

1. Requested Motion:

Approve offering Mr. Terry Stewart the position of Fort Myers Beach Town Manager subject to completion of a contract acceptable to Mr. Stewart and the Town Council.

Meeting Date: Oct 4, 2010

Why the action is necessary:

What the action accomplishes:

2. Agenda:

Consent
 Administrative

3. Requirement/Purpose:

Resolution
 Ordinance
 Other

4. Submitter of Information:

Council
 Town Staff
 Town Attorney

5. Background:

On February 1, 2010, the Town Council entered in to an agreement with Mr. Stewart for an interim contract as Town Manager. The Council agreed to evaluate Mr. Stewart's performance at the October 4, 2010 meeting.

6. Alternative Action:

Request continuation as interim Town Manager or to start a search for a Town Manager.

7. Management Recommendations:

8. Recommended Approval:

Town Manager	Town Attorney	Finance Director	Public Works Director	Community Development Director	Cultural Resources Director	Town Clerk
						

9. Council Action:

Approved Denied Deferred Other

TOWN MANAGER'S EVALUATION INPUT SHEET

NAME: Terry Stewart

APPRAISAL PERIOD: February 1, 2010 through September, 2010

PERFORMANCE COMMITMENTS:

1. Facilitate the Development of Town Strategies

This Manager worked together with Town Council to review its Strategic objectives already in place and define where revisions were needed to reflect today's circumstances.

2. Budget Management/Development

a. Manage 2009/10 Budget and Review Status Quarterly

(1).Develop 2010/11 Budget

On Monday September 20, 2010, the Town Council unanimously approved the Town Budget for the 2011 fiscal year. The initial budget review session was held in April and staff worked closely with Town Council in crafting an annual financial plan that could meet the needs of the community and also control costs. Council was able to designate a millage rate that was below the Roll Back Rate. This means the Town will collect less in total taxes from its property owners in the coming fiscal year. One very positive outcome throughout the development of this budget is that our residents never expressed dismay or negative concerns about how the Town was proceeding. Our final budget hearings went smoothly and in a manner that demonstrated general public support.

(2).Complete Audit

The audit for the prior year was brought to completion with a positive report on the Town's financial activities. There were a number of management items remaining from previous year's audits that were carried over, some for several years. Those items were resolved and put to rest as reported within our most recent audit.

(3).Manage and Direct Staff, and Implement Appropriate Human Resource Activities

It is my impression that I have developed solid and professional working relationships with Town staff. We have a system of staff meetings with action registers that enable tracking of results on action items and pass down of information to all Town employees.

I have worked closely with the new Town Attorneys to address long overdue revisions and improvements to the Town Personnel Manual and that is moving along very well.

When first coming on board, I discovered that both Code Enforcement Officers had been out on extended sick leave for well over six months each. Working together with HR and legal counsel, we were able to resolve that issue. We now have two new Officers who are doing an excellent job. The very first Code Enforcement hearing in over two years took place the morning of September 22nd.

3. **Implement Project Management for Activities Such As:** North Estero Blvd, Beach Management, Mound House, Estero Blvd Refurbishment, Water Utility Replacement, Storm Water Management and Others As Identified.

Upon arrival a highly effective process for conducting staff meetings, actions registers, etc was put into place for my immediate staff. Each department as well began utilizing the process, including the action register to enable tracking of projects with each department.

The North Estero project is moving along smoothly despite some delays caused by issues related to problems in getting timely response from the gas utility company. Were it not for those issues, the project would likely be ahead of schedule.

We have presented to Town Council the proposed projects to be completed this year along Estero by the County. In addition staff is now working with the County on the next section of paving designated for the Blvd. Each of these items are on track as expected. In addition the ROW study was completed and submitted to the Town. This will be on the workshop agenda for 10/4/2010.

The Storm Water Master Plan study is on the 10/4/2010 workshop agenda as well.

The Newton House project was wrapped up and completed to what appears to be an excellent level of community satisfaction.

The Mound House remains as an item that is not progressing as well as either the Town council or I would prefer. The Council has discussed it at length during several recent sessions and there appears to be a general sense amongst Council Members that the Town cannot necessarily continue to depend on grant funding to complete the project. Some ideas have been brought forth by council about how this might be accomplished. I will be bringing the Landscape portion of the project back to Town council on 10/18 with a request to move forward with this portion. Admittedly, this overall project is my most significant disappointment during my brief tenure with the Town.

The Potable Water System project is moving along as best as possible at this point. With council's decision to move forward with a validation hearing, we are working together with town legal counsel to make this happen. The most recent step in this project was to bring on board a Financial Advisor with the background and experience needed for this work.

4. **Manage Town Council Agendas**

Efforts were initiated to assist the Council in better management of the agenda. Staff deadlines were implemented to ensure that required materials are available on time for distribution of meeting packets. It was suggested to Council that workshop and M&P meetings be paired together on Mondays with Town Council meeting dates. That was adopted by council and caused less calendar conflict during the summer months when some members travel away from town for extended periods.

This Town Manager has worked closely with the Mayor on initial draft meeting agendas and once those are assembled, they are forwarded to the remainder of Council for further comments or requests. Consequently, most agendas are developed in a timely manner.

The Town Clerk is delegated with the responsibility and authority to manage the gathering of documents necessary for each agenda and she is doing well in that assignment. In fairness, there have been some glitches along the way mostly due to the dynamic nature of the government environment in which we work. We continue to strive to keep those instances to a minimum.

5. Establish Appropriate Relationships, Develop and Implement Satisfaction Surveys With Customers Such As: Town Council, Town Attorney, Other Governmental Bodies, Community Groups, Advisory Committees and Islanders

It is my impression that the area of establishing appropriate relationships with various stakeholders is one in which I have enjoyed significant success. There has been a strong effort to keep individual Council Members well informed and to have strong cordial and professional relationships with each member. I have attended meetings of each of the town's appointed committees and have developed a particularly good working relationship with the LPA.

As is often commented upon, I have developed positive relationships with a great number of persons throughout Lee County over the years and rely upon those contacts to assist the Town in its initiatives. Immediately upon coming to the island, I set out to meet as many residents and business person as possible and to work cooperatively with the island's news media. There is a strong comfort level on my part that though that effort is still a work in progress, it is one that is successful.

RESULTS AGAINST COMMITMENTS:

See information above.

MAJOR ACCOMPLISHMENTS:

The budget was taken to council earlier than in previous years and this enabled Council to get much work done in a timely manner. The budget was accomplished with a millage below the Roll Back Rate and the public did not register any displeasure with either the process or the outcome. We also completed the CIP process in a timely manner enabling the LPA to review the document and offer its recommendation for approval to Council.

The Town Hall lease was successfully renegotiated with a ten percent (10%) reduction in the annual lease payment.

We brought the Newton Park project to completion with an outcome that pleased the council and the public.

Assisted Town Council in accomplishing the revised ILA for Beach Re-nourishment.

Enabled a hearing on Code Enforcement violations to take place for first time in over two years.

Worked with Mayor Kiker and the Council to successfully encourage the County Commission to purchase the Seafarer's property.

Have kept major projects on point with the exception as noted above

PERFORMANCE COMMITMENTS FOR NEXT APPRAISAL PERIOD:

1. Meet the Council's stated objective of beginning budget preparation efforts within sixty days of the beginning of the new fiscal year.
2. Work together with council and staff to identify ways to move the Mound House project toward completion. Complete the Landscaping Project within six months, identify funding, award a contract and initiate construction on the rehabilitation of the structure within the coming year.
3. Within the coming fiscal year, initiate the Lean Government program and concepts within town operations.
4. Develop and bring to the Council a reorganization of the Community Development function. One that will enable more Town control over the process and save costs at the same time.

NAME: _____

DATE: _____

Kilker

TOWN OF FORT MYERS BEACH
PERFORMANCE EVALUATION OF TOWN MANAGER

NAME: Terry Stewart

EVALUATION PERIOD: February 1, 2010 through September, 2010

Rating Definitions:

1 – Infrequently Achieves Expected Results / Unsatisfactory Performance Expectations

2 – Sometimes Achieves Expected Results / Below Performance Expectations

3 – Frequently Achieves Expected Results / Meets Performance Expectations

4 – Regularly Achieves Expected Results / Above Performance Expectations

5 – Always Achieves Expected Results / Far Exceeds Performance Expectations

Quality of Results: The extent to which work meets standards of quality.

Rating:

Weight: 40%

Quantity of Results: The amount of work compared to job requirements.

Rating:

Weight: 30%

Personal/Job Skills: Demonstration of the knowledge and skill requirements of the job.

Characteristics to be considered include:

Knowledge: Understanding of municipal issues such as: water utility, storm water, community development, public works, code enforcement, parks and recreation, environment, emergency management and transportation.

Leadership: Work ethic; Serves as role model to staff; Ability to implement Town Council direction.

Supervision: Provides effective leadership and supervision to staff. Evaluates the performance of staff and assists them in improving their performance.

Operations: Operates effectively, efficiently and proactively; Accomplishes projects and programs in a timely, responsive and professional manner. Uses Project Management.

Budget: Presents a proposal for a balanced budget within established time frame. The budget is realistic and administered effectively and efficiently.

Agenda: Prepares an orderly, workable agenda. The agenda allows Council to focus on policy-making issues.

Execution of Policy: Understands and respects State, Federal, Local laws and policies. Continually reviews and makes changes as necessary.

Rating:

Weight: 15%

Kiker

Interactive Skills: The demonstrated ability to work with others.

Characteristics to be considered include:

Council Relations: Assists Council members with ongoing issues. Is impartial, receptive, and responds to Council inquiries. Is candid and receptive to constructive criticism and advice.

Communications: Reports are timely, comprehensive and understandable. Provides Council with information necessary to make sound decisions. Keeps Council informed.

Other Relations: Interacts well with other government and public agencies, particularly those in Lee County. Is responsive to community input. Supports Town advisory committees.

Teamwork: Encourages staff members to work together in a cooperative manner. Demonstrates the ability to work in a cooperative, respectful and impartial manner with all Council members and Town Attorney.

Rating: 5

Weight: 15%

Overall Performance:

5

Reviewer's Comments:

Some attention to 'order' of Agenda

MAY NEED TO schedule speaking events with OUTSIDE org's. Chamber, Civic, etc

ESTABLISH agreed upon goals + measurements for some projects MOUND HOUSE, Bay Oaks, etc

ESTABLISH agreed upon goals + measurements for some projects, signs, clean up abandoned houses, etc

Terry has FAR exceeded expectations in ALL AREAS, self starter, extremely knowledgeable

EVALUATOR NAME: Larry Kiker

DATE 9/22/10

TOWN OF FORT MYERS BEACH
PERFORMANCE EVALUATION OF TOWN MANAGER

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Rating:

Weight: 15%

Overall Performance:

Reviewer's Comments:

Mr. Stewart has demonstrated the ability to do all that is expected from him. I am very impressed with his knowledge, personal commitment to the job, our town and the respect he is given by other town and city officials from all over the state. The job he has done with this years budget has impressed me very much. He is open and willing to listen to reason. Mr. Stewart, works very well with Council on developing town strategies, managing town council agendas, establishing appropriate relationships with other governmental bodies and community groups. On staff management, he has impressed as to working with staff to get out the best while helping them develop their future.

One of the best Town Mangers I have worked with.

EVALUATOR NAME: Bob Raymond

DATE: September 14, 2010

TOWN OF FORT MYERS BEACH
PERFORMANCE EVALUATION OF TOWN MANAGER

NAME: Terry Stewart

EVALUATION PERIOD: February 1, 2010 through September, 2010

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Quality of Results: The extent to which work meets standards of quality.

Rating:

3

Weight: 40%

Quantity of Results: The amount of work compared to job requirements.

Rating:

3

Weight: 30%

Personal/Job Skills: Demonstration of the knowledge and skill requirements of the job. Characteristics to be considered include:

Knowledge: Understanding of municipal issues such as: water utility, storm water, community development, public works, code enforcement, parks and recreation, environment, emergency management and transportation.

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Rating:

3

Weight: 15%

Overall Performance:

3

Reviewer's Comments:

The numbers above reflect the high expectations of a Town Manager having the previous experience level of Terry Stewart. Against those expectations Terry has made acceptable progress on the agreed-to performance commitments, particularly in the development of the 2010/11 budget. Terry has good management skills and has made progress in understanding the specific issues for the Town of Fort Myers Beach. He is a dedicated worker and expects the same from his staff. During Terry's time as interim Town Manager, he may have tried too hard to please everyone and is just learning to use the word "no." This is particularly important when dealing with the demands of Town Council. His activities and those of his staff must be prioritized by agreed-to strategic direction and consensus, not by the loudest and most persistent voices. Terry must be willing to accept and prioritize his administrative responsibilities without approval and direction from Town Council members. This may require a reminder of the roles and responsibilities defined by our Charter. Even though Terry is an experienced manager, there are some opportunities for continuous improvement. I would like to see a greater effort to facilitate the development of a teamwork environment within the staff, between Town Council members and for the critical interactions of Town Manager, Town Attorney and Town Council. Morale and staff stability continue to be concerns. I would encourage more mentoring, positive reinforcement and developing an open and honest environment to help overcome the affects of several disruptive years.

I would support offering Terry Stewart the position of Fort Myers Beach Town Manager.

EVALUATOR NAME: Tom Babcock

DATE 9/23/10

SEP 23 2010

TOWN OF FORT MYERS BEACH
PERFORMANCE EVALUATION OF TOWN MANAGER

RECEIVED BY

NAME: Terry Stewart

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Quality of Results: The extent to which work meets standards of quality.

Rating: 4

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Rating: 4

Weight: 30%

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Weight: 15%

TOWN OF FORT MYERS BEACH
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Rating:

Weight: 15%

EVALUATOR NAME: Alan Mandel

DATE _____