



City Manager Evaluation Review

Presented by: Rodney Lucas

City Manager



Performance Reviews

What is a Performance Review?

A performance review is a formal assessment in which a manager or commission evaluates an employee's or City Manager's work performance, identifies strengths and weaknesses, offers feedback, and sets goals for future performance. Performance reviews are also called performance appraisals or performance evaluations.



PERFORMANCE REVIEWS

- ◆ **Performance reviews should be two-way conversations**
- ◆ **Performance reviews should be future-focused.**
- ◆ **Performance reviews should be transparent.**
- ◆ **Performance reviews should be objective.**
- ◆ **Performance Reviews Impact Employee Success**
- ◆ **Reflect on the past but focus on the future.**



PERFORMANCE REVIEWS



City Manager Performance Evaluation

City Of
Pahokee

Evaluation period: April 12, 2022 to December 31, 2023
(Eight-month Period)

Commission Member's Name

Each Commissioner should complete this evaluation form, sign in the space below, and return it to the Human Resources Department. The deadline for submitting this performance evaluation is February 26, 2023. Evaluations will be summarized by Human Resources Manager and provided to the Mayor and Commission in hardcopy and electronic format. Please be reminded any recommendations pertaining to performance or changes to goal-setting should be conducted with the City Manager in a one on one discussion.

Commission Member's Signature

Date Submitted



INSTRUCTIONS

This evaluation form includes two parts: A quantitative score sheet, covering multiple categories of performance criteria; and a narrative comments section. A summary of the score sheet results and all narrative comments will be distributed to all Commission Members and will be used as a basis for City Manager's overall performance.

Score sheet: Each of the categories contains multiple statements that describe a behavior standard in that category. For each statement, rate the City Manager's performance along the following scale.

- 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)

If you do not have enough information to rate the City Manager on a particular characteristic, leave it blank. Blanks will not be included in the numerical scoring, but the number of blanks for that characteristic will be recorded.

Please leave all pages of this evaluation form attached. Initial each page, including any printed sheets you attached. Sign and date the cover page. All evaluations submitted prior to the deadline will be included in the summary.



PERFORMANCE CATEGORY SCORING

1. INDIVIDUAL CHARACTERISTICS

- ____ Diligent and thorough in the discharge of duties, "self-starter"
- ____ Exercises good judgment and exudes constant professionalism in the industry
- ____ Displays enthusiasm, cooperation, and will to adapt to changing environments
- ____ Strives to continue professional development and training
- ____ Exhibits composure and attitude appropriate for the executive position

2. PROFESSIONAL SKILLS AND STATUS

- ____ Maintains knowledge of current developments affecting the practice of local government management by participating in professional development, conferences, seminars, forums, public speaking, and training opportunities.
- ____ Demonstrates a capacity for innovation, creativity, and is forward thinker
- ____ Anticipates and analyzes problems to develop effective approaches for solving them
- ____ Presents a professional demeanor publicly. Represents the city in an official capacity
- ____ Sets a professional example by handling affairs of the public office in a fair and impartial manner

3. RELATIONS WITH ELECTED MEMBERS OF THE GOVERNING BODY

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



PERFORMANCE REVIEWS



4. POLICY EXECUTION

- ___ Implements governing body actions in accordance with the intent of Commission
- ___ Supports the actions of the governing body after a decision has been reached, both inside and outside the organization
- ___ Understands, supports, and enforces local government's laws, policies, and ordinances
- ___ Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness
- ___ Offers workable alternatives to the governing body for changes in law or policy when an existing policy or ordinance requires revisions or recommendations

5. REPORTING

- ___ Provides regular information and reports to the governing body concerning matters of importance to the local government, using the City Charter as a guide.
- ___ Responds in a timely manner to requests from the governing body for special reports
- ___ Takes the initiative to provide information, advice, and recommendations to the governing body on matters that are non-routine and not administrative in nature
- ___ Reports produced by the manager are accurate, comprehensive, concise and written to their intended audience
- ___ Produces and handles reports in a way to convey the message that affairs of the organization is transparent

6. CITIZEN/PUBLIC SERVICES

- ___ Provides an open-door policy by appointment for community
- ___ Demonstrates a dedication to service to the community and promotes city-wide community programs
- ___ Maintains a nonpartisan approach in dealing with the news media
- ___ Accepts recommendations from members of the community and strives to understand their interests as residents. Provides an open-door policy for a discussion.
- ___ Maintains public services with highest of satisfaction. i.e. solid waste/garbage, utilities, stormwater, public works, and streets/roads



7. STAFFING

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

8. SUPERVISION

- ___ 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
- ___ Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operations at the department level
- ___ 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
- ___ 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
- ___ Encourages teamwork, innovation, and effective problem-solving among staff members

9. FISCAL MANAGEMENT

- ___ Prepares a balanced budget to provide services at a level directed by Commission
- ___ Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively
- ___ Prepares a budget and budgetary recommendations in an intelligent and accessible format
- ___ Ensures actions and decisions reflect an appropriate level of responsibility for financial planning and accountability
- ___ Appropriately monitors and manages fiscal activities of the organization



