professional and effective relationships with internal and external customers. Recognizes and is responsive to individual, departmental and organizational customers (including co-workers) and their needs. Listens and responds to customer issues or ideas and always treats the customer with honesty, tact, courtesy and respect. Follows through with commitments to customers in a timely manner. Provides information to internal and external customers to encourage efficient use of our products and services.	
Guiding	Guiding	Overall Factor Rating	
Employee Comments:		I take pride in the working relationship I have with the members of the Department, the City and the public. I feel that I and our departmental staff represents professionalism, quality customer service and a commitment to excellence.	
Evalu Comn			

SCORING	SUMMARY		
Employee	Evaluator]	
3	3	Factor 1: Employee's Overall Rating = Applying	Evaluator's Overall Rating = Applying
3	3	Factor 2: Employee's Overall Rating = Applying	Evaluator's Overall Rating = Applying
4	3	Factor 3: Employee's Overall Rating = Guiding	Evaluator's Overall Rating = Applying
3	3	Factor 4: Employee's Overall Rating = Applying	Evaluator's Overall Rating = Applying
3	3	Factor 5: Employee's Overall Rating = Applying	Evaluator's Overall Rating = Applying
3	3	Factor 6: Employee's Overall Rating = Applying	Evaluator's Overall Rating = Applying
4	3	Factor 7: Employee's Overall Rating = Guiding	Evaluator's Overall Rating = Applying
4	4	Factor 8: Employee's Overall Rating = Guiding	Evaluator's Overall Rating = Guiding
27	25	Total Score	
40	40	Possible Score (# of factors times 5 points)	
3.38	3.13	Overall Subjective Component Score (Total Sco	ore divided by # of factors)
	30%	Overall Subjective Component Rating Weightin	g (select from drop-down list)

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MAP MANAGER PERFORMANCE EVALUATION - OBJECTIVE WORKSHEET

Objective Fit 1.0 threst employees, southernor sons of the Character of th	Objective Evaluator Weighting	Met Expectations Met Expectations 8.93% WO						Met Expectations Ov	Employee Based on all the work w Gonzments:	Evaluator
OBJECTIVE #1 - DIVERSITY WORKPLAN, IF REQUIRED.		DIVERSITY Develop Departmental Diversity Workplan WORKPLAN						Overall Objective Rating	we have done over this past year to address diversity, the workale	
DRKPLAN, IF REQUIRED.	Target or Expected Results (\$, %, # or date)	30-Sep-13	,			*	102		Based on all the work we have done over this past year to address diversary, the workplan was revised and submitted along with all the other divisions of the department.	*
TOTAL OF THE PARTY	Actual (\$, %, # or date)	inalized and submitted the workpen.		N					eruneru.	*

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MAP MANAGER PERFORMANCE EVALUATION - OBJECTIVE WORKSHEET

Employee: Steven R. Phillips

				OBJECTIVE # 2		
Employee	Evaluator	Enter Objective Weighting	Objective	Metric / Indicator	Target or Expected Results (\$, %, # or date)	Actual (\$.%. # or date)
Fell Short	Met Expectations	20.00%	Develop & Implement an Action Plan for Recommendation	Fill existing Recreation positions	2 Recreation Supervisors; 1 Rec leader by July 2013	Are ready to interview once we receive approval to proceed.
Met Expectations	Met Expeciations		s in the PKCA Organizational Assessment	Add capabilities to support entire Department in being more outcome driven and financially sustainable	Partnership-Sponsorship Development, grants Development, Promotions, Pending MAP Position funded and hired Sept. 2013	Sep-13
Met Expectations	Met Expectations			Pursue Urban Forestry Inspector to Planning & Development Services	Decision made by July, transfer by September 2013 Sep-13	Sep-13
Mer Expectations	Met Expectations			Separate Nature and Culture Divisions	Emphasis is not to compromise the Department's ability to work as a team- July 2013	Sep-13
Mel Expectations	Met Expectations		8	Evaluate operations to identify additional opportunities for increased efficiencies through contracting with emphasis on minimizing work outside the department's core functions	Sep-13	Sep-13
Met Expectations	Met Expectations			Enhance/expand the Department's internship Program to achieve departmental goals (This Goal needs clarification thru HR)	Sep-13	Sep-13
Met Expectations	Met Expectations			Ensure adequate staffing resources to match expansion into new programs or facilities as recommended by the Master Plan	This component, as we go forward to the Commission for future funding, needs to be addressed through the budget - Septmeber 2013	Sep-13
Met Expectations	Met Expectations	tations	Overall Objec	ctive Rating		TANK THE REAL PROPERTY.

the Urban Forestry position we met with Planning, developed an interdepartment and the interviews for these Recreation positions. The Partnership position was funded in the builget and we are in the process of hithing. For the Urban Forestry position we met with Planning, developed an interdepartmental agreement and the transfer occurred. The Manager position split occurred and we will be addressing the training of the Cultural Manager, this next focal part with every force to address efficiences and they have evaluated existing contractural services. Regarding with internship training, we met with HR and was advised that training should not be addressed to the process training for a departmental and present and present mobility. For core service work, we met with Public Works, SBAC, Albort, etc. and have successfully transferred many Employee Comments:

Evaluator Comments:

Page 8 Or 16

Target or Expected Results (5, %, & or date) Objective

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Is the employee being Objective #1). For the	is the employee being evaluated a direct report of a Charlar Officer or a DirectorManager Objective #1). For these employees, Subjective Factor 3 and the Diversity Worl	of a Charter Office ctive Factor 3 an	or or a Director/Manager with the Diversity Workpil	Is the employee being evaluated a direct veport of a Chartor Officer or a DirectorManager with oversight of 10 or more employees? If so, employee must have an Objective for their Diversity Workplan Objective will account for 10% of the overall performance evaluation weighting	an Objective for their Diversity Workplan (will be populated as hance evaluation weighting	YES
			100 1 100 E	OBJECTIVE #4		
(Bupleyee	Evaluator	Enter Objective Weighting	Objective	Metric / Indicator	Target or Expected Results (\$, %, # or date).	Actual (\$. %, # or date)
Met Expectations	Met Expectations	20.00%	Develop Appropriate Systems/Procedu res for Routine	Identify, Record and Improve Routine Processes		Sep-13
Met Expectations	Met Expectations		Assure Quality Programs and Services and Adherence to		ē	Sep-13
Met Expectations	Met Expectations		Applicable Laws and Organizational/D epartmental	ns/Procedures for Routine cable Laws and rtmental Policies	Sep-13	9/1/2013; ongolng
Met Expectations	Met Expectations		Saporo		Sep-13	9/1/2013 and origoing
Met Expectations	Met Expectations			Harrassment Training	Work with EO for all employee training - ongoing	Attended all scheduled and required training.
Met Expectations	Met Expectations	tations	Overall Objec	ective Rating		
	Employee Comments:	This goal was ax time and temp si	This goal was addressed through our dep time and temp staff.	departmental Accreditation. Regardinig Harrassment, I and my staff attend all scheduled trainings. We also have worked closely with EO to have specialized training to address part	stalf attend all scheduled trainings. We also have worked old	saly with EO to have specialized training to address part
	Evaluator Comments:				4	es 27

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	THE STATE OF			OBJECTIVE # 5	丁二十八万子 とととは、日本の大	
Employee	Evaluator	Enter Objective Weighting	Objective	Metric / Indicator		Actual (\$, %, # or date)
Fell Short	Met Expectations	20.00%	Ė	(Director,		ongoing
Met Expectations	Exceeded Expectations		Culture - One Department)	neelings	Sept. 2013	ongoing
Met Expectations	Exceeded			Conduct Quaterly MAP meetings	Sept. 2013	ongoing
Met Expectations	Met Expectations			Departmental Teams: Marketing, Administration; (Clerical, HR; Accreditation	Sep-13	опдоїпд
	1.5				*	
Met Expectations	Exceeded Expectations	pectations	Overall Objective Rating	ctive Rating	And the second of the second o	orders surveys that provide feachants for the MAPs
	Employee Comments:	for the 1 on 1's meetings, I mer tsams that work	I have ned with 50 employed 4 times a year with the 1 k on both the Departmental	for the 1 on 1's trave net with 50 employees to date, for department quartery mounts, we have for the departmental teams, we have developed several active and success teams a year with the Management and Professional series per annual reasonable for the departmental teams, we have developed several active and success teams that work on both the Departmental and City Marketing, Administration, Human Relations and Accreditation.	vereign une active and soccession querenty mounts and communication breaking down barriers. For the department vocaeditation.	tal learns, we have developed several active and success
	Evaluator Comments:					

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MAP MANAGER PERFORMANCE EVALUATION - OBJECTIVE WORKSHEET Employee: Steven R. Phillips

	BEN SIN			OBJECTIVE # 6	COLUMN TO SERVICE STATE OF THE SERVICE STATE STA	A CONTRACTOR OF THE PARTY OF TH
Employee	Evaluator	Enter Objective Weighting	Objective	Metric / Indicator	Target or Expected Results (\$. %. # or date)	Actual (\$ %, # or date)
Met Expectations	Exceeded	11.07%	Diversity Action	Develop & Implement a Diversity Action Plan through the Creation of a Diversity Team	Final Diversity Action Plan Development and implemented by September 2013	Sep-13
Met Expectations	Met Expectations			Create Outreach Plans for Professional & Management Positions	Attract Diverse Pools of Qualified Applicants through Support of HR and EO (ongoing)	Sep-13
Met Expectations	Mot Expectations			Insure Equitable Hinting & Career Opportunities for All PRCA employees through the HR Process	Ongaing	Sep-13
Met Expectations	Met Expectations			Optimize Training & Education to underscore the value of Workforce diversity & the provision of Services of a Diverse Community	HR through GCU - specific courses, HR possibiy create	Sep-13
Met Expectations	Exceeded Expectations			Celebrate Diversity - PRCA Team Charge	Find opportunities for the department or acknowledge & celebrate and support commitment. (ongoing)	Sep-13
Met Expectations	Exceeded			Monitor Departmental Performance - Team Charge Ongoing	Ongaing	Sep-13
						*
Met Expectations	Exceeded Expectations	sectations	Overall Objec	ective Rating		THE REAL PROPERTY.

Evaluator Comments:

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Employee: Steven R. Phillips

Actual (\$, %, # or date) YES the emplayee being evaluated a direct report of a Chainer Officer er a Binestor/Managor with aversagn of the more employees must have an Objective for their Diversaty Workplan Objective will account for 10% of the everall performance evaluation weighting. Target or Expected Results (\$, %, # or date) OBJECTIVE # 7 Metric / Indicator Overall Objective Rating Objective Enter Objective Weighting Evaluator Comments: Comments: Evaluator Employee Employee

Employee: Steven R. Phillips

Is the employee being evaluated a direct report of a Charter Officer or a Directoridanager with oversight of 10 or more amployees? It so, employee must have an Objective Factor 3 and the Diversity Workplan Objective will account for 10% of the overall performance evaluation weighting.

YES

9°

	(12)		Objective 2: Employee's Overall Rating = Met Expectations / Evaluator's Overall Rating = Met Expectations	Objective 3: Employee's Overall Rating = Met Expectations / Evaluator's Overall Rating = Met Expectations	Objective 4: Employee's Overall Rating = Met Expectations / Evaluator's Overall Rating = Met Expectations	Objective 5: Employee's Overall Rating = Met Expectations / Evaluator's Overail Rating = Exceeded Expectations	Objective 8: Employee's Overall Rating = Met Expectations / Evaluator's Overall Rating = Exceeded Expectations	Overall Objective Component Score
	Weighted Evaluator	0.18	0.40	0.40	0.40	0.60	0.33	2.31
SUMMARY	Objective Weighting	8.93%	20.00%	20.00%	20.00%	20.00%	11.07%	100.00%
SCORING SU	Unweighted Evaluator Scoring	2	2	2	2	က	က	
	Unweighted Employee Scoring	2	2	2	2	2	2	

70% Overall Objective Component Weighting (60% or 70% - automatically calculated based on % selected for Overall Subjective Component Weighting)

MAP MANAGER PERFORMANCE EVALUATION - SCORING SUMMARY AND SIGNATURES
Employee: Steven R. Phillips

Job Title: PRCA Director Department Name: Parks, Recreation & Cultural Affairs Employee ID#: 8912 Date: 12/05/13

MANAGER SCORING	SUBJECTIVE FACTORS	DEVELOPMENT PLAN: ACTION AND DATES (Based on last prior performance evaluation)	RESULTS
Applying	FACTOR 1 - MANAGEMENT SKILLS		÷
Applying	FACTOR 2 - LEADERSHIP SKILLS		
Applying	FACTOR 3 - EQUAL OPPORTUNITY / AFFIRMATIVE ACTION / DIVERSITY / ETHICS	5.	
Applying	FACTOR 4 - WORK KNOWLEDGE / APTITUDE		
Applying	FACTOR 5 - INNOVATION / FLEXIBILITY		
Applying	FACTOR 8 - PROFESSIONAL / CONTINUING EDUCATION		
Applying	FACTOR 7 - SAFETY / HEALTH CONSCIOUSNESS		
Guiding	FACTOR 8 - CUSTOMER SERVICE		
3.13 30% 0.94	SUBJECTIVE COMPONENT TOTA SUBJECTIVE FACTOR WEIGHTIN SUBJECTIVE COMPONENT WEN	AL SCORE (Based on a 5 point scale)	S TOTAL STATE OF THE STATE OF T

MAP MANAGER PERFORMANCE EVALUATION - SCORING SUMMARY AND SIGNATURES

Employee: Steven R. Phillips Job Title: PRCA Director

Employee ID#: 8912 Date: 12/05/13 Department Name: Parks, Recreation & Cultural Affairs

MANAGER SCORING	OBJECTIVES			COMMENTS	Wat 1	
Met Expectations	OBJECTIVE 1 - DIVERSITY WORKPLAN				4	
Met Expectations	OBJECTIVE 2 - Develop & Implement an Action Plan for Recommendations in the PRCA Organizational Assessment					
Met Expectations	OBJECTIVE 3 - Develop a Departmental Strategic Plan				*	,
Met Expectations	OBJECTIVE 4 - • Develop Appropriate Systems/Procedures for Routine Processes to Assure Quality Programs and Services and Adherence to Applicable Laws and Organizational/Departmental Policies					
	OBJECTIVE 5 - Integrate and Align PRCA (Org. Structure, Processes, Culture – One Department)					
Exceeded Expectations	OBJECTIVE 6 - Diversity Action					1
3.85 70%	OBJECTIVE COMPONENT SCORE (E 3 POINT SCALE SCORE CONVERTE OBJECTIVE FACTOR WEIGHTING	D TO A 5 POINT SC				
2.70	OBJECTIVE COMPONENT WEIGHTE	D SCORE	J. 131. F.	to MUNICIPAL	241.33	
MANAGER SCORING	OVERALL SCORIN					
0.93	DEW TLEMOTHOD ENITSELEUR	HTED SCORE				
2.70 3.64	OBJECTIVE COMPONENT WEIGH OVERALL PERFORMANC					

