

Partnering with Local
Governments to Recruit,
Assess and Develop
Innovative, Collaborative,
Authentic Leaders

Evaluating the City Manager Best Management Practices

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Doug Thomas
Senior Vice President
Strategic Government Resources



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.



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.)

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

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.

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.

Manager Accomplishments Examples



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.

Manager Accomplishments Examples



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 year's 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.



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.

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 of 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.

- 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.

- 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.

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).



- 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 COPDOTS 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.

- 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 gauge 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.

Rating Example

LEADERSHIP AND MANAGEMENT

PLANNING - Ability to anticipate and analyze problems; maps effective solutions.
(Unacceptable) (Poor) (D B M Acceptable) (S Good) (K A Excellent)

Comment:

ORGANIZING - Ability to arrange work efficiently and apply resources.
(Unacceptable) (D Poor) (B S M Acceptable) (K A 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. Poulso 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

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SUPERVISION - Builds and motivates a team, provides direction, monitors and adjusts performance as necessary.

(Unacceptable) (Poor) (B M Acceptable) (D K A 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 B S M Acceptable) (K A 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 M Poor) (B Acceptable) (A S Good) (K 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.

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I

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 M Poor) (B Acceptable) (K 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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Rating Example

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.

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	Improved D
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

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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 LeMag 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 Police 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.

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- 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 in 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 its 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 it 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 ~~LeMan~~ 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.

I 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

Rating Example

City of Lakeland
City Manager Performance Review

Reviewer: _____
Date: _____

Performance Dimension	Score	Supporting Comments
Evaluate each performance dimension from 1 to 5 using the scale below. Add supporting comments when appropriate.		
I. Fiscal Management		
<ul style="list-style-type: none"> Thorough and effective preparation/management of the budget Timely updates of City Commission regarding financial conditions Assists the Board in establishing long-term goals 		
II. Supervision and Leadership		
<ul style="list-style-type: none"> Creates appropriate courses of action & achieves goals set by CC Effective at setting vision and tone for labor relations Plans & organizes responses to requests/complaints/concerns Directs/develops effective team of staff members, encouraging decision-making, instilling confidence, & emphasizing support 		
III. Management of the Assets		
<ul style="list-style-type: none"> City facilities are well-maintained and attractive Infrastructure properly maintained and expanded or Financial assets properly safeguarded and their value maximized 		
IV. Policy and Planning		
<ul style="list-style-type: none"> Effectively assists Commission in establishing long-range goals Anticipates future needs & positions the org. to meet those needs Provides unbiased advice/alternatives to facilitate decision-making 		
V. Community Relations		
<ul style="list-style-type: none"> Maintains City's image for service & professionalism Maintains a liaison with private, non-governmental agencies, groups, and organizations involved in areas relating to the City Inspires attitude of helpfulness, courtesy & sensitivity among staff 		
VI. Communications		
<ul style="list-style-type: none"> Verbal: conducted in open, responsive and courteous manner Written: understandable, succinct, and audience-appropriate Facilitates flow of information to the various constituencies Timely, forthright, and encourages two-way feedback 		
VII. Intergovernmental Relations		
<ul style="list-style-type: none"> Maintains positive relationships with other governmental units Motivated to learn who, what & where of other government units 		
VIII. Relationships with City Commissioners		
<ul style="list-style-type: none"> Prompt and proper response to requests Assists in resolving problems at the administrative level to avoid unnecessary action from the City Commission Informs the Commission of administrative developments 		
IX. Management Style		
<ul style="list-style-type: none"> Sound judgment (rational, reflects the known facts) Creative (proactive, instigates, out-of-the-box thinking) Decisive (thorough, timely, strategic perspective, etc.) Impartial/open (objective, unbiased, encourages collaboration) 		
Performance Evaluation Scale		
1 = Immediate Improvement	2 = Below Average	3 = Average Performance
4 = Meets Expectations	5 = Exceeds Expectations	

City Manager Performance Review – November 2011

2

I. FISCAL MANAGEMENT [4.64]

What I like: Doug has my full trust and confidence. He has a handle on the budget and a great grasp on the financial and fiscal condition of the City's operations. Excellent [job] in very tough times. Much smoother this year than last year. It (the budget workshops) worked, it was arduous, but it worked. The end result was that we understood: 1) the appropriation process/priorities, and 2) what had been done to achieve the budget projections. The City staff buy-in on the new budget. The budget workshop efforts were very good. I applaud Doug for what he has accomplished. Doug has done an exceptional job of managing under the pressures of the current times. He has positioned the City to operate efficiently with a knowledgeable team. [Doug] does a good job managing fiscal resources. Reserves are at 18.5%, which is more than the 7.5% [required] by ordinance. I am glad that [Doug] took my advice on the budget workshops. [Doug did a] masterful job in a very difficult environment. Preparation, presentation and engagement during the budget process was the best I have experienced.

What I would like to see more of: [I] would like to see [a presentation of] all of the reserves amounts in ALL departments/areas each year. There is an opportunity to better engage the business and community leaders in understanding the fundamentals of the city's financial picture, how it impacts future service delivery, quality of life and the choices the community will need to make.

What I would like to see done differently: I do not have much faith in Lakeland Electric's finances. I will hold the City Manager responsible.

City Manager Performance Review – November 2011

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II. SUPERVISION & LEADERSHIP [3.94]

What I like: When I read all of the accomplishments [from the] past year, I know why we were all exhausted. It was amazing what was accomplished – my hat is off to Doug and all of his staff. [Doug's] sustained effort, year-round, requires incredible skills. Doug's hiring decisions – new police chief, airport director I have seen a responsive style cautiously gathers information before responding. [Doug made a] great selection on LPD's new police chief. Doug leads through the use of quantifiable data such as the KSIs. I have come to appreciate his leadership style. Overall [Doug's] performance in this area is solid.

What I would like to see more of: Labor negotiations must produce equitable results for both union and non-union employees – the efforts/results must be more clearly communicated to the City Commissioners and all of the stakeholders. Succession planning is still an issue – e.g., Lakeland Electric's Director position – I have heard nothing about it. Need to fill leadership positions at LE and ACM more quickly. Occasionally it would help if Doug responded more quickly to requests regarding major issues. Examples include: workshop with the Pension Board, workshop on local purchasing preferences. Increase delegation by priority. More MBWA (management by walking around), building rapport with his (the City's) staff. Too many departments are still operating in a reactive mode. Doug will need to help his lower performing departments close the gap on the difference in their customer service focus relative to the higher performing departments. We can be nice even if the answer is "no" or "not the way it was requested". Additionally, we must improve the realization throughout the entire organization that our stakeholders, taxpayers and customers have very high expectations and they are observing how we all handle that trust and responsibility more than ever before.

What I would like to see done differently: It's based on second-hand information, but Doug needs to do less micromanaging. Labor relations are still rocky – I am holding the City Manager fully responsible for the delays on negotiating from here on out. The City Manager sets the tone on getting the job done and [the results] being acceptable to both parties.

Example

City Manager Performance Review – November 2011

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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.

City Manager Performance Review – November 2011

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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	Selva	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.

Rating Example

I. SAMPLE APPRAISAL OF PERFORMANCE¹
NAME: _____
EVALUATION PERIOD: _____

Rate Category 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 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 GOAL/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

3

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 all members of the Council participate in the process, both by individually completing the rating instrument and 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.

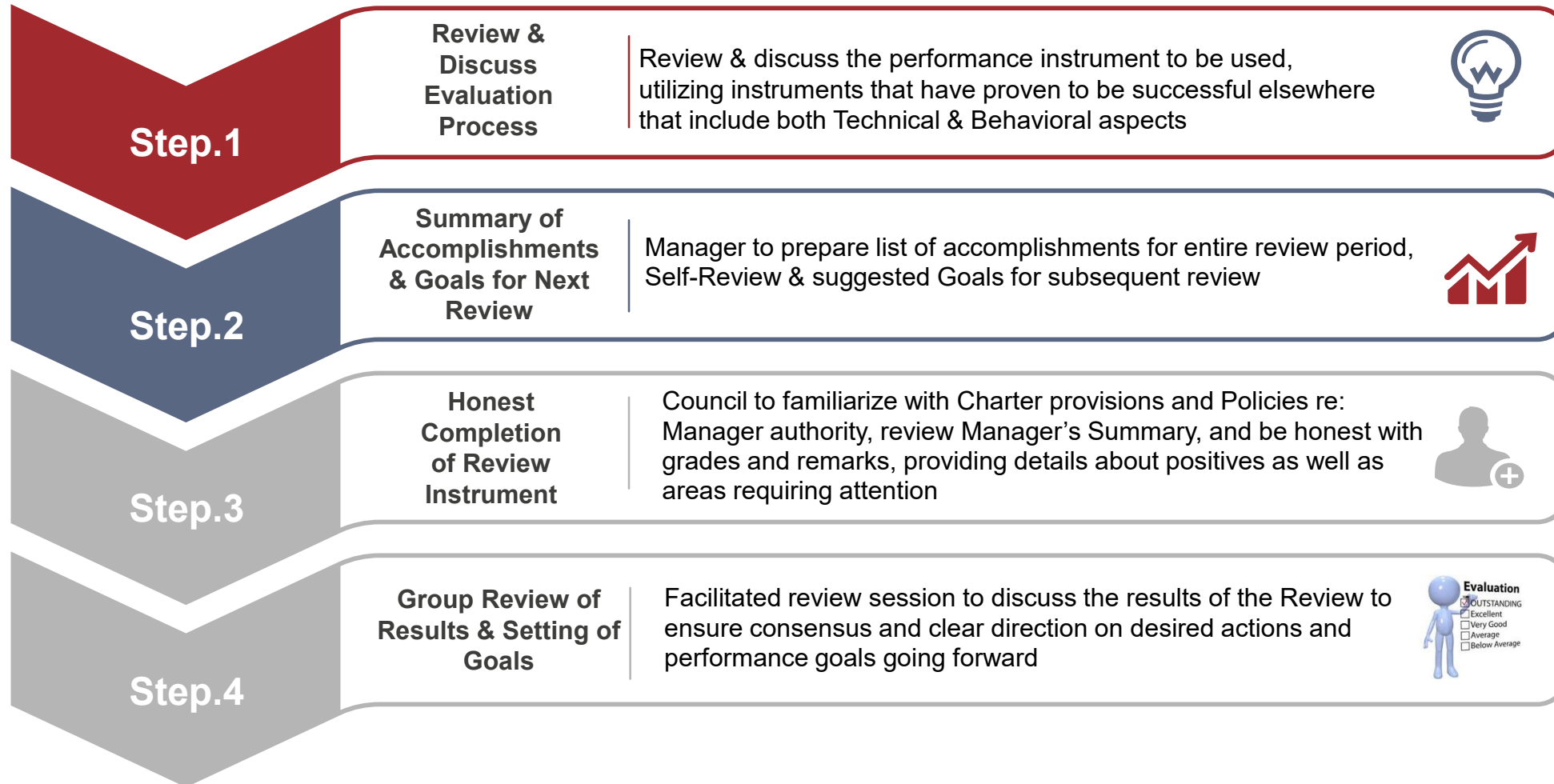


Compensation Issues

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.

Summary-Keys to a Successful Review



Good Luck!



Partnering with Local
Governments to Recruit,
Assess and Develop
Innovative, Collaborative,
Authentic Leaders

Questions & Comments

For More Information:

Doug Thomas
Senior Vice President
Strategic Government Resources
(863) 860-9314

DouglasThomas@GovernmentResource.com

