

**City of Key West
Performance Evaluation**

City Manager

PURPOSE

The purpose of the employee performance evaluation and development report is to increase communication between the City Commission and the City Manager concerning the performance of the City Manager in the accomplishment of his/her assigned duties and responsibilities, and the establishment of specific work-related goals and objectives.

INSTRUCTIONS

Review the employee's work performance for the entire period; try to refrain from basing judgement on recent events or isolated incidents only. Disregard your general impression of the employee and concentrate on one factor at a time.

Evaluate the employee on the basis of standards you expect to be met for the job to which assigned considering the length of time in the job. Check (✓) the number which most accurately reflects the level of performance for the factor appraised using the rating scale described below.

Performance Evaluation by Commissioner Teri Johnston

City Manager

Date: January 07, 2014

RATING SCALE DEFINITIONS (1-5)

- Unsatisfactory (1) The employee's work performance is inadequate and definitely inferior to the standards of performance required for the job. Performance at this level can not be allowed to continue.

- Improvement (2)
Needed The employee's work performance does not consistently meet the standards of the position. Serious effort is needed to improve performance.

- Meets Job (3)
Standard The employee's work performance consistently meets the standards of the position.

- Exceeds Job (4)
Standard The employee's work performance is frequently or consistently above the level of satisfactory employee performance.

- Outstanding (5) The employee's work performance is consistently excellent when compared to the standards of the job.

- Not Observed (NO) The employee's work performance was not observed during this evaluation period.

I. Performance Evaluation and Achievements

1. City Commission Relationships

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>NO</u>
A. Effectively implements policies and programs approved by the City Commission.	___	___	<u>X</u>	___	___	___
B. Reporting to the City Commission is timely, clear concise and thorough.	___	___	<u>X</u>	___	___	___
C. Accepts direction/instructions in a positive manner.	___	___	___	<u>X</u>	___	___
D. Effectively aids the City Commission in establishing long range goals.	___	___	___	<u>X</u>	___	___
E. Keeps the City Commission informed of current plans and activities of administration and new developments in technology, legislation, governmental practices and regulations, etc.	___	___	<u>X</u>	___	___	___

Comments: See attached comments

2. Public Relations

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>NO</u>
A. Projects a positive public image.	___	___	<u>X</u>	___	___	___

- B. Is courteous to the public at all times. ___ ___ X ___ ___ ___
- C. Maintains effective relations with media
representatives. ___ ___ ___ X ___ ___

Comments: See attached comments

3. Employee Relations

1 2 3 4 5 NO

- A. Works well with other employees. ___ ___ X ___ ___ ___
- B. Seeks to develop skills and abilities of employees. ___ ___ X ___ ___ ___
- C. Motivates employees toward the accomplishment of
goals and objectives. ___ ___ X ___ ___ ___
- D. Delegates appropriate responsibilities. ___ ___ X ___ ___ ___
- E. Effectively evaluates performance of employees. ___ X ___ ___ ___ ___
- F. Uses effective supervisory skills. ___ ___ X ___ ___ ___
- G. Recruits and hires qualified and effective staff. ___ ___ X ___ ___ ___

Comments: See attached comments

4. Fiscal Management

1 2 3 4 5 NO

- A. Prepares realistic annual budget. ___ ___ X ___ ___ ___
- B. Seeks efficiency, economy and effectiveness in all
programs. ___ ___ ___ X ___ ___
- C. Controls expenditures in accordance with approved
budget. ___ ___ X ___ ___ ___
- D. Keeps City council informed about revenues and
expenditures, actual and projected. ___ ___ X ___ ___ ___
- E. Ensures that the budget addresses the City Council's
goals and objectives. ___ ___ ___ X ___ ___

Comments: See attached comments

5. Communication

1 2 3 4 5 NO

- A. Oral communication is clear, concise and articulate. ___ ___ X ___ ___ ___

B. Written communications are clear, concise and Accurate.

___ ___ X ___ ___ ___

Comments: See attached comments

6. Quantity/Quality

1 2 3 4 5 **NO**

A. Amount of work performed.

___ ___ X ___ ___ ___

B. Completion of work on time (meets deadlines).

___ ___ X ___ ___ ___

C. Accuracy.

___ ___ X ___ ___ ___

D. Thoroughness.

___ ___ X ___ ___ ___

Comments: See attached comments

7. Personal Traits

1 2 3 4 5 **NO**

A. Initiative.

___ ___ ___ X ___ ___

B. Judgement.

___ ___ X ___ ___ ___

C. Fairness and Impartiality.

___ ___ X ___ ___ ___

D. Creativity.

___ ___ ___ X ___ ___

Comments: See attached comments

8. Intergovernmental Affairs

1 2 3 4 5 **NO**

A. Maintains effective communication with local, regional, state and federal government agencies.

___ X ___ ___ ___ ___

B. Financial resources (grants) from other agencies are pursued.

___ ___ X ___ ___ ___

C. Contributes to good government through regular participation in local, regional and state committees and organizations.

___ ___ X ___ ___ ___

D. Lobbies effectively with legislators and state agencies regarding City programs and projects.

___ X ___ ___ ___ ___

Comments: See attached comments

Achievements relative to objectives for this evaluation period: See attached comments

II. Summary Rating

Overall Performance Rating – Considering the results obtained against established performance standards as well as overall job performance, the following rating is provided:

Unsatisfactory ___ Improvement ___ Meets Job ___X___ Exceeds Job ___ Outstanding ___
 Needed Standards Standards

Comments: See attached comments

III. Future Goals and Objectives

Specific goals and objectives to be achieved in the next evaluation period: Please see April 17, 2013 priority report by City Manager Bob Vitas provided to the Commission and public.

This evaluation has been reviewed and discussed between the City Commission and the City Manager on:
_____.

Elected Members

Concurrence

Mayor

YES / NO

District I

YES / NO

District II

YES / NO

District III

YES / NO

District IV

YES / NO

District V

YES / NO

District VI

YES / NO

City Manager

Signature

Date

City Manager Bob Vitas Performance Evaluation by Commisisoner Teri Johnston

City Commission Relationships

Bob comes to Key West with over 30 years experience interacting with City Commissions and boards. Key West may be somewhat unique for Bob since he is now reporting to (7) rotating Commission members, all giving direction to the City Manager on a daily basis. It will be important for Bob to be able to prioritize our numerous requests. To date he has done an excellent job date utilizing our 2011 Strategic Plan to help prioritize and incorporate our individual District needs with the Cities long term strategic plan.

I believe that the City would be much better served if the Commission was elected and served at the pleasure of the entire community of Key West. This would allow each Commissioner and the City Manager to focus on long term community wide issues and would more effectively utilize the City Manager skills. We would not be competing for the City Manager's time or budget allocations for individual district specific projects.

Public Relations

With 30+ years of City government experience, Bob has developed an easy, natural relationship with the media answering questions politely and directly. His media skills will help to instill a confidence level to our residents that we serve.

Bob has been a participant and contributor in almost every public meeting that I have attended. He is perceived as an experienced City Manager, informative and eager to serve the Community.

Employee Relations

In the first 18 months in his City Manager position, Bob has evaluated and hired a Transportation Director, Finance Director, Human Resources Director, Chief Building Official, Marine Services Director, and Senior Construction Manager and is currently actively interviewing to hire a Director of Engineering. I believe that he is very effectively putting together a qualified team of managers to carry out the formidable list of projects and city services proposed for Key West.

In September Bob announced a new organizational structure approved by the Commission via the adoption of the 2014 annual budget with the following objective: "to achieve meaningful and measureable results through all of our local government programs and projects. The new organizational structure should increase our efficiency and effectiveness while improving the utilization of our current staff.

