



AGENDA ITEM MEMORADUM

Item No. 17c

Town Commission

Department

Department Director

COMMISSION MEETING DATE (*) - 7:00 PM	Deadline to Town Clerk
<input type="checkbox"/> Sept 12, 2011 1 st BUDGET PUBLIC HEARING	Sept 1 st
<input checked="" type="checkbox"/> Sept 13, 2011	Sept 2 nd
<input type="checkbox"/> Sept 26, 2011 2 nd BUDGET PUBLIC HEARING	Sept 15 th
<input type="checkbox"/> Sept 27, 2011	Sept 16

*Subject to Change

- Presentation Reports Consent Ordinance
 Resolution Quasi-Judicial Old Business New Business

FY2011 DESIGNATED HIGH PRIORITY ITEM - PRIORITY TOPIC

SUBJECT TITLE: Discussion regarding Town Manager Performance Evaluation

EXHIBITS: Evaluation Form
Town Manager Goals

Reviewed by Town Attorney
 Yes No

Town Manager Initials CA

**EVALUATION OF THE TOWN MANAGER
LAUDERDALE-BY-THE-SEA, FLORIDA**

**II. ORGANIZATIONAL RELATIONS
A. FISCAL MANAGEMENT**

- 1. Develop and administer a process of budget preparation and review which meets the requirements of the Town Charter, and expectations of the Commission in its decision making role? _____

- 2. Control operational and capital costs through adequate budgetary controls and the judicious/economical utilization of manpower, material and equipment? _____

- 3. Provide the Commission with timely and sufficient reports on the financial status of the Town government in accordance with the Charter and requirements of the Commission? _____

Comments:

**EVALUATION OF THE TOWN MANAGER
LAUDERDALE-BY-THE-SEA, FLORIDA**

B. PERSONNEL MANAGEMENT

- 1. Effectuate sound personnel selection and placement policies? _____

- 2. Motivate personnel through leadership and training so that they are increasingly effective in the performance of their duties, in achieving common goals and objectives and in nurturing an attitude of courtesy, helpfulness and sensitivity to the public? _____

- 3. Take disciplinary action when appropriate? _____

- 4. Promote and support the "public service role" for all town employees and emphasizing exemplary performance? _____

- 5. Treat all town personnel in a fair and equitable manner? _____

Comments:

**EVALUATION OF THE TOWN MANAGER
LAUDERDALE-BY-THE-SEA, FLORIDA**

C. MANAGING THE ORGANIZATION

1. Execute the policies adopted by the Commission in a timely and appropriate fashion? _____
2. Plan and execute organizational priorities in a manner reflective of the Town's stated mission and goals, and satisfactory to the Commission? _____
3. Analyze organizational problems or issues and identify causes, reasons, Implications, and solutions employing all available technologies, systems and methods? _____
4. Execute the short and long-term goals and objectives set forth in the Town's Mission Statement in a timely and effective manner? _____
5. Communicate effective, clearly, easily and to the point? _____
6. Demonstate sensitivity to the opinions and concerns of others in and outside the organization? _____
7. Emphasize the importance of teamwork and leadership in his/her relationship with the organization, and provide a role model for personnel? _____
8. Accept new ideas and suggestions for change? _____
9. Adapt to and deal effectively with unanticipated conditions and situations? _____

Comments:

**EVALUATION OF THE TOWN MANAGER
LAUDERDALE-BY-THE-SEA, FLORIDA**

III. RELATIONS WITH THE PUBLIC

- 1. Handle disputes or complaints involving citizens in an effective, equitable, and timely manner? _____

- 2. Make him/herself available and visible to the citizens of the Town in an appropriate manner? _____

- 3. Present Commission policies and positions on issues to the citizens and town organization accurately, equitable, and effectively? _____

- 4. Direct sufficient public credit to the Commission in its role as the Governing Body? _____

Comments:

**EVALUATION OF THE TOWN MANAGER
LAUDERDALE-BY-THE-SEA, FLORIDA**

IV. RELATIONS WITH OTHER GOVERNMENTS

- 1. Deal effectively with other government agencies at all levels in representing the Town of Lauderdale-By-The-Sea? _____
- 2. Develop and administer an effective program of grantsmanship? _____

