

## CITY OF KEY WEST

### CITY MANAGER PERFORMANCE EVALUATION

This form is intended to provide a checklist of key criteria to be used by the City Commission in assessing the performance of the City Manager and by the City Manager as an expression of performance expectations.

#### RATING

1 = Needs Strengthening/Improvement

2 = Meets Expectation

3 = Exceeds Expectation

Each criterion should be rated and any specific comments or observations should be noted in the spaces provided for comments.

#### A. ADMINISTRATION:

##### 3 2 1 Managing Human Resources

Developing and Evaluating Subordinates

Affirmative Action Compliance

Developing Coordination Among Subordinates

Developing Equitable Personnel System

Comments: \_\_\_\_\_

**See additional  
comments**

##### 3 2 1 Managing Financial Resources

Budget Planning and Preparation

Budget Execution and Fiscal Soundness

Concern with Productivity

Cost Effective Manpower Utilization

Comments: \_\_\_\_\_

**See additional  
comments**

##### 3 2 1 Managing Work Systems and Operations

Ability to Conceptualize Needs of Organization

Ability to Organize Programs to Increase Efficiency and Effectiveness

Long-term Organizational Planning

Delivery of Services to the Citizens

Comments: \_\_\_\_\_

**See additional  
comments**

*Teri Johnston*

**3 2 1 Managing Information**

- Concise and Understandable Written Reports
- Effective Public Contact
- Agenda Preparation
- Verbal Presentations

Comments:

**See additional  
comments**

**B. COMMUNITY RELATIONS**

**3 2 1**

- Accessible
- Participates in Community Activities
- Effective Listener
- Promotes Credibility

Comments:

**See additional  
comments**

**C. COUNCIL RELATIONS**

**3 2 1**

- Accessible
- Communication
- Equity
- Effective Listener

Comments:

**See Additional  
Comments**

**D. PROFESSIONALISM**

**3 2 1 Professional Conduct**

- Execution of Council Goals and Objectives
- Liaison with Other Agencies
- News Media Relations
- Adherence to High Ethical Standards
- Commitment to Goals of Profession

Comments:

**See Additional  
Comments**

*Tom Johnston*

**E. PERSONAL TRAITS AND INTERPERSONAL SKILLS**

**3 2 1 Leadership**

- Setting a Proper Example
- Inspiring Cooperation
- Delegating Responsibility

Comments:

**See Additional  
Comments**

**3 2 1 Judgment**

- Weighing Facts and Drawing Conclusions
- Using Foresight in Planning
- Making Reliable Decisions as Required
- Common Sense
- Tact and Diplomacy

Comments:

**See Additional  
Comments**

**3 2 1 Self-Confidence**

- Expression of Opinion
- Competitive Spirit
- Poise Under Pressure

Comments:

**See Additional  
Comments**

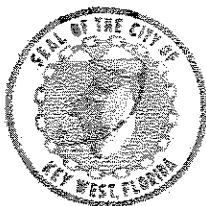
**3 2 1 Open-Mindedness**

- Flexibility
- Fairness and Impartiality
- Receptiveness to Suggestions

Comments:

**See Additional  
Comments**

*TEM JOHNSTON*



**Teri Johnston**  
City Commissioner  
District V

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City Manager 2011 Performance Evaluation

03/01/11

### **Managing Human Resources**

This is my 4<sup>th</sup> evaluation of Jim requesting formal, measurable annual performance goals and standards accompanied by a formal evaluation process for each city employee. To date this has not been addressed. It is my feeling that we have some outstanding employees who are not being recognized or compensated for their commitment and performance. I would like Jim to also review our internal hiring practices for possible improvement. I have received numerous concerns that applications from non-current employees go un-responded to.

Since we have instituted a number of required budget cuts to reflect current financial reality, our employee morale and career building programs have virtually been eliminated. I would like to see Jim bring back some of these benefits available on a reward basis for employees performing at an exceptional level.

### **Managing Financial Resources**

Since Jim's appointment of Mark Finnegan as Assistant City Manager, policies and procedures for revenue and expenditures have tightened up and there has been improved public confidence in the finance department of the City of Key West. Jim has developed very conservative budgeting policies and procedures which have bode well for us in these challenging economic times. Emergency funding requests are at a minimum this year indicating better financial planning.

Moving forward I would like to see Mark more involved in our City charges and fees so that we can eliminate issues such as our current storm water fee charges conflict. I also believe that it is time for Jim to re-institute the position of Internal Auditor as a measure of transparency for the citizens of Key West to review our high dollar contracts in all areas.

I would like both Jim and Mark to continue to analyze and research historical ILA's to determine if they are germane in today's economy and were instituted properly. The \$500,000 in fill donated to the School District by the City along with the HOB concession stand commitment are only two such agreements that were not fully publically vetted accompanied by the correct approval levels.

Jim still needs to solicit a consultant to review and make recommendations regarding possible changes in our pension plan for new hires. I have requested this at the past 3 budget meetings. To date, we are still in the process of hiring this consultant.

*Key to the Caribbean – Average yearly temperature 77° F.*

## Managing Work Systems and Operations

Jim has instituted a number of procedures to increase efficiency, effectiveness and utilization of our staff. The elimination of manned parking lots and the increase in parking Cali's has been a documented success in both revenues and employee utilization.

Jim has an opportunity this year to institute a serious long term Strategic Plan for the City of Key West by embracing the final work product from the Strategic Planning Committee with City Commission approval, garnering public support and buy-in and then directing staff to develop a business plan to support and implement the Strategic Plan.

To be effective, this strategic plan must filter down and guide each department and employee goals and objectives. ***Once again I will state that this Community will continue to be unduly directed by special interests until we institute a disciplined effort to produce fundamental decisions and actions that will shape and guide Key West.***

Jim has done a good job of soliciting data and facts to make some long term decisions and directions for the city such as our long term Solid Waste Plan, long term traffic study, re-negotiating all of our sight-seeing franchise agreements in 2015, creation of a storm water master plan for the city. This long term planning will bode well for City of Key West.

Under Jim's direction staff has maximized our ARRA funding. Now he needs to continue and move forward with a cost effective, long term sustainable decision for our location of City Hall.

## Managing Information

Jim excels in this area with one exception-agenda preparation. The Commission has given Jim direction to prioritize agenda items however we continue to receive agenda's with 30+ items that follow lengthy presentations, awards and recognitions. We as a Commission are discussing items of great importance such as sightseeing franchises at midnight when attention spans and citizen participation are not optimal. Recommendations that all service and recognition awards be held at a special meeting have gone unheeded.

## Community/Commission Relations and Professionalism

Jim has developed very strong community relationships and bonds. He is always available to me as a Commissioner and I believe that we can assist Jim in improving his response time to us by prioritizing our requests to him. Once again, it is extremely difficult for any City Manager to respond back to un-prioritized requests from a rotating board of 7 members with varied levels of experience- giving new direction to the Manager on a daily basis. Having said that, I would like to see Jim appoint a city employee to help him follow up and respond back to tax payers in the timely manner that he strives for.

Every City issue is important to Jim as evidenced by his participation in every District Community meeting held. He is available, listens closely, takes notes and follows up on his commitments. He is bright, professional, detail oriented, articulate with the required skin thickness to reflect the immense number of public comments generated from erroneous information. His healthy sense of humor and commitment to doing the right thing is refreshing and it is a pleasure to work with Jim on a daily basis.

Jim has strong radio and news media skills and has always instilled a level of confidence by his communication style. He is prepared, knowledgeable and confident in his statements.

*Key to the Caribbean – Average yearly temperature 77 ° F.*

**My priorities for the City Manager- 2011**

- **Sustainable, cost effective site for City Hall**
- **Development of both the marina and upland areas of the Truman Waterfront**
- **Instituting our Climate Action Plan including mandatory recycling for Commercial/Residential**
- **Long Term Solid Waste Plan implementation**
- **Goals and Objective for City Employees**
- **Instituting our City of Key West Strategic Plan**

**Concerns**

- **Channel widening without buy in from the residents of Key West**
- **Continued reduction in Quality of Life for the residents of Key West**

A handwritten signature in black ink, appearing to read 'TERI' with a large, sweeping flourish above the letters.

Teri Johnston  
City Commissioner District 5