MAP MANAGER PERFORMANCE EVALUATION - SCORING SUMMARY AND SIGNATURES Employee: Steven R. Phillips Job Title: PRCA Director Department Name: Parks, Recreation & Cultural Affairs 12/05/13 Employee ID#: 8912 Date: (Complete this section for New Probationary Employees Only) I recommend that the appraisal period be extended for an additional days during which time the incumbent will be required to upgrade his/her performance to a satisfactory level. For 6-month probationary employees, the extended probationary period shall not exceed ninety (90) days. For 12-month probationary employees, the extended probationary period shall not exceed one hundred eighty (180) days. the that his performance evaluation has been reviewed with me and I understand that my signature does not necessarily indicate agreement. 12/18/13 Employee's Title Date Employee's agnature Employee's Comments: I CONCUR WITH MY BURWATION & WOR FORWARD IN WORKING WITH MY SUPERISON AND THE CUTY OVER THE NON YEAR. that this performance evaluation has been reviewed with the employee and was performed using my best judgment Asstr Coty Managor Evaluator's Signature Evaluator's Comments: Steve has made strong progress over the last year and PRCA has echieved significant milestones including City Commission adoption of the PRCA Master Plan and accreditation of the department. FRCA has also made good progress in implementing the recommendations of the Operations Assessment. Steve has met individually with 34 of PRCA employees and gained valuable insignits from doing so. The department sets a great example librough its quarterly meetings and the agencie for these meetings have been excellent. The department comes across as a single department more than ever. Key arises of local for the coming year include a follow-up on the Operations Assessment, a first to review the organization and needs of PRCA Startegic Plan (inclusive of PRCA Master Plan implementation) and continued improvement in the performance of frowcod Golf Course. Steve has always demonstrated his commitment to PRCA and the City of Gainesville. Reviewer: I certify that I reviewed this performance evaluation and agree with the final performance rating and score Date Reviewer's Title Reviewer's Signature Reviewer's Comments:

MAP MANAGER PERFORMANCE EVALUATION - COVER SHEET

mployee:	Steven R. Phillips			Job Title	: Parks, Recreation & Cultural	Affairs Director
Emp. ID#:	8921	Date:	117113	Dept. Name	; Parks, Recreation & Cultural	Affairs
	evaluation i	PERIOD:			g evaluated a direct report of a has been instructed to complete a	
From:	10/1/2011	To:	9/30/2012		bjective OR a Director / Manager	YES
	To		enery men nyaw	iew Class with	T	
X	Class I - Annual October months (merit increase,				Class III - Initial 12 Month Re (merit increase, if a	
	Class II - Probationary Re 12 months (no merit	*		6	Class IV - Initial Annual Review Merit Increase, if a	
	_				Class V - Other - Special Eval	

vitat the Objectives Listed in the Objectiv	ces Section of this Evaluation w	ere Johnly Set and/or Revised by the	Employee and Their Ma
Employee Signature	Original Date	Employee Signature	Revision Date, applicable
Manager Signature	Original Date	Manager Signature	Revision Date,

0.90	SUBJECTIVE COMPONENT WEIGHTED SCORE
2.16	OBJECTIVE COMPONENT WEIGHTED SCORE
3.06	OVERALL PERFORMANCE SCORE



Employee	Evaluator	FACTOR 1 - MANAGEMENT SKILLS
Applying	Applying	MANAGEMENT: Appropriately directs and controls the use of all assigned resources; takes responsibility for all department/division activities; effectively and efficiently plans and organizes department/division activities. Complies with all business, technical and employment laws, rules, regulations, policies, procedures and standards.
Applying	Applying	STAFFING AND EMPLOYEE DEVELOPMENT: Effectively selects, develops, mentors and evaluates assigned staff; staffs department/division effectively to achieve objectives while maintaining high productivity; promotes employee development. Sets challenging performance expectations and gains buy-in to performance goals. Communicates development needs and their importance. Creates an atmosphere where others are recognized for their accomplishments.
Applying	Applying	SUPERVISION: Confronts issues in a timely manner and ensures that desired results are accomplished through assigned staff; appropriately and fairly counsels individual employees; applies workforce rules in a fair and consistent manner. Brings conflict and dissension into the open and actively participates in resolving issues in a productive manner that enhances the quality of decisions and the organizational environment, thus improving positive working relationships. Provides positive feedback and appropriate counseling when necessary; encourages employees to strive to improve; facilitates professional development. Knows when to involve others when making difficult decisions.
Applying	Applying	ORGANIZATIONAL: Meets goals and objectives in an orderly manner through efficient and effective use of all available resources and prepares contingencies. Formulates relevant goals and objectives while maintaining flexibility; provides for viable options. Seeks cross-departmental opportunities to enhance overall productivity and image of the organization. Prepares budgets based on prioritized needs and objectives that reflect desired results; implements cost reduction programs; appropriately monitors and controls budget expenditures.
Applying	Learning	EMPLOYEE RELATIONS: Properly administers provisions of collective bargaining agreements. Achieves appropriate balance between organizational and employee interest; properly balances administrative commitments and city personnel policies and procedures in the management of the workforce.
Applying	Applying	DELEGATION: Appropriately assigns responsibilities and tasks; establishes controls, ensuring employees have necessary resources and authority to carry out assignments. Makes clear and detailed assignments to appropriate personnel; makes assignments in a fair and impartial manner, considering the needs of the city, department, and the employee's capabilities.
Applying	Applying	Overall Factor Rating
-	loyee nents:	i feel that over this past year there has been numerous challenges both internally and externally given to the Department. This includes personal issues, budget limitations, increased public pressures and demands, etc. Based on this I feel we are doing what can be expected with what we have to work with.
	uator nents:	Steve is responsive and effective in addressing specific (tactical) issues that arise. An ongoing challenge continues to be for the department to be more proactive in identifying and addressing issues before they become problems and working to ensure appropriate and effective policies and processes are in place and being followed. Steve needs to create a department that is more strategic and system focused.

Employee	Evaluator	FACTOR 2 - LEADERSHIP SKILLS
Applying	Applying	DECISIVENESS: Makes firm, fair, and conclusive decisions in a timely manner. Accepts full responsibility and accountability for decisions and actions; does not defer or avoid making difficult or unpleasant decisions; seeks to take a leadership role in the decision making process. When appropriate, explains rationale for decisions to staff and seeks staff input when making decisions.
Applying	Applying	JUDGMENT: Makes sound, reasonable decisions by evaluating alternatives. Makes decisions based on facts, data analysis, and consideration of other relevant variables; displays maturity in performance of responsibilities. Demonstrates ability to forecast implications of decisions. Follows up to determine the extent that a problem has been adequately addressed and adjusts solutions and uses sound judgment as appropriate. Protects confidential information.
Applying	Applying	RISK TAKING: Moves forward with innovative ideas and techniques, assessing risks associated with change and develops alternatives to take corrective action if necessary.
Applying	Applying	MOTIVATING OTHERS: Appropriately guides individuals or groups toward accomplishing objectives; maintains control; encourages others to offer opinions; is successful in getting ideas and suggestions accepted by others; develops and implements team/group leadership skills to promote broad employee involvement and commitment to achieve objectives. Demonstrates, commits to and encourages support during organizational change. Creates an atmosphere where subordinates and others are recognized for individual and/or group accomplishments; accepts and promotes employee involvement; motivates staff to complete assigned tasks in a timely and effective manner.

Applying	Applying	COMMUNICATION: Speaks and writes clearly, concisely, effectively and professionally using appropriate style, grammar, and tone; presents complex issues in a manner which is clear and understandable to the target audience; fields questions in a professional, concise manner resulting in the audience having a better understanding of the topic or issues. Demonstrates active listening skills in conversations, including when coaching/counselling. Actively shares information; keeps others informed of decisions, changes and other relevant information in a timely manner. INTERPERSONAL SKILLS: Sets an example by exhibiting a positive attitude and enthusiasm in generating and improving relationships between staff and others. Actively participates in resolving issues in a productive manner and strives to improve positive working relationships. Builds relationships and gathers support for ideas. Establishes open, trusting relationships, and is approachable for candid discussions. Understands how
Applying	Applying	to develop teams by looking at the talents and interpersonal skills of others, adheres to the team's expectations and norms and demonstrates commitment to the team. Negotiates persuasively without creating negativity. Ensures his/her position addresses others' concerns or needs. Sets aside personal objectives when necessary to fulfill organizational goals.
Applying	Guiding	COORDINATION WITH OTHER DEPARTMENTS: Willing to assist others within the organization to meet goals and objectives; effectively communicates decisions affecting other departments.
Applying	Applying	Overall Factor Rating
_	loyee nents:	The repercussions of the budget cuts and same expectations has resulted in challenges for the department. Again, with the resources we have to work with I feel we are able to meet the requirements of the job.
	uator nents:	Steve is a team player. Steve has been encouraged to find ways to further engage PRCA employees on workplace issues to assure employees feel supported and in return support management's efforts to lead and manage the department. The need for Steve's leadership and action in this area is evident in the results of the PRCA Operations Assessment.

Employee	Evaluator	FACTOR 3 - EQUAL OPPORTUNITY / AFFIRMATIVE ACTION / DIVERSITY / ETHICS
Applying	Applying	EQUAL OPPORTUNITY: Demonstrates and ensures compliance with equal opportunity laws and policies; treats all employees, customers, vendors and others with fairness and impartiality; works to create an environment that is free of all inappropriate behavior.
Applying	Learning	AFFIRMATIVE ACTION: Understands the concepts of affirmative action and demonstrates a commitment to the affirmative action policy and plan; proactive in developing a recruitment plan for future, as well as, current vacancies; develops tools to assist in development and upward mobility for current employees.
Applying	Learning	DIVERSITY: Demonstrates and recognizes the value of a diverse work force, personalities, work styles and opinions. Displays an awareness and appreciation of the unique strengths and contributions of each individual; addresses diversity related organizational barriers and resistance to change
Applying	Applying	ETHICS: Adheres to the organization's code of conduct and ethical practices. Acts with integrity at all times.
Applying	Applying	Overall Factor Rating
Empl Comn	oyee nents:	I feel that the department meets expectations and understands all of the laws and regulations as well as the affirmative action goals. All keep supervisory staff has been trained and has workewd closely with HR and EO on these issues. We meet expections and plan to surpass them the following year.
Evalu Comn		Steve approaches issues in a fair and objective manner. An ongoing challenge for PRCA is the attraction of diverse applicant pools for hiring and promotional processes to help achieve greater diversity in PRCA management ranks. More effort is needed to attract greater diversity in PRCA applicant pools and to develop staff so they are prepared for advancement opportunites.

Employee	Evaluator	FACTOR 4 - WORK KNOWLEDGE / APTITUDE
Applying	Applying	TECHNICAL EXPERTISE: Has mastered all technical and operational details and procedures; maintains general knowledge of related positions. Stays current with trends and developments in related areas of importance. Understands and uses appropriate policies, procedures, techniques, and management skills essential to the efficient functioning of the work team; knowledgeable of applicable laws, rules, and regulations and their effect on operations.
Learning	Learning	QUALITY OF WORK: Work products rarely contain errors and does not need revisions in content; credibility and accuracy of work products is of high quality and consistently withstands challenge and questions; work products are well presented and professional; assumes responsibility for ensuring work quality and excellence from assigned staff.

Guiding	Guiding	QUANTITY OF WORK: Consistently provides high volume output in response to service level demands; organizes and conscientiously completes all work in required time. Contributes maximum effort to work activities; demonstrates commitment to organizational goals/policies through work effort/accomplishment.
Applying	Applying	Overall Factor Rating
•	loyee nents:	I have a well working knowlegde of the job requirements and expectations. I would like the time and opportunity to expand this knowledge. Due to the quantity of work expected by the department, there are too many instances of minor erros for my liking. With that said, with the filling of key vacnat positions and right sizing of jobs vs. expections, I feel there will be improvements in the quality of work.
	uator nents:	Steve has good knowledge of departmental operations and works tirelessly to address issues. Steve does an excellent job of handling and processing referrals from the City Manager's Office. The PRCA Master Plan, Operations Assessment and Accreditation are critical to providing the department with future direction and confirming that current processes and policies are in place and being followed. PRCA will benefit from a systems approach assuring that current systems and people are in place.

Employee]	Evaluator	FACTOR 5 - INNOVATION / FLEXIBILITY
Applying	Applying	INITIATIVE: Becomes actively involved in situations and decisions; demonstrates an independent willingnes to move forward with ideas and techniques. Is willing to assume new and challenging assignments.
Applying	Applying	INNOVATION: Develops, presents, and applies innovative ideas and concepts to improve the effective and efficient use of resources and techniques. Recommends suggestions for improvement that help position the organization for success.
Applying	Applying	CREATIVITY: Formulates new ideas, showing ingenuity in applying training and information, using inventive skill and imagination.
Apptylng	Applying	PERSONAL ADAPTABILITY: Appropriately modifies behavior to the ever changing demands of work challenges when confronted with change, ambiguity, adversity, or other pressures; accepts and welcomes alternative views; adjusts quickly to new concepts and procedures. Demonstrates a willingness to modify a strongly held position in the face of new evidence.
Applying	Applying	FLEXIBILITY: Facilitates the complexity associated with organizational change. Appropriately adapts to changing and unpredictable workflow. Effectively maintains focus while handling multiple assignments. Has the ability to work or manage jobs in parallel without impairing productivity.
Applying	Applying	Overall Factor Rating
•	loyee nents:	Our department has gone through and continues to met with a wide variety of challenges throughout the various areas. We are flexible, creative and have adapted to this continuous change. I feel we met expectations.
Eval	uator	
Comr	nents:	

Employee	Evaluator	FACTOR 6 - PROFESSIONAL / CONTINUING EDUCATION
Applying	Learning	PROFESSIONAL DEVELOPMENT: Continually seeks to develop into a recognized professional in his/her field. Generates professional contacts to serve as resources and support. Attends and actively participates in relevant professional organizations, workshops, and conferences to keep abreast of present trends and developments.
Applying	Learning	CONTINUING EDUCATION: Upgrades current knowledge of regulations and procedures within the public and private sectors to keep abreast of present trends and developments, as appropriate; furthers education by taking current courses at appropriate levels.
Applying	Learning	Overall Factor Rating
-	loyee nents:	i am limited by the training I feel comfortable taking outside the general government training or on-line. I hope to expand this next year.
	uator nents:	Steve would benefit from a greater focus on professional development and continuing edication. As a department director Steve has no PRCA peers within his department. Most senior managers benefit by having peers within the profession they can interact with, learn from and seek guidance on issues. Steve would benefit from further professional development and networking with other PRCA directors.

