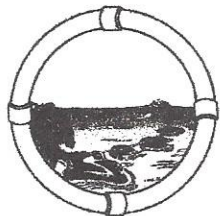


# FLORIDA KEYS AQUEDUCT AUTHORITY



**CUSTOMER SERVICE DEPARTMENT**  
**1100 KENNEDY DRIVE, KEY WEST, FL 33040**  
**Telephone: 305-296-2454 FAX: 305-293-1426**

## MEMORANDUM

**TO:** Jim Reynolds, Executive Director

**FROM:** Harry Bethel, Director of Customer Service *HB*

**DATE:** August 26, 2008

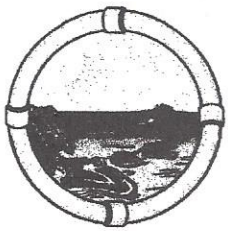
**SUBJECT:** Revised-Letter of Intent to Retire

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Please be advised that I have adjusted my date of intent to retire effective 5:00 p.m., January 2, 2009.

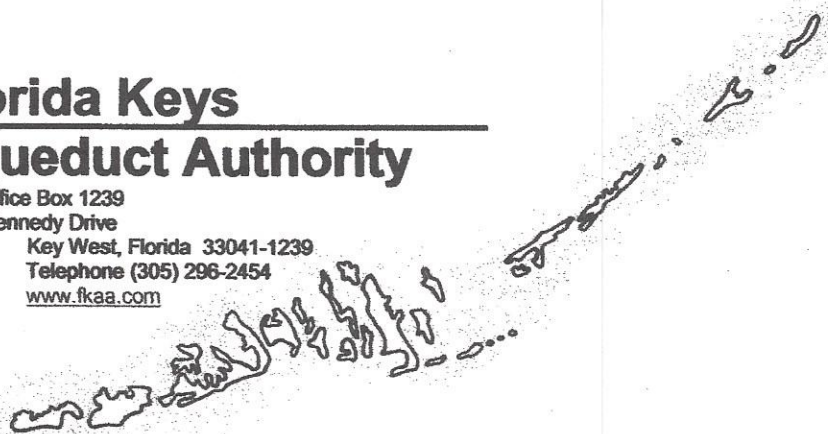
As per your approval, I will be on Administrative leave from September 29, 2008 through 5:00 p.m., January 2, 2009.

*HB*  
*10/30/08*



# Florida Keys Aqueduct Authority

Post Office Box 1239  
1100 Kennedy Drive  
Key West, Florida 33041-1239  
Telephone (305) 296-2454  
[www.fkaa.com](http://www.fkaa.com)



J. Robert Dean  
Chairman  
Key West

Mary L. Rice  
Vice-Chairman  
Marathon

Elena Z. Herrera  
Secretary/Treasurer  
Rockland Key

Rose M. Dell  
Big Pine Key

David C. Ritz  
Key Largo

James C. Reynolds  
Executive Director

## MEMORANDUM

TO: Customer Service Department

FROM: Harry L. Bethel, Director of Customer Service

DATE: August 26, 2008

Most of you know me to be a person who enjoys taking good opportunities when they arise. Well, as my 69<sup>th</sup> birthday approaches, I realize that I have an opportunity to do something for myself while I am still young enough to enjoy it. Therefore, I have decided that my 69<sup>th</sup> birthday present to myself and my family will be retirement. This new venture will allow me to spend more time with my wife and family and to spend more time at our vacation home in Georgia. I will continue on with my community involvement; then, after a year of R&R, I look forward to pursuing a personal goal which would give me the opportunity to serve you and the community.

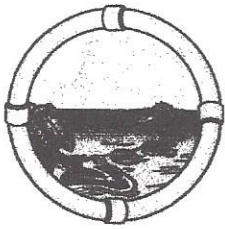
Over the past weeks, I have given much thought to the accomplishments which have been achieved in the Customer Service Department and I have a strong sense of pride in our many successes. We have worked together to build a talented staff in order to provide our customers with excellent service; and I truly believe we do that better than any other utility in Florida. Each of you are to be commended for your contributions and dedication. We initially came to work as co-workers, over time we have grown to be friends and that bond of friendship has become known as the FCAA family. I thank each of you for your friendship.

My decision is to retire effective January 2, 2009; however, my last workday will be September 26, 2008 at which time I will be on administrative leave approved by Mr. Reynolds.

Farewell is never easy and it is with mixed emotion that I say 'hasta la vista'. From a personal aspect I am excited to have finally reached a point of being able to truly put my family first; from a professional aspect I can only say you all have allowed me to achieve excellence and I will always be grateful to you for that. Be confident in knowing that I will be available to each of you if you need me in the future.

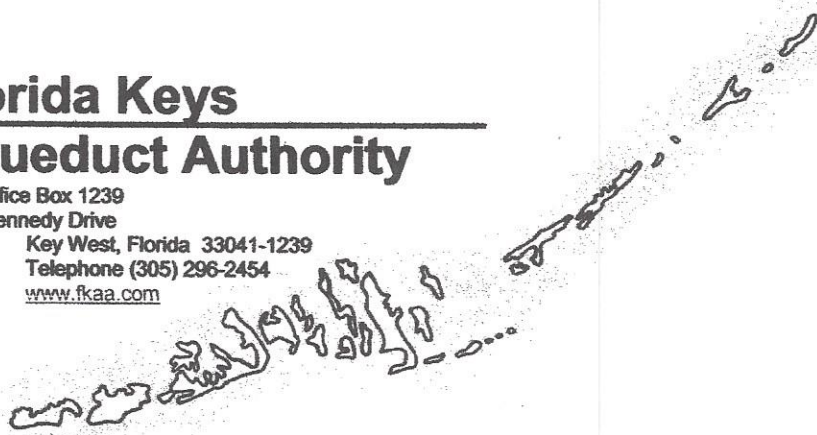
*"Retirement is wonderful if you have two essentials — much to live on and much to live for. I believe that I now have both." — Unknown wise person*

*Harry Bethel*



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August 26, 2008

## MEMORANDUM

**TO:** Karla Hernandez, Customer Service Coordinator  
Dori Anderson, Customer Service Area Manager  
Sue Reich, Customer Service Area Manager  
Irma Boveda, Customer Service Area Managers  
Barry Chiagouris, Customer Service Field Supervisor  
Bobby Frederick, Customer Service Field Supervisor  
Ken Edge, Customer Service Field Supervisor

**FROM:** ~~Henry L. Bethel~~, Director of Customer Service *HR*

**DATE:** August 26, 2008

It is with a heavy heart that I make the announcement that four members of staff of the Customer Service Department have made decisions to leave the organization as follows:

- Acelia Plans, Assistant Director of Customer Service, retiring January 2, 2009
- Debbie Gartenmayer, Customer Account Manager, retiring January 2, 2009
- Damarys Garcia, Executive Assistant/Customer Service, resigning January 2, 2009

These staff members have a combined total of 87 years with the FCAA and their contributions to the success of the Customer Service Department have been invaluable. They have each indicated that they will continue to support Customer Service as we transition through this period.

**cc:** Jim Reynolds, Executive Director  
Kathryn Ovide, Director of Executive Department  
Karen Rodriguez, Division Director of Human Resources  
Acelia Plans, Assistant Director of Customer Service  
Damarys Garcia, Executive Assistant/Customer Service  
Debbie Gartenmayer, Customer Accounts Manager



**F.K.A.A.  
PERSONNEL ACTION FORM**

**REVISED**

|                                    |                   |   |                            |  |                      |
|------------------------------------|-------------------|---|----------------------------|--|----------------------|
| I IDENTIFICATION                   |                   |   |                            |  |                      |
| <b>NAME</b><br>HARRY L. BETHEL     | <b>EE#</b><br>195 | <b>CURRENT JOB TITLE</b><br>DEPT. DIRECTOR OF<br>CUSTOMER SERVICE | <b>GRADE/STEP</b><br>37/>8 | <b>RATE</b><br>\$128,340.46<br>\$61,7021 | <b>DEPT.</b><br>3030 |
| <b>EMPLOYMENT DATE</b><br>05/21/90 |                   |   |                            |  |                      |