It has been a challenge to measure our results as a city government when our individual employees have not had the advantage of being part of a measurable performance evaluation program. We have some outstanding employees who are currently not being recognized or compensated for their commitment and performance to the City of Key West. For the first time since I have taken office, Bob will be

City Manager Bob Vitas Performance Evaluation by Commisisoner Teri Johnston

instituting the following (3) programs through Human Resources for fiscal year 2014 to address this issue;

- (1) Conduct a classification and compensation study.
- (2) Update all job descriptions.
- (3) Implement a performance evaluation program.

Fiscal Management

This will be Bob's first full year of managing a budget that he developed with staff which will require close oversight and controls. We have an unprecedented number of projects either underway or budgeted to begin in 2014 including but not limited to:

- North Roosevelt Blvd project scheduled for completion in July, 2014
- Truman Waterfront infrastructure installation scheduled to begin in May, 2014
- City Hall renovation scheduled to begin selective demolition in March, 2014
- Fire station #2 @ Angela Street in progress
- Transit facility groundbreaking was in June 2013
- Douglass Gym restoration- in structural evaluation.

Bob has hired an experienced Construction Manager to provide close internal oversight of these projects to maintain control of the budget and construction schedules. He will also be instituting procedures to accurately capture complete costs of projects. The Caroline Street project is just one example of numerous individual projects that should have been captured and monitored under one project number.

Along these same lines, I would like Bob to provide the Commission with a final analysis of all of our major projects to include final cost including all task orders, change orders and completion time. All projects need to include a maintenance schedule and budget. Any contingency line items need to be closely scrutinized.

Another example of Bob's fiscal management is that the City of Key West will be putting our largest single contract (Solid Waste) out for competitive bid for the first time in 15 years this month. Our wastewater contract has already been competitively bid through the RFP process in 2013. The fact that these contracts have been historically renewed without a competitive bidding process is not in the best interest of this Community as evidenced by our previous 17 year ambulance contract.

Bob has also task Human Resources to evaluate the City pension programs in 2014 which is a long overdue fiscal management requirement for the City.

One area of financial concern identified during our 2013-2014 budgeting process is the current level of operating expenses/revenues and projected capital improvements and repair costs for Garrison Bight. Bob will need to initiate a plan to improve this funds operating reserves.

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Communication

In April of 2013, Bob presented to the full Commission at a public meeting our FY 2013 "Commission adopted" priorities along with FY 2014 "City Management proposed" priorities. This detailed presentation broken out by department included our 2013 fiscal year priorities and associated budgeted funding along with fiscal year 2014 proposed priorities and associated budget funding. Every one of the departmental priorities linked into our 2011 Strategic Plan goals. Bob reviewed these priorities department by department until stopped by the Commission who agreed to review the priorities outside of the public meeting. This is the most detailed communication regarding goals that I have experienced as a City Commissioner.

To date emails and telephone calls to the City Manager have been answered in a timely fashion. My Commission agenda questions are answered by either Bob or delegated to the appropriate department.

Quantity/Quality

I have found that the quantity and quality of Bob's work product meets expectations particularly since he and his wife have been in the process of selling their home, purchasing a new home and relocating to live in the City of Key West as requested by the Commission.

Personal Traits

An experienced City Manager who is detailed, professional, bright and motivated to continue to improve on the services that we provide for our citizens. Bob comes to us with an extensive background that should bode well for our community including an extensive background in long range planning. He sees great opportunities to enhance our quality of life and prosperity of our community. I personally appreciate his commitment to sustainable and environmentally responsible programs as evidenced by our rapid recycling rate improvement from 6%- 23% and committing staff and resources to carry out our long term solid waste plan and climate action plan.

Intergovernmental Affairs

Bob has been actively leading the Navy negotiations for the outer mole lease, Mosquito control lease options, SPCA lease and KOTS overnight shelter site by interacting with County officials. I would expect that his working relationships with State and Federal agencies will grow as the city's needs dictate.

Achievements relative to objective for this evaluation period:

This is Bob's first evaluation as City Manager. He has already set many programs and policies in motion to improve our effectiveness in delivering services for our citizens as well as improving our quality of life for our residents and visitors alike. I look forward to the opportunity to measure and evaluate performance results in Bob's next evaluation.