Employee	Evaluator	FACTOR 7 - SAFETY / HEALTH CONSCIOUSNESS
Applying	Applying	JOB HAZARDS: Creates an environment where existing and potential job hazards are identified and mitigate before any unsafe condition is established or unsafe act is committed. Routinely demonstrates leading by personal example in so doing.
Applying	Applying	SAFETY POLICIES AND PROCEDURES: Assures that all safety policies and procedures are fully understood by all in the work group and are adopted as personal values by the workforce. Assures that any accident, injury, significant unsafe condition or policy violation is investigated, documented and that lessons learned are implemented.
Applying	Applying	HEALTH STANDARDS: Assures that applicable occupational health standards are complied with by all job task standards and that execution of the job task by the workforce is in accordance with the standard.
Applying	Applying	Overall Factor Rating
Empl Comm	-	Our department continues to send staff to ssafety training and has developed and maintained a departmental safety task force.
Evalı Comm		

Employee	Evaluator	FACTOR 8 - CUSTOMER SERVICE
Gulding	Guiding	RESPONSIVENESS: Develops and maintains professional and effective relationships with internal and external customers. Recognizes and is responsive to individual, departmental and organizational customers (including co-workers) and their needs. Listens and responds to customer issues or ideas and always treats the customer with honesty, tact, courtesy and respect. Follows through with commitments to customers in a timely manner. Provides information to internal and external customers to encourage efficient use of our products and services.
Guiding	Guiding	PROFESSIONALISM: Seeks to improve and promote the image of the total organization to its customers and to promote its goals and objectives. Represents the organization in a professional manner to internal and external customers so that the employee and organization are viewed in a positive light. Maintains an acceptable standard of personal hygiene, dress and grooming as appropriate to job duties.
Guiding	Guiding	Overall Factor Rating
Empl Comn	•	Our department has a vast networking of professional relationships within the City as well as nationwide. I feel the department reflects positively on the community and respresents excellent customer service.
Evalı Çomn		

			•
SCORING	SUMMARY	I	
Employee	Evaluator		
3	3	Factor 1: Employee's Overall Rating = Applying	Evaluator's Overall Rating = Applying
3	3	Factor 2: Employee's Overall Rating = Applying	Evaluator's Overall Rating = Applying
3	3	Factor 3: Employee's Overall Rating = Applying	Evaluator's Overall Rating = Applying
3	3	Factor 4: Employee's Overall Rating = Applying	Evaluator's Overall Rating = Applying
3	3	Factor 5: Employee's Overall Rating = Applying	Evaluator's Overall Rating = Applying
3	2	Factor 6: Employee's Overall Rating = Applying	Evaluator's Overall Rating = Learning
3	3	Factor 7: Employee's Overall Reting = Applying	Evaluator's Overall Rating = Applying
4	4	Factor 8: Employee's Overall Rating = Guiding	Evaluator's Overall Rating = Guiding
25	24	Total Score	
40	40	Possible Score (# of factors times 5 points)	
3.13	3.00	Overall Subjective Component Score (Total Sc	ore divided by # of factors)
1	30%	Overall Subjective Component Rating Weighti	ng (select from drop-down list)

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is the employee being Onortive #15 For the	evaluated a direct report- ese employees, Subject	of a Chacter Office ctive Factor 3 an	et of a Director/Manager wit nd the Diversity Workpli	is the amployee being evaluater a direct report of a Chanter Officer or a Director/Manager with everagebit of 10 or more employees? If so employee must have an Objective Forthand Oversity Workplan De propulated as an account for 10% of the overall performance evaluation weighting.	an Objective for their Diversity Workplan (will be propulated as ance evaluation weighting.	YES
			Total State	OBJECTIVE #1 - DIVERSITY WORKPLAN. IF REQUIRED	AN. IF REQUIRED.	A CONTRACTOR OF THE PERSON OF
Employee	Evaluator	Enter Objective Wetghting	Objective	Metric / Indicator	Target or Expected Results (\$, %, # or date)	Actual (\$, %, # or date)
Met Expectations	Feli Short	8.93%	DIVERSITY WORKPLAN	E:	¥	
			El .		. 9	·
				·		
	1	8				
	e e		÷			
Met Expectations	Fell Short	ort	Overall Objec	ctive Rating		
	Employee Comments:	Atthough I feel ti recruttment plan	he department has works is) this will enable us to bo	Although feel the department has worked hard to achieve to what we cultimed in our Diversity. Workplan for this past year, itrough the assistance with HR and EO (plus additional steps we have impremented mough the recultment plans) this will enable us to be more successful in our Departmental Diversity.	an for this past year, through the assistance with HR and E.O.	(pius additional steps we have impremented through I've
	Evaluator Comments:	Diversity needs	to be a priority area of fo.	Diversity needs to be a priority area of focus for the department. Creation of the requested Diversity Action Plan should provide a good road map.	Action Plan should provide a good road map.	

			Cilipioyee.	Steven R. Frillips	D	
is the employee being Objective #1). For Bi	is the employee being evaluated a direct report of a Charter Officer or a BrecetoriManager Objective #1). For these employees, Subjective Factor 3 and the Diversity Worl	t of a Charter Office ective Factor 3 a	er or a Orrected Manager wi nd the Diversity Workp	with oversign of 10 or more smislayess? If so, employee must have an Ospetive for their Oversity Workplar (Will be populated as tytan Objective will account for 10% of the overall performance evaluation weighting	an Objective for their Diversity Workplan (will be populated as nance evaluation weighting	YES
	ST. British S.	THE PERSON	The last to the	OBJECTIVE # 2	AND RESIDENCE OF THE PARTY OF T	
Employee	Evaluator	Enter Objective Weighting	Objective	Metric / Indicator	Target or Expected Results (\$, %, # or date)	Actual (\$, %, # or date)
Met Expectations	Met Expectations	40.00%	PRCA Master Plan	Contract and coordinate the development of the PRCA Master Plan by September 30, 2012	September 30, 1012	Submitted for approval to Committee in August 9/30/2012
					43	
.1.						
						·
						·
Met Expectations	Met Expectations	tetions	Overall Obje	ective Rating	多点人一个多种的	
	Employee Comments:	We have succes	We have successfully hire consultants, α	nducted several workshops and public (Committee) meeting	conducted several workshops and public (Committee) meetings, and have developed a draft Master Plan that has bean approved by the RCAPW Committee.	proved by the RCAPW Committee.
	Evaluator Comments:	PRCA did a fine and visible in his	job with the Master Plan. leadership role on this pr	and worked well with the Consulting Team. Steve delegated oject charting the future course for the department.	PRCA did a fine job with the Master Plan and worked well with the Consulting Team. Stove delegated leadership of the Master Plan to Michella. I would have liked to have seen Steve be a little more personally engaged and visible in his leadership role on this project charting the future course for the department.	d to have seen Steve be a little more personally engaged

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				OBJECTIVE#3		
Етрючее	Evaluator	Enter Objective Weighting	Objective	Metric / Indicator	Target or Expected Results (\$, %, # or date)	Actual (5, %, # or date)
Met Expectations	ž	25.00%		Agency Accreditation	Review and develop 20% of the departmental Policies and Procedures	Completed 09/30/12
						_
						æ
		****			28	
				. 6		
Met Expectations	Met Expect	tations We have hired st	Overall Objective Rating	tations Overall Objective Rating We have lifed staff and have successfully completed 2 of the standards for Agency socrediation.		
	Comments:					
	Evaluator Comments:					

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			Employee:	Steven K. Philips		
Is the employee bein Objective #1), For th	Is the employee being evaluated a direct report of a Chancer Officer or a Director/Manayer v. Objective #11, For these employees, Subjective Factor 3 and the Diversity Work.	it of a Charter Offic ective Factor 3 a	eer or a DirectorMunager wh and the Diversity Workpl	with oversigni of 10 or more employees? If so, employee must have an Objective for their diversity Workplan (will be populated as spiral Objective will account for 10% of the overall performance evaluation weighting.	an Objective for their Diversity Workplan (will be populated as ance evaluation weighting.	YES
				OBJECTIVE # 4		The state of the s
Employee	Evaluator	Chjective Weighting		Metric / Indicator	Target or Expected Results (\$. %. # or date)	Actual (\$ % # or date)
Fell Short	Fell Short	20.00%	Completion of the WSPP Projects and Land Acquisitoin	Completion of the Substantial completion of Projects development and Land Acquisition	100% by 09/30/12	75% by 09/30/12
Met Expectations	8 Wet Expectations			Substantial completion of sensitive land acquisition 100% by 09/30/12 of the WSPP funds	100% by 09/30/12	97% by 09/30/12
				с		
		-			8	,
Met Expectations	Met Expectations	tations	Overall Objective Rating	tive Rating		から 一日
	Employee Comments	many of the proj	many of the projects have been delayed di	I due to factors outside the Departmenets control.		
	Evaluator Comments:					

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scrive #1) For the	ese employees, Subje	ective Factor 3 a	nd the Diversity Workp	Ongering #1) For these employees, Subjective Factor 3 and the Diversity Workplan Objective will account for 10% of the overall performance evaluation weighting	nance evaluation weigitriig	
		Enter				
Employee	Evaluator Fell Short	Weighting 6.07%	Objective Achieve NGF Goals	Metric / Indicator Implement the NFG recommendations based on the report and City Commission action	Target or Expected Results (5, %, # or date) Evaluated and Implement 100% of the recommendations disussed and approved by the Golf Course Task Force	Actual (\$. %, # or date)
,						
		,				
		·		3	2	
				Ñ		
Met Expectations	Fall Short	hort	Overall Obje	Overall Objective Rating		
	Employee Comments:					
	Evaluator Comments:					

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YES		Actual (\$, %, # or date)				2	·		是 10 mm 10		
odecine, so mer overancy money in twie ne jugal area as ce evaluation weighling		Target or Expected Results (\$, %, # or date)		-	i						19 T
Objective 11.) For these employees. Subjective Factor 3 and the Diversity Workplan Objective will account for 10% of the overall performance evaluation weighting	OBJECTIVE # 6	Metric / indicator	e e	-		*		G.	tive Rating		el
the Diversity Workplan		Objective							Overall Objective Rating		
ctive Factor 3 and	Enter	Objective Weighting)		
ese employees. Subje		Evaluator								Employee Comments:	Evaluator
Objective #1). For the		Employee									

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	1.0		T							
YES		Actual (\$, %, # or date)								
Objective for their Diversity Workplan (will be populated as acceptablishing).		Target or Expected Results (5, %, # or date)				5				
EIII ployde: Staveling and the control of a Charter Deficer or a Director/Manager with swestight of 10 or more tumpleyee built have an Objective for their Dwersity Workplan (wil be populated as	OBJECTIVE # 7	Metric / Indicator	·	18	(8)		4	tive Rating		
or a Director/Manager with a Director/Manager with a	Section for the section of the secti	Objective						Overall Objective Rating		
of a Charter Officer	ale c sector s ale	Enter Objective Weighting					"			
evaluates a direct report	se emproyees. Suoje	Evaluator							Employee Comments:	Evaluator Comments:
ง ธีบาลดุ จองเอเน็นเลื อะเา ร.	Objective 31) Por Und	Employee								

Employee: Steven R. Phillips

Is the employee deng evaluated a direct report of a Charter Office, or a Diversify Workplan Objective will account for 10% of the everall performance evaluation weighting.

YES

			Objective 2: Employee's Overall Rating = Met Expectations / Evaluator's Overall Rating = Met Expectations	Objective 3: Employee's Overall Rating = Met Expectations / Evaluator's Overall Rating = Met Expectations	Objective 4: Employee's Overall Rating = Net Expectations / Evaluator's Overall Rating = Net Expectations	Objective 5: Employee's Overall Rating = Met Expectations / Evaluator's Overall Rating = Fell Short	
			bjective 2:	bjective 3:	bjective 4:	bjective 5:	
Total Section	Weighted	0.09	0.80	0.50	0.40	90.0	
G SUMMARY	Objective	8.93%	40.00%	25.00%	20.00%	6.07%	
SCORING	Unweighted Evaluator Scoring	1	2	2	2	-	
	Unweighted Employee	2	2	2	2	2	

Overall Objective Component Weighting (60% o on % selected for Overall Subjective Component W
1

Overall Objective Component Score

1.85

100.00%

MAP MANAGER PERFORMANCE EVALUATION - SCORING SUMMARY AND SIGNATURES
Employee: Steven R. Phillips

Job Title: Parks, Recreation & Cultural Affairs Job Title: Parks, Recreation & Cultural Affairs Director 01/00/00 Department Name: Parks, Recreation & Cultural Affairs Employee ID#: Date:

MANAGER SCORING	SUBJECTIVE FACTORS	DEVELOPMENT PLAN: ACTION AND DATES (Based on last prior performance evaluation)	RESULTS
Applying	FACTOR 1 - MANAGEMENT SKILLS		
Applying	FACTOR 2 - LEADERSHIP SKILLS		
Applying	FACTOR 3 - EQUAL OPPORTUNITY / AFFIRMATIVE ACTION / DIVERSITY / ETHICS		
Applying	FACTOR 4 - WORK KNOWLEDGE / APTITUDE		
Applying	FACTOR 5 - INNOVATION / FLEXIBILITY		
Leaming	FACTOR 6 - PROFESSIONAL / CONTINUING EDUCATION		
Applying	FACTOR 7 - SAFETY / HEALTH CONSCIOUSNESS		
Guiding	FACTOR 8 - CUSTOMER SERVICE		
3.00 30% 0.90	SUBJECTIVE COMPONENT TOTAL SUBJECTIVE FACTOR WEIGHTIN SUBJECTIVE COMPONENT WEIGHT	AL SCORE (Based on a 5 point scale) NG (pick from drop-down listing)	

MAP MANAGER PERFORMANCE EVALUATION - SCORING SUMMARY AND SIGNATURES

Employee: Steven R. Phillips

Job Title: Parks, Recreation & Cultural Affeirs Director

Employee ID#: 8921

Date: 01/00/00

Department Name: Parks, Recreation & Cultural Affairs

MANAGER SCORING	OBJECTIVES		COMMENTS
Fell Short	OBJECTIVE 1 - DIVERSITY WORKPLAN		
Met Expectations	OBJECTIVE 2 - PRCA Master Plan		
Met Expectations	OBJECTIVE 3 -		
Met Expectations	OBJECTIVE 4 - Completion of the WSPP Projects and Land Acquisitoin		
Fell Short	OBJECTIVE 5 - Achieve NGF Goals		
1.85	OBJECTIVE COMPONENT SCORE	(Based on 3 point scale)	
3.08	3 POINT SCALE SCORE CONVERT	ED TO A 5 POINT SCALE SCORE	
	OBJECTIVE FACTOR WEIGHTING OBJECTIVE COMPONENT WEIGHT		Marine Carlos and Art Street, and Marine
	TELEVITE SEMI STEM HEIGHT		
MANAGER SCORING	OVERALL SCORI	NG -	
0.90	SUESIECHIVE COMEONENT WE		
2.16	OBJECTIVE COMPONENT WEIG		
3.06	OVERALL PERFORMAN	CESCORE	

MAP MANAGER PERFORMANCE EVALUATION - SCORING SUMMARY AND SIGNATURES Job Title: Parks, Recreation & Cultural Affairs Director Employee: Steven R. Phillips Employee ID#: Department Name: Parks, Recreation & Cultural Affairs Date: (Complete this section for New Probationary Employees Only) recommend that the appraisal period be extended for an additional days during which time the incumbent will be required to upgrade his/her performance to a satisfactory level. For 6-month probationary employees, the extended probationary period shall not exceed ninety (90) days. or 12-month probationary employees, the extended probationary period shell not exceed one hundred eighty (180) days. on has been reviewed with me and I understand that my signature does not necessarily indicate Perha, Recreation & Cultural Affairs Din Employee's Title I Agree WITH COMMENTS ON THE EVALUATION. WITH THE DEVELOPMENT of AN Improvenent plan, I PEEL I WILL BE ASLE TO FOCUST prioritize on weaknesses and Areas NEEDing Impovement. I was forward to THE coming year! elustor: certify that this performance evaluation has been reviewed with the employee and was performed using my best judgment Assh city Managor **Evaluator's Signature** Steve has domain strated his commitment to the City over the years, steve is being a sked to improve his leadership of the department, Evaluator's Comments: An Improvement Plan has been proposed and Stove is asked to address those issues, Reviewer: I certify that I reviewed this performance evaluation and agree with the final performance rating and score.

Review	er's Signature		Reviewer's Title	Date
Reviewer's Comments:			ri r	
Two Piles T	, a	40.	es r	
			,	
,			•	

Steve Phillips Improvement Plan



- Develop and Implement an Action Plan for Recommendations in the PRCA Organizational Assessment
- Develop a Departmental Strategic Plan that Focuses on:
 - 1. Departmental Involvement in Achieving City Commission Strategic Initiatives
 - 2. Serving as an Implementation Plan for the Master Plan Adopted by the City Commission
 - 3. Implementing the Diversity Action Plan
 - 4. Achieving Departmental Accreditation No Later than 2013
 - 5. Addressing Other Departmental Needs and Priorities Including Division Goals and Objectives
- Departmental Focus on Diversity Per Organizational Assessment, Develop and Implement a Diversity Action Plan
 - 1. Create PRCA Diversity Team to Assist in Developing and Implementing the Diversity Action Plan
 - 2. Create Outreach Plans for Professional and Management Positions to Attract Diverse Pools of Qualified Applicants With Support of HR and EO
 - 3. Insure Equitable Hiring and Career Opportunities for All Employees
 - 4. Optimize Training and Education to Underscore the Value of Workforce Diversity and the Provision of Services to a Diverse Community
 - 5. Celebrate Diversity
 - 6. Monitor Departmental Performance
- Develop Appropriate Systems/Procedures for Routine Processes to Assure Quality Programs and Services and Adherence to Applicable Laws and Organizational/Departmental Policies
 - 1. Identify, Record and Improve Routine Processes
 - 2. Review Applicable Laws, Organizational/Departmental Policies and Procedures
 - 3. Train Staff on Systems/Procedures for Routine Processes and Applicable Laws and Organizational/Departmental Policies
 - 4. Monitor Compliance
- Integrate and Align PRCA (Org. Structure, Processes, Culture One Department)
- Create and Maintain an Open Door Policy (Director, Asst. Director, Managers, Supervisors, etc.)
- Departmental Focus on Harassment Training (Training for all FT and PT Employees)

MAP MANAGER PERFORMANCE EVALUATION - COVER SHEET

Employee: Steven R. Phillips

Job Title: Parks, Recreation & Cultural Affairs Director

Emp. ID#:

008921

Date: 11/29/2011

Dept. Name: Parks, Recreation & Cultural Affairs





Mark Box for Review Class with an X				
х	Class I - Annual October Review, full 12 months (merit increase, if applicable)	Class III - Initial 12 Month Review, full 12 months (meri		
	Class II - Probationary Review, less than 12 months (no merit increase)	Class IV - Initial Annual Review, Pro-rated (Pro-rated Merit Increase, if applicable)		
		Class V - Other - Special Evaluation (not elsewhere classified)		

hat the Objectives Listed in the Objectives	s Section of this Evaluation we	ere Jointly Set and/or Revised by the	Employee and Their Mar
Employee Signature	Original Date	Employee Signature	Revision Date, applicable
Manager Signature	Original Date	Manager Signature	Revision Date, i applicable

0.98	SUBJECTIVE COMPONENT WEIGHTED SCORE
2.57	OBJECTIVE COMPONENT WEIGHTED SCORE
3.55	OVERALL PERFORMANCE SCORE



Employee	Evaluator	FACTOR 1 - MANAGEMENT SKILLS
Guiding	Applying	MANAGEMENT: Appropriately directs and controls the use of all assigned resources; takes responsibility for all department/division activities; effectively and efficiently plans and organizes department/division activities. Complies with all business, technical and employment laws, rules, regulations, policies, procedures and standards.
Applying	Applying	STAFFING AND EMPLOYEE DEVELOPMENT: Effectively selects, develops, mentors and evaluates assigned staff; staffs department/division effectively to achieve objectives while maintaining high productivity; promotes employee development. Sets challenging performance expectations and gains buy-in to performance goals. Communicates development needs and their importance. Creates an atmosphere where others are recognized for their accomplishments.
Applying	Applying	SUPERVISION: Confronts issues in a timely manner and ensures that desired results are accomplished through assigned staff; appropriately and fairly counsels individual employees; applies workforce rules in a fair and consistent manner. Brings conflict and dissension into the open and actively participates in resolving issues in a productive manner that enhances the quality of decisions and the organizational environment, thus improving positive working relationships. Provides positive feedback and appropriate counseling when necessary; encourages employees to strive to improve; facilitates professional development. Knows when to involve others when making difficult decisions.
Applying	Applying	ORGANIZATIONAL: Meets goals and objectives in an orderly manner through efficient and effective use of all available resources and prepares contingencies. Formulates relevant goals and objectives while maintaining flexibility; provides for viable options. Seeks cross-departmental opportunities to enhance overall productivity and image of the organization. Prepares budgets based on prioritized needs and objectives that reflect desired results; implements cost reduction programs; appropriately monitors and controls budget expenditures.
Applying	Applying	EMPLOYEE RELATIONS: Properly administers provisions of collective bargaining agreements. Achieves appropriate balance between organizational and employee interest; properly balances administrative commitments and city personnel policies and procedures in the management of the workforce.
Applying	Applying	DELEGATION: Appropriately assigns responsibilities and tasks; establishes controls, ensuring employees have necessary resources and authority to carry out assignments. Makes clear and detailed assignments to appropriate personnel; makes assignments in a fair and impartial manner, considering the needs of the city, department, and the employee's capabilities.
Applying	Applying	Overall Factor Rating
Employee Comments:		I feel that I meet the City's requirements in the management skill area.
	uator nents:	Steve manages the broad array of services provided by PRCA and is responsive to and effective in addressing specific issues that arise. An ongoing challenge is for the department to be more proactive in identifying and addressing issues before they become problems and working to ensure appropriate and effective policies and processes are in place and being followed.

Employee	Evaluator	FACTOR 2 - LEADERSHIP SKILLS	
Applying	Applying	DECISIVENESS: Makes firm, fair, and conclusive decisions in a timely manner. Accepts full responsibility and accountability for decisions and actions; does not defer or avoid making difficult or unpleasant decisions; seeks to take a leadership role in the decision making process. When appropriate, explains rationale for decisions to staff and seeks staff input when making decisions.	
Guiding	Guiding	JUDGMENT: Makes sound, reasonable decisions by evaluating alternatives. Makes decisions based on facts, data analysis, and consideration of other relevant variables; displays maturity in performance of responsibilities. Demonstrates ability to forecast implications of decisions. Follows up to determine the extent that a problem has been adequately addressed and adjusts solutions and uses sound judgment as appropriate. Protects confidential information.	
Applying	Applying	RISK TAKING: Moves forward with innovative ideas and techniques, assessing risks associated with change and develops alternatives to take corrective action if necessary.	
Applying	Applying	MOTIVATING OTHERS: Appropriately guides individuals or groups toward accomplishing objectives; maintains control; encourages others to offer opinions; is successful in getting ideas and suggestions accepted by others; develops and implements team/group leadership skills to promote broad employee involvement and commitment to achieve objectives. Demonstrates, commits to and encourages support during organizational change. Creates an atmosphere where subordinates and others are recognized for individual and/or group accomplishments; accepts and promotes employee involvement; motivates staff to complete assigned tasks in a timely and effective manner.	

MAP MANAGER PERFORMANCE EVALUATION - SUBJECTIVE FACTOR WORKSHEET

	T	COMMUNICATION: Speaks and writes clearly, concisely, effectively and professionally using appropriate
		style, grammar, and tone; presents complex issues in a manner which is clear and understandable to the
Amphine	Anniuina	target audience; fields questions in a professional, concise manner resulting in the audience having a better
Applying	Applying	understanding of the topic or issues. Demonstrates active listening skills in conversations, including when
	1	coaching/counseling. Actively shares information; keeps others informed of decisions, changes and other
		relevant information in a timely manner.
		INTERPERSONAL SKILLS: Sets an example by exhibiting a positive attitude and enthusiasm in generating
		and improving relationships between staff and others. Actively participates in resolving issues in a productive
	1	manner and strives to improve positive working relationships. Builds relationships and gathers support for
Applying	Applying	ideas. Establishes open, trusting relationships, and is approachable for candid discussions. Understands how
41-73	1 47.73	to develop teams by looking at the talents and interpersonal skills of others, adheres to the team's
		expectations and norms and demonstrates commitment to the team. Negotiates persuasively without creating
	1	negativity. Ensures his/her position addresses others' concerns or needs. Sets aside personal objectives when
	-	necessary to fulfill organizational goals.
Applying	Applying	COORDINATION WITH OTHER DEPARTMENTS: Willing to assist others within the organization to meet
	-	goals and objectives; effectively communicates decisions affecting other departments.
Applying	Applying	Overall Factor Rating
		I feel that I meet the requirements in departmental and City wide leadership.
Emp	loyee	l l
Comr	nents:	
Oomi	nents.	
7		Steve and Michelle have complementary skills for leading and managing the department. Steve is a team
Eval	uator	player who coordinates well with other departments. Steve is encouraged to find ways to further engage
		PRCA employees on workplace issues to assure employees feel supported and in return support
Comr	nents:	management's efforts to lead and manage the department.

Employee	Evaluator	FACTOR 3 - EQUAL OPPORTUNITY / AFFIRMATIVE ACTION / DIVERSITY / ETHICS
Applying	Applying	EQUAL OPPORTUNITY: Demonstrates and ensures compliance with equal opportunity laws and policies; treats all employees, customers, vendors and others with fairness and impartiality; works to create an environment that is free of all inappropriate behavior.
Applying	Applying	AFFIRMATIVE ACTION: Understands the concepts of affirmative action and demonstrates a commitment to the affirmative action policy and plan; proactive in developing a recruitment plan for future, as well as, current vacancies; develops tools to assist in development and upward mobility for current employees.
Applying	Applying	DIVERSITY: Demonstrates and recognizes the value of a diverse work force, personalities, work styles and opinions. Displays an awareness and appreciation of the unique strengths and contributions of each individual addresses diversity related organizational barriers and resistance to change
Applying	Applying	ETHICS: Adheres to the organization's code of conduct and ethical practices. Acts with integrity at all times.
Applying	Applying	Overall Factor Rating
-	loyee nents:	I feel that I meet the City requirements in this area and will continue to train and work to improve.
	uator nents:	Steve's personal commitment in these areas is evident. An ongoing challenge for PRCA is the attraction of diverse applicant pools for hiring and promotional processes to help achieve greater diversity in PRCA management ranks.

Employee	Evaluator	FACTOR 4 - WORK KNOWLEDGE / APTITUDE
Applying	Applying	TECHNICAL EXPERTISE: Has mastered all technical and operational details and procedures; maintains general knowledge of related positions. Stays current with trends and developments in related areas of importance. Understands and uses appropriate policies, procedures, techniques, and management skills essential to the efficient functioning of the work team; knowledgeable of applicable laws, rules, and regulations and their effect on operations.
Applying	Applying	QUALITY OF WORK: Work products rarely contain errors and does not need revisions in content; credibility and accuracy of work products is of high quality and consistently withstands challenge and questions; work products are well presented and professional; assumes responsibility for ensuring work quality and excellence from assigned staff.

MAP MANAGER PERFORMANCE EVALUATION - SUBJECTIVE FACTOR WORKSHEET

Applying	Guiding	QUANTITY OF WORK: Consistently provides high volume output in response to service level demands; organizes and conscientiously completes all work in required time. Contributes maximum effort to work activities; demonstrates commitment to organizational goals/policies through work effort/accomplishment.
Applying	Applying	Overall Factor Rating
•	loyee nents:	I feel that I have a good working knowledge required to run the Department.
	uator nents:	Steve has extensive knowledge of departmental operations and works tirelessly to address issues. Steve does an excellent job of handling and processing referrals from the City Manager's Office. The PRCA Master Plan and accreditation are critical to providing the department with future direction and confirming that current processes and policies are in place and being followed. PRCA will benefit from a systems approach assuring that correct systems, policies and people are in place.

Employee	Evaluator	FACTOR 5 - INNOVATION / FLEXIBILITY
Guiding	Guiding	INITIATIVE: Becomes actively involved in situations and decisions; demonstrates an independent willingness to move forward with ideas and techniques. Is willing to assume new and challenging assignments.
Applying	Applying	INNOVATION: Develops, presents, and applies innovative ideas and concepts to improve the effective and efficient use of resources and techniques. Recommends suggestions for improvement that help position the organization for success.
Applying	Applying	CREATIVITY: Formulates new ideas, showing ingenuity in applying training and information, using inventive skill and imagination.
Guiding	Guiding	PERSONAL ADAPTABILITY: Appropriately modifies behavior to the ever changing demands of work challenges when confronted with change, ambiguity, adversity, or other pressures; accepts and welcomes alternative views; adjusts quickly to new concepts and procedures. Demonstrates a willingness to modify a strongly held position in the face of new evidence.
Guiding	Guiding	FLEXIBILITY: Facilitates the complexity associated with organizational change. Appropriately adapts to changing and unpredictable workflow. Effectively maintains focus while handling multiple assignments. Has the ability to work or manage jobs in parallel without impairing productivity.
Guiding	Guiding	Overall Factor Rating
-	loyee ments:	I feel that in order to address not only the existing work load but daily referrals, I meet the needed requirements.
	uator nents:	The department has adapted to significant budget reductions over the last 4 years. Additional facilities were completed through Wild Spaces Public Places which has been very successful. Steve finds ways to maintain the department's services and still address new requests that come along. PRCA is challenged to be innovative and creative in exploring ways to address service needs in light of limited fiscal resources.

Employee	Evaluator	FACTOR 6 - PROFESSIONAL / CONTINUING EDUCATION
Applying	Applying	PROFESSIONAL DEVELOPMENT: Continually seeks to develop into a recognized professional in his/her field. Generates professional contacts to serve as resources and support. Attends and actively participates in relevant professional organizations, workshops, and conferences to keep abreast of present trends and developments.
Applying	Applying	CONTINUING EDUCATION: Upgrades current knowledge of regulations and procedures within the public and private sectors to keep abreast of present trends and developments, as appropriate; furthers education by taking current courses at appropriate levels.
Applying	Applying	Overall Factor Rating
•	loyee nents:	I will continue to strive to grow and continue training in this area.
	uator nents:	Steve attended the national NRPA Conference. His involvement in FRPA and NRPA is encouraged.