10. Legislative Development/Outreach

- ___ Shares responsibility for addressing the difficult issues facing the City
- ___ Manages conflict and develops responsive plans or recommendations to mitigate issues.
- ___ Creates partnerships with the Palm Beach County for increase support to local community development i.e., secures funds from county, creates inter-local agreements
- ___ Successfully address future priorities and develop adequate plans to address infrastructure and capital improvements plans. i.e. streets, roads, utilities, and stormwater
- ___ Increases City's ability to leverage funding from with other regional, state, and federal government agencies



PERFORMANCE REVIEWS



NARRATIVE EVALUATION

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

What suggestions or assistance can you offer the City Manager? i.e. priorities, expectations, or specific objectives for upcoming year



PERFORMANCE REVIEWS

- ◆ Electronic Forms will be sent out to each commissioner on Wednesday January 25, 2023
- ◆ Any questions please contact Carlos Mangual to assist you with the process
- ◆ Commissioners please make sure that completed forms are returned to me by February 28, 2023



PERFORMANCE EVALUATION TALLY



CITY MANAGER EVALUATION TALLY SHEET City Manager, Rodney Lucas April 2023

	Rebb	Murvin	Parus	Roldin	Donatelle	Average
Individual Characteristics						
1	3	2	2	4	3	3.00
2	3	2	2	2	3	3.00
3	3	3	2	4	3	3.00
4	3	4	3	4	3	3.80
5	3	4	3	3	3	3.00
Professional Skills and Status						
1	3	3	3	4	3	3.20
2	3	3	2	4	2	3.00
3	2	3	2	3	2	2.40
4	3	4	2	3	2	3.40
5	3	3	2	4	3	3.00
Relations with Elected Members of the governing Body						
1	2	4	1	4	2	2.60
2	2	2	2	4	3	2.60
3	2	4	3	3	3	2.60
4	3	3	1	3	3	3.00
5	2	3	1	4	3	2.80
Policy Execution						
1	3	3	2	3	3	3.20
2	3	3	3	3	3	3.00
3	3	3	3	4	3	3.30
4	3	3	2	4	3	3.00
5	3	3	2	3	3	3.00
Reporting						
1	3	3	2	4	3	3.00
2	3	3	1	3	3	2.80
3	3	3	2	4	3	3.00
4	3	3	3	3	2	2.80
5	3	4	2	4	3	3.00
Citizen/Public Services						
1	2	4	3	3	4	3.40
2	2	4	3	4	3	3.40
3	3	3	3	3	4	3.40
4	3	3	2	3	4	3.40
5	3	3	3	3	3	3.00
Staffing						
1	2	3	2	3	2	2.40
2	3	3	2	4	3	3.00
3	3	3	3	3	3	3.00
4	3	3	2	3	3	3.00
5	3	4	3	4	3	3.40
Supervision						
1	3	3	2	3	3	3.00
2	3	3	2	4	3	3.00
3	3	3	3	4	3	3.40
4	3	3	3	3	3	3.00
5	3	3	3	3	3	3.00
Fiscal Management						
1	3	3	2	3	3	2.80
2	3	3	2	4	3	2.80
3	3	4	3	4	3	2.80
4	3	3	3	3	2	2.40
5	3	3	2	3	2	2.60
Legislative Development/Outreach						
1	3	3	3	3	3	3.00
2	3	3	3	3	3	3.00
3	3	3	3	3	3	3.00
4	3	3	3	3	3	3.00
5	2	3	3	4	3	3.00

3.08

2.96

2.64

3.20

2.84

3.32

3.06

3.00

2.54

3.20

3.01



ACCOMPLISHMENTS

- ◇ City Accomplishments under Rodney Lucas, City Manager (April 13 to December 31, 2022)
- ◇ Commission rehired Rodney Lucas as Interim City Manager, April 12, 2022, 5 – 0 vote
- ✓ Over the course of the first 45-days filled initial employment vacancies
- ✓ Re-established City Attorney, IT services and contracted with temporary job agency to provide Interim Finance/HR Director and used Career Source for general office and labor positions
- ✓ Saved MLK, Jr Park grant with DEO for \$250,000 reimbursable grant – Phase 1
- ✓ Salvaged Marina and Campground lease by negotiating with FDEP to renovate docks: D, E, F only by January 31, 2024
- ✓ Closed out of the EPA Browns Field Assessment Grant
- ✓ Conducted a Commissioners Retreat and Strategic Planning session, July 8, 2022
- ✓ Conducted several budget workshops
- ✓ Completed City Budget cycle – Millage rate and rollback number
- ✓ Commission approved FY2022-23 Budget



ACCOMPLISHMENTS CONTINUED

- ✓ Rickey Jackson Scoreboard unveiling, August 13, 2022
- ✓ Completed Audit with HCT for FY2019-20
- ✓ Responded to the State of Florida on Audit finding through Joint Legislative Audit Committee
- ✓ Re-established Barfield HWY Project and reimbursements
- ✓ Re-established East Lake Village Storm Improvement Project
- ✓ Purchased new City equipment (3 new Riding mowers and 4 Gators), and fitted (3) old riding mowers with canopies and fans as well as 3 old Gators with canopies
- ✓ Hired location lawn service company, Sun Jack Lawn Maintenance during July thru October to improve look of city through mowing because of raining season
- ✓ Completion of Phase 1 Replacement and installation of sidewalks along Begonia Drive between Bacom Point Road and 3rd Street
- ✓ Opening of Muck Tavern at the Marina and Campground – (Soft opening October 29, 2022)
- ✓ Repaired lights to come on at the South-end of pier



ACCOMPLISHMENTS CONTINUED

- ✓ Replaced all City Flags ((1) City Hall, (3) Marina and (1) Cemetery over a period of October thru November, 2022)
- ✓ Repaired lights on flag pole and marquee at City Hall. Add temporary flag pole lights at the Marina
- ✓ Organized City's first all-City tree lighting ceremonies over 5 locations with 4 new trees
- ✓ City is working on a proposal to expand our athletic program to a Tri-City league through the Muck in Football, Basketball and Baseball for the fall of 2023
- ✓ Invested in holiday decoration as requested by City Commission and residence
- ✓ Public Turkey give away in conjunction with PBSO and the City – 155 turkeys passed out
- ✓ Centennial Gala and events
- ✓ Veterans Day Awards and Celebration



ACCOMPLISHMENTS CONTINUED

- ✓ Back to School Bash
- ✓ Fall Festival
- ✓ Black Business month with round table forum
- ✓ Latino Heritage month with round table forum
- ✓ Storm of 1928 Event
- ✓ Cinco De Mayo Event
- ✓ Christmas Parade
- ◇ Completed selection of the City's Charter Review Board members and the five year charter review process



CORRECTIVE ACTIONS

- ❖ Work on successfully addressing future priorities and develop adequate plans to address infrastructure and capital improvements plan. i.e., streets, roads, utilities, and stormwater
- ❖ Work on increasing the City's ability to leverage funding from other regional, state, and federal government agencies
- ❖ Work on improving servicing the community needs and making Pahokee a better place to work, live and play
- ❖ Be more diligent and thorough in the discharge of duties as a self-starter
- ❖ Work on displaying enthusiasm, cooperate, and willing to adapt to changing environments
- ❖ Exhibit composure and attitude appropriate for the executive position



CORRECTIVE ACTIONS CONTINUED

- ❖ Work on demonstrating a capacity for innovation, creativity and forward thinking
- ❖ Work on anticipating and analyzing problems
- ❖ Work on carrying out directives of the body
- ❖ Set a professional example by handling affairs of the public office and impartial manner



CORRECTIVE ACTIONS CONTINUED

- ❖ Carry out directives of the body as a whole as opposed to those of any one member or minority group
- ❖ Set meeting agendas that reflect the guidance of the governing body and avoids unnecessary involvement in administrative actions
- ❖ Disseminate complete and accurate information equally
- ❖ Assist facilitating decision making without usurping authority
- ❖ Respond well to request, advice, and constructive criticism



CORRECTIVE ACTIONS CONTINUED

- ◆ Implement governing body actions in accordance with the intent of Commission
- ◆ Review ordinance and policy procedures periodically to suggest improvements to their effectiveness
- ◆ Offer workable alternatives to the governing body for changes in law or policy when an existing policy or ordinance requires revisions or recommendations
- ◆ Provide regular information and reports to the governing body concerning matters of importance to the local government, using the City Charter as a guide
- ◆ Respond in a timely manner to requests from the governing body for special reports
- ◆ Take the initiative to provide information, advice, and recommendations to the governing body on matters that are non-routine and not administrative in nature



CORRECTIVE ACTIONS CONTINUED

- ❖ Produce and handles reports in a way to convey the message that affairs of the organization is transparent
- ❖ Accept recommendations from members of the community and strive to understand their interests as resident. Provide an open-door policy for a discussion
- ❖ Recruit and retain competent personnel for staff positions
- ❖ Apply appropriate level of supervision to improve any areas of substandard performance
- ❖ Encourage heads of department 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
- ❖ Instill confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operation at the department level
- ❖ Sustain or improve 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



CORRECTIVE ACTIONS CONTINUED

- ❖ Prepare a balanced budget to provide services at a level directed by Commission
- ❖ Make the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively
- ❖ Prepare a budget and budgetary recommendations in an intelligent and accessible
- ❖ Ensure action and decisions reflect an appropriate level of responsibility for financial planning and accountability
- ❖ Appropriately monitor and manages fiscal activities of the organization
- ❖ Create partnerships with the Palm Beach County for increase support to local community development i.e., secure funds from county, creates inter-local agreements



FUTURE EVALUATION

- ❖ Tie the City Manager's Evaluation to the City Commission strategic planning with priorities
- ❖ Set goal to improve overall evaluation score from 3.0 to between 3.75 - 4.0



Questions?