




## 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  
4/08/2024  
\_\_\_\_\_  
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"
- 3 Exercises good judgment
- 3 Displays enthusiasm, cooperation, and will to adapt
- 3 Mental and physical stamina appropriate for the position
- 4 Exhibits composure, appearance and attitude appropriate for executive position

Add the values from above and enter the subtotal 17 ÷ 5 = 3.4 score for this category

**2. PROFESSIONAL SKILLS AND STATUS**

- 5 Maintains knowledge of current developments affecting the practice of local government management
- 4 Demonstrates a capacity for innovation and creativity
- 4 Anticipates and analyzes problems to develop effective approaches for solving them
- 3 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 21 ÷ 5 = 4.2 score for this category

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

- 3 Carries out directives of the body as a whole as opposed to those of any one member or minority group
- 4 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
- 3 Responds well to requests, advice, and constructive criticism

Add the values from above and enter the subtotal 20 ÷ 5 = 4 score for this category

**4. POLICY EXECUTION**

- 3 Implements governing body actions in accordance with the intent of council
- 4 Supports the actions of the governing body after a decision has been reached, both inside and outside the organization
- 3 Understands, supports, and enforces local government's laws, policies, and ordinances
- 4 Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness
- 3 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 17 ÷ 5 = 3.4 score for this category

**5. REPORTING**

- 3 Provides regular information and reports to the governing body concerning matters of importance to the local government, using the city charter as guide
- 3 Responds in a timely manner to requests from the governing body for special reports
- 3 Takes the initiative to provide information, advice, and recommendations to the governing body on matters that are non-routine and not administrative in nature
- 4 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 18 ÷ 5 = 3.6 score for this category

**6. CITIZEN RELATIONS**

- 4 Responsive to requests from citizens
- 3 Demonstrates a dedication to service to the community and its citizens
- 5 Maintains a nonpartisan approach in dealing with the news media
- 4 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 21 ÷ 5 = 4.2 score for this category

**7. STAFFING**

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

Add the values from above and enter the subtotal 17 ÷ 5 = 3.4 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
- 2 Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operations at the department level
- 2 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
- 3 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 12 ÷ 5 = 2.4 score for this category

**9. FISCAL MANAGEMENT**

- 3 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
- 3 Prepares a budget and budgetary recommendations in an intelligent and accessible format
- 3 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 17 ÷ 5 = 3.4 score for this category

**10. COMMUNITY**

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

Add the values from above and enter the subtotal 18 ÷ 5 = 3.6 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? \_\_\_\_\_  
**Brings and air of professionalism to the position.**

\_\_\_\_\_ attends Community meetings or directs appropriate staff to do so when made aware.

\_\_\_\_\_ seems to care... expresses such in interpersonal relationships

What performance area(s) would you identify as most critical for improvement? \_\_\_\_\_

\_\_\_\_\_ Presents a resistance to accepting the need to work more closely with the Legal department. Perhaps this is because of the way

\_\_\_\_\_ it was done in the last city he was CM of. However, The CM runs the city. NO ONE should have more input and be closer

\_\_\_\_\_ than the City Attorney! decisions made in the City Manager's office often bring with them a challenge.

\_\_\_\_\_ Past decisions might present a challenge as well in which the City Manager has the ability (and the duty) to protect the city.

\_\_\_\_\_ So, it only seems logical that in at least 75% of those decisions should have at LEAST input of the City Attorney.

\_\_\_\_\_ I had hoped (after the last CM and CA's relationship) to see an improvement... I have been told of improvement.

\_\_\_\_\_ **But, have yet to see it!**

What constructive suggestions or assistance can you offer the manager to enhance performance? See the last Narrative

Look away from phone when talking (or supposedly listening) to people in meetings. with things constantly happening in real time, I understand that it is periodically necessary to do so. But, not for the lengths of time I have observed.

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

I think that the City Manager is a good man, which a systematic approach to governance. He has implimented several improvements to the way we once did business in Key West. However, many of them cam from what "worked" in the ast city he worked in. Key West is considerably more unique than Doral. We are one of the oldest cities in Florida, while Doral is one of the newest. Some things that we might not have thought of can work everywhere. But others, can only work in the place they originated. The "cookie cutter" approach cannot properly serve Key West. reaching out to find out what worked elsewhere and adapting is wise. However, applying that solution withouthout properly adapting for our historic and unique value can only become catastrophic.

Listen to input... allow department heads to speak with policy makers. This was an issue, when I was first elected. It became a problem for the city. I fear that if not corrected, we are headed in theat same direction. I sued to be able to directly collect information from department heads. More than a couple have recently said that they can't talk to me... or, go through you... which then become s a meeting with you after you have met with that department head. Others, simply refuse to meet one on one with me as Commissioner, for fear of repercussion. This is not sustainable... for a city with as much at stake and as much inprogress.