MAP MANAGER PERFORMANCE EVALUATION - SUBJECTIVE FACTOR WORKSHEET

Employee	Evaluator	FACTOR 7 - SAFETY / HEALTH CONSCIOUSNESS
Applying	Applying	JOB HAZARDS: Creates an environment where existing and potential job hazards are identified and mitigated before any unsafe condition is established or unsafe act is committed. Routinely demonstrates leading by personal example in so doing.
Applying	Applying	SAFETY POLICIES AND PROCEDURES: Assures that all safety policies and procedures are fully understood by all in the work group and are adopted as personal values by the workforce. Assures that any accident, injury, significant unsafe condition or policy violation is investigated, documented and that lessons learned are implemented.
Applying	Applying	HEALTH STANDARDS: Assures that applicable occupational health standards are complied with by all job task standards and that execution of the job task by the workforce is in accordance with the standard.
Applying	Applying	Overall Factor Rating
Empl Comm	-	I feel our department is safe and we definitely are health consciousness. I represent the City for the Healthy Communities Initiative Committee, which is a community-wide task force whose purpose is to build awareness of health related issues.
Evalu Comm		

Employee	Evaluator	FACTOR 8 - CUSTOMER SERVICE
Applying	Guiding	RESPONSIVENESS: Develops and maintains professional and effective relationships with internal and external customers. Recognizes and is responsive to individual, departmental and organizational customers (including co-workers) and their needs. Listens and responds to customer issues or ideas and always treats the customer with honesty, tact, courtesy and respect. Follows through with commitments to customers in a timely manner. Provides information to internal and external customers to encourage efficient use of our products and services.
Applying	Applying	PROFESSIONALISM: Seeks to improve and promote the image of the total organization to its customers and to promote its goals and objectives. Represents the organization in a professional manner to internal and external customers so that the employee and organization are viewed in a positive light. Maintains an acceptable standard of personal hygiene, dress and grooming as appropriate to job duties.
Applying	Guiding	Overall Factor Rating
	loyee nents:	I feel i and the department are very customer oriented, and we do our best to meet the expectations.
	uator nents:	PRCA staff are in the customer service business. The success of the department depends on meeting the needs of residents through the provision of high quality services. PRCA does a good job providing customer service. There are opportunities for improvement through broader efforts on customer service and gauging customer needs and level of satisfaction with PRCA services.

SCORING	SUMMARY	I	
Employee	Evaluator]	
3	3	Factor 1: Employee's Overall Rating = Applying	Evaluator's Overall Rating = Applying
3	3	Factor 2: Employee's Overall Rating = Applying	Evaluator's Overall Rating = Applying
3	3	Factor 3: Employee's Overall Rating = Applying	Evaluator's Overall Rating = Applying
3	3	Factor 4: Employee's Overall Rating = Applying	Evaluator's Overall Rating = Applying
4	4	Factor 5: Employee's Overall Rating = Guiding	Evaluator's Overall Rating = Guiding
3	3	Factor 6: Employee's Overall Rating = Applying	Evaluator's Overall Rating = Applying
3	3	Factor 7: Employee's Overall Rating = Applying	Evaluator's Overall Rating = Applying
3	4	Factor 8: Employee's Overall Rating = Applying	Evaluator's Overall Rating = Guiding
25	26	Total Score	
40	40	Possible Score (# of factors times 5 points)	
3.13	3.25	Overall Subjective Component Score (Total Sco	ore divided by # of factors)

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				OBJECTINE # 1		
Gentelland	Evaluator	Enter Objective Welghting	Objective	Metric / Indicator	Target or Expected Results (\$, %, # or date)	Actual (\$. %. # or date)
				Draft RFP and Bid out Contractual work		Mar-11
Fell Short	Met Expectations	72%	Master Plan process to			
Fell Short	Met Expectations		address Agency Accreditation standards	Coordination of meetings, demographic analysis, is review, etc.		May-11
Fell Short	Fell Short			Analyse existing service delivery inventory		Sep-11
Fell Short	Met Expectations			£		Уер-11
Fell Short	Fell Short			Facility CIP priorities, cost	8/31/2011	Sep-11
Met Expectations	Met Expectations			Action Plan - 50% completion	9/30/2011	Sep-11
Fell Short	Met Expectations	tations	Overell Objective Retite	edivo Reding	And the second the second state of the second	so and anidelines Described of the the primer and
	Employee Gemments:	There were man of achieving 50%	y constraints we faced In 5 of the action plan was d	There were many constraints we faced in meeting the set goals such as external Departmental, City Staff and Commission review, that postponed the majority or the set goal guidelines. Regarders or tims the principle of achieving 50% of the action plan was done by the deadline.	staff and Commission review, that postborred the majority or	ות אבן מספו קעומפווותא. תפקפו מוכנא איני איני אינייני א אינייני א אינייני א אינייני אינייני א אינייני אינייני
	Evaluator Comments:	Completion of th	Completion of the PRCA Master Plan and accreditation are	accreditation are critical to the future of the department.		

Pege 2 of 8

		Enter		OBJECTIVE#2	の大きなないないないのでは、	
Employee	Evaluator	Objective Weighting				Actual (\$, %, # or date)
Met Expectations	Mat Expectations	15%	Accreditation Phase 2	Accreditation - Phase 2 Evaluate existing policies and procedures gathered in Phase 1 and develop a list of proposed policies and procedures needed to be developed	5/31/2011	May-11
Met Expectations	Fell Short			Departmental compliance to policies and procedures	100% by 09/30/2011	Sep-11
Met Expectations	Met Expectations	tations	Overall Objective Rating	tive Rating		
	Employee Comments:	With the assister	nce of confractual service	With the assistance of contractual services and redirecting staff priorities, both goals were met.		
	Evaluator Comments:	Departmental acand external cusi	creditation will be a great tomers on PRCA's progre	Departmental accreditation will be a great accomplishment for the department and should be a source of pride for PRCA employees and the community. It would be beneficial to provide regular communication to internal and external customers on PRCA's progress towards achieving accreditation.	of pride for PRCA employees and the community. It would	be beneficial to provide regular communication to Internal

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THE REAL PROPERTY.	-			(OBUTECHINE)		
		Enter Objective			Total to # 00 00 miles (\$ 00 # or date)	Actual (\$ %. # or date)
Gmployee	Evaluator	Weighting	1	1	ranget of Expected Results (a, 76, # 0) determined (b) (c) (c) (c) (c) (c) (c) (c) (c) (c) (c	TOTAL 30.849
Fell Short	Fell Short	20%	Achieve NGF Goals	Increase paid rounds played (NGF Estimated 32,500)	10% by 08/30-2011 (35,750)	
				Address net cost - lower City subsidy	5% by 09-30-2011	Pending information from budget
Met Expectations	Met Expectations		i i	Evaluate the point of sales with finance and make recommendations for improvements if needed	5/31/2011	EZ Links approved and installed - complete
					·	
Met Expectations	Met Expectations	tations	Overell Objective Rating	stive Reiting	C seed process of the first transfer of the	not one this EZ Links and announced to Efrance and has
	Employee Comments	The targeted go been installed.	al set by National Golf Fo	The targeted goal set by National Golf Foundation was 32,500. We tell short of this goal. Regarding the City subsky, we are waiting to recaive a report from budget of this. Ez. Linus was approved by I mande all been installed.	ne Liny subskdy, we are waiting to receive a report troill back	Jel VII IIIS. E.E. Erins was approved by I named aire ros
	Evaluator Comments:	The renovation oplaying condition	of Irorwood was excellent is Into increases in round	The renovation of fromwood was excellent. The City had a tremendous amount of work accomplished to renovate the golf course and treases in revenue realized and decreases in the amual hat cost to the City for operating a golf course.	I to renovate the golf course and received great value for m a armual net cost to the City for operating a golf course.	a Tundas sperit. The current changing is to partery the better

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	Section Section	38	TO WELL	OBJECTIVE # 4	CONTRACTOR STATEMENT OF THE PARTY OF THE PAR	Manual Company of the Party of
Employee	Evaluator	Enter Objective Weighting	Objective	Metric / Indicator	Target or Expected Results (\$.%. # or date)	Actual (\$ % # or date)
Met Expectations	Exceeded Expectations	10%	Complete Capital Iv Projects and Land Acquisition	WSPP Projects	Expend 75% of funds allocated for projects. Of the \$10,526,383, \$2,001,515 is the Depot project, contingency and set aside. This leaves \$8,524,868. Of that allocation \$5,698,281 has been spent. This equals 67%. There are other funds encumbered	67% 67.7%
Fell Short	Met Expectations			Land Acquisitoin	Expend 25% of funds allocated for acquisition based on available lands and willing sellers (\$2,569,653)	\$506,424 (\$534,663)
Met Expectations	Exceeded Expectations	ectations	Overall Objective Ratin	tive Rating	会のなる をはままる かいかい	はいいというないないのである
	Employee Comments:	Several steps we Juring that time i apportunities ope priority land that r	re taken to purchase land period, our efforts to purch ned up. It should be noted needed conservation.	listed on the approved priority list such as contracting out v ase high priority parcels failed. Toward the middle of the F1 that we recommended holding off on purchasing less deal	Several steps were taken to purchase land listed on the approved priority list such as contracting out with ACT, withing with the County in their land acquisition program and utilizing City staff (Lands Right Coordinator). During that time period, our efforts to purchase high priority parcels failed. Toward the middle of the FY after the ACT contract had expired, we worked closely with the City's Land Fight Coordinator, and some land opportunities operad up. It should be noted that we recommended holding off on purchasing less desirable land (Le., not to make the purchase just to expend the WSPP funds), and we will continue to work toward higher priority land that needed conservation.	gram and utitizing City staff (Lands Right Coordintor). The City's Land Right Coordinator, and some land WSPP funds), and we will continue to work toward higher
	Evaluator Comments:	Good progress ca	ontinued on WSPP capital	Good progress continued on WSPP capital projects. Progress was slow on land acquisition but began picking up in the later part of the fiscal year.	picking up in the later part of the fiscal year.	

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		Enter		OBJECHNE#6		
Employee	Evaluator	Objective Weighting	Objective	Metric / Indicator	Target or Expected Results (\$, %, # or date)	Actual (\$, %, # or date)
Fell Short	Met Expectations		Senior Recreation Center	Devekop a Lease or License Agreement with ElderCare for Operational Use of the Senior Recreation Center	5/31/2011	8/9/2011
Fell Short	Fell Short			Expend funds allocated for park improvements in conjunction with the Senior Recreation Center development	5/31/2011	25% - did some park improvements and have cost and priority lists drafted and approved by the public and staff.
	83					
Fell Short	Met Expectations	tations	Overell Objective Retting	ethre Reiting		the second size of the second
	Employee Comments	The License Agr the construction	eement with ElderCare v budget and there were c	vas delayed but was completed by August. The funds availa onstruction cost shortages. We did conduct a public meeting	The License Agreement with ElderCare was delayed but was completed by August. The funds available for the park development were put on hold until the Lenter was completed, since truse expenses were inclosed in anticipation of the funding availability. The construction budget and there were construction cost shortages. We did conduct a public meeting and had a list of the projects prepared in anticipation of the funding availability.	er was compased, since trose expenses were inclosed in
	Evaluator Comments:	The Senior Recr.	eation Center was a big	project that required a great deal of coordination. It is a woi	The Senior Recreation Center was a big project that required a great deal of coordination. It is a wonderful facility that will help to meet the needs of the community's eldenry residents.	nity's eldeny residents.

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	Total Agent			OBJECTIVE # 6		THE REAL PROPERTY OF THE PARTY	
Employee	Evaluator	Enter Objective Weighting	Objective			Actual (\$, %, # or date)	
Met Expectations	Met Expectations	10%	Cone Park Development	Finalize Conceptual Site Plan development and begin Construction	5/31/2011	400%	
Exceeded Expectations	Met Expectations			Develop MOU and License Agreement with the Library District for the development of 8,000 square foot building	5/31/2011	2/22/2011	
Fell Short	Fell Short			develop a Joint Use Agreement for Eastside Recreation Center between the City and Library District	3/31/2011	Sep-11	
Met Expectations	Met Expectations	tations	Overall Objective Rating	tive Rating	· · · · · · · · · · · · · · · · · · ·		
	Employee Comments:	A change in Direx	ctors at the Library plus C	A change in Directors at the Library plus City/County Legal review caused delays in the process. The MOU was completed in February 2011 for development of the Library at Cone Park.	MOV was completed in February 2011 for development of th	в Library at Cone Park.	
	Evaluator Comments:	Cone Park will be residents.	s a signature park for Eas	Cone Park will be a signature park for East Gainesville. Great progress is being made and inclusion of a library branch provides opportunities for extensive partnerships with the Library District for the benefit of City residents.	if a library branch provides opportunilies for extensive partne	rships with the Library District for the benefit of City	
157							

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Exceeded Expectations	Evaluator Exceeded Expectations	Enter Objective Weighting	Objective Pool User Groups for NE Pool	Objective Metric / Indicator Pool User Groups track the revenues and operating costs generated for NE Pool by the pool user groups and make recommendation on continued use for FY 2011	Target or Expected Results (\$, %, # or date) 6/30/2011 - \$14,700	Actual (S. %. # or date)
				*		
Exceeded Expectations	Exceeded Expectations	pectations	Overall Objective Railing	edive Retling	(A.S. V. Com COO) It was notifieded that was usingly page (A.S. V.	Of from the set aside to navithe increase in one-allonal
	Employee Gemments:	Based on the Si costs. We gene	wim Groups estimates, w rrated \$42,592 and the uti	Based on the Swim Groups estimates, we received progress for \$14,700. by September 2011 we received \$22,500. If was anticipated first we would need \$42,592 and the utility costs came in lower than anticipated.	ENED \$22,000. It was anticipated that we would heav 475,00	מו מונו מוני מפור מתוח מי לי מוני מוני מי
,	Evaluator Comments:	This is an excel	Івті оцісоте. Т'я сатт	This is an excellent outcome. The community now has access to a year-round pool with minimal expenses to the Uty	enses to the City.	

