TOWN OF MIAMI LAKES, FLORIDA
REGULAR AGENDA
Workshop

October 15, 2019
7:30 PM
Government Center
6601 Main Street Miami Lakes, FL33014

Video stream of meetings can be viewed here:

https://pub-miamilakes.escribemeetings.com

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1. CALL TO ORDER

2. MOMENT OF SILENCE

3. PLEDGE OF ALLEGIANCE

4. PUBLIC COMMENTS

All comments or questions from the attending public to the Council shall be directed to the Mayor, in a courteous tone. No person other than the Council and the person recognized by the Mayor as having the floor, shall be permitted to enter into discussion without the permission of the Mayor. To ensure the orderly conduct and efficiency of the meeting, public comments shall be limited to three (3) minutes maximum per person; however, the Mayor may authorize the extension of the aforesaid time frame, and any extension shall apply to other individuals speaking on the same subject.

No clapping, applauding, heckling, verbal outburst in support of, or in opposition to a speaker or his/her remarks shall be permitted. Should a member of the audience become unruly, or behave in any manner that disrupts the orderly and efficient conduct of the meeting, the Mayor is given the right and the authority to require such person to leave the Council Chambers.

As a courtesy to others, all electronic devices must be set to silent mode to avoid disruption of the proceedings.

Remote Public Comments: Please register with the Town Clerk from the date the agenda is released to the date before the meeting. If you submit a written public comment, it will be shared with the Mayor and Council Members prior to the meeting. Please take note that written public comments are not read out loud during the meetings, only the name of the person submitting the public comment and the subject matter will be read into the record. For additional information, please contact clerk@miamilakes-fl.gov

Live Remote Public Comments: Livestreamed meetings allow the submission of Live Remote Public Comments. The person wishing to submit the public comment will appear live on the TV screens during the meeting and will be afforded 3 minutes to speak live. Please take note, that written public comments are not read into the record.

If you wish to be part of the Live Zoom meeting, please join the meeting by clicking on the URL Link below:

https://zoom.us/j/666475152?pwd=Y1JwZlhleVZCQnpWOFp0cEQ0VDYvZz09

Please submit your first and last name and make sure that you have a working microphone and a working webcamera, so that IT can see you and you be able to participate in the livestreaming of the meeting.

You can test your connection to Zoom clicking on the following link: https://zoom.us/test

5. ITEMS FOR DISCUSSION OR ACTION

   a. Mobility Fee Review

   b. Charter Officers Performance Evaluation Standards

6. ADJOURNMENT

This meeting is open to the public. A copy of this Agenda and the backup therefore, has been posted on the Town of Miami Lakes Website at miamilakes-fl.gov and is available at Town Hall, 6601 Main Street, Miami Lakes 33014. In accordance with the Americans with Disabilities Act of 1990, all persons who are disabled and who need special accommodations to participate in this meeting because of that disability should contact Town Hall at 305-364-6100 two days prior to the meeting.

Any person presenting documents to the Town Council should provide the Town Clerk with a minimum of 15 copies.

Town of Miami Lakes
Memorandum

To: **Honorable Mayor & Councilmembers**

From: **Edward Pidermann, Town Manager**

Subject: **Mobility Fee Review Workshop**

Date: **October 15, 2019**

Background:

On April 25, 2016 the Town adopted Ordinance 16-192 establishing a Mobility Fee in lieu of traditional transportation concurrency.

Also on April 25, 2016 the Council approved Resolution 16-1386 establishing the Mean Auto Occupancy by Land Use and the Rate per Daily Trip.

Sec. 13-2006 "Establishment of rate per daily trip" requires said rate to be reviewed at least once every three years. The reviews shall consider changes to the demand component of the mobility fee equation, changes to the Town's CIE, changes in construction, land acquisition and related costs, changes in historical and projected funding, adjustments to the assumptions and conclusions or findings set forth in the Study.

Please see attached presentation for further details.

Attachments:

Mobility Fee Review Presentation
Corradino Mobility Fee Report

MEMORANDUM

2019 Update to Town of Miami Lakes Mobility Fee

Background

The Miami Lakes Mobility Fee was adopted via Ordinance 16-192 on December 1, 2015. Its purpose is to ensure that multimodal transportation infrastructure, necessary to support level of service standards, is in place at the time of development. It also creates a platform for developments to contribute to the funding and implementation of those projects in order to mitigate the developments impact to the multimodal transportation network, as well as fund multimodal mobility enhancements not just automobile related improvements. The mobility fee encourages better quality development and is more business friendly as it provides for an easier approval process.

Per the recommendation of the Alternative to Concurrency Study, the Town Council established a Mobility Fee in lieu of traditional transportation concurrency. Chapter 13 Land Development Code Division 2 Sec. 13-2006 (a) states:

The rate per daily trip, and subsequent amendments thereto, shall be established by the Town Council by resolution, based on the methodology as described in subsection (b) of this section. The rate per daily trip shall be reviewed by the Town Council at least once every three years but may be reviewed more frequently. The initial and each review thereafter shall consider changes to the demand component of the mobility fee equation, changes to the Town's CIE, changes in construction, land acquisition and related costs, changes in historical and projected funding, adjustments to the assumptions and conclusions or findings set forth in the Study.

Analysis

The 2019 Mobility fee update will review the above as required by Ordinance 16-192, as included in the Miami Lakes Land Development Code and other technical aspects of the fee schedule. Changes in growth rates, traffic generation rates, and land use changes will also be documented in this update memorandum. Any updates to the Mobility Fee proposed will continue to support the funding of multi-modal transportation projects within the Town of Miami Lakes. In addition, any changes to the Mobility Fee will only be based on the most current data per Florida Statutes. The Miami Dade County Long Range Transportation Plan 2045 is not complete, as such it will not be referenced in this update.

This memo documents updates to technical aspects of the fee schedule, such as lower anticipated growth rates, changes in transportation revenue programs, and increased costs of providing transportation facilities and services. Some of the specific changes incorporated include:

- Updating traffic generation rates for some land uses to address a newly- released version of the Institute of Transportation Engineers Trip Generation reference

- Proposing Flat Trip Generation Rates for specific use types

- Gas Station/Service Station with Convenience Store Analysis

- Fast-Casual Restaurant Analysis
- Trip Generation based on vested and committed development projects

<u>Recommendations</u>

Trip characteristics utilized in the Mobility Fee were taken from the Institute of Transportation Engineers' (ITE) Trip Generation reference report 9th Edition. Changes in this report include updated traffic generation rates provided in the 10th Edition Institute of Transportation Engineers' Trip Generation reference, released in late 2017. The changes are listed below:

- 230 Condominium/Townhouse is no longer a land use in the ITE 10th edition
- 231 Mid-Rise Residential with 1st Floor Commercial and 232 High-Rise Residential with 1st Floor Commercial were added as they are in the ITE manual 10th edition
- 492 Racquet Club/Health Club/Spa/Dance Studio and 437 Bowling Alley rates were changed because of the time period in which the rate was taken. In the 9th edition the weekday period was used. However, the 10th edition does not have this time period as an option. The rates for these land uses were taken from the weekday, PM peak hour time period.
- 820 Retail (1,000-50,000 s.f) thru 820 Retail (greater than 500,000 s.f.) is one single land use 820 Shopping Center. The 10th edition land use is incorporated.
- 120 General Heavy Industrial is no longer a land use and there is no alternative in the 10th edition
- 152 High-Cube Warehouse is no longer a land use, 154-157 were added and are included in the 10th edition

Another recommendation is to assess a flat trip rate that is justifiable to apply against acreage and dwelling units. Flat trip rates have now been added as part of the mobility fee update. For the chart below, the trip generation rates for residential land uses are trips/dwelling unit. For commercial, institutional, and industrial, the trip generation rates are per 1000 sq. ft.

Flat Trip Rate for Residential Low Density	**7.23**
Flat Trip Rate for Residential Low-Med Density	**7.32**
Flat Trip Rate for Residential Med Density	**2.87**
Flat Trip Rate for Residential Med-High Density	**0.31**
Flat Trip Rate for Recreational	**78.92**

Flat Trip Rate for Institutional	**7.69**
Flat Trip Rate for Commercial (includes Transient, Office and Retail)	**61.64**
Flat Trip Rate for Industrial	**1.94**

Gas Stations/Convenience Stores

An additional recommendation for the revision to the Mobility Fee Schedule is to the gas stations with convenience stores use. A recent trend is larger convenience markets with more fueling stations. It is recommended that an amendment be made to pass-by trip percentage from 66% to 77% based on FDOT Trip Generation Recommendations for Convenience Markets with Gas Pumps. There has been an increase in the size on convenience stores and number of fueling positions. These new facilities offer additional services, such as car washes, larger markets, fast food restaurants, and the ability to pay at the pump, have changed travel characteristics.

Fast-Casual Restaurant

An emerging trend in the area is the Fast-Casual Restaurant. Including Fast‐ Casual Restaurant (930) in the Mobility Fee Schedule is another recommendation. A fast-casual restaurant is a sit-down restaurant with no wait staff or table service. Customers typically order off a menu board, pay for food before the food is prepared, and seat themselves. The menu generally contains higher quality made to order food items with fewer frozen or processed ingredients than fast food restaurants. The website tripgeneration.org (accessed on 7/19/2018) provided a database of four studies of Fast‐ Casual restaurants, yielding an average rate of 179.78 trip‐ ends per 1,000 s.f. The percent new trips and trip length values from the High‐ Turnover, Sit‐ Down restaurant were found to be suitable and were applied to this land use. Miami Lakes is a prime location for the development of fast-casual/food hall type dining. The average vehicle trip rate per 1,000 s.f. is 315.17 based on the 10th Edition Trip Generation Manual.

Trips

Per Ordinance 16-192(b), the rate per daily trip shall be calculated by determining the difference between current development and projected future development levels. The vested and committed projects were reviewed. Based on the total vested and committed projects for 2016-2019 newly approved projects (as compared to when the fee was first adopted), there is an additional 16,684 trips. The following lists trips generated by use:

Total Residential Trips	6,798
Total Multi Use Trips	4,065
Total Commercial Trips	1,443
Total Industrial Trips	310
Total Institutional Trips	934
Total Services Trips	3,134
Total New Trips	16,684

In determining the maximum allowed built capacity, the 2013-2017 ACS housing units (10,397) were subtracted from the FLU maximum allowed built capacity (27,746 d/u), which totaled 17,349 dwelling units. Vested units amount to 1,472. Therefore, there are now 15,876 units of remaining capacity. This is a reduction from the original study from 18,172 housing units, as there are now pending developments.

The total maximum allowed built capacity in acres (taking into consideration the FAR and height) for each land use category is 259 acres for commercial and 528 acres for industrial. There was a reduction in the total maximum allowed built capacity in acres from 555.98 as part of the original study to 528 acres for industrial and from 260 to approximately 259 acres of commercial, due to pending developments within the land use categories. Additionally, 25.09 acres of Commercial and 42.05 acres of Industrial land uses are currently vested. Remaining assessable capacity then, are 234.2 acres for commercial and 485.95 acres for industrial.

As noted previously, there were some changes to the daily weekday person-trip generation due to changes in the Trip Generation Manual 10th Edition. Also, flat trip rates have now been added as part of the mobility fee update.

To keep the fee accurate as time progresses, an annual adjustment based on inflation should be made to the assessments of the remaining transportation projects. This adjustment can come from a variety of sources – the Bureau of Labor Statistics maintains a Consumer Price Index as a benchmark, as does the Florida Department of Transportation, in regards to transportation projects, in the form of a Work program inflation factor; the current model accounts for this change by recommending an annual change rate based on the Florida Department of Transportation's rate, given its closer relationship with transportation infrastructure development. Transportation improvement costs from the Town's Capital Improvements Element (CIE), and other adopted Town transportation mobility plans and policies were computed. Costs were adjusted from the time of their original estimation to account for inflation, according to the "Inflation Factors" published by the Florida Department of Transportation (FDOT).

As the impact fee is contingent on the trips generated versus the infrastructure necessary to support the incoming population, as large scale amendments to the future land use accrue, staff should carefully evaluate and consider amendments to the fee in order retain appropriate levels of justification relative to the changes in the build out model utilized in the designation of the fee. Based on evidence that there was very few large-scale amendments, it has been determined after careful review that no future land use amendments since the adoption of the Mobility Fee have a large enough impact on trips generated versus infrastructure to make any changes to the actual fee structure. However, recommended changes are due to updates in the ITE 10th Edition Manual.

Credits

After a full review of the existing mobility fee credits, minor changes are recommended for the mobility fee credit system. These changes include the considerations for technology improvements enhancing local mobility as desired by the Town, and removal of several existing credit categories.

The Town should continue to issue mobility fee credits to developments with the following types of development for the following improvement types:

- Bicycle Parking Spaces

- Mixed Use Development

- Pedestrian Throughways and Bicycle Facilities

- Rear Parking

- Developer/Employer sponsored Transit

No changes to established ratios within the current code is recommended at this time. It is recommended that the Town, similar to other entities in Florida which are adopting Mobility Fees, continue to utilize the 3-year period as the mandated update to review the fee and associated assumptions.

Due to the difficulties in administration, it is recommended that the Town remove the following fee credits:

- Preferred Parking Carpools

- Flexible/Staggered Work Arrangements

- Employer provided Transit Passes

It is recommended that the Town consider the following additions to the fee system:

- Dollar-for-Dollar contribution – It is recommended that the Town include the following in its consideration for text amendments:

  "At the sole discretion of the Town, an applicant may elect to construct, pay for, or contribute, a qualified capital improvement or right-of-way contribution to a mobility facility in the mobility network in order to satisfy its mobility fee obligation on a dollar-for-dollar basis against the value of said contributed, qualified capital improvement."

  In consideration of application of this ordinance, the Town should indicate that qualified capital improvements will include technology improvements that the Town has identified, adopted, and prioritized as part of its strategic planning.

Exemptions
There are no recommended changes to Sec. 13-2009. Exemptions.

As projects become fully funded, they should be removed from the list of planned infrastructure requiring funding. These projects, once implemented, will thus not be impacted by annual increases based on inflation. As newer development is approved and funding from the impact is assessed, the impact of that development, both in population growth and trips generated, as well as the fees assessed, count towards both ends of the fee's model structure, which is based on cost per trips generated. The application of reduction of both trips and fees assessed keeps the fees model in equation; as long as the fees assessed are based on trips. Only two of the projects listed as Mobility Fee Expenditures are listed on the Existing Transportation Projects list.

- Initiative 1.1.6 Incorporate Greenway Path (0.38 miles) along NW 60th Avenue from NW 154 (Miami Lakes Drive) to NW 138th Street- Phase 1 – Total estimated project cost is $1.3 million. $300,000 Mobility Fee Expenditure

- Initiative 1.9.1 Incorporate Adaptive Signalization along NW 154th - $80,940 Mobility Fee Expenditure

When comparing the mobility fee revenues vs expenditures, mobility fees collected in Fiscal Years 2017 and 2018 amount to $761,271. Expenditures in those same years amount to $751,503. There was a balance of $9,768. Projected revenues for Fiscal Years 2019 and 2020 amount to $1,686,688. This depends on the actual future development permits being processed as proposed. Thus far all mobility funds are accounted for. However, there are a number of transportation projects from the 2014 list that have not been completed. The overall transportation projects list has been updated in order to project cost estimates for the designation of future mobility fees.

Mobility Fee

The following represents the methodology to construct and maintain the impact fee system as well as the recommended update to the actual mobility fee.

1. Determine increase in socio-economic data from base year to target future year (20 years). Determination of this factor is based upon the difference between current development levels and future development levels. To accomplish this, the future land use must be employed and compared to existing development.

	2019
Residential	15,876 dwelling units
Commercial	234.2 acres
Industrial	485.95 acres

It is important to note there was an assumed land use spread when calculating the rate for commercial with 20% transit-oriented development/mixed use, 30% office, and 50% retail.

2. Determine trip generation rates for resulting land use increases from step 1 above using daily trip rates (weekday) from ITE Trip Gen Handbook 9th Edition and Household Survey Model. The updated rates from the ITE Trip Generation Handbook 10th Edition were used as part of this update.

	2019 Trips
Residential	86,557
Commercial	522,329
Industrial	16,525
Total	625,411

However, a proportion of this must be taken to relate to the same timeframe as the existing current projects, as this is for 20 years and the CIP is for 5 years. Growth is not linear, but rather based on existing market conditions – this is a primary reason why the fee must be

adjusted with new assumptions every 3 years. For the current cycle, we expect growth to continue at similar pace as before, with some slowdown due to the amount of existing growth, and assume a slower 10% growth in trips.

Assuming 10% the daily trips generated is:

2019 daily trips
62,541

3. Compute transportation improvement costs from the Town's Capital Improvement Element (CIE), Transportation Master Plan (TMP), the Town's transportation mobility plans, and Unfunded Projects from the MPO's Long Range Transportation Plan (LRTP).

Using the compiled transportation projects master list (Attachment C), an aggregate cost to complete all the projects can be constructed. In considering the various projects that can be built, it is importation to consider that there are projects which may have funding that is reasonably expected from outside funding sources, including grants. In cases where this funding is reasonably expected, these projects should not be included in the computation costs.

Rationale: Not Included = Projects fully funded in the MPO's Transportation Improvement Program (TIP) and those from their LRTP where funding is reasonably expected (federal, state, county and other). Included = Projects included in the Town's Transportation Master Plan (TMP) and the Capital Improvement Element (CIE) such as roadway widening, roadway reconstruction, road resurfacing, lighting, traffic signals, roadway drainage, intersection improvements, roadway landscaping, sidewalks, bike paths.

The costs as noted in the previous report were current at that time. However, as the projects were carried over for multiple years, inflation factors were included using the FDOT Work Program inflation factors.

Additional projects have been placed in the Town's Master Plan, resulting in a need to adjust the fee.

2014	2019
$12,549,293	$35,170,229

For the 2019 numbers, it should be noted that $1,114,086 has been previously collected for local improvements. In addition, the Town is slated to receive $9,096,994 in grants. The remaining $ 24,959,149 are unvested and unfunded items the Town intends to assess as part of the mobility fee. $ 12,479,575 of the projects should be assessed to implement the new multimodal facilities to mitigate future impact of trips.

4. Compute Total Cost per Daily Trip
For the purposes of this calculation, we are utilizing the Total cost per daily trip as indicated by the expected daily trips based on the designated build out, as this is a more accurate representation of expected development in the time period.

Total cost per daily trip = Total Cost/daily trips generated

2014 Total Cost per daily trip	2019 Total Cost per daily trip
$160.00 per trip	$199.54 per trip

The per fee trip has increased due to a change in the number of trips resulting from the update of the ITE Trip Generation Manual and due to the increase in the cost and number of transportation projects, which added approximately $2.7 million in additional costs. The latter factor is the primary factor in the increase. As stated previously, the 9th Edition was used for the previous study.

5. Add 5% administrative costs.

Total Per Trip Fee $209.52.

In summary, costs were updated to take into account inflation, updates to the Town's TMP, CIE, and the MPO's LRTP, and newly approved developments.

Operational improvements:

During the course of the study, it was indicated that certain land use categories have higher than average fees due to the potential for high trip calculations. In those cases, it is recommended that the Town utilize a pass-through factor mutually agreed upon by both the Town and the applicant to reduce the number of trips in unique cases. Pass through rates are provided within the ITE Trip Generation Manual, 10th Edition, and have been updated from the prior 9th Edition Manual.

Further, the current ordinance provides that Council may, at its discretion, agree to lower the fee assessment on a case by case basis. It is recommended that the Town continue to keep this provision of the ordinance and exercise as needed in unique cases such as with the above.

Town of Miami Lakes

2019 Mobility Fee Update
October 15 Workshop

THE CORRADINO GROUP

BACKGROUND

- Per recommendation of the Alternative to Concurrency Study, Town Council established a Mobility Fee in lieu of traditional transportation concurrency.

- April 25th, 2016 Miami Lakes Mobility Fee adopted via Ord. 16-192

THE CORRADINO GROUP

PURPOSE

- Ensures multimodal transportation infrastructure is in place at the time of development

- Creates a platform for developments to contribute to the funding and implementation of infrastructure projects

- Funds multimodal mobility enhancements not just automobile related improvements.

ANALYSIS

2019 Mobility fee update

- Review Mobility Fee as required by Ordinance 16-192
  - Changes in growth rates, traffic generation rates, and land use changes
  - Updates to the Mobility Fee proposed continue to support funding multi-modal transportation projects within Town of Miami Lakes.
  - Proposed changes to Mobility Fee only based on most current data per Florida Statutes.

THE CORRADINO GROUP

RECOMMENDATIONS

<u>2019 Mobility fee update</u>

- Update traffic generation rates for some land uses to address a newly-released version of the Institute of Transportation Engineers Trip Generation reference
- Flat Trip Generation Rates for specific use types
- Gas Station/Service Station with Convenience Store Analysis
- Fast-Casual Restaurant Analysis
- Trip Generation based on vested and committed development projects

THE CORRADINO GROUP

RECOMMENDATIONS

Update traffic generation rates for some land uses to address a newly-released version of the ITE Trip Generation

- 230 Condominium/Townhouse no longer a land use in the ITE 10th edition

- 231 Mid-Rise Residential with 1st Floor Commercial and 232 High-Rise Residential with 1st Floor Commercial added

- 492 Racquet Club/Health Club/Spa/Dance Studio and 437 Bowling Alley rates changed. Rates taken from weekday, PM peak hour time period.

THE CORRADINO GROUP

RECOMMENDATIONS

Update traffic generation rates for some land uses to address a newly-released version of the ITE Trip Generation

- 820 Retail (1,000-50,000 s.f) thru 820 Retail (greater than 500,000 s.f.) is one single land use 820 Shopping Center.

- 120 General Heavy Industrial is no longer a land use

- 152 High-Cube Warehouse no longer a land use, 154-157 added

THE CORRADINO GROUP

RECOMMENDATIONS
Flat Trip Generation Rates for specific use types

Flat Trip Rate for Residential Low Density	7.23
Flat Trip Rate for Residential Low-Med Density	7.32
Flat Trip Rate for Residential Med Density	2.87
Flat Trip Rate for Residential Med-High Density	0.31
Flat Trip Rate for Recreational	78.92
Flat Trip Rate for Institutional	7.69
Flat Trip Rate for Commercial (includes Transient, Office and Retail)	61.64
Flat Trip Rate for Industrial	1.94

THE CORRADINO GROUP

RECOMMENDATIONS

Gas Station/Service Station with Convenience Store

- Recent trend: larger convenience markets with more fueling stations.
  Examples: WaWa, 7-11, Cumberland Farms

- Amendment to pass-by trip % from 66% to 77% based on FDOT Trip Generation recommendations for Convenience Markets with Gas Pumps

- New facilities offer additional services: car washes, larger markets, fast food restaurants, and the ability to pay at the pump, have changed travel characteristics.

THE CORRADINO GROUP

RECOMMENDATIONS
Fast-Casual Restaurant Analysis

- Emerging trend: Including Fast-Casual Restaurant (930) in the Mobility Fee Schedule
    - Fast-casual restaurant: sit-down restaurant, no wait staff or table service. Order off a menu board, pay for food before the food is prepared and seat themselves. The menu generally contains higher quality made to order food items with fewer frozen or processed ingredients than fast food restaurants.
    - Yield an average rate of 179.78 trip-ends per 1,000 s.f. % new trips and trip length values from the High-Turnover, Sit-Down restaurant were found to be suitable and were applied to this land use.
    - Average vehicle trip rate per 1,000 s.f. is 315.17 based on the 10th Edition Trip Generation Manual.

THE CORRADINOGROUP

RECOMMENDATIONS

Trip Generation based on vested and committed development projects

- Per Ordinance 16-192(b), rate per daily trip shall be calculated by determining the difference between **current development and projected future development** levels.

- Vested and committed projects: Based on the total vested and committed projects for 2019, additional **16,684** trips.

Total Residential Trips	6,798
Total Multi Use Trips	4,065
Total Commercial Trips	1,443
Total Industrial Trips	310
Total Institutional Trips	934
Total Services Trips	3,134
Total New Trips	16,684

THE CORRADINO GROUP

RECOMMENDATIONS

Credits and Exemptions

Credits

The Town should continue to issue mobility fee credits to developments with the following types of development of for the following improvement types:

Bicycle Parking Spaces

Mixed Use Development

Pedestrian Throughways and Bicycle Facilities

Rear Parking

Developer/Employer sponsored Transit

It is recommended that the Town consider the following additions to the fee system:

Dollar-for-Dollar contribution

THE CORRADINO GROUP

RECOMMENDATIONS

Credits and Exemptions

Credits

Due to the difficulties in administration, it is recommended that the Town remove the following fee credits:

Preferred Parking Carpools
Flexible/Staggered Work Arrangements
Employer provided Transit Passes

Exemptions

There are **no recommended changes** to Sec. 13-2009. Exemptions.

THE CORRADINO GROUP

RECOMMENDATIONS

Mobility Fee

How it is calculated –

$$\frac{\text{Cost of projects in same timeframe (subtract out fees already collected)}}{\text{Expected trips to be generated in the next 5 years based on trends}}$$

Add 5% administrative costs.

Projects included: Projects included in the Town's Transportation Master Plan (TMP) and the Capital Improvement Element (CIE) such as roadway widening, roadway reconstruction, road resurfacing, lighting, traffic signals, roadway drainage, intersection improvements, roadway landscaping, sidewalks, bike paths.

Not included: Project fully funded by outside agencies

THE CORRADINO GROUP

RECOMMENDATIONS

Mobility Fee

Recalculated Fee:

     # of trips in 5 year timeframe: 62,541
     Cost of projects in Town's plan: $ 35,170,229
     Adjusted cost in 5 year timeframe (after grants and fees): $12,479,575

     = $12,479,575/62,541
     = $199.54

Plus 5% administrative fee

Total Per Trip Fee $209.52

THE CORRADINO GROUP

Town of Miami Lakes
Memorandum

To: **Honorable Mayor & Councilmembers**

From: **Edward Pidermann, Town Manager**

Subject: **Performance Evaluation Standards for Town Manager, Town Attorney and Town Clerk**

Date: **October 15, 2019**

Recommendation:

Please see attached.

Attachments:

ICMA Manager Evaluation Handbook
Town Manager Sample Form
Town Manager Sample Form #2
Town Manager Sample Form #3
City Manager Performance Evaluations
Evaluating the City Manager
Town Attorney Evaluaiton Form Sample
Town Clerk Evaluation Sample
Town Clerk Evalution Form Sample #2

Average

Very good

Excellent

Poor

Good

Manager Evaluations
HANDBOOK

ICMA

ICMA

Leaders at the Core of Better Communities

ICMA advances professional local government worldwide. Its mission is to create excellence in local governance by developing and advancing professional management of local government. ICMA, the International City/County Management Association, provides member support; publications, data, and information; peer and results-oriented assistance; and training and professional development to more than 9,000 city, town, and county experts and other individuals and organizations throughout the world. The management decisions made by ICMA's members affect 185 million individuals living in thousands of communities, from small villages and towns to large metropolitan areas.

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Contents

Definition of Terms

- The term *local government*, as used in this handbook, refers to a town, village, borough, township, city, county, or a legally constituted elected body of governments.

- The term *manager* refers to the chief executive officer (CEO) or chief administrative officer (CAO) of any local government who has been appointed by its elected body to oversee day-to-day operations.

- The terms *elected officials, elected body*, and *board* refer to any council, commission, or other locally elected body, including assemblies, boards of trustees, boards of selectmen, boards of supervisors, boards of directors, and so on.

- The term *manager evaluation* refers to the appraisal or assessment conducted by the elected body of the manager's performance in achieving organizational goals and implementing policy.

Members of the Task Force on Manager Evaluations

Peter B. Austin
McHenry County, IL
Chair

Kay James
Canandaigua, NY
Vice-Chair

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Lakewood, WA

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Portland, ME
Editor

Preface

The evaluation of the manager is a key component of any well-run local government, yet the value of a quality evaluation process and the responsibility for that activity is often overlooked. Even in communities that are considered to be professionally governed, the performance evaluation of the local government manager can be an afterthought. The 2012–2013 Executive Board of the International City/County Management Association (ICMA), led by President Bonnie Svrcek, acknowledged the need for local government managers and their elected bodies to put more focus on the manager evaluation process.

Accordingly, it created a task force of managers from around the United States, representing over a dozen communities, to develop a *Manager Evaluations Handbook* that would assist managers and their boards in this critical task.

Managers are encouraged to review this handbook with an eye toward working with their elected bodies to develop formal, mutually agreed-upon processes for their own evaluations. This handbook, however, is also intended to highlight the value of a formal manager evaluation process and to assist local elected officials in the design of an effective evaluation tool.

Executive Summary

The periodic evaluation of the local government manager by the elected body is an important component of a high-performance organization. The evaluation should contain performance goals, objectives, and targets that are linked to the elected body's established strategic plans, goals, and priorities, and it should focus on the manager's degree of progress toward organizational outcomes. To be fair, it must be based on criteria that have been communicated to the manager in advance. Sample or generic evaluation forms, if used, should be customized to reflect these criteria.

The purpose of the evaluation process is to increase communication between the members of the elected body and the manager concerning the manager's performance in the accomplishment of assigned duties and responsibilities, and the establishment of specific work-related goals and objectives for the coming year. Thus, all members of the elected body should participate in the process, both by individually completing the rating instrument and by discussing their ratings with the other board members in order to arrive at a consensus about performance expectations.

There is no one correct way to conduct a manager evaluation. The key is to ensure that the evaluation takes place in a regular, mutually agreed-upon manner and is viewed by all as an opportunity for communication between the elected officials and the manager.

It may be useful, particularly if the members of the elected body are inexperienced in the performance evaluation process, to use a consultant to help the elected body prepare for and conduct the manager's evaluation.

Successful Evaluation Tips[1]

Performance evaluations will allow you to

A. Recognize the accomplishments of the manager and show appreciation for the unique contributions to the organization
B. Clearly identify areas where the manager is doing well
C. Clearly identify areas where the manager can improve his or her performance
D. Specify definite actions that will allow the manager to make additional value-added contributions to the organization in the future.
E. Obtain the manager's own opinions on progress and his or her individual contribution to collective actions and achievements.

Discussing tasks that the manager performs well

- Gives the manager insight into self-awareness, interests, and motivation
- Gives the manager recognition and appreciation for achievements
- Creates a positive climate for the remainder of the review.

Reminders:

- Listen intently.
- Reinforce the manager's performance.
- Emphasize facts; provide concrete examples and specific descriptions of actions, work, and results.
- Give only positive feedback during this part of the evaluation.
- Acknowledge improvements that the manager has made.
- Praise efforts if the manager has worked hard on something but failed because of circumstances beyond his or her control.
- Describe performance that you would like to see continued.

Discussing areas that need improvement

- Gives insight into how the manager feels about change, improvement for growth
- Allows you to express any concerns you have about the manager's overall performance and performance in specific areas
- Lets you challenge the manager to higher levels of achievement.

Reminders:

- Keep the discussion focused on performance.
- Describe actions and results that do not meet expectations.
- Describe areas where the manager can make a greater contribution.
- Describe any situation or performance observed that needs to be changed; be specific.
- Tell the manager what needs to be done if a specific change of behavior needs to take place.
- Focus on learning from the past and making plans for the future.
- Keep this part of the discussion as positive and encouraging as possible.

Do's and Don'ts

DO:

- Spend a few minutes warming up in which the agenda is laid out so everyone is reminded about what to expect. Give an overview.
- Always start with the positives. Be specific.
- Explain the ratings in all areas: Talk about how the consensus was arrived.
- Be honest. Tell it like it is.
- Be a coach, not a judge. Managing employees is a lot like being an athletic coach. Effective coaching involves a lot more than just score keeping. Simply providing the score at the end of the game doesn't improve performance.
- Discuss with the manager his or her reactions to the ratings, making clear that you are interested in his or her feelings and thoughts.
- If appropriate, develop an improvement plan that includes areas of deficiency, developmental needs.

DON'T:

- Rate the manager without the facts. Ratings should be on actual results.
- Be too general.
- Sidestep problems. Document performance problems and clearly identify what needs improvement.
- Be vague or generalize the reasons for the performance scores. Clear and specific examples of results should be available.
- Ambush the manager by identifying deficiencies or problems that have never been addressed in informal discussions prior to the formal evaluation.
- Minimize the manager's concerns or discount his or her feelings.

Introduction

There is some irony in the fact that managers' evaluations are often less formal and less structured than those of the managers' employees. While the manager may oversee the evaluation of hundreds of employees within an organization, his or her own performance evaluation becomes the task of elected leaders who are often not formally trained in the evaluation process or who have narrow or conflicting definitions of good performance. The fact that an elected body with numerous members is charged with the task of evaluating the manager makes the need for a clear and agreed-upon evaluation process even more important. And a thoughtful and structured evaluation process that is supported by all involved parties enhances the ongoing communication that is fundamental to effective board/manager relationships.

A manager's evaluation should contain performance goals, objectives, and targets that are linked to the elected body's established strategic plans, goals, and priorities and should focus on whether the manager has achieved the desired organizational outcomes.

Sometimes the tone of a performance review can be unduly influenced by the manager's last success or failure. Judging performance on the basis of a single incident or behavior is a common problem that can arise in any organization. But a single incident or behavior should not be the sole focus of a performance evaluation. That is not to discount the importance of how a manager handles high-stress, higher-profile issues, which is an important aspect of a manager's responsibility. However, day-to-day leadership, which is also a key responsibility of the manager, can sometimes go unnoticed even though it provides the foundation in which high-stress, high-profile issues are handled.

ICMA has developed a list of 14 Practices for Effective Local Government Leadership that is recommended to members who are considering their own professional development needs and activities. The core areas represent much of what local government managers are responsible for on an everyday basis, and competency by the manager in these practices is central to an effective, high-performing, professionally managed local government. It is therefore the recommendation of ICMA's Task Force on Manager Evaluations that competency in the ICMA Practices also be considered in the manager's performance evaluation.

There is no one way, let alone one single correct way, to conduct an effective manager evaluation. This *Manager Evaluations Handbook* will present traditional evaluation approaches that have proven to be successful, along with some alternative methods that may be good for your local government. Again, the key is to ensure that the evaluation takes place in a regular, mutually agreed-upon manner and is viewed by all as an opportunity for communication between the elected officials and the manager.

The Purpose of Manager Evaluations

High-performance local governments embrace an ethos of continual improvement. Conducting regular appraisals of the manager's work performance is part of the continual improvement process.

The purpose of the evaluation process is to increase communication between the members of the elected body and the manager concerning the manager's performance in the accomplishment of his or her assigned duties and responsibilities and the establishment of specific work-related goals, objectives, and performance measures for the coming year. The evaluation process provides an opportunity for the elected body to have an honest dialogue with the manager about its expectations, to assess what is being accomplished, to recognize the manager's achievements and contributions, to identify where there may be performance gaps, to develop standards to measure future performance, and to identify the resources and actions necessary to achieve the agreed-upon standards. Keeping the focus on "big picture" strategic goals and behaviors rather than on minor issues or one-time mistakes/complaints leads to better outcomes.

Given that good relationships promote candor and constructive planning, the performance appraisal also provides a forum for both parties to discuss and strengthen the elected body–manager relationship, ensuring better alignment of goals while reducing misunderstandings and surprises. When elected bodies conduct regular performance appraisals of the manager, they are more likely to achieve their community's goals and objectives.

Basic Process

Ideally, the performance appraisal process for a manager is the natural continuation of the hiring process.

How to Initiate

Prior to the recruitment of candidates, the elected body typically develops the goals and objectives for

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the position of manager. Then, during the selection process, the candidate and the hiring body meet to discuss these items along with the long- and short-term needs and issues of the community. Through these conversations, the basic tenets of the manager's performance evaluation are identified. At this point, the performance appraisal process just needs to be formalized. When the employment offer has been accepted, the employment agreement should include the requirement and schedule for the manager's evaluation.

(Excellent tools for preparing the employment agreement are contained in the ICMA Recruitment Guidelines for Selecting a Local Government Administrator and the ICMA Model Employment Agreement.)

The employment agreement should stipulate that the performance evaluation will be a written document and that all parties will meet to discuss the contents in person. It should also identify the frequency with which evaluations will take place (e.g., annually, semi-annually). By including this information in the employment agreement, the hiring body ensures that communications between the manager and the elected body will be consistently scheduled, and that initiatives and objectives can be reviewed and updated on a regular basis.

It is especially critical for the elected body to come to consensus on the initial expectations of the newly hired manager so that priorities can be assigned and progress measured. Those issues that were important during the hiring process will logically factor into the initial evaluation process. Then, in the succeeding years, the document can be revised to reflect the latest accomplishments and newest challenges.

Of course, priorities may shift during the year. If that happens, make it clear to the manager that new or changed priorities are being added into the evaluation process.

If, with the passage of time, elections have taken place and the board that is conducting the evaluation is not the same board that did the hiring, it is important that the newly elected officials immediately be introduced to the established performance goals, measures, and evaluation process. This can be done as part of the orientation process for new board members, included in the discussion of the form of government and the role of the manager. If a new member has no experience in conducting performance evaluations, he or she will need to receive training before participating in this process.

If performance evaluations were not discussed during the hiring process, either the manager or the elected body may request that an evaluation process be instituted, and the specifics for conducting the evaluation can then be agreed upon outside of the provisions of the employment agreement. If the request is made by the elected body, it is important to emphasize that the purpose of the evaluation process is to serve as a tool for organizational improvement, not as a means of punishing the manager or setting the stage for termination. While elected officials, especially those newly elected, may sometimes wish for a change in management, the performance evaluation process should not be used to effect such a change.

How to Proceed

A number of issues should be considered when preparing for the evaluation process, including how to develop the rating instrument (and whether to use an outside consultant), how to use the rating instrument, and whether the evaluation should be conducted in private or in public.

Developing the Rating Instrument

Unlike most employee performance evaluations, in which the employee is evaluated by a single executive or supervisor, the manager's evaluation is conducted by a group of individuals acting as a body. As each elected official likely has different expectations, the board members must first come to a consensus on measures and definitions to be used.

Using a consultant. If the members of the elected body are inexperienced in the performance evaluation process, it might be helpful at this point to use an independent consultant to assist in preparing for and conducting the manager's evaluation. A consultant could be used in a variety of ways.

When designing the evaluation instrument, a consultant should solicit each elected official's full participation by asking for examples and details for each rating category. Whether this is accomplished by interviewing each official individually or by facilitating a group session, it is important to ensure that all voices are heard. Use of an independent consultant is especially helpful if there is a lack of cohesion among elected officials.

Once the consultant has collected the information, the elected body and manager should meet in person to discuss the findings. It is recommended that the in-person conversation with the manager to review the evaluation be conducted by the elected body with the assistance of the consultant but not by the consultant alone.

If funds are limited, a consultant could be used in a limited engagement to prepare an evaluation system and then train the elected officials on how to conduct an evaluation, which the officials may manage themselves after the first year.

If the elected body decides to use a consultant, the Society for Human Resource Management (SHRM) may be a source of referrals, as may be state municipal leagues or the local government's regular employment consulting firms. If a recruiter was used to assist with the hiring process, the recruiter's agreement could be extended to include the setup of the initial evaluation process.

It is recommended that the evaluation process NOT be facilitated by the local government's corporation counsel, municipal clerk, or human resources director because these individuals are not independent parties. In almost all cases, their positions have either a reporting or a cooperating relationship with the manager, so involving them in the manager's evaluation may damage relationships that are necessary for the effective and efficient operation of the local government

Proceeding without a consultant. If a consultant is not used to facilitate the development of the evaluation instrument, the elected body may wish to begin by reviewing the format and process used for the other local government employees and considering the same or a revised method. It is important to understand, however, that a manager is evaluated in additional ways. Because of this key difference, flexibility is needed to add any necessary components intended to assess varied goals and objectives and to facilitate a dialogue between the elected body and the manager.

To be fair, the evaluation must be outcome based, using criteria that have been previously communicated to the manager and that incorporate the elected body's priorities. The use of a prefabricated generic evaluation form (even the sample forms found at the end of this handbook) is not recommended without some customization to reflect these priorities.

Measure observable behaviors and progress toward goals

The manager's job is to achieve the organization's goals and implement the policies that have been determined by the elected body. Evaluating the manager's effectiveness in achieving the goals necessarily means that the elected body must have determined and communicated the goals to the manager in advance,

The manager's success in achieving the goals set by the elected body is related to his or her competencies and behaviors with respect to the specific functions identified as the responsibility of the manager. Defining the strengths of the manager and identifying areas for improvement are part of the evaluation process. ICMA has a list of 14 core areas critical for effective local government management and leadership. While this list, the ICMA Practices for Effective Local Government Leadership, was developed for the purpose of ICMA's Voluntary Credentialing professional development program, the elected body might find it helpful for identifying the specific observable behaviors to be used in the manager evaluation. It is suggested that the elected body select what it believes to be the most important areas for achieving its goals and evaluate the manager's performance in these areas. The ICMA Practices are as follows (click here for descriptions):

1. Personal and Professional Integrity
2. Community Engagement
3. Equity and Inclusion
4. Staff Effectiveness
5. Personal Resiliency and Development
6. Strategic Leadership
7. Strategic Planning
8. Policy Facilitation and Implementation
9. Community and Resident Service
10. Service Delivery
11. Technological Literacy
12. Financial Management and Budgeting
13. Human Resources Management and Workforce Engagement
14. Communication and Information Sharing

ideally through a strategic planning process.

The members of the board must be in agreement about their expectations of the manager. Furthermore, both the manager and the board must understand what the expectations are.

The performance criteria established by the board for each of the prioritized functional areas need to be

specific and observable by the members of the elected body. If the criteria are quantifiable, they should be expressed in objective, measurable terms. For example, the manager saved 10% on the new project. If the criteria are qualitative and subjective, they can be expressed in terms of the desired outcome. For example, members of the community and employees frequently commented on the manager's fairness during this evaluation period.

Using the Rating Instrument

The usefulness of any performance evaluation depends almost entirely upon the understanding, impartiality, and objectivity with which the ratings are made. In order to obtain a clear, fair, and accurate rating, an evaluator must clearly differentiate between the personality and performance of the manager being rated, making an objective and unbiased assessment on the basis of performance alone. Fairness requires the ability to identify both the strengths and weaknesses of the manager's performance and to explain these constructively to the manager.

When an evaluation is completed by a group of people, it is important that it reflect the consensus opinion of all members. All members of the elected body should participate in the manager evaluation process in order to arrive at a consensus. This consensus can be accomplished by having each member individually rate the manager, followed by a group discussion to arrive at a final consensus rating for each measure. Alternatively, if consensus cannot be reached, each member can individually complete the rating form, and then one member (or the consultant, if one is used) can collect the forms and compile the results and comments into one document, followed by group discussion. It is important that each member's ratings, whether positive or negative, be backed up with specific comments and examples so that the whole group understands the reasoning behind them.

If individual comments—those that do not necessarily represent the sentiments of the elected body as a whole—are to be included in the final document that will be discussed with the manager, the board should decide in advance whether those comments will be anonymous or attributed to the individuals making them.

It is important to keep in mind that performance evaluation is just one part of the communication toolbox between the manager and elected officials. It is intended to enhance that communication, not to result in a periodic written "report card" that is an end in

itself. In addition, nothing in the evaluation ought ever to be a surprise. Ongoing conversations should be held throughout the year (assuming that the evaluation is done annually) to help the manager understand if he or she is on course or if any midseason corrections are necessary. Ideally, the items in the evaluation will have already been touched on in these conversations, so the evaluation will serve as a written summary of them.

Public versus private evaluations

When deciding whether to conduct the evaluation process in a public or an executive/closed session, the elected officials, manager, and legal counsel should review state law. When possible, it is recommended that the performance evaluation process occur in executive/closed session between the elected body and manager; however, many states have specific regulations about whether and when the public may be excluded from attending a meeting involving the elected body or from having access to certain records involving a public employee. Such "sunshine" laws were first created to increase public disclosure by governmental agencies. The purpose is to promote accountability and transparency by allowing the public to see how decisions are made and how money is allocated.

While all states have such laws, the exact provisions of those laws vary. For example, specific legislation may require that all government meetings be open to the public or that written records be released upon request. In many states, all local government records are available for review by the public, including evaluation documents and notes, unless they are specifically exempted or prohibited from disclosure by state statutes.

Regardless of whether the evaluation is conducted in a public or an executive/closed session, each state's statute will dictate certain procedures for meeting notification, recording of minutes, and disclosure of decisions made. These procedures should be reviewed by the elected officials, manager, and legal counsel and followed throughout the evaluation process.

However, all final decisions or actions related to the manager's performance (e.g., employment agreement changes, compensation) should be made in a public setting.

Frequency and Timing of Manager Evaluations

As previously noted, the manager evaluation process, including the frequency and timing of the evaluations,

will ideally have been discussed as part of the employment agreement at the time of the manager's hiring. It is recommended that the initial formal evaluation not

take place until the elected officials and the manager have worked together for a year; however, short, less formal evaluations are recommended on a quarterly basis. After that, at least one formal evaluation (still with quarterly informal evaluations) should be conducted per year, as longer intervals create a higher likelihood of miscommunication and surprises.

It is further recommended that the formal evaluation be scheduled during the least busy time of year for both the manager and the elected officials, avoiding both the budget preparation season (particularly if the manager's compensation is tied to the evaluation) and the election season (lest the manager's evaluation become an election issue). The scheduling should also allow adequate time for newly elected members of the board to become familiar with the manager's performance.

Relationship of Evaluation to Compensation

The primary purposes of a manager's performance evaluation are

1. To provide a tool for communication between the elected body and the manager
2. To provide an opportunity for the elected body to specifically indicate levels of satisfaction with the manager on mutually identified and defined performance priorities
3. To provide an opportunity for the manager to learn and improve
4. To allow for fair and equitable compensation adjustments based on a review of performance in achieving mutually identified priorities and on the elected body's level of satisfaction with the manager's overall performance.

Performance evaluations that are tied directly to compensation decisions are often distorted by those decisions and therefore result in less-than-honest communication between the elected body and the manager. This happens primarily because

1. Elected officials wishing to offer upward compensation adjustments may feel obliged to embellish the evaluation in a positive manner to justify the compensation decision to the public.
2. Elected officials not wishing to adjust compensation may feel obligated to justify their decision with negative comments about performance matters that actually are not a major concern to them.
3. The manager may be reluctant to seek full clarification on issues raised in the evaluation for fear it could result in a reconsideration of the compensa-

tion decision.

To avoid these distortions in communication, a balanced evaluation is necessary. That is, the evaluation should provide the opportunity for open communication and at the same time be used for compensation decisions related to identified performance achievement and corrective actions by the manager. To this end, a balanced evaluation would

1. Establish a clear set of performance expectations prior to the evaluation period.

2. Include a midterm evaluation without any consideration of compensation in order to focus on clarity of communication and performance to date. This evaluation would allow the manager to take steps to address areas of performance that were of concern to the elected body; it would also help to eliminate misunderstandings and miscommunication between the elected body and manager.

3. Use a full-term evaluation to evaluate the level of performance satisfaction for the entire performance period and thus provide the basis for a fair and equitable compensation decision.

Often, factors other than the performance evaluation form the basis of compensation decisions. These nonperformance considerations include

1. The economic climate of the community and region

2. The general status of compensation decisions in the private sector of the community

3. The compensation decisions for other employees of the local government

4. A general review of the competitive position of the local government in the local government's market area

5. A comparative salary review.

In summary, the performance evaluation of a professional manager can provide input into compensation decisions by the local elected body. However, the communication value of an evaluation is best served by a periodic evaluation not directly tied to compensation.

The Evaluation Results

The evaluation serves as the written, formal record of the conversation between the manager and elected body and consists of two important sections. The first section is the elected body's appraisal of the manager's performance with respect to the previously agreed-upon goals for the period under review as well as the general performance of the organization. The second section contains an agreed-upon list of the goals to be accomplished during the next appraisal period as well as any specific performance areas identified for improvement.

What Others Are Doing: Survey Results

In developing this handbook, the task force surveyed a sample of local government managers within the United States to obtain information on current evaluation practices. The key findings of the survey suggest that the evaluation process is a problem for a sizeable number of managers. Fortunately, though, most respondents did not report problems with their evaluations and took the time to comment on key aspects of successful appraisals. These comments provide clues to the common pitfalls related to the evaluation process and, more importantly, suggestions for improving the process. This section of the handbook describes these survey findings.

The most common challenges managers and elected bodies face with the evaluation process revolve around four general areas: failure to undertake evaluations, lack of a credible appraisal process, lack of knowledge of the council-manager form of government, and lack of communication. Each of these topics is briefly discussed below.

Failure to Undertake Evaluations

Employee appraisals are a standard feature of most workplaces. They serve as a means of enhancing employee performance as well as the overall effectiveness of the organization. Indeed, employee appraisals serve similar purposes as performance measures of programs and services. In both cases, we seek to identify opportunities for continual improvement. Yet people avoid completing performance appraisals, most likely because properly completed appraisals require time and effort. Other reasons for avoidance may include fear of criticism or the underlying stress associated with the appraisal process. Neglecting to undertake regular performance appraisals, however, can lead to underachievement. Worse yet, failing to complete appraisals on a regular basis can lead to unfounded assumptions that all is well when it is not. It is therefore important to establish a regular pattern of appraisals.

The survey responses identified two methods to help ensure that appraisals are conducted on a regular basis. The most common method is to place a require-

ment for an annual evaluation within the employment contract. The requirement should also specify a time of year—often a time that is less busy than others. The other method is to establish an appraisal time at a regularly scheduled annual meeting, such as a board retreat. But while this method achieves the goal of a scheduled appraisal, it is a less satisfactory approach because it may easily dilute the focus necessary for a good appraisal.

Lack of a Credible Evaluation Process

Another common challenge that survey respondents noted is the lack of a credible evaluation process. Problems include lack of structure, little to no preparation, and limited understanding of appraisals, both purpose and process. Process issues may be addressed through formal training of both the manager and council. Training can be accomplished through work sessions with human resource professionals. Another approach is to team up with CEOs and board members of locally-based institutions that have the same challenge and jointly sponsor training programs. Although not as effective as training, the use of standard evaluation forms, customized to a community's goals, is another way of ensuring a more structured process. Lastly, most managers who are satisfied with their appraisal processes noted that one member of the elected body, typically the mayor, provided active oversight of the process and kept discussions on point and on track.

Lack of Knowledge of the Council-Manager Form of Government

Lack of knowledge about the community's form of government and/or the day-to-day work of the manager is another factor that was cited as hindering quality appraisals. In this case, providing information as early as possible to newly elected officials about the form of government is recommended. This can include meeting with those officials and discussing the manager's duties and responsibilities as well as taking them on field visits. Another approach is to partner with the statewide municipal league and/or municipal clerks association to provide seminars on the form of government. Managers can also use opportunities such as community functions to inform the general public about its form of government. Some jurisdictions use the "policy governance" model, whereby

the explicit roles of the manager, elected body, and other key staff such as attorney are clearly defined and documented. Removing misunderstandings and filling informational voids about the form of government can greatly improve appraisals because such efforts clarify the duties and responsibilities of both the manager and the board.

Lack of Communication

Perhaps the most important ingredient for successful appraisals is effective means of communications between manager and elected officials. As in any human relationship, effective communication is key to understanding and removing faulty assumptions. Achieving superior levels of communication requires active listening and regularity. And the benefits of such attention are high. For instance, survey respondents noting the most satisfaction with the appraisal process use a wide variety of means to regularly communicate with their elected bodies. They meet with elected officials on an individual basis and talked with them regularly via telephone. These same managers provide regular written and verbal reports, typically at each board meeting, that discuss the progress on council goals and objectives, strategic plans, and prior evaluation topics, as well as on operational and special topic issues. More detailed reports are provided on a quarterly basis. In addition, many managers meet with their elected bodies more than once a year with a single-issue focus to discuss progress, redefinition, and resourcing of established goals and objectives, strategic plans and efforts, etc. These additional meetings provide time to focus on progress and reduce the probability of end-of-year surprises.

Creating an effective organization takes time and effort. It also requires regular evaluation of services and operations. Evaluating employee performance, especially the manager's, is a vital element of successful organizations. Objective appraisals can be achieved with an accurate understanding of the manager's and elected officials' duties and responsibilities. Communicating regularly and effectively through a variety of means is a vital element of successful organizations and employee appraisals.[3]

Supplemental Approaches

The basic process for evaluations may be supplemented or expanded by using other tools, such as self-evaluations, periodic check-ins, 360-degree assessments, and conversation evaluations.

Self-Evaluations

It is recommended that a self-evaluation component be included in whatever type of evaluation is used. The purpose of a self-evaluation is for the manager to reflect upon his or her level of performance in achieving the organizational objectives, including both internal and external accomplishments and challenges in handling specific tasks and taking organizational direction. In a public setting, process and perception can be as important as outcomes, and managers should include all three in a self-evaluation. Thus, a manager's self-evaluation should make clear to elected officials the process by which the manager pursued individual goals, and the perceptions of both the manager and stakeholders of the manager's success or failure in meeting those goals. A manager's self-evaluation should be customized to the needs of each governmental entity.

Periodic Check-ins

There is a management philosophy that says there should be no surprises during an evaluation. Managers should be continually evaluating, assessing, measuring, and communicating with employees. Providing this type of continuous evaluation is a greater challenge, however, for elected boards because it requires the participation of all board members—since the manager reports to a group and not a single individual supervisor. If a process is in place for formal evaluations of the manager, such evaluations likely occur just once per year. The annual evaluation can be a stressful time for all involved, and it can also be a challenge to remember all that has occurred over the past year. Moreover, it is easy for annual assessments to skew toward recent events, challenges, and successes while deemphasizing activities that occurred nine or ten months ago. In reality, an elected body's perception of a manager's job performance is often viewed through lenses crafted by the "crisis of the day" or by how smoothly the last board meeting went. A more workable alternative is periodic check-ins.

Periodic check-ins, such as once per quarter, can help reduce the stress and minimize the surprises that can come when a manager's performance is evaluated only annually. A periodic review of a manager's work plan can help remind the elected body of the manager's long-term goals (as set by the organization) so that both parties can evaluate the manager's progress toward meeting those agreed-upon goals. If progress on the work plan has slowed down or other challenges have arisen along the way, a quarterly check-in offers the manager

an opportunity to self-reflect on his or her performance as well as a forum to explain delays. It can also provide the manager the opportunity to remind the board of the 14 core areas noted in the ICMA Practices for Effective Local Government Leadership that are critical and are part of operating effectively on a day-to-day basis.

A periodic check-in on the manager's work plan is also important when faces on the elected board change, such as after an election, resignation, or reassignment of committees. By apprising the new board members of the manager's work plan, the manager is making certain that the new officials understand and are supportive of the projects or goals that he or she is working on.

360-Degree Assessments

Another form of appraisal process is the 360-degree assessment, which is sometimes referred to as a "self-development" tool. Generally speaking, the 360-degree assessment consists of an employee obtaining feedback from supervisors, subordinates, and peers. In this case, the manager completes a self-evaluation as well, with a sample of the workforce providing the subordinate feedback. In some instances, feedback is also obtained from those outside the organization, such as citizens who have frequently worked with the manager and use the jurisdiction's services regularly.

Some jurisdictions include the 360-degree assessment as part of the manager's appraisal process. The ICMA Voluntary Credentialing Program also uses this method as part of maintaining the credential; however, ICMA's assessments ask only behavioral questions. They do not cover progress toward organizational goals.

In most cases a 360-degree assessment is conducted digitally via the Internet. Raters are provided evaluation forms that are returned to an independent third party via the Internet in order to ensure anonymity and confidentiality.

One of the chief benefits of the 360-degree assessment process is that it provides feedback on competencies that are not regularly seen and therefore are not discussed in the typical performance appraisals. For instance, line staff will see behaviors that elected officials do not see and vice versa. Thus, a manager's performance may be improved because it is evaluated from several different perspectives. However, if the 360-degree assessment is used as part of the appraisal process, caution should be taken so that the evaluation doesn't become a measure of the manager's popularity with staff or the public. The manager works for the elected officials and should be evaluated by them on the basis of their stated expectations.

Conversation Evaluation System[4]

This version of an evaluation is a conversational session between the manager and the elected officials. For situations where there is tension among the elected officials or between the manager and the elected body, a facilitator can be used.

Step #1: Create Factors

The elected officials divide themselves into sub-groups—normally an equal number of officials in each. The number of groups should be small, so for a board with 7 members, there would be a group of 3 people and a group of 4 people. With larger boards—say a county board with 20 people—there might be more groups. Where the situation involves a mayor and other elected officials, the mayor can move between the two groups or can be part of one group. The manager makes up his or her own group.

The elected official groups are given a single question that they can respond to with a number of factors: "What should members of the elected body expect of the manager?" The groups place their answers on a flipchart page. The manager also gets a question: "What do you think the elected body ought to expect of the manager?," to which he or she can also respond with a number of factors listed on a flipchart page.

Step #2: Reach Consensus on the Factors

The subgroups come back together and discuss each of the factors they listed. They work to combine their lists to arrive at between 10 and 15 factors.

Step #3: Assign Weight Values for the Factors

The group divides again, and the subgroups assign points to each of the factors from Step #2. They are given a total of 300 points and may assign from 10 to 30 points to each factor, but each factor must be given an even number of points. More points are given to those items that are a higher priority.

Step #4: Reach Consensus on Weight Values for the Factors

The subgroups come back together again with the point values they have from their discussions. During this conversation, the entire group tries to come to a consensus on how the point values from Step #3 should be allocated.

Step #5: Assign Rating to Each Factor for the Actual Performance of the Manager

The elected officials distribute points to each of the factors on a 1–5 scale, on which 5 is far exceeds expectations, 4 is exceeds expectations, 3 is achieves

expectations, 2 is below expectations, and 1 is far below expectations. For example, a 30-point factor would have the following scale:

30–28	Far exceeds expectations (5)
28–26	Exceeds expectations (4)
26–24	Achieves expectations (3)
24–22	Below expectations (2)
22–20	Far below expectations (1)

These points are totaled, and then added to the points from the section below.

Step #6: Select Goals

The board—collectively and in consultation with the manager—comes up with the list of goals for the manager. Together they then assign another 100 points to the goals for the year. So, for example, 50 points could be assigned to Goal #1, Goal #2 could get 20 points, and Goal #3 could get 20 points, leaving 10 points for Goal #4.

The points from the above 5 steps would be added to the 100 points possible from step number 6 and would be totaled for an overall score using the chart below:

400–360	Far exceeds expectations
359–320	Exceeds expectations
319–280	Meets expectations
279–240	Below expectations
239–200	Far below expectations

In summary, this is a conversational evaluation. The evaluators review the factors each year and everybody owns them. From year to year the factors are revised as necessary to reflect the feelings of the elected body, which can change each year.

Data-gathering/Software Resources

Performance evaluation software can be an effective tool for the elected body to prepare manager evaluations. A wide variety of programs are available, enabling elected bodies to have as much or as little input into the rating categories as they wish. Some programs come with rating categories already provided for a variety of positions, some allow the customer to provide the categories, and some are a hybrid. This flexibility allows the elected officials to create a customized rating tool that works best for them.

Some evaluation software programs allow for multiple raters and some for a single rater. If the program only allows for a single rater, all elected officials convene to discuss each category, agree on the rating, and offer comments, while one elected official enters the rating and comments into the software program. In this case, there needs to be trust among the elected officials that all opinions are being heard and recorded. It is then important that all elected officials review the final draft and offer feedback before it is given to the manager.

If a multiple-rater system is used, elected officials will be completing the evaluation away from the rest of the elected body, so it is recommended that there be group discussion beforehand to ensure consistency in the meaning of the rating categories as in opinions about the manager's performance. The elected officials should also meet after they have entered their ratings because the evaluation *is* a group activity, not a multiple individual activity.

A word of warning regarding the multiple-rater system: It may be difficult to make sure that everyone fully participates in the process. Elected officials won't be informed by each other's comments, and consensus can be hard to achieve. Thus, if some elected officials provide more commentary than others, it could skew the overall evaluation.

Even with the use of performance evaluation software, an in-person conversation between the elected body and the manager is needed to review the evaluation and discuss the results.

As noted above, a wide variety of software programs are available, including

- Online survey tools such as Survey Monkey
- Performance evaluation software (SHRM can recommend)
- NeoGov online performance evaluation module

Conclusion

Communication. That is the essential element to maintaining a good relationship between an elected board and the appointed manager. Communication comes in many forms, but the board's evaluation of the manager is a formalized method of communication that should not be overlooked.

The task force that was formed to develop this handbook compiled and considered the best practices for manager evaluations. The group shared numerous ideas and learned a great deal from each other. The final product demonstrates that just as each manager and board are unique, so too must be the evaluation process for each manager. While there are common

methods of evaluation, the tools and methods used to evaluate one manager in one community may not be appropriate for another manager in a neighboring community. To maximize legitimacy and effectiveness and to enhance communication, a manager's evaluation needs to be tailored to the issues and stated goals of the elected body.

That said, the task force also agreed that there are some standard elements—notably, the ICMA Practices for Effective Local Government Leadership— that would enhance any evaluation. These 14 core competencies are the framework for what a manager does on a day-to-day basis, and they warrant acknowledgment in the evaluation process.

Finally, while this handbook offers a variety of ideas on the manager evaluation process, the most important takeaway is that the evaluation must take place and that the process must be mutually agreed upon. There are many ways to get this done, but the manager and the board both deserve the structured communication that the evaluation provides.

Sample Evaluation Forms for Local Government CAOs

- Sample Appraisal of Performance
- Sample Manager Evaluation Form
- Sample Manager Performance Evaluation
- Sample County Administrator Performance Evaluation

Other Resources

- ICMA Practices for Effective Local Government Leadership
- Recruitment Guidelines for Selecting a Local Government Administrator
- ICMA Model Employment Agreement
- ICMA Code of Ethics with Guidelines

Notes

1 Adapted from City Manager Performance Review, Successful Evaluation Tips, City of Mountlake Terrace, WA

2 Integrity is not simply concerned with whether the manager's behavior is legal; it also addresses the issue of personal and professional ethics: "Demonstrating fairness, honesty, and ethical and legal awareness in personal and professional relationships and activities." ICMA members agree to abide by the ICMA Code of Ethics.

