



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 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

4/5/24

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

5 Exhibits composure, appearance and attitude appropriate for executive position

Add the values from above and enter the subtotal 25 ÷ 5 = 5 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
- 4 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 24 ÷ 5 = 4.8 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 ÷ 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 ÷ 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 ÷ 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
- 5 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 25 ÷ 5 = 5 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 ÷ 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

5 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 25 ÷ 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

5 Appropriately monitors and manages fiscal activities of the organization

Add the values from above and enter the subtotal 25 ÷ 5 = 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 ÷ 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?

Mr. Childress exhibits excellent organizational skills. He has effectively streamlines city commission meetings with greater efficiency with the new once per month meeting schedule, he has provided 87 letters to the commission during this evaluation period informing the commission on important developments within the city. He has provided weekly reports from all of the city departments, quarterly progress reports and provided daily schedule of meetings each week for him and staff. This also shows a strong commitment to effective communication with the commission and community. All of the above has been provided on the city website allowing for access to the public. Mr. Childress has demonstrated a strong commitment to the city's core functions including public safety. The net result has been a huge percentage reduction in crime, 911/dispatch calls to KWPD which such a important accomplishment for our community. Mr. Childress has led by example in the form of communication with the public. He responds personally to all emails that I have seen directed to him. He has emphasized the importance of customer service to our residents/business owners when city staff interacts with the public. He insists that all staff is responsive via email/phone with inquiries from the public. Mr. Childress has reached out to our community attending local events and as a speaker at many community organization meetings. Overall, Mr. Childress has an extremely strong background in municipal government.

What performance area(s) would you identify as most critical for improvement? 1) Emphasis on retention

and recruitment of staff should continue to be a priority for the Manager. 2) Working with the other Charter Officials in the City to improve the working relationships between the city advisory boards, city staff to have more effective processes in place. The goal should be to streamline the process with appropriate training as needed to allow for recommendations from the boards to be presented in a timely fashion to the city commission. 3) Continuity with the City Strategic Plan should be considered for policy and operations.

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

performance? Overall, Mr. Childress brings a vast amount of municipal experience to the position of City Manager which has benefited the City in so many ways.

I would like to see greater planning and emphasis in the Utility department to greater strengthen the areas of sewer, stormwater and waste removal.

Continued outreach to the community, attendance at community events and meetings is very helpful as well.

Really doing a great job in his first year.

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

1) Mr. Childress has been excellent in his performance as city manager. His experience and education is invaluable for so many areas of our city. As part of retention and recruitment of staff, I would like to see more succession planning in each department and encouragement of staff with defined direction (as much as is possible) to pursue additional training etc to enhance job performance and personnel advancement. 2) Public Safety: A) Continued support for the KWPD is important inclusive but not limited to facility improvements, staff retention and recruitment and full staffing of the KWPD marine unit; B) KWPD - specific planning for the immediate remediation and replacement of fire station 3; C) continued development and enhancement of City EOC; D) review and enhancement of safety for liveaboard residents in the mooring field and anchorage.

3) Historic preservation: planning for the restoration of the Diesel Plant, operations of the Hospitality House and other historic properties owned by the city is important. 4) Continued emphasis on customer service orientation for city staff with their interactions with the public. 5) Joint efforts with the County and other agencies - continued efforts to work jointly on legislative agendas, potential collaboration for homeless services, affordable housing opportunities and initiatives to improve utilities. 5) Housing Director/CDO - I would like to see more regular updates; greater definition of the measurable expected outcomes with timeframes from this department.