MAP MANAGER PERFORMANCE EVALUATION - OBJECTIVE WORKSHEET

Employee: Steven R. Phillips

				Objective 1: Employee's Overall Rating = Fell Short / Evaluator's Overall Rating = Met Expectations	Objective 2: Employee's Overall Rating = Met Expectations / Evaluator's Overall Rating = Met Expectations	Objective 3: Employee's Overall Rating = Met Expectations / Evaluator's Overall Rating = Met Expectations	Objective 4: Employee's Overall Rating = Met Expectations / Evaluator's Overall Rating = Exceeded Expectations	Objective 5: Employee's Overall Rating = Fell Short / Evaluator's Overall Rating = Met Expectations	Objective 6: Employee's Overall Rating = Met Expectations / Evaluator's Overall Rating = Met Expectations	Objective 7: Employee's Overall Rating = Exceeded Expectations / Evaluator's Overall Rating = Exceeded Expectations	
		Weighted	Evaluator	0.50	0:30	0.40	0.30	0.20	0.20	0.30	
SUMMARY		Objective	Weighting	25%	15%	20%	10%	10%	10%	10%	
SCORING SUMMARY	Unweighted	Evaluator	Scoring	2	2	2	က	2	2	3	
	Unweighted	Employee	Scoring	-	2	2	2		2	3	

Overall Objective Component Score

2.20

100%

MAP MANAGER PERFORMANCE EVALUATION - SCORING SUMMARY AND SIGNATURES

Employee: Steven R. Phillips

Job Title: Parks, Recreation & Cultural Affairs Director

Employee ID#: 008921 Date: 01/00/00 Department Name: Parks, Recreation & Cultural Affairs

MANAGER SCORING	SUBJECTIVE FACTORS	DEVELOPMENT PLAN: ACTION AND DATES (Based on last prior performance evaluation)	RESULTS
Applying	FACTOR 1 - MANAGEMENT SKILLS		
Applying	FACTOR 2 - LEADERSHIP SKILLS	-	
Applying	FACTOR 3 - EQUAL OPPORTUNITY / AFFIRMATIVE ACTION / DIVERSITY / ETHICS		
Applying	FACTOR 4 - WORK KNOWLEDGE / APTITUDE		
Gulding	FACTOR 5 - INNOVATION / FLEXIBILITY		
Applying	FACTOR 6 - PROFESSIONAL / CONTINUING EDUCATION		
Applying	FACTOR 7 - SAFETY / HEALTH CONSCIOUSNESS		
Guiding	FACTOR 8 - CUSTOMER SERVICE		
3.25 30% 0.98	SUBJECTIVE COMPONENT TOTAL SUBJECTIVE FACTOR WEIGHTING SUBJECTIVE COMPONENT WEIG		

MAP MANAGER PERFORMANCE EVALUATION - SCORING SUMMARY AND SIGNATURES

Employee: Steven R. Phillips

Job Title: Parks, Recreation & Cultural Affairs Director

Employee ID#: 008921

Date: 01/00/00

Department Name: Parks, Recreation & Cultural Affairs

MANAGER SCORING	OBJECTIVES		COMMENTS	
Met Expectations	OBJECTIVE 1 - Begin the Recreation Master Plan process to address Agency Accreditation standards			
Met Expectations	OBJECTIVE 2 - Accreditation Phase 2			
Met Expectations	OBJECTIVE 3 - Achieve NGF Goals			
Exceeded Expectations	OBJECTIVE 4 - Complete Capital Projects and Land Acquisition			
Met Expectations	OBJECTIVE 5 - Senior Recreation Center			
Met Expectations	OBJECTIVE 6 - Cone Park Development			
Exceeded Expectations	OBJECTIVE 7 - Pool User Groups for NE Pool			
2.20	OBJECTIVE COMPONENT SCORE (E	Based on 3 point scale	e)	
3.67	3 POINT SCALE SCORE CONVERTE			
70% 2.57	OBJECTIVE FACTOR WEIGHTING OBJECTIVE COMPONENT WEIGHTE	D SCORE		91 Y
2.57	ODJECTIVE COMPONENT WEIGHTE	D SCOKE		
MANAGER	0//50111 000011	A STORY OF THE STORY		
SCORING 0.98	OVERALL SCORIN SUBJECTIVE COMPONENT WEIG			
2.57	OBJECTIVE COMPONENT WEIGH			
3.55	OVERALL PERFORMANC	E SCORE		

MAP MANAGER PERFORMANCE EVALUATION - SCORING SUMMARY AND SIGNATURES Job Title: Parks, Recreation & Cultural Affairs Director Employee: Steven R. Phillips Department Name: Parks, Recreation & Cultural Affairs 01/00/00 Employee ID#: 008921 Date: (Complete this section for New Probationary Employees Only) days during which time the incumbent I recommend that the appraisal period be extended for an additional will be required to upgrade his/her performance to a satisfactory level. For 6-month probationary employees, the extended probationary period shall not exceed ninety (90) days. For 12-month probationary employees, the extended probationary period shall not exceed one hundred eighty (180) days. employee: I denify that this performance evaluation has been reviewed with me and I understand that my signature does not necessarily indicate agreement. Perka, Recreation & Cultural Affairs Director Employee's Title Employee's Signature Employee's Comments: I FEEL THE EVALUATION WAS FAIR AND I LOOK FORWARD TO WERKING, WITH DAUL ONER THE NEXT YEAR. Evaluator's Signature A seen reviewed with the employee and was performed using my best judgment. Evaluator's Signature Evaluator's Title Evaluator's Signature Evaluator's Comments: Reviewer: I certify that I reviewed this performance evaluation and agree with the final performance rating and score. Reviewer's Title Date Reviewer's Signature Reviewer's Comments:

City of Gainesville

Safety Policy Manual Acknowledgement Document

Date:9	12/05	
Employee Name: _	STEVEN R. PHILIPS	(print)
Employee ID#:	8921	

I acknowledge that the Risk Management Department has explained the Safety Policy Manual to me and that I have received a copy of the manual. I further understand that I am to read the information and it is my responsibility to comply with the contents of the Safety Policy Manual.

Should I have any questions about the Safety Policy Manual I am to contact my supervisor.

Employee: Steven R. Phillips
Employee ID#: 8921

Job Title: Parka/RecreationCultural Affairs Director

Employee ID	#:	8921		Date:	10/28/2010	240
5	Terrory	EVALUATIO	N PERIOD	10 34		
From	n:	10/1/2009	1	To:	9/30/2010	

Department Name: Parks/Recreation/Cultural Affairs

N 6 2011

	Ma	rk Box for Review Class with an X	
	Class I - Annual October Review, full 12 months (merit increase, if applicable)		Class III - Initial 12 Month Review, full 12 months (merit increase, if applicable)
	Class B - Probationary Review, less than 12 months (no merit increase)		Class IV - Initial Annual Review, Pro-rated (Pro-rated Merit Increase, if applicable)
MANAGER SCORING	SUBJECTIVE FACTORS	DEVELOPMENT PLAN: ACTION AND DATES	RESULTS

MANAGER SCORING	SUBJECTIVE FACTORS	DEVELOPMENT PLAN: ACTION AND DATES	RESULTS
Applying	FACTOR-1;- MANAGEMENT SKILLS		(4 d) #1
Applying	FACTOR.2- LEADERSHIP SKILLS	5	*
Applying	FACTOR 3 - EQUAL OPPORTUNITY / AFFIRMATIVE ACTION / DÍVERSITY	<u>s</u>	
Applying	FACTOR 4. WORK KNOWLEDGE / APTITUDE	,	
	FACTOR 5 - INNOVATION / FLEXIBILITY	8 ***	
	FÄCTOR:6 - PRÖFESSIÖNÄL DEVELOPMENT		ē
	FACTOR 7 - SAFETY / HEALTH CONSCIOUSNESS	is 15	*
	SUBJECTIVE COMPONENT TOTAL SUBJECTIVE FACTOR WEIGHTING	L SCORE (Based on a 5 point scale)	
	SUBJECTIVE COMPONENT WEIGH		

From:

Job Title: Parks/RecreationCultural Affairs Director

EVALUATION PERIOD: 10/1/2009 9/30/2010: To:

MANAGER SCORING	OBJECTIVES	COMMENTS
Met Expectations	OBJECTIVE 1 - Complete capital projects - MNC, Possum Crrek Phase 1 and pol splash pads	
Exceeded Expectations	OBJECTIVE:2 - Follow up on Cultural Survey and Implement training to:address areas needed Improvement	
Met Expectations	OBJECTIVE:3 - Work with Community Development, Public Works and Legal to develop the City's Ecological Overlay	
Met Expectations	OBJECTIVE 4 - Analyze the availability, and accessibility of yout, programs and identify a role for the City Government in conjunction with GPD	
Exceeded Expectations	OBJECTIVE 5 - Budget Compliance	
2.40 4.00		RTED TO A 5 POINT SCALE SCORE
70% 2.80	OBJECTIVE FACTOR WEIGHTING OBJECTIVE COMPONENT WEIGH	

Employee: Steven R. Phillips

Job Title: Parks/RecreationCultural Affairs Director

Department Name: Párks/Recreatión/Cultural Affairs

Employee ID#:	8921	Date:	10/28/2010	
	EVALUATION F	ERIOD:		
From:	10/1/2009	To:	9/30/2010	
		V		

MANAGER SCORING	OVERALL SCORING
0.94	SUBJECTIVE COMPONENT WEIGHTED SCORE
2.80	OBJECTIVE COMPONENT WEIGHTED SCORE
3.74	OVERALL PERFORMANCE SCORE

MAPS PERFORMANCE EVALUATION - MANAGER SCORING SUMMARY AND SIGNATURES Job Title: Parks/RecreationCultural Affairs Director Employee: Steven R. Phillips Department Name: Parks/Recreation/Cultural Affairs 8921 Date: 10/28/2010 Employee ID#: EVALUATION PERIOD: 9/30/2010 10/1/2009 To: From: by that this performance evaluation has been reviewed with me and I understand that my signature does not necessarily indicate agreement. PRCA PRECTOR Employee's Signature Employee's Comments: Evaluator: I certify that this performance evaluation has been reviewed. Evaluator's Signature Evaluator's Comments: Reviewer: I certify that I reviewed this performance evaluation and agree with the final performance railing and acces. Reviewer's Title Date Reviewer's Signature Reviewer's Comments:

	Evaluator	FACTOR 1 - MANAGEMENT SKILLS	
Guiding	Guiding	MANAGEMENT: Appropriately directs and controls the use of all assigned resources; takes responsibility for all department/division activities; effectively and efficiently plans and organizes department/division activities. Complies with all business, technical and employment laws, rules, regulations, policies, procedures and standards.	
Applying	Applying	STAFFING AND EMPLOYEE DEVELOPMENT: Effectively selects, develops and evaluates assigned staff; staffs department/division effectively to achieve objectives while maintaining high productivity; promotes employee development.	
Applylng	Applying	SUPERVISION: Confronts issues in a timely manner and ensures that desired results are accomplished through assigned staff; appropriately and fairly counsels individual employees; applies workforce rules in a fa and consistent manner. Brings conflict and dissension into the open and actively participates in resolving issues in a productive manner that enhances the quality of decisions and the organizational environment, thui improving positive working relationships. Provides positive feedback and appropriate counseling when necessary; encourages employees to strive to improve; facilitates professional development.	
Äpplying	Applying	ORGANIZATIONAL: Meets goals and objectives in an orderly manner through efficient and effective use of all available resources. Formulates relevant goals and objectives while maintaining flexibility; provides for viable options. Prepares budgets based on prioritized needs and objectives that reflect desired results; implements cost reduction programs; appropriately monitors and controls budget expenditures.	
Applying Applying appropriate balance between organizational and employee interest; pro		EMPLOYEE RELATIONS: Properly administers provisions of collective bargaining agreements. Achieves appropriate balance between organizational and employee interest; properly balances administrative commitments and city personnel policies and procedures in the management of the workforce.	
Applying Applying have necessary resources a appropriate personnel; make		DELEGATION: Appropriately assigns responsibilities and tasks; establishes controls, ensuring employees have necessary resources and authority to carry out assignments. Makes clear and detailed assignments to appropriate personnel; makes assignments in a fair and impartial manner, considering the needs of the city, department, and the employee's capabilities.	
Applying	Applying	Overall Factor Rating	
Employee Comments:			
Evaluator Comments:		Steve continues to do a fine job managing the department. Steve effectively addresses specific issues that arise. Steve is encouraged to find opportunities to be more proactive in identifying and addressesing issues before they become problems and working to ensure appropriate and effective policies and processes are in place. Efforts toward departmental accreditation should assist with this as well.	

	Evaluator	FACTOR 2 - LEADERSHIP SKILLS	
Applying	Applying	DECISIVENESS: Makes firm, fair, and conclusive decisions in a timely manner. Accepts full responsibility and accountability for decisions and actions; does not defer or avoid making difficult or unpleasant decisions; seeks to take a leadership role in the decision making process. When appropriate, explains rationale for decisions to staff and seeks staff input when making decisions.	
Guiding	Guiding	JUDGMENT: Makes sound, reasonable decisions by evaluating alternatives. Makes decisions based on facts, data analysis, and consideration of other relevant variables; displays maturity in performance of responsibilities. Demonstrates ability to forecast implications of decisions.	
Applying	Applying	RISK TAKING: Moves forward with innovative ideas and techniques, assessing risks associated with charant develops alternatives to take corrective action if necessary.	
Applying	Applying	MOTIVATING OTHERS: Appropriately guides individuals or groups toward accomplishing objectives; maintains control; encourages others to offer opinions; is successful in getting ideas and suggestions accepted by others; develops and implements team/group leadership:skills to promote broad employee involvement and commitment to achieve objectives. Creates an atmosphere where subordinates and other recognized and rewarded for individual and/or group accomplishments; accepts and promotes employeement; motivates staff to complete assigned tasks in a timely and effective manner.	
Guiding	Applying	COMMUNICATION: Speaks and writes clearly, concisely, effectively and professionally using appropriate style, grammar, and tone; presents complex issues in a manner which is clear and understandable to the target audience; fields questions in a professional, concise manner resulting in the audience having a better understanding of the topic or issues. Actively shares information; keeps others informed of decisions, change and other relevant information in a timely manner.	

MAPS PERFORMANCE EVALUATION - MANAGER SUBJECTIVE FACTOR WORKSHEET Employee: Steven R. Phillips

Guiding	Guiding	INTERPERSONAL SKILLS: Develops and maintains professional relationships with internal and external customers; seeks to improve and promote the image of the total organization and to promote its goals and objectives. Maintains effective working relationships throughout the organization; sets an example by exhibiting a positive attitude and enthusiasm in generating and improving relationships between staff and others.	
Gulding Gulding		COORDINATION WITH OTHER DEPARTMENTS: Willing to assist others within the organization to meet goals and objectives; effectively communicates decisions affecting other departments.	
Gulding	Applying	Overall Factor Rating	
Employee Comments:			
Evaluator Comments:		Steve and Michelle are a strong team providing complementary skills beneficial in leading and managing the department. Steve is a team player who coordinates well with other departments. Steve and Michelle take much of the responsibility and burden to see that issues are appropriately addressed and to support their states is enocuraged to find ways to develop his managers and up and coming staff so the responsibility and burden could be appropriately addressed. This isolated accountable for	

Employee	Evaluator	FACTOR 3 - EQUAL-OPPORTUNITY / AFFIRMATIVE ACTION / DIVERSITY	
Applying	Applying	EQUAL OPPORTUNITY: Ensures compliance with equal opportunity laws and policies; treats all employees, customers; vendors and others with falmess and impartiality; works to create an environment that is free of all inappropriate behavior.	
Applying	Applying	AFFIRMATIVE ACTION: Understands the concepts of affirmative action and demonstrates a commitment to the affirmative action policy and plan; proactive in developing a recruitment plan for future, as well as, current vacancies; develops tools to assist in development and upward mobility for current employees.	
Applying	Applying	DIVERSITY: Recognizes the variety of perspectives and views of others; works to improve communications and relationships between self, employees, customers, vendors and others; addresses diversity related organizational barriers; and resistance to change.	
Applying	Applying	Overall Factor Rating	
Employee Comments:		We have had a few issues this past fiscal year that we are working though. I believe that as a whole the department applies and is in compliance with the EO laws, undersated affirmative action and recognizes the diversity in the work force.	
Evaluator Comments:		I concur with Steve's comments. When issues do arise they appear to be the result of policy and procedure issues. This ties into the need for departmental staff to be knowledgable of City policies and procedures and for policies and procedures to be established where they are needed but don't currently exist.	