3 Perkins, Jan. "Case Study: It's (Gulp) Evaluation Time." *PM*, July 2005. http://icma.org/Documents/Document/Document/3602

4 Adapted and used with permission from Lewis Bender, PhD, Professor Emeritus, Southern Illinois University, Edwardsville, lewbender@aol.com

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 _____ **÷ 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 _____ ÷ **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 _____ ÷ **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? _____

_____

_____

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_____

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

_____

_____

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_____

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_____

_____

SAMPLE MANAGER EVALUATION FORM[1]

Person Completing the Form

SECTION ONE: BEHAVIORS

1.   ELECTED BODY RELATIONS

A._____Does the manager carry out directives of the elected body as a whole rather than those of any one elected body member?
Comments: _____

B._____Is the manager available for elected body consultation and responsive to elected body input and needs?
Comments: _____

C._____Does the manager keep the elected body informed of important developments and current issues affecting the community?
Comments: _____

D._____Does the manager maintain open lines of communication with the elected body as a body and with individual members?
Comments: _____

E._____Does the manager assist in facilitating elected body consensus and in identifying and setting goals and policies?
Comments: _____

_____*Total Score* (50 points possible)

1 – Needs improvement; 3 – Marginally met expectations; 5 – Met expectations;
7 – Exceeded expectations; 10 – Outstanding

2.   LEADERSHIP AND POLICY EXECUTION

A._____Does the manager implement elected body action in accordance with the intent of the elected body?
Comments: _____

B._____Does the manager support the actions of the elected body after a decision has been reached?
Comments: _____

---

[1] Adapted from City Manager Evaluation Form, City of Mountlake Terrace, WA

C. _____ Does the manager enforce and carry out organizational policies?
Comments: _____
_____

D. _____ Does the manager present comprehensive factual information and analysis of issues for elected body decisions, and ensure that the elected body receives timely and sound advice and information in evaluating policy initiatives?
Comments: _____
_____

E. _____ Does the manager have the respect and confidence of the elected body, employees, the community, and government officials?
Comments: _____
_____

F. _____ Does the manager articulate a vision that motivates the organization to perform consistent with the elected body's policy direction?
Comments: _____
_____

_____ **Total Score** (60 points possible)

1 – Needs improvement; 3 – Marginally met expectations; 5 – Met expectations;
7 – Exceeded expectations; 10 –Outstanding

3.   COMMUNICATION

A. _____ Does the manager provide the elected body with reports (written and/or verbal) concerning matters of importance to the organization in a timely fashion, and does the manager provide equal information to all members of the elected body?
Comments: _____
_____

B. _____ Does the manager continuously evaluate and enhance methods to provide information to the widest audience possible through the efficient use of resources and technology?
Comments: _____
_____

C. _____ Does the manager prepare a sound, well-organized elected body meeting agenda with clear staff reports fairly describing the issues and outlining more than one alternative action?
Comments: _____
_____

D. _____ Does the manager provide adequate, timely information and provide follow-up to individual elected body requests for information?
Comments: _____
_____

E. _____ Does the manager serve as an effective advocate in communicating support for organizational policies, programs, and plans?
Comments: _____
_____

F._____Does the manager provide clear and concise oral explanations to the elected body at elected body meetings?

Comments: _____

_____

_____**Total Score** (60 points possible)

1 – Needs improvement; 3 – Marginally met expectations; 5 – Met expectations;
7 – Exceeded expectations; 10 – Outstanding

4.   COMMUNITY AND INTERGOVERNMENTAL RELATIONS

A._____Is the manager approachable, accessible, available, and responsive to the community, and does the manager displays diplomacy and tact when responding to others?

Comments: _____

_____

B._____Does the manager have a successful, working relationship with the news media?

Comments: _____

_____

C._____Does the manager cooperate and work well with neighboring communities and other government units, such as the neighboring cities, the county, special-purpose districts, and the state and federal governments, and does the manager represent the community's interests through regular participation in local, regional, and state groups?

Comments: _____

_____

D._____Does the manager project a positive public image, based on courtesy, professionalism, and integrity?

Comments: _____

_____

_____**Total Score** (40 points possible)

1 – Needs improvement; 3 – Marginally met expectations; 5 – Met expectations;
7 – Exceeded expectations; 10 – Outstanding

5.   MANAGEMENT AND ADMINISTRATION

A._____Is the manager successful at recruiting and retaining competent personnel for city and does the manager ensure the fair and equitable treatment of employees?

Comments: _____

_____

B._____Is the manager willing to try new ideas to supplement or stretch resources and improve the management of services and programs?

Comments: _____

_____

C._____Does the manager anticipate problems and develop effective solutions for solving them?

Comments: _____

_____

D.____Does the manager ensure that the organization's resources—human, material, and fiscal—are used wisely?

Comments: _____

_____

E.____Does the manager structure administrative work plans designed to accomplish elected body's goals?

Comments: _____

_____

_____*Total Score* (50 points possible)

1 –Needs improvement; 3 – Marginally met expectations; 5 – Met expectations;
7 –Exceeded expectations; 10 – Outstanding

6.   FINANCIAL MANAGEMENT

A.____Does the manager direct the preparation of a balanced budget that provides services at levels consistent with elected body policy and direction?

Comments: _____

_____

B.____Does the manager makes the best possible use of available funds, conscious of the need to operate the organization in an efficient and effective manner?

Comments: _____

_____

C.____Is the budget prepared in a readable and easy-to-understand format?

Comments: _____

_____

D.____Does the manager keep the elected body apprised of major financial issues affecting the organization?

Comments: _____

_____

E.____Does the manager monitor the budget to ensure that funds are spent correctly?

Comments: _____

_____

F.____Does the manager evaluate programs and services (e.g., opportunities for cost reduction, revenue enhancement, incorporation of supplemental resources) and make adjustments as needed?

Comments: _____

_____

_____*Total Score* (60 points possible)

1 – Needs improvement; 3 – Marginally met expectations; 5 – Met expectations;
7 – Exceeded expectations; 10 – Outstanding

7. PERSONAL CHARACTERISTICS

A. _____ IMAGINATION: Does the manager show originality in approaching problems? Does she create effective solutions? Is she able to visualize the implications of various alternatives?
Comments: _____
_____

B. _____ OBJECTIVITY: Does the manager take a rational, impersonal, and unbiased viewpoint based on facts and qualified opinions? Is he able to put aside his personal feelings when considering the community's best interest?
Comments: _____
_____

C. _____ ENERGY: Is the manager energetic and willing to spend the time necessary to do a good job? Does she have good initiative, and is she a self-starter?
Comments: _____
_____

D. _____ JUDGMENT AND DECISIVENESS: Is the manager able to reach quality decisions in a timely fashion? Are his decisions generally good? Does he exercise good judgment in making decisions and in his general conduct?
Comments: _____
_____

E. _____ INTEGRITY: Is the manager honest and forthright in her professional capacities? Does she have a reputation in the community for honesty and integrity?
Comments: _____
_____

F. _____ SELF-ASSURANCE: Is the manager self-assured of his abilities? Is he able to be honest with himself and take constructive criticism? Does he take responsibility his own mistakes? Is he confident enough to make decisions and take actions as may be required without undue supervision from the elected body?
Comments: _____
_____

_____ **Total Score** (60 points possible)

1 – Needs improvement; 3 – Marginally met expectations; 5 – Met expectations;
7 – Exceeded expectations; 10 – Outstanding

SECTION TWO: GOAL PERFORMANCE

GOAL 1	
OBJECTIVE	
Performance achieved	

DESCRIPTION: *(DESCRIBE THE RESULTS ACHIEVED)*

Performance-Level Term: *(CIRCLE)*

1	3	5	7	10
Needs Improvement	Marginally Met Expectations	Met Expectations	Exceeded Expectations	Outstanding

GOAL 2	
OBJECTIVE	
Performance achieved	

DESCRIPTION: *(DESCRIBE THE RESULTS ACHIEVED)*

Performance-Level Term: *(CIRCLE)*

1	3	5	7	10
Needs Improvement	Marginally Met Expectations	Met Expectations	Exceeded Expectations	Outstanding

GOAL 3	

OBJECTIVE	
Performance achieved	

DESCRIPTION: *(DESCRIBE THE RESULTS ACHIEVED)*

Performance-Level Term: *(CIRCLE)*

1	3	5	7	10
Needs Improvement	Marginally Met Expectations	Met Expectations	Exceeded Expectations	Outstanding

GOAL 4	
OBJECTIVE	
Performance achieved	

DESCRIPTION: *(DESCRIBE THE RESULTS ACHIEVED)*

Performance-Level Term: *(CIRCLE)*

1	3	5	7	10
Needs Improvement	Marginally Met Expectations	Met Expectations	Exceeded Expectations	Outstanding

GOAL 5	
OBJECTIVE	

Performance achieved

DESCRIPTION: *(DESCRIBE THE RESULTS ACHIEVED)*

Performance-Level Term: *(CIRCLE)*

1	3	5	7	10
Needs Improvement	Marginally Met Expectations	Met Expectations	Exceeded Expectations	Outstanding

GOAL 6	
OBJECTIVE	

Performance achieved

DESCRIPTION: *(DESCRIBE THE RESULTS ACHIEVED)*

Performance-Level Term: *(CIRCLE)*

1	3	5	7	10
Needs Improvement	Marginally Met Expectations	Met Expectations	Exceeded Expectations	Outstanding

Conclusions

In what areas has the manager excelled over the past year?

What areas need improvement? What constructive, positive ideas can you offer the manager to improve these areas?

Do you have other comments or observations you want to share with the manager?

Manager Comments:

COMPOSITE PERFORMANCE RATING

SECTION ONE: BEHAVIORS (with points possible)	TOTAL SCORE	AVERAGE SCORE
1. RELATIONS WITH ELECTED BODY (50)	_____	_____
2. LEADERSHIP AND POLICY EXECUTION (60)	_____	_____
3. COMMUNICATION (30)	_____	_____
4. COMMUNITY AND INTERGOVERNMENTAL RELATIONS (40)	_____	_____
5. MANAGEMENT AND ADMINISTRATION (50)	_____	_____
6. FINANCIAL MANAGEMENT (60)	_____	_____
7. PERSONAL CHARACTERISTICS (60)	_____	_____

SECTION ONE AVERAGE SCORE _____

SECTION TWO: GOAL PERFORMANCE

1. PROTECT AND ENHANCE COMMUNITY'S FINANCIAL HEALTH AND STABILITY	_____
2. GENERATE ECONOMIC DEVELOPMENT THROUGHOUT THE COMMUNITY	_____
3. REVIEW AND PRIORITIZE CAPITAL INFRASTRUCTURE NEEDS AND IMPLEMENT PROJECTS	_____
4. DEVELOP AND IMPLEMENT A STRATEGY TO ADDRESS THE COMMUNITY'S AGING PUBLIC FACILITIES	_____
5. DEVELOP AND IMPLEMENT MORE EFFECTIVE COMMUNICATION AND OUTREACH WITH THE COMMUNITY	_____
6. MAINTAIN APPROPRIATE AND ESSENTIAL PUBLIC SERVICES IN A COST-EFFECTIVE MANNER	_____

SECTION TWO- AVERAGE SCORE _____

SECTION ONE + SECTION TWO = TOTAL /2 = COMPOSITE SCORE _____

COMPENSATION ADJUSTMENT MECHANISM

Performance-based Adjustment Based on Comparable Cities' Manager/Administrator Compensation using Composite Performance Score:

0 to 2.49	No increase in base pay
> 2.50 to 3.49	No increase or base pay equals 90 percent of comparables average (whichever is greater)
> 3.50 to 5.49	Base pay equals average of comparables, no performance pay
> 5.50 to 7.49	Base pay equals average of comparables plus 3% one-time performance pay
> 7.50 to 10.00	Base pay equals average of comparables plus 5% one-time performance pay

Sample Manager Performance Evaluation[1]

Organization: _____

Evaluation period: _____ to _____

_____
Elected Body Member's Name

Each member of the elected 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 _____

Elected Body Member's Signature **_____**
Date Submitted _____

INSTRUCTIONS

This evaluation form presents 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 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 responses to specific questions and any observations 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 elected body to the manager as part of the agenda for the meeting indicated on the cover page.

---

[1] Adapted from City Manager Performance Evaluation, University of Tennessee Institute for Public Service

PERFORMANCE CATEGORY SCORING

1. INDIVIDUAL CHARACTERISTICS

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

_____ Exercises good judgment

_____ Displays enthusiasm, cooperation, and willingness to adapt

_____ Exhibits 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 _____ **÷ 5 =** _____ score for this category

Initials _____

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 elected 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 MEMBERS OF THE ELECTED 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 elected 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 elected body actions in accordance with the intent of council

_____ Supports the actions of the elected body, both inside and outside the organization, after a decision has been reached

_____ 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 elected 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
Initials _____

5. REPORTING

_____ Provides regular information and reports to the elected body concerning matters of importance to the local government, using the charter as guide

_____ Responds in a timely manner to requests from the elected body for special reports

_____ Takes the initiative to provide information, advice, and recommendations to the elected body on matters that are nonroutine and not administrative in nature

_____ Produces reports that are accurate, comprehensive, concise, and written to their intended audience

_____ Produces and handles reports so as 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

_____ Is 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

_____ Makes an appropriate effort to maintain citizen satisfaction with 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

_____ Manages the compensation and benefits plan professionally

_____ 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 **Initials** _____

8. SUPERVISION

_____ Encourages heads of departments to make decisions within their jurisdictions with minimal 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 workforce in general, yet maintains the professional dignity of the 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 _____ ÷ 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 that actions and decisions reflect an appropriate level of responsibility for financial planning and accountability

_____ Monitors and manages fiscal activities of the organization appropriately

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

10. COMMUNITY

_____ Shares responsibility for addressing the difficult issues facing the community

_____ 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 principal 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?

Initials _____

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

Initials _____

City Manager Annual Performance Evaluation

Summary

The City Manager's evaluation consists of annual evaluation by the City Council, as provided in the City manager's employment agreement.

The purpose of the evaluation process by the City Council is to maintain a strong Council/Manager team by ensuring open and productive communication on an annual basis in a formal way, and on an ongoing basis more informally. During the formal annual review process, there is an opportunity to identify areas of satisfaction and items needing change or improvement as identified by the Council.

The Human Resources Manager is the facilitator for this process, and will gather Council input from each member, then compile them into a comprehensive format for the review discussion. This year, the review discussion is scheduled for July 18, 2005. This is conducted in a closed-door personnel session during the regularly scheduled City Council meeting.

Attached is a form designed to gather Council input. Please utilize this form to rate the City Manager in the areas provided. You may also provide narrative comments, and/or additional information to be considered that is not captured in the format provided. Please submit all information to Chris Syverson, Human Resources Manager by the end of the day Thursday, July 14, 2005.

Rating Criteria

For each performance criteria, please use the following rating scale:

       E – Exceeds your expectations.

       M – Meets your expectations.

       NI – Needs Improvement or attention.

Communication Skills:

_____ Verbal Communication Skills – Good command of oral expression; expresses ideas clearly and concisely; easily comprehends ideas expressed by others; able to explain and understand difficult and complex subjects.

_____ Written Communication Skills – Good command of written expression; expresses ideas clearly and concisely; easily comprehends ideas expressed by others; able to explain and understand difficult and complex subjects through written media.

_____ Presentation Skills – Is able to prepare and present quality presentations using a variety of tools and media; presentations are effective and visually appealing.

Interpersonal Skills/Relationships:

_____ Ability to relate well to others, makes people feel at ease, even in difficult situations.

_____ Is able to gain the trust and confidence of the public; fosters contact and cooperation among citizens and community organizations.

_____ Understands and embraces the concept of interlocal cooperation when appropriate.

_____ Fosters cooperative communication and working relationships with Council.

_____ Has the ability to utilize appropriate media for communication – TV, radio, newspaper, group interaction, individual meetings.

_____Skilled in negotiation techniques in a variety of scenarios – employee, council, public, interagency.

_____ Demonstrates sensitivity to individuals/groups as appropriate.

_____ Is forthright and honest in all relationships.

Leadership:

_____ Supports and manages in accordance with identified City Values and Mission.

_____ Provides City staff with direction and management according to the high performance government model.

_____ Uses sound judgment in decision making; seeks out all relevant and necessary data, makes decisions in a timely manner.

_____ Directs utilization of City resources effectively.

_____ Directs the City Customer Service initiatives, both internally and externally.

_____ Crises and/or emergencies are handled in an effective, efficient, and professional manner.

_____ Stays current on management practices and techniques.

_____ Actively pursues ways to increase his value to the City.

_____ Consistently supports re-engineering efforts city-wide.

Planning:

_____ Participates with Council and Staff in strategic planning.

_____ Exhibits a forward-thinking approach, both in the short- and long- term.

_____ Utilizes effective project management techniques.

_____ Sets objectives for performance and manages toward those objectives.

_____ Completes projects agreed upon with Council within the given time frame.

Management/Staff

_____ Able to delegate authority, granting proper authority at the proper times; good judge of when and when not to delegate.

_____ Utilizes a positive approach to direct work efforts of staff.

_____ Addresses employee issues promptly and effectively, utilizing progressive discipline.

_____ Encourages and rewards initiative.

_____ Promotes cohesive teamwork with the City Senior Management Team.

Comments:

In a brief narrative, please describe:

What you are most pleased with in the City Manager's performance.

What areas would you like to see improvement in? Please provide specific suggestions on how the City Manager may improve the areas of concern.

Goals for 2005-2006

Evaluating the City Manager Best Management Practices

FCCMA Annual Conference
Orlando, Florida
June 1, 2017

Doug Thomas
Senior Vice President
Strategic Government Resources

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Background

- As any Council Member or Manager who has ever conducted or received a performance evaluation knows, the process can sometimes be uncomfortable, frustrating, and/or disappointing.
- When it comes to evaluating a Manager's performance, there are no standard models to follow:
  - Often times, the process is a result of a Manager's previous practice or recommendation.
  - Others reflect a permutation of approaches that may have a long-standing history in the organization over time, but are seldom reviewed for their effectiveness.
  - Best Management Practices are a product of a thoughtful and deliberative process that reflects the importance the Council places on both communication, and the Council-Manager relationship.

Common Perceptions to Performance Reviews!

Background

Regardless what performance evaluation process a Council and Manager chooses to utilize, it is important to realize that there are many benefits that can be derived from a quality performance review process:

- Increasingly, the demands for greater public accountability and closer media scrutiny dictate that Councils be prepared to defend the compensation packages afforded Managers with a better response than "he/she is doing a great job."

- Citizens & stakeholders are typically more interested in the results that have been attained, and having a sense that their Council and Manager are "on the same page."

Background

In a relationship of trust and support, Council Members and the City Manager can have an honest dialogue about what is being accomplished, where the gaps may be, and how to maintain progress. Good relationships promote candor and constructive planning.

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Common Challenges

The most common challenges Managers and Councils face with the evaluation process revolve around four general areas:

1) Failure to undertake evaluations
2) Lack of a credible appraisal process
3) Lack of understanding of the Council-Manager form of government
4) Lack of communication

What is a Manager Evaluation?

1) The process of planning, reviewing, and providing feedback on the performance of the City Manager.
2) A means of demonstrating organizational accountability to citizens, employees, and local stakeholders.
3) A means of maintaining alignment between established City Council goals and achievements attained.
4) A means of determining the need for further professional development, education, or training of the Manager.
5) An element of decision regarding future compensation.

Required Components

There are two fundamental aspects of performance that must be accounted for in any legitimate Manager performance evaluation process:

1) What/Technical - Results that should be accomplished, and the extent, efficiency and effectiveness with which specific established goals and expectations can be tracked to determine success. (i.e. Fulfillment or achievement of the Mission, Goals & Objectives of the City's Strategic Vision Plan, operational effectiveness, fiscal and staff management, public relations, advocacy, etc.)

2) How/Behavioral - Leadership skills that should be demonstrated, reflecting a wide range of interpersonal and other subjective factors that are often not always easy to define, and even harder to measure. (i.e. Personal qualities such as integrity, commitment, interpersonal skills, communication and influence, financial & budgeting acumen, staff development, innovation, process efficiency, etc.)

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ICMA's 18 Core Principles for Effective Local Government Leadership & Management

1. Staff Effectiveness	10. Budgeting
2. Policy Facilitation	11. Financial Analysis
3. Functional & Operational Expertise & Planning	12. Human Resources Management
4. Citizen Service	13. Strategic Planning
5. Performance Measurement/Management & Quality Assurance	14. Advocacy & Interpersonal Communication
6. Initiative, Risk Taking, Vision, Creativity, Innovation & Continuous Improvement	15. Presentation Skills
7. Technological Literacy	16. Media Relations
8. Democratic Advocacy & Public Engagement	17. Integrity
9. Inclusion	18. Personal Development

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What is the Role of the Council?

1) Be familiar with all Charter provisions and Council policies that define how authority is delegated to the Manager and its proper use monitored; the Manager's role and his/her authority and accountability; constraints on the Manager's authority which establish the practical, ethical and legal boundaries within which all staff activity and decision-making will take place and be monitored; and what the Council intends for the City to achieve.
2) Review & discuss the performance instrument to be used with the Manager to ensure it meets the needs of both parties. Schedule the agreed upon frequency for the performance review(s), providing at least an annual review of the Manager's performance and achievements.
3) Maintain a balance of support and trust with a relationship of accountability with the Manager.
4) Based on the results of the comprehensive annual review, Council determines any need for further professional development, education, or training for the Manager, and ultimately adjusts compensation accordingly.

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What is the Role of the Manager?

1) Review & discuss the performance instrument to be used with the Council to ensure it meets the needs of both parties.

2) Ensure that the Council has adopted an organizational Vision, Mission, Goals and Objectives that can be objectively tracked to determine progress/success as part of the performance review process.

3) Completion of a self-evaluation, providing elected officials the process by which he/she pursued organizational and individual goals, and the perceptions of both the Manager and stakeholders of his/her success or failure in meeting those goals during the review period.

4) Written compilation of individual & organizational accomplishments and challenges faced during the _entire_ evaluation period to minimize the risk of Council focusing on whatever the most recent controversy, agenda item, or news story immediately preceded the Manager's performance review.

5) A listing of recommended goals, objectives and strategies that can serve as the foundation for discussion with the Council to establish agreed-upon desired outcomes for the subsequent review period.

Recommended Approaches

- First, talk to with your Council about the level of satisfaction with your existing process, playing close attention to your Council's wants and needs, and how you can reinforce your role and responsibilities as their Manager.

- Second, examine an array of approaches that other communities utilize, and speak with local government consultants and peers for ideas, what has worked for them, what hasn't and most importantly, why.

- Finally, determine what are some of the specifics you could recommend and implement to improve the quality of the performance review process and enhance the degree of public accountability.

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City of WILLISTON NORTH DAKOTA

P.O. Box 1306
Williston ND 58802-1306
PHONE: 701-713-3800
FAX: 701-577-8880

DATE:

TO: City Commission

FROM:

RE: Six Month Review

Mayor and Commissioners,

My first six months as City Administrator have been both exciting and challenging. I have appreciated the opportunity to learn more about the various City departments while getting to know the staff. What follows is my attempt to highlight some of their efforts and achievements, while bringing awareness to some of the areas in need of attention.

City Departments by the Numbers:

Department	2017 Budget $	# Staff
Airport	$2,406,600	13
Auditor	$1,077,100	17
Building Safety	$1,641,707	16
CVB	$595,500	4
Economic Development	$441,808	4
Engineering	$1,297,658	12
Fire	$15,159,214	62
Library	$650,278	7
Planning & Zoning	$555,596	4
Police	$6,675,400	56
Public Works	$88,541,888	122
Total	$115,559,049	317

In my First Year Game Plan, presented during the preliminary hiring phase in fall of 2016, I proposed directing the City Administrator's office to serve three primary areas: the City Commission, City Staff, and the Public. Of the numerous initiatives undertaken for 2017-18, progress has been made on the following key items to date:

City Commission:

- Simplified commission meetings, shortened agendas
- Initiated regular update meetings with individual commissioners
- Recruited and hired HR Director Chery Pierzina
- Continued to support City/County/State relationship-building efforts

City Staff:

- Initiated regular update meetings with individual department heads
- Initiated monthly "Leadership Meetings" with all department heads at once
- Provided leadership on XWA construction project
- Assisted with develop of succession/transition plans for Public Works, Police, Airport

Public:

- Developed concepts for City logo/brand
- Completed revision of City website with Economic Development
- Initiated 'Customer Feedback' surveys on a limited trial
- Continuing to work with citizens and groups with complaints, concerns and issues with ordinances, access to staff and other issues
- Began analysis on customer service strategies in each department

My impression after one semester of work is that things in the City of Williston are healthy and running well, but there are many more pressing priorities and needs than I have the capacity to address. My schedule continues to be maxed out every day, often with meetings from the moment I start in the morning, well into the evening. In an effort to remain productive, and not just 'busy', I have attempted to strike a balance between making time for meetings, and setting time aside to complete tasks and follow up on important items for the commission. To that end, most of these first days have been spent working on XWA and City staff priorities, which is in line with what I expected. With that said, managing time and avoiding being 'stretched too thin' has been a real challenge, but one that is constantly being made easier with help from Peggy Masters and now, Chery Pierzina.

The XWA project, while challenging and complex, is on a much better track than it was in 2016. Costs are continuing to decrease and we have successfully entered the construction phase as of April. With some new members on the team, I hope to see further cost savings and time efficiencies and remain confident we can meet our goal of a 2019 fall opening.

Overall, I have found that each department is staffed with capable, caring people and while they need support from time to time, they are doing a truly fantastic job serving this city. As we discuss and establish our goals for the future, I remain confident knowing we will be successful due to the dedicated people that contribute to our community.

AIRPORT

Leader: Anthony Dudas, Airport Director
Commissioner: Chris Brostuen
Budget: $2,406,600
Staff: 13

Synopsis of work:

It has been nearly 30 days that Anthony has been in the Director position and he continues to do a fantastic job of leading his department and meeting his operational requirements. The initial transition was somewhat stressful for Anthony as he had little exposure to the department head real and was unsure of the expectations for the position. With that said, his ability to listen and follow direction have helped in the transition and he is making an effort to engage other departments, notably HR and Public Works, for guidance and support.

Staffing continues to be a primary concern for Anthony, as the airport industry tends to be highly competitive in recruiting skilled operations officers. Anthony appears to have a good staff team that works together and follows his direction well, and he intends to fill the Assistant Airport Director position by August 1st, 2017.

Goals & Recommendations:

I have recommended to Anthony that he take some time before filling the Assistant Airport Director position, which he originally intended to fill immediately. I remain committed to working with Anthony a little more closely due to his relative inexperience at the leadership level. One of our near term future goals is to work with HR to develop a future organization chart and begin planning the staffing model for XWA. Future meetings with Anthony include performance/transition check-ins (60-day, 90-day, 6-month intervals to come) and dedicated monthly one-on-one meetings thereafter.

Chris and Anthony seem to have a great relationship and visit regularly. Although Deanette has not been involved in airport matters, Anthony may benefit from consulting with her on a periodic basis as she seems to have an effective way of engaging young professionals and has a good rapport with him.

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Manager Accomplishments Examples

City of WILLISTON

AUDITOR / FINANCE
Leader: *John Kautzman, Auditor*
Commissioner: *Brad Bekkedahl*
Budget: $1,077,100
Staff: 17

Synopsis of work:

Working with John over the past 6 months has been better than expected. John has approached working with the CA Department with a very open attitude and remains a helpful financial resource. His understanding and knowledge of the City's financial history and state-level regulations is impressive; I would doubt there is an Auditor in all of North Dakota that is as qualified as John Kautzman.

As a department, staff retention and morale continue to be a concern in daily operations. John's style of leadership is relatively strict and impersonal, which creates a formal and tense work environment that appears challenging for employees to conform to. Despite this, there has been a recent shift amongst the staff to prioritize employee-focused events (the staff held their first ever 'summer BBQ' in May) and discuss morale and other environmental topics.

The Auditor's role on the XWA project will be critical in organizing and maintaining regular grant, loan and bond payments. Currently, the XWA financial program is complex and identifies many resources, which will be difficult to track and organize.

Goals & Recommendations:

In preparation for the 2018 Budget, I intend to work with John in providing support in engaging all departments prior to their annual submittals. This years' budget submittal will be a first for multiple department heads (PW, Airport, PD, Library, CA) and some base line training and coaching will be valuable.

With regards to staff, I have noticed some desire from key staff to expand their job duties and play a more central role in the department. I hope to work with John to create a revised job description and new office for Randy Donnelly to reflect his current scope of duties, and investigate the value of creating an Office Manager position.

In anticipation of the forthcoming XWA workload, we are detailing the scope of work for consultants in an effort to ensure sufficient support is given to John for the duration of the project. Key projects for 2017-18 include continuing the City Hall redevelopment master plan and a rebranding or reorganization to a Finance Department, with John as the Finance Director.

BUILDING SAFETY & CODE ENFORCEMENT

Leader: *Bill Tracy, Building Official*
Commissioner: *Chris Brostuen*
Budget: $1,641,707
Staff: 16

Synopsis of work:

The Department of Building Safety has undergone significant changes over the past year, with multiple key staff positions being vacated and a rapid decline in building permit activity. Code Enforcement staff continue to work with a steady backlog of cases, while building inspectors are not nearly as busy as they were in 2014 and 2015.

Bill has been working to replace some critical positions, including that of Plans Examiner and Plumbing Inspector, but overall his department size of 16 budgeted positions appears to be excessive given the new work demand. Bill's disengaged and laid-back management style has contributed to the tendency of some inspectors to adopt an authoritative approach and respond in a heavy handed manner when dealing with the public. This has resulted in numerous verbal complaints through staff and commissioner channels. I have approached Bill on this topic and he has made some attempts to address the issue, but he would benefit from further assistance and supervision.

A Building Maintenance committee was recently commissioned in order to address maintenance demands at City-owned facilities not under any formal supervision (namely the New Armory and the Select Ford properties). This committee, lead by Bill in conjunction with staff from PW, will perform routine periodic inspections while fielding special maintenance requests from tenants and dispatching contract repairmen.

Goals & Recommendations:

With the potential for multiple new hires in the inspector pool, the next 6-12 months will be a good time to invest in customer service training. It is my intent to research this topic thoroughly with HR and the Commission to find an effective way of training and educating staff across multiple departments tasked with public permitting and inspection processes.

For the 2018 budget, we intend to take a closer look at the staff count with Bill and Chris, and evaluate contracting landscaping and building maintenance duties that are currently performed by Bill's staff.

Williston Economic Development

ECONOMIC DEVELOPMENT
Leader: *Shawn Wenko, Executive Director*
Commissioner: *Brad Bekkedahl*
Budget: $441,808
Staff: 4

Synopsis of work:

Williston's Economic Development has developed an excellent reputation within the community and garners a lot of respect throughout the state. In the role of Executive Director, Shawn has shown an incredible ability to advocate for our community in an expressive, yet humble way.

Working closely with Shawn over the past 6 months has been interesting. The value of his department and their versatility is evident as we have endured a slow-down and now entered a renewed growth phase in the region. Although we have struggled to anticipate the ever-changing retail market trends, the overall game plan of promoting Williston through local business and continuing with the re-development of Sloulin Field has been maintained. Side projects such as the new City website and logo have been taken with enthusiasm by the ED staff are nearly complete.

The ED staff have struggled at times to find the right balance working with consultants and other departments and I hope to be able to work with Shawn more closely over the next 6-12 months to further evaluate this issue. Furthermore, Shawn has experienced some intense amounts of stress and pressure and has shared with me his struggles in interpreting his role on various projects and managing the personalities within the department.

Goals & Recommendations:

Further evaluation of a Public Information Officer position, with respect to Barb Peterson's position, should be a goal for the second half of 2017 in preparation for the 2018 budget. Whether it falls within this department or not, will still require careful discussion with Shawn. It is also critical for the relationship with Keith Olson to be supported, as his relationship with Shawn and department is of considerable value.

I would like to explore the possibility of expanding Shawn's responsibilities to include development and political representation for the City at selected events, in conjunction with the CA's office. While it may be too soon to consider an Assistant City Administrator position, I would like to enlist Shawn's help and participation in certain areas.

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Manager Accomplishments Examples

City of Lakeland
Noteworthy Organizational Accomplishments
By Program Area
October 2013 – September 2014

Legislative Services

- Assistance to the City Commission in the development and advancement of Lakeland's Annual Legislative Agenda. The City was involved in a number of state-wide and local legislative issues, including:

  - SB 406 which was the State's omnibus economic development package. The bill contained language and a funding mechanism for Florida's Spring Training teams and cities. Specifically, the bill provided for $20 million, over 30 years, for the construction or renovation of Major League Baseball spring training facilities for cities that host one team. The bill contained a 'clawback' provision that would require the team to pay the State back in full if they leave prior to the 30-year commitment.

  - The 2014 Florida State Budget contains $24,699,440 in State Aid Funding for Public Libraries, an increase of more than $3 million. This is the first increase in Public Library funding in more than 7 years.

  - SB 1500, the 2013-14 Appropriations bill, contained $3.75 million in funding to assist the City of Lakeland in its efforts, along with Polk County, to correct the problems with the Skyview Water and Wastewater utilities and connect the private systems to the City's public systems.

- Co-Chaired the Florida City/County Managers Association's (FCCMA) Legislative Committee. Also serve on the Lakeland Chamber of Commerce Governmental Affairs Committee and the Florida League of Cities Finance, Taxation & Personnel Legislative Committee.

Environmental & Utility Services

- Completion of the $35 million Smart Grid Initiative on schedule with support from $15 million DOE grant involving the installation or roughly 120,000 smart meters, new web portal affording customers to track their energy use in a variety of ways, new web outage management system and shift-to save rate pilot project. The vast majority of customers are experiencing savings under the pilot rate program which will become part of community discussions regarding the development of a new rate design to be presented to the Utility Committee and City Commission in Fiscal Year 2014.

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- Completed the 3-year phase in of the City's Pay-As-You-Throw "EZCan" Program which commenced in 2011. The once a week, automated trash collection system has resulted in cleaner neighborhoods, improved employee safety, increased recycling and reduced cost. The program has become recognized as an industry leader by public and private waste management entities nationally and abroad, (in both Canada and New Zealand), for driving best practices with the utilization of Radio Frequency Identification (RFID) technologies in the solid waste system.

- The successful EZCan residential solid waste program was followed up with the implementation of a single-stream recycling program in December, 2012 and the subsequent roll out of the new automated "EZCart" recycling program. EZCart involved the delivery of roughly 30,000 new recycling carts and became operational in October 2013. The new recycling program provided customers with a choice in their recycling cart size and staff also developed amendments to the program during implementation in response to customer requests for an additional period in which to select their final recycling cart size.

- Development of a new commercial automated recycling program to compliment the implementation of the new single-stream EZCart residential curbside recycling program. The commercial program will leverage synergies with the residential recycling program and increase diversion of commercial waste.

- Completed construction of the Solid Waste Division's innovative new administrative facility. The building is the City's first Leadership in Energy and Environmental Design (LEED) Gold certified facility, which was completed on time and within budget.

- Completed the second phase of the solar farm project (3.0 MW) located at Lakeland Linder Regional Airport. Between LLRA and TLC, Lakeland Electric currently has 5.5 MW of PV capacity under contract with SunEdison, generating 11,000 tons of carbon offset. The SunEdison PPA was renegotiated in FY 2013, which will result in estimated annual $500K savings at total contract build out.

- Lakeland Electric achieved a 91% satisfaction level based upon 3rd party administered customer satisfaction surveys, breaking last year's record level rating of 88%. The utility also attained first quartile performance ratings in its utility benchmark group for System Average Interruption Duration Index (SAIDI) for 77 minutes and Customer Average Interruption Index (CAII) of 63 minutes.

- Unit #5 attained an Equivalent Availability Factor of 93% (Best in Class performance for North America) and an Equivalent Forced Outage rate of 3%.

- Successful renegotiation of the successor 3-year Lakeland Electric Unit CBA with the UWUA and the inaugural 3-year CBA with the UWUA for the Water Utilities Unit.

2

- Other Lakeland Electric utility accomplishments include continuation as a low rate leader in the state; conversion in the shift to Illinois Basin coal resulting in over $8 million in fuel cost savings; evaluation and implementation of longer life turbine parts for Unit #5 resulting in a projected $5.7 million savings over the next 12 years; revised energy use web portal and redesigned website; expansion of the Power Academy to the Lake Gibson Middle School; and recognition as a Diamond Level APPA Reliable Power Provider.

- Completed Stormwater design projects including the Robson Street Drainage System Enhancement to retrofit the existing open-ditch drainage system, providing a closed (piped) system along the north side of Robson Street between Pyramid Parkway and N. Florida to relieve flooding of adjacent properties and reduce drainage system maintenance costs in FY 2014; the New Jersey Road Drainage System Improvements (Crystal Lake Drive to Edgewood Drive) to provide new street curb, storm sewer pipe and inlets along west side of roadway in anticipation of ensuing trail construction; the Wayman Street Ditch improvements to a new drainage system designed to function more effectively than the current open ditch system providing enhanced flooding protection for the neighborhood; and the Flood Control Automation Retrofit, involving the future installation of automated flood gates to replace 11 existing manual structures on City lakes.

- The Water Division completed the following notable capital projects: Williams Water Treatment Plant chlorine building improvements; filter canopy; emergency generation upgrade; and PICS System replacement. Other significant projects include the Highlands Booster Station emergency power project and bypass piping, Southwest Booster Station emergency power; Vulnerability Assessment Update; and related utility work in conjunction with the FDOT US98 S Widening (from Brooks – Edgewood).

- Wastewater Division notable projects include chlorine containment at both Glendale and Northside Wastewater Treatment Plants; design phase of the Skyview utilities acquisition; continued implementation of combined video monitoring and access control; and coordination with TECO for construction of lift station and force main at the Wetlands facility to eliminate surface water discharge and associated regulations.

- Street sweeping frequency increased from once/month to once/two weeks. Curb miles swept in FY 2013 (19,400) exceeds goal expectations by 16%, resulting in 3,300 tons of debris collected.

Administrative Services

- The FY 2013 Program Budget was recognized by the Government Finance Officers Association (GFOA) through their *"Distinguished Budget Presentation Award"* in recognition of its layout, planning, content and overall presentation. The award is bestowed on only a small percentage of public organizations.

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Manager Accomplishments Examples

- The City adopted the Northwest Lakeland Sector (7) Plan in September 2012 and two other Plans prior to that (Southwest Lakeland and Downtown). Staff has initiated work on the next Sector Plan for East Lakeland Sector (4), which generally covers the Crystal Lake and Combee Road areas.

- The Planning Division managed several amendments over three separate Plan amendment cycles. These included review of multiple proposals to change land uses on properties located within the Oakbridge DRI; a land use change on Habitat-owned property on Old Tampa Highway; and reducing the land use intensity on property located on South Frontage Road. Annexed lands included the Habitat site, a site near the Parkway Corporate Business Park on S. Pipkin Road, and a site on Airport Rd that will eliminate an enclave.

- Initiated text changes to the Plan including a major update to the Future Land Use Element to address Healthy Communities issues as well as aging in place issues for seniors. Other text changes addressed sector planning, complete streets, creating an amendment history table and annual certification boundary, and 5-year Capital Improvements Plan updates.

Cultural & Community Services

- New furniture was purchased by the Friends of the Library of Lakeland, Inc. representing a $50,000 investment that was installed in the adult public seating areas at the Main Library. The Axis360 digital download online service was implemented for eBooks and Audiobooks, and Library staff expanded the One-to-One Technology Tutoring at the Larry R Jackson Branch Library to twice a week.

- The Lakeland Center was the recipient of Facilities Magazine *"Prime Site"* Award recognized for outstanding service to its clients and the industry. Developed the 1st phase of the conceptual design for the Jenkins Arena renovation which has resulted in a plan to repurpose the aged facility into a state of the art meeting and conference multi-purpose venue. Staff also installed an energy management program and system that will provide significant reduction in power consumption through the use of efficiencies and improved systems. Secured a contract with Free Life Church for weekly services totaling over $312,000 annually as well as major sponsorship funding from Under Armour for the 2012-13 FHSAA Championships.

Community Safety

- Successful economic reopener for Police Officers, Sergeants and Lieutenants represented by the Police Benevolent Association (PBA).

- Successful successor Collective Bargaining Agreement with Fire Fighters/Driver Engineers and Lieutenants represented by the International Association of Fire Fighters (IAFF).

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- The LPD's K9 Unit became National Champions at the USPCA National Trial, with Officer Ted Sealey and his K9 partner Bruno winning Top Dog.

- The LPD implemented a significant reorganization which better aligns functions and the distribution of personnel. The following are the new bureaus that were created: Administrative Bureau, Neighborhood Services Bureau, Special Services Bureau and Investigative Services Bureau.

- Implemented COP DOTS within the Community Services Unit, which is designed to allow citizens to mark their personal belongings that can be read with a scanner in the event it is stolen and recovered.

- Nearing completion of the implementation of the Tiburon Records Management System. This was the second and final component of the changeover from the former Intergraph System.

- Completed the expansion project of adding an additional building at the LPD Training Center comprised of three classrooms capable of training approximately 90 individuals at one time.

- The LPD was Re-Accredited by both the Commission on Law Enforcement Accreditation (CALEA) and the Commission for Florida Law Enforcement Accreditation (CFA).

- Expansion of the City's Red Light Camera Program to include an additional top 10 intersections to address safety concerns as recommended by the LPD and the Traffic Services Division.

- Opening of temporary Dual Purpose Fire Station at LLRA last summer with resulting ISO rating change from Class 10 to a Class 3 in southwest Lakeland. Award of design contract and subsequent bidding and award of permanent station construction, with groundbreaking ceremony scheduled for November 18th with projected completion and operational status at the start of FY 2015.

Transportation Services

- Completed roughly $15 million of previously awarded grant supported capital improvements at Lakeland Linder Regional Airport including the TWY E lighting; TWY H&J and Apron/Pond; Terminal Parking; TWY P Safety Area; ILS RWY 9-27 and TWY B; Wildlife Assessment; and Doolittle Road improvements. Additionally, commenced with another approximately $14.7 million in grant supported projects including the Dual Purpose Fire Station; Secondary ARFF Truck; Doors, Gates & Access Controls; South Ramp; RWY 9-27 and TWY E1; Fuel Farm; and Air Traffic Control Tower design work. Collectively, LLRA's local participation of roughly $3.3 million leveraged almost $26.4 million in state and federal aid.

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- Occupancy rate at LLRA is at over 92% at its overall facilities, involving a strategy of attracting and retaining key tenants and entering into longer term lease agreements.

- LLRA's Annual Part 139 Inspection was completed by the FAA with no discrepancies or violations noted.

- LLRA was one of the first airports to convert to the FAA's NOTAM Manager System allowing the issuance of real time NOTAM's.

- Considerable advocacy efforts with the FAA to retain FAA Air Traffic Controllers for the Sun-n-Fun event for $284,500, which was funded locally through joint participation from the City, Sun-n-Fun, Polk County Sports Marketing and Tourism and other funding partners. Successfully worked in tandem with other Airports to maintain FAA Controller funding in contract towers for 2013.

- Staff applied for grants through the Polk Transportation Planning Organization for trails and pathway projects totaling over $4.61 million, with most being accepted and ranked for funding by the TPO for the next updated FDOT Work Program.

- Participated in multiple meetings related to the FDOT Rail Relocation Study and exploration of alternatives, including short term projects in downtown Lakeland to facilitate bike/pedestrian movement.

- Additional work with the FDOT and CSX to prepare New York Ave Rail Grade Crossing Application, downtown future rail safety enhancements and RR Quiet Zone Application. The City remains on track to secure approval from the Federal Rail Authority for formal establishment of a Quiet Zone in downtown Lakeland.

- Installation of new Pay-by-Space machines in Munn Park and Mitchell's Coffee House parking lots.

- Designed and coordinated with FDOT for new Fire Station #7 emergency traffic signal on Drane Field Road and with the Polk County School Board for a new traffic signal accessing the Sleepy Hill Middle School.

- Implemented various Lake Hollingsworth Drive Safety Enhancements improvements including bicycle signals, green bike lanes and bike boxes, bike buffers, shoulder widening, driveway improvements, audible vibratory devices and new bike lane signs and markings. Performed "before" and "after" traffic studies to gage the effectiveness of these improvements and coordinated with the Federal Highway Administration in conjunction with the pilot project.

- Completion of sidewalk improvements along Main Street, Ingraham Ave, Lincoln Ave, McDonald Street, New York Ave, Fifth Street, Carleton Street and the Buckingham Trail.

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Rating Example

LEADERSHIP AND MANAGEMENT

PLANNING - Ability to anticipate and analyze problems; maps effective solutions.
(Unacceptable)   (Poor)   (D в м Acceptable)   (s Good)   (к а Excellent)

Comment:

ORGANIZING - Ability to arrange work efficiently and apply resources.
(Unacceptable)   (D Poor)   (в s м Acceptable)   (к а Good)   (Excellent)

Comment:

Referring to the Council's 9-Point Strategic Visioning Goals and the City Manager's Priorities of January 6, 2013, one sees that the projected timeframes for accomplishing tasks are not being met. Understandably issues arise. It is still the responsibility of the City Manager to see that these quarterly projected timeframes are adhered to and if not, to provide an explanation as to why the goals are not being met. If it is a matter of applying more financial resources, staffing, and/or time, the Council should be updated and given the opportunity to make changes accordingly. Not having these critical conversations or touching base leads to backlog and/or unfulfilled goals, ultimately leading to dissatisfaction.

Particular areas of dissatisfaction: 1) Traffic Impact Fees delayed [2nd Quarter] - now it is a missed opportunity with one of the largest projects already vested, 2) Organizational Structure [2nd Quarter], 3) Implement Financial Software [1st Quarter], 4) Comcast Negotiation [2nd Quarter], and 5) Cell Service/Broadband Improvements [2nd Quarter]

For the Traffic Impact Fees, it would have been worth it to contract with a consultant to do the work. Poulsbo Public Works provided all the materials including the name the contracted consultant. As it is, we are missing out on Traffic Impact Fees that would have been collected as development has now picked up. It is an unmet priority that has cost the City money.

Some things seem to have taken longer than they should have. Specifically, the RFP for new software.

1. CM should provide options for current things that have to be dropped from the work plan if CC is adding new items.
2. CC acknowledges that choices must be made instead of just adding new items to the list.
3. CC does not feel like they have adequate long range strategies

SUPERVISION - Builds and motivates a team, provides direction, monitors and adjusts performance as necessary.
(Unacceptable)   (Poor)   (в м Acceptable)   (D к а Good)   (Excellent)

Comment:

Hosting the Employee Appreciation BBQ and actually inviting City Council Members was a good team-building event.

With recent employee departures, it is my understanding that the City Manager provided direction and employees that did not follow the direction and did not meet expectations chose to seek employment elsewhere.

I have to assume this because staff appears to be

I can't answer this

Slow to adjust performance

DELEGATION – Effectively assigns work to others and builds skills.
(Unacceptable)   (Poor)   (D в s м Acceptable)   (к а Good)   (Excellent)

Comment:

SSWM

A number of times he has stated that reports and memos that came out under his signature were prepared and released by his staff and "missed the mark"

TIMING - Makes decisions when sufficient information is available.
(Unacceptable)   (D м Poor)   (в Acceptable)   (а s Good)   (к Excellent)

Comment:

A notable improvement CM has made is the timing in which contracts come to us for approval

Water Utility discussion was quite a challenge and very time consuming. It seemed administration threw every possible obstacle in order to make the option to contract with KPUD fail. The numbers were ever changing from the first City Manager presentation to the next. All in all it was a very disappointing and dissatisfying experience.

A few positives: 1) to a citizen's credit, the City was able to correct a $75,000 error in Water Utility tax, 2) the City Manager and Council agreed the Water Utility could support a rate adjustment, 3) City Manager and Finance Director agreed that a rate reduction could be done for another utility as well.

Now as much focus as was put on Water Utility needs to be done with SSWM. By the way, SSWM was to have a comprehensive evaluation as of the 1st Quarter.

CM is very conservative and does not make decisions without a lot of data which takes a lot of time. Some of the council is satisfied with a slow moving government, while some of the council is not. CM should present options with risk so that council can decide.

1. Would like to get CC agenda items earlier for more time to study, etc. --- Friday before Wednesday for all presentation materials instead of at the dais. CM to communicate expectations regarding ability to get presentations out in advance versus waiting for a next agenda.

FINANCIAL MANAGEMENT - Accurately and concisely reports and projects the financial condition; management practices and policies are designed to maintain (or achieve) a sound, long range financial condition - uses debt cautiously, plans for long term replacement and maintenance of equipment and infrastructure.
(Unacceptable)   (D м Poor)   (в Acceptable)   (к s Good)   (Excellent)

Comments:

Accurately and concise reports and projects financial condition:

- The Comparable Cities Report was missing the important fact that our City has a very limited list of services whereas many of the other cities have nearly twice the services, employees, and taxing capacity.

- Financial information is presented like a mathematical word problem. Regretfully one has to read through information to find what are the actual amounts. Presenting a page that shows the decreases and increases and finally present either the under budget or over budget.

- The City does a great job of doing budget adjustments for when increases are necessary. It would be great to provide similar budget adjustments for opportunities to reprogram funds that are known will not be spent otherwise. Simply carrying this funding over to the next year creates missed opportunities.

Management practices and policies are designed to maintain (or achieve) a sound, long range financial condition

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QUALITY OF MUNICIPAL SERVICES

Please rank each of the following direct services on progress that has been made since the City Manager came on board.

Service	Declined	No Change	Improved
Street Maintenance	Declined	No Change A B	Improved D K S M
Police Services	Declined	No Change B S	Improved D K A M
Parks N/A	Declined	No Change K A B	Improved
Water & Sewer	Declined	No Change B M	Improved D K A S
Planning & Zoning	Declined	No Change K A B S M	Improved D
Code Administration	Declined K	No Change A B S M D	Improved
Animal Control	Declined	No Change D K A B	Improved
Construction & Engineering	Declined	No Change K B S	Improved D A M
Main Street	Declined	No Change K A B S M	Improved D
Solid Waste N/A	Declined	No Change D K B M	Improved
Environmental Health	Declined	No Change K A B S M	Improved D

NEW OBJECTIVES

List any new priorities you would like the City Council to establish for the City Manager.

List of priorities that should be given more attention:

1. Implementation of organizational structure modifications – i.e. reorganization that was scheduled for by 2nd quarter.
2. Traffic Impact Fee
3. Financial and Project Management Software
4. Move data and software into a Cloud-based system
5. Budget: Follow the Budget Calendar, Hold Council Retreat to Establish Policies, Make Budget Adjustments, and Create a Citizens Guide to the Budget
6. Negotiations with Comcast

CM has too much on his plate, so this is a hard one. It is the Council that must stop piling new, special interest work on top of the challenging list of original objectives. My "new" objective for him would be to push forward on a number of critical issues before him – in particular, a strategic plan and ensuring that the organization is adhering to the principles and goals of our Comp Plan.

- Hire City Attorney.
- Present comprehensive analysis SSWM Utility (2013 carry-forward)
- Assess and update fee schedule.
  - Traffic Impact fee (2013 carry-forward)
- Develop and launch comprehensive Communications Plan (2013 carry-forward)
  - Citizen's Guide to the Budget (one of the important elements)
- Public Safety Strategic Plan
  - Address Pendleton recommendations with frequent updates about progress.
  - Implement LEXIPOL and LeMap recommendations
- Develop and present Level of Service analysis with relevant recommendations for 2015-17 Biennial Budget.

Fix the Police Department and implement the recommendations of the Pailca and Pendleton reports.

- Since I have been on the Council we have been told that the work plan informs the budget, yet the budget is always approved prior to the council and City Manager creating a work plan. I would like to the Council to create a 2014 work plan prior to, or at least in step with, the 2014 budget process. I believe CM agrees with this and if he does I think he should be more vocal about it.

- The need to build trust was a priority when CM was hired so it's not new, but I would like to see CM be more proactive is asking people what he can do to move it along. I get the sense from CM and others, that just telling people they need to trust the City is enough.
- Planning Department
  - People are still being told 10 weeks for a SFR building permit
  - Process needs to be easier to understand for the average person
  - I'm really bothered by the fact that someone can propose a comp plan amendment that staff does not recommend, but 3 years staff will recommend an identical comp plan amendment made by a different person when there has been no change in policies used to support or deny the requested change.
  - Inconsistencies – considers reducing parking requirements and at the very same time adds, as potential work plan item, the need for a parking structure because there's already not enough parking.
- The City needs to (1) be very clear about what rules and procedures it's citizen commissions and committees are required to operate under, and (2) develop a process to ensure that committees and commissions are made aware of and understand those rules and procedures.

Benchmark cost and service level of city's services and develop goal and plan to improve.

AREAS FOR IMPROVEMENT

List any other areas in need of improvement.

1) City Manager is slow to often non-responsive to my emails.

In just reviewing emails from May until mid-July, there are over 30 unanswered emails from the City Manager. At times, I have to end up calling or walking over to City Hall to get an answer.

2) On most occasions City Manager and Staff's presentations are not included in the City Council agenda packet materials.

This puts the City Council and the Community in the position of having to consider the material on-the-fly and does not allow for City Council and the community to be ready to have an informed conversation, prepare thoughtful questions, and/or provide meaningful comments. Unfortunately at times is also feels as if it is a strategy to limit crucial conversation and not having the material prior to the meeting ends up creating some distrust.

3) Incomplete agenda packets without important documents continues

This occurred just this week with the Pendleton Report, an in-depth review of the Police Department. So the Council received it just prior to city council meeting and the community did not have it. If materials cannot be provided in time, the item should be rescheduled for a future

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Rating Example

- I understand that CM wants to leave policy discussions up to the council but there have been times that during our discussions something factually inaccurate has been stated that I think CM should correct. For example, when a council member says that there has been no analysis done by staff, I think it would be appropriate for CM to correct that statement.
- I have concerns about how receptive staff has been to changes and how CM handles that.
- See above re 2014 Work Plan

Provide council with preliminary information earlier with appropriate caveats and risks

OTHER STRENGTHS

List other strengths which you feel are notable.

Seeks outside guidance from his peer group. I have noticed the City Manager's posting on ICMA asking for assistance and examples.

Thorough and Good Hiring Process. As noted above, his hires have been excellent.

Positive Language Choice. The City Manager's changing "Code Enforcement" to "Code Compliance" set a collaborative rather than punitive tone.

Focus. One of the City Manager's strengths is his persistent focus. Going into his office and seeing three white boards organized by departments with the list of tasks/targets to complete for me shows he keeps these goals ever present and is focused on seeing them be completed.

Accomplishments. Although I am disappointed by certain priorities not yet been addressed, I do see that much is being accomplished through the City Manager's leadership. My impatience is due to nearing the end of my council term. It was excruciating to see it take nearly 3 and half years to get Lexipol implemented, it will take 4 years total for City's website to be redone, and nearly 8 months to get the City to accept credit card payments.

- Permitting process is being improved.
- Public Works department is being restructured.
- Police Department now has new leadership. It has recommendations from LeMap and the Pendleton Report to implement and focus is being placed on creating and implementing a strategic plan.
- The City has completed or nearly completed large policy projects: Shoreline Master Plan, HDDP, and Water Utility improvements.

- There is greater attention being placed on public works maintenance and landscaping. The City grounds and properties look well maintained. Even many of the downtown traffic medians are being tended. The City trees are being taken care of with watering bags placed around each trunk. The dozen or so street lamps that were not working are almost all now working.

- Resolving the Rockaway Beach issues that both the City Manager and the Interim Public Works Director inherited were done in a timely and professional manner.

Ultimately, it is my hope that the City Manager has great success on Bainbridge Island and embraces the opportunities to work with the city councils and community to create positive change. In addition to getting the important foundational work of the City done, the City Manager has the opportunity to work with the city councils and community to create legacy projects such Waterfront Park, Police/Fire Station, Ferry District redesign, and the Sound to Olympics Trail. This is the place that the City Manager could enjoy interesting and creative long-term employment working, I hope, right up to his retirement. Good things to be done are never ending!

CM has enormous potential if he can be allowed to fully perform. I find him to be honest, direct, good natured, intelligent and fair. Most of the roadblocks in his way are set by Council demands, which are at times inconsistent, unclear and/or forced into tight timelines. However, CM has the power to set boundaries. I understand that in light of the recent history of this organization, it may seem unwise to appear in anyway resistant to Council demands, however, CM deserves (and I would think needs) the ability to actually perform his job. A professional must be allowed to fully use his professional knowledge and experience. A City Manager must have full control of his organization. If the Council ties one hand behind CM's back, then it loses the ability to legitimately evaluate his performance.

Ultimately, CM's decision to tolerate micromanaging, overstepping or other failures to abide by the principles of the Council Manager form of government will impact not only his experience during his tenure (and his ability to be successful) but will establish such poor practices for his successors. The cost of these poor practices is at best profound inefficiency of the organization, poor morale among staff and continuing loss of confidence by the community. At worst, the organization may fail.

For me, CM's strengths are those that prompted his hiring: broad municipal administration experience and knowledge, steady temperament and tact, energy and enthusiasm for City of Bainbridge Island. These have been well demonstrated and continue to be important for the continued growth and health of our city.

- Very approachable and easy to talk to
- Patient
- Handles different personalities well, non-reactive
- Doesn't get involved in council drama
- Has found many "housekeeping" items that were missing from our code

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Rating Example

Example

V. **COMMUNITY RELATIONS:** [4.39]

What I like: Glad to see more community involvement. Much better, [Doug] is much more visible.
There is only so much that Doug can do, and he does it well.
[Doug] is more visible and accessible. In my opinion, he has improved in this area. He is genuinely concerned about what is good for the City.
[Doug] tries, but he is not naturally comfortable in community social settings.
Great job serving 3rd term with FCCMA board of directors and being the Chair of the Legislative Committee. Great job with being appointed to the Florida League of Cities legislative committee. Great job serving on the Lakeland Chamber's Government Affairs Committee. Great job serving on the LVIM board of directors. Great job serving on the Florida League of Cities "Keys to the City" task force.
Overall good performance in this area. Doug works diligently to nurture and develop great relationships throughout the community, with his peers and various stakeholder groups.

What I would like to see more of: Attendance at events, not necessarily board service. Be the "face" of the organization – serve in the role of CEO.
[I] still would like to see a list of Neighborhood association meetings [that Doug] attended.
The development of a more effective approach in engaging our community and business leaders so that we are closer to being on the "same page" as it relates to understanding where the city is positioned and how current decisions will affect our future.
[Doug] could improve relations with the press, subject to cautions regarding trust.

What I would like to see done differently: No comments in this area.

VII. **INTERGOVERNMENTAL RELATIONS:** [4.83] *Strongest performance area*

What I like: Statewide involvement, regional issues (such as high speed rail authority and bridging the gap with East Polk) is great for Lakeland.
[Doug's] involvement with FCCMA and his interaction with the legislative delegation.
He is well-thought of throughout the State via his service on the FCCMA and in his relationship with the County.
[Doug] does an adequate job with other agencies, [I] haven't heard any issues otherwise.
[Doug is] doing a good job, well-respected in the region and state outside of Lakeland.
Doug has continued to excel in this area and has "stepped it up" a notch. Great job.

What I would like to see more of: No comments in this area.

What I would like to see done differently: No comments in this area.

City Manager's Performance Review
November 28, 2011

	Fields	Higgins	Selvage	Troller	Yates	Walker	Wiggs	Average
Fiscal Management	5.0	5.0	5.0	3.0	5.0	4.5	5.0	4.64
Supervision & Leadership	4.0	4.8	4.0	1.5	4.75	4.5	4.0	3.94
Asset Management	4.5	5.0	5.0	2.5	4.5	4.5	5.0	4.43
Policy & Planning	4.5	4.8	4.0	3.0	5.0	5.0	4.0	4.33
Community Relations	4.0	5.0	4.0	3.5	4.5	4.75	5.0	4.39
Communications	4.0	5.0	4.0	3.0	4.5	4.75	5.0	4.32
Intergovernmental Relations	4.8	5.0	5.0	4.0	5.0	5.0	5.0	4.83
Relationship w/ Commission	4.5	5.0	4.0	4.5	4.75	4.75	4.0	4.50
Management Style	4.8	5.0	4.0	3.5	4.75	4.75	4.5	4.47
Average	4.46	4.96	4.33	3.17	4.75	4.72	4.61	4.43

Prepared by L. Ross, F & B Associates, Inc.

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SAMPLE APPRAISAL OF PERFORMANCE[1]

NAME: _____

EVALUATION PERIOD: _____

Rate Category I: 1= Exceptional; 2= Exceeds Expectations; 3= Meets Expectations; 4=Below Expectations.

I. MANAGEMENT and LEADERSHIP PRACTICES (20–40%) _____

A. Elected Body Relationships

Does not surprise board; all board members are informed of organization activities, progress, and problems on a regular basis.

Is receptive to board member ideas and suggestions

Makes sound recommendations for board action

Effectively implements policy decisions of the board

Facilitates the decision-making process for the board

Follows up on all problems and issues brought to his or her attention

Is nonpartisan; does not show favoritism

Accepts responsibility

B. Organizational

Leads a smooth-running and continuously improving organization

Proposes organizational goals and objectives prior to each fiscal year

Anticipates and plans well in advance

Is progressive in attitude and action

Follows through on set plans and deadlines

Emphasizes development and enhancement of the skills of all employees

Hires and retains competent staff members who know what is expected of them

Delegates effectively

Encourages high staff productivity and demands accountability

_____

[1] Adapted and used with permission from Gregory J. Bielawski, ICMA Senior Advisor and Illinois Range Rider, g_bielawski@hotmail.com

C. Community Relations

Is appropriately visible and active within the community

Understands and is knowledgeable about the needs of the community

Encourages and honestly considers community input

Requests feedback from the community on the performance of the organization

Provides programs and services that are up to community standards and expectations

D. Fiscal Performance

Prepares and presents a long-range financial plan, which is updated as circumstances dictate

Presents balanced annual budgets with programs and service levels clearly identified

Recognizes and manages the budget within fiscal constraints

Displays common sense and good judgment in business transactions

Seeks all available funding sources

Provides accurate and complete financial reports in a timely manner

E. Intergovernmental/Agency/Association Relationships

Participates in professional management and leadership organizations

Effectively collaborates, coordinates, and communicates with other communities, regional associations, and similar organizations

F. Communication

Responds to all requests for information in a timely and thorough manner

Speaks and writes clearly

Responds to correspondence, phone calls, and requests for information in a timely and thorough manner

Provides all necessary and required reports and records

Ensures that information of general interest is current and timely, that website is up-to-date, and that available technology is used effectively

Provides details about specific projects to those affected in a timely manner

G. Personal

Is ethical, honest, and of high integrity

Projects professional demeanor and respect in all interactions

Is cordial and approachable

Explain and support your rating—whether 1, 2, 3, or 4—and support it with specific examples

II. GOAL/TARGET ACHIEVEMENT (60–80%) ____

Rate Category II: 1= Exceptional; 2= Exceeds Expectations; 3= Meets Expectations; 4=Below Expectations.

(Place the letter or number of each goal/target for the year on the appropriate line below).

___Achieved

___Partially achieved

___Not achieved

Comments:

III. SUGGESTED GOALS/TARGETS FOR UPCOMING YEAR

A.

B.

C.

IV. WHAT SHOULD THE MANAGER START DOING, STOP DOING, AND CONTINUE DOING?

OVERALL EVALUATION: _____

Board Member Name_____   Date_____

Questions to Answer When Doing Your Appraisal

1) What impressed you the most favorably about _____'s performance this past year?

2) In what areas has _____ shown exceptional performance?

3) What's your major area(s) of concern regarding _____'s performance this past year?

4) What specific recommendations/expectations do you have for _____ to improve performance?

5) What should be _____'s top three goals/targets for the next year?

Post Review Work Plan Example

City Manager Performance Evaluation Work Plan

Organizing – Ability to arrange work efficiently and apply resources. Rating 2.17

Feedback received on this item resulted in some Council Members rating performance "Acceptable" or "Poor" because progress wasn't being made quickly enough, but others rating performance in the same range because I agreed to add too many new items, which slowed progress on existing items.

To address the concerns, City Manager will:

- Work with City Council to focus resources on work that is Quadrant II type tasks (long-term development, strategic) and less time on Quadrant I, III and IV tasks.
- Provide an assessment of options for current things that may need to be dropped from the work plan if the City Council wants to add new items.
- Help the Council establish long term strategies which will provide a context for specific priorities within the work plan and help ensure that the most important things are receiving priority attention and resources.

Delegation – Effectively assigns work to others and builds skills. Rating 2.34

To address the concerns, City Manager will:

- Continue delegating and providing opportunities for staff to develop personally and professionally.
- Remind members of City Council that mistakes are part of the learning process.
- Clearly communicate expectations to staff when delegating.

Timing – Makes decisions when sufficient information is available. Rating 2.34

To address the concerns, City Manager will:

- Present options to Council with a risk assessment of each option, so that the Council can decide how aggressive they want to be and how much risk they are willing to undertake on any given item.
- Provide agenda items to the Council on the Friday before Wednesday meetings with all presentation materials included, instead of Council seeing information for the first time at the dais. If not possible and agenda item is time sensitive, consult with Mayor and communicate to Council regarding reason item needed to be placed on agenda without full backup.

1

Financial Management – Accurately and concisely reports and projects the condition; management practices and policies are designed to maintain (or achieve) a sound, long range financial condition – uses debt cautiously, plans for long term replacement and maintenance of equipment and infrastructure. Rating 2.00

To address the concerns, City Manager will:

- Bring recommended code amendment to City Council to allow City Manager to amend budget within funds
- Bring budget amendments forward when excess revenues or savings are identified.
- Maintain strong bond rating
- Maintain strong fund balances and financial condition
- Develop recommendation for equipment replacement program
- Develop reports/tools to communicate financial condition more clearly

Communication with Governing Body – Accurately interprets the direction given by the governing body; keeps you well informed with concise oral and written communication. Rating 2.34

To address the concerns, City Manager will:

- Be more proactive in communicating with members of the City Council
- Establish regular meetings with members of the City Council to discuss issues/concerns/interests
- Notify Council of key staff departures that may be of interest to the community
- Look for opportunities to share good news on positive things that are happening in the community
- Provide the Mayor and Council with "rapid response" talking points on major issues such as the landslide when a newspaper story shows up that will likely create citizen questions or discussion. Talking points should equip Council to answer questions from the citizens in a prompt and knowledgeable manner.

Leadership – Guides effectively. Rating 2.34

To address the concerns, City Manager will:

- Create a more strategic focus for the long term, and begin to actively bring forward ideas on how we get to where we want to go for the long term.
- Assess how we compare with other cities, and look for new ways to get the most out of the resources we have available.
- Continue implementation of high performance model

2

Accepts Direction – Aggressively responds to the direction of the majority of the governing body. Not sidetracked by the minority but recognizes their concerns. Rating 1.67

To address the concerns, City Manager will:

- Reinforce need for motions and votes to avoid misunderstands about direction received through consensus
- Re-state direction received to ensure accurate understanding

Operational Efficiency – Obtains the best possible end result for the money spent. Rating 2.25

To address the concerns, City Manager will:

- Develop performance measurement system for implementation in 2014
- Conduct a cost of service analysis

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Pitfalls to Avoid

1) Council Members represent a diverse group of voices that may not be unified in their expectations of the Manager.
2) Relationships are too close, supportive, and friendly, there can be a reluctance to bring up areas of performance that need improvement and a tendency to avoid conflict.
3) If elections have taken place and the Council conducting the evaluation is not the same Council that completed the previous Manager performance review, it is important that the newly elected officials immediately be introduced to the established performance goals, measures, and evaluation process, ideally during their orientation period.
4) Compensation adjustments do not reflect the results of the annual review.
5) City Council Members often have little to no experience in performance reviews.

Pitfalls to Avoid

- A good evaluation process is designed to increase communication between Council Members and the Manager regarding his/her performance in accomplishing assigned duties and responsibilities, and the establishment of specific work-related goals and objectives. Therefore it is recommended that <u>all</u> members of the Council participate in the process, both by individually completing the rating instrument <u>and</u> by discussing their ratings collectively to develop a consensus regarding performance expectations.
- It may be useful, particularly if the Council Members are inexperienced in performance evaluation processes, to use a consultant to help the Council prepare for and conduct the Manager's evaluation.
- Once the consultant has collected the information, the consultant typically meets with the Manager to provide an overview of the results, and then facilitates a session with the Council and Manager to review the conclusions, build consensus on the ratings, and assist in developing goals for the next review period.

Pitfalls to Avoid

- When an evaluation is completed by a group of people, it is important that it reflect the consensus opinion of all members. This consensus can be accomplished by having each member individually rate the Manager, followed by a group discussion to arrive at a final consensus rating for each measure.

- During the review session, the consultant (or one Member) can facilitate a group discussion on the divergent comments to help provide clarity and agreed upon direction for the Manager to pursue in the next review period. It is important that each Member's ratings, whether positive or negative, be backed up with specific comments and examples, so that the whole group understands the reasoning behind them as part of this discussion.

- If individual comments (those that do not necessarily represent the sentiments of the Council as a whole) are to be included in the final document that will be discussed with the Manager, the Council should decide in advance whether those comments will be anonymous or attributed to the individuals making them.

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Compensation Issues

Often, factors other than the performance evaluation form the basis of compensation decisions. These nonperformance considerations include:

1) The economic climate of the community and region
2) The general status of compensation decisions in the private sector of the community
3) The compensation decisions for other employees of the local government
4) A general review of the competitive position of the local government in the local government's market area
5) A comparative salary review. In summary, the performance evaluation of a Manager can provide input into compensation decisions by the Council. Ideally, but not typically, the communication value of an evaluation is best served by a periodic evaluation(i.e. quarterly or semi-annual) not directly tied to compensation.

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Summary-Keys to a Successful Review

Step.1 — Review & Discuss Evaluation Process

Review & discuss the performance instrument to be used, utilizing instruments that have proven to be successful elsewhere that include both Technical & Behavioral aspects

Step.2 — Summary of Accomplishments & Goals for Next Review

Manager to prepare list of accomplishments for entire review period, Self-Review & suggested Goals for subsequent review

Step.3 — Honest Completion of Review Instrument

Council to familiarize with Charter provisions and Policies re: Manager authority, review Manager's Summary, and be honest with grades and remarks, providing details about positives as well as areas requiring attention

Step.4 — Group Review of Results & Setting of Goals

Facilitated review session to discuss the results of the Review to ensure consensus and clear direction on desired actions and performance goals going forward

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Good Luck!

Questions & Comments

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SGR

"How Are We Doing?"

Evaluating the Performance of the

Chief Administrator

Margaret S. Carlson

icture a governing board meeting at a hectic time of year. Perhaps it is budget season and difficult funding decisions loom. Or the members are still recovering from stinging criticism over a hot community issue. Suddenly, someone says, "Hey, didn't we say last year that we were going to evaluate the manager around this time?" Other members groan inwardly as they envision yet another series of meetings and potential conflict with other board members. One member says, "Everything seems to be going OK. Let's just go ahead and decide on a salary increase now. Is an evaluation really that important?"

Yes.

Evaluating the performance of the chief administrative officer—whether the title is local government manager or health director or school superintendent or social services director—is critically important.

· In recent years, jurisdictions increasingly have recognized the importance of a useful performance evaluation system to the overall effectiveness of their organizations. They have taken steps to improve their methods of evaluating line workers, supervi-

> **Avoid the Pitfalls by Using a Systematic Evaluation Process**

sors, and department heads. But one important individual is frequently overlooked at performance evaluation time: the person who reports to the governing board. Governing boards have a responsibility to get on with that job. This article is designed to show how to evaluate a chief administrative officer who reports to a governing board, for simplicity called here the "manager."

Ironically, the reasons that a manager may not receive a regular performance evaluation are the very reasons that an evaluation can be helpful:

■ This individual is in a unique position in the organization.
■ He or she serves at the pleasure of the board.
■ He or she may frequently receive conflicting messages about priorities and direction from board members.

It is vital for managers to get regular, accurate feedback about whether they are meeting the expectations of the board, but it is unlikely that the organization will have a useful process in place for administrators to get that information in the absence of a well-conceived performance evaluation system.

Conducting an effective evaluation is hard work, but it doesn't have to be a bad experience for the board or the manager. With planning and a commitment to open lines of communication, chances are good that the experience will result in a new level of cooperation and understanding between manager and board and, ultimately, a more effective working relationship.

Common Pitfalls

Both the board and the manager may approach an evaluation with reluctance. Board members will be required to talk openly and honestly about the positive and negative aspects of a person's performance—a difficult task for many people. The manager must be able to receive this feedback in a nondefensive manner, even when it appears that the board is articu-

lating specific performance expectations for the first time, or that the board is focused on the manager's conduct in the most recent crisis, rather than his or her overall performance.

Here are some common problems that boards and managers encounter when they plan for and conduct performance evaluations:

■ The board evaluates the manager only when there are serious performance problems, or when all or some of the board members already have decided that they want to fire the manager.
■ The board realizes it is time to determine the manager's salary for the upcoming year, and it schedules a performance evaluation for the next meeting without discussing the format or process of the evaluation.
■ The discussion during the evaluation is unfocused, with board members disagreeing about *what* the manager was expected to accomplish as well as *whether* the manager met expectations.
■ The board excludes the manager from the evaluation discussion.

■ The board evaluates only the manager's interactions with and behavior toward *the board*, even though members recognize that this may represent a relatively small portion of the manager's responsibilities.
■ The board borrows an evaluation form from another jurisdiction or from a consultant without assuring that the form matches the needs of its own board and manager.

Most of these pitfalls can be avoided by planning and conducting a systematic process for evaluating the manager's performance. A thorough evaluation process, like the one suggested below, contains several essential components (see Figure 1).

A Suggested Evaluation Process

Planning the Evaluation.

1. Agree on the purpose(s) of the evaluation. Typically, boards identify one or more of the following goals when describing the purpose of an evaluation:

■ To give the manager feedback on his

Figure 1. Steps in Planning and Conducting an Evaluation Process

Planning the Evaluation.
1. Agree on the purpose(s) of the evaluation.
2. Agree on what the board expects of the manager.
3. Agree on the frequency and timing of the evaluation.
4. Agree on who will be involved.
5. Agree on an evaluation form to be used.

Conducting the Evaluation.
1. Have individual board members complete the evaluation form before the evaluation session.
2. Have the manager do a self-assessment.
3. Agree on a setting for the evaluation discussion.
4. Have the manager present during the evaluation.
5. Consider using a facilitator.
6. Allow sufficient time.
7. Include a portion during which the board evaluates its own performance.
8. Decide on the next steps, and critique the process.

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or her performance and to identify areas in which improvement may be needed.

- To clarify and strengthen the relationship between the manager and the board.
- To make a decision about the manager's salary for the upcoming year.

These goals are not incompatible, and it is possible to accomplish all of these tasks at once. However, it is essential that board members and the manager discuss and reach agreement on the purpose of the evaluation before deciding what the rest of the process will be. For example, a board member who thinks the main reason for doing an evaluation is to make a decision about compensation may think that a brief consultation among board members—minus the manager—is sufficient to ensure that no members have any major concerns about the manager's performance. This member also may ask for input from a personnel specialist who can provide information about managers' salaries in comparable jurisdictions. By contrast, a board member whose main interest is improving communication between the board and the manager may suggest a process that includes a conversation between the board and the manager, with the manager present throughout the evaluation.

A board might question whether the manager should be involved in planning the evaluation process, as the evaluation may be seen as the board's responsibility, with the manager as the recipient of the evaluation. Yet most boards want to conduct an evaluation that is helpful to the manager and provides guidance for his or her future actions. Because it can be difficult for the board to anticipate fully what the manager would—or would not—find useful in an evaluation, it is wise to consult with the manager early in the planning process.

For instance, the board may feel that the manager would be uncomfortable hearing board members talk about his or her performance at first hand and so

may design a process that "protects" the manager from hearing any negative feedback. Although the board's motives may be good, such a design may not meet the manager's needs if the manager actually wants to be part of the discussion, negative comments and all. Spending some time talking about the purpose of an evaluation at the beginning of the process will reduce the possibility of misunderstandings and conflicting priorities later on.

2. Agree on what the board expects of the manager. A job is essentially a set of expectations. It is possible to assess whether or not an individual holding that job has met expectations. But an evaluation can be useful only if an earlier discussion has taken place in which the board and manager have outlined expectations for the manager's performance. A board and manager may discuss expectations in conjunction with setting organizational goals for the upcoming year, perhaps as part of an annual retreat.

After setting goals, the board may specify objectives for the manager that define his or her role in meeting these goals. These objectives, then, are the board's expectations concerning the manager. For example, a city council may set a goal of working with agencies and community groups to reduce drug-related crimes in the city. The council may list one or more objectives for the manager related to this goal: identifying groups and agencies that already are working to reduce drug-related crime, forming a partnership that includes members of all relevant groups, or explaining new programs to the local media. If the manager needs clarification of the objectives or has some concerns about his or her ability to meet the board's expectations, these issues are best discussed at the time these objectives are set, rather than a year later, when the board wants to know why its expectations have not been met.

In addition to identifying *what* the board wants the manager to achieve, a board typically has an interest in *how*

the manager achieves these objectives; it expects the manager to have certain knowledge and to exhibit certain skills while performing his or her duties. Expectations about the manager's knowledge and skills also should be articulated by the board. The board may expect the manager, for example, to have oral and written presentation skills that enable him or her to present ideas clearly and concisely to diverse groups. It also may expect the manager to be able to allocate resources in a way that ensures equitable service delivery to citizens and to be able to delegate work effectively and evaluate the performance of his or her staff.

A board's expectations for the manager often represent a mix of general areas of knowledge and skills every manager should possess, as well as specific expectations based on the board's composition, the organization's history, or special features of the city or region. Therefore, it may be helpful for the board to use an existing list of managerial expectations as input for its discussion, then to customize these expectations to fit the needs of the jurisdiction. Many professional organizations—like ICMA—can supply such a list; or the board and manager may contact other communities in their area. Remember that a list of expectations for the manager that comes from a source outside the board is intended to *begin* a discussion of the board's expectations for the manager, not to *replace* this discussion.

3. Agree on the frequency and timing of the evaluation. The board and manager should agree on how often evaluations should be conducted (perhaps once a year) and adhere to that schedule. The timing of the evaluation also should be considered. For instance, the board may wish to have the evaluation cycle and budget cycle coincide and to make decisions about the manager's compensation at such a time. Or, it may choose to conduct the evaluation before the budget process gets under way if it feels that it would not be able to give its full attention to the evaluation during the

months leading up to the adoption of the budget.

The board should avoid scheduling the evaluation just before or after an election. If the evaluation is held too soon after an election, new members may not have had the time they need to gather information about and form a judgment of the manager's performance. Likewise, it is not a good idea to schedule an evaluation just before an election if a change in the composition of the board is expected.

4. Agree on who will be involved. All members of the board and the manager should participate in the evaluation (more about the manager's presence at the evaluation, below). The full board's participation is necessary because all members have relevant information about the manager's performance. In addition, during the planning process, the board and manager should consider whether there are other parties who have an important perspective on the manager's performance. A common problem is for the board to focus entirely on the manager's interactions with the board, even though the manager spends only a fraction of his or her time in direct contact with the board.

Although both the board and manager may feel that the perceptions of staff, citizens, and others are important, they may be concerned about how these perceptions will be collected and shared. It is not a good idea for board members to go directly to staff and to poll employees on their views of the managers' strengths and weaknesses. Such actions would put board members in an inappropriate administrative role and may put staff members—including the manager—in an uncomfortable position. Instead, the manager might hold "upward review sessions" with his·or her staff in order to receive feedback from subordinates and to report general themes that came out of these sessions as part of his or her self-assessment.

The goal is not to make the manager feel under attack; rather, it is to acknowl-

edge that many people may have relevant information about the manager's performance and that the board should not be expected to know everything about the manager's work. If the board and manager choose not to incorporate other sources of information in the evaluation, the board may want to consider omitting performance criteria that it feels unable to judge (such as the coaching and mentoring of subordinates).

5. Agree on an evaluation form to be used. Frequently, this is the first step that boards consider when planning an evaluation, and they find it to be a difficult task. However, if the board already has discussed and agreed on what it expects of the manager (see Step 2), agreeing on an evaluation form becomes much easier. It is simply a matter of translating expectations into performance criteria, making sure that the criteria are clear and measurable. For example, three expectations in the area of "knowledge and skills necessary for local government

management" may look like Figure 2.

Following each criterion on the evaluation form is a scale ranging from "does not meet expectations" to "exceeds expectations," with an option of marking "unable to rate." A board may choose to assign numbers to this scale (say, 1 through 5, with 1 corresponding to "does not meet expectations" and 5 corresponding to "exceeds expectations"). But a numerical rating system is less useful in an evaluation of the manager than it is in an organization-wide evaluation of all employees, where standardized comparisons may have some value. In fact, a potential problem with using a numerical rating system is that it is easy to focus on the number as the end in itself, rather than simply a shorthand way to express the evaluation. Thus, a board may discuss at length whether a manager's performance on a given dimension is a 3 or a 4, and perhaps conclude that it is a 3.5, without fully exploring what these numbers represent.

Samples of evaluation forms may be

Figure 2. Portion of Sample Evaluation Form

Presentation Skills. The ability to understand an audience and to present an idea clearly and concisely, in an engaging way, to a group whose interests, education, culture, ethnicity, age, etc., represent a broad spectrum of community interests and needs.

1	2	3	4	5	
Does Not Meet Expectations		Meets Expectations		Exceeds Expectations	Unable to Rate

Citizen Service. The ability to determine citizen needs, provide equitable service, allocate resources, deliver services or products, and evaluate results.

1	2	3	4	5	
Does Not Meet Expectations		Meets Expectations		Exceeds Expectations	Unable to Rate

Delegating. The ability to assign work, clarify expectations, and define how individual performance will be measured.

1	2	3	4	5	
Does Not Meet Expectations		Meets Expectations		Exceeds Expectations	Unable to Rate

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obtained from ICMA (contact Anthony Crowell by fax, 202/962-3500) and other professional organizations. Again, it is essential for boards and managers to tailor forms to meet their needs.

Conducting the Evaluation.

1. Have individual board members complete the evaluation form prior to the evaluation session. Setting aside some time for individual reflection is important preparation for the evaluation session. It reinforces the message that this is an important task, worthy of the board members' attention. Making individual assessments before beginning a group discussion also increases the likelihood that each member will form his or her own opinion without being influenced by the judgments or experiences of other members.

This is not meant to imply that board members cannot change their minds as a result of group discussion; on the contrary, members frequently change their views of a manager's performance as they hear the perspectives of other members and learn information that was not available to them when making their individual assessments.

2. Have the manager do a self-assessment. Inviting the manager to assess his or her own performance can add a helpful—and unique—perspective to the evaluation process. In most cases, the manager can simply complete the same evaluation form being used by the board. For the manager, the comparison of the self-assessment with the assessments of others provides an opportunity for insight into his or her own overestimation or underestimation of performance level as compared with the expectations of the board. For the board, hearing how the manager rates his or her own, performance (and, more important, how he or she arrived at that rating) can help members gain some insight into whether the board and manager are communicating effectively.

As an example, board members might rate the manager as not meeting expectations in a given area because a land use study has not been completed. Upon discussion with the manager, however, the board might learn that the study has been completed but not yet been presented to the board. This distinction would be important because it would suggest different areas for improvement. If the manager has not completed the study, the discussion might have focused on the importance of meeting deadlines. Instead, the group could develop strategies for improving communication so that board members will receive information in a timely manner.

3. Agree on a setting for the evaluation discussion. The evaluation should be conducted in a setting that is private and comfortable, free from interruptions, and considered neutral by all parties. These are the same characteristics a board may look for in a retreat setting when it meets to develop a long-range plan, discuss roles and responsibilities of new board members, and the like. The idea is to set aside a time and place to address a single topic, away from the pressure of a loaded agenda.

Boards frequently ask whether the manager's evaluation is defined as an open meeting. Because the board is considering the performance of the manager—a public employee—during an evaluation, such a meeting may be held in executive session. According to the North Carolina open-meetings statute, for instance, a public body may hold an executive session to "consider the qualifications, competence, performance, character, fitness, conditions of appointment, or conditions of initial employment of a public officer or employee."

4. Have the manager present during the evaluation. The above example, in which the board learns important information from the manager during the evaluation, illustrates the benefit of having the manager in the room, playing an active role in the evaluation. A manager present during the discussion can respond to questions from the board, ask questions, and provide relevant information.

Frequently, a board's first impulse is to exclude the manager from the evaluation session. Some members may be reluctant to share negative feedback in the manager's presence. Other members may fear that the evaluation will turn into an analysis of the manager's handling of a single incident, with the manager defending his or her actions. Still others may want to shield the manager from what they perceive to be unduly harsh criticism from a few board members. These are valid concerns.

However, many of the problems anticipated by the board stem from a lack of planning rather than from the manager's presence at the evaluation; consequently, many of these issues can be addressed in earlier phases of the planning process. For example, a good evaluation form will help ensure that the discussion focuses on job-related behaviors rather than personal traits and will look at the previous year's performance rather than that of the previous week.

Some boards choose to exclude the manager from the evaluation session and select one member to summarize the board's discussion for the manager after the evaluation has been completed. Appointing a "designated spokesperson" to communicate the board's evaluation to the manager is often frustrating for both parties. It is difficult for one person to summarize a complex discussion in an accurate and balanced way, and the spokesperson may end up overemphasizing some points and underemphasizing or eliminating others. To a manager who is seeking feedback and guidance, this one-way communication usually does not give a full picture of the board's perceptions; consequently, the manager may make future decisions that are not consistent with the board's expectations.

Even with a careful planning process, board members still may have concerns about sharing negative feedback with the manager. As described in the next section, a skilled facilitator frequently can diminish these concerns by helping

the group discuss these issues in a constructive way.

