

# CITY MANAGER PERFORMANCE EVALUATION

July 2020

This form should be completed by the Mayor and Councilmembers to evaluate the City Manager's performance in each of the areas noted below. Performance levels should be noted based on the following scale:

- 5 - Outstanding (Consistently achieves and exceeds all standards/objectives of work performance)
- 4 - Very Effective (Regularly meets and frequently exceeds standards of work performance)
- 3 - Effective (Regularly meets standards of work performance)
- 2 - Marginally Effective (Often fails to meet standards of work performance)
- 1 - Ineffective (Clearly and consistently fails to meet standard of work performance)

Each Evaluator should sign the form and forward completed evaluations to Amy Myers, Esq., [amyers@handfirm.com](mailto:amyers@handfirm.com). The deadline for submitting this performance evaluation is July 17, 2020. Evaluations will be summarized and included on the agenda for discussion at the July 23 or August 13, 2020 Council meeting.

Evaluation Period: January through June 2020.

## 1. PERSONAL

2.7

- 3 Invests sufficient effort toward being diligent and thorough in the discharge of duties
- 2 Exercises good judgement
- 2.5 City Manager is enthusiastic, cooperative and willing to adapt
- 4 City Manager is a "self-starter", and possesses the necessary mental and physical stamina

13.5

2 Composure, appearance and attitude are fitting for an individual in this executive position. This person is able to separate personal feelings from the advancement of the organization's interests

**2. PROFESSIONAL SKILLS** 2.6

4 Knowledgeable of current developments affecting local government management

1 Respected in the management profession

3 Demonstrates a capacity for innovation and creativity

3 Anticipates problems and develops effective approaches for solving them

13

2 Willing to try new ideas proposed by Council members and/or staff

**3. RELATIONSHIP WITH THE COUNCIL** 2.6

3 Carries out the directive of the Council as a whole, rather than those of any one member of the Council

3 Assists Council members in resolving problems at the administrative level in a manner that avoids unnecessary Council action

2 Assists the Council in establishing policy, while acknowledging the ultimate authority of the Council

3 Responds to requests for information or assistance by the Council

3 Informs the Council of current issues and administrative developments in a timely manner

2 Receptive to constructive criticism and advice

18.5

2.5 Information is disseminated equally and completely to the Councilmembers

**4. POLICY EXECUTION** 2.9

3 Implements Council actions in accordance with the intent of the Council

- 3 Supports the actions of the Council after a decision has been reached, both inside and outside the organization
- 3 Understands and follows Florida law
- 2 Understands, supports and enforces City's laws, policies and ordinances
- 3.5 Timely and effectively executes City policies
- 3 Reviews City policies and procedures periodically to improve their effectiveness
- 3 Offers workable alternatives to the Council for changes in law or policy when an existing policy is impractical

20.5

5. **REPORTING** 3.3

- 4 Provides the Council with reports concerning matters of importance to the City
- 3 Reports produced by the City Manager are accurate, comprehensive, concise and written to their intended audience
- 3 Reports are generally produced through the City Manager's own initiative rather than when requested by the Council
- 2.5 Prepares a sound agenda which prevents trivial administrative matters from being reviewed by the Council
- 16.5 4 Documentation produced by the City Manager's office respects the fact that the affairs of the City are fully open to public scrutiny

6. **CITIZEN RELATIONS** 2.58

- 2.5 Responsive to concerns from citizens
- 2.5 Demonstrates dedication to the community, and the citizens and industry served by the City
- 3 Skillful in dealing with the news media and in avoiding partisan political positions

2 Has the capacity to listen to others and to recognize their interests, and works well with others

3 Willing to meet with members of the community to discuss their real concerns

2.5 Generally, community partners satisfied with City activities and services

15.5

**7. STAFFING** 2.5

3 Recruits and retains competent personnel for staff positions

2 Aware of weak or indifferent administrative personnel, and works to improve their performance

2.5 Accurately informed and concerned about employee relations

1.5

**8. SUPERVISION** 2.57

3 Encourages department directors to make decisions within their own jurisdictions and divisions without the City Manager's approval, yet maintains general control of operations

2.5 Instills confidence and initiative in subordinates and emphasizes supportive rather than restrictive controls for their programs

2.5 Has developed a friendly and informal relationship with the staff and work force as a whole, yet maintains the prestige and dignity of the City Manager's office

2.5 Evaluates personnel periodically, and points out management weaknesses and strengths. Manages and evaluates key personnel primarily by setting performance goals and objectives, and then assesses progress toward goals and objectives at least annually

3 The organization's staff works as a team and seeks ways to be innovative and oriented toward effective problem-solving

2.5 Delegates responsibility effectively and provides the right amount of communication to staff during the course of the year

18

2 The City Manager properly controls the organization's operational and functional activities and motivates others to maximum performance

**9. FISCAL MANAGEMENT** 2.6

2.5 Prepares a balanced budget to provide services in the areas and at a level directed by the Council

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

3 The prepared/recommended budget is in an intelligent and accessible format

10.5

3 Possesses awareness of the importance of financial planning and accounting controls

**10. COMMUNITY** 1.7

2.5 Difficult issues facing the City are addressed in a practical way, and adequate steps are taken to avoid unnecessary controversy

1 Recognizes areas of common or aligned interests with neighboring jurisdictions and entities and cooperates effectively with them to promote those interests

3 The City Manager helps the Council address future needs and develops adequate plans anticipating long term trends

1 Cooperates with other local governments, state and federal government

9.5

1 Cooperates with other governmental units in the region such as the County and Tourist Development Council/Convention and Visitor's Bureau.

**NARRATIVE EVALUATION**

11. What would you identify as the City Manager's strengths, expressed in terms of the principal results achieved during the evaluation period?

The City Manager has done a good job on the SWOT analysis and pushing to get the citizen survey mailed out.

12. What performance areas would you identify as needing improvement? Why? What constructive, positive suggestions can you offer the City Manager to enhance performance?

The City Manager needs to work on building relationships with other local government bodies. Working together will help Panama City Beach more in the long run and to not be adversarial. The City Manager needs to listen and understand the history for past / current decisions. The City Manager needs to focus on listening when others speak and not to interrupt them.

13. Other comments?

The City Manager needs to make sure that he works at the direction of the council and doesn't try to become the "6th" council member. While his ideas are crucial, his ideas are not the only ideas that matter. Policy needs to be driven by council and his communication needs to be consistent to all members. The City Managers past experiences are important, but that they are not the only way to do something.

The City Manager needs to work on organizational relationships with department heads and understand that they are valuable members of the city's team.

### SCORING

Total score from the values assigned to statements in categories 1 – 10:

Total # = 142 divided by <sup>54</sup>55 (or the actual # of questions used) <sup>2.63</sup>2.58 avg.  
= \_\_\_\_\_ = \_\_\_\_\_

Of the ten scored groups above, circle the number of the Strongest category (only circle one number):  
1 2 3 4 5 6 7 8 9 10

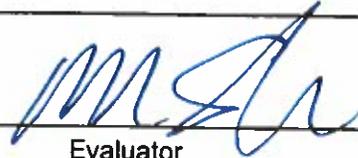
Of the ten scored groups above, circle the number of the Weakest category (only circle one number):  
1 2 3 4 5 6 7 8 9 10

**STRATEGIC PRIORITIES FOR NEXT REVIEW PERIOD**  
(rank from most important (1) to least (7))

- 5 CONDUCT CITIZEN'S SURVEY AND BENCHMARK REPORT
- 3 EMPLOYEE SURVEY RESPONSE
- 2 IMPLEMENTATION OF STRATEGIC PLAN FY 2021-2026
- 1 PREPARE/IMPLEMENT ANNUAL BUSINESS PLAN FY 2021
- 4 PREPARE/IMPLEMENT FIVE YEAR FINANCIAL PLAN FY 2021-2026
- 7 PREPARE/IMPLEMENT ORGANIZATIONAL QUALITY INITIATIVE PLAN
- 6 PREPARE/IMPLEMENT ORGANIZATIONAL MANAGEMENT PROCESS REVIEW

Specific goals and objectives for new evaluation period (July through December 2020):

Work on building community and employee relationships and not creating unforced errors.  
It is important to slow down at times and have better quality control. Taking the time to do something right the first time saves time and energy for all involved. The history of events matters, and should not be disregarded.

Rated by:  Evaluator 8/10/2020 Date