Employee	Evaluator	FÁCTOR 4 - WORK KNOWLEDGE / APTITUDE	
Applying	Applying	TECHNICAL EXPERTISE: Has mastered all technical and operational details and procedures; maintains general knowledge of related positions. Stays current with trends and developments in related areas of importance. Understands and uses appropriate policies, procedures, techniques, and supervisory skills essential to the efficient functioning of the division/department; knowledgeable of applicable laws, rules, and regulations and their effect on operations.	
Applying	Applying	QUALITY OF WORK: Work products rarely contain errors and does not need revisions in content; credibility and accuracy of work products is of high quality and consistently withstands challenge and questions; work products are well presented and professional; assumes responsibility for ensuring work quality and excellence from assigned staff.	
Gulding	Gulding	QUANTITY OF WORK: Consistently provides high volume output in response to service level demands; organizes and conscientiously completes all work in required time. Contributes maximum effort to work activities; demonstrates commitment to organizational goals/policies through work effort/accomplishment.	
Applying	Applying	Overall Factor Rating	
Employee Comments:		I believe that by going through another year's experience as Director plus a major budget reduction has been a challenge but dealt with effectively and efficiently.	
Evaluator Comments:		Steve continues to be very productive and responsive.	

MAPS PERFORMANCE EVALUATION - <u>MANAGER</u> SUBJECTIVE FACTOR WORKSHEET Employee: Steven R. Phillips

Employee	Employee Evaluator FACTOR 5 - INNOVATION / FLEXIBILITY		
Guiding Guiding		INITIATIVE: Becomes actively involved in situations and decisions; demonstrates an independent willingness to move forward with ideas and techniques.	
Applying	Applying	INNOVATION: Develops, presents, and applies innovative ideas and concepts to improve the effective and efficient use of resources and techniques.	
Applying Applying		CREATIVITY: Formulates new ideas, showing ingenuity in applying training and information, using inventive skill and imagination.	
Guiding Guiding		PERSONAL ADAPTABILITY: Appropriately modifies behavior to the ever changing demands of work challenges when confronted with change, ambiguity, adversity, or other pressures; accepts and welcomes alternative views; adjusts quickly to new concepts and procedures.	
Guiding			
Employee Comments:		We have made major organizational changes and reassignments to address the core services and public needs.	
Evaluator Comments:		The department has adapted to significant budget reductions. Tremdendous:new and enhanced facilities were completed through Wild Spaces Public Places including the Skate Park at Possum; Creek, the heating of NE Pool and Improvements to Ironwood Golf Course. Steve is encouraged to challenge his staff to be innovative and creative in exploring ways to address service needs in: light of limited fiscal resources.	

Employee	loyee Evaluator FACTOR 6 - PROFESSIONAL DEVELOPMENT		
		NETWORKING: Generates professional contacts, both public and private, to serve as resources and support.	
Learning Applying		CONTINUING EDUCATION: Continually seeks to develop into a recognized professional in his/her field; upgrades current knowledge of regulations and procedures within the public and private sectors; furthers education by taking current courses at appropriate levels.	
Learning Applying		CONFERENCES AND SEMINARS: Attends and actively participates in relevant workshops; conferences and Gainesville Corporate University courses to keep abreast of present trends and developments	
Learning Applying Overall Factor Rating		Overall Factor Rating	
_	loyee nents:	this past fiscal has resulted in major budget cuts to include travel and training. The goal is to work on continued education in my field to addess this factor.	
Evaluator Comments:		I encourage Steve to engage to a higher degree in his professional state and national associations to develop his peer network and stay attuned to issues and trends.	

	Evaluator	FACTOR 7 - SAFETY / HEALTH CONSCIOUSNESS	
Applying	Applying	JOB HAZARDS: Creates an environment where existing and potential job hazards are identified and mitigated before any unsafe condition is established or unsafe act is committed. Routinely demonstrate leading by personal example in so doing.	
Applying	Applying	SAFETY POLICIES AND PROCEDURES: Assures that all safety policies and procedures are fully understood by all in the work group and are adopted as personal values, by the workforce. Assures that any accident, injury, significant unsafe condition or policy violation is investigated, documented and that lessons learned are implemented.	
Applying	Applying HEALTH STANDARDS: Assures that applicable occupational health standards are complied with task standards and that execution of the job task by the workforce is in accordance with the standards.		
Applying	Applying	Overall Factor Rating	
Employee Comments:			
Evaluator Comments:			

SCORING SUMMARY		l	
Employee	Evaluator]	
3	3	Factor 1: Employee's Overall Rating = Applying	Evaluator's Overall Rating = Applying
4	3	Factor 2: Employee's Overall Rating = Guiding	Evaluator's Overall Rating = Applying
3	3	Factor 3: Employee's Overall Rating = Applying	Evaluator's Overall Rating = Applying
3	3	Factor 4: Employee's Overall Rating = Applying	Evaluator's Overall Rating = Applying
4	4	Factor 5: Employee's Overall Rating = Guiding	Evaluator's Overall Rating = Guiding
2	3	Factor 6: Employee's Overall Rating = Learning	Evaluator's Overall Rating = Applying
3	3	Factor 7: Employee's Overall Rating = Applying	Evaluator's Overall Rating = Applying
22	22	Total Score	
35	35	Possible Score (# of factors times 5 points)	
3.14	3.14	Overall Subjective Component Score (Total Sc	ore divided by # of factors)

			OBJECTIVE # 1	E#1	
Evaluator	Enter Objective Weighting	i 1	Metric / Indicator	Target or Expected Results (\$, %, # or date)	Actual (\$.% # or date)
Met.Expectations	20%	Complete capital projects - MNC. Possum Crreit Phase 1 and pot epissh pade	MNG Grant - complete construction of outdoor pavillion	100% by January 2010 - completed by April 2010	%00L
		â	Possum Creak Phase 1 - complete construction	100% by Jenuary 2010 ≃ completed by April 2010	% .óoi.
3			Splash peds-complete construction of 2 approved splash pads	100% by May 2009 - completed by May 2009	100%
		•	8		
Met Expectations		Overall Objective Ra	ective Rating		
Evaluator Comments:			-		

2 of B

MAPS PERFORMANCE EVALUATION - MANAGER OBJECTIVE WORKSHEET

Phillips	
Steven R.	
Employee:	

			S CHARGE WERE	(#2	
Evaluator	Enter Objective Weighting	Objective	Metric / Indicator	Terpet or Expected Results (\$, %, # or date)	Actual (\$, %, # or date)
Exceeded	l l	Follow up on Cultural Survey and Implement training to address eress needed Improvement	Communications and Morale - meet with departmental staff on a quarterty basis	4 medings per year - completed	100%
	15		Communications - meeting with Managers 2 times e month - completed	100% by Sept 2011	%00)
	ii				
Exceeded Expectations	pectations	Overell Objective	jeethye Reiting		
Evaluator Comments:					

MAPS PERFORMANCE EVALUATION - MANAGER OBJECTIVE WORKSHEET Employee: Steven R. Phillips

		-		-		 			
	Actual (\$, %, # or date)	16001:	%001i	100%					
#8	Target or Expected Results (\$, %, # or date)	Meet with City and County Departmental staff for draft proposal by summer 2008 - compieted	Draft and submit proposed overlay by fall 2009 - completed	Submil overlay to City Commission for aproval by September 2009 - completed					, æ
8 PENINSENSO	Metric / Indicator	Davalop an Ecological Overlay	Address net cost - lower City subsidy	Evaluate the point of sales with finance and make recommendations for improvements if reeded				Overall Objective Retting	
	Objective	Work with Community Development, Public Works and Legal to develop the City's Ecological Overtay			0	-	4	Overall Obj	8
	Enter Objective Weighting	20%	10.00					tations	
	Evaluator	Met Expectations		. 10			8	Met Expectations	Evaluator Comments:

MAPS PERFORMANCE EVALUATION - MANAGER OBJECTIVE WORKSHEET Employee: Steven R. Phillips

			©EVINOS (0) (1) (1) (1) (1) (1) (1) (1) (1) (1) (1	. <i>*00</i> 2	
Evaluator	Enter Objective Weighting		Metric / Indicator	Target or Expected Results (\$. %, # or date)	Actual (\$. %, # or date)
Wet Expectations	1	Aralyze the availability and accessibility of your programs and identify a role for the City Government in conjunction with GPD	Work with GPD and Strategic Planning members	Consider staffing and facility evaliability by fall 2009 - completed	100%
	ė.				
		•			
	5				
Met Expectations	tations	Overell Objective	jective Rating		
Evaluator Comments:			*		

SPhillips FY 2010 Evaluation-FINAL xixx M2 - MGR Objectives

7	· · · · ·		<u> </u>	т			T	_	
Actual (\$ %, # or date)	1,00	100%			E				27
Target or Expected Results (\$, %, # or date)	Apr-09	. Мау-09		9					
Metric / Indicator	Complete analysis of departmental budget - completed	set controls for line/lism aflocation overspending - completed			+			jective Retting	8
Objective	Budget Compliance					2		Overell Obj	
Enter Objective Welghting	%02							pectations	
Evaluator	Exceeded Expectations		_					Exceeded Ex	Evaluator Comments:
	Enter Objective Weightling Objective Metric / Indicator Target or Expected Results (\$, %, # or dete)	Enter Objective Objective Metric / Indicator Target or Expected Results (\$, %, # or date) Actual (\$ Budget Compliance Complexe analysis of departmental budget - completed Apr-09	Enter Objective Metric / Indicator Target or Expected Results (\$, %, # or date) 8udget Compliance Gampleis analysis of departmental budget - completed Apr-09 20% Gampleis analysis of departmental budget - completed Apr-09 set controls for ting item, affocation overspending - completed http://dx.	Enter Objective Weighting Objective Metric / Indicator Target or Expected Results (\$, %, # or date) 20% Complete analysis of departmental budget - campleted Seat controls for fine item diocation overspending - completed Naz-09 Naz-09	Enter Objective Weighting Objective Metric / Indicator Target or Expected Results (5, %, # or date) 20% Complete analysis of departmental budget - completed Acr-09 aut controls for line item affocation overspanding - completed May-09	Weighting Budget Complaine Metric / Indicator Target or Expected Results (S. %, # or date) 20% Complain analysis of departmental budget - completed Apr-09 and controls for the lam allocation overspanding - completed May-09 May-09	Weighting Budget Compliance Describe Metric I Indicator Tanget or Expected Results (S. %, # or dote) 20% Complete an elysa (of departmental budget - completed Apr-59 May-09 May-09 May-09	Enfer Objective Weighting Objective Average Complete are paid of departmental budget - completed Results (S. Vo. # or deta) 20% Complete Semple of departmental budget - completed Apr-09 and complete Semple of departmental budget - completed Apr-09 in Ney-09 in Ney-09	Enter Objective Objective Weighting Durget Compiles analysis of departmental budges - compiled Apr-09

SPhilips FY 2010 Evaluation-FINAL xisx M2 - MGR Objectives

			©BJEGIIME#8	340	
Evaluator	Enter Objective Weighting	Objective	Metric / Indicator	Target or Expected Results (\$. %, # or date)	Actual (\$. %, # or date)
				[4	
	3.0	Overell Objective	jedive Reding		
Evaluator Comments:					

SPhilipe FY 2010 Evaluation-FINAL dax M2 - MGR Objectives

			7 CENTRE CONTROL	208		
Evaluator	Enter Objective Weighting	Objective.	Metric / Indicator	Target or Expected Results (\$. %, #'or date)	Actual (\$, %, # or date)	
			·			
						16
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e.		40		¥.		
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×		Overell Ob	Overall Objective Reting			
Evaluator Comments:	~~					

MAPS PERFORMANCE EVALUATION - MANAGER OBJECTIVE WORKSHEET Employee: Steven R. Phillips

SCORING SUMMARY

	0.40 Objective 1: Evaluator's Overall Rating = Met Expectations	0.60 Objective 2: Evaluator's Overall Rating = Exceeded Expectations	Objective 3: Evaluator's Overall Rating = Met Expectations	Objective 4: Evaluator's Overall Rating = Met Expectations	Objective 5: Evaluator's Overall Rating = Exceeded Expectations		
	Objective 1:	Objective 2:	Objective 3:	Objective 4:	Objective 5:	٠	
Weighted Evaluator	0.40	09'0	0.40	0.40	09.0		
Objective Weighting	20%	20%	20%	20%	20%		
Unweighted Objective Evaluator Weighting	2	က	2	2	က		

Overall Objective Component Score

2.40

100%

Employee: Steve Phillips

8 521

Employee Evaluator

Applying

Gulding

Gulding

Gulding

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Gulding

Gulding

FACTOR 1 - MANAGEMENT SKILLS

MANAGEMENT: Appropriately directs and controls the use of all assigned resources; takes responsibility for all department/division activities; effectively and efficiently plans and organizes department/division activities. Complies with all business, technical and employment laws, rules, regulations, policies, procedures and stendards.

Applying	Gulding	all department/division activities; effectively and efficiently plans and organizes department/division activities. Complies with all business, technical and employment laws, rules, regulations, policies, procedures and standards.
Applying	Applying	STAFFING AND EMPLOYEE DEVELOPMENT: Effectively selects, develops and evaluates assigned staff; staffs department/division effectively to achieve objectives while maintaining high productivity; promotes employee development.
Learning	Applying :	SUPERVISION: Confronts issues in a timety manner and ensures that desired results are accomplished through assigned staff; appropriately and fairly counsels individual employees; applies workforce rules in a fair and consistent manner. Brings conflict and dissension into the open and actively participates in resolving issues in a productive manner that enhances the quality of decisions and the organizational environment, thus improving positive working relationships. Provides positive feedback and appropriate counseling when necessary; encourages employees to strive to improve; facilitates professional development.
Learning	Applying	ORGANIZATIONAL: Meets goals and objectives in an orderly manner through efficient and effective use of all available resources. Formulates relevant goals and objectives while maintaining flexibility; provides for viable options. Prepares budgets based on prioritized needs and objectives that reflect desired results; implements cost reduction programs; appropriately monitors and controls budget expenditures.
Applying	Guiding	EMPLOYEE RELATIONS: Properly administers provisions of collective bargaining agreements. Achieves appropriate balance between organizational and employee interest; properly balances administrative commitments and city personnel policies and procedures in the management of the workforce.
Applying	Applying	DELEGATION: Appropriately assigns responsibilities and tasks; establishes controls, ensuring employees have necessary resources and authority to carry out assignments. Makes clear and detailed assignments to appropriate personnel; makes assignments in a fair and impartial manner, considering the needs of the city, department, and the employee's capabilities.
Applying	Applying	Overall Factor Rating
Employee (Comments:	
Evaluator (Comments:	Steve has done a fine job managing his department and overcoming resources challenges.

Employee	Evaluator	FACTOR 2 · LEADERSHIP SKILLS
Applying	Applying	DECISIVENESS: Makes firm, fair, and conclusive decisions in a timely manner. Accepts full responsibility and accountability for decisions and actions; does not defer or avoid making difficult or unpleasant decisions; seeks to take a leadership rote in the decision making process. When appropriate, explains rationale for decisions to staff and seeks staff input when making decisions.
Applying	Guiding	JUDGMENT: Makes sound, reasonable decisions by evaluating alternatives. Makes decisions based on facts, data analysis, and consideration of other relevant variables; displays maturity in performance of responsibilities. Demonstrates ability to forecast implications of decisions.
Learning	Applying	RISK TAKING: Moves forward with innovative ideas and techniques, assessing risks associated with change and develops alternatives to take corrective action if necessary.
Learning	Applying	MOTIVATING OTHERS: Appropriately guides individuals or groups toward accomplishing objectives; maintains control; encourages others to offer opinions; is successful in getting ideas and suggestions accepted by others; develops and implements team/group leadership skills to promote broad employee involvement and commitment to achieve objectives. Creates an atmosphere where subordinates and others are recognized and rewarded for individual and/or group accomplishments; accepts and promotes employee involvement; motivates staff to complete assigned tasks in a timely and effective manner.
Applying	Guiding	COMMUNICATION: Speaks and writes clearly, concisely, effectively and professionally using appropriate style, grammar, and tone; presents complex Issues in a manner which is clear and understandable to the target audience; fields questions in a professional, concise manner resulting in the audience having a better understanding of the topic or issues. Actively shares information; keeps others informed of decisions, change and other relevant information in a timely manner.
Applying	Gulding	INTERPERSONAL SKILLS: Develops and maintains professional relationships with internal and external customers; seeks to improve and promote the image of the total organization and to promote its goals and objectives. Maintains effective working relationships throughout the organization; sets an example by exhibiting a positive attitude and enthusiasm in generating and improving relationships between staff and others.
Applying	Gulding	COORDINATION WITH OTHER DEPARTMENTS: Willing to assist others within the organization to meet goals and objectives; effectively communicates decisions affecting other departments.
Applying	Guiding	Overall Factor Rating
Employee (Comments:	T .
Evaluator (Comments:	Steve has the pulse of the department and keeps his staff well informed about City and departmental issues. Steve sees the big picture and coordinates very well with other deartments.

Employee: Steve Phillips

Employee .	Evaluator	FACTOR'S EQUAL OPPORTUNITY AFFIRMATIVE ACTION / DIVERSITY
Applying	Guiding	EQUAL OPPORTUNITY: Ensures compliance with equal opportunity laws and policies; treats all employees customers, vendors and others with fairness and impartiality; works to create an environment that is free of a inappropriate behavior.
Applying	Applying	AFFIRMATIVE ACTION: Understands the concepts of affirmative action and demonstrates a commitment to the affirmative action policy and plan; proactive in developing a recruitment plan for future, as well as, current vacancies; develops tools to assist in development and upward mobility for current employees.
Applying	Guiding	DIVERSITY: Recognizes the variety of perspectives and views of others; works to improve communications and relationships between self, employees, customers, vendors and others; addresses diversity related organizational barriers and resistance to change.
Applying	Guiding	Overall Factor Rating
Employee (Comments:	

Employee	Evaluator	FACTOR A WORK KNOWLEDGE / APTITUDE
Learning	Applying	TECHNICAL EXPERTISE: Has mastered all technical and operational details and procedures; maintains general knowledge of related positions. Stays current with trends and developments in related areas of importance. Understands and uses appropriate policies, procedures, techniques, and supervisory skills essential to the efficient functioning of the division/department; knowledgeable of applicable laws, rules, and regulations and their effect on operations.
Learning	Applying	QUALITY OF WORK: Work products rarely contain errors and/or do not need revisions in content; credibility and accuracy of work products is of high quality and consistently withstands challenge and questions; work products are well presented and professional; assumes responsibility for ensuring work quality and excellence from assigned staff.
Gulding	Guiding	QUANTITY OF WORK: Consistently provides high volume output in response to service level demands; organizes and conscientiously completes all work in required time. Contributes maximum effort to work activities; demonstrates commitment to organizational goals/policies through work effort/accomplishment.
Applying	Applying	Overall Factor Rating
Employee	Comments:	
Evaluator	Comments:	Steve is very productive and responsive. Although Steve worked in nature Operations for many years, he had developed a solid understanding of all areas of departmental responsibility continued to

Employee	Evaluator	FACTOR'S INNOVATION FLEXIBILITY
	Guiding	INITIATIVE: Becomes actively involved in situations and decisions; demonstrates an independent willingness
Applying		to move forward with ideas and techniques.
	A 1 - 2	INNOVATION: Develops, presents, and applies innovative ideas and concepts to improve the effective and
Learning	Applying	efficient use of resources and techniques.
	Applying	CREATIVITY: Formulates new ideas, showing ingenuity in applying training and information, using inventive
Learning		skill and imagination.
		PERSONAL ADAPTABILITY: Appropriately modifies behavior to the ever changing demands of work
Applying	Guiding	challenges when confronted with change, ambiguity, adversity, or other pressures; accepts and welcomes
		alternative views; adjusts quickly to new concepts and procedures.
Applying	Guiding	Overall Factor Rating
Employee	Comments:	
Evaluator	Comments:	

Employee	Comments:	
Learning	Leaming	Overall Factor Rading
Learning	Leaming	CONFERENCES AND SEMINARS: Attends and actively participates in relevant workshops, conferences a Gainesville Corporate University courses to keep abreast of present trends and developments
Learning	Leaming	CONTINUING EDUCATION: Continually seeks to develop into a recognized professional in his/her field; upgrades current knowledge of regulations and procedures within the public and private sectors; furthers education by taking current courses at appropriate levels.
Learning	Learning	NETWORKING: Generates professional contacts, both public and private, to serve as resources and supp
mployee	Evaluator	FACTOR PROFESSIONAL DEVELOPMENT

Employee E	valuator	FACTOR TESAFETY (HEALTH CONSCIOUSNESS
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TN.

Applying	Applying	JOB HAZARDS: Creates an environment where existing and potential job hazards are identified and mitigated before any unsafe condition is established or unsafe act is committed. Routinely demonstrates
		leading by personal example in so doing.
		SAFETY POLICIES AND PROCEDURES: Assures that all safety policies and procedures are fully
Applying	Applying	understood by all in the work group and are adopted as personal values by the workforce. Assures that any
		accident, injury, significant unsafe condition or policy violation is investigated, documented and that lessons
		learned are implemented.
	Applying	HEALTH STANDARDS: Assures that applicable occupational health standards are complied with by all job
Applying		task standards and that execution of the job task by the workforce is in accordance with the standard.
Applying	Applying	Overall Factor Rating
Employee (Comments:	

SCORING	SUMMARY	
Employee	Evaluator	347
3	3	Factor 1: Employee's Overall Rating = Applying Evaluator's Overall Rating = Applying
3	4	Factor 2: Employee's Overall Rating = Applying Evaluator's Overall Rating = Guiding
3	4	Factor 3: Employee's Overall Rating = Applying Evaluator's Overall Rating = Guiding
3	3	Factor 4: Employee's Overall Rating = Applying Evaluator's Overall Rating = Applying
3	4	Factor 5: Employee's Overall Rating = Applying Evaluator's Overall Rating = Guiding
2	2	Factor 6: Employee's Overall Rating = Learning
3	3	Factor 7: Employee's Overall Rating = Applying Evaluator's Overall Rating = Applying
20	23	Total Score
35	35	Possible Score (# of factors times 5 points)
2.86	3.29	Overall Subjective Component Score (Total Score divided by # of factors)
Learning	Applying	Overall Subjective Component Rating

Employee: Steve Phillips

OBJECTIVE # 1						
Evaluator	Enter Objective Welghting	Objective	Metric / Indicator	Target or Expected Results (\$, %, # or date)	Actual (\$, %, # or date)	
Met Expectations	20%	Complete capital projects - MNC,	MNC Grant - complete construction of outdoor pavilion	100% by January 2010	75%	
		Possum Creek Phase 1, and pool splash pads.	Possum Creek Phase 1 - complete contruction	100% by January 2010	75%	
		,	Splash Pads - complete construction of 2 approved splash pads	100% by May 2009	100%	
		} [30			
Met Expe	tations	Overall Objectiv	e Rating			

Evaluator Comments:

			OBJECTIVE # 2	Company of the company	
Evaluator	Enter Objective Weighting	Objective	Metric / Indicator	Target or Expected Results (\$, %, # or date)	Actual (\$, %, # or date)
Exceeded Expectations	20%	Follow-up on Cultural Survey	Communications and Morale - meet with Departmental staff on a quarterly basis	4 meetings per year	100%
		and implement training to address areas	Communications - meeting with Managers 2 times a month	26 times a year	75%
		needed Improvement			***
	-				
	1				
Exceeded E	xpectations	Overall Objectiv	ve Rating		
iluator nments:					

	OBJECTIVE # 3						
Evaluator	Enter Objective Weighting	Objective	Metric / Indicator	Target or Expected Results (\$, %, # or date)	Actual (\$, %, # or date)		
Met Expectations	20%	Work with Community	Develop an Ecological Overlay	Departmental staff for draft	100%		
		Development, Public Works and Legal to develop		Draft and submit proposed overlay by fall 2009	100%		
	1	the City's Ecological Overlay	81.	Commission for apptroval by September 2009	100%		
		Overlay					
	1						
		1			775		

MAPS PERFORMANCE EVALUATION - MANAGER OBJECTIVE WORKSHEET Employee: Steve Phillips

Met Expectations	Overall Objective Rating		
ator			

Evaluator	Enter Objective Weighting	Objective	Metric / Indicator	Target or Expected Results (\$, %, # or date)	Actual (\$, %, # or date)
t Expectations	20%	Analyze the availabity and accessibility of youth programs and idneify a role for the City Government in conjunction with GPD	Work with GPD and Strategic Plan members	Consider staffing and facility availability by fail 2009	100%
Met Expec	tations	Overall Objective I	Rating		KT 11 150

		telija a	OBJECTIVE # 5	N. H. W. Ben Mill. Co.	
Evaluator	Enter Objective Weighting	Objective	Metric / Indicator	Target or Expected Results (\$, %, # or date)	Actuel (\$, %, # or date)
Exceeded 20% Expectations		Budget Compliance	Complete analysis of Departmental budget	Apr-09	100%
			Set controls for line item allocation overspending	May-09	100%
			6		
	1				
	1 1				
	1				
Exceeded Exp	pectations	Overall Objectiv	e Rating		Fill Extend of

20,000,000			OBJECTIVE#	6	
Evaluator	Erner Objective Weighting	Objective	Metric / Indicator	Target or Expected Results (\$, %, # or dete)	Actual (\$, %, # or date)
		-			

Employee: Steve Phillips

Overall Objective Rating

Evaluator
Comments:

Evaluator	Enter Objective Weighting	Objective	Metric / Indicator	Target or Expected Results (\$, %, # or date)	Actual (\$, %, # or date)
	1				

Evaluator Comments:

SCORING SUMMARY			
Unweighted Evaluator	Objective Weighting	Weighted Evaluator	
2	20%	0.40	Objective 1: Evaluator's Overall Rating = Met Expectations
3	20%	0.60	Objective 2: Evaluator's Overall Rating = Exceeded Expectations
2	20%	0.40	Objective 3: Evaluator's Overall Rating = Met Expectations
2	20%	0.40	Objective 4: Evaluator's Overall Rating = Met Expectations
3	20%	0.60	Objective 5: Evaluator's Overall Rating = Exceeded Expectations
	100%	2.40	Overall Objective Component Score
	10076	Met	
		Expectations	Overall Objective Component Rating

C to E

Employes: St	eve Phillips			Job Title: Parks/Recreation/Cultural Affairs Director
Employee ID#:	8921	Date:	12/16/2009	Department Name: Parks/Recreation/Cultural Affairs
	EVALUATION	PERICO		
From:	10/1/2008	To:	9/30/2009	1 *

From	10/1/2008	To:	9/30/2009		
		V	X Box for Reviev	/ Class	Umaka - uma
,	Class I - Annual October Review, ful months (merit increase, if applicable				Class III - Initial 12 Month Review, full 12 months (men
	Class II - Probationary Review, less t 12 months (no merit increase)	than			Class IV - Initial Annual Review, Pro-rated (Pro-rated Merit Increase, if applicable)
MANAGER SCORING	SUBJECTIVE FACTORS	D	EVELOPMENT PLAN	V: ACTION AND DATES	RESULTS
Applying	FACTOR 1 - MANAGEMENT SKILI	LS	ii.		194
Guiding	FACTOR 2 · LEADERSHIP SKILLS	s			
Gulding	FACTOR 3 - EQUAL OPPORTUNIT AFFIRMATIVE ACTION / DIVERSIT				
Applying	FACTOR 4 - WORK KNOWLEDGE APTITUDE	E /			
Gulding	FACTOR 5 - INNOVATION / FLEXIBILITY			,	
Learning	FACTOR 6 - PROFESSIONAL DEVELOPMENT			ě	
Applying	FACTOR 7 - SAFETY / HEALTH CONSCIOUSNESS			55 550 (4)	
3.29 30%	SUBJECTIVE COMPONENT TO SUBJECTIVE FACTOR WEIGH		CORE (Based on a	5 point scale)	

MANAGER SCORING	OBJECTIVES	COMMENTS
Met Expectations	OBJECTIVE 1 - Complete capital projects - MNC, Possum Creek Phase 1, and pool splash pads.	
Exceeded Expectations	OBJECTIVE 2 - Follow-up on Cultural Survey and implement training to address areas needed Improvement	**************************************
Met Expectations	OBJECTIVE 3 - Work with Community Development, Public Works and Legal to develop the City's Ecological Overlay	
Met Expectations	availability and accessibility of youth programs and idnetify a role for the City Government in conjunction with	*
Exceeded Expectations	OBJECTIVE 5 - Budget Compliance	

SUBJECTIVE COMPONENT WEIGHTED SCORE

0.99

Job Title: Parks/Recreation/Cultural Affairs Director Employee: Steve Phillips Department Name: Parks/Recreation/Cultural Affairs 12/16/2009 Date: Employee ID#: 8921 EVALUATION PERIOD: From: 10/1/2008 To: 9/30/2009 OBJECTIVE COMPONENT SCORE (Based on 3 point scale) 2.40 3 POINT SCALE SCORE CONVERTED TO A 5 POINT SCALE SCORE 4.00 OBJECTIVE FACTOR WEIGHTING
OBJECTIVE COMPONENT WEIGHTED SCORE 70% 2.80

Employee: Steve Phillips
Employee ID#: 8921 Date: 12/16/2009

Job Title: Parks/Recreation/Cultural Affairs Director

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Department Name: Parks/Recreation/Cultural Affairs

	Employee ID#:	5921	Date:	12/16/2009	
1		EVALUATION PE	RIOD:		
	From:	10/1/2008	To:	9/30/2009	
					_

MANAGER SCORING	OVERALL SCORING
0.99	SUBJECTIVE COMPONENT WEIGHTED SCORE
2.80	OBJECTIVE COMPONENT WEIGHTED SCORE
3.78	OVERALL PERFORMANCE SCORE

ROM : PARKS REC CA ADMIN FAX NO. : 352 334 2314 Dec. 17 2009 06:30PM P1

Employee: Stev					Ion/Cultural Affaira Director
Employee 10#:	8921	Dete:		Department Name: Perks/Recreation	OUACAMININ ATRIAL
	VALUATE STOCKE	0			
. From:	10/1/2008	To:	9/30/2009		
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