

## Administrator Performance Evaluation



Organization: City of Key Colony Beach, FL

Evaluation period April 2022 to April 2023

Dave Turner – City Administrator

Elected Body Member's Name

Each member of the elected body should complete this evaluation form, sign it in the space below, and review the evaluation with the City Administrator. After review, evaluations are to be returned to the City Clerk. The City Clerk will provide the Mayor with a copy of all evaluations for review. The deadline for submitting this performance evaluation is **by end of business April 10<sup>th</sup>, 2023. The Mayor will give the Commission a summary report of all evaluations at the next commission meeting April 20<sup>th</sup>, 2023.**

Mayor's Signature

Date

Elected Body Member's Signature

Date Submitted 4/09/2023

### INSTRUCTIONS

This evaluation form presents 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 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 provisions for evaluating specific duties and entering narrative comments, including responses to specific questions and any observations 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 elected body to the administrator as part of the agenda for the meeting indicated on the cover page.

## **PERFORMANCE CATEGORY SCORING**

### **1. INDIVIDUAL CHARACTERISTICS**

  3   Diligent and thorough in the discharge of duties, "self-starter"

  2   Exercises good judgment

  2   Displays enthusiasm, cooperation, and willingness to adapt

  3   Exhibits mental and physical stamina appropriate for the position

  3   Exhibits composure, appearance, and attitude appropriate for executive position

Add the values from above and enter the subtotal  $13 + 5 = 2.6$  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

  2   Anticipates and analyzes problems to develop effective approaches for solving them

  4   Willing to try new ideas proposed by elected 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  $17 + 5 = 3.4$  score for this category

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

  4   Carries out directives of the body as opposed to those of any one member or minority group

- 4 Sets meeting agendas that reflect the guidance of the elected body and avoids unnecessary involvement in administrative actions
- 4 Disseminates complete and accurate information equally to all members in a timely manner
- 3 Assists by facilitating decision making without usurping authority
- 4 Responds well to requests, advice, and constructive criticism

Add the values from above and enter the subtotal  $19 + 5 = 3.8$  score for this category

#### **4. POLICY EXECUTION**

- 4 Implements elected body actions in accordance with the intent of council
- 3 Supports the actions of the elected body, both inside and outside the organization, after a decision has been reached
- 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
- 4 Offers workable alternatives to the elected 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  $18 + 5 = 3.6$  score for this category

#### **5. REPORTING**

- 3 Provides regular information and reports to the elected body concerning matters of importance to the local government, using the charter as guide
- 4 Responds in a timely manner to requests from the elected body for special reports
- 3 Takes the initiative to provide information, advice, and recommendations to the elected body on matters that are non-routine and not administrative in nature
- 2 Produces reports that are accurate, comprehensive, concise, and written to their intended audience
- 2 Produces and handles reports to convey the message that affairs of the organization are open to public scrutiny

Add the values from above and enter the subtotal  $14 + 5 = 2.8$  score for this category

## 6. CITIZEN RELATIONS

- 1 Is responsive to requests from citizens
- 2 Demonstrates a dedication to service to the community and its citizens
- 3 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
- 2 Makes an appropriate effort to maintain citizen satisfaction with services

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

## 7. STAFFING

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

Add the values from above and enter the subtotal  $14 \div 5 = 2.8$  score for this category

Initials AK

## 8. SUPERVISION

- 3 Encourages heads of departments to make decisions within their jurisdictions with minimal 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
- 3 Develops and maintains a friendly and informal relationship with the staff and workforce in general, yet maintains the professional dignity of the manager's office
- 4 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
- 4 Encourages teamwork, innovation, and effective problem solving among the staff members

Add the values from above and enter the subtotal  $19\_\_\_ + 5 = 3.8\_\_\_$  score for this category

## **9. FISCAL MANAGEMENT**

- $\_\_\_4\_\_\_$  Prepares a balanced budget to provide services at a level directed by council
- $\_\_\_3\_\_\_$  Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively
- $\_\_\_4\_\_\_$  Prepares a budget and budgetary recommendations in an intelligent and accessible format
- $\_\_\_3\_\_\_$  Ensures that actions and decisions reflect an appropriate level of responsibility for financial planning and accountability
- $\_\_\_4\_\_\_$  Monitors and manages fiscal activities of the organization appropriately

Add the values from above and enter the subtotal  $18\_\_\_ + 5 = 3.6\_\_\_$  score for this category

## **10. COMMUNITY**

- $\_\_\_2\_\_\_$  Shares responsibility for addressing the difficult issues facing the community
- $\_\_\_2\_\_\_$  Avoids unnecessary controversy
- $\_\_\_2\_\_\_$  Cooperates with neighboring communities and the county
- $\_\_\_3\_\_\_$  Helps the council address future needs and develop adequate plans to address long-term trends
- $\_\_\_5\_\_\_$  Cooperates with other regional, state, and federal government agencies

Add the values from above and enter the subtotal  $14\_\_\_ + 5 = 2.8\_\_\_$  score for this category

## **DUTIES**

Below is a list of specific task/duties of the Administrator. Please use the same scale as the previous section.

- 1.)  $\_\_\_4\_\_\_$  Employ and terminate on behalf of the City all other employees of the organization consistent with the policies of the governing body and the ordinances and charter of the City.
- 2.)  $\_\_\_3\_\_\_$  Direct, assign, reassign and evaluate all the employees of the City consistent with the City Charter, ordinances, and policies, as well as state and federal law.
- 3.)  $\_\_\_4\_\_\_$  Organize, reorganize, and arrange the staff of the City and to develop and establish internal regulations, rules, and procedures which the City Administrator deems necessary for the



efficient and effective operation of the City consistent with the City's Charter, ordinances, and policies, as well as state and federal law.

- 4.) 5 Accept all resignations of employees of the City consistent with the policies, ordinances, state, and federal law, except the City Administrator's resignation which must be accepted by the City Commission.
- 5.) 3 The City Administrator shall carry out the policy directives of the City Commission and shall perform such other legally permissible, ethical, and proper duties as may be assigned by the City Commission from time to time. All duties assigned to the City Administrator by the City Commission shall be appropriate and consistent with the professional role and responsibilities of the City Administrator.
- 6.) 3 The City Administrator shall report directly to the mayor. However, the Mayor and Commission understand policy direction comes from the City Commission as a whole and not individually as Commissioners.
- 7.) 4 The City Commission, individually and collectively, shall refer in a timely manner all substantive criticisms, complaints and suggestions called to their attention to the City Administrator for study and/or appropriate action.

Add the values from above and enter the subtotal  $26 \div 7 = 3.7$  score for this category

Initials

HT

### NARRATIVE EVALUATION

- What would you identify as the manager's strength(s), expressed in terms of the principal results achieved during the rating period?

Mr. Tuner has demonstrated a strong working knowledge of state laws, regulations, and legislation issues important to the city. He also appears to have a good relationship with our legislators. This has been demonstrated through grants received.

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

Mr. Tuner and the commission have received much criticism over the way he handles questions, complaints, and even simple requests for information from our citizens. It appears that instead of trying to find a solution to a problem he seeks to prove he is correct, and the citizen is wrong.

The employee turnover during Mr. Tuner's tenure is unacceptable, in all my years in management I have never seen employee retention so low, close to 50% turnover!

Communication with the commission has also been unacceptable. Although Mr. Tuner's contract states that he communicates with the mayor, he must understand that per his contract and the city charter, he reports and works for the entire commission.

Many residents have noted not only how little time he spends in the office but also how often he is "off island." He should report his whereabouts to the commission.

- What constructive suggestions or assistance can you offer the manager to enhance performance?

If Mr. Tuner wishes to improve employee retention and community relations he needs to lead by example, including spending his working hours in the office. A good manager is first in and last out!

The primary job of our city officials is to serve all KCB citizens and visitors. In addition to spending time in the office, Mr. Tuner should maintain an open door, making him visible, accessible, and responsive to all employees and the community.

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

It has come to the attention of the commission that Mr. Tuner is seeking employment opportunities elsewhere, and not the first time. If he is truly unhappy here in KCB, that could help explain some of my concerns, either way, I can't see how I we can expect his performance to improve while he is seeking employment elsewhere.

Initials



## Administrator Performance Evaluation



Organization: City of Key Colony Beach, FL

Evaluation period April 2022 to April 2023

Dave Turner – City Administrator

Tom Harding - Commissioner

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Mayor's Signature

Date

Elected Body Member's Signature

Date Submitted

### INSTRUCTIONS

This evaluation form presents 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 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)
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- 1 = **Poor** (rarely meets the performance standard)



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### **PERFORMANCE CATEGORY SCORING**

#### **1. INDIVIDUAL CHARACTERISTICS**

  5   Diligent and thorough in the discharge of duties, "self-starter"

  4   Exercises good judgment

  4   Displays enthusiasm, cooperation, and willingness to adapt

  4   Exhibits 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  21  ÷ 5 =  4.2  score for this category

#### **2. PROFESSIONAL SKILLS AND STATUS**

  5   Maintains knowledge of current developments affecting the practice of local government management

  5   Demonstrates a capacity for innovation and creativity

  4   Anticipates and analyzes problems to develop effective approaches for solving them

  4   Willing to try new ideas proposed by elected body members and/or staff

  4   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  22  ÷ 5 =  4.4  score for this category

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

  4   Carries out directives of the body as opposed to those of any one member or minority group

  4   Sets meeting agendas that reflect the guidance of the elected body and avoids unnecessary involvement in administrative actions

  4   Disseminates complete and accurate information equally to all members in a timely manner

  4   Assists by facilitating decision making without usurping authority

  4   Responds well to requests, advice, and constructive criticism

Add the values from above and enter the subtotal  20  ÷ 5 =  4.0  score for this category

### 4. POLICY EXECUTION

  5   Implements elected body actions in accordance with the intent of council

  5   Supports the actions of the elected body, both inside and outside the organization, after a decision has been reached

  4   Understands, supports, and enforces local government's laws, policies, and ordinances

  4   Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness

  5   Offers workable alternatives to the elected 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  23  ÷ 5 =  4.6  score for this category

### 5. REPORTING

  5   Provides regular information and reports to the elected body concerning matters of importance to the local government, using the charter as guide

  5   Responds in a timely manner to requests from the elected body for special reports

  4   Takes the initiative to provide information, advice, and recommendations to the elected body on matters that are non-routine and not administrative in nature

  4   Produces reports that are accurate, comprehensive, concise, and written to their intended audience

  4   Produces and handles reports to convey the message that affairs of the organization are open to public scrutiny

Add the values from above and enter the subtotal  22  ÷ 5 =  4.4  score for this category

## 6. CITIZEN RELATIONS

  3   Is responsive to requests from citizens

  4   Demonstrates a dedication to service to the community and its citizens

  5   Maintains a nonpartisan approach in dealing with the news media

  3   Meets with and listens to members of the community to discuss their concerns, and strives to understand their interests

  4   Makes an appropriate effort to maintain citizen satisfaction with services

Add the values from above and enter the subtotal  19   $\div 5 =$   3.8  score for this category

## 7. STAFFING

  5   Recruits and retains competent personnel for staff positions

  4   Applies an appropriate level of supervision to improve any areas of substandard performance

  4   Stays accurately informed and appropriately concerned about employee relations

  5   Manages the compensation and benefits plan professionally

  4   Promotes training and development opportunities for employees at all levels of the organization

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Initials TCH

## 8. SUPERVISION

  4   Encourages heads of departments to make decisions within their jurisdictions with minimal manager involvement, yet maintains general control of operations by providing the right amount of communication to the staff

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

  5   Develops and maintains a friendly and informal relationship with the staff and workforce in general, yet maintains the professional dignity of the manager's office

4   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

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

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## **9. FISCAL MANAGEMENT**

  5   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

  5   Prepares a budget and budgetary recommendations in an intelligent and accessible format

  4   Ensures that actions and decisions reflect an appropriate level of responsibility for financial planning and accountability

  5   Monitors and manages fiscal activities of the organization appropriately

Add the values from above and enter the subtotal  24  ÷ 5 =  4.8  score for this category

## **10. COMMUNITY**

  4   Shares responsibility for addressing the difficult issues facing the community

  3   Avoids unnecessary controversy

  5   Cooperates with neighboring communities and the county

  4   Helps the council address future needs and develop adequate plans to address long-term trends

  5   Cooperates with other regional, state, and federal government agencies

Add the values from above and enter the subtotal  21  ÷ 5 =  4.2  score for this category



## **DUTIES**

Below is a list of specific task/duties of the Administrator. Please use the same scale as the previous section.

- 1.) 5 Employ and terminate on behalf of the City all other employees of the organization consistent with the policies of the governing body and the ordinances and charter of the City.
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- 3.) 4 Organize, reorganize, and arrange the staff of the City and to develop and establish internal regulations, rules, and procedures which the City Administrator deems necessary for the efficient and effective operation of the City consistent with the City's Charter, ordinances, and policies, as well as state and federal law.
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- 6.) 5 The City Administrator shall report directly to the mayor. However, the Mayor and Commission understand policy direction comes from the City Commission as a whole and not individually as Commissioners.
- 7.) 4 The City Commission, individually and collectively, shall refer in a timely manner all substantive criticisms, complaints and suggestions called to their attention to the City Administrator for study and/or appropriate action.

Add the values from above and enter the subtotal 32 ÷ 7 = 4.5 score for this category

Initials TCH

## **NARRATIVE EVALUATION**

- What would you identify as the manager's strength(s), expressed in terms of the principal results achieved during the rating period?
  - Able to handle a large number of projects and be close to each project for status and next steps.
  - Excellent detail on the budget process and assuring we are adhering to the planned budget
  - Responsive to my requests for information and help on projects for the city.
  - Excellent working relationship with Monroe County and legislation representatives. Dave has been very instrumental in obtaining grant and shared funding for projects.
  - Dave has provided an update at each City Commission meeting after our discussion that this should be a strong focus for updates on a consistent basis.
  - Dave has handed staffing support with no significant involvement from the Commission and worked through benefit issues throughout the year.
  - Dave has utilized a effective contract firm for grant applications and follow-up which has been very effective.
  - Great job on improvements to the 7<sup>th</sup> street playground and working well with the USPS on the post office.
- What performance area(s) would you identify as most critical for improvement?
  - I have observed resident communication concerns, that could be improved in providing a timely and objective status of projects or answering questions from residents. Some of the current projects are not well supported by residents and are frustrating for the team with the misinformation that occurs, and asking the same questions without being active in listening to city updates. Dave could improve his responses to be objective to the key points and providing updates based on direction he has been provided from the Commission or State/Federal authorities. We have started on a path for more objective communication recently, and we will need to continue this as team to support Dave and the City Staff during these difficult projects. Additional patience in communication is needed with the community, and from the last year of lessons, continuing to repeat the same message is needed to convey project updates.
  - I would suggest taking more time for responses on some updates to provide a more in-depth summary. It is fine to state, I will organize my information and get back with you in a timely manner. On this topic, a suggestion to provide communication updates posted on a regular schedule for residents to review. Potentially a monthly update posted on key projects with a few short bullet points. We could see if this improves the communication and reduces the anxiety of residents. Maybe the Beeline might be another communication tool residents would read and absorb updates? It looks like we will need multiple communication tools to reduce the frustration residents have.
- What constructive suggestions or assistance can you offer the manager to enhance performance?
  - I would again remind Dave to ask for help from the City Commissioner on projects he needs help with.
  - Continue to leverage the city staff to support meetings that are not critical for Dave to attend. The staff would enjoy additional leadership responsibilities, with reporting back to Dave on the key points from a meeting.

- It is always beneficial to review 2-3 cost savings ideas yearly to help focus on cost savings for the residents. It would be good for us to have a few every year to review potential savings and evaluate making changes. Smart City is a good example where there is potential for cost savings. Dave has implemented and is using the cost savings of Monroe County garages support, and is looking into used vehicles from other Monroe County facilities vs. buying new.
- What other comments do you have for the manager (e.g., priorities, expectations, goals, or objectives for the new rating period)?
  - I would like to see progress on understating the breadth of the seawall issues. I am sure this will be a difficult issue to resolve based on the costs to the residents. We need to consider the potential for water quality concerns with the worst-case areas. I would expect it may take the next year to understand the breadth of the concern, and prioritize the worst case locations. Additionally, education will be needed with legal help on the responsibility of the repairs and the enforcement that is allowed.
  - Dave has continued to work lower cost solutions for the needed bridge repairs, I would like to see a few options for the Commission to review for contracting the work in the next year.
  - With the regular staffing concerns we have recently in the last few years, we should consider being proactive in recruiting work, with the potential at times to over hire beyond budgeted staffing to protect ourselves for staffing shortages.
  - I still believe we need to have help with an overall development plan for some of the older homes and our vision for replacement/rebuild. We might need a professional city planner to help us for a limited time for setting up an initial criterion for the Planning and Zoning committee to update our building ordinance's for architectural review.
  - Dave has helped raise the awareness for putting away some limited funds for budget reserves, I would like to work with Dave to expand this to a 5-year Capital Plan of needs, and estimating increased funding for critical reserves. Examples are the bridge maintenance, road elevation potential, etc.
  - I would like to see a review with Dave's to minimize city staff at voluntary committee meetings and also legal support at these meetings. From past years, we now have a much larger weekly support of legal than we have had in the past to manage the business. This is affecting our costs and seems to aggravate discussions in meetings with additional opinions. We should try to reduce attendance at these meetings, to allow city staff to work on other projects, and to reduce the legal costs for the city.
  - I have mentioned this in the past at Commission Meetings, I would like to see a exit interview process, with 2 independent people from the city staff/legal/Commissioners. We continue to have a high turn over rate of city employees while offering excellent benefits and salary, we need to understand the objective reasons why people are leaving and see what we can do to help reduce our turnover rate. We need data for the Commission to act on for employee retention.

Initials TCH

## Administrator Performance Evaluation



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Evaluation period April 2022 to April 2023

Dave Turner – City Administrator

Elected Body Member's Name

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Mayor's Signature

Date

Elected Body Member's Signature

Date Submitted

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Any item left blank will be interpreted as a score of "3 = Average"

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## **PERFORMANCE CATEGORY SCORING**

### **1. INDIVIDUAL CHARACTERISTICS**

5 Diligent and thorough in the discharge of duties, "self-starter"

5 Exercises good judgment

5 Displays enthusiasm, cooperation, and willingness to adapt

5 Exhibits mental and physical stamina appropriate for the position

5 Exhibits composure, appearance, and attitude appropriate for executive position

Add the values from above and enter the subtotal 25 + 5 = 5 score for this category

### **2. PROFESSIONAL SKILLS AND STATUS**

5 Maintains knowledge of current developments affecting the practice of local government management

5 Demonstrates a capacity for innovation and creativity

5 Anticipates and analyzes problems to develop effective approaches for solving them

5 Willing to try new ideas proposed by elected 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 25 + 5 = 5 score for this category

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

- 5 Carries out directives of the body as opposed to those of any one member or minority group
- 5 Sets meeting agendas that reflect the guidance of the elected 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
- 5 Responds well to requests, advice, and constructive criticism

Add the values from above and enter the subtotal 25 + 5 = 5 score for this category

### 4. POLICY EXECUTION

- 5 Implements elected body actions in accordance with the intent of council
- 5 Supports the actions of the elected body, both inside and outside the organization, after a decision has been reached
- 5 Understands, supports, and enforces local government's laws, policies, and ordinances
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- 5 Offers workable alternatives to the elected body for changes in law or policy when an existing policy or ordinance is no longer practical

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### 5. REPORTING

- 5 Provides regular information and reports to the elected body concerning matters of importance to the local government, using the charter as guide
- 5 Responds in a timely manner to requests from the elected body for special reports
- 5 Takes the initiative to provide information, advice, and recommendations to the elected body on matters that are non-routine and not administrative in nature
- 5 Produces reports that are accurate, comprehensive, concise, and written to their intended audience
- 5 Produces and handles reports to convey the message that affairs of the organization are open to public scrutiny

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## 6. CITIZEN RELATIONS

4 Is responsive to requests from citizens

4 Demonstrates a dedication to service to the community and its citizens

5 Maintains a nonpartisan approach in dealing with the news media

3 Meets with and listens to members of the community to discuss their concerns, and strives to understand their interests

4 Makes an appropriate effort to maintain citizen satisfaction with services

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

## 7. STAFFING

5 Recruits and retains competent personnel for staff positions

5 Applies an appropriate level of supervision to improve any areas of substandard performance

5 Stays accurately informed and appropriately concerned about employee relations

5 Manages the compensation and benefits plan professionally

5 Promotes training and development opportunities for employees at all levels of the organization

Add the values from above and enter the subtotal 25 + 5 = 5 score for this category

Initials \_\_\_\_\_

## 8. SUPERVISION

5 Encourages heads of departments to make decisions within their jurisdictions with minimal manager involvement, yet maintains general control of operations by providing the right amount of communication to the staff

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

5 Develops and maintains a friendly and informal relationship with the staff and workforce in general, yet maintains the professional dignity of the manager's office

5 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

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

Add the values from above and enter the subtotal 25 + 5 = 5 score for this category

## 9. FISCAL MANAGEMENT

5 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

5 Prepares a budget and budgetary recommendations in an intelligent and accessible format

5 Ensures that actions and decisions reflect an appropriate level of responsibility for financial planning and accountability

5 Monitors and manages fiscal activities of the organization appropriately

Add the values from above and enter the subtotal 25 ÷ 5 = 5 score for this category

## 10. COMMUNITY

5 Shares responsibility for addressing the difficult issues facing the community

5 Avoids unnecessary controversy

5 Cooperates with neighboring communities and the county

5 Helps the council address future needs and develop adequate plans to address long-term trends

5 Cooperates with other regional, state, and federal government agencies

Add the values from above and enter the subtotal 25 ÷ 5 = 5 score for this category



## DUTIES

Below is a list of specific task/duties of the Administrator. Please use the same scale as the previous section.

- 1.) 5 Employ and terminate on behalf of the City all other employees of the organization consistent with the policies of the governing body and the ordinances and charter of the City.
- 2.) 5 Direct, assign, reassign and evaluate all the employees of the City consistent with the City Charter, ordinances, and policies, as well as state and federal law.
- 3.) 5 Organize, reorganize, and arrange the staff of the City and to develop and establish internal regulations, rules, and procedures which the City Administrator deems necessary for the efficient and effective operation of the City consistent with the City's Charter, ordinances, and policies, as well as state and federal law.
- 4.) 5 Accept all resignations of employees of the City consistent with the policies, ordinances, state, and federal law, except the City Administrator's resignation which must be accepted by the City Commission.
- 5.) 5 The City Administrator shall carry out the policy directives of the City Commission and shall perform such other legally permissible, ethical, and proper duties as may be assigned by the City Commission from time to time. All duties assigned to the City Administrator by the City Commission shall be appropriate and consistent with the professional role and responsibilities of the City Administrator.
- 6.) 5 The City Administrator shall report directly to the mayor. However, the Mayor and Commission understand policy direction comes from the City Commission as a whole and not individually as Commissioners. *\* Dave knows this, but the difficulty lies in a Commissioner not knowing, or not caring about this*
- 7.) 5 The City Commission, individually and collectively, shall refer in a timely manner all substantive criticisms, complaints and suggestions called to their attention to the City Administrator for study and/or appropriate action.

Add the values from above and enter the subtotal 35 + 7 = 5 score for this category

Initials BD

## **NARRATIVE EVALUATION**

*see attached sheet*

- What would you identify as the manager's strength(s), expressed in terms of the principal results achieved during the rating period?
- What performance area(s) would you identify as most critical for improvement?
- What constructive suggestions or assistance can you offer the manager to enhance performance?
- What other comments do you have for the manager (e.g., priorities, expectations, goals, or objectives for the new rating period)?

Initials \_\_\_\_\_

## **NARRATIVE EVALUATION**

### **Managers Strengths:**

- Dave has far surpassed previous City Administrators in his ability to get grant monies for our City.
- Dave has far surpassed previous City Administrators in his ability to network throughout the County with elected officials and policy makers, and Dave has far surpassed previous City Administrators with his ability to network at a State level, particularly with those in charge of the purse strings; the importance of this networking cannot be overstated.
- Dave does an excellent job actually "running the city" and staying on top of the many projects that require his attention.

### **Areas Needing Improvement:**

Dave's weakest area is in dealing with the public when they get belligerent with him. I understand, it's not always easy, but it is part of the job.

One area that needs critical improvement is outside of Dave's ability to handle or address, and that is a City Commissioner overstepping their authority, interfering with city staff and undermining Dave's position and authority as outlined by our Charter as a council/manager form of government. I think that if this interference continues than we must bring legal in to conduct one-on-one interviews with staff to assess the problem(s), and provide intervention with the offending Commissioner.

### **Constructive Suggestions:**

Dave wears too many hats and juggles too many responsibilities; this City has grown, and the job of City Administrator has expanded in scope (particularly in regards to the development and implementation of City infrastructure projects, networking at local and state levels, and pursuing grant monies), but we've not added support to compensate for that growth and those expanded responsibilities. I think it might be in the best interest of all (Dave, our City, and our residents) if this City Commission and Dave were to consider hiring a "deputy city administrator" -- someone who reports directly, and daily, to Dave and who can relieve Dave of some of the public interactions (which can often be time-consuming and frustrating for Dave) and who can take on the daily supervision of the upcoming construction projects we'll be undertaking (such as stormwater and city hall) --- this would allow Dave more time for the actual running of our city and pursuing grant monies (which we can all agree is priority). The money for such a hire is in the budget as Dave never used the \$55,000 for an administrative assistant, and we are expected to spend (a minimum) of \$35,000 for an (outside/contracted) project manager; that gives us \$90,000 right there --- and the monies Dave brings into our City from pursuing grants more than compensates for this additional salary/position.

### **Comments/Priorities/Expectations/Goals:**

Grant money, grant money, grant money, and let's get the new city hall built.



## Administrator Performance Evaluation



Organization: City of Key Colony Beach, FL

Evaluation period April 2022 to April 2023

Dave Turner – City Administrator

Elected Body Member's Name

Each member of the elected body should complete this evaluation form, sign it in the space below, and review the evaluation with the City Administrator. After review, evaluations are to be returned to the City Clerk. The City Clerk will provide the Mayor with a copy of all evaluations for review. The deadline for submitting this performance evaluation is **by end of business April 10<sup>th</sup>, 2023. The Mayor will give the Commission a summary report of all evaluations at the next commission meeting April 20<sup>th</sup>, 2023.**

Mayor's Signature

*Patricia Lopez*

Date

*4-14-23*

Elected Body Member's Signature

*Joseph Laspe*

Date Submitted

*4/10/2023*

### INSTRUCTIONS

This evaluation form presents 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 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)

*JR*



Any item left blank will be interpreted as a score of "3 = Average"

This evaluation form also contains provisions for evaluating specific duties and entering narrative comments, including responses to specific questions and any observations 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 elected body to the administrator as part of the agenda for the meeting indicated on the cover page.

### **PERFORMANCE CATEGORY SCORING**

#### **1. INDIVIDUAL CHARACTERISTICS**

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

Add the values from above and enter the subtotal 14 ÷ 5 = 2.8 score for this category

JR

#### **2. PROFESSIONAL SKILLS AND STATUS**

- 3 Maintains knowledge of current developments affecting the practice of local government management
- 2 Demonstrates a capacity for innovation and creativity
- 2 Anticipates and analyzes problems to develop effective approaches for solving them
- 3 Willing to try new ideas proposed by elected 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 12 ÷ 5 = 2.4 score for this category

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

- 1 Carries out directives of the body as opposed to those of any one member or minority group

- 3 Sets meeting agendas that reflect the guidance of the elected body and avoids unnecessary involvement in administrative actions
- 2 Disseminates complete and accurate information equally to all members in a timely manner
- 2 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 9 ÷ 5 = 1.8 score for this category

#### 4. POLICY EXECUTION

- 3 Implements elected body actions in accordance with the intent of council
- 3 Supports the actions of the elected body, both inside and outside the organization, after a decision has been reached
- 3 Understands, supports, and enforces local government's laws, policies, and ordinances
- 3 Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness
- 3 Offers workable alternatives to the elected 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 15 ÷ 5 = 3.0 score for this category

JR

#### 5. REPORTING

- 2 Provides regular information and reports to the elected body concerning matters of importance to the local government, using the charter as guide
- 2 Responds in a timely manner to requests from the elected body for special reports
- 3 Takes the initiative to provide information, advice, and recommendations to the elected body on matters that are non-routine and not administrative in nature
- 3 Produces reports that are accurate, comprehensive, concise, and written to their intended audience
- 2 Produces and handles reports to convey the message that affairs of the organization are open to public scrutiny

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

#### 6. CITIZEN RELATIONS

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

Add the values from above and enter the subtotal 5 ÷ 5 = 1.0 score for this category

## 7. STAFFING

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

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

Initials JR

## 8. SUPERVISION

- 2 Encourages heads of departments to make decisions within their jurisdictions with minimal 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
- 3 Develops and maintains a friendly and informal relationship with the staff and workforce in general, yet maintains the professional dignity of the 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
- 1 Encourages teamwork, innovation, and effective problem solving among the staff members



Add the values from above and enter the subtotal 11 ÷ 5 = 2.2 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
- 2 Prepares a budget and budgetary recommendations in an intelligent and accessible format
- 2 Ensures that actions and decisions reflect an appropriate level of responsibility for financial planning and accountability
- 3 Monitors and manages fiscal activities of the organization appropriately

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

JR

### 10. COMMUNITY

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

Add the values from above and enter the subtotal 9 ÷ 5 = 1.8 score for this category

### DUTIES

Below is a list of specific task/duties of the Administrator. Please use the same scale as the previous section.

- 1.) 3 Employ and terminate on behalf of the City all other employees of the organization consistent with the policies of the governing body and the ordinances and charter of the City.
- 2.) 3 Direct, assign, reassign and evaluate all the employees of the City consistent with the City Charter, ordinances, and policies, as well as state and federal law.
- 3.) 2 Organize, reorganize, and arrange the staff of the City and to develop and establish internal regulations, rules, and procedures which the City Administrator deems necessary for the efficient and effective operation of the City consistent with the City's Charter, ordinances, and policies, as well as state and federal law.
- 4.) 3 Accept all resignations of employees of the City consistent with the policies, ordinances, state, and federal law, except the City Administrator's resignation which must be accepted by the City Commission.
- 5.) 3 The City Administrator shall carry out the policy directives of the City Commission and shall perform such other legally permissible, ethical, and proper duties as may be assigned by the City Commission from time to time. All duties assigned to the City Administrator by the City Commission shall be appropriate and consistent with the professional role and responsibilities of the City Administrator.
- 6.) 2 The City Administrator shall report directly to the mayor. However, the Mayor and Commission understand policy direction comes from the City Commission as a whole and not individually as Commissioners.
- 7.) 2 The City Commission, individually and collectively, shall refer in a timely manner all substantive criticisms, complaints and suggestions called to their attention to the City Administrator for study and/or appropriate action.

Add the values from above and enter the subtotal 18  $\div 7 =$  2.57 score for this category

Initials JR

#### NARRATIVE EVALUATION

- What would you identify as the manager's strength(s), expressed in terms of the principal results achieved during the rating period?

*Contacts in state government.*

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

Communication with departments, citizens, staff  
Returning correspondence in a timely manner.  
ALWAYS return emails and calls quickly and professionally

- What constructive suggestions or assistance can you offer the manager to enhance performance?

More group input for decision making and setting policy.

Treat everyone with dignity and respect

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

- New AED's for city  
- It's OK to say "I'm not sure but I'll have the answer for you tomorrow"

Initials JR





## Administrator Performance Evaluation

Organization: City of Key Colony Beach, FL

Evaluation period April 2022 to April 2023

Dave Turner – City Administrator

Elected Body Member's Name

Each member of the elected body should complete this evaluation form, sign it in the space below, and review the evaluation with the City Administrator. After review, evaluations are to be returned to the City Clerk. The City Clerk will provide the Mayor with a copy of all evaluations for review. The deadline for submitting this performance evaluation is **by end of business April 10<sup>th</sup>, 2023. The Mayor will give the Commission a summary report of all evaluations at the next commission meeting April 20<sup>th</sup>, 2023.**

Mayor's Signature

*Patricia Trepry*

Date

4-10-2023

Elected Body Member's Signature

*Patricia Trepry*

Date Submitted

4-10-2023

### INSTRUCTIONS

This evaluation form presents 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 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 provisions for evaluating specific duties and entering narrative comments, including responses to specific questions and any observations 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 elected body to the administrator as part of the agenda for the meeting indicated on the cover page.

## **PERFORMANCE CATEGORY SCORING**

### **1. INDIVIDUAL CHARACTERISTICS**

\_\_\_5\_\_\_ Diligent and thorough in the discharge of duties, "self-starter"

\_\_\_4\_\_\_ Exercises good judgment

\_\_\_4\_\_\_ Displays enthusiasm, cooperation, and willingness to adapt

\_\_\_5\_\_\_ Exhibits 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 22  $\div 5 =$  4.4 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

\_\_\_4\_\_\_ Willing to try new ideas proposed by elected body members and/or staff

\_\_\_4\_\_\_ 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  $\div 5 =$  4.2 score for this category

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

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

Add the values from above and enter the subtotal 21 ÷ 5 = 4.2 score for this category

### 4. POLICY EXECUTION

- ☐ 4 Implements elected body actions in accordance with the intent of council
- ☐ 4 Supports the actions of the elected body, both inside and outside the organization, after a decision has been reached
- ☐ 5 Understands, supports, and enforces local government's laws, policies, and ordinances
- ☐ 5 Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness
- ☐ 4 Offers workable alternatives to the elected 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 22 ÷ 5 = 4.4 score for this category

### 5. REPORTING

- ☐ 5 Provides regular information and reports to the elected body concerning matters of importance to the local government, using the charter as guide
- ☐ 4 Responds in a timely manner to requests from the elected body for special reports
- ☐ 4 Takes the initiative to provide information, advice, and recommendations to the elected body on matters that are non-routine and not administrative in nature
- ☐ 4 Produces reports that are accurate, comprehensive, concise, and written to their intended audience
- ☐ 4 Produces and handles reports to convey the message that affairs of the organization are open to public scrutiny

Add the values from above and enter the subtotal 21 ÷ 5 = 4.2 score for this category

## 6. CITIZEN RELATIONS

  3   Is responsive to requests from citizens

  4   Demonstrates a dedication to service to the community and its citizens

  5   Maintains a nonpartisan approach in dealing with the news media

  3   Meets with and listens to members of the community to discuss their concerns, and strives to understand their interests

  4   Makes an appropriate effort to maintain citizen satisfaction with services

Add the values from above and enter the subtotal  19   $\div 5 =$   3.8  score for this category

## 7. STAFFING

  5   Recruits and retains competent personnel for staff positions

  5   Applies an appropriate level of supervision to improve any areas of substandard performance

  5   Stays accurately informed and appropriately concerned about employee relations

  5   Manages the compensation and benefits plan professionally

  4   Promotes training and development opportunities for employees at all levels of the organization

Add the values from above and enter the subtotal  24   $\div 5 =$   4.8  score for this category

Initials   PT  

## 8. SUPERVISION

  5   Encourages heads of departments to make decisions within their jurisdictions with minimal manager involvement, yet maintains general control of operations by providing the right amount of communication to the staff

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

  5   Develops and maintains a friendly and informal relationship with the staff and workforce in general, yet maintains the professional dignity of the 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

\_\_4\_\_ Encourages teamwork, innovation, and effective problem solving among the staff members

Add the values from above and enter the subtotal 22 ÷ 5 = 4.4 score for this category

## 9. FISCAL MANAGEMENT

\_\_5\_\_ 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

\_\_5\_\_ Prepares a budget and budgetary recommendations in an intelligent and accessible format

\_\_4\_\_ Ensures that actions and decisions reflect an appropriate level of responsibility for financial planning and accountability

\_\_5\_\_ Monitors and manages fiscal activities of the organization appropriately

Add the values from above and enter the subtotal 24 ÷ 5 = 4.8 score for this category

## 10. COMMUNITY

\_\_4\_\_ Shares responsibility for addressing the difficult issues facing the community

\_\_3\_\_ Avoids unnecessary controversy

\_\_5\_\_ Cooperates with neighboring communities and the county

\_\_4\_\_ Helps the council address future needs and develop adequate plans to address long-term trends

\_\_5\_\_ Cooperates with other regional, state, and federal government agencies

Add the values from above and enter the subtotal 21 ÷ 5 = 4.2 score for this category

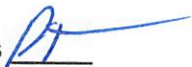
## DUTIES

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- 6.) 4 The City Administrator shall report directly to the mayor. However, the Mayor and Commission understand policy direction comes from the City Commission as a whole and not individually as Commissioners.
- 7.) 4 The City Commission, individually and collectively, shall refer in a timely manner all substantive criticisms, complaints and suggestions called to their attention to the City Administrator for study and/or appropriate action.

Add the values from above and enter the subtotal 31 ÷ 7 = 4.4 score for this category

Initials



## **NARRATIVE EVALUATION**

- What would you identify as the manager's strength(s), expressed in terms of the principal results achieved during the rating period?

**Dave's ability to secure numerous grants and monies has been invaluable to the city. From new playground equipment to the Stormwater appropriation, projects have been fast tracked that otherwise would have taken years to implement. Dave maintains crucial relationships with our partners at the Local, State, and Federal levels. These partnerships have played an important role in Dave's success with numerous projects and have preserved Key Colony Beach's seat at the table.**

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

**Communications with residents must be improved and community relationships rebuilt. Dave must develop a proactive strategy to accomplish this goal. Key Colony Beach is experiencing growing pains. The transition from "the way we've always done it" to the way a city should function and run, takes time and patience. Better, more effective communication is key.**

- What constructive suggestions or assistance can you offer the manager to enhance performance?

**Communication is so important and applies to each Commissioner as well. It has been my personal policy to regularly schedule time to meet with the Administrator. While Dave emails timely information to us as needed and provides his monthly report, one-on-one meetings should be part of each Commissioner's routine. Whether in person or by phone, we as Commissioners share the responsibility of maintaining an open line of communication with Dave.**

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

Initials P.T.