

L07: Hiring and Evaluating the CEO- What Councils and Managers Need to Know

City Manager Performance Evaluation Examples

Trainers:

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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? _____

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

City of Ojai

CITY MANAGER PERFORMANCE EVALUATION PROCEDURE

Purpose of Evaluation

The purpose of the performance evaluation process to be conducted by and between the City Council and City Manager are:

1. To strengthen the relationship between the Council and City Manager.
2. To provide a mechanism for regular evaluation.
3. To identify performance objectives for the City Manager
4. To provide feedback to the Manager and identify areas where improvements may be needed.

Frequency

The Council will evaluate the City Manager at least annually. The schedule for the evaluation will be established jointly by the City Council and City Manager.

Evaluation Procedure

The evaluation procedure remains at the will and direction of the City Council and may be modified at any time. In general, the evaluation process will include the following steps.

1. The City Manager will inform the Mayor when the time for an annual evaluation has occurred.
2. The Mayor will ask Council Members to complete the evaluation form prior to an evaluation session.
3. The Mayor may ask the City Manager to complete a self-assessment, including a report on various city operations, issues and matters pertinent to the governance and management of the organization.
4. The Mayor and Council will meet in closed session to discuss the Manager's performance and to assimilate the individual performance evaluations.
5. The Council will conduct a closed session evaluation with the City Manager (and all Council Members) to discuss the Manager's performance, future performance goals and objectives for the Manager, as well as the self-assessment and report prepared by the Manager.
6. If warranted, authorize the implementation of a merit increase in accordance with the City's Personnel Rules and Regulations and the Employment Agreement with the City Manager.
7. Direct that the performance evaluation and any subsequent actions be placed in the City Manager's employee personnel file.

Directions for Completing Form

If the individual completing the form wants to hand write responses and comments, the form can be printed in its "blank" state and completed by hand. If desired, this form can be completed by computer. Use the TAB key to move between form fields, click mouse or strike "x" key to mark boxes. Type any comments.

City of Ojai

CITY MANAGER PERFORMANCE EVALUATION

City Manager:

Date

Evaluation Period From:

To:

Submitted by:

The following pages define significant areas of responsibility for the City Manager position. In each section, examples of performance and responsibility are articulated to better explain each subject heading. Please rate the Manager's performance based on the following categories:

Rating	Performance	Definition
6	Outstanding Far exceeds all expectations	Generally applies to the top 1% of <u>all</u> employees in the workplace. This person's overall skills and abilities far exceed all expectations of the position. Demonstrated strong expertise within key areas of responsibilities. Consistently outstanding results beyond scope of the performance plan over entire period. Anticipates management's needs and executes plans flawlessly
5	Excellent Exceeds all expectations	Generally applies to the top 5-10% of <u>all</u> employees in the workplace. This person's overall skills and abilities greatly exceed the expectations of the position. Demonstrated strong expertise within key areas of responsibilities. Occasionally receives outstanding results beyond scope of the performance plan in some key areas of responsibility over entire performance period.
4	Very Good Meets all expectations	Generally applies to the next 20-25% of employees. Occasionally exceeds performance expectations of the position. Performed the most difficult parts of the job competently and thoroughly. Contributed significant results on their own initiative. Worked with a high level of independence, initiative and concern for the quality of the work or service produced by the organization
3	Good Meets all expectations	Generally applies to 40-50% of employees. Met <u>all</u> expectations of the position, and is competent in the performance of responsibilities.
2	Fair Meets most expectations	Generally applies to 20% of employees. Often failed to meet performance expectations of the position. Performance was generally adequate, but is deficient in one or more key areas, and will require additional training or assistance to fully achieve expectations.
1	Poor Fails to meet most expectations	Generally applies to the bottom 4% of employees. Performance was well below expectations in most areas of responsibility. Serious performance deficiencies that inhibit adequate performance in the position. Employee should be evaluated for continuation of current position, demotion or termination of employment.
0	Unsatisfactory Fails to meet all expectations	Generally applies to the bottom 1% of employees. Performance was well below expectations in all areas of responsibility. Serious performance deficiencies that prohibit adequate performance in the position. Employee should be evaluated for continuation of current position, demotion or termination of employment.

I. **MANAGEMENT OF THE ORGANIZATION:** Effectively runs the operations of the organization. Creates a collaborative, team building, environment for staff. Recognizes the accomplishments of staff and other agencies working on behalf of the City. Supports professional growth and opportunity within the organization. Accepts full accountability for staff and the outcome of City projects or decisions. Identifies organizational problems and takes remedial action.

- | | | | | | |
|--------------------------|---------------------------|--------------------------|----------------------|--------------------------|----------------------|
| <input type="checkbox"/> | 6 – Outstanding | <input type="checkbox"/> | 5 – Excellent | <input type="checkbox"/> | 4 - Very Good |
| <input type="checkbox"/> | 3 – Good | <input type="checkbox"/> | 2 – Fair | <input type="checkbox"/> | 1 - Poor |
| <input type="checkbox"/> | 0 - Unsatisfactory | | | | |

Comments:

II. **EXECUTION OF POLICY:** Understands and complies with policies and procedures governing the City. Implements City policy, fairly and consistently, based upon Council decisions, goals, and applicable laws and regulations. Works toward accomplishing identified Council goals. Presents matters in a factual, analytical way. Coordinates Council policy decisions to staff, departments, other organizations and the community.

- | | | | | | |
|--------------------------|---------------------------|--------------------------|----------------------|--------------------------|----------------------|
| <input type="checkbox"/> | 6 – Outstanding | <input type="checkbox"/> | 5 – Excellent | <input type="checkbox"/> | 4 - Very Good |
| <input type="checkbox"/> | 3 – Good | <input type="checkbox"/> | 2 – Fair | <input type="checkbox"/> | 1 - Poor |
| <input type="checkbox"/> | 0 - Unsatisfactory | | | | |

Comments:

III. **FINANCIAL MANAGEMENT:** Properly prepares and manages the budget. Demonstrates ingenuity and creativity in approaching budgetary matters, including long-range revenues and expenditures for the organization.

- | | | | | | |
|--------------------------|---------------------------|--------------------------|----------------------|--------------------------|----------------------|
| <input type="checkbox"/> | 6 – Outstanding | <input type="checkbox"/> | 5 – Excellent | <input type="checkbox"/> | 4 - Very Good |
| <input type="checkbox"/> | 3 – Good | <input type="checkbox"/> | 2 – Fair | <input type="checkbox"/> | 1 - Poor |
| <input type="checkbox"/> | 0 - Unsatisfactory | | | | |

Comments:

IV. **RELATIONS WITH THE COUNCIL:** Provides regular updates to the Council, keeping them informed about current and critical issues. Makes an effort to be accessible to Council Members. Handles issues that are brought by the Council in a consistent and timely manner. Maintains an honest, truthful and professional relationship with each Councilmember. Keeps a positive attitude and approach to new ideas, issues and complaints raised by Council Members.

- | | | | | | |
|--------------------------|---------------------------|--------------------------|----------------------|--------------------------|----------------------|
| <input type="checkbox"/> | 6 – Outstanding | <input type="checkbox"/> | 5 – Excellent | <input type="checkbox"/> | 4 - Very Good |
| <input type="checkbox"/> | 3 – Good | <input type="checkbox"/> | 2 – Fair | <input type="checkbox"/> | 1 - Poor |
| <input type="checkbox"/> | 0 - Unsatisfactory | | | | |

Comments:

V. **COMMUNITY RELATIONS:** Makes an effort to understand general community issues and concerns. Remains involved and active in the community. Represents the City well and in a professional and positive manner. Works proactively with the media and press. Works effectively with community organizations including the Chamber of Commerce, County of Ventura, School District and other agencies. Educates the community on City goals and services.

- | | | | | | |
|--------------------------|---------------------------|--------------------------|----------------------|--------------------------|----------------------|
| <input type="checkbox"/> | 6 – Outstanding | <input type="checkbox"/> | 5 – Excellent | <input type="checkbox"/> | 4 - Very Good |
| <input type="checkbox"/> | 3 – Good | <input type="checkbox"/> | 2 – Fair | <input type="checkbox"/> | 1 - Poor |
| <input type="checkbox"/> | 0 - Unsatisfactory | | | | |

Comments:

VI. **COMMUNICATIONS:** Insures that Council Members receive important information in a timely and effective manner. Presents the Council and community with clear and accurate written reports and correspondence. Responds to correspondence, requests, and complaints, quickly and appropriately. Facilitates open two-way communication and encourages mutual honesty and respect with the community, Council and staff.

- | | | | | | |
|--------------------------|---------------------------|--------------------------|----------------------|--------------------------|----------------------|
| <input type="checkbox"/> | 6 – Outstanding | <input type="checkbox"/> | 5 – Excellent | <input type="checkbox"/> | 4 - Very Good |
| <input type="checkbox"/> | 3 – Good | <input type="checkbox"/> | 2 – Fair | <input type="checkbox"/> | 1 - Poor |
| <input type="checkbox"/> | 0 - Unsatisfactory | | | | |

Comments:

VII. **LEADERSHIP:** Provides the Council and the organization with real solutions and creative alternatives to issues and problems. Anticipates and responds to issues. Assures that council decisions are thought out, objective, consistent with past practices and are legal and ethical. Makes use of sound administrative practices. Leads the organization through effective management of people and tasks.

- | | | | | | |
|--------------------------|---------------------------|--------------------------|----------------------|--------------------------|----------------------|
| <input type="checkbox"/> | 6 – Outstanding | <input type="checkbox"/> | 5 – Excellent | <input type="checkbox"/> | 4 - Very Good |
| <input type="checkbox"/> | 3 – Good | <input type="checkbox"/> | 2 – Fair | <input type="checkbox"/> | 1 - Poor |
| <input type="checkbox"/> | 0 - Unsatisfactory | | | | |

Comments:

VIII. **PROFESSIONALISM:** Deals effectively and appropriately with the public and other organizations. Devotes time and energy to the job. Demonstrates high ethical standards in the organization. Works to keep “politics” and personal perspectives out of the decision making process. Stays active in professional organizations and regional issues.

- | | | | | | |
|--------------------------|---------------------------|--------------------------|----------------------|--------------------------|----------------------|
| <input type="checkbox"/> | 6 – Outstanding | <input type="checkbox"/> | 5 – Excellent | <input type="checkbox"/> | 4 - Very Good |
| <input type="checkbox"/> | 3 – Good | <input type="checkbox"/> | 2 – Fair | <input type="checkbox"/> | 1 - Poor |
| <input type="checkbox"/> | 0 - Unsatisfactory | | | | |

Comments:

ACHIEVEMENTS: Identify a few of the top achievements or strong points you observed in the City Manager over the past year.

Comments:

OBJECTIVES: List two-to-three performance objectives which you feel are important for the City Manager to work on for the coming year.

Comments:

City Manager Evaluation

Please rate the city manager using the following scale:

<u>Rating</u>	<u>Description</u>
1	Unacceptable - Unsatisfactory performance
2	Conditional - Requires Improvement
3	Satisfactory - Meets Council expectations
4	Exceptional - Generally exceeds Councils expectations
5	Outstanding - Substantially exceeds Councils expectations

Please return your evaluation form to the Mayor as soon as possible.

Supervision		
Does the City Manager maintain a standard of respect for department head's ability and encourage their initiative? Does he challenge them to perform at their highest level?	Rating	Comments:

Leadership		
Does the city manager inspire others to succeed? Does he actively promote efficiency in operations? Does he demonstrate a high regard for personal ethics?	Rating	Comments:

Execution of Policy		
Does he understand the laws and ordinances of the city and cause them to be fairly enforced?	Rating	Comments:

Community Relations		
Does the city manager work well with citizens and properly handle their complaints?	Rating	Comments:

Administrative Duties		
Does the city manager properly handle his administrative duties?	Rating	Comments:

Economic Development		
Does the city manager work well with developers while protecting the city's interest? Does he work to increase the city's tax base through economic development?	Rating	Comments:

Intergovernmental Relations		
Does the city manager cooperate cordially with neighboring communities and citizens while looking after the interests of Bonner Springs?	Rating	Comments:

City Council Relations		
Does the city manager work well with the city council in making sure there is adequate information available prior to meetings? Is he willing to meet with council members to deal with individual problems and issues?	Rating	Comments:

Planning		
Does the city manager involve himself in the planning process to the correct degree? Does he review the process and look for better ways to handle development activities?	Rating	Comments:

Financial Management / Budget		
Does the city manager ensure the budget is prepared and executed in the manner approved by the city council? Does he ensure the city's monies are managed properly?	Rating	Comments:

Additional Comments:

Name of Rater: _____ Date: _____

Consent Agenda Item C-3

Covington City Council Meeting

Date: November 24, 2009

SUBJECT: APPROVE CITY MANAGER EVALUATION TEMPLATE.

RECOMMENDED BY: City Council

ATTACHMENT (S):

1. Formerly used "City Manager Performance Evaluation" template
2. Newly revised "City Manager Performance Evaluation" template formatted for City Manager Derek Matheson's 2009 evaluation.

PREPARED BY: Noreen Beaufriere, Personnel Manager

EXPLANATION:

Following their completion of City Manager Derek Matheson's 2008 evaluation utilizing the Attachment 1 "City Manager Performance Evaluation" template, the City Council expressed the desire to have the template revised for 2009 by making the performance measures more comprehensive.

After performing research on other City Manager evaluation templates, the Personnel Manager incorporated additional measures into the template by both adding criteria to existing measures and creating new measures. It was necessary to design a new scoring format to accommodate the additional measures. The Attachment 2 "City Manager Performance Evaluation" template is the result of this effort.

ALTERNATIVES:

1. Direct the Personnel Manager to make additional changes to the revised City Manager evaluation template.
2. Continue to use the City Manager's former and unchanged evaluation template.

Since a revised evaluation template will assist the Council Members in performing a comprehensive evaluation that will provide the City Manager with valuable feedback, the Personnel Manager does not recommend the second alternative.

FISCAL IMPACT:

No fiscal impact will result from either utilizing a revised City Manager's performance evaluation template or continuing to use the former template.

CITY COUNCIL ACTION: ___ Ordinance ___ Resolution ___ X Motion ___ Other

Councilmember _____ moves and Councilmember _____ seconds, to approve the revised City Manager evaluation template.

REVIEWED BY: Acting City Manager

COUNCIL SUMMARY

SCORING SUMMARY	
<i>Fill in a value in each section <u>CALCULATE TOTALS MANUALLY</u></i> Occurrences x Score	Total Score
x 1	
x 2	
x 3	
x 4	
x 5	
Total Score	
Average Score (Total Score / 9)	

Comments: _____

APPROVED for salary increase:
 Next Step in salary range
 Other: _____
 Effective Date: _____

No salary increase approved at this time

Mayor's Signature: _____ **Date:** _____



ATTACHMENT 2

CITY of COVINGTON

City Manager Performance Evaluation for: DEREK MATHESON

Performance Period: 2009

I. LEADERSHIP

A. Leadership with Council:

WEAK *STRONG*

- | | | | | | |
|--|---|---|---|---|---|
| 1) Maintains consistent availability to Council | 1 | 2 | 3 | 4 | 5 |
| 2) Works with Council Members to facilitate their thoughts and ideas into cohesive policy development | 1 | 2 | 3 | 4 | 5 |
| 3) Possesses the ability to recognize Council direction, despite possible differences from his own advice or views, and successfully executes their policy or directive | 1 | 2 | 3 | 4 | 5 |
| 4) Effectively facilitates key projects, such as the annual budget and goal-setting processes | 1 | 2 | 3 | 4 | 5 |
| 5) Ensures Council Members are thoroughly informed in a timely manner of key plans and activities of the City and staff through City Manager reports, memoranda, and personal briefings..... | 1 | 2 | 3 | 4 | 5 |
| 6) Follows up promptly on Council requests for information or action without having to be reminded..... | 1 | 2 | 3 | 4 | 5 |
| 7) Ensures that all Council Members receive information on an equal basis..... | 1 | 2 | 3 | 4 | 5 |
| 8) Agenda items and supporting documents are appropriate and brought to Council in sufficient time for deliberations | 1 | 2 | 3 | 4 | 5 |
| 9) Council meeting packets are relatively free of errors and omissions..... | 1 | 2 | 3 | 4 | 5 |

Column Totals					
SECTION I.A AVERAGE	<i>TOTAL OF ALL COLUMNS:</i>				<i>DIVIDED BY 9 =</i>

I.A. Comments: _____

B. Leadership with Employees:

WEAK *STRONG*

- | | | | | | |
|---|---|---|---|---|---|
| 1) Effectively motivates and gains employees' confidence and respect through demonstrated performance and decision making | 1 | 2 | 3 | 4 | 5 |
| 2) Mentors department heads to assist in further developing or maintaining their performance standards..... | 1 | 2 | 3 | 4 | 5 |
| 3) Guides staff so they work together as a team toward common objectives..... | 1 | 2 | 3 | 4 | 5 |
| 4) Delegates responsibilities, and directs work activities of staff so they effectively accomplish City goals | 1 | 2 | 3 | 4 | 5 |
| 5) Effectively cross-communicates between the department heads and Council | 1 | 2 | 3 | 4 | 5 |

Column Totals					
SECTION I.B AVERAGE	<i>TOTAL OF ALL COLUMNS:</i>				<i>DIVIDED BY 5 =</i>

I.B. Comments: _____

C. Leadership in the Community:

	<i>WEAK</i>			<i>STRONG</i>	
1) Is respected within the City and makes a positive overall impression by conveying professionalism through respect, courtesy and sensitivity to the public	1	2	3	4	5
2) Thinks and behaves in a manner that reflects an attitude that client (Council, staff, or citizen) perceptions and satisfactions are key.....	1	2	3	4	5
3) Represents the Council’s positions and policies accurately and effectively to the public, ensuring Council is given sufficient and appropriate credit.....	1	2	3	4	5
4) Provides an effective level of responsive and vital customer service, including timely follow through on citizen requests, disputes and complaints.....	1	2	3	4	5
5) Has generated overall community satisfaction with the City’s administrative and service obligations.....	1	2	3	4	5
6) Maintains visibility and identity in the community through an appropriate level of involvement and communication with community organizations and businesses	1	2	3	4	5

Column Totals					
SECTION I.C AVERAGE	<i>TOTAL OF ALL COLUMNS:</i>			<i>DIVIDED BY 6 =</i>	

I.C. Comments: _____

D. Leadership with Other Governmental Entities and News Media:

	<i>WEAK</i>			<i>STRONG</i>	
1) Establishes and maintains a liaison with other governmental jurisdictions, especially with regard to those areas of service that improve or enhance the City’s programs	1	2	3	4	5
2) Maintains effective communications with other governmental jurisdictions with which the City is involved or interfaces.....	1	2	3	4	5
3) Skillfully and favorably represents the City to the press, radio and television. Often anticipates sensitive topics that may eventually reach the media and initiates communication to minimize potential negative impact to the City	1	2	3	4	5

Column Totals					
SECTION I.D AVERAGE	<i>TOTAL OF ALL COLUMNS:</i>			<i>DIVIDED BY 3 =</i>	

I.D. Comments: _____

II. ORGANIZATIONAL MANAGEMENT

A. General:

	<i>WEAK</i>			<i>STRONG</i>	
1) Ensures that staff provides timely and objective policy information for Council to consider, and manages the staff to implement Council policy decisions	1	2	3	4	5
2) Effectively plans and organizes work resulting either from policies adopted by the City Council or direction given by the City Council, and ensures it is carried out in a timely manner.....	1	2	3	4	5
3) Oversees on-going programs and services to the City to ensure continued effectiveness, as well as ensuring implementation of new programs adopted by the City Council	1	2	3	4	5
4) Ensures organized responses to public requests and complaints, as well as to concerns brought to the attention of staff by the City Council.....	1	2	3	4	5

Column Totals					
SECTION II.A. AVERAGE	<i>TOTAL OF ALL COLUMNS:</i>			<i>DIVIDED BY 4 =</i>	

II.A. Comments: _____

B. Fiscal:

	<i>WEAK</i>			<i>STRONG</i>	
1) Possesses sufficient knowledge of financial matters.....	1	2	3	4	5
2) Manages the financial resources of the City to ensure the City maintains a sound financial condition and continues to receive clean audits from the State Auditor's Office.....	1	2	3	4	5
3) Has a good approach to the budget preparation and review processes	1	2	3	4	5
4) Effectively aids the Council in developing a realistic budget that meets the Council's goals.....	1	2	3	4	5
5) Sees to it that the budget is submitted on time	1	2	3	4	5
6) Effective in controlling costs through the economic utilization of manpower, materials, and equipment.....	1	2	3	4	5
7) Provides sufficient information on the current financial status of the City.....	1	2	3	4	5
8) Communicates concerns in a timely manner to the Council regarding issues that may significantly affect the City fiscally in the foreseeable future.....	1	2	3	4	5
9) Oversees the various capital projects of the City to ensure that they are accomplished on time and within budget.....	1	2	3	4	5

Column Totals					
SECTION II.B AVERAGE	<i>TOTAL OF ALL COLUMNS:</i>			<i>DIVIDED BY 9 =</i>	

II.B. Comments: _____

C. Personnel:

	<i>WEAK</i>			<i>STRONG</i>	
1) Effectively selects and places personnel	1	2	3	4	5
2) Assures that every City employee receives a written annual performance review	1	2	3	4	5
3) Evaluates department heads in a consistent and realistic manner	1	2	3	4	5
4) Effectively manages personnel to maintain high staff morale and to minimize the risk of adverse personnel actions or rulings	1	2	3	4	5
5) Normally maintains appropriate work/life balance; encourages same from staff	1	2	3	4	5
6) Appropriately and promptly addresses disciplinary problems; takes action when warranted	1	2	3	4	5

Column Totals							
SECTION II.C AVERAGE	<i>TOTAL OF ALL COLUMNS:</i>			<i>DIVIDED BY 6 =</i>			

II.C. Comments: _____

D. Community and Economic Development:

	<i>WEAK</i>			<i>STRONG</i>	
1) Continues to implement improvements to the development process to expedite new development	1	2	3	4	5
2) Provides for an active liaison with the business community to assist in maintaining current businesses and attracting new, targeted businesses to the City	1	2	3	4	5

Column Totals							
SECTION II.D AVERAGE	<i>TOTAL OF ALL COLUMNS:</i>			<i>DIVIDED BY 2 =</i>			

II.D. Comments: _____

III. KNOWLEDGE & ADVICE

	<i>WEAK</i>			<i>STRONG</i>	
1) Possesses adequate knowledge of municipal affairs	1	2	3	4	5
2) High quality analysis normally accompanies recommendations	1	2	3	4	5
3) Considers alternatives before making recommendations	1	2	3	4	5
4) Plans ahead, anticipates needs, and recognizes potential problems	1	2	3	4	5
5) Has a good sense of timing when bringing issues to the Council for action	1	2	3	4	5

Column Totals							
SECTION III AVERAGE	<i>TOTAL OF ALL COLUMNS:</i>			<i>DIVIDED BY 5 =</i>			

III. Comments: _____

IV. PRODUCTIVITY AND QUALITY

	<i>WEAK</i>		<i>STRONG</i>		
1) Council’s decisions and directions are implemented and accomplished.....	1	2	3	4	5
2) Invests sufficient time and effort in performing to your expectations.....	1	2	3	4	5
3) Develops and carries out short- and long-term action plans.....	1	2	3	4	5
4) Sets appropriate priorities in work plan and utilization of time	1	2	3	4	5
5) Organizes or assigns work so that it is performed efficiently and effectively.....	1	2	3	4	5
6) Pays sufficient attention to detail to avoid error or having things “slip through the cracks”.....	1	2	3	4	5
7) Able to analyze problems or issues to identify causes, reasons, and implications	1	2	3	4	5

Column Totals						
SECTION IV AVERAGE	<i>TOTAL OF ALL COLUMNS:</i>		<i>DIVIDED BY 7 =</i>			

IV. Comments: _____

V. COMMUNICATION

	<i>WEAK</i>		<i>STRONG</i>		
1) Skilled at verbal and written communications—they are thoughtful, clear, and to the point.....	1	2	3	4	5
2) Skilled at listening and isolating key points or issues	1	2	3	4	5
3) Easy to talk to.....	1	2	3	4	5
4) Shows sensitivity to the concerns of others.....	1	2	3	4	5

Column Totals						
SECTION V AVERAGE	<i>TOTAL OF ALL COLUMNS:</i>		<i>DIVIDED BY 4 =</i>			

V. Comments: _____

VI. INDIVIDUAL QUALITIES

	<i>WEAK</i>		<i>STRONG</i>		
1) Personality is generally well-suited to effectively perform his or her duties	1	2	3	4	5
2) Creative, anticipative and innovative when dealing with issues, problems and unusual situations	1	2	3	4	5
3) Decision-making process indicates fairness and impartiality and is based on logic and reason.....	1	2	3	4	5
4) Remains flexible, objective and receptive to suggestions and new ideas or change; able to alter his approach to fit new situations.....	1	2	3	4	5
5) Effectively mediates and resolves problems, even under strained and unpleasant conditions	1	2	3	4	5
6) Universally applies common sense, tact and diplomacy	1	2	3	4	5
7) Self-confident; accepts criticism	1	2	3	4	5
8) Able to cope with stress; maintains self control and composure, even under pressure	1	2	3	4	5
9) Displays interest and enthusiasm in performing his duties	1	2	3	4	5
10) Demonstrates integrity, loyalty and honesty	1	2	3	4	5
11) Generally creates or encourages an atmosphere in which employees can enjoy working for the City	1	2	3	4	5

Column Totals					
SECTION VI AVERAGE	<i>TOTAL OF ALL COLUMNS:</i>		<i>DIVIDED BY 11 =</i>		

VI. Comments: _____

VII. ACCOMPLISHMENTS

This section will be completed in advance via memorandum by the City Manager listing several major accomplishments achieved during this past evaluation period. The Personnel Manager will provide it to the Council prior to their completion of this evaluation.

	<i>WEAK</i>		<i>STRONG</i>		
SECTION VII SCORE:	1	2	3	4	5

VII. Comments: _____

SCORING & COMMENTS SUMMARY

SCORING SUMMARY	
<i>Fill in a value in each section CALCULATE TOTALS MANUALLY</i>	
SECTION	AVERAGE SCORES
I. Leadership:	
A. w/Council	
B. w/Employees	
C. w/Community	
D. w/Govt Entities & Media	
II. Organizational Mgt:	
A. General	
B. Fiscal	
C. Personnel	
D. Community & Ec Dev	
III. Knowledge & Advice	
IV. Productivity & Quality	
V. Communication	
VI. Individual Qualities	
VII. Accomplishments	
Grand Total of Average Scores	
Overall Average Score (<i>Grand Total of Average Scores divided by 13</i>)	

Overall Summary Comments: _____



- APPROVED for salary increase:**

 No salary increase approved at this time
- Next Step in salary range
- Other: _____

Effective Date: _____

Mayor's Signature: _____ Date: _____

Consent Agenda Item C-4

Covington City Council Meeting

Date: November 24, 2009

SUBJECT: AUTHORIZE THE CITY MANAGER TO EXECUTE AN INTERLOCAL AGREEMENT BETWEEN THE CITY OF MAPLE VALLEY AND THE CITY OF COVINGTON FOR STORAGE, USE, AND PAYMENT OF DEICER.

RECOMMENDED BY: Derek Matheson, City Manager

ATTACHMENT(S):

1. Interlocal agreement between City of Maple Valley and City of Covington

PREPARED BY: Glenn Akramoff, Public Works Director

EXPLANATION:

In debriefing the winter storm of 2008-2009 the cities of Maple Valley and Covington identified an opportunity to provide better and more efficient service to both communities by installing a storage tank for deicer at the Covington maintenance facility.

The tank has been purchased recently by the City of Maple Valley to store deicer. It is proposed to be located adjacent to the City of Covington tank and will provide a total capacity of over 7,500 gallons of deicer. A full load of product is approximate 6,000 gallons. Each city can avoid delivery charges while still having product available for response before delivery with the joint capacity. Since the tanks would be located together there is need for one operating system which uses fewer resources and provides consistency of operation. Each City will apply its own product but efficiency of response will be considered as always in each event.

This is the first step in cooperation between the cities as was indentified at the joint City Council meeting this fall. As a result Black Diamond will be experimenting with deicer this winter and may join the ILA at a later date.

ALTERNATIVES:

Not sign the ILA and not allow Maple Valley to locate their deicer tank with Covington's at the Mike Wheeler Maintenance Facility.

FISCAL IMPACT:

The joint sighting will reduce both Covington's and Maple Valley's cost of deicer as only one drop of a full load at one site will be necessary. Each agency would be charged a separate unloading fee of \$100 per load for more than one stop. It also reduces operating costs through economies of scale of one system.

CITY COUNCIL ACTION: ___ Ordinance ___ Resolution X Motion ___ Other

Councilmember _____ moves, Councilmember _____ seconds, to authorize the City Manager to execute an Interlocal Agreement between the City of Maple Valley and the City of Covington for storage, use and payment of deicer.

REVIEWED BY: Acting City Manager, City Attorney, Finance Director

City Manager's Performance Evaluation Sample Form

Monitoring the performance of the organization and the City Manager are a continual process for the Mayor and Council. This is punctuated by the annual performance appraisal. John Carver states, "Evaluating the CEO is an important board (Mayor and Council) task. It seeks to ensure that board (Mayor and Council) values are truly in place."

The following instrument allows each member of the Mayor and Council an opportunity to evaluate the City Manager based on the following Job Dimensions:

- ✓ Staff Effectiveness
- ✓ Policy Facilitation
- ✓ Service Delivery Management
- ✓ Strategic Leadership
- ✓ Democratic Responsiveness
- ✓ Organizational Planning and Management
- ✓ Communication
- ✓ Integrity
- ✓ Interpersonal Characteristics and Skills
- ✓ Organizational Values
- ✓ Personal Development
- ✓ Self-Mastery
- ✓ Leadership

On each job dimension you are provided the opportunity to rate the relative importance of the dimension from your individual perspective, as well as the performance of the City Manager. Narrative comments are welcomed to provide specific examples, or additional feedback to the City Manager.

The combined feedback from this multi-rater form and the City Manager's self-evaluation will provide a framework for discussion during the annual performance evaluation meeting.

Job Dimension: Staff Effectiveness:

Level of Importance: High Medium Low

Rater	Staff Effectiveness
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Staff is professional and high quality performers; providing reports and services that are timely and complete and contain sound recommendations.
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Demonstrates a commitment to deal with non-performers and hold the organization accountable for results.

Comments:

Job Dimension: Policy Facilitation

Level of Importance: High Medium Low

Rater	Policy Facilitation
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Presents policy-related information completely and accurately.
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Respects the role of elected officials in making policy decisions
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Ensures that policy decisions and initiatives are implemented.

Comments:

Job Dimension: Service Delivery Management

Level of Importance: High Medium Low

Rater	Service Delivery Management
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Ensures prompt, courteous and accurate responses to requests from citizens either directly or through the Governing Body.

Comments:

Job Dimension: Strategic Leadership

Level of Importance: High Medium Low

Rater	Strategic Leadership
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Anticipates and positions the organization to address and respond to anticipated events and circumstances.
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Accepts responsibility for undesirable results

Comments:

Job Dimension: Democratic Responsiveness

Level of Importance: High Medium Low

Rater	Democratic Responsiveness
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Demonstrates an appreciation for the unique culture of the community.
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Respects and promotes active citizen participation in local governance.

Comments:

Job Dimension: Organizational Planning and Management

Level of Importance: High Medium Low

Rater	Organizational Planning and Management
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Prepares clear, effective, understandable budget.
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Manages the allocation of financial resources.
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Provides accurate assessment of the fiscal condition of the community.

Comments:

Job Dimension: Communication

Level of Importance: High Medium Low

Rater	Communication
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Demonstrates a capacity for effective written and oral communication.
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Conveys information effectively and matches presentation styles to different audiences.

Comments:

Job Dimension: Integrity

Level of Importance: High Medium Low

Rater	Integrity
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Fosters ethical behaviors.
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Demonstrates integrity in professional relationships.
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Demonstrates accountability for personal actions.

Comments:

Job Dimension: Interpersonal Characteristics and Skills

Level of Importance: High Medium Low

Rater	Interpersonal Characteristics and Skills
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Demonstrates the ability to work in harmony with others, minimizing conflict, fostering good will within the organization, in external relationships, with the public and other governmental representatives and interest groups..

Comments:

Job Dimension: Organizational Values

Level of Importance: High Medium Low

Rater	Organizational Values
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Demonstrates and models the organizations values, mission statement, goals and objectives.
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	S/he "Walks the Talk!"

Comments:

Job Dimension: Personal Development

Level of Importance: High Medium Low

Rater	Personal Development
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Demonstrates a commitment to ongoing personal professional development through continued education and training.

Comments:

Job Dimension: Self-Mastery

Level of Importance: High Medium Low

Rater	Self-Mastery
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Demonstrates adaptability and a capability for coping with stress.
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Respects the views of others and accepts feedback.
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Is able to control and manage emotions in conflicts and interactions.

Comments:

Job Dimension: Leadership

Level of Importance: High Medium Low

Rater	Leadership
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Demonstrates the capacity, through example, confidence and enthusiasm to inspire and motivate others to achieve their best and fulfill the objectives of the organization.
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Demonstrates commitment to make decisions, address and fulfill responsibilities.

Comments:

Performance Contract

Level of Importance: High Medium Low

Rater	Performance Contract
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	

Comments:

Development Plan

The Development Plan identifies critical skills and knowledge that the Manager must master to meet performance objectives now and in the future. During the upcoming year, the Manager and Council have agreed that the Manager should seek training in, or focus on development in the following key areas:

- ✓
- ✓
- ✓

City of Liberty, Missouri
City Administrator Performance Evaluation

Purpose:

To establish and maintain effective City Council and City Administrator relations, it is essential that the Council establish an ongoing evaluation process. The evaluation should focus on how effectively the city administrator is accomplishing the goals established by the Council and how he is carrying out her responsibilities in key performance areas.

More specifically, the evaluation provides:

1. a regular time for the administrator and council to discuss as a group the working relationship between the council and the administrator, providing feedback they might not give or receive on a day-to-day basis.
2. the opportunity to head off potentially serious problems simply by making all of the parties involved aware of all the issues.
3. an opportunity to address sensitive personnel issues. It gives the administrator an chance to hear about and discuss a situation or develop a program for making specific personnel changes or improvements.
4. time for the Council to discuss accomplishments and how the administrator has been working with other staff to achieve the objectives of the Council and the community.
5. the opportunity to develop an action plan. The Council is able to confirm or redirect efforts and staff members are able to carry out those tasks that are viewed as important by the Council.

The International City/County Management Association has set forth eight practices for effective local government management. They are: staff effectiveness, policy facilitation, service delivery management, strategic leadership, democratic responsiveness, organizational planning and management, communication, and integrity. These practices are the basis for this evaluation instrument.

1. Staff Effectiveness: Promoting the development and performance of staff throughout the organization. This means she:

- ❑ coaches/mentors by providing direction; support and feedback to enable others to meet their full potential
- ❑ facilitates teamwork
- ❑ creates a work environment that encourages responsibility and decision making at all organizational levels
- ❑ effectively delegates work

2. Policy Facilitation: Helps elected officials and other community members identify, work toward and achieve common goals. This means she:

- ❑ builds cooperation and consensus among and within diverse groups; recognizes interdependent relationships and multiple causes of community issues and anticipates the consequences of policy decisions
- ❑ assists elected officials in identifying a policy agenda, complete with viable alternatives, that can be implemented effectively and that serves the best interests of the community
- ❑ acts as a neutral party in the resolution of policy disputes

3. Service Delivery Management: Ensures that local government services are provided in an effective, efficient and responsive manner. This means she:

- ❑ understand the basic principles of service delivery in functional areas-- public safety, community development, public works, finance, parks and recreation
- ❑ anticipates future needs, organizes work operations, and establishes appropriate timetables
- ❑ determines citizen needs and provides responsive and equitable services to the community
- ❑ maintains a consistently high level of quality in staff work, operational procedures and service delivery

4. Strategic Leadership: By example, encourages organization and the community toward experimentation, change, creative problem solving and prompt action. This involves:

- ❑ demonstrating a personal orientation for action and accepting responsibility for results
- ❑ conceptualizing an ideal future state and communicating it to the organization and the community
- ❑ developing new ideas or practices; applying existing ideas and practices to new situations, not afraid to make a mistake
- ❑ demonstrating an understanding of information technology and ensuring that it is incorporated appropriately to improve service delivery, communication and citizen access

5. Democratic Responsiveness: is committed to democratic principles by respecting elected officials; community interest groups; and the decision making process. This is illustrated through:

- ❑ fostering values and integrity of representative government through action and example.
- ❑ understanding the differences among individuals and fostering these values throughout the organization and the community
- ❑ recognizes the rights of citizens to influence local decision and promoting active citizen involvement in local governance

6. Organizational Planning and Management: provides for the short- and long-term acquisition, allocation and analysis of financial and human resources. This includes:

- ❑ preparing and administering the budget
- ❑ is skilled in the compilation of the budget.
- ❑ accurately and concisely reports (and projects) the financial condition, designs management practices and policies to maintain (or achieve) a sound long-range financial condition, uses debt cautiously, and plans for the long-term replacement and maintenance of equipment and infrastructure.
- ❑ positions the organization and the community for events and circumstances that are anticipated in the future.
- ❑ assumes a proper role in recommending priorities and activities.

7. Communication: Facilitates the flow of ideas, information and understandings between and among individuals, includes:

- ❑ communicating personal support for policies, programs or ideals that best serve the interests of the community
- ❑ conveys ideas or information effectively through presentations; memos; reports; and in preparing agendas
- ❑ communicating information to the media in a way that increases public understanding of local government issues and activities and builds a

- positive relationship with the press
- exchanges verbal and nonverbal messages with others in a way that demonstrates respect for the individual and furthers organizational and community objectives.

8. Integrity: demonstrates fairness, honesty, and ethical and legal awareness in personal and professional relationships and activities. Includes:

- accountability for personal actions
- abiding by the ICMA Code of Ethics
- fostering ethical behavior throughout the organization through personal example, management practices and training
- is active in the City Administrator profession and is knowledgeable about contemporary management issues.
- keeps up with professional peers by attending ICMA and MCMA functions and meetings.
- attends continuing education workshops for professional development.
- has personal qualities that enhance her ability to successfully perform her job. These qualities include: enthusiasm, energy, and sincere interest in the City of Liberty; skilled in listening; accepting of criticism; vigor and enthusiasm for work.

MAYOR AND CITY COUNCIL RELATIONS

1. The City Administrator responds promptly and thoroughly to City Council informational requests and complaints.
2. The City Administrator keeps the Council apprised of pending matters, thereby avoiding any surprises.
3. Establishes and maintains good relationships with the Council which means that she:
 - Is accessible to and provides proactive communications with the Mayor and Council.
 - Shows and demonstrates concern and respect for differing opinions.
 - Conducts herself in a non-political manner and does not take sides on issues.
4. The City Administrator anticipates problem areas and resolves matters prior to the development of a controversy.
5. The City Administrator has established good relations with the community, which means that she:
 - is comfortable maintaining a relatively high profile in the community.
 - is accessible and able to maintain good rapport with all segments of the community.
 - portrays a positive image of Liberty both to the citizens of Liberty and throughout the State of Missouri.
 - plays a proper and effective role as a spokesperson on public policy issues.
 - is knowledgeable of and sensitive to residents' needs and concerns and expects the same from his/her staff.
 - demonstrates fairness in dealing with citizens.
 - maintains effective communications with the community and affiliated organizations.
 - has effective working relationships with community organizations such as: Chamber of Commerce; Clay County Economic Development Council; State Agencies; State and Federal Legislatures; Missouri Municipal League; County Government; other Municipalities; etc.

PART II

The City Administrator's greatest strengths are:

The City Administrator should improve in the following areas:

Recommend ways the City Administrator could improve in the above areas:

PART III

What do you believe should be the City Administrator's top five priorities during the next 12 months?

PART IV

Please use the space below to address any concerns or issues or express any comments or thoughts which the previous questions did not adequately cover.

PART V

All factors considered, please circle the overall performance rating for the City Administrator.

Signature of evaluator: _____

City of Olathe Manager Performance Review

Employee Name:

Job Title:

Performance Review Period:

Rater Name:

Job Title:

PART I – MANAGER COMPETENCY ASSESSMENT

A. Operating your core business: Successfully directs the work of staff by setting clear objectives and measures, monitors progress and results, and conducts timely and meaningful performance appraisals; leads by example; exhibits good judgment and decision making regarding organizational and political issues; communicates effectively; steps up to conflict and is able to resolve issues.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Needs Improvement	Meets Expectations	Exceeds Expectations		

Comments:

B. Alignment with City’s vision/values/mission: Communicates the City’s vision, values and mission throughout the organization; inspires and motivates others to

share in our vision, values and mission and work toward their achievement; direct the setting of organizational and division goals and priorities that align with the vision, values and mission; model appropriate behavior in decision-making by aligning to vision, values and mission; speaks directly and frequently to employees about vision, values and mission.

Needs Improvement **Meets Expectations** **Exceeds Expectations**

Comments:

C. **Alignment with the City’s Strategic Plan:** Communicates the City’s strategic plan throughout the organization; directs the setting of organizational goals and priorities that align with the City’s strategic plan; models appropriate behavior in decision-making by aligning to the strategic plan; actively participates in the SPIG process.

Needs Improvement **Meets Expectations** **Exceeds Expectations**

Comments:

D. Core Behavioral Competencies: Recognizing that mutual trust and respect are the keys to success, the following core behavioral competencies establish the foundation of the working relationship among members of the City of Olathe’s management team.

1. Customer Service (internal/external) – Together we will foster a creative and supportive environment that inspires service excellence. To that end we will be committed to:

- establishing and maintaining effective relationships with customers in order to gain their trust and respect;
- convening dialogue in order to understand the expectations and requirements of our customers;
- being able to convey a clear commitment to customer-focused service and acting with customers in mind; and
- providing a method for first-hand input from customers and for the use of that information for process improvements that enhance service delivery.
- 100% of employees attend STREAM training

**Needs
Improvement**

**Meets
Expectations**

**Exceeds
Expectations**

Comments:

2. Integrity/Trustworthiness – Together we will be governed by our integrity and trustworthiness. To that end we will be committed to:

- actions and behavior that would cause us to be widely trusted and seen as honest and sincere;
- practicing ethical standards for our business area that are consistent with our organizational values;
- fostering trusting relationships among the management team, the leadership team, the City Council and the wider community;
- respecting confidentiality and maintaining confidences;
- presenting all facets of the truth in an appropriate and helpful manner;
- making decisions which are rooted in a loyalty to public service and to the community;

- taking responsibility for actions taken within our area of responsibility and readily admitting mistakes; and
- not misrepresenting ourselves for personal gain.

Needs Improvement **Meets Expectations** **Exceeds Expectations**

Comments:

3. Communication – Together we will foster a work environment where staff feels motivated and valued. To that end we will be committed to:

- using various methods of communication to effectively provide and receive information, direction and feedback throughout the organization;
- creating an environment that promotes understanding among the management team, leadership team, employees and the wider community;
- creating a compelling message that results in employee commitment and action;
- making every effort to prevent surprises that might be problematic or prove embarrassing to the organization; and
- creating a collaborative work environment where conflict is handled responsibly.
- Target a 120-day completion rate of 98% for all CRS records and City Council follow-up items.

Needs Improvement **Meets Expectations** **Exceeds Expectations**

Comments:

4. Courage to Act – Together we will be governed by a sense of urgency with a bias toward action. To that end we will be committed to:

- directing organizational change initiatives and promoting flexibility in order to meet changing business needs;
- understanding and embracing change, risk and uncertainty in order to pursue innovative ideas;
- challenging the status quo by stepping up to conflict, displaying a willingness to say what needs to be said and taking unpopular actions when necessary;
- when appropriate, deciding and acting without having the total picture;
- being a player in City-wide decision-making.

**Needs
Improvement**

**Meets
Expectations**

**Exceeds
Expectations**

Comments:

PART II – ACCOMPLISHMENTS OF PREVIOUS OBJECTIVES

PART III – ADDITIONAL MANAGER EXPECTATIONS

PART IV – OVERALL RATING FOR ANNUAL REVIEW

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Needs Improvement		Meets Expectations		Exceeds Expectations

Comments:

PART V – SALARY RECOMMENDATION

PART VI - SIGNATURES

Rater's Signature: _____

Date: _____

By signing this review, I acknowledge that I have read and had an opportunity to discuss the content with my supervisor.

Employee Signature: _____

Date: _____

Councilmember: _____

2004 City Manager Performance Review

Scores should be identified 1 through 5 with 1 being lowest and 5 highest. N/A should be used for not observed.

Note comments as necessary to support your score.

The City Manager will receive this review form from each Councilmember. Please plan to use the form as a basis for sharing your opinion during the performance review process.

<i>FUNCTIONAL AND OPERATIONAL EXPERTISE AND PLANNING</i>		
Criteria	Score	Comments
Functional/Operational Expertise Understanding the basic principles of service delivery in functional areas.		
Operational Planning Anticipating future needs, organizing work operations, and establishing timetables for work units or projects.		
Citizen Service Determining citizen needs and providing responsive, equitable services to the community.		
Quality Assurance Maintaining a consistently high level of quality in staff work, operational procedures, and service delivery.		
Democratic Advocacy and Citizen Participation Demonstrating a commitment to democratic principles by respecting elected officials, community interest groups, and the decision making process.		
Financial Analysis Interpreting financial information to assess the short-term and long-term fiscal condition of the community.		
Budgeting Using financially prudent principles, techniques and control systems for preparing, administering, and communicating the budget.		
Human Resources Management Ensuring that the policies and procedures for employee hiring, promotion, performance appraisal, and discipline are		

equitable, legal, and current.		
<i>FUNCTIONAL AND OPERATIONAL EXPERTISE AND PLANNING(cont.)</i>		
Criteria	Score	Comments
Intergovernmental Relations Creating Positive Relationships with Surrounding Cities and with County and State Agencies. Taking a Leadership Role in Regional Issues of Importance to Shoreline		
<i>POLICY FACILITATION</i>		
Facilitating Council Effectiveness Helping elected officials develops a policy agenda that can be implemented effectively and that serves the best interests of the community.		
Facilitative Leadership Building cooperation and consensus among and within diverse groups, helping them identify common goals and act effectively to achieve them.		
Mediation/Negotiation Acting as a neutral party in the resolution of policy disputes in the community.		
Strategic Planning Positioning the organization and the community for events and circumstances that are anticipated in the future.		
Communication with Council Keeping City Council informed of important and sensitive issues. Accurate translator of Council direction to staff.		
<i>ADVOCACY AND INTERPERSONAL COMMUNICATION</i>		
Communication and Listening Skills Facilitating the flow of ideas, information, and understanding between and among individuals.		
Presentation Skills Conveying ideas or information effectively to others.		
Media Relations Communicating information to the media in a way that increases public understanding of local government issues and activities.		
Relationship With Community/Public Establishing and maintaining of an image of the City to the community that reflects service, vitality and professionalism		

<i>LEADERSHIP AND STAFF EFFECTIVENESS</i>		
Criteria	Score	Comments
Team Leadership Facilitating teamwork, team relations, coordinating group efforts.		
Empowerment Creating a work environment that encourages responsibility, creativity and decision-making at all levels.		
Delegating Assigning responsibility to others, clearly defining expectations, providing direction and support, and evaluating results.		
Initiative, Risk Taking, Vision, Creativity, and Innovation Setting an example that urges the organization and the community toward new ideas, goals and objectives. Using creative problem solving. Conceptualizing an ideal future state and communicating it to the organization and the community.		
Diversity Understanding and valuing the differences among individuals and fostering these values throughout the organization and the community.		
<i>INTEGRITY</i>		
Integrity Demonstrating fairness, honesty, and ethical and legal awareness in personal and professional relationships and activities.		
<i>GOALS AND OBJECTIVES:</i>		
Complete the 2002-2003 City Council Workplan Performance regarding the workplan (see details)		
<i>OTHER ACCOMPLISHMENTS:</i>		
Other accomplishments of note that add to the success of the City		

CITY MANAGER PERFORMANCE EVALUATION
Rockville, Maryland
Evaluation Period:

Monitoring the performance of the organization and the City Manager are a continual process for the Mayor and Council. This is punctuated by the annual performance appraisal. John Carver states that “evaluating the CEO is an important board (Mayor and Council) task. It seeks to ensure that board (Mayor and Council) values are truly in place.”

The following instrument allows each member of the Mayor and Council an opportunity to evaluate the City Manager based on the following Job Dimensions: Leadership, Strategic Interpersonal Qualities, Integrity, Policy Facilitation, Service Delivery Management, Community Values/Democratic Responsiveness, Organizational Planning and Management, Communication, and Staff Reports. On each job dimension you are provided the opportunity to rate the relative importance of the dimension from your individual perspective, as well as the performance of the City Manager. Narrative comments are welcomed to provide specific examples, or additional feedback to the City Manager.

The combined feedback from this multi-rater form, the multi-source feedback form completed by staff within the organization, and the City Manager’s self-evaluation will provide a framework for discussion during the annual performance evaluation meeting.

Needs Improvement: The employee has a developmental need in this job dimension.

Almost Always Meets Expectations: The employee, for the most part, does what is expected to perform the job dimension well and there are some developmental opportunities.

Meets Expectations: The employee consistently does what is expected to perform this job dimension well.

Exceeds Expectations: The employee consistently goes above and beyond what is expected to perform this job dimension well.

CITY MANAGER PERFORMANCE EVALUATION

Evaluation Period:

Page 1

Job Dimension	Importance Ranking	Performance Ranking
	1 Low 2 Medium 3 High	1 Needs Improvement 2 Almost Always Meets Expectations 3 Meets Expectations 4 Exceeds Expectations
1. Leadership: <ul style="list-style-type: none"> • Demonstrates the capacity through example, confidence and enthusiasm to inspire and motivate others to achieve their best and fulfill the objectives of the organization. Demonstrates commitment to make decisions, address and fulfill responsibilities. • Anticipates and positions the organization to address and respond to anticipated events and circumstances. • Accepts responsibility for undesirable results. 		Comments:
2. Strategic Interpersonal Qualities <ul style="list-style-type: none"> • Demonstrates the ability to work in harmony with others; minimizing conflict, fostering good will within the organization, in external relationships, with the public and other governmental representatives and interest groups. • Demonstrates adaptability and a capability for coping with stress. • Respects the views of others and accepts feedback. 		Comments:

CITY MANAGER PERFORMANCE EVALUATION

Evaluation Period:

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Job Dimension	Importance Ranking	Performance Ranking
	1 Low 2 Medium 3 High	1 Needs Improvement 2 Almost Always Meets Expectations 3 Meets Expectations 4 Exceeds Expectations
3. Integrity: <ul style="list-style-type: none"> • Fosters ethical behavior • Demonstrates integrity in professional relationship. • Demonstrates accountability for personal actions. 		Comments:
4. Policy Facilitation: <ul style="list-style-type: none"> • Presents policy-related information completely and accurately, respects the role of elected officials in making policy decisions and ensures that policy decisions and initiatives are implemented. 		Comments:
5. Service Delivery Management: <ul style="list-style-type: none"> • Ensures prompt, courteous and accurate responses to requests from citizens either directly or through Mayor and Council. 		Comments:
6. Community Values/Democratic Responsiveness: <ul style="list-style-type: none"> • Demonstrates an appreciation for the unique culture of the community, respects and promotes active citizen participation in local governance. 		Comments:

CITY MANAGER PERFORMANCE EVALUATION

Evaluation Period:

Page 3

Job Dimension	Importance Ranking	Performance Ranking
	1 Low 2 Medium 3 High	1 Needs Improvement 2 Almost Always Meets Expectations 3 Meets Expectations 4 Exceeds Expectations
7. Organizational Planning and Management: <ul style="list-style-type: none"> • Prepares clear, effective, understandable budget and manages allocation of financial resources and provides accurate assessment of the fiscal condition of the community. 		Comments:
8. Communication: <ul style="list-style-type: none"> • Demonstrates a capacity for effective written and oral communication, conveying information effectively and matching presentation styles to different audiences. • Communicates effectively with Mayor and Council in terms of frequency and content. 		Comments:
9. Staff Reports: <ul style="list-style-type: none"> • Staff are professional and high quality performers; providing reports and services that are timely, complete, and contain sound recommendations. 		Comments: