



City Manager Performance Evaluation

City of Key West

Evaluation period:

Each member of the governing body should complete this evaluation form, sign it in the space below and return it to the City Clerk's Office. The City Manager will schedule individual meetings with the Mayor and each City Commissioner to review the accomplishments from last year and discuss goals and objectives for the upcoming year. Provided to you is a copy of the International City/County Manager's Association (ICMA) Manager Evaluations Handbook. This handbook is provided as a guide in assisting in completing the evaluation.

Governing Body Member's Signature

January 5, 2026

Date Submitted

INSTRUCTIONS

This evaluation form contains ten categories of evaluation criteria. Each category contains a statement to describe a behavior standard in that category. For each statement, use the following scale to indicate your rating of the city manager's performance.

5 = Excellent (almost always exceeds the performance standard)

4 = Above average (generally exceeds the performance standard)

3 = Average (generally meets the performance standard)

2 = Below average (usually does not meet the performance standard)

1 = Poor (rarely meets the performance standard)

Any item left blank will be interpreted as a score of "3 = Average"

This evaluation form also contains a provision for entering narrative comments, including an opportunity to enter responses to specific questions and an opportunity to list any comments you believe appropriate and pertinent to the rating period. Please write legibly.

Leave all pages of this evaluation form attached. Initial each page. Sign and date the cover page. On the date space of the cover page, enter the date the evaluation form was submitted. All evaluations presented prior to the deadline identified on the cover page will be summarized into a performance evaluation to be presented by the governing body to the city manager as part of the agenda for the meeting indicated on the cover page.

PERFORMANCE CATEGORY SCORING

1. INDIVIDUAL CHARACTERISTICS

5 Diligent and thorough in the discharge of duties, "self-starter"

5 Exercises good judgment

5 Displays enthusiasm, cooperation, and will to adapt

5 Mental and physical stamina appropriate for the position

4 Exhibits composure, appearance and attitude appropriate for executive position

Add the values from above and enter the subtotal 24 \div 5 = 4.8 score for this category

2. PROFESSIONAL SKILLS AND STATUS

- 5 Maintains knowledge of current developments affecting the practice of local government management
- 5 Demonstrates a capacity for innovation and creativity
- 5 Anticipates and analyzes problems to develop effective approaches for solving them
- 5 Willing to try new ideas proposed by governing body members and/or staff
- 5 Sets a professional example by handling affairs of the public office in a fair and impartial manner

Add the values from above and enter the subtotal $25 \div 5 = 5$ score for this category

3. RELATIONS WITH ELECTED MEMBERS OF THE GOVERNING BODY

- 5 Carries out directives of the body as a whole as opposed to those of any one member or minority group
- 5 Sets meeting agendas that reflect the guidance of the governing body and avoids unnecessary involvement in administrative actions
- 5 Disseminates complete and accurate information equally to all members in a timely manner
- 5 Assists by facilitating decision making without usurping authority
- 5 Responds well to requests, advice, and constructive criticism

Add the values from above and enter the subtotal $25 \div 5 = 5$ score for this category

4. POLICY EXECUTION

- 5 Implements governing body actions in accordance with the intent of council
- 5 Supports the actions of the governing body after a decision has been reached, both inside and outside the organization
- 5 Understands, supports, and enforces local government's laws, policies, and ordinances
- 5 Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness
- 5 Offers workable alternatives to the governing body for changes in law or policy when an existing policy or ordinance is no longer practical

Add the values from above and enter the subtotal $25 \div 5 = 5$ score for this category

5. REPORTING

5 _____ Provides regular information and reports to the governing body concerning matters of importance to the local government, using the city charter as guide

5 _____ Responds in a timely manner to requests from the governing body for special reports

5 _____ Takes the initiative to provide information, advice, and recommendations to the governing body on matters that are non-routine and not administrative in nature

5 _____ Reports produced by the manager are accurate, comprehensive, concise and written to their intended audience

