



City Administration

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Doc Dougherty, ICMA-CM
City Manager

Mayor & Commissioners

Santiago Avila, Jr.
Mayor

Davison Heriot
Vice Mayor District 1

Emma Santiago
Commissioner District 2

Maritza Avila-Vazquez
Commissioner District 3

Dori Howington
Commissioner District 4

Stephen R. Colwell, Jr.
Commissioner District 5

Nick Lulli
Commissioner District 6

April 14, 2025

Mayor and Commission,

As indicated in my contract and written below, "The City Manager's review and evaluation shall be in accordance with specific criteria developed by the City Manager and approved by the City Commission."

SECTION 14. PERFORMANCE EVALUATION

The City Commission shall review the performance of the City Manager within 30 days prior to his annual hire date for each year. The City Manager's review and evaluation shall be in accordance with specific criteria developed by the City Manager and approved by the City Commission. Said criteria may be amended by the City Commission, from time to time, determined in agreement with the City Manager. Further, the City Commission, through the City Clerk, shall provide the City Manager with a written summary of the evaluation results. The City Manager will be provided with an adequate opportunity to discuss the performance evaluation results with the City Commissioners. Failure of the City Commission to perform the annual evaluation will not impede the City Manager from receiving an annual increase.

Since I have used the ICMA evaluation in the past, I recommend to the City Commission that we utilize the attached ICMA criteria. During the month between May 10 to June 10, the City Commissioners will complete the forms and return them to the City Clerk to compose a written summary of the evaluation results. The City Clerk would then share the results with the City Manager, allowing for the opportunity to speak with Commissioner's as needed.

As for the City Attorney, their contract reads as follows:

*2. Compensation (City will select Option A or Option B below):
X OPTION A: ...The FIRM's fee shall be increased up to three percent (3%) annually based on evaluations to be done during the month of July per the City Commission's Operating Guidelines & Meeting Rules and Procedures, commencing October 1, 2025, with the first evaluation at six months with a categorized report.*

Based on a review of other jurisdictions throughout Florida, the City Attorney's Office compiled the attached evaluation form. During the month of July, the City Commission can complete the evaluation form individually and provide the form to the City Clerk with a written recommendation as to a suggested increase in payment. The City Clerk would then share the evaluation forms with the City Attorney's Office and prepare an average of the suggested increases to be forwarded to the City Commission for consideration.

Thanks,

Doc

Doc Dougherty, ICMA-CM
City Manager

City Manager Performance Evaluation

City of _____

Evaluation period: _____ to _____

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 _____. The deadline for submitting this performance evaluation is _____. Evaluations will be summarized and included on the agenda for discussion at the work session on _____.

Mayor's Signature

Date

Governing Body Member's Signature

Date Submitted

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

_____ Diligent and thorough in the discharge of duties, "self-starter"

_____ Exercises good judgment

_____ Displays enthusiasm, cooperation, and will to adapt

_____ Mental and physical stamina appropriate for the position

_____ Exhibits composure, appearance and attitude appropriate for executive position

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

2. PROFESSIONAL SKILLS AND STATUS

- _____ Maintains knowledge of current developments affecting the practice of local government management
- _____ Demonstrates a capacity for innovation and creativity
- _____ Anticipates and analyzes problems to develop effective approaches for solving them
- _____ Willing to try new ideas proposed by governing body members and/or staff
- _____ 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 _____ ÷ 5 = _____ score for this category

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 to all members in a timely manner
- _____ Assists by facilitating decision making without usurping authority
- _____ Responds well to requests, advice, and constructive criticism

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

4. POLICY EXECUTION

- _____ Implements governing body actions in accordance with the intent of council
- _____ 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 is no longer practical

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

5. REPORTING

- _____ Provides regular information and reports to the governing body concerning matters of importance to the local government, using the city charter as 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 are open to public scrutiny

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

6. CITIZEN RELATIONS

- _____ Responsive to requests from citizens
- _____ Demonstrates a dedication to service to the community and its citizens
- _____ Maintains a nonpartisan approach in dealing with the news media
- _____ Meets with and listens to members of the community to discuss their concerns and strives to understand their interests
- _____ Gives an appropriate effort to maintain citizen satisfaction with city services

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

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

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

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 the staff members

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

9. FISCAL MANAGEMENT

- _____ Prepares a balanced budget to provide services at a level directed by council
- _____ 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

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

10. COMMUNITY

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

Add the values from above and enter the subtotal _____ ÷ 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? _____

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

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

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



City Attorney Evaluation

Please rate the City Attorney using the following scale:

5	Exceptional	Performance is consistently superior and significantly exceeds expectations.
4	Highly Effective	Performance frequently exceeds expectations.
3	Proficient	Performance consistently meets expectations.
2	Inconsistent	Performance meets some, but not all expectations.
1	Unsatisfactory	Performance consistently fails to meet minimum expectations; employee lacks skills required or fails to utilize necessary skills.
N/A	Not Applicable	City Attorney has not been in position long enough to have demonstrated the essential elements of the position and will be reviewed at a later agreed upon date.