II ACTION

**RESIGNED** JANUARY 2, 2009       **TERMINATE** \_\_\_\_\_       **ADD** \_\_\_\_\_  
(EFFECTIVE DATE)

**PAY INCREASE TO** \_\_\_\_\_  
(GRADE/STEP)

**RECLASSIFY TO** \_\_\_\_\_       **OTHER** \_\_\_\_\_  
(JOB TITLE) (SPECIFY)

III COMMENTS

Mr. Bethel will begin Administrative Leave as of September 29, 2008 through his retirement date of January 2, 2009.

- Please pay Mr. Bethel Severance Pay equal to one week for every year of service, or \$2,468.08 (wkly rate) x 19 (yrs. of service) = \$46,893.52 on January 2, 2009. (19 yrs. of service includes temporary service beginning on 12/04/89.)
- Please deduct the maximum allowed "catch-up" amount from Mr. Bethel's final checks to be deposited into his Deferred Compensation Plan Account, to be effective December 29, 2008 (\$15,500. & \$3,320.).
- Please deduct \$4,258.44 for Mr. Bethel's dependent insurance payment for January - September 2009.
- Please deduct the maximum contributions for 2009 from Mr. Bethel's final checks to be deposited into his DCP account, to be effective January 2, 2009 (\$22,000.00). ✓

**\$ 4,137.04**

|        |             |   |
|--------|-------------|---|
| Pay    | \$7,404.25  | 120.00 Hrs Accrued Annual Leave. (104.00 AL + 8 OPT - 2008 + 8 OPT - 2009)          |
| Pay    | \$80,212.73 | Sick Leave Buyback. (Balance as of 01/02/09 = 1,404.00, Max. 1,300 hrs x \$61.7021) |
| Deduct | .00         | Waiver of Deposit.  |
| Deduct | .00         | Tuition Reimbursement Refund  |

I.D. Cards       Cell. Phone *Allowed to keep per S. Reynolds*       COBRA  
 Credit Cards       Beeper       DCP  
 Keys       P.C.  
 Uniforms       Other \_\_\_\_\_

Please cancel direct deposit if applicable.  
 Please give final check to HR/RM Office.  
 Please cancel all payroll deductions.

**REHIRE**       **DO NOT REHIRE**

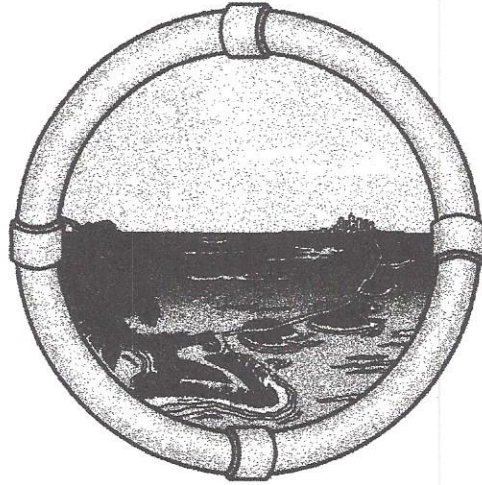
*used 312 Sick to catch up def. comp for 2008. leaving a balance of 988 Sick leave.*

|  |                         |  |                         |
|--|-------------------------|--|-------------------------|
| <b>HR/RM DIRECTOR</b><br><i>Karen M. Rodriguez</i> | <b>DATE</b><br>12/22/08 | <b>DEPARTMENT HEAD</b><br><i>[Signature]</i> | <b>DATE</b><br>12/24/08 |
|--|-------------------------|--|-------------------------|

IV PAYROLL

|   |                        |                                |
|---|------------------------|--------------------------------|
| <input checked="" type="checkbox"/> <b>ENTERED ON PAYROLL</b>     | <u>mqr</u><br>DATE     | <u>1/2/09</u><br>INITIALS      |
| <input checked="" type="checkbox"/> <b>ENTERED ON H.R. SYSTEM</b> | <u>PH</u><br>DATE      | <u>1/27/09</u><br>INITIALS     |
| <input type="checkbox"/> <b>REVIEWED BY I.T. DEPT.</b>            | <u>1-28-09</u><br>DATE | <u>[Signature]</u><br>INITIALS |

# FLORIDA KEYS AQUEDUCT AUTHORITY



## MANAGERIAL EMPLOYEE PERFORMANCE REVIEW

Employee Name (Last, First, MI) BETHEL, HARRY

Employee Number 195 Job Title DEPT. DIRECTOR OF CUSTOMER SERVICE

Division/Department CUSTOMER SERVICE

Type of Evaluation  Annual  Probationary

Period Covered by Evaluation : From 07/18/07 To 07/18/08

Supervisor's Name JIM REYNOLDS

**INSTRUCTIONS:** Inside are a number of performance categories. After reviewing the documentation, check the rating that best fits the employee's performance. Comments are mandatory when you grade an employee either "needs improvement" or "exceeds expectations". Additional documentation may be attached if necessary.

**Point Elements :**

Exceeds Expectations (EE) = 5 points

Meets Expectations (ME) = 4-3 points

Needs Improvement (NI) = 2-1 points

Revised Date: 06/07/05



1. **Initiative:** Refers to the employee's ability to suggest and/or initiate usable and innovative new techniques, methods, procedures; the employee's resourcefulness and self reliance, the employee's ability to stimulate others to think and work.

Points 5

- Exceeds Expectations:** Actions and attitudes have a positive influence upon productivity of fellow workers. Takes initiative in self-improvement and takes positive action on suggestions from others.
- Meets Expectations:** Exhibits initiative, is resourceful, completes supplementary work as requested.
- Needs Improvement:** Lacks initiative, avoids volunteering or taking on assignments that are unfamiliar/risky. Lacks regularity in production.

Comments:

2. **Quantity of Work:** Concerns the volume of work which is accomplished by the employee and the difficulty of the work done; reference should be made to specific standards for quantity of work (where established) or to reasonable measures of productivity where special standards do not exist.

Points 4

- Exceeds Expectations:** Work volume usually exceeds the established standards. Adjusts to varying pressure with little difficulty.
- Meets Expectations:** Work volume meets requirements, reports, and/or assignments are completed in compliance with deadlines; varying pressures and changes in system or procedural applications have minimal effect on the employee.
- Needs Improvement:** Work volume falls short of the minimum expectations. Cannot adjust to normal varying pressures.

Comments:

3. **Quality of Work:** Pertains to the degree of excellence of the work performed, including the degree of accuracy, neatness, completeness, thoroughness, carefulness, workmanship and craftsmanship.

Points 5

- Exceeds Expectations:** Makes very few errors; maintains an above average quality of work. Work rarely shows signs of carelessness.
- Meets Expectations:** Quality of work is good, makes few errors. Demonstrates personal regard for work product.
- Needs Improvement:** Quality of work falls short of the normal expectations. Fails to maintain a satisfactory level of work. Work frequently shows signs of carelessness.

Comments:

4. **Directing/Leadership:** The ability to set an example for others to follow; motivates and inspires subordinates to greater levels of achievement; sets realistic and challenging goals for self and others; commands the respect and support of subordinates; and continued development of own abilities in order to keep abreast of the field.

Points 5

- Exceeds Expectations:** Consistently provides an excellent example for others to follow; involves subordinates in setting challenging goals; stimulates others to contribute new ideas; delegates effectively; enjoys the respect of subordinates; maintains own knowledge current with the field.
- Meets Expectations:** Good at planning and organizing the work load. Usually does a good job at delegation and follow through. Staff usually gets the job done properly and on time.
- Needs Improvement:** Overly cautious in setting goals; goals are frequently not challenging; delegates either excessively or not at all; moral is low; knowledge of field is out of date.

