



Memorandum

To: Mayor and City Commissioners

Date: April 11, 2024

From: Albert P. Childress
City Manager

A handwritten signature in blue ink, appearing to be "APC", enclosed in a blue oval.

Subject: Performance Review - 2023-24

I want to take this opportunity to thank you for allowing me to serve as your City Manager during the past year. It has been a pleasure and an honor to serve the residents and business owners and to be part of such an amazing City. I look forward to the challenges in the upcoming year.

I have attached the memorandum that I sent out on February 25, 2024, that highlighted the accomplishments during the last year. Thank you again for this opportunity.



Memorandum

To: Mayor and City Commissioners

Date: February 25, 2024

From: Albert P. Childress
City Manager

A handwritten signature in blue ink, consisting of the initials "APC" inside a blue oval.

Subject: City Manager Accomplishments – 2023-24

April 3, 2024, will mark my first year with the City of Key West as the City Manager. I am thankful for the trust and confidence that you have placed in me. As the City Manager for the City of Key West, I feel honored and privileged to serve the residents and business owners of this beautiful and historic City. As the first year comes to an end, I want to share with you some of the key accomplishments that have been obtained in the past year. All of this could not be accomplished without the excellent dedicated public servants that strive each day to fulfill the goals and objectives of the Mayor and City Commissioners. I am very proud of the excellent team that had been assembled over the years prior to my arrival. I can take pride in the many accomplishments that have been achieved.

This past year has had many challenges. I was asked when I first arrived in the City, and at the various Civic Organizations meetings that I had spoken at, what my priorities were. My response was and continues to be that my top three (3) priorities are:

- 1) the safety and health of residents, business owners and visitors. All those who live, work, and visit the City of Key West will have a sense of safety and confidence in the level of services that they will receive from our Police and Fire Departments. We are blessed to have Professional Directors in each Department that have a dedicated professional staff who are well trained. As a result, our Public Safety Departments are recognized not only in the State of Florida but Nationally. I will continue to support these Departments.
- 2) Continue to keep the City clean and the feel of a world class City. The City of Key West is known world-wide. When visitors come to our city, there is a certain level of expectations and how the City will look and be maintained. If we wish for them to come back, they need to have an enjoyable experience at a beautiful location. Several ordinances were brought forward to continue to maintain our beautiful City, keep our streets free of litter, free of sign pollution and a place where the residents can take pride in their City. Our excellent staff have responded to the challenges in concentrating on the little things that can take away from a beautiful City. They have become proactive in improving the aesthetics of the City.
- 3) Employees need to be responsive to the general public. E-mails and phone calls need to be answered and responded to in a timely manner. No matter how effective we are, If we are not responsive to the general public, the organization will not be successful. I have stressed this at our weekly staff meetings and with my own staff within the City Manager's Office. I also have to lead by example, so

made it a point to try to return my phone calls and e-mails each day. The City of Key West has a professional dedicated staff and they have responded to this request.

During the past year, the Department Director position for Human Resources became vacant. This position of Human Resources is critical in any organization. Notice of the vacant position was advertised in major publications throughout the State of Florida. I thought it was important to find an applicant that was familiar with the State and South Florida that could bring the department to the next level. We were fortunate to find someone that had experience, was a current employee and was eager to improve the City and Department. A consultant was brought in to assist with the transition of having a new Department Director. One of the priorities was updating the employee Personnel Manual. I want to ensure all our employees know what is expected of them and have clear directions. These decisions that I have made reflect my personal commitment to elevating our competency and quality of work, ensuring a renewed mindset toward efficiency and professionalism. The Policy and Procedure Manual is currently in draft for review.

Another priority was to make sure that all departments were together as one team. It is not uncommon for conflicts to occur between departments in achieving common goals. Attempts to resolve conflicts with myself and the Assistant City Manager, whose both departments reported to directly proved unsuccessful. The time, effort and expertise that was needed in resolving this matter was not available within the City Manager's Office. An outside consultant was identified and someone that was respected by both Department Directors was hired for this task. The consultant has reviewed the processes for both departments, interviewed key players within and outside the city and reviewed the processes of other similar size cities. The report is currently in the final stages of being submitted to the City. Once that is completed, a presentation will be made to the Mayor and City Commissioners at a monthly meeting by the Consultant.

With any organization it is essential to have a workforce that is happy, enjoy where they work and have a culture of working together. Our PBA negotiations in the fall of 2023 were critical in reaching those goals. Compared to my prior labor negotiations, this was one of the most difficult. Future negotiations will include planning and identifying the negotiating team in advance. Despite the long negotiation process, both sides were happy with the final agreement that was ratified on September 7th, 2023.

In accordance with my Employment Agreement, an annual performance be given with "defined goals and objectives that the City determines are necessary for the proper operation of the City Manager's Office and in the attainment of the City's policy objectives". "Commissioners and the Mayor will bring any perceived problems or inadequacies to the attention of the other, in private and exercise good faith to mutually resolve such perceived problems or inadequacies". On February 7th, 2024, I sent you a form developed by the international City/County Managers Association (ICMA). I also attached a handbook from the ICMA that highlights the value of a formal manager evaluation process to assist local elected officials in the design of an effective evaluation tool. I respectfully request that this evaluation form and the process that is afforded to all City Employees within the City of Key West be utilized. I appreciate your assistance in this matter. I will be reaching out to each of you in the upcoming week to discuss your concerns and the direction that you would like to see in the future. Finally, thank you again for the opportunity to serve the City of Key West.

**CITY OF KEY WEST, FLORIDA
CITY MANAGER'S OFFICE
2023 ANNUAL REVIEW ACCOMPLISHMENTS**

- ✓ Provided executive-level oversight and strategic leadership in the Planning, Scheduling, and Structure of Commission Meetings.
 - Implementation of a Monthly Meeting Schedule.
 - Updated the structure of the meeting to include a Morning Session and an Evening Session which resulted in streamlining the process.
 - Implemented monthly department update Presentations.
 - Implemented a Cover Memo requirement for each agenda item to include a summary of the item with a recommendation.
 - Updated the timeline of Agenda review meetings with Commission Members to be prior to Agenda Publishing.
 - Instituted Agenda Setting, Agenda Briefing, and After-Action meetings to include Charter Officials and Department Directors, providing enhanced communication amongst City Staff, and direction for the completion of Commission approved agenda items.

- ✓ Optimized Operational processes for Communication between the City Manager's Office and Members of the City Commission:
 - Provided weekly schedules to the City Commission Members.
 - Issued 87 Letters to the Commission (LTC's) to keep the Mayor and City Commissioners informed uniformly.
 - Provided Weekly Department Reports to the Mayor and City Commission Members of Department Activities to keep abreast of ongoing projects.
 - Provided Quarterly Progress reports on City Commission Approved Agenda Items and Directives from Commission Members so that elected officials are aware of the status of directives.
 - Provided daily schedule each week of meetings and events that were attended

- ✓ Increased Communication and Transparency with the General Public by utilizing the City of Key West Website to display issued LTC's, Weekly Update Reports, and Monthly Department Reports.

- ✓ Attended the Commissioning of the USS Lenah Sutcliffe Higbee DDG123.

- ✓ Provided Executive-Level Oversight and Strategic Leadership in the Progress of 3.2 The Lofts Project. The City of Key West held a much-anticipated groundbreaking for this project on September 14th, 2023.
- ✓ Continued Support of Keep Key West Beautiful with 2023 being the most successful year to date. The City of Key West was awarded the Presidents Award from Keep America Beautiful for its success in 2023.
- ✓ Provided Executive-Level Oversight and Strategic Leadership on the Expansion Plan for Frederick Douglass Gym. The City of Key West held a groundbreaking for this project on September 8, 2024.
- ✓ Provided Executive-Level Oversight in the drafting of an updated City of Key West Policies and Procedures Manual.
- ✓ Provided Executive-Level Oversight in the drafting of a General Employee Hybrid Work Pilot Program.
- ✓ Assisted in the formulation of the City of Key West 2023 Legislative Priorities Agenda and Provided Strategic Leadership and Oversight of the City's Lobbying efforts at the State and Federal Level.
- ✓ Secured State and Federal grant funding for various projects through the City's Legislative Efforts.
- ✓ Negotiated and Executed a Lease renewal between the City of Key West and KEYS Energy.
- ✓ Assisted City Departments in the Negotiation of contract agreements to purchase, sell, lease, and/or execute lease renewals/extensions for city-owned property as directed by the City Commission.
- ✓ Established Professional Relationships with local businesses, municipalities, and Non-Profit Organizations.
 - Attended Key West Business Guild and Key West Chamber of Commerce Mount Sinai Breakfast.
 - Provided Support for Law Enforcement's National Night Out at Bayview Park.
 - Attended Key West Business Guild Luncheon as a Guest Speaker to provide an introduction and update on the City of Key West.
 - Completed a Tour of the Florida Keys Society for the Prevention of Cruelty to Animals (FKSPCA) Facility with Tiffany Dunsmore,
 - Completed a tour of the College of the Florida Keys with Dr. Jonathan Gueverra.