Please rate each category below. Bullet points are provided within each category to assist as you evaluate the category. The bullet points are not meant to be all inclusive.

Please return your evaluation form to the City Attorney.

1. Technical Competency
<ul style="list-style-type: none">• Scope of legal expertise necessary to meet the City's needs on issues that arise• Proactive identification of potential issues upon becoming aware of them• Accuracy and technical correctness of legal advice• Efficient and effective knowledge of City codes, regulations, Florida Statutes, and case law regarding municipal government
COMMENTS:

☐ 5-Exceptional ☐ 4-Highly Effective ☐ 3-Proficient ☐ 2-Inconsistent ☐ 1-Unsatisfactory
☐ N/A-Not Applicable

2. Legal Representation
<ul style="list-style-type: none"> • Representation of the City in a professional and ethical manner • Impartiality and objectiveness in performing duties and responsibilities • Ability to maintain the City Commission's and staff's confidence while informing them of the different legal risks that proposed actions might generate • Effectiveness in achieving the best possible legal outcomes for the City
<p>COMMENTS:</p>

☐5-Exceptional
 ☐4-Highly Effective
 ☐3-Proficient
 ☐2-Inconsistent
 ☐1-Unsatisfactory
☐N/A-Not Applicable

3. Interaction with City Manager
<ul style="list-style-type: none"> • Spirit of cooperation without compromising objectivity • Integration of strategic planning initiatives • Responsiveness and timeliness in responding to requests • Maintenance of good working relationships while serving as an effective member of the management team
<p>COMMENTS:</p>

☐5-Exceptional
 ☐4-Highly Effective
 ☐3-Proficient
 ☐2-Inconsistent
 ☐1-Unsatisfactory
☐N/A-Not Applicable

4. Problem Solving/Decision Making
<ul style="list-style-type: none"> • Level of analysis and identification of alternatives • Degree of timeliness and appropriateness of decisions • Proactive and professional acceptance of responsibility for decisions
COMMENTS:

☐5-Exceptional
 ☐4-Highly Effective
 ☐3-Proficient
 ☐2-Inconsistent
 ☐1-Unsatisfactory
☐N/A-Not Applicable

5. Relationship with City Commission
<ul style="list-style-type: none"> • Prompt and proper response to requests • Timely and informative updates on current issues • Review agenda items to ensure legal compliance • Completing directives of the City Commission as a whole as opposed to those of any one member or minority • Willingness to meet with Commissioners to deal with individual problems and issues
COMMENTS:

☐5-Exceptional
 ☐4-Highly Effective
 ☐3-Proficient
 ☐2-Inconsistent
 ☐1-Unsatisfactory
☐N/A-Not Applicable

6. Communications
<ul style="list-style-type: none"> • Effectiveness of verbal and written communications with the City Commission, staff, and the community • Timely, forthright, open, and concise communication (avoids jargon) • Represents the City in a professional, articulate manner when attending/presenting at community events, neighborhood meetings or social gatherings
<p>COMMENTS:</p>

☐ 5-Exceptional
 ☐ 4-Highly Effective
 ☐ 3-Proficient
 ☐ 2-Inconsistent
 ☐ 1-Unsatisfactory
☐ N/A-Not Applicable

OVERALL RATING

Score

☐ 5-Exceptional
 ☐ 4-Highly Effective
 ☐ 3-Proficient
 ☐ 2-Inconsistent
 ☐ 1-Unsatisfactory
☐ N/A-Not Applicable

(CITY COMMISSIONER'S COMMENT)

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(CITY ATTORNEY COMMENT)

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CITY ATTORNEY SIGNATURE / DATE:

(INSERT SIGNATURE)	(INSERT DATE)
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CITY COMMISSIONER SIGNATURE / DATE:

(INSERT SIGNATURE)	(INSERT DATE)
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