Comments:

5. **Dependability & Work Habits:** Refers to employee's reliability and attention to work, even with little or no supervision; for instance, the employee's completion of assigned tasks properly and in a timely manner. Also refers to the employee's observance of rules, regulations, procedures, methods, and instructions, the employee's organization of work and use of working time.

Points 5

**Exceeds Expectations:** Exhibits high degree of dependability. Requires little supervision. Performs work in an accountable manner. Demonstrates proficiency in handling all aspects of the job. Organizes time well, makes good use of time available. Assist others as needed.

**Meets Expectations:** Dependable and completes assignments. Requires minimal supervision. Performs all aspects of the position. Utilizes the work hours in an efficient manner.

**Needs Improvement:** Demonstrates signs of lack of dependence, frequently requires assistance and/or regular supervision in completing assignments. Falls behind expected work flow requirements. Frequently avoids working on assignments and tasks; makes excuses. Abuses time allotted for performance of job duties.

Comments:

6. **Judgement/Problem Solving:** Ability to identify problem conditions, secures required data, and reaches logical and effective conclusions on a timely basis; degree of understanding or organizational constraints in taking corrective action; ability to accommodate new information in the problem solving process.

Points 5

**Exceeds Expectations:** Excellent ability to organize and correctly interpret information regarding a problem; anticipates or takes action in the earliest stages of problem development; understands and takes into account the long range implications of decisions; recommended solutions are inovative, almost always accepted and usually successful.

**Meets Expectations:** Able to organize and correctly interpret information relevant to a problem; recognizes problems and initiates action in the early stages of problem development; anticipates some broader and/or long-range implications of decisions; recommended solutions are sound, occasionally innovative, and are usually accepted and successful.

**Needs Improvement:** Problem solving ability satisfactory only within a narrow specialty area; requires considerable supervisory assistance outside this area; not fully cognizant of the larger implications of decisions; marked tendency to defer decisions or refer to own supervisor.

Comments:

7. **Budget Management:** Maintaining the efficiency of operations as expressed in terms of cost-effectiveness; preparing budgets that are complete and properly documented on a timely basis; keeping expenditures within budget amounts; and, taking appropriate corrective actions when unexpected budget problems develop.

Points 5

**Exceeds Expectations:** Operates efficiently near the lowest possible cost; stays within budget and frequently is able to save money by more economical procedures; staff deployment pattern optimized for maximum efficiency.

**Meets Expectations:** Operates near lowest possible cost; stays within budget and is occasionally able to save money; staffing pattern indicates concern for efficiency.

**Needs Improvement:** Usually fails to operate within budget, necessitating extensive budget revision and/or additional funds; results achieved insufficient for funds expended; overstaffed or available personnel not properly deployed to match workload.

Comments:



8. **Job Knowledge/Specific:** Refers to knowledge (e.g. technical, procedural, policy or other) an employee should have to perform well and to handle even unusual and complex aspects of the job.

Points 5

**Exceeds Expectations:** Demonstrates thorough knowledge of his/her job, demonstrates confidence and a high degree of proficiency in the performance of unusual and complex aspects of the job. Takes initiative in learning new skills, completes tasks in the most effective manner.

**Meets Expectations:** Demonstrates adequate knowledge of his/her job, is able to perform all tasks of the position at an acceptable level, diligent in personal commitment to accomplish unusual and complex aspects of the job.

**Needs Improvement:** Has difficulty in performing duties of the job in an effective and efficient manner, requires reinstruction in the procedures necessary to perform job duties. Lacks confidence in performing complex aspects of the job.

Comments:

9. **Interpersonal Relations:** Ability to establish and maintain effective working relationships with subordinates, superiors, peers and the public; ability to give and accept constructive criticism; and ability to influence rather than instruct subordinates.

Points 4

**Exceeds Expectations:** Maintains highly effective working relationships with others; viewed as very cooperative; accepts criticism in a positive way; influences others through sincerity and conviction rather than depending on authority; confronts conflict and resolves through effective problem solving.

**Meets Expectations:** Maintains effective working relationships with most people; seen as generally cooperative; usually takes criticism positively; uses authority sparingly, preferring to influence rather than instruct; usually willing to deal with conflict through sound problem solving.