After the board has concluded its discussion of the manager's performance, it may wish to excuse the manager while it makes a decision about the manager's compensation. The manager presumably will receive any feedback and guidance from the board before the salary discussion, so his or her presence is not necessary at this point. However, the board should keep in mind that the actual setting of the manager's salary may not be covered under a personnel exception to an open-meetings law, and for this reason this determination should take place in an open session.

5. Consider using a facilitator. A performance evaluation is a complex task, particularly when an entire group is participating in the evaluation. Members may have different views of the manager's past performance or different expectations for the future. Board members also may be reluctant to share negative feedback, or they may be concerned that their feedback will be misinterpreted.

For all of these reasons, it often is helpful to use a facilitator when conducting the evaluation. A facilitator can help the group by monitoring the group's process, while leaving all members free to focus on the task of the evaluation. Facilitators often suggest that groups use a set of ground rules to help them accomplish their work more effectively.

The board might look to local business, civic, and academic leaders for recommendations for qualified facilitators; or it might contact the Institute of Government at the University of North Carolina at Chapel Hill, or the state's association of county commissioners, league of municipalities, school board association, or similar organizations for help in this area.

6. Allow sufficient time. A useful technique for the actual evaluation is a "round robin" format. Each member in turn expresses his or her judgment of the manager's performance on a given

criterion, and the entire group then discusses any differences among individuals' ratings, with the goal of reaching group consensus on the manager's performance in this area before progressing to the next performance criterion. Even with a small board that is in general agreement about the manager's performance, this is a time-consuming process. Therefore, setting aside a full day for the evaluation session is a good idea.

Although this may seem like a lot of time to devote to one issue, the consequences of failing to reach agreement on what the board expects of the manager can ultimately require far more time and energy. The group may wish to divide the evaluation session into two half-days, if that is more manageable (both in terms of scheduling and energy levels).

7. Include a portion in which the board evaluates its own performance. In theory, it is possible for a board to specify expectations for the manager and then to evaluate the degree to which a manager has met these expectations. In practice, however, meeting expectations is usually a two-way street, and it is helpful for a board to examine its own functioning and how it contributes to—or hinders— the manager's effectiveness. In one case, a board set a number of high-priority objectives for the manager to meet, after which individual board members brought new "high-priority" projects to the manager throughout the year. In this case, the board was partly responsible for the manager's failure to meet the expectations initially set by the board.

8. Decide on the next steps, and critique the process. The actual evaluation of the manager's (and the board's) performance may seem like the last step in the evaluation process, but there still are a number of decisions to be made before the next evaluation cycle can begin. The board may wish to have a separate session to make a decision about the manager's compensation. This is also a logical time to talk about expectations and goals for the coming year, and the board

may wish to set a date in the near future when it will set expectations and performance measures in preparation for the next evaluation.

An important final step: Before the evaluation is concluded, all members should assess the evaluation process itself. This self-critique helps the group look at its own process and learn from its experiences in working together. By reflecting on the task just completed, the group frequently identifies components of the process that worked well and aspects that could have been more effective. For example, it may decide that it did not clearly define the manager's role in reaching board goals before the evaluation and resolve to address this lack by a specified date.

A Process, Not an Event

As the steps described here illustrate, the evaluation of a chief administrative officer is a process, not an event. Careful planning and a commitment to communication between the board and the manager throughout the year will greatly facilitate the actual evaluation and increase the likelihood that it will be a valuable experience for all involved.

One last word: Don't let the fear that your board has not laid the proper groundwork prevent you from getting on with the job. You will probably see some things that you would like to change after the first evaluation (and the second, and the third . . .). That is what the self-critique is for. The important thing is to begin the process. Making the evaluation a regular part of the board's work is the best way to ensure its success. **PM**

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SAMPLE APPRAISAL OF PERFORMANCE[1]

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NAME: _____

EVALUATION PERIOD: _____

Rate Category I: 1= Exceptional; 2= Exceeds Expectations; 3= Meets Expectations; 4=Below Expectations.

I. MANAGEMENT and LEADERSHIP PRACTICES (20–40%) _____

A. Elected Body Relationships

Does not surprise board; all board members are informed of organization activities, progress, and problems on a regular basis.

Is receptive to board member ideas and suggestions

Makes sound recommendations for board action

Effectively implements policy decisions of the board

Facilitates the decision-making process for the board

Follows up on all problems and issues brought to his or her attention

Is nonpartisan; does not show favoritism

Accepts responsibility

B. Organizational

Leads a smooth-running and continuously improving organization

Proposes organizational goals and objectives prior to each fiscal year

Anticipates and plans well in advance

Is progressive in attitude and action

Follows through on set plans and deadlines

Emphasizes development and enhancement of the skills of all employees

Hires and retains competent staff members who know what is expected of them

Delegates effectively

Encourages high staff productivity and demands accountability

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[1] Adapted and used with permission from Gregory J. Bielawski, ICMA Senior Advisor and Illinois Range Rider, g_bielawski@hotmail.com

C. Community Relations

Is appropriately visible and active within the community

Understands and is knowledgeable about the needs of the community

Encourages and honestly considers community input

Requests feedback from the community on the performance of the organization

Provides programs and services that are up to community standards and expectations

D. Fiscal Performance

Prepares and presents a long-range financial plan, which is updated as circumstances dictate

Presents balanced annual budgets with programs and service levels clearly identified

Recognizes and manages the budget within fiscal constraints

Displays common sense and good judgment in business transactions

Seeks all available funding sources

Provides accurate and complete financial reports in a timely manner

E. Intergovernmental/Agency/Association Relationships

Participates in professional management and leadership organizations

Effectively collaborates, coordinates, and communicates with other communities, regional associations, and similar organizations

F. Communication

Responds to all requests for information in a timely and thorough manner

Speaks and writes clearly

Responds to correspondence, phone calls, and requests for information in a timely and thorough manner

Provides all necessary and required reports and records

Ensures that information of general interest is current and timely, that website is up-to-date, and that available technology is used effectively

Provides details about specific projects to those affected in a timely manner

G. Personal

Is ethical, honest, and of high integrity

Projects professional demeanor and respect in all interactions

Is cordial and approachable

Explain and support your rating—whether 1, 2, 3, or 4—and support it with specific examples

II. GOAL/TARGET ACHIEVEMENT (60–80%) _____

Rate Category II: 1= Exceptional; 2= Exceeds Expectations; 3= Meets Expectations; 4=Below Expectations.

(Place the letter or number of each goal/target for the year on the appropriate line below).

___Achieved

___Partially achieved

___Not achieved

Comments:

III. SUGGESTED GOALS/TARGETS FOR UPCOMING YEAR

A.

B.

C.

IV. WHAT SHOULD THE MANAGER START DOING, STOP DOING, AND CONTINUE DOING?

OVERALL EVALUATION:_____

Board Member Name_____   Date_____

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Questions to Answer When Doing Your Appraisal

1) What impressed you the most favorably about _____'s performance this past year?

2) In what areas has _____ shown exceptional performance?

3) What's your major area(s) of concern regarding _____'s performance this past year?

4) What specific recommendations/expectations do you have for _____ to improve performance?

5) What should be _____'s top three goals/targets for the next year?

TOWN ATTORNEY
PERFORMANCE EVALUATION

Evaluation Period: _____ to _____

_____
Council Member's Name

Each member of the Town Council should complete this evaluation form, sign it in the space below, and return it to the Mayor's Office.

The deadline for submitting this performance evaluation is _____.
Evaluations will be summarized and included on the agenda for discussion at a meeting of the Council on _____.

<div style="text-align: right;">

_____
Council Member's Signature

_____
Date

_____
Mayor's Signature

_____
Date

_____
Town Attorney

_____
Date

</div>

INSTRUCTIONS

This evaluation form contains six (6) 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 Town 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 do not meet the performance standard)
1	=	Poor (Rarely meets the performance standard)

Note: 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.

Initials: _____

PERFORMANCE CATEGORY SCORING

1. LEGAL CONSULTATION

_____ Has legal advice provided by the Town Attorney proven to be accurate and technically correct?

_____ Does Town Attorney provide best and honest recommendations given existing legal issues and ramifications?

_____ Does Town Attorney possess and provide an efficient and effective knowledge of the Town's Municipal Code and regulations?

_____ Does Town Attorney possess and provide an efficient and effective knowledge of other government regulations and case law regarding municipal government and issues facing the Town?

_____ Does advice provided by the Town Attorney regularly take into account and balance the overall goals and objectives of the Town?

_____ Does Town Attorney regularly provide the scope of legal expertise to meet the City's needs on issues that arise, either from himself within his firm or other available resources?

_____ Does Town Attorney proactively identify potential issues when he is aware of them to avoid problems from occurring?

_____ Is Town Attorney able to maintain the Town Council's and staff's confidence while informing them of the different legal risks that proposed actions might generate?

Comments: _____

_____

_____

Add the values above and enter the subtotal _____ ÷ 8 = _____ Score for this category

Initials: _____

2. LEGAL REPRESENTATION

_____ Does the Town Attorney aggressively represent the interests of the Town as direction by the Town Council.

_____ Is the Town Attorney's approach effective in achieving the best possible legal outcomes for the Town's interests given the issues that arise?

_____ Does the Town Attorney represent the Town in a professional and ethical manner?

_____ Is the Town Attorney impartial and objective in the duties and responsibilities?

_____ Are the Town Attorney's estimates of legal impacts reasonably accurate on a regular basis?

Comments: _____

_____

_____

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

3. STAFF WORK

_____ Does the Town Attorney prepare ordinances, resolutions, contracts and other legal work accurately and consistent with the direction and objectives communicated by the Town Council, Town Manager and/or department directors?

_____ Does the Town Attorney maintain good working relationships and serve as an effective member of the management team?

_____ Do the Town Attorneys accurately identify and address all legal issues within documents and items that they review?

_____ Are staff and the Town Council advised of key changes in municipal law as it pertains to the Town's activities?

_____ Does the Town Attorney display a positive attitude in carrying out the responsibilities and responding to requests?

_____ Has the Town Attorney been successful in accomplishing objectives previously established?

Comments: _____

_____

_____

Add the values above and enter the subtotal _____ ÷ 6 = _____ Score for this category

Initials: _____

4. COST/FISCAL ACCOUNTABILITY AND CONTROL

_____ Are regular legal activities achieved within budgetary goals and limits?

_____ Has the Town Attorney been effective in minimizing legal costs by limiting tasks to those regarding legal issues and utilizing Town in-house staff when possible to perform administrative and other functions?

_____ Are standard forms developed and used where possible to minimize preparation of legal documentation?

_____ Are legal tasks performed with appropriate authorization according to established procedures and contract requirements?

_____ Do invoices accurately identify tasks and expenses in sufficient detail to provide accountability and cost control?

_____ Does the Town Attorney display the ability and knowledge to research issues in a minimum amount of time?

_____ Have legal costs been effectively managed and controlled given the issues, assignments and requests made to the Town Attorney?

Comments: _____

_____

_____

Add the values above and enter the subtotal _____ ÷ 7 = _____ Score for this category

5. RESPONSVIENESS/TIMELINESS OF ACTIONS

      ____   Are requested legal work and assignments completed in a timely manner within established time frames?

      ____   Is the Town Attorney accessible when needed to respond to requests for legal information and assistance?

      ____   Are legal review and requests for information completed in time to avoid delays to Town projects, programs and other tasks?

      ____   Does the Town Attorney follow up effectively to requests that are made?

      ____   Does the Town Attorney accurately interpret and clarify Town Council and Town Manager direction?

Comments: _____

_____

_____

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

6. COMMUNICATIONS

      ____   Does the Town Attorney communicate effectively with the Town Council, staff and the community?

      ____   Are answers provided in a timely and in an understandable manner?

      ____   Are timelines for follow up to requests clearly communicated?

      ____   Does the Town Attorney maintain confidentiality with regard to all matters discussed with the Mayor, Town Council Members and/or Town Manager and Staff?

      ____   Does the Town Attorney effectively report to the Town Council and/or Town Manager communications by project attorneys of a substantive nature regarding significant or sensitive matters?

Comments: _____

_____

_____

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

NARRATIVE EVALUATION

What would you identify as the Town Attorney'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? _____

_____

_____

_____

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_____

What other comments do you have for the Town Attorney? _____

_____

_____

_____

_____

_____

Initials: _____

TOWN CLERK
PERFORMANCE EVALUATION

Evaluation Period: _____ to _____ .

_____
Council Member's Name

Each member of the Town Council should complete this evaluation form, sign it in the space below and return it to the Mayor's Office.

The deadline for submitting this performance evaluation is _____
Evaluations will be summarized and included on the agenda for discussion at a meeting of the Council on _____ .

_____
Council Member's Signature

_____
Date

_____
Mayor's Signature

_____
Date

_____
Town Clerk Signature

_____
Date

<u>INSTRUCTIONS</u>

This evaluation form contains twelve (12) 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 Charter employee'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 do not meet the standard)
1 = Poor (Rarely meets the performance standard)

Note: 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 town manager as part of the agenda for the meeting indicated on the cover page.

PERFORMANCE CATEGORY SCORING

1. TOWN COUNCIL SUPPORT

_____ Town Clerk understands the intentions and needs of the Town Council.
_____ Town Clerk treats the Mayor and each Councilmember in a fair and impartial manner.
_____ Town Clerk promptly handles all requests made to her by the Town Council.
_____ Town Clerk keeps the Town Council informed on a timely basis.
_____ Town Clerk provides information to members of the Town Council which may be of interest to them.
_____ Town Clerk follows through with established procedures following Council meetings.
_____ Town Clerk coordinates appointments made by the Council to all advisory boards and prepares necessary appointment(s) documentation.

Initials: _____

Comments: _____

_____

_____

Add the values above and enter the subtotal _____ ÷ 7 = _____ Score for this category

2. COMMUNICATIONS

_____ Town Clerk works with the Town Council as a body and individually as a body.
_____ Town Clerk maintains effective working relationships with other Charter Officers.
_____ Town Clerk maintains effective working relationships with other town department and staff.
_____ Town Clerk maintains a continuing interest in and working knowledge of town policies and programs so that inquiries can be readily answered.

Comments: _____

_____

_____

Add the values above and enter the subtotal _____ ÷ 4 = _____ Score for this category

3. PUBLIC RECORDS

_____ Town Clerk ensures open access to town public records.
_____ Town Clerk makes certain that public records requests are handled appropriately.
_____ Town Clerk understands and implements applicable laws town-wide.
_____ Town Clerk provides training to town staff where applicable.

Comments: _____

_____

_____

Add the values above and enter the subtotal _____ ÷ 4 = _____ Score for this category

Initials: _____

4. RECORDS MANAGEMENT

_____ Town Clerk is familiar with Florida Statutes in terms of records management procedures.

_____ Town Clerk provides town staff with training on records management as applicable.

_____ Town Clerk works with information services on technological processes so that the town's records management program proceeds accordingly.

_____ Town Clerk makes sure that any available technology to assess and retrieve town documents is available.

Comments: _____

_____

_____

Add the values above and enter the subtotal _____ ÷ 4 = _____ Score for this category

5. ELECTIONS

_____ The Town Clerk is a competent municipal elections official.

_____ The Town Clerk has a working understanding of Florida Statutes, Miami-Dade County's Charter, and the town's charter as it relates to elections.

_____ The Town Clerk assists appropriately from first contact with candidates until the end of the election cycle.

Comments: _____

_____

_____

Add the values above and enter the subtotal _____ ÷ 3 = _____ Score for this category

6. TOWN COMMISSION AGENDA/MINUTES

_____ Town Clerk completes the Town Manager's agenda posting process in accordance with Town Council policy (if other department staff has provided their work products on time to the office of the Town Clerk.

_____ Town Clerk posts notices for the Town Council as applicable.

_____ Town Council minutes are provided to the Town Council for approval within a reasonable time period.

_____ Town Clerk provides accurate minutes to the Town Council.

Comments: _____

_____

_____

Add the values above and enter the subtotal _____ ÷ 4 = _____ Score for this category

7. FISCAL MANAGEMENT

_____ Town Clerk works within the parameters of her approved budget.

_____ Town Clerk is effective in conserving budgetary resources.

Comments: _____

_____

_____

Add the values above and enter the subtotal _____ ÷ 2 = _____ Score for this category

8. BOARDS/COMMITTEES

_____ Boards/committees are staffed appropriately and all related business is handled in a timely manner.

_____ Board and committee agendas are provided to the applicable boards and committees within five to ten days of an applicable meeting (if other departmental liaisons have

Initials: _____

provided their work products in time to the Office of the Town Clerk).

_____ Board and committee minutes are provided to the applicable advisory board and committees for approval within a reasonable time period and to the Office of the Town Clerk for preservation.

Comments: _____

_____

_____

Add the values above and enter the subtotal _____ ÷ 3 = _____ Score for this category

9. MANAGEMENT OF EMPLOYEES

_____ Town Clerk ensures that her staff exhibits excellent customer service skills.

_____ Town Clerk provides opportunities for professional training and development of skills.

_____ Town Clerk offers appreciation to staff when warranted.

Comments: _____

_____

_____

Add the values above and enter the subtotal _____ ÷ 3 = _____ Score for this category

10. COMMUNITY RELATIONS

_____ Town Clerk assists the public when applicable and listens to concerns and needs, responding in a positive manner.

_____ Town Clerk provides excellent customer service to the general public.

Comments: _____

_____

_____

Initials: _____

Add the values above and enter the subtotal _____ ÷ 2 = _____ Score for this category

11. PROFESSIONAL SKILLS

_____ Town Clerk exhibits professional demeanor.
_____ Town Clerk represents her department well.
_____ Town Clerk maintains a Certified Municipal Clerk Certification.

Comments: _____

_____

_____

Add the values above and enter the subtotal _____ ÷ 3 = _____ Score for this category

12. PERSONAL TRAITS

_____ Fair and impartial.
_____ Detailed-oriented.
_____ Strives for excellence.
_____ Responsive.
_____ Has a "can-do" attitude.
_____ Dedicated.

Comments: _____

_____

_____

Add the values above and enter the subtotal _____ ÷ 6 = _____ Score for this category

Initials: _____

NARRATIVE EVALUATION

What would you identify as the Town Clerk's strength(s) expressed in terms of the principle results achieved during the rating period? _____

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

_____

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

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What other comments do you have for the Town Clerk? _____

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Initials: _____

City Clerk Performance Evaluation

City of

Evaluation period: _____ to _____

_____
Council Member's Name

Each Council Member should complete this evaluation form, sign it in the space below, and return it to the Director of the Human Resources Department. The deadline for submitting this performance evaluation is five business days prior to the City Clerk's posted evaluation. Evaluations will be summarized by Human Resources staff and provided to the Mayor and Council Members for discussion during Executive Session on _____.

_____
Council Member's Signature

_____
Date Submitted

INSTRUCTIONS

This evaluation form includes two parts: A quantitative score sheet, covering multiple categories of performance criteria; and a narrative comments section. A summary of the score sheet results and all narrative comments will be distributed to all Council Members in executive session, and will be used as a basis for Council discussion of the City Clerk's performance.

Score sheet. Each of the categories contains multiple statements that describe a behavior standard in that category. For each statement, rate the City Clerk's performance along the following scale.

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)

If you do not have enough information to rate the City Clerk on a particular characteristic, leave it blank. Blanks will not be included in the numerical scoring, but the number of blanks for that characteristic will be recorded.

Narrative comments. At the end of the form you will have an opportunity to respond to specific questions, and to provide any other comments you believe appropriate and pertinent to the City Clerk's evaluation. Please write legibly or attach a printed Word document.

Please leave all pages of this evaluation form attached. Initial each page, including any printed sheets you attached. Sign and date the cover page. All evaluations submitted prior to the deadline will be included in the summary prepared for Council discussion.

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
_____Exhibits composure and attitude appropriate for the position

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

3. CITY CLERK FUNCTIONS

_____Supports the actions of the governing body after a decision has been reached, both
        inside and outside the organization

_____Helps the Council address future needs and develop adequate plans to address long term
        trends

_____Attends all regular and special meetings of City Council and successfully provides
        accurate official minutes of the proceedings.

_____Manages municipal elections, and exhibits knowledge of principles and practices of
        municipal code and pertinent election law.

_____Ability to meet and serve the public with tact and creditability.

4. REPORTING & RECORDS

_____Provides regular information and reports to the governing body concerning matters of
        importance to the local government, using the City Charter as a 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

_____Effectively manages records and indexing of records for public use.

_____Produces and handles reports in a way to convey the message that affairs of the
        organization are open to public scrutiny

5. FISCAL MANAGEMENT

_____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 department

6. STAFFING & SUPERVISION

_____Manages staff effectively

_____Encourages teamwork, innovation, and effective problem-solving among staff members

_____Instills confidence and promotes initiative in subordinates through supportive rather
than restrictive controls for their programs while still monitoring operations at the staff
level

_____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

_____Promotes training and development opportunities at all levels of the organization

<div align="center">

NARRATIVE EVALUATION

</div>

What would you identify as the City Clerk's strengths, expressed in terms of the principal results achieved during the rating period?

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What performance areas would you identify as most critical for improvement?

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What suggestions or assistance can you offer the City Clerk to improve performance?

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What other comments do you have for the City Clerk (for example, about priorities, expectations, goals, or specific objectives for the next year)?

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