5 _____ Produces and handles reports in a way to convey the message that affairs of the organization are open to public scrutiny

Add the values from above and enter the subtotal $25 \div 5 = 5$ score for this category

6. CITIZEN RELATIONS

5 _____ Responsive to requests from citizens

5 _____ Demonstrates a dedication to service to the community and its citizens

4 _____ Maintains a nonpartisan approach in dealing with the news media

5 _____ Meets with and listens to members of the community to discuss their concerns and strives to understand their interests

5 _____ Gives an appropriate effort to maintain citizen satisfaction with city services

Add the values from above and enter the subtotal $24 \div 5 = 4.8$ score for this category

7. STAFFING

5 _____ Recruits and retains competent personnel for staff positions

5 _____ Applies an appropriate level of supervision to improve any areas of substandard performance

5 _____ Stays accurately informed and appropriately concerned about employee relations

5 _____ Professionally manages the compensation and benefits plan

5 _____ Promotes training and development opportunities for employees at all levels of the organization

Add the values from above and enter the subtotal $25 \div 5 = 5$ score for this category

8. SUPERVISION

5 Encourages heads of departments to make decisions within their jurisdictions with minimal city manager involvement, yet maintains general control of operations by providing the right amount of communication to the staff

5 Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operations at the department level

5 Develops and maintains a friendly and informal relationship with the staff and work force in general, yet maintains the professional dignity of the city manager's office

Sustains or improves staff performance by evaluating the performance of staff members at least annually, setting goals and objectives for them, periodically assessing their progress, and providing appropriate feedback

5 Encourages teamwork, innovation, and effective problem-solving among the staff members

Add the values from above and enter the subtotal 20 4/5 ⁵ = score for this category

9. FISCAL MANAGEMENT

5 Prepares a balanced budget to provide services at a level directed by council

5 Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively

5 Prepares a budget and budgetary recommendations in an intelligent and accessible format

5 Ensures actions and decisions reflect an appropriate level of responsibility for financial planning and accountability

Appropriately monitors and manages fiscal activities of the organization

Add the values from above and enter the subtotal 25 ⁵ = score for this category

10. COMMUNITY

- 5 Shares responsibility for addressing the difficult issues facing the city
- 5 Avoids unnecessary controversy
- 5 Cooperates with neighboring communities and the county
- 5 Helps the council address future needs and develop adequate plans to address long term trends
- 5 Cooperates with other regional, state and federal government agencies

Add the values from above and enter the subtotal $25 \div 5 = 5$ score for this category

NARRATIVE EVALUATION

What would you identify as the manager's strength(s), expressed in terms of the principle results achieved during the rating period? _____

see attachment

What performance area(s) would you identify as most critical for improvement? _____

see attachment

What constructive suggestions or assistance can you offer the manager to enhance performance? _____

see attachment

What other comments do you have for the manager; e.g., priorities, expectations, goals or objectives for the new rating period? _____

see attachment

During your first year ever as a city manager you inherited a city government in a crisis. You have been steadfast and proactive in substantially implementing the grand jury recommendations with diligence and transparency. Your ability to quickly digest and master the multitude of issues facing the city has been extraordinary. You have completed or advanced many stalled projects. Your private sector background in finance has greatly behooved us in preparation and execution of the budget. You have improved the relationships with our local and state partners/agencies.

Increase availability to local media to communicate the successes the city has achieved under your leadership. This will also provide you an opportunity to counter the many false narratives that are spread on social media.

As time permits, work on obtaining certified city manager status or attend training through other city manager professional associations.

I appreciate the hard work and personal sacrifices you have made during what may have been the most challenging year the City of Key West has ever faced. You have exceeded my expectations in the most challenging and scrutinized position in the Florida Keys. Thank you and keep up the good work!!

A handwritten signature in blue ink, appearing to read "Dr. H." or "H." followed by a surname.