Comments:

LIST ANY GOALS, ACHIEVEMENTS, OBJECTIVES:

OVERALL RATING:
(considering all items above) _____

Commissioner Signature

Date

Town of Lauderdale-by-the-Sea
OFFICE OF THE TOWN MANAGER

Memorandum

Date: November 17, 2010

To: Mayor Roseann Minnet
Commissioner Stuart Dodd
Commissioner Birute Clotey
Commissioner Scot Sasser
Commissioner Chris Vincent

From: Connie Hoffmann, Town Manager

Subject: **Suggestions for Town Manager's FY 2010/2011 Performance Goals**

Based on your decisions on priorities for the current fiscal year, as well as the discussion that followed regarding making government more efficient, I propose that my performance be evaluated next fall on the following goals. I've listed some of the objectives under most goals so that you have a clearer sense of the effort and steps required to attain these goals.

The Commission made it clear that you expect me to come back with recommendations on the organizational structure and resources I believe are needed to accomplish this ambitious plan. I will return to you with those recommendations at the Roundtable meetings in December and January.

STRATEGIC PLANNING

1. GOAL: A TOWN STRATEGIC PLAN

- a. Hold a series of Community Forums to identify the residents' and business community's vision for the Town.
- b. Develop a distinct brand image for the Town.
- c. Incorporate the brand into Town communications, marketing materials, website, etc.
- d. Incorporate the Master Plan and other initiatives the Town is pursuing into strategic plan.
- e. Identify funding strategies to implement strategic plan priorities.

2. GOAL: UPDATED MASTER PLAN

- a. Prepare a summary of the 2004 Master Plan recommendations and their implementation status.
- b. Facilitate the Master Plan Steering Committee's review of the plan's major elements & development of their recommendations for modifications to the Plan.
- c. Create & implement a process to garner broad community input on the Master Plan.
- d. Develop among advisory board members, the Commission, residents and members of the business community a better understanding of the elements and characteristics of urban and architectural design that contribute greatly to the vitality and livability of a town.
- e. Facilitate the adoption of revisions to the Master Plan by the Commission.
- f. Incorporate those Master Plan projects defined by the Commission to be the highest priority into the 5 year CIP.

3. GOAL: DEVELOP STRATEGIES & INITIATIVES THAT PROMOTE THE ECONOMIC VITALITY OF THE TOWN

- a. Provide greater flexibility in required parking regulations to make it easier for desired businesses to locate here or expand their business.
- b. Develop a clear brand image for the Town. (see Goal 1)
- c. Prepare an agreement with the Chamber of Commerce that addresses the deliverables the Town expects for its contribution.
- d. Comprehensive evaluation and revisions to the sign code.

Note: I need clarification from the Commission on what you hope to accomplish with these revisions, as the discussion to date has simply called for an overhaul of the sign code.

- e. Develop a mechanism that supports and keeps the Town focused on economic development.

PUBLIC SAFETY

4. GOAL: A CONTRACT FOR POLICE SERVICES

- a. Review BSO's new contracts with other cities to determine likely changes in terms and conditions.

- b. Negotiate contract terms with BSO and bring proposals to the Town Commission by June 30, 2011 so budget impact can be determined.
- c. Look at alternatives if BSO costs are excessive.

5. GOAL: IMPLEMENT A NUISANCE ABATEMENT PROGRAM.

- a. Determine what violations and conditions can legally be addressed by a nuisance abatement program under Florida Statutes.
- b. Research other cities' best practices for such programs.
- c. Adopt a Nuisance Abatement Ordinance.
- d. Appoint a Nuisance Abatement Board.
- e. Coordinate with BSO to bring cases before the Board.

6. GOAL: ASSESS STREET LIGHTING ADEQUACY THROUGHOUT THE TOWN.

7. GOAL: PROPOSE SOLUTIONS TO IMPROVE PEDESTRIAN SAFETY AT THE INTERSECTION OF A1A AND COMMERCIAL BOULEVARD.

FINANCES

8. GOAL: STABILIZE THE SEWER FUND

- a. Recommendations to increase sewer rates.
- b. Complete an engineering analysis of the condition of the Town-owned sewer infrastructure and identify high priority repairs or replacements of lines and equipment.

9. GOAL: IMPLEMENT IMPROVED PRACTICES IN THE OPERATION OF THE PARKING SYSTEM

- a. Within the confines of the budget, start the transition to multi-space meters that accept credit or debit cards in lots where revenues warrant it or to increase utilization.
- b. Evaluate the cost-effectiveness of upgrading future purchases of single space meters to models that accept credit or debit cards.
- c. Update the code of ordinances that deal with the parking system

10. GOAL: DECISION ON WHETHER TO SIGN THE INTERLOCAL AGREEMENT WITH THE RESOURCE RECOVERY BOARD FOR DISPOSAL OF REFUSE

11. GOAL: DEVELOP A MORE DETAILED FIVE YEAR CAPITAL IMPROVEMENT PROGRAM.

ENVIRONMENT/QUALITY OF LIFE

12. GOAL: GET THE TWO BUDGETED DRAINAGE PROJECTS UNDER CONSTRUCTION

- a. Issue work orders to Town Engineering firm to design the projects.
- b. Bid the projects and award construction contracts.
- c. Contract with a firm to oversee the construction.
- d. Review contractor's maintenance of traffic plan.

13. GOAL: COMPLETE DESIGN OF DOWNTOWN DRAINAGE PROJECT

- a. Issue an RFP for the detailed engineering analysis and design work for this project or, in the alternative, negotiate a work order with Chen. (The latter approach would require Commission approval.)
- b. Award the design contract.
- c. Review with Commission engineering analysis of whether a deep well will be required.
- d. Finalize cost estimates & design.

14. GOAL: BEGIN CONSTRUCTION OF THE A1A LAP STREETSCAPE PROJECT

- a. Settle Sea Ranch Center involvement in the project & enter into maintenance agreement with them if they are to be involved.
- b. Finalize design.
- c. Bid the project and award a contract for construction.
- d. Retain the services of a project manager to oversee construction.

15. GOAL: ACCELERATE RECYCLING EFFORTS IN TOWN

- a. Analyze Recycle Bank programs pros and cons.
- b. Provide additional and more visible recycling receptacles on Town property.
- c. Advise the Commission on strategies for increasing recycling.
- d. Begin implementation of the strategies the Commission selects.

16. GOAL: DEVELOP A NEIGHBORHOOD IMPROVEMENT POLICY/PROGRAM

- a. Research other cities policies and adapt to LBTS.
- b. Commission approval of the policy.
- c. Apply policy to Terra Mar entryway proposal.
- d. Guide other neighborhoods who are interested in developing projects under the program.

17. GOAL: DEPLOYMENT OF THE CORAL REEF PROJECT

- a. Revised agreement with the Global Cora Reef Alliance (GCRA) that better defines responsibilities.
- b. Coordinate with GCRA and permitting agencies on deployment and monitoring.

MORE EFFICIENT GOVERNMENT

18. GOAL: Rewrite the personnel rules.

- a) Eliminate outdated practices and incorporate modern personnel practices.
- b) Organize the rules in a logical manner and eliminate contradictions.
- c) Clarify under what circumstances benefits are provided and what benefit payouts are made when an employee leaves under various circumstances.

19. GOAL: Implement purchasing regulations that reflect best practices in procurement

20. GOAL: Modernize the Town's technology systems.

- a) Implement a new phone system with features common in a modern business environment.
- b) Consolidate and upgrade the computer hardware to link servers, provide access to management to a much broader array of data, and implement other recommendations of the Technology analysis completed in summer of 2010.
- c) Upgrade the finance system software to automate cash receipt processing.

21. GOAL: Make LBTS's Town government more efficient and effective.

- a) Evaluate the cost of continuing services in-house vs. contracting out.
- b) Implement the recommendations of the summer 2010 analysis of inefficiencies in the finance operation.
- c) Modify the Town's organizational structure to improve effectiveness.
- d) Rebid numerous contracts to determine if cost-savings can be achieved.
- e) Whenever feasible, piggyback on other governmental contracts to eliminate time spent preparing & evaluating bids and RFPs.
- f) Evaluate alternatives for providing Building Services and determine the impact on permit fees.