**Needs Improvement:** Has few effective working relationships; generally seen as uncooperative; frequently reacts negatively to constructive criticism; uses authority rather than influencing skills; delays intervention into conflict situations, allowing those involved to come to a resolution.

Comments:

10. **Personal Qualities:** Refers to the employee's attributes which contribute to the successful performance of their job and public/co-worker presentation (i.e.: attitude, employee relations, self control, cooperativeness, integrity and sensitivity towards co-workers).

Points 4

**Exceeds Expectations:** Demonstrates integrity and sincerity in dealing with Supervisors, Co-workers, and the public. Evaluates information and the source of the information. Work product is neat. Personal appearance exceeds requirements for the position.

**Meets Expectations:** Accepts discretion and works well with Supervisors, Co-workers and the public. Utilizes available information in the performance of job duties. Work product meets expectations. Personal appearance meets expectations as required for the position.

**Needs Improvement:** Fails to accept direction, questions supervision, policies and authority. Promotes conflict by giving credence to rumors, initiates negative conversation, seeks to initiate or contribute to problems. Work does not meet expectations. Personal appearance is improper and fails to meet expectations as required for the position.

Comments:



11. **Communications (Written and Verbal):** Ability to select, organize and present information effectively, either verbally or in writing; ability to make and support a point or conclusion; ability to actively listen to others; and, ability to communicate to a variety of affected groups.

Points 5

**Exceeds Expectations:** Written communications are clear, logical and grammatically correct; complex ideas are present in clearly understandable terms; only minor changes are required in reports; speech is clear, well organized and readily understandable; uses proper business English; communicates in understandable terms; listens actively.

**Meets Expectations:** Written communications are clear and grammatically correct; most complex ideas are presented in clearly understandable terms; written reports are good with only minor changes required; speaks clearly and easy to understand.

**Needs Improvement:** Written communications routinely show defects in basics such as grammar and spelling; has difficulty expressing complex ideas; reports usually require moderate revision; some difficulty in expressing self; poor listening skills.

Comments:

12. **Employee Development:** Providing accurate feedback to subordinates regarding strengths and developmental needs; and, providing growth and development opportunities to same through a combination of work assignments, in-service training and outside developmental programs and experiences. Physically meets periodically with all levels of staff for review of operations systemwide.

Points 5

**Exceeds Expectations:** Skilled in providing constructive feedback, able to explain deficiencies so that subordinates are motivated to improve; regularly initiate feedback discussions; provides recognition to good performers; involves subordinates in determining developmental plans; make developmental opportunities equally available to all subordinates

**Meets Expectations:** Provides feedback to subordinates so that those with deficiencies accept the need for improvement and good performers feel appreciated; tries to provide periodic feedback to subordinates; encourages subordinates to participate in developmental planning; allows all subordinates an opportunity to pursue development.

**Needs Improvement:** Infrequently initiates feedback regarding subordinate deficiencies; positive developmental discussions are almost always initiated by subordinates; subordinates have only a general, possibly erroneous, understanding of where they stand; may comment on developmental plans submitted by subordinates but makes few major contributions.

Comments:

13. **Planning/Organizational Skills:** The ability to plan ahead and set realistic goals, objectives and priorities; anticipate possible problems; commit activities to a realistic but challenging schedule, and the ability to anticipate problems and future conditions.

Points 5

**Exceeds Expectations:** Plans are based on thorough analysis of available data; retain flexibility for including new facts or responding to changed conditions; clear and logical priorities; activities complimentary to larger organizational objectives; problems are anticipated; objectives are realistic.

**Meets Expectations:** Ability exceeds requirements of present job; considers larger organizational interests; generally anticipates conditions that may develop or change; priorities clearly stated; goals and objectives realistic.

**Needs Improvement:** Effective at planning only on a short-term basis; plans inefficient, usually require extensive revision due to unanticipated developments; limited understanding of the relationship between own organization and larger organizational objectives.

Comments:

