



# City of Flagler Beach      AGENDA ITEM # 25

## Item Summary and Recommendation

**SUBJECT:** Discussion and necessary action with regard to the City Managers evaluation.

**BACKGROUND:** The Elected Officials' comments and reviews have been completed, tabulated and reviewed by the Mayor.

**ATTACHMENTS:** Tabulation sheet, comments from Elected Officials and Managers self-evaluation.

**SUBMITTED BY:** City Clerk

Tabulation

City Manager Annual Performance Review

Commissioner Carney		Commissioner McGrew	Commissioner Mealy	Mayor Provencher	Commissioner Settle	Commissioner Shupe	Totals Average
Composite	131	102	94	119	129.5	142	119.58
Weighted	19.05	15	13.8	18.05	19.02	20.75	17.61

up to 4.4	Unsatisfactory
4.5 - 8.8	Improvement Needed
8.9 - 13.2	Meets Job Standards
13.3 - 17.6	Exceeds Job Standard
17.7 - 22	Outstanding

up to 29	Unsatisfactory
30 to 58	Improvement Needed
59 to 87	Meets Job Standards
88 to 116	Exceeds Job Standard
117 to 145	Outstanding

## Comments from Elected Officials

Note: Reports/Comments were submitted differently from the Elected Officials, the comments/reports are in alphabetical order from the elected officials.

### Commissioner Carney:

#### Section 1. Relationship with City Commission

Bruce has organized two goal setting sessions; both of which were very organized. He involves all of the department heads and gives an overview of the accomplishments met during the year so the sessions are continuous and work to achieve the goals set by the Commission. Bruce implemented the Weekly Highlights report which is very informative. He continually gives credit to staff for all of their accomplishments. It is difficult dealing with 6 elected officials all with different personalities. I believe he does an excellent job with effective and timely return of emails, phone calls, etc. Bruce stays in the information "loop" by attending EDTF meetings and other committee meetings. He keeps projects on tasks.

#### Section 2. Public Relations

Bruce is the only City Manager to attend all City events as well as many outside special events. He takes ownership and responsibility for how the City performs at events. He initiated the Ambassador's Program to help new businesses feel welcomed by the City. He works with new businesses to make sure their experience is a good one. Bruce was a major contributor to the Economic Summit and remains a key player in the Customer Service segment. I have heard from several businesses and elected officials they are very happy with Bruce's interaction with them.

#### Section 3. Effective Leadership of Staff

Bruce interacts with staff constantly. He made it a top priority to bring all employee evaluations to current status. He invites department heads to report their achievements on a weekly basis. Bruce always deals with performance issues. Not everyone is on board with a new manager. I think the staff respects the fact he does things differently. It does not mean his way is right or wrong, it may be different. I believe he leads by example. The majority of our staff has given many years of service to our City. He expects a high level of performance and also gives a high level of performance.

#### Section 4. Fiscal Management

Bruce has involved every department head and employee by giving them an opportunity to get involved in saving money for the City and ultimately the tax payers. Many money saving ideas come from the people performing the job and Bruce has proven this concept works. At the end of our Annual Audit over \$300,000 was put back into reserves. This was his first budget as well as his first audit. The fact money was put back into reserve demonstrates his ability to do an outstanding job managing the fiscal aspects of the position. Bruce asks for cuts and understands how to get them. It appears he is able to change in philosophy of "if it is there spend it". He understands the need for revenue and appears to enjoy trying new things. Bruce is not afraid to step out to the level he believes will get us what we need. He is a strong negotiator.

**Section 5. Communication**

Bruce is very accurate and more importantly timely in his communication. He knows when sensitive issues need to be discussed and always keeps me informed so I know what is happening within the City. Bruce's emails are accurate and again timely. He is on top of issues of importance and does not let action items fall off the list. He is a strong negotiator.

**Section 6. Personal Traits**

Bruce is a very seasoned manager and leader. I believe he has the ability to lead the City into the future while maintaining a well run government. Bruce thinks things through and is able to line up all the right people to help with decisions.

**Section 7. Intergovernmental Affairs**

Bruce is always available and willing to work with other municipalities. When he presents issues facing the City of Flagler Beach he is articulate and well prepared. Bruce communicates the priorities set by the Commission and develops the thoughts and ideas to allow access to grants and funding for projects. He works with FDEP, FDOT, TPO, League of Cities and FEMA very effectively. Bruce is a realist. He does not make promises he knows he cannot deliver.

**II. OBSERVATIONS**

- **Two things that the Manager does now that this Commission Member would like him to continue.**
  1. Weekly Updates
  2. Ambassador Program
  
- **Two things the Manager does that this Commission member would like him to discontinue or modify.**
  1. Nothing noted
  
- **Two things the Manager does not do now that this Commission member would like to see him do.**
  1. Record an educational series using the new video equipment to be played on the website, ie. recycling in Flagler Beach, dogs on the beach, etc. covering topics our citizens may need help understanding.