- Attended a Navy League of Key West Meeting as a Guest Speaker
 - Attended an Attractions Association Luncheon as the Guest Speaker
 - Attended Key West Business Guild Luncheon.
 - Attended the Key West Love Fund Ball.
 - Attended the Diana Neyra Eliopoulos Walk.
 - Hosted the Montessori School students at City Hall.
 - Attended a Key West Association of Realtors Luncheon as the Guest Speaker
 - Volunteered in the City Beer Booth at Goombay Festival.
 - Assisted in the Coordination of Events for Diana Nyad Reception and Showing
 - Walked with Key West Police Department during Fantasy Fest.
 - Attended a Key West Chamber of Commerce Luncheon as a Guest Speaker
 - Attended the Key West Business Guild Headdress Ball as a Guest Judge.
 - Participated in the Race World Offshore Power Boat Races as the Flag Holder in the Pace Boat.
 - Attended the World Aids Day Walk and Reading of the Names
 - Attended the Wesley House Lighted Bike Parade as a Judge
 - Assisted in the Execution of the City of Key West Holiday Parade.
 - Attended the City of Key West Holiday Party
- ✓ Reviewed Social Media sentiment and daily media coverage to flag potential issues
 - ✓ Promoted in-house talent to leadership roles, including Bridget Flores as the Human Resources Director, and Randall Smith as the new Deputy Police Chief.
 - ✓ Invited Local Municipalities, Businesses, and Non-Profit Organizations to present at City Commission Meetings
 - Fair Insurance Rates in Monroe (FIRM)
 - Florida Keys Aqueduct Authority
 - Lower Keys Medical Center
 - County Attorney, Robert Shillinger
 - United Way
 - Florida Department of Health in Monroe County
 - Florida Fish and Wildlife Conservation Commission
 - Saint Leo University's Key West Education Center
 - National Oceanic and Atmospheric Administration
 - Keefe, McCullough and Company, LLP
 - Monroe County
 - GrayRobinson, PA
 - American Cruise Lines
 - College of the Florida Keys
 - Mount Sinai Medical Center

- Langton Consulting
 - Key West Community Sailing Center
 - Florida Keys Mosquito Control District
 - AT&T Representatives
- ✓ Coordinated the return of Maintenance for the Duval Pocket Park to the City.
 - ✓ Provided Executive-level oversight in the implementation of a new City Manager Evaluation System.
 - ✓ Provided Executive-level oversight and strategic leadership in the eventual removal of the Mickens Lane wall.
 - ✓ Implemented a full-time Bayview Park attendant to combat current and arising concerns.
 - ✓ Provided Executive-level oversight for the agreement with American Cruise Lines use of the Mallory Square Pier and attended the Christening of the *American Glory*.
 - ✓ Instrumental in implementing a Golf Cart Parking Pilot Program on Residential Streets.
 - ✓ Coordinated with the City Attorney in the creation and implementation of a Revolving Door policy for the City of Key West.
 - ✓ Instituted a Key West St. Michael Blue Mass Feast Day for local Law Enforcement.
 - ✓ Implemented Budget Presentations from each of the Department Directors during the budget process.
 - ✓ Provided Executive-level oversight and Strategic Leadership in the approval of the Fiscal Year 2023-2024 Budget.
 - ✓ Generation of a Legislative Priorities list to provide to City Lobbyists.
 - ✓ Provided Executive level oversight in the fruition of the City Hall Fitness Center.
 - ✓ Provided Executive level oversight in the arrangement of an Employee Recognition Summer Kickoff BBQ.
 - ✓ Instrumental in the continuation of the “Coffee with Cops” program.

