



Meeting Agenda

General Government Committee

City Hall
601 4th Avenue E
Olympia, WA 98501

Information: 360.753.8244

Friday, November 17, 2017

4:30 PM

Council Chambers

Special Meeting

1. CALL TO ORDER
2. ROLL CALL
3. APPROVAL OF AGENDA
4. APPROVAL OF MINUTES
- 4.A [17-1161](#) Approval of October 25, 2017 General Government Committee Meeting Minutes
Attachments: [Minutes](#)
5. COMMITTEE BUSINESS
- 5.A [17-1038](#) Parking and Business Improvement Area (PBIA) Advisory Board Update and Recommended 2018 Budget
Attachments: [Draft 2018 Budget](#)
[2017 Expenditures](#)
[Public Value Maps](#)
- 5.B [17-1159](#) Report on Liberating Structures
Attachments: [Liberating Structures Website](#)
- 5.C [17-1178](#) Priority Strategies for Program Year 2018 CDBG Program and the Upcoming Five-Year CDBG Strategic Plan
Attachments: [Options for PY 2018 Activities](#)
[CDBG Program Annual Cycle](#)
- 5.D [17-0942](#) Review of the City Manager's Performance Evaluation Process
Attachments: [City Council Referral Request](#)
[Current Evaluation Form](#)
[Councilmember Gilman's Letter Dated July 26](#)
[Forest Grove Evaluation](#)
[International City County Management Association \(ICMA\) Evaluation](#)

[Klamath Falls Evaluation](#)

[Maple Valley Evaluation \(National League of Cities\)](#)

[Tacoma Evaluation](#)

[Vancouver Evaluation](#)

5.E [17-1182](#) Preparations for the 2018 City Council Retreat

6. REPORTS AND UPDATES

7. ADJOURNMENT

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City Hall
601 4th Avenue E.
Olympia, WA 98501
360-753-8244

General Government Committee
Approval of October 25, 2017 General
Government Committee Meeting Minutes

Agenda Date: 11/17/2017
Agenda Item Number: 4.A
File Number: 17-1161

Type: minutes **Version:** 1 **Status:** In Committee

Title

Approval of October 25, 2017 General Government Committee Meeting Minutes



Meeting Minutes - Draft

General Government Committee

City Hall
601 4th Avenue E
Olympia, WA 98501

Information: 360.753.8244

Wednesday, October 25, 2017

5:00 PM

Council Chambers

1. CALL TO ORDER

Chair Roe called the meeting to order at 5:00 p.m.

2. ROLL CALL

Present: 3 - Chair Jeannine Roe, Committee member Jessica Bateman and Committee member Clark Gilman

3. APPROVAL OF AGENDA

The agenda was approved.

4. APPROVAL OF MINUTES

- 4.A** [17-1093](#) Approval of October 6, 2017 General Government Committee Meeting Minutes

The minutes were approved.

5. COMMITTEE BUSINESS

- 5.A** [17-1088](#) Update on Public Safety/Olympia Police Department

Olympia Police Department (OPD) Deputy Police Chief Aaron Jelcick shared a snapshot of responses to mental health and suicide calls for service throughout the year. He reviewed a comparison of data from 2015 - 2017, noting there has been an increase in mental health related calls for service in 2017 and shared several examples of the types of calls received. Deputy Jelcick shared data regarding service calls specific to suicide. He discussed resources and shared some related challenges.

Committee members asked clarifying questions.

Committee member Bateman asked that an OPD representative regularly attend the weekly vulnerability index meeting. She also asked that the Behavioral Health Resources and Telecare come to a future General Government Committee meeting to hear more about the services they provide.

Chair Roe discussed hearing from downtown businesses owners they need a safe place to share feedback regarding what is happening downtown. She would like to see more

communication between OPD and the business community and asked for Amy Stull to visit the Visitor Convention Bureau.

Chair Roe requested more information on the residency of the Billy Frank Jr. apartments on State Street.

The information was received.

5.B [17-1087](#) Update on Advisory Board Recruitment Process

Strategic Communications Director Kellie Purce Braseth gave an update on current and upcoming vacancies on Olympia Boards and Commissions. She also shared the recruitment timeline.

Committee members asked clarifying questions.

The discussion was completed.

5.C [17-1086](#) Discussion of 2018 General Government Committee Work Plan Items

Ms. Purce Braseth shared the year long calendar of standing General Government Committee agenda items. Chair Roe requested a stakeholder meeting be added. A list of outstanding referrals was requested, but it was noted all the referrals of the past year have already been addressed.

Committee members asked clarifying questions.

The discussion was completed.

6. REPORTS AND UPDATES

Committee members discussed the date and time of the upcoming meeting, which will be November 17 at 4:30 p.m.

7. ADJOURNMENT

The meeting adjourned at 6:30 p.m.



General Government Committee
Parking and Business Improvement Area
(PBIA) Advisory Board Update and
Recommended 2018 Budget

Agenda Date: 11/17/2017
Agenda Item Number: 5.A
File Number: 17-1038

Type: report **Version:** 1 **Status:** In Committee

Title

Parking and Business Improvement Area (PBIA) Advisory Board Update and Recommended 2018 Budget

Recommended Action

Committee Recommendation:

Not referred to a committee.

City Manager Recommendation:

Receive the PBIA Advisory Board update. Briefing only. No action necessary.

Report

Issue:

Whether to receive an update about PBIA advisory board and discuss their recommended 2018 budget.

Staff Contact:

Amy Buckler, Senior Planner, PBIA Staff Liaison, 360.570.5847

Presenter(s):

Amy Buckler, PBIA Staff Liaison

Background and Analysis:

The Parking & Business Improvement Area (PBIA) is a valuable resource for implementing Olympia's Downtown Strategy and specifically the retail strategy vision: *A vibrant, dynamic business environment that attracts people, activity and investment.*

The PBIA advisory board's stated mission is *to assist in creating a vibrant business environment in the Downtown and to enhance the reality and perception of Downtown by visitors, residents and business owners.* The PBIA exercises its mission through six program areas guided by the PBIA ordinance (OMC 3.62): parking, clean and safe, beautification, marketing downtown, business retention/training, and communications with member businesses.

A primary responsibility of the PBIA Advisory Board is to develop a recommended annual work plan with specific projects and budgets, including how PBIA assessed funds will be used. The City Council has a role to review and adopt the PBIA's annual work plan and budget. The PBIA's typical annual budget totals about \$110,000.

The PBIA board will finalize its recommended 2018 budget at their regular business meeting on November 9. As of the date of this staff report, this meeting has not yet occurred. A working draft of the PBIA's 2018 recommended budget is **attached**, and staff will provide an update at the General Government meeting. A description of 2017 expenditures to date is attached.

PBIA's recommended work plan will be submitted in early 2018 along with those of other advisory boards. The work plan is broader in scope than the budget, and will also include initiatives that do not involve PBIA funding, such as review of PBIA bylaws or providing input to staff on efforts such as downtown street improvements.

Over the past couple months, the PBIA advisory board has been working with the PBIA Staff Liaison and Downtown Liaison to:

- Develop a recommended 2018 work plan that:
 - Is aligned with the PBIA ordinance and recommended 2018 budget,
 - Helps to implement Olympia's Downtown Strategy,
 - Seeks partnership opportunities with the Olympia Downtown Association, and
 - Will strengthen the PBIA's communication role with member businesses (ratepayers), the City Council and staff. As well as
- Align meeting practices with those of other advisory committees:
 - The Chair and Vice Chair both attended Jurassic Parliament Training,
 - Each board member has been assigned a City Outlook email address, and
 - All members are completing required Open Public Meetings Act and Public Records training

The PBIA advisory board held a retreat on September 14, where they developed a series of public value maps describing what PBIA does and why (**see attachment**). This work informs the PBIA's work plan as well as more polished communication materials for PBIA members, partner organizations and the public.

Neighborhood/Community Interests (if known):

The PBIA's mission helps carry out Olympia's Downtown Strategy, which was developed with input from approximately 3,500 stakeholders and includes a specific Downtown Retail Strategy.

Options:

Discussion only

Financial Impact:

Development of a PBIA work plan is included in the base budget for Community Planning & Development. See **attachment** for working draft of PBIA's 2018 recommended budget.

Type: report **Version:** 1 **Status:** In Committee

Attachments:

2018 Draft Budget

2017 Expenditures

Public Value Maps

PBIA - 2018 DRAFT Budget		
Category/Item	Amount	Notes
Communications	\$ -	Communication materials will be provided by CP&D
Clean & Safe	Total =	\$50,200.00
Ambassadors & Clean Team	\$ 43,500.00	
Maintain cigarette butt containers	\$ 1,500.00	
Downtown clean up	\$ 3,000.00	Board wanted to discuss this amount further
Volunteers In Paint	\$ 1,000.00	
Extra alley flushings	\$ 1,200.00	3 extra flushings for July, August, September
Streetscape Beautification	Total =	\$26,000.00
Flower baskets	\$ 10,000.00	estimated amount
Flower basket watering	\$ 10,000.00	estimated amount
New sprayer for watering	\$ 6,000.00	estimated amount
Public art investment		
Marketing	Total =	\$1,500.00
Annual marketing budget		including holidays/Twinklefest
Event sponsorships	\$ 1,500.00	
Parking	\$ -	Communications materials will be provided by CP&D
Business Training	\$ -	Communications materials will be provided by CP&D
Administration	\$ 2,000.00	e.g., annual member dinner, misc.
Contingency	\$ 2,000.00	
Total	\$ 77,700.00	
Estimated Budget	\$ 110,000.00	
Remaining budget balance	\$ 32,300.00	

2017 Expenditures (as of Oct 4, 2017)

Category/Item	Amount	Notes
Clean & Safe	Total =	\$46,692.64
Ambassadors & Clean Team	\$ 43,500.00	
Maintain cigarette butt containers	\$ 1,392.64	may be additional costs
Downtown clean up	\$ 3,000.00	Fall not yet paid, but promised
Volunteers In Paint	\$ 1,000.00	
Alley flushings	\$ 800.00	for August and September
Extra cleaning in December		Costs to be determined at Nov meeting
Streetscape Beautification	Total =	\$19,835.77
Murals	\$ 10,000.00	Came out of reserve funds
Mural Protection	\$ 1,500.00	3 projects(product + labor)
Flower baskets	\$ 8,289.00	
Flower basket watering	\$ 8,000.00	Estimated. So far we have \$6651.09 total billed through Oct 4
Parts for flower sprayer	\$ 227.63	
Marketing	Total =	\$19,045.41
Twinkelfest/holiday promotion	\$ 14,000.00	Net yet spent. Marketing Committee working on scope & detailed budget. Possible partnership with ODA.
Oly Arts ads	\$ 1,400.00	
Girls Night Out - Parking tokens	\$ 839.41	Parking tokens + envelopes and labels
Pride sponsorship	\$ 500.00	
Squarespace website hosting	\$ 156.00	
Twinkelfest 2016 - ODA bill in Jan	\$ 2,150.00	
Administration	Total =	\$2,432.01
Survey Monkey	\$ 312.00	For 2018, we will start using citywide account to reduce costs
Board Retreat - food	\$ 525.00	
Member meeting	\$ 1,125.00	
Misc	\$ 470.01	name plates, binders, etc.
Communications	Total =	\$0
Parking	Total =	\$0
Total	\$ 99,186.69	Full costs for flower basket watering, extra cleaning and some other items not available

Communications (Educate & Inform)

Public Value Results Map

How my work contributes to the PBIA mission:

To assist in creating a vibrant Downtown business environment and enhance the reality and perception of Downtown by visitors, residents and business owners

What we do:

- Proactively educate and inform members and partner organizations about:
- Who PBIA is, what PBIA does (*and sometimes - when necessary - what we can't do*) & how this adds value Downtown
 - How to get involved in PBIA events and happenings
 - Related efforts that address issues of importance to members

2018 Initiatives:

- Carry out welcome wagon and ongoing outreach with member businesses
- Create welcome packets for new businesses
- Advise staff re: downtown communications
- Host annual member meeting

“so that”

Members understand the value of PBIA before they receive their first bill

AND

Everyone understands how PBIA’s efforts fit into a larger downtown strategy (*i.e., PBIA isn’t alone responsible for addressing issues – we’re all in this together*)

“so that”

We garner the support, cooperation and involvement of members and partner organizations in the betterment of DT

“so that”

Ultimate Outcome
Downtown is a vibrant, dynamic business environment that attracts people, activity and investment

Some Related Efforts of Importance to PBIA Members:

- How Downtown Ambassadors & Clean Team can help businesses
- Myriad resources to enhance, support and grow their business
- Programs & services available to help people experiencing homelessness and street dependency in Downtown
- Actions in Olympia’s Downtown/Retail Strategy:
 - Parking strategy
 - Street improvement projects
 - Public restrooms, walking patrol, shared trash compactors, artesian commons programming, etc.
 - Development projects (encouraging private investment)
 - Sea level rise response plan, nightlife safety plan for the Entertainment Area, mixed-income housing strategy
 - Coordinated response to homelessness & street dependency in Downtown that includes businesses, social service providers and government

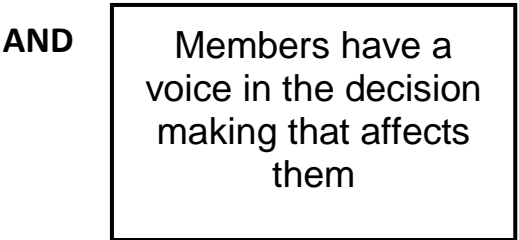
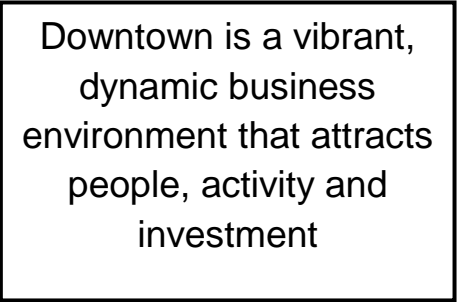
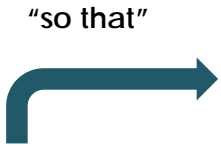
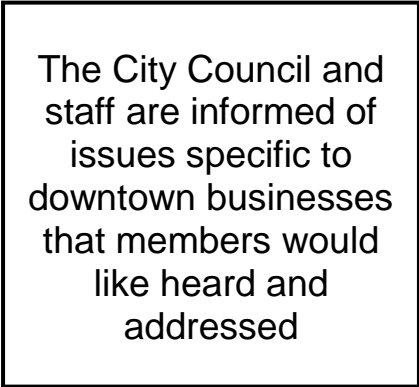
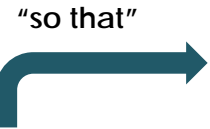
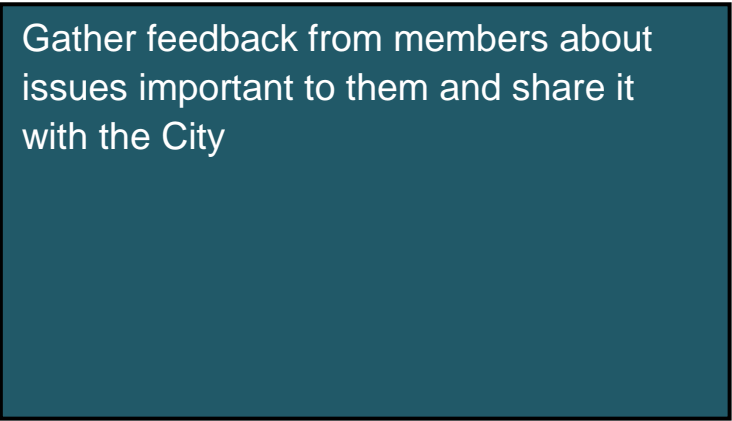
Communications (Query Members)

Public Value Results Map

How my work contributes to the PBIA mission:

To assist in creating a vibrant Downtown business environment and enhance the reality and perception of Downtown by visitors, residents and business owners

What we do:



2018 Initiatives:

- Conduct ongoing one-on-one outreach through ‘welcome wagon’
- Put out short, quarterly surveys
- Establish a physical and online ‘comment box’ that is always open
- Set aside time for discussion at each board meeting to share what we’re hearing from businesses and relay this info to staff and City Council’s General Government Committee

Clean & Safe

Public Value Results Map

How my work contributes to the PBIA mission:

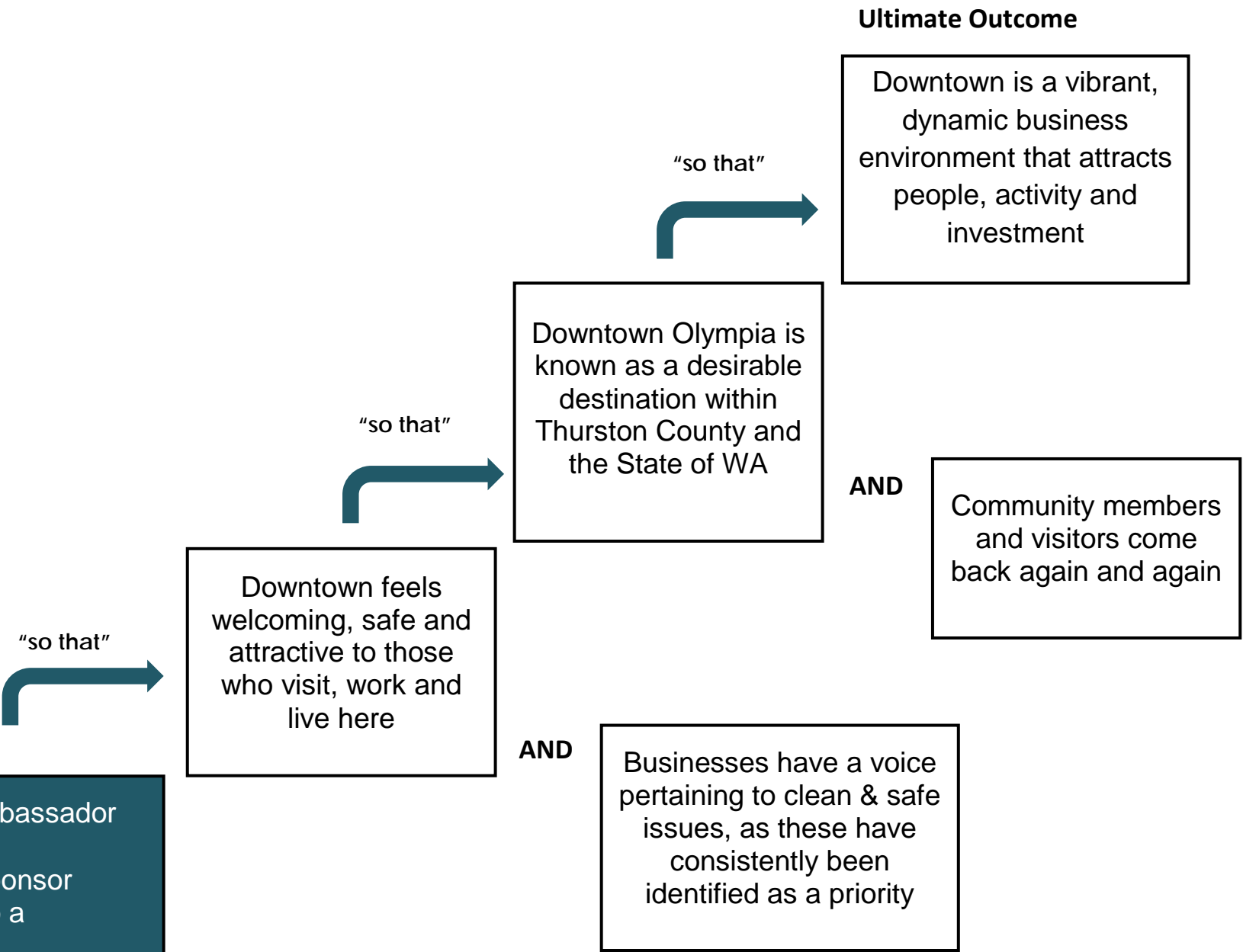
To assist in creating a vibrant Downtown business environment and enhance the reality and perception of Downtown by visitors, residents and business owners

What we do:

- Support the Downtown Ambassador and Clean Team program
- Fund small projects and sponsor programs that contribute to a welcoming Downtown
- Leverage our investments by collaborating with other entities
- Assess member needs and concerns & Advise the City about programs and projects to address real and perceived clean & safe issues

2018 Initiatives:

- Partially fund the Ambassador and Clean Team program
- Sponsor ODA’s Volunteer in Paint program, spring and fall Downtown Clean-Up
- Maintain cigarette butt collectors



Beautiful Streetscapes

Public Value Results Map

How my work contributes to the PBIA mission:

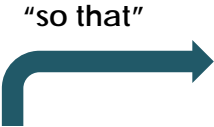
To assist in creating a vibrant Downtown business environment and enhance the reality and perception of Downtown by visitors, residents and business owners

What we do:

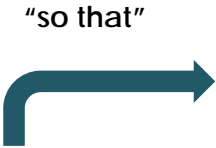
- Fund small projects that contribute to an attractive, welcoming Downtown

How we do it in 2018:

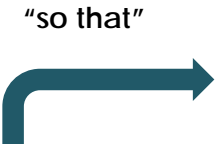
- Hang and maintain flower baskets
- Make a public art investment



Downtown feels welcoming, safe and attractive to those who visit, work and live here



The identity and perception of Downtown is improved within Thurston County and the State of WA



Ultimate Outcome

Downtown is a vibrant, dynamic business environment that attracts people, activity and investment

AND

Visitors come back again and again

Marketing

Public Value Results Map

How my work contributes to the PBIA mission:

To assist in creating a vibrant Downtown business environment and enhance the reality and perception of Downtown by visitors, residents and business owners

What we do:

- Market to the general public, members & businesses to educate and promote events and activities supported by PBIA
- Partner with allied organizations on events, sponsorships, image making and marketing

We spread a unified, positive message about Downtown and ways to experience it

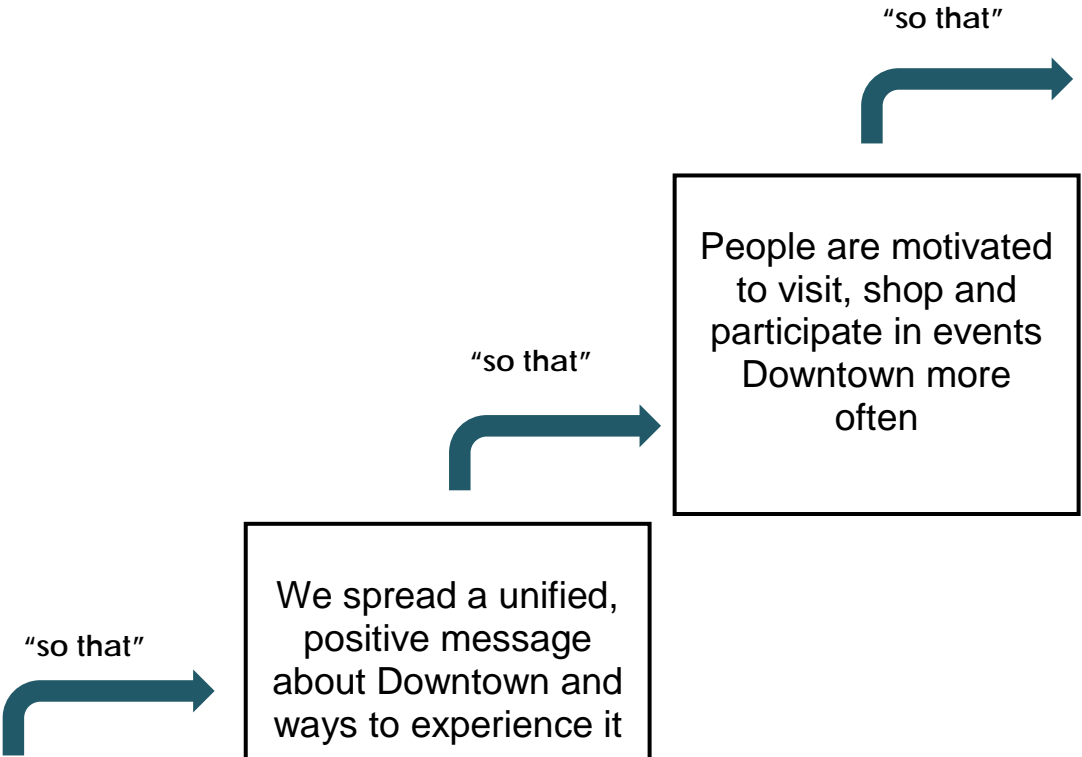
People are motivated to visit, shop and participate in events Downtown more often

Downtown is a vibrant, dynamic business environment that attracts people, activity and investment

- Guidance:**
- Be timely
 - Promote shop local
 - Coordinate with ODA on overarching image and message

2018 Initiatives:

- Guide a contracted agent (possibly in partnership with the ODA) to develop creative content and messages, and coordinate placement of ads and stories through various media outlets
- Host Twinklefest
- Create a welcome packet for new downtown residents
- Sponsor local events (i.e., Pride)



Parking

Public Value Results Map

How my work contributes to the PBIA mission:

To assist in creating a vibrant Downtown business environment and enhance the reality and perception of Downtown by visitors, residents and business owners

What we do:

- Educate businesses about the parking strategy – how it aims to make parking more convenient for customers and where employees can and should park
- Gather member feedback and advise the City on parking strategy actions (e.g., priorities for parking lot lighting upgrades)
- Support efforts to design signage and improve parking wayfinding overall
- Encourage business participation in potential programs, such as a parking validation program or free bus passes for employees

Businesses understand and participate in the implementation of the Downtown parking strategy

AND

Businesses continue to have a voice in its implementation

All Downtown users have access to predictable short and long-term parking

- Shoppers
- Theater Patrons
- Employers/Employees
- Residents
- Loading/Unloading

Ultimate Outcome
Downtown is a vibrant, dynamic business environment that attracts people, activity and investment

Small Business Support/Resources

Public Value Results Map

How my work contributes to the PBIA mission:

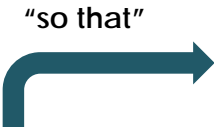
To assist in creating a vibrant Downtown business environment and enhance the reality and perception of Downtown by visitors, residents and business owners

What we do:

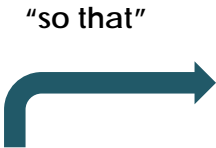
- Educate members about the myriad resources to enhance, support and grow their business
- Help to facilitate and fund business and professional training programs
- Encourage members to participate

How we do it:

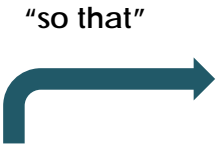
- Promote the myriad small business support resources available in our region through communication functions



Downtown businesses have the tools and trainings they need to be successful



Businesses can stay and thrive in Downtown as the local economy grows



Ultimate Outcome
Downtown is a vibrant, dynamic business environment that attracts people, activity and investment



General Government Committee

Report on Liberating Structures

Agenda Date: 11/17/2017
Agenda Item Number: 5.B
File Number: 17-1159

Type: report **Version:** 1 **Status:** In Committee

Title

Report on Liberating Structures

Recommended Action

Committee Recommendation:

Not referred to a committee.

City Manager Recommendation:

Receive the information on Liberating Structures. Briefing only; no action requested.

Report

Issue:

Whether to receive an introduce to Liberating Structures as an alternative approach to helping people be more engaged and work together better.

Staff Contact:

Stacey Ray, Senior Planner, Community Planning and Development, 360.753.8046

Presenter(s):

Stacey Ray, Senior Planner, Community Planning and Development

Background and Analysis:

Staff will introduce councilmembers to Liberating Structures, and highlight when and how they have been used to design and host more meaningful and engaging meetings and workshops for City staff and community members.

Attachments:

Website



Liberating Structures

INCLUDING AND UNLEASHING EVERYONE

- Home
- LS Menu
- Field Stories
- Topics
- Bookstore
- Keith
- Henri
- User Resources

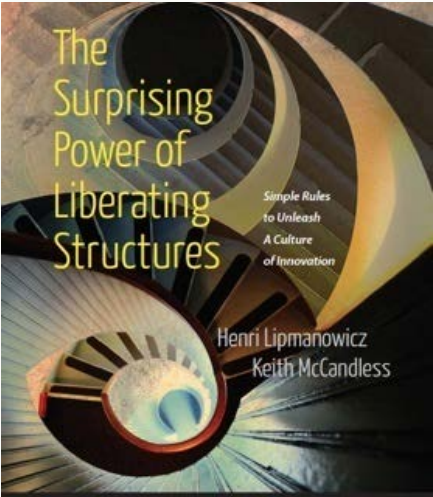


Introduction

When you feel included and engaged, do you do a better job? Do you think teams in which people work well together produce much better results? Have you noticed the best ideas often come from unexpected sources? Do you want to work at the top of your intelligence and give the same opportunity to others?

If YES, we have found this is the kind of organization and community that people want to be part of. AND, Liberating Structures help make it happen.

“ *So why is it that so many organizations of all stripes are filled with disengaged workers, dysfunctional groups and wasted ideas?* ”



Preview the LS book here. Color and B&W versions available on Amazon. Learn how simple rules can unleash a culture of innovation.



Lofty aims to include and unleash everyone in shaping the future

While there will always be some justification for blaming leaders (or professors and administrators in education), the more compelling and useful explanation is not that people involved are bad, stupid or incompetent, but rather that the practices they have all learned are neither adapted to today’s realities nor designed to achieve the ideals listed above.

Unwittingly, the conventional structures used to organize how people routinely work together stifle inclusion and engagement.

Conventional structures are either too inhibiting (presentations, status reports and managed discussions) or too loose

and disorganized (open discussions and brainstorm) to creatively engage people in shaping their own future. They frequently

Search the website:

- News and Events
- What People Are Saying
- Introduction
- Food for Thought Blog
- LS Menu
- Field Stories
- Topics
- Bookstore
- Keith McCandless
- Henri Lipmanowicz
- User Resources

generate feelings of frustration and/or exclusion and fail to provide space for good ideas to emerge and germinate. This means that huge amounts of time and money are spent working the wrong way. More time and money are then spent trying to fix the unintended consequences.



Liberating Structures: Simple, Subtle, Powerful

from Liberating Structures

LIVE
00:00
08:57

Liberating Structures: Simple, Subtle, Powerful from Liberating Structures on Vimeo.

Liberating Structures start with something so simple and essential as not to seem worth doing and end with something so powerful and profound that it hardly seems possible.

This website offers an alternative way to approach and design how people work together. It provides a **menu** of thirty-three Liberating Structures to replace or complement conventional practices.



A liberating repertoire of 33 methods

Liberating Structures used routinely make it possible to build the kind of organization that everybody wants. They are designed to include everyone in shaping next steps.

Liberating Structures introduce tiny shifts in the way we meet, plan, decide and relate to one another. They put the innovative power once reserved for experts only in hands of everyone.

This alternative approach is both practical and feasible because Liberating Structures are quite simple and easy to learn. They can be used by everyone at every level, from the executive suite to the grassroots. No lengthy training courses or special talents are required. Mastery is simply a matter of practice. LS routinely unleash a



vast reserve of contributions and latent innovations waiting to be discovered.

Every person interested in leading change—in schools, hospitals, foundations, agencies, and





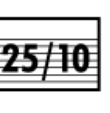





businesses—can use Liberating Structures to generate innovation and great results.

VIDEO: see one
Liberating
Structure
"TRIZ"
introduced to a
group of
doctors,
managers,
innovators

Liberating Structures are easy-to-learn **microstructures** that enhance relational coordination and trust. They quickly foster lively participation in groups of any size, making it possible to truly include and unleash everyone. Liberating Structures are a **disruptive innovation** that can replace more controlling or constraining approaches.

Click on any Liberating Structure below.

LS Menu 	Wicked questions 	What³ debrief 	Min specs 	Heard, seen respected 	What I need from you 	Integrated autonomy 
Design elements 	Appreciative interviews 	Discovery and action dialog 	Improv prototyping 	Drawing together 	Open space 	Critical uncertainties 
1-2-4-All 	TRIZ 	Shift & share 	Helping heuristics 	Design storyboards 	Generative relationships 	Ecocycle 
Impromptu networking 	15% solutions 	25 : 10 crowdsourcing 	Conversation café 	Celebrity interview 	Agree/certainty matrix 	Panarchy 
9-whys 	Troika consulting 	Wise crowds 	User experience fishbowl 	Social network webbing 	Simple ethnography 	Purpose to practice 

“ Leaders know that they would greatly increase productivity and innovation if only they could get everyone fully engaged. The challenge is how. Liberating Structures are novel, practical and no-nonsense methods to help you accomplish this goal with groups of any size. ”

Liberating Structures spark inventiveness by minimally structuring the way we interact while liberating content or subject matter.



Very simple constraints unleash creative adaptability, generating better than expected results. Individual brilliance and collective wisdom are unbridled. Such a dramatic shift

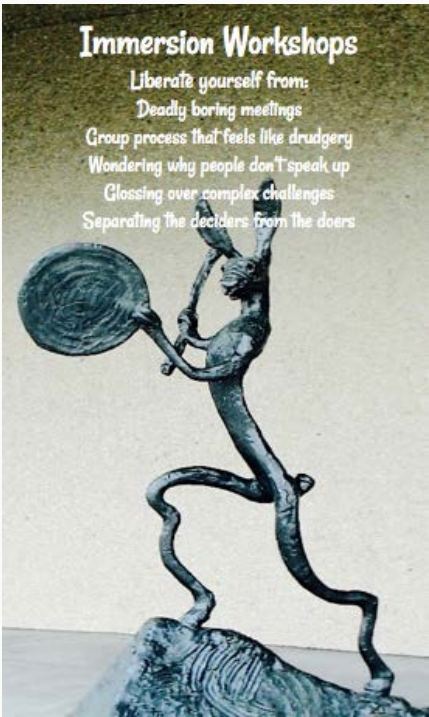
cannot be THAT simple, engaging, and powerful but it is. Read [Getting Started](#) if you are ready to liberate yourself.

“ *By design, Liberating Structures distribute control so that participants can shape direction themselves as the action unfolds.*

Learning Events

Immersion workshops are a great way to get started. Like a foreign language immersion course that temporarily relocates you away from a familiar culture, a LS immersion experience is a very effective way to learn. There are no presentations, facilitated discussions, status reports, brainstorming sessions, or open discussions. Only Liberating Structures are practiced.

[Organizing a workshop](#) for people in your working group can accelerate "fluency."



Check out [News and Events](#) for more immersion workshops and [LS User Group](#) meetings. [Subscribe to LS News & get access to archives here.](#)

Get occasional bubbles from the LS community

Liberating Structures are immeasurably practical. Our world is increasingly complex, interdependent, and culturally diverse. Many of our most pressing challenges cut across geographic, cultural, and technical boundaries. Simple methods that help us work together productively are central to making progress.

Helpful Analogies

Like *Wikipedia*, LS create simple rules to guide and liberate everyone's contributions. *Wikipedia's* must-dos and must-not dos specify how anyone can write articles, edit content, reach consensus about the facts, and share with attribution. This structure makes it possible for a diverse community to generate and sustain accurate

content that compares favorably with professionally edited encyclopedias. Like *Wikipedia*, LS is a disruptive innovation in regard to how we engage people in organizations.

Like *improv jazz*, LS sparks freedom that arises from shared understanding of simple rules. Great jazz comes from playing creatively within the context of melodic and harmonic structure. Like *water in a river*, LS takes the shape of the banks that it touches: adapting a similar pattern at every scale and in each local setting.

Like *FoldIt* (read [Novices To Expert Innovators in Biology](#)) LS is a form of crowdsourcing that enables innovation by including and unleashing more people.



Check out a very visual presentation for the Plexus Institute annual conference-
-[Pecha Kucha](#) *The Structure of Liberation*.

Below: watch this inspired video by Professor Arvind Singhal talking about liberating education and the role of changemakers. [UnScriptED: Liberating Structures](#)



[Unscripted: Liberating Structures by Dr. Arvind Singhal](#)

from [Media Changemakers](#)

LIVE

Below: watch [Keith](#) facilitate [TRIZ](#)--a Liberating Structure that makes space for innovation by stopping counterproductive behaviors. With participants from Mass General/Harvard and the Boston healthcare community, the focus is on primary healthcare services and innovation.

Below, enjoy scenes from the LCJP Restorative Justice Summit. Liberating Structures were used to organize a three day event full of learning, designed to advance the Restorative Justice movement. Restorative Justice (RJ) aims to create communities in which people feel safe by carefully structuring opportunities for offenders to make amends and victims to regain their personal power. Restorative Justice practitioners found Liberating Structures to be highly structured, liberating better than expected results.



[2012 CO RJ Summit Video](#)

from [LCJP](#)

LIVE
00:00
06:11

Like

[2012 CO RJ Summit Video](#) from [LCJP](#) on [Vimeo](#).

LS were used to design the Transformation of Nursing summit. Coalitions from all 50 states and DC came together to advance the cause. Keith was the lead consultant and designer.



For the United Nations ITC-ILO, Henri and Keith offered a Liberating Structures immersion workshop and follow-up consulting sessions. (The Centre is in Turin Italy.) The focus was how to organize for promoting decent work and sustainable development by not over-helping but rather facilitating networked self-organization.

Liberating Structures Workshop Video

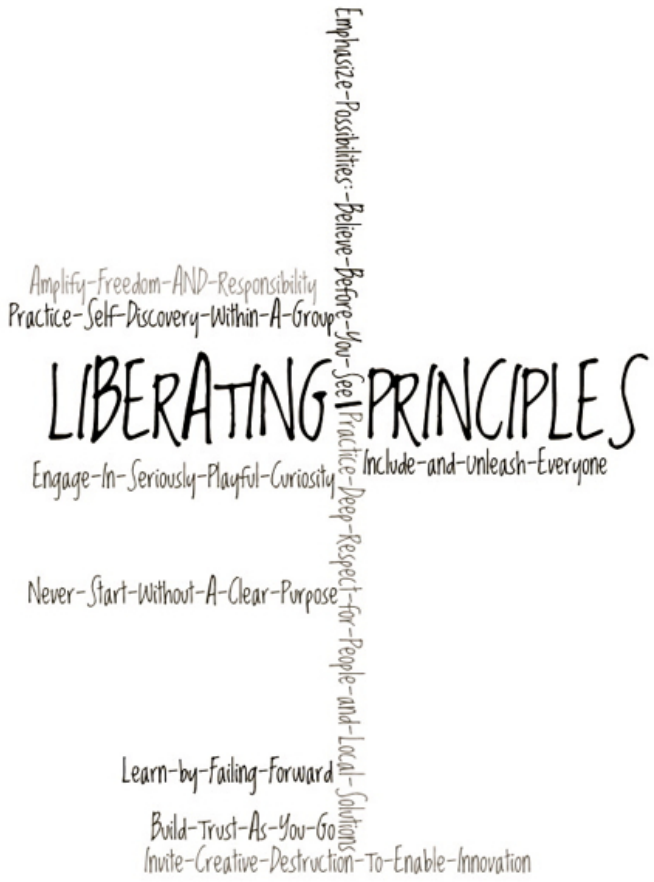


...while framing a new tomorrow.

Ten Principles

While the individual LS microstructures are powerful separately, they function as an interrelated set which can transform a entire organization. The LS repertoire is inspired by ten liberating principles.

When we decide we belong together, LS principles help to guide behavior and leadership actions. [Detailed descriptions here.](#)



The 10 LS Principles (short form)



Liberating Structures are informed by complexity science--the science of emergence. This entertaining Radiolab program explores how order in nature emerges without central control. It starts with how

lightning bugs synchronize their flashing. "What happens when there is no leader? Starlings, bees, and ants manage just fine. In fact, they form staggeringly complicated societies -- all without a Toscanini to conduct them into harmony. This hour of Radiolab, we ask how this happens."



News
The Surprising Power of Liberating Structures book!
[Preview and buy on Amazon](#). The color paperback (\$49.95 USD), [black&white](#) (\$19.95 USD) and e-book are now available on the Amazon website. Amazon offers deep discounts and free shipping to some customers.



The development team at [Holisticon](#) is happy to announce that version **1.0.0 of the Liberating Structures App** is now released and available in the Google Play and Apple App Stores. This version contains stability fixes, text corrections and a revised introduction. A deep bow to their creative genius. Happy downloading!

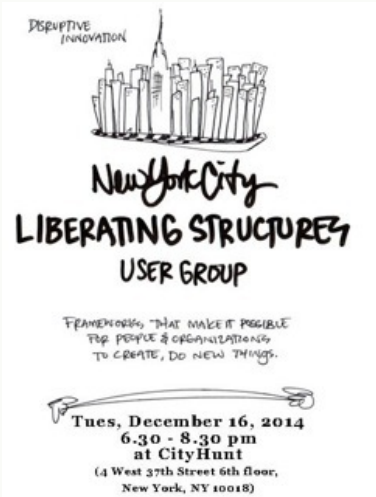
[Coaching Zone Podcast](#) with Keith and Dr. Krister Lowe. The focus is on how leaders and teams can develop more productive habits with LS. [45 minutes] [Radio Interview with Meisha Rouser](#), organizational psychologist. The focus is on groups working at the top of their intelligence and imagination. And a third [podcast interview with Amiel Handelsman](#) that dips into specific LS microstructures and their use by groups to generate innovative cultures. [60 minutes].

Check out [Falling Off the Horse](#) while facilitating & leading with Liberating Structures. This article by Keith McCandless describes a personal path forward. It includes what is possible to **stop doing** when LS is integrated into your practice.

LS User Groups (inventing and enlivening a new way to organize)

Open Letter from a Grateful Student to All Educators

New: Rhapsody for Strings!



One of nine strings illustrated in "Rhapsody for Strings." A large array of topics and challenges are addressed. PDF here.

Below: early LS users and co-developers in Latin America, Europe, Canada and the USA.



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General Government Committee

Priority Strategies for Program Year 2018 CDBG Program and the Upcoming Five-Year CDBG Strategic Plan

Agenda Date: 11/17/2017
Agenda Item Number: 5.C
File Number: 17-1178

Type: recommendation **Version:** 1 **Status:** In Committee

Title

Priority Strategies for Program Year 2018 CDBG Program and the Upcoming Five-Year CDBG Strategic Plan

Recommended Action

Committee Recommendation:

Not referred to a committee.

City Manager Recommendation:

Identify and recommend priority strategies for Program Year 2018 (9/1/18 - 8/31/19) Community Development Block Grant Program (CDBG) and the CDBG Consolidated Five-Year Strategic Plan (2018 - 2022).

Report

Issue:

Whether to identify the priority strategies for Program Year 2018 Community Development Block Grant Program (9/1/18 - 8/31/19) and the CDBG Consolidated Five-Year Strategic Plan (2018 - 2022).

Staff Contact:

Anna Schlecht, Community Service Programs Manager, Community Planning and Development Department (360-753-8183).

Presenter(s):

Keith Stahley, Community Planning and Development Department Director.
Anna Schlecht, Community Service Programs Manager.

Background and Analysis:

The General Government Committee has the opportunity to make recommendations for the priority strategies for Program Year 2018 CDBG Program (9/1/18 - 8/31/19) and the CDBG Consolidated Five-Year Strategic Plan (2018 - 2022).

This item was first discussed by the General Government Committee at the August 23, 2017 and continued for further discussion at October 6, 2017, meeting. Separate from this agenda item, the Committee also discussed options for a potential second amendment to PY 2017 (September 1, 2017 - August 31, 2018).

The coming Program Year (PY) 2018 (September 1, 2018 - August 31, 2019) will be the first year of the next Five-Year (2018 - 2022) Community Development Block Grant (CDBG) Consolidated Plan, also referred to as the CDBG Five-Year Strategic Plan. The committee has an opportunity to identify both multi-year strategies as well as to identify the first year's specific activities. A timely decision will allow City staff to work with Thurston County to develop the joint CDBG Consolidated Five-Year Strategic Plan.

Alignment with other Plans - Staff have analyzed the ways that CDBG strategies might align with other plans, summarized as follows:

- **Downtown Strategy** Calls for more housing, economic opportunities, ADA accessible walk ways, and well managed social services in the urban hub.
- **Community Renewal Area Strategies** Encourages the elimination of urban blight in key areas with housing, economic development opportunities and the creation of jobs for low and moderate income people.
- **Economic Development Strategies**; Encourages a broad range of city-wide economic development which includes job creation for low & moderate income people.
- **County Five-Year Homeless Housing Plan** (*Scheduled for December release*) Calls for more affordable housing, emergency shelter capacity, day centers, 24/7 accommodations for all homeless populations, supportive services and review of local zoning and development policies to encourage more affordable housing.
- **Regional Fair Housing Plan**: (*Draft plan released in October*) Encourages better geographic distribution of affordable and accessible housing, and a review of local zoning and development policies to encourage more affordable housing. **Please note:** The strategies from this plan must be incorporated into the CDBG Five-Year Consolidated Plan.

Based on analyzing those plans, staff identified four key areas that are represented in the staff's preliminary proposed PY 2018 Activities and the CDBG Consolidated Five Year Strategic Plan:

- 1) **Increased Affordable (and accessible) Housing:** Funding projects that will add new housing units affordable to low and moderate income people (***All the above plans***).
- 2) **Social Services:** Services that assist very low-income, street-dependent, mentally ill and homeless people. (***All plans except the Economic Development Strategies and Regional Fair Housing Plan***).

- 3) **Economic Development:** Business training programs that create jobs and economic opportunity for low and moderate income people (***All the above plans***).
- 4) **Homeless Resources:** Emergency shelter, day centers and supportive services that serve the most vulnerable people. (***All plans except the Economic Development Strategies and Regional Fair Housing Plan***).

Public Process - In addition to identifying CDBG Consolidated Five-Year Plan strategies and PY 2018 activities, the Council will also need to identify the method(s) for the public process to be used for project selection. Process options include:

- **“Direct select”** - Council-chosen activities and providers (aka Sub-recipients); or,
- **“Request for Proposals (RFP)”** process to procure specific projects or programs through a competitive process to identify CDBG Contractors.

Ideally, the public process will be clarified to allow staff to proceed with drafting the CDBG Consolidated Five-Year Plan and PY 2018 activities. This allows the Council to commence the public comment process on the draft plans much earlier, and adjust CDBG strategies and activities as needed.

Charting the Options -To facilitate the Committee’s discussion of both first-year and multi-year strategies and activities, an attached chart presents staff preliminary options for consideration. A more detailed presentation will outline the rationale for each option.

CDBG Background

CDBG Purpose - The Community Development Block Grant (CDBG) Program was created as a “bundled” federal aid program intended to aid the development of viable urban communities, by providing decent housing and a suitable living environment and expanding economic opportunities, principally for persons of low and moderate income. The program was designed with flexibility to allow communities to determine how to meet the specific local needs of low-moderate income individuals. All City of Olympia CDBG-funded activities must conform to the federal regulations found in CFR 24

CDBG Annual Action Plan Referral - Every year the Council refers the initial review of the CDBG Program to General Government Committee for the purpose of developing recommendations on priorities and the public process for the coming program year.

Options for CDBG-funded Activities - The attached “Options for CDBG Program Year 2018 Activities / Next 5-Year Plan Strategies” presents the preliminary Consolidated Five-Year Plan strategies along with recent examples of activities identified by staff:

1. Economic Development

Examples: Business training programs; CPTED Safety projects.

2. Public Facilities

Examples: ADA curb Cuts, Warming Center, Community Care Center

3. Land Acquisition

Examples: Purchase of Griswold's Building; Land for Drexel I / Devoe II

4. Clean-up of Contaminated Sites

Examples: Isthmus Building Demolition Asbestos removal

5. Housing Rehabilitation

Examples: Homes First, LIHI Fleetwood Building. Can include both acquisition and rehabilitation as conducted by Homes First!

6. Public Services

Examples: Downtown Ambassador Program.

Neighborhood/Community Interests (if known):

The federal CDBG Program offers a flexible source of funding to meet a wide variety of affordable housing, social service, economic development and other community development needs. All neighborhoods and community stakeholders have an interest in how CDBG funds are invested in community development programs and projects.

Options:

- 1) Identify and recommend priority strategies for Program Year 2018 (9/1/18 - 8/31/19) Community Development Block Grant Program (CDBG) and the CDBG Consolidated Five-Year Strategic Plan (2018 - 2022).
- 2) Delay the process of identifying priority strategies for Program Year 2018 (9/1/18 - 8/31/19) Community Development Block Grant Program (CDBG) and the CDBG Consolidated Five-Year Strategic Plan (2018 - 2022) and risk the timely completion of our joint City-County plan.

Financial Impact:

Program Year 2018 (September 1, 2018 - August 31, 2019) will guide the investment of an estimated total of \$470,000 (*revised from prior staff reports*) and the CDBG Consolidated Five-Year Strategic Plan will guide the investment of an estimated total of \$2,250,000 (including the first Program Year 2018).

Attachments:

Options for CDBG PY 2018 Activities
CDBG Program Annual Cycle

DRAFT Options for Program Year 2018 Activities / Next 5-Year Plan Strategies

#	Strategic Priority	CDBG-Eligible Activity	Examples	PY 2018 Annual Action Options	2018 – 2022 Con Plan
1	Planning & Admin	Required	Current Administration	\$90,000	<i>Presumed</i>
2	Section 108 Payback	Avalon LLC Repays Loan	Current Section 108 Payments	\$0.00 <i>(\$56,000 payment due 2020)</i>	<i>Contingent on Future Projects</i>
3	Economic Development	Business Assistance & Training	TEDC Tune-Up Enterprise for Equity	\$35,000	Priority
		Special Economic Development Activities	CPTED – Safety & Facade	\$25,000	Priority
4	Public Facilities	Community Center: Purchase / Tenant Improvements / 15 + Year Lease	Warming Center Welcome Center	\$265,000	HIGH Priority
		Infrastructure	ADA sidewalk improvements Sewer / Water connections	\$0.00	Priority
5	Land Acquisition	Commercial facility purchase		\$0.00	Priority
		Housing: Land for new multi-family	In conjunction with Community Center Project	Part of Community Center	HIGH Priority
6	Contaminated Site Clean-up	Brownfields /Environmental Clean-up	Old Health Dept. Asbestos Removal	\$0.00	Priority
7	Housing Rehabilitation	Housing Rehabilitation & Retain	Homes First Projects LIHI Fleetwood Apts.	\$0.00	Priority
8	Public Services	Social Services	Ambassador Program Community Center Staffing	\$55,00 \$35,000	Priority
			PY 2018 TOTALS	\$470,000	

ESTIMATED AVAILABLE CDBG FUNDS:

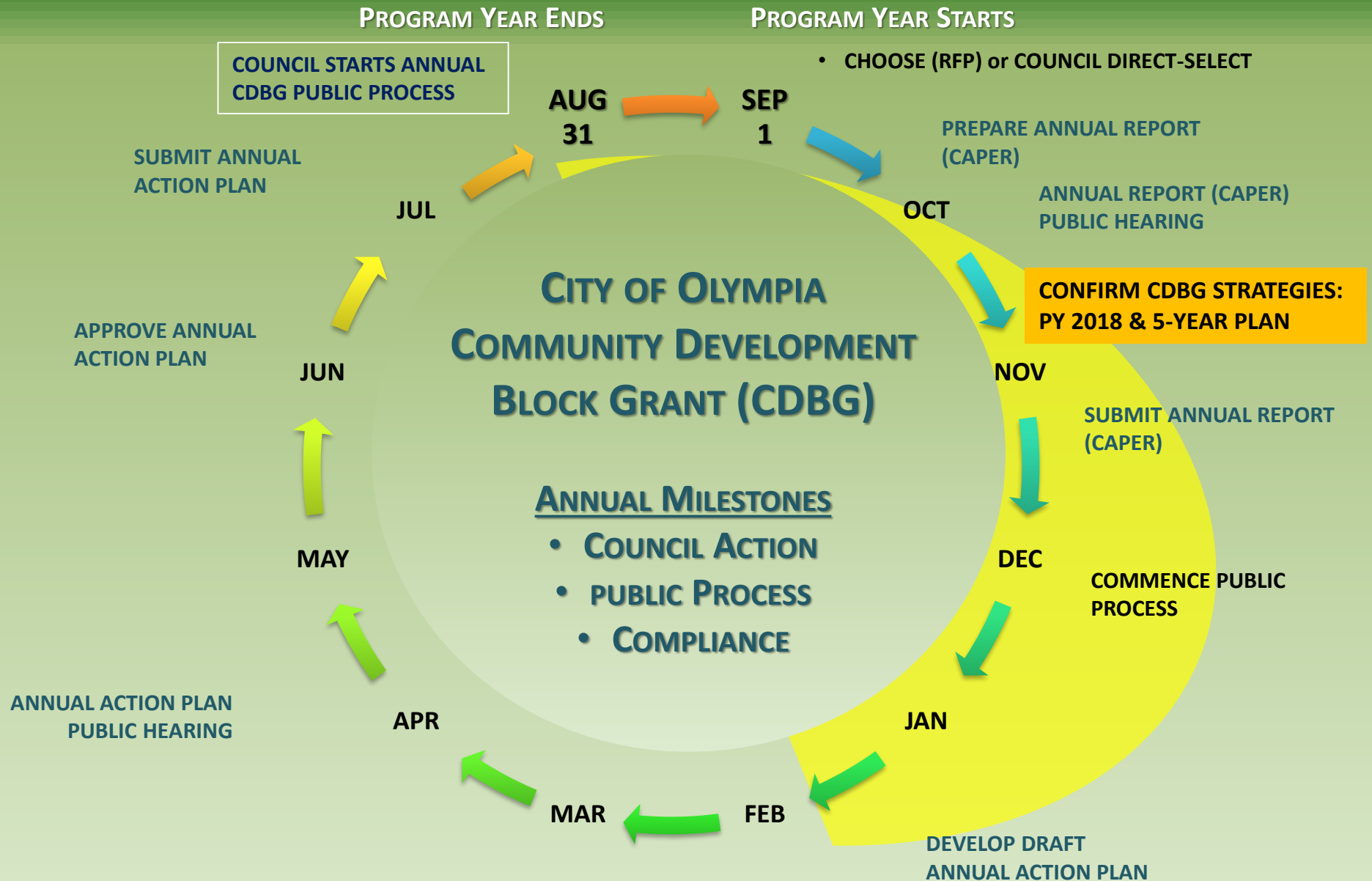
\$320,000 Estimated PY 2018 Grant (*HUD sends out notices in early 2018*)

\$150,000 Estimated Program Income

\$470,000 TOTAL ESTIMATED FUNDS FOR PY 2018

\$2,250,000 TOTAL ESTIMATED FUNDS FOR CDBG CONSOLIDATED FIVE-YEAR PLAN (*Roughly 5 x PY 2018 Funding estimates*)

OLYMPIA CDBG PROGRAM – ANNUAL CYCLE





General Government Committee

Review of the City Manager's Performance Evaluation Process

Agenda Date: 11/17/2017
Agenda Item Number: 5.D
File Number: 17-0942

Type: discussion **Version:** 1 **Status:** In Committee

Title:

Review of the City Manager's Performance Evaluation Process

Recommended Action:

Review options for changing the City Manager's Performance Evaluation Process

Committee Recommendation:

Referred to the General Government Committee on July 25, 2017

City Manager Recommendation:

Review options for changing the City Manager's Performance Evaluation Process

Report

Whether to make changes to the City Manager's Performance Evaluation process

Staff Contact:

Steve Hall, City Manager, 753.8370

Presenter(s):

Steve Hall, City Manager

Background and Analysis:

The City Manager serves as the Chief Executive Officer for the city and is appointed by the City Council. Based on the City Manager's employment contract, the City Council as a collective body is to provide feedback to the city manager at a "mid- year" (typically July and a "year-end" (typically December) evaluation.

In the past, the City manager has provided various materials and used different processes to solicit Council feedback. These approaches have had mixed results in terms of individual and collective response.

Recently, Council member Gilman did some research to explore criteria and process for city manager's evaluations in other cities. His letter summarizing his work is attached.

Neighborhood/Community Interests (if known):

Unknown

Options:

1. Recommend revising the evaluation process and criteria
2. Recommend no changes
3. Give the city manager a giant bonus for all his great work!!!

Financial Impact:

Unknown

Attachments:

City Council Referral Request
Current Evaluation Form
Councilmember Gilman's Letter Dated July 26
Forest Grove Evaluation
ICMA Evaluation
Klamath Falls Evaluation
Maple Valley Evaluation (NLC)
Tacoma Evaluation
Vancouver Evaluation



Olympia City Council Referral Request

2016-000CS*	2017-0015 CS
Date of Referral	July 25, 2017
Originator	Mayor Cheryl Selby
Referral To	General Government Committee
Request	<p>The City Manager serves as the Chief Executive Officer for the City. The City Manager is appointed by the City Council.</p> <p>Based on the City Manager's employment contract with the City, the City Council provides formal performance feedback to the City Manager at a "mid-year" (usually July) and "year-end" (usually December) evaluations.</p> <p>In the past, the City Manager has provided varying materials and instruments to solicit Council feedback with varying degrees of input from Councilmembers.</p>
Options	<p>The goal is for the City Council to participate in a process that provides timely, comprehensive and meaningful collective feedback to the City Manager about his role and performance.</p> <ul style="list-style-type: none">• Develop a new performance feedback system
Timing	Complete work prior to the December 2017 performance evaluation.
Attachments	Current evaluation worksheet

*Numbering consist of current year-3digitnumber- requesting Councilmember's initials.
(e.g., 2016-003CS = third referral in 2016, requested by Mayor Cheryl Selby)

GENERAL EXPECTATIONS

COMMUNITY RELATIONS

The City Manager:

- ___ - Makes effort to know and understand general community concerns.
- ___ - Makes effort to know and understand special interest and community organization concerns.
- ___ - Encourages public participation in developing City policies and implementing them by working to establish outreach and process strategies to engage the public.
- ___ - Provides information on significant constituent complaints/inquiries.
- ___ - Works proactively with the media.

Scoring is optional. If you choose to do so, mark the box that best summarizes the City Manager's job performance. Use the general expectation guidelines above for making this assessment.

NA = Does Not Apply Not relevant or do not know.	1 = Not Developed Undeveloped in most essential aspects; would clearly be a weakness if critical for job success.	2 = Underdeveloped Not consistent or fully developed in some essential aspects; could be a weakness if critical for job success.
3 = Competent Solid and steady in essential aspects; could be improved.	4 = Very Strong Highly effective; could be fine-tuned.	5 = Outstanding: Truly excellent; a clear strength; could be a role model for others.

Describe specifically, including examples, how you arrived at this assessment.

In your view, what is one thing that the City Manager could do to improve performance in this area?

Other Comments:

INTERGOVERNMENTAL RELATIONS

The City Manager:

- ____ - Provides information regarding intergovernmental relations.
- ____ - Is effective in representing the City's interests.
- ____ - Participates effectively to have impact on behalf of the City.
- ____ - Actively promotes City policy with other agencies.
- ____ - Maintains trusting working relationships with other governmental entities.

Scoring is optional. If you chose to do so, mark the box that best summarizes the City Manager's job performance. Use the general expectation guidelines above for making this assessment.

NA = Does Not Apply Not relevant or do not know.	1 = Not Developed Undeveloped in most essential aspects; would clearly be a weakness if critical for job success.	2 = Underdeveloped Not consistent or fully developed in some essential aspects; could be a weakness if critical for job success.
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Describe specifically, including examples, how you arrived at this assessment.

In your view, what is one thing that the City Manager could do to improve performance in this area?

Other Comments:

COMMUNICATION

The City Manager:

- ___ - Provides for a direct contact with each Councilmember that is tailored to the individual preferences and needs of each Councilmember.
- ___ - Assures that Councilmembers receive important information from the City Manager in a timely manner (NO SURPRISES). Provides the Council with reasonable access to information.
- ___ - Facilitates open, two-way communication.
- ___ - Provides updated list of major agenda items; provides a regular update memo to the City Council. Ensures staff is available to respond to Council questions regarding agenda.
- ___ - Seeks to know and understand the significant concerns of stakeholders before making recommendations to the Council.
- ___ - Clearly communicates Council policy direction to City staff to ensure effective implementation.

Scoring is optional. If you chose to do so, mark the box that best summarizes the City Manager's job performance. Use the general expectation guidelines above for making this assessment.

NA = Does Not Apply Not relevant or do not know.	1 = Not Developed Undeveloped in most essential aspects; would clearly be a weakness if critical for job success.	2 = Underdeveloped Not consistent or fully developed in some essential aspects; could be a weakness if critical for job success.
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Describe specifically, including examples, how you arrived at this assessment.

In your view, what is one thing that the City Manager could do to improve performance in this area?

Other Comments:

POLICY MAKING/VISION IMPLEMENTATION

The City Manager:

- ___ - Is objective and takes care to separate the facts from judgments. Makes effort to create a positive environment for decisions. Acknowledges all points of view.
- ___ - Is committed to the Council's vision for the community.
- ___ - Recognizes that City Council needs to make policy decisions.
- ___ - Provides the Council with real alternatives/creative solutions. Assesses impact of policy choices on the Council's vision.
- ___ - Provides for an orderly, open, and effective policy process with adequate lead time.
- ___ - Respects the views of each Councilmember.
- ___ - Regularly meets with or communicates with Councilmembers to develop policy proposals, create strategies and resolve problems.

Scoring is optional. If you chose to do so, mark the box that best summarizes the City Manager's job performance. Use the general expectation guidelines above for making this assessment.

NA = Does Not Apply Not relevant or do not know.	1 = Not Developed Undeveloped in most essential aspects; would clearly be a weakness if critical for job success.	2 = Underdeveloped Not consistent or fully developed in some essential aspects; could be a weakness if critical for job success.
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Describe specifically, including examples, how you arrived at this assessment.

In your view, what is one thing that the City Manager could do to improve performance in this area?

Other Comments:

MANAGEMENT OF ORGANIZATION

The City Manager:

- ___ - Accepts full accountability for staff.
- ___ - Identifies organization problems and takes remedial action.
- ___ - Effectively utilizes the City's human resources. Views all staff as professionals. Provides for growth within the organization and pushes staff to new levels of performance.
- ___ - Implements policy consistent with Council decisions.
- ___ - Properly prepares and manages the budget consistent with Council goals and priorities.
- ___ - Assures that staff provides independent advice. Staff is not political. Assures that staff provides high quality product within financial constraints.
- ___ - Professionally manages staff (e.g. achievement of objectives, positive community feedback). Builds effective working teams to resolve issues. Hires good people. Promotes and delegates to meet organizational needs.

Scoring is optional. If you chose to do so, mark the box that best summarizes the City Manager's job performance. Use the general expectation guidelines above for making this assessment.

NA = Does Not Apply Not relevant or do not know.	1 = Not Developed Undeveloped in most essential aspects; would clearly be a weakness if critical for job success.	2 = Underdeveloped Not consistent or fully developed in some essential aspects; could be a weakness if critical for job success.
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Describe specifically, including examples, how you arrived at this assessment.

In your view, what is one thing that the City Manager could do to improve performance in this area?

Other Comments:

ACHIEVEMENTS

Describe how the City Manager has made progress toward meeting specified City Council goals.

2014	DESCRIBE PROGRESS
Plan for the Future	
Inspire Strong Relationships	
Invest in Downtown	
Adopt a Sustainable Budget	

Describe the top three achievements or strong points of the City Manager for the past