III. FUTURE GOALS AND OBJECTIVES

- Specific goals and objectives to be achieved in the next evaluation period:

Bruce should continue meeting with staff and using the Strategic Priorities as his goals and objectives to assure completion on an annual basis.

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Commissioner McGrew:

IV. OBSERVATIONS

- Two things that the Manager does now that this Commission Member would like him to continue.
- Two things the Manager does that this Commission member would like him to discontinue or modify.
- Two things the Manager does not do now that this Commission member would like to see him do.
  1. Follow Through with Department Heads responsibilities.
  2. Re-assign overloaded Department heads.

V. FUTURE GOALS AND OBJECTIVES

- Specific goals and objectives to be achieved in the next evaluation period:
    - Parking Study accelerated.
    - Review Board/Committee appointed for ordinances review.
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Commissioner Mealy:

Comments from Jane Mealy

I recognize that only 5 months have passed since the Strategic Planning Meeting, which should be considered when reviewing my comments.

Fiscal – Generate Additional Revenue:

There has been movement in the area of new events – the fishing tournament, the arts and crafts events, and the proposal from Justine Wintersmith – thanks to the efforts of Bruce and staff. At Bruce's direction, some new fees have been brought to the Commission by staff for approval. Bruce has encouraged the Commission to continue discussion regarding parking fees, which will occur at a future workshop.

Fiscal – Cost Savings:

A cost-benefit analysis was done regarding the use of technology versus paper copies. Payroll will become in-house with the adoption of the new finance software. To my knowledge, the other areas have yet to be addressed.

Economic Development:

The Ambassador Program has been successful and on-going. Some of the improved walkability aspects are being addressed with the completion of Phase IIC. The Commission has been monitoring the work of the EDTF. The other issues, to my knowledge, have yet to be addressed.

Growth Management:

The Commission has agreed that personnel policies should be in a handbook and removed from the ordinances. Prior to her last day of employment, Susanne Wilde reviewed with the Commission a draft of the CRA Plan for future consideration. The other areas, to my knowledge, have yet to be addressed.

Infrastructure and Facilities:

Staff has reduced the number of printers in the offices. The other areas, to my knowledge, have yet to be addressed.

Human Resources:

Some of these issues were addressed by Bruce and the Commission during the budget process. I am unsure as to what is occurring with the other issues.

Technology:

A cost-benefit analysis was done regarding the use of technology versus paper copies. The Wi-Fi issue is being addressed by the EDTF. The software conversion is well underway.

Natural Resource Protection:

Mayor Provencher has been researching the beach fencing issue. At Bruce's suggestion and with Commission approval, via the budgeting process, park maintenance has been outsourced to a private company. To my knowledge, park improvements have not been addressed. Bruce agreed with Tom Gillin that lifeguards were necessary at some points outside the normal season and has been working with the County to get additional funding. At Kim Carney's suggestion and with Commission approval, a committee is working on a Beach Management Plan.

Summary Rating:

Observations:

**Two things that the Manager does now that this Commission member would like him to continue:**

- I find the Weekly Highlights very informative in keeping abreast of what's occurring around the city.
- I believe that working with potential new businesses through the Ambassador Program is valuable to those new businesses and the City as a whole as part of the county-wide customer service initiative.

**Two things the Manager does that this Commission member would like him to discontinue or modify:**

- While I believe it is very important that Bruce actively participate in public activities, I do not think that a City Manager should engage in the work of a maintenance man; e.g., set up and knock down at special events/First Fridays. It is more difficult to supervise when found to be in a fraternizing position.
- On a few occasions, during discussions I've had with Bruce in his office regarding Commission meeting agenda items, I was unsure as to his suggested direction. I would suggest that Bruce be more specific and/or consistent when offering that type of direction.

**Two things the Manager does not do now that this Commission member would like to see him do:**

- I believe the City Manager should seek out ways to be more involved in State legislative issues which affect or could affect the City.
- I would prefer that the City Manager have a more "big picture" outlook. This is not to say that it is unimportant that the City Manager to be aware of what's occurring in the City but, by running from one occurrence to another, some of which could just as easily be handled by a staff member, there's no time to think holistically. He should consider giving his staff more opportunities to grow and shine. Furthermore, this would give him the opportunity to help those who aren't quite meeting the goals set by the Commission.

**Specific goals and objectives to be achieved in the next evaluation period:**

There remain quite a few goals and objectives from the last Strategic Planning meeting. Any new goals and objectives should be decided by consensus among the Commission members, not by any individual member.

