



City of Marco Island

City of Marco Island - City Manager Performance Evaluation Framework

This evaluation framework provides a comprehensive and balanced assessment of the City Manager's performance by integrating **previously identified goals, measurable outcomes, and qualitative leadership competencies**. It ensures continuity and accountability while aligning performance with Council priorities.

Evaluation Rating	Description
5 – Exceptional	Consistently exceeds expectations; delivers outstanding results and leadership
4 – Above Expectations	Frequently exceeds expectations; strong and reliable performance
3 – Meets Expectations	Competent and dependable performance; meets established standards
2 – Needs Improvement	Performance is inconsistent; improvement needed in key areas
1 – Unsatisfactory	Fails to meet expectations; significant improvement required

Section I: Prior Year Goals and Objectives (20%)

This section evaluates progress on **goals established during the previous evaluation period**, ensuring accountability and continuity.

Prior Year Goal	Key Outcomes / Deliverables	Status (Completed / In Progress / Not Achieved)	Council Comments	Rating (1–5)
Identify New Sources of Revenue (<i>Impact fees, regional coordination, parking revenue, comparative revenue analysis</i>)				
Infrastructure Bond Referendum (<i>Capital project prioritization, cost estimates, financing strategies, referendum process</i>)				
Level of Service (LOS) Studies (<i>Transportation LOS, best practices, ordinance updates</i>)				
Parks and Old Marco Master Plans (<i>Parks Master Plan, Old Marco Master Plan, Council direction on capital priorities</i>)				
City-Wide Grant Policy (<i>Grant policy development, staff training, external funding readiness</i>)				
Advanced Wastewater Treatment Facility (<i>Feasibility studies, project delivery decisions, engineering, funding strategy, design and permitting</i>)				

Section I Average: _____

Section II: Strategic Goals and Performance Metrics (40%)

Goal 1: Fiscal Stewardship and Financial Stability

Evaluation Criteria:

- Budget development and adherence
- Long-term financial planning
- Revenue diversification and sustainability
- Maintenance of reserves and financial policies

Rating: _____

Goal 2: Capital Improvement and Infrastructure Delivery

Evaluation Criteria:

- Delivery of capital projects on time and within budget
- Development and execution of a multi-year CIP
- Securing external funding (grants, partnerships)
- Measurable improvements in infrastructure systems

Rating: _____

Goal 3: Organizational Leadership and Performance

Evaluation Criteria:

- Recruitment, retention, and development of leadership staff
- Implementation of performance management systems
- Workforce development and succession planning
- Operational efficiency and process improvements

Rating: _____

Goal 4: Council Relations and Governance

Evaluation Criteria:

- Execution of Council priorities
- Quality and timeliness of communication
- Objectivity and quality of recommendations
- Adherence to Council-Manager form of government

Rating: _____

Goal 5: Community Engagement and Public Trust

Evaluation Criteria:

- Effectiveness of public communication
- Stakeholder and community engagement
- Transparency in decision-making
- Public confidence and trust in City leadership

Rating: _____

Section II Average: _____

Section III: Qualitative Leadership Evaluation (40%)

1. Leadership and Management Style

Indicators of Strong Performance:

- Provides clear direction and expectations to staff
- Demonstrates sound decision-making and judgment
- Encourages collaboration and accountability
- Effectively manages complex organizational challenges

Rating: _____

2. Council Relationship and Governance

Indicators of Strong Performance:

- Respects and upholds Council-Manager governance structure
- Communicates clearly, objectively, and in a timely manner
- Responsively implements Council direction without politicization
- Builds trust and credibility with all Council members

Rating: _____

3. Strategic Thinking and Vision

Indicators of Strong Performance:

- Demonstrates forward-looking perspective
- Anticipates challenges and proposes solutions
- Aligns operations with Council priorities
- Adapts to changing conditions

Rating: _____

4. Community Engagement and Public Presence

Indicators of Strong Performance:

- Clear and confident communicator
- Effectively engages residents and stakeholders
- Promotes transparency and accessibility
- Maintains professionalism in public settings

Rating: _____

5. Ethics and Professional Integrity

Indicators of Strong Performance:

- Demonstrates honesty and ethical conduct
- Maintains non-political professional role

- Accepts responsibility for decisions
- Adheres to laws, policies, and ethical standards

Rating: _____

Section III Average: _____

Overall Performance Summary

Component	Weight Score
Section I: Prior Year Goals	20% _____
Section II: Strategic Goals	40% _____
Section III: Leadership Competencies	40% _____
Final Composite Score: _____	

Overall Rating (Circle One):

5 – Exceptional | 4 – Above Expectations | 3 – Meets Expectations | 2 – Needs Improvement | 1 – Unsatisfactory

Section IV: SMART Goals for Next Evaluation Period

(To be jointly established by City Council and the City Manager)

Goal Area	Objective	Measurement (Success Indicators)	Timeline	Council Comments
Revenue Diversification & Financial Sustainability	Advance at least two new or enhanced revenue mechanisms	Recommendations presented; Council action on at least one; comparative analysis completed	9–12 months	
Capital Planning & Infrastructure Funding	Finalize capital prioritization and funding strategies	Priority projects identified; cost estimates completed; financing plan presented	6–12 months	
Advanced Wastewater Treatment Facility	Transition project into implementation	Engineering procurement; funding strategy; design/permitting progress	6–12 months	
Organizational Excellence & Workforce Development	Strengthen internal operations and workforce	Staff development initiative; succession framework; improved retention indicators	6–12 months	
Grant Readiness & External Funding	Implement grant policy and pursue funding	Policy implemented; minimum two grant applications; outcomes reported	3–12 months	
Communication, Transparency & Council Alignment	Enhance communication and reporting	Quarterly updates; timely reporting; improved alignment	Ongoing	

Council Comments and Feedback

Strengths:

Areas for Improvement:

Priority Goals for Upcoming Year:
