



## City Manager Performance Evaluation

City of Key West

Evaluation period:

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

1-5-26

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

- 4 Diligent and thorough in the discharge of duties, "self-starter"
- 2 Exercises good judgment
- 1 Displays enthusiasm, cooperation, and will to adapt
- 4 Mental and physical stamina appropriate for the position
- 1 Exhibits composure, appearance and attitude appropriate for executive position

Add the values from above and enter the subtotal 12  $\div$  5 = 2.4 score for this category

## 2. PROFESSIONAL SKILLS AND STATUS

- 1 Maintains knowledge of current developments affecting the practice of local government management
- 4 Demonstrates a capacity for innovation and creativity
- 3 Anticipates and analyzes problems to develop effective approaches for solving them
- 1 Willing to try new ideas proposed by governing body members and/or staff
- 2 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 11  $\div$  5 = 2.2 score for this category

## 3. RELATIONS WITH ELECTED MEMBERS OF THE GOVERNING BODY

- 1 Carries out directives of the body as a whole as opposed to those of any one member or minority group
- 1 Sets meeting agendas that reflect the guidance of the governing body and avoids unnecessary involvement in administrative actions
- 1 Disseminates complete and accurate information equally to all members in a timely manner
- 1 Assists by facilitating decision making without usurping authority
- 1 Responds well to requests, advice, and constructive criticism

Add the values from above and enter the subtotal 5  $\div$  5 = 1 score for this category

## 4. POLICY EXECUTION

- 2 Implements governing body actions in accordance with the intent of council
- 2 Supports the actions of the governing body after a decision has been reached, both inside and outside the organization
- 2 Understands, supports, and enforces local government's laws, policies, and ordinances
- 1 Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness
- 1 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 8  $\div$  5 = 1.6 score for this category

## 5. REPORTING

- 1 Provides regular information and reports to the governing body concerning matters of importance to the local government, using the city charter as guide
- 1 Responds in a timely manner to requests from the governing body for special reports
- 1 Takes the initiative to provide information, advice, and recommendations to the governing body on matters that are non-routine and not administrative in nature
- 2 Reports produced by the manager are accurate, comprehensive, concise and written to their intended audience
- 1 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 6  $\div 5 = 1.2$  score for this category

## 6. CITIZEN RELATIONS

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

Add the values from above and enter the subtotal 8  $\div 5 = 1.6$  score for this category

## 7. STAFFING

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

Add the values from above and enter the subtotal 11  $\div 5 = 2.2$  score for this category

## 8. SUPERVISION

3 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

3 Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operations at the department level

1 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

1 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

2 Encourages teamwork, innovation, and effective problem-solving among the staff members

Add the values from above and enter the subtotal 10  $\div$  5 = 2 score for this category

## 9. FISCAL MANAGEMENT

3 Prepares a balanced budget to provide services at a level directed by council

2 Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively

3 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

3 Appropriately monitors and manages fiscal activities of the organization

Add the values from above and enter the subtotal 15  $\div$  5 = 3.0 score for this category

## 10. COMMUNITY

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

Add the values from above and enter the subtotal  $7 \div 5 = 1.4$  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? SEE ATTACHED.

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

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

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

## **Manager's Strengths and Principal Results Achieved During the Rating Period**

During the evaluation period, the City Manager demonstrated a willingness to engage with complex operational challenges facing the City of Key West and to take decisive action on several difficult issues. The manager has shown the capacity to work long hours under pressure and has been actively involved in multiple departments and policy areas simultaneously. In some instances, the manager has moved quickly to assert administrative control and reorganize internal structures in an effort to address perceived deficiencies.

The manager has also worked to advance discussions on long-term issues such as strategic planning, land use regulation changes, and budget development, and has participated in regional, state, and federal interactions affecting the City. The initiation of a new strategic planning process, although incomplete at this stage, reflects recognition of the need for long-term planning and goal setting. Additionally, the manager has been involved in high-profile matters requiring coordination with legal counsel, law enforcement leadership, and external agencies.

These efforts demonstrate energy, decisiveness, and engagement with the full scope of the position. However, as noted below, the effectiveness of these efforts has often been limited by shortcomings in execution, communication, transparency, and follow-through.

## **Most Critical Performance Areas Needing Improvement**

Several performance areas require significant improvement to meet the expectations of the City Commission and the community.

### **Leadership, Management Style, and Employee Relations**

There have been repeated and credible reports from current and former high-ranking employees describing a hostile or chaotic work environment, low morale, and concerns regarding retaliation. Multiple exit interviews, resignation letters, and direct conversations with employees indicate that these issues are not isolated. These conditions undermine organizational stability, staff retention, and institutional knowledge, and they adversely affect the City's ability to deliver services effectively.

### **Communication and Transparency with the Governing Body**

The manager has frequently failed to communicate significant policy proposals or operational changes to commissioners in advance of public meetings or workshops. Examples include budget recommendations, transit service eliminations, marina-related agenda items affecting District 2, and major land use and historic preservation issues. Commissioners have not consistently received timely, complete, or accurate information necessary to fulfill their legislative and oversight responsibilities.

### **Policy Execution and Follow-Through**

In several key areas including water quality testing, affordable housing, transit, implementation of the Grand Jury recommendations, and response to the Corradino report, there has been a lack

of timely action, incomplete implementation, or failure to provide clear recommendations to the Commission. In some cases, the City Manager declined to act despite repeated requests or statutory and policy obligations, resulting in delays, public confusion, or non-compliance.

### **Public Participation and Community Trust**

The manager's approach to public participation has at times discouraged meaningful community engagement. Incidents involving the removal of a citizen from chambers, unexplained reductions in chamber capacity, and decisions perceived as being made without public input have eroded trust. Maintaining openness and encouraging civic participation are essential in a community such as Key West, particularly on contentious or high-impact issues.

During this evaluation period, the City Manager chose not to appear on radio programs or otherwise speak with members of the media. Communicating with the public through media outlets is an essential part of the City Manager's job description and responsibilities, particularly when important city issues, policy decisions, or community concerns are being discussed. The absence of this engagement limited the public's access to timely and accurate information and placed additional pressure on elected officials to serve as the primary communicators on complex administrative matters.

I have received feedback from several current employees, former employees, and members of the public indicating that they have experienced the City Manager's approach as overly aggressive in certain interactions. Additionally, I have personally felt uncomfortable during some meetings due to the tone and manner in which discussions were conducted. These concerns raise issues regarding workplace culture, communication style, and the importance of fostering an environment of mutual respect and professionalism.

I have also felt that certain public interactions directed toward me by the City Manager have, at times, been inappropriate, rude, and unprofessional. While healthy disagreement is expected in municipal governance, it is important that public discourse between administrative leadership and elected officials remains respectful and professional at all times.

These concerns are raised constructively and with the goal of encouraging improved communication, professionalism, and public engagement, all of which are essential to the effective functioning of city government.

### **Constructive Suggestions or Assistance to Enhance Performance**

To improve performance and restore confidence, the following steps are recommended:

- 1. Adopt a More Collaborative Leadership Approach**

Establish a management culture that emphasizes respect, clarity, accountability, and psychological safety for employees. This includes addressing morale issues directly, ensuring fair supervision, and engaging an independent review or organizational assessment if necessary.

2. Improve Communication with Commissioners

Commit to early and proactive communication with all members of the Commission, particularly on policy-level decisions, budgetary impacts, and matters affecting specific districts. Commissioners should not learn of major proposals for the first time during public meetings.

3. Strengthen Policy Implementation and Reporting

Provide clear timelines, written updates, and measurable benchmarks for major initiatives, including water quality testing, affordable housing compliance, transit services, and implementation of Grand Jury recommendations. Where obstacles exist, they should be clearly explained along with proposed solutions.

4. Recommit to Transparency and Public Engagement

Encourage public input, provide clear explanations for procedural decisions, and avoid actions that could be perceived as suppressing participation. Rebuilding public trust requires openness and consistency.

5. Clarify Roles and Respect Policy Authority

Ensure that significant policy changes such as agreements with federal agencies or actions that alter existing Commission policy are brought to the governing body for approval in advance and are supported by legal authority.

**Other Comments: Priorities, Expectations, Goals, or Objectives for the Next Rating Period**

For the upcoming evaluation period, the primary expectation is that the City Manager will focus on restoring organizational stability, trust, and professionalism, both internally and externally. Key priorities should include:

- Completing and implementing a compliant strategic plan with measurable goals and performance indicators.
- Fully addressing and implementing the recommendations of the Grand Jury report, including establishment of an internal auditor and appropriate citizen advisory mechanisms.
- Providing regular, comprehensive reporting on affordable housing obligations, compliance, and funding priorities.
- Demonstrating consistent respect for the role of the City Commission, the public, and established City policies.
- Ensuring that administrative authority is exercised impartially and never in a manner that could be perceived as political or retaliatory.

The City of Key West requires a City Manager who leads with transparency, professionalism, and collaboration. Significant improvement in these areas is essential for continued service in this role.