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Commissioner Settle:

VI. OBSERVATIONS

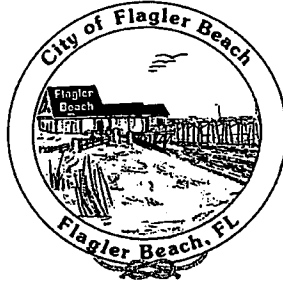
- Two things that the Manager does now that this Commission Member would like him to continue.

1. Accurate reporting of City events
  2. Strong fiscal control w/eye on future.
- **Two things the Manager does that this Commission member would like him to discontinue or modify.**
    1. Resume reporting to previous level
    2. Undue influence from County & Chamber of Commerce.
  - **Two things the Manager does not do now that this Commission member would like to see him do.**
    1. Press releases in advance of occurrence.
    2. Exercise more independence from County/interest groups.

**VII. FUTURE GOALS AND OBJECTIVES**

- **Specific goals and objectives to be achieved in the next evaluation period:**
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**TO:** Elected Officials

**FROM:** Bruce C. Campbell, City Manager

**DATE:** October 2, 2012

**SUBJ:** Self-Evaluation

The performance evaluation process for the City Manager requires me to prepare a memorandum to the Commission, including a self-evaluation in narrative format. In preparing, I have followed the same seven (7) categories that you will base my evaluation upon.

1. Relationship with City Commission

Since my appointment as Acting City Manager in January 2011, I have worked very hard to develop a professional, effective and respectful relationship with each of our City's Elected Officials. Some examples are:

- Completed 91.6% of actions promised within "First 100 Days as City Manager."
- Timely implementation of all Commission Policies, programs and directions.
- Demonstrated solid communications – good or bad news – always thorough and timely.
- Always open to feedback; willingness to discuss "both sides of an issue."
- Have assisted Commission during two FY Strategic Planning Sessions, Mid-term review and two FY budgets.
- Passed along legislative news from Federal lobbyist, Florida League of Cities, pertinent newspaper and magazine articles that could impact our city.
- My calendar is always available and "the door is open."

2. Public Relations

I have recognized from my initial appointment date as City Manager the importance of positive and effective relations with our City's public – whether that be private residents, visitors, our business community, or other government agencies. In addition, I am aware that whenever in public, I am always the City Manager, and must consider the position and our City representation at all times. Here, as well, I believe our City's representation and image has been upheld to a high standard throughout my 22 months serving as your City Manager. Some examples are:

- A member of the Rotary Club of Flagler Beach.
- Attend Flagler Beach Chamber of Commerce Board Meetings, as appropriate.
- Participated as Guest Speaker at both Flagler Beach and Palm Coast Rotary Clubs, as well as Chamber of Commerce.
- Attend City Board and Committee meetings to reinforce staff support for volunteers. (as schedule allows)
- I meet and speak with members of our public whenever requested (always an open door policy).
- Maintain an open communications style with all media representatives.
- Have worked with staff to enhance our City's website as an effective communication option with our public.
- Began posting of "Weekly Highlight Report" on the City's website. Sharing what is happening in our City.
- Arranged to bring the Palm Coast Business Assistance Center to Flagler Beach, the 3<sup>rd</sup> Wednesday of each month.
- Initiated the Business Ambassadorship Program – Assisting now over 30 businesses within the City.
- Serve on the Customer Service Task Force associated with the Flagler County Chamber of Commerce.

### 3. Effective Leadership of Staff

I am the first to admit, our City Government is only as good as our staff. Fortunately, we have a very good group of employees who are dedicated to do their best for our citizens and public. My role is to supply each staff member with the necessary tools and skills to allow them to perform to their fullest capability. To accomplish this:

- I have instituted bi-weekly staff meetings, following each Commission meeting to report on what we are doing on a citywide basis so that staff will be informed and have the opportunity to interact with each other, provide comments, recommendations and feedback.
- During those same staff meetings, each department head is asked to update the City Manager and those attending on strategic projects or "others" that may affect other departments, etc.; making sure we attempt to be on the same page.
- I support department heads who take the initiative to make improvements and give them the latitude to exercise their own judgment in managing department finances and employees.
- I try to motivate them by supporting their ideas and programs while assisting to implement them when I believe it is in the best interest of our City.
- I attempt to use our Weekly Highlight Report to thank, congratulate and encourage our employees on a weekly basis.
- I have instituted and maintained the monthly birthday meetings with all employees; citywide, as a small group communications meeting with City Manager – allowing each employee to communicate directly about their City work, concerns or suggestions.
- I have attempted to maintain training budgets while also urging staff to utilize webinars for additional training/education.

#### 4. Fiscal Management

The preparation of the annual budget and the administration throughout the fiscal year is of paramount importance to our City -- especially with our General Government Fund revenues continuing to decline. With the assistance of a competent Finance Director and a fiduciary responsible staff, we have been able to accomplish a great deal during my personal leadership within the 2011/2012 FY, and more recently the 2012/2013 FY Budget preparation. Some examples are:

- Submitted a balanced budget at 4.2% below the roll-back mil rate for 2011/2012 FY.
- Upon September 30, 2011, returned \$391,222 to the General Fund at the conclusion of FY 2011/2012.
- Submitted a balanced budget at roll back mil rate for 2012/2013 FY – While projecting \$42,995 return to General Fund Reserves.
- We currently have nine months of unrestricted operational reserves within our General Fund.
- Instituted Building Inspector/Building Code Fund – returning approximately \$60,000 in lost revenue to our City.
- Opened and have operated a City Managed Pier Shop – making a near \$70,000 positive contribution to our City finances.
- Provided contingency funding within budgets for the past two years; accrued for large purchase item: made provisions for capital replacements, and provided funds to purchase new financial software along with the operating hardware.
- Attended Revenue Summit and Pension Reform Seminar offered through Florida League of Cities.
- Applied and received TDC grants for Pier Restroom Renovation and Pier Extension
- Worked very closely with Federal Lobbyist to ensure receipt of Pier FEMA Grant; along with Stormwater Funds (very close).
- Continually looking for appropriate funding opportunities for city financial savings (TDC for Beach renourishment, Interlocal with County, grant for solar powered trash receptacles, etc.)
- Hundreds of continuous improvement ideas implemented throughout our City and highlighted weekly in report.
- Carried out Commission direction for additional events to generate revenue: Labor Day Arts and Crafts Festival, October 13, 2012 first ever Pier Fishing Tournament, December 8/9<sup>th</sup> 2012 Arts and Crafts Festival and now working on outside contractor to bring “Art Walk” to our City beginning in calendar Year 2013.

#### 5. Communications

My office is inundated with piles of paper, phone calls and endless e-mails on a daily basis. I do try to keep written correspondence to a minimum by forwarding direct correspondence (especially e-mail) to the elected officials and staff. In addition, I try to accommodate any one that desires to speak with me whenever possible – an elected official, the public, staff or the media; whether that be in person, over the phone or e-email. I try, as a professional courtesy, to return phone calls, respond to letters and emails, within a twenty-four hour period. We are fortunate to live in a city with such passionate citizens that deserve a timely answer. Lastly, I am available and approachable by all.

6. Personal Traits

My demonstration of both personal and organizational initiative has been made evident to all of you. I have always been a person of good work ethics, giving it my all. I also realize the importance of staff participation, openness to all, along with fairness and impartiality (especially in the government/public sector arena).

I have demonstrated outstanding creativity and vision in striving to meet or surpass the goals the Commission has set for staff in our strategic planning sessions; budget completions; successful events that now have hundreds in attendance at each First Friday, at no or minimal cost to the city as opposed to prior \$12,000 a year of expense; the management of the Pier shop, not at a loss, but near profit, etc.

7. Intergovernmental Affairs:

I have developed a solid and respectful relationship with other agencies and have created a network of contacts at various levels of government. We have assisted and are also helped by other government agencies by working together to solve problems (i.e. Bunnell, Palm Coast, Beverly Beach, Flagler County, FDOT, Volusia TPO). Some examples are:

- TDC Grants for Pier Restroom Renovations, Pier Extension.
- County Interlocal Agreement for Beach Stabilization Study.
- Flagler County partnering to supply our City with 2012 Hazardous Clean-up Day.
- Gaining FDOT support for on-going dune repairs.
- Delivering two presentations at intergovernment workshops.
- Representing our City during two Federal delegation visits.
- Flagler County partnering to broadcast future city meetings on C-198 at no cost.
- Utilizing Palm Coast electronic signs for traffic calming during large events.
- Assisting Beverly Beach with vegetation of dunes project.
- Participating with the Coalition of Flagler County Small Cities.

Areas of Possible Improvement:

As you know, this position is my first leadership experience within the government arena. It has been an on-going challenge to familiarize myself with the associated nuisances, protocols, Comprehensive Plan, LDRs and Code of Ordinances. Even though I have learned and retained a tremendous amount, there still remain areas that require study and familiarization going forward. All aimed at better serving our public, staff and elected officials.

Summary:

I believe I am worthy of a favorable evaluation. I have not only worked very hard, but have always attempted to do what is best for our City, along with carrying out the policies and directions set forth by our elected officials. I look forward to receiving your feedback and constructive suggestions.