



City Manager Performance Evaluation

City of Key West

Evaluation period: April 3, 2023 – April 3, 2024

Each member of the governing body should complete this evaluation form, sign it in the space below and return it to the Human Resources Department, Bridget.Flores. 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.

A handwritten signature in blue ink, appearing to read "Teri Johnston", is written over a horizontal line.

Governing Body Member's Signature
Mayor Teri Johnston

A handwritten date "4/3/24" in blue ink is written over a horizontal line.

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"
- 4 Exercises good judgment
- 3 Displays enthusiasm, cooperation, and will to adapt
- 4 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 20 ÷ 5 = 4 score for this category

2. PROFESSIONAL SKILLS AND STATUS

- 4 Maintains knowledge of current developments affecting the practice of local government management
- 3 Demonstrates a capacity for innovation and creativity
- 4 Anticipates and analyzes problems to develop effective approaches for solving them
- 3 Willing to try new ideas proposed by governing body members and/or staff
- 4 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 18 ÷ 5 = 3.6 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
- 4 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
- 4 Assists by facilitating decision making without usurping authority
- 3 Responds well to requests, advice, and constructive criticism

Add the values from above and enter the subtotal 21 ÷ 5 = 4.2 score for this category

4. POLICY EXECUTION

- 4 Implements governing body actions in accordance with the intent of council
- 4 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
- 4 Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness
- 4 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 21 ÷ 5 = 4.2 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
- 4 Responds in a timely manner to requests from the governing body for special reports
- 4 Takes the initiative to provide information, advice, and recommendations to the governing body on matters that are non-routine and not administrative in nature
- 4 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 22 ÷ 5 = 4.4 score for this category

6. CITIZEN RELATIONS

- 5 Responsive to requests from citizens
- 4 Demonstrates a dedication to service to the community and its citizens
- 4 Maintains a nonpartisan approach in dealing with the news media
- 4 Meets with and listens to members of the community to discuss their concerns and strives to understand their interests
- 4 Gives an appropriate effort to maintain citizen satisfaction with city services

Add the values from above and enter the subtotal 21 ÷ 5 = 4.2 score for this category

7. STAFFING

- 3 Recruits and retains competent personnel for staff positions
- 3 Applies an appropriate level of supervision to improve any areas of substandard performance
- 4 Stays accurately informed and appropriately concerned about employee relations
- 4 Professionally manages the compensation and benefits plan
- 3 Promotes training and development opportunities for employees at all levels of the organization

Add the values from above and enter the subtotal 17 ÷ 5 = 3.4 score for this category

8. SUPERVISION

- 4 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
- 4 Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operations at the department level
- 4 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
- 3 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
- 4 Encourages teamwork, innovation, and effective problem-solving among the staff members

Add the values from above and enter the subtotal 19 ÷ 5 = 3.8 score for this category

9. FISCAL MANAGEMENT

- 4 Prepares a balanced budget to provide services at a level directed by council
- 4 Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively
- 4 Prepares a budget and budgetary recommendations in an intelligent and accessible format
- 4 Ensures actions and decisions reflect an appropriate level of responsibility for financial planning and accountability
- 4 Appropriately monitors and manages fiscal activities of the organization

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

10. COMMUNITY

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

Add the values from above and enter the subtotal 20 ÷ 5 = 4 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?

I have worked with (6) City Managers since being elected in 2007. Al Childress is the most qualified, transparent, equitable, efficient and principled City Manager that I have had the pleasure of working with. Never in my time with the City has a City Manager communicated more openly and effectively with all (7) elected officials, charter officials, staff and the public. Al has reorganized City Commission meetings to improve staff efficiency, held monthly "after action" staff sessions to assure that Commission direction and requests are being addressed in a timely manner, directed staff to enforce current codes, ordinances and resolutions equitably. Al has led the general obligation bond discussion to address our long standing deferred maintenance issues and infrastructure needs. He kept his commitment to hold our millage rate from last year and removed (11) positions from the budget, some of which had not been filled for (3) years. During his bond research, Al found \$31,000,000 of unused approved funding for waste water and sewer that had gone untouched since 2009. He is committed to improving our Community for our residents enforcing policies for illegal dumping, illegal signage, abandoned shopping carts, city landscaping and news racks. In his first year, Al has met with (151) local organizations and citizens to listen to community needs and address concerns. Al is supportive of every elected official, staff and this community and given the support, Al will continue to lead by making the critical decisions to address our substantial infrastructure, housing, resiliency and quality of life issues. Well done, Al. (Accomplishments of his first year attached)

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

Al has taken the first year to assess staffing needs and efficiencies bringing in skilled consultants for unbiased opinions and recommendations. I believe that the most critical area for Al to address this next year is to develop or recruit the talent to accomplish the objectives in response to our significant infrastructure needs, hardening Key West, managing smart growth, addressing our environmental issues especially water quality and working daily to make Key West a more livable community for all of our residents- no matter how long you have called Key West home. Al needs to put his team in place.

To make substantial progress this next year, Al is going to need the full support of the City Attorney, City Clerk, Assistant City Manager, the Commission, Directors, staff and our community. Let's all work collaboratively with Al as he moves us forward to make Key West the very best we can be.

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

1. Work to improve interdepartmental cooperation and communication.
2. Reassess the focus and mission of our advisory boards.
3. Address gaps in policies and procedures to improve equitable treatment of our community members..
4. Hold every associate accountable to provide the finest service and response to our community.
5. Eliminate all behavior unbecoming a City of Key West employee.
6. Although AI has been criticized for coming to work each day in a suit, I find that he is the consummate professional and strives every day to build trust and confidence in City Hall. Anyone who is here every day until 7:00 pm and most Saturday's to meet the needs of our community has earned our support and commitment

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

The sitting City Commission needs to agree upon and prioritize AI's goals for 2024-25 in a public meeting. Goals should mirror our strategic plan developed by the people of Key West, be realistic and represent objectives benefiting our entire community.

My recommendations for consideration are:

1. Lead a successful bond referendum to fund our infrastructure, streets/sidewalks and public places shovel ready projects.
2. Open up negotiations for Admirals Cut
3. Successfully negotiate all collective bargaining contracts in 2024-25 to keep Key West running smoothly.
4. Move Mallory Square revitalization, Southernmost Point enhancements, Duval Street Resiliency & Revitalization projects forward.
5. Improve our relationships and results in Tallahassee and hire a Federal lobby team to address our future climate change mitigation federal funding requirements.
6. Present a design for future Amphitheater enhancements including green rooms to the Commission..