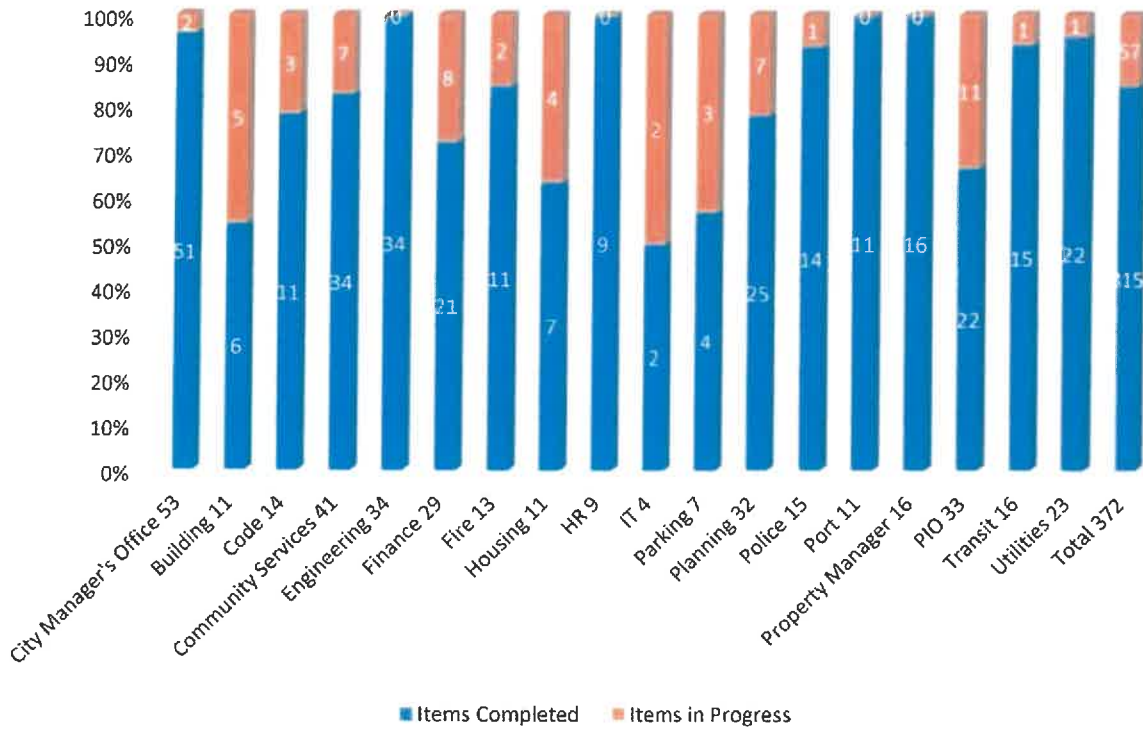
- ✓ Provided Executive-level oversight and Strategic Leadership in the execution of employee suggestions.
 - City Manager Interviews with City Staff.
 - Implementation of Anonymous Suggestion QR Codes at Employee Suggestion Boxes
 - Forming a Nepotism Policy for the City of Key West.

- ✓ Continued Executive Level Oversight of the updating of the “Employee of the Quarter” Policy.

- ✓ Provided Executive Level Oversight and Strategic Leadership in the update of the City of Key West Telephone Policy.

- ✓ Provided Executive Level Oversight in the implementation of a new Employee Service Recognition program.
- ✓ Provided Executive Level Oversight in the negotiations of Union Contracts.
- ✓ Continued Executive Level Oversight of the Business Recycling Program Implementation.
- ✓ Provided Executive Level Oversight of the update and implementation of the “Move-In Assistance Program.”
- ✓ Instrumental in the Establishment of the Keep Key West Beautiful Business Award.
- ✓

2023 City Commission Agenda Items



2023 E-Mail Statistics

- Sent - 6,940
- Received - 15,414
- Received External - 3,921
- Received Internal - 11,493