

City Manager Performance Evaluation



City of Green Cove Springs

L. Steve Kennedy

Evaluation Period: 11/01/2023 to 10/30/2024

Edward Gaw

Governing Body Member's Name

Each member of the governing body should complete this evaluation form, sign it in the space below, and return it to HR Director, Dee Jones. The deadline for submitting this performance evaluation is November 6, 2024. Evaluations will be summarized and included on the agenda for discussion at the Special Session November 12, 2024.

Governing Body Member's Signature

Date

Mayor's Signature

Date

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

5	Diligent and thorough in the discharge of duties, "self-starter"
5	Exercises good judgment
5	Displays enthusiasm, cooperation, and will to adapt
5	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 $\frac{25}{5} \div 5 = 5$ 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
- 5 Anticipates and analyzes problems to develop effective approaches for solving them
- 4 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 23 ÷ 5 = 4.6 score for this category

3. RELATIONS WITH ELECTED MEMBERS OF THE GOVERNING BODY

- 5 Carries out directives of the body as a whole as opposed to those of any one member or minority group
- 5 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
- 4 Responds well to requests, advice, and constructive criticism

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

4. POLICY EXECUTION

- 5 Implements governing body actions in accordance with the intent of council
- 5 Supports the actions of the governing body after a decision has been reached, both inside and outside the organization
- 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 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 24 ÷ 5 = 4.8 score for this category

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

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
4	Professionally manages the compensation and benefits plan
5	Promotes training and development opportunities for employees at all levels of the organization

Add the values from above and enter the subtotal $25 \div 5 = 5$ score for this category

5	Responsive to requests from citizens
5	Demonstrates a dedication to service to the community and its citizens
5	Maintains a nonpartisan approach in dealing with the news media
5	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 $46 \div 5 = 9.2$ score for this category

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

8. SUPERVISION

- 5 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
- 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 work force in general, yet maintains the professional dignity of the city 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

- 4 Prepares a balanced budget to provide services at a level directed by council
- 4 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 actions and decisions reflect an appropriate level of responsibility for financial planning and accountability
- 4 Appropriately monitors and manages fiscal activities of the organization

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

Exploration of what makes a small town a small town? One of the goals of this process would be a list of priorities consistent with community improvement.

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

Results achieved during the rating period? _____

What would you identify as the manager's strength(s), expressed in terms of the principle

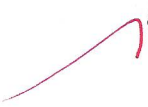
Brevity, Honesty, Work ethic.

NARRATIVE EVALUATION

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

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

10. COMMUNITY



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

Stay the course. The next rating period will include two (2) new Council Members. It can reasonably be expected that growth strategies and projects will be debated at length.

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

Establish a plan to establish an approach for each of the following priorities:: competitive police compensation, waterfront improvement including a mooring field to organize our anchorage and port engagement post-lawsuit.

City Manager Performance Evaluation



City of Green Cove Springs

L. Steve Kennedy

Evaluation Period: 11/01/2023 to 10/30/2024

Thomas M. Smith

Governing Body Member's Name

Each member of the governing body should complete this evaluation form, sign it in the space below, and return it to HR Director, Dee Jonees. The deadline for submitting this performance evaluation is November 6, 2024. Evaluations will be summarized and included on the agenda for discussion at the Special Session November 12, 2024.

Thomas M. Smith

Governing Body Member's Signature

11.22.24

Date

Mayor's Signature

Date

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"
- 5 Exercises good judgment
- 5 Displays enthusiasm, cooperation, and will to adapt
- 5 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 19 ÷ 5 = 3.8 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
- 5 Anticipates and analyzes problems to develop effective approaches for solving them
- 5 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 24 ÷ 5 = 4.8 score for this category ✓

3. RELATIONS WITH ELECTED MEMBERS OF THE GOVERNING BODY

- 5 Carries out directives of the body as a whole as opposed to those of any one member or minority group
- 5 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
- 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 governing body actions in accordance with the intent of council
- 5 Supports the actions of the governing body after a decision has been reached, both inside and outside the organization
- 5 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 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 24 ÷ 5 = 4.8 score for this category ✓

5. REPORTING

- 5 Provides regular information and reports to the governing body concerning matters of importance to the local government, using the city charter as guide
- 5 Responds in a timely manner to requests from the governing body for special reports
- 5 Takes the initiative to provide information, advice, and recommendations to the governing body on matters that are non-routine and not administrative in nature
- 5 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 25 ÷ 5 = 5 score for this category ✓

6. CITIZEN RELATIONS

- 5 Responsive to requests from citizens
- 5 Demonstrates a dedication to service to the community and its citizens
- 5 Maintains a nonpartisan approach in dealing with the news media
- 5 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 25 ÷ 5 = 5 score for this category ✓

7. STAFFING

- 4 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 Professionally manages the compensation and benefits plan
- 5 Promotes training and development opportunities for employees at all levels of the organization

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

8. SUPERVISION

- 5 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
- 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 work force in general, yet maintains the professional dignity of the city 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 actions and decisions reflect an appropriate level of responsibility for financial planning and accountability
- 5 Appropriately monitors and manages fiscal activities of the organization

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 city
- 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

NARRATIVE EVALUATION

What would you identify as the manager's strength(s), expressed in terms of the principle results achieved during the rating period? Mr. Kennedy continues to bring our community cooperation with neighboring municipalities and the county to the next level.

Mr. Kennedy consistently provides updates in a timely, clear, and concise manner.

What performance area(s) would you identify as most critical for improvement? During this period of performance review, Mr. Kennedy has consistently exceeded expectations, for my point of Mr. Kennedy is performing above expectations.

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

Mr. Kennedy's goals are clear, reasonable and obtainable. As advancements in technology continue to grow, I would recommend the City stay as closely aligned to the advancements as possible - which is defined in "Explore opportunities to create a Smart City" goal.

What other comments do you have for the manager; e.g., priorities, expectations, goals or objectives for the new rating period? The goal of community outreach as noted in Mr. Kennedy's goals is a moving target, I commend and would love to participate in the quarterly outreaches. We know and have a proven track record of attendance being low at council meetings, outside of a select few members on routine basis. Exploring ways to continue the outreach to find what best resonates with the community. As we move towards the remaining goals, ensuring the fund balances are healthy is a top priority.

One goal, I would like to see is a new process for reporting, obtaining information and tracking power outages. Relying on the police dispatch number to report and obtain any information is antiquated and causes necessary lines to be tied up. Our PIO has done an outstanding job filling gaps - however, finding a cost effective method should be focused on.



City Manager Performance Evaluation



City of Green Cove Springs

L. Steve Kennedy

Evaluation Period: 11/01/2023 to 10/30/2024

Constance W. Butler

Governing Body Member's Name

Each member of the governing body should complete this evaluation form, sign it in the space below, and return it to HR Director, Dee Jones. The deadline for submitting this performance evaluation is November 25, 2024. Evaluations will be summarized and included on the agenda for discussion at the Special Session December 12, 2024.

A handwritten signature in black ink, appearing to read "C. W. Butler", written over a horizontal line.

Governing Body Member's Signature

11/25/24

Date

Mayor's Signature

Date

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

- 5 ___ Diligent and thorough in the discharge of duties, "self-starter"
- 5 ___ Exercises good judgment
- 5 ___ Displays enthusiasm, cooperation, and will to adapt
- 5 ___ 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 24 ÷ 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
- 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 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 25 ÷ 5 = 5 score for this category ✓

3. RELATIONS WITH ELECTED MEMBERS OF THE GOVERNING BODY

- 5 Carries out directives of the body as a whole as opposed to those of any one member or minority group
- 5 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
- 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 governing body actions in accordance with the intent of council
- 5 Supports the actions of the governing body after a decision has been reached, both inside and outside the organization
- 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
- 5 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 25 ÷ 5 = 5 score for this category ✓

5. REPORTING

- 5 Provides regular information and reports to the governing body concerning matters of importance to the local government, using the city charter as guide
- 4 Responds in a timely manner to requests from the governing body for special reports
- 5 Takes the initiative to provide information, advice, and recommendations to the governing body on matters that are non-routine and not administrative in nature
- 5 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 24 ÷ 5 = 4.4 score for this category ✓

6. CITIZEN RELATIONS

- 5 Responsive to requests from citizens
- 5 Demonstrates a dedication to service to the community and its citizens
- 5 Maintains a nonpartisan approach in dealing with the news media
- 5 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 25 ÷ 5 = 5 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 Professionally manages the compensation and benefits plan
- 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 ✓

8. SUPERVISION

- 5 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
- 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 work force in general, yet maintains the professional dignity of the city 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 actions and decisions reflect an appropriate level of responsibility for financial planning and accountability
- 4 Appropriately monitors and manages fiscal activities of the organization

Add the values from above and enter the subtotal 24 ÷ 5 = 4.4 score for this category



10. COMMUNITY

5 Shares responsibility for addressing the difficult issues facing the city

5 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

4 Cooperates with other regional, state and federal government agencies

Add the values from above and enter the subtotal 24 ÷ 5 = 4.4 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? Building a city with experience collaboration among city council members. Able to work with county and other state officials to enhance positive growth in the city.
Allowing staff to expand their knowledge as relates to specific departments.
Efficient with daily operations as relate to budgeting.
Represents the council with dignity and respect at events and meetings etc.
Communicates in positive manner with citizens shows no bias when there is negativity in action or response.

What performance area(s) would you identify as most critical for improvement? None
Do not lose sight of this small town charm!

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

Since the position of the Finance Director is filled. It would be helpful to have a quarterly snapshot of budget. Revenue and expenditures for council. Continue the project information sheet that shows the percentages of completion.

What other comments do you have for the manager; e.g., priorities, expectations, goals or objectives for the new rating period? It has been a pleasure to work with you and with all the experience and accomplishments you brought to our city. City of Green Cove Springs is positioned for managed growth. Thank You for being a part of the process. Your faith in our council spoke volume to move the cities vision to not to forget the past and embrace the future.

JB

City Manager Performance Evaluation



City of Green Cove Springs

L. Steve Kennedy

Evaluation Period: 11/01/2023 to 10/30/2024

Daniel M. Johnson

Governing Body Member's Name

Each member of the governing body should complete this evaluation form, sign it in the space below, and return it to HR Director, Dee Jonees. The deadline for submitting this performance evaluation is November 6, 2024. Evaluations will be summarized and included on the agenda for discussion at the Special Session November 12, 2024.

Governing Body Member's Signature

Date

Mayor's Signature

Date

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

- 5 Diligent and thorough in the discharge of duties, "self-starter"
- 5 Exercises good judgment
- 5 Displays enthusiasm, cooperation, and will to adapt
- 5 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 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 25 ÷ 5 = 5 score for this category



3. RELATIONS WITH ELECTED MEMBERS OF THE GOVERNING BODY

- 5 Carries out directives of the body as a whole as opposed to those of any one member or minority group
- 5 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
- 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 governing body actions in accordance with the intent of council
- 5 Supports the actions of the governing body after a decision has been reached, both inside and outside the organization
- 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
- 5 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 25 ÷ 5 = 5 score for this category



5. REPORTING

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

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

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

5 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 ÷ 5 = 5 score for this category ✓

6. CITIZEN RELATIONS

5 Responsive to requests from citizens

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

5 Maintains a nonpartisan approach in dealing with the news media

5 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 25 ÷ 5 = 5 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 Professionally manages the compensation and benefits plan

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 ✓

8. SUPERVISION

- 5 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
- 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 work force in general, yet maintains the professional dignity of the city 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 actions and decisions reflect an appropriate level of responsibility for financial planning and accountability
- 5 Appropriately monitors and manages fiscal activities of the organization

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 city
- 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 ✓

NARRATIVE EVALUATION

What would you identify as the manager's strength(s), expressed in terms of the principle results achieved during the rating period? Mr. Kennedy is an exceptional leader and manager. The city has an incredibly gifted and talented staff led by Mr. Kennedy, who is ultimately responsible for the professionalism of our city workers. No other city staff is more professional and content as our city workers. Mr. Kennedy is also an excellent communicator with city council members, his staff, the county.

What performance area(s) would you identify as most critical for improvement? I honestly cannot identify an area for improvement. Mr. Kennedy is the model city manager in my opinion.

City Manager Performance Evaluation



City of Green Cove Springs

L. Steve Kennedy

Evaluation Period: 11/01/2023 to 10/30/2024

Steven Kelley
Governing Body Member's Name

Each member of the governing body should complete this evaluation form, sign it in the space below, and return it to HR Director, Dee Jones. The deadline for submitting this performance evaluation is November 6, 2024. Evaluations will be summarized and included on the agenda for discussion at the Special Session November 12, 2024.

[Signature]
Governing Body Member's Signature

11/26/24
Date

Mayor's Signature

Date

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

- 5 Diligent and thorough in the discharge of duties, "self-starter"
- 5 Exercises good judgment
- 5 Displays enthusiasm, cooperation, and will to adapt
- 5 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

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
- 5__ 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 $24 \div 5 = 4.8$ score for this category ✓

3. RELATIONS WITH ELECTED MEMBERS OF THE GOVERNING BODY

- 5__ Carries out directives of the body as a whole as opposed to those of any one member or minority group
- 5__ 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
- 4__ 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 $24 \div 5 = 4.8$ score for this category ✓

4. POLICY EXECUTION

- 5__ Implements governing body actions in accordance with the intent of council
- 5__ Supports the actions of the governing body after a decision has been reached, both inside and outside the organization
- 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
- 5__ 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 $25 \div 5 = 5$ score for this category ✓

5. REPORTING

- 5 Provides regular information and reports to the governing body concerning matters of importance to the local government, using the city charter as guide
- 5 Responds in a timely manner to requests from the governing body for special reports
- 4 Takes the initiative to provide information, advice, and recommendations to the governing body on matters that are non-routine and not administrative in nature
- 5 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 24 ÷ 5 = 4.8 score for this category ✓

6. CITIZEN RELATIONS

- 5 Responsive to requests from citizens
- 5 Demonstrates a dedication to service to the community and its citizens
- 5 Maintains a nonpartisan approach in dealing with the news media
- 5 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 25 ÷ 5 = 5 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 Professionally manages the compensation and benefits plan
- 5 Promotes training and development opportunities for employees at all levels of the organization

Add the values from above and enter the subtotal 23 ÷ 5 = 4.6 score for this category ✓

8. SUPERVISION

- 4 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
- 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 work force in general, yet maintains the professional dignity of the city 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
- 5 Encourages teamwork, innovation, and effective problem-solving among the staff members

Add the values from above and enter the subtotal 23 ÷ 5 = 4.6 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 actions and decisions reflect an appropriate level of responsibility for financial planning and accountability
- 4 Appropriately monitors and manages fiscal activities of the organization

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

10. COMMUNITY

- 5 Shares responsibility for addressing the difficult issues facing the city
- 5 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 24 ÷ 5 = 4.8 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? _____

 The city manager has created and sustained a great culture and work environment where employees feel trusted and supported. He also works hard to recommend solutions that meet the collective goals of the council.

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

 In light of this past audit I really hope to see a process for the assessment of future city cash flows before long term financial decisions are made. With city business getting more complex I recommend the city manager works hard to communicate before meetings with the council members to answer as many questions they may have before the meetings or provide necessary backup to help the decisions move more expeditiously. There will be new council members coming on board and the more communication and background they need to understand (whether they ask for it or not) the better we can avoid debate over settled strategic policy. Unnecessary debate could slow the organization down or create expensive changes.

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

Instead of waiting for council members to come to you with questions on topics you know may be contentious, seek them out and get them the information they need to make an informed decision.

~~Similarly, seek out and evaluate the performance of each department's directors to help avoid the possible accumulation of issues that may make issues harder to overcome.~~

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

We have accomplished so much under your management with great council members. We have many plans, and progress already in the books and some largely underway, please protect the time and investment into these collectively decided and agreed upon plans and directions. Bring new council members up to date with the accomplishments and direction the city is headed. Take time to explain the importance of form based codes, CRAs, reclaimed water, parking plans, code enforcement, and investments into all our city services and the growth we are facing. The more informed new council members are on each and every item the more effective they will be and the more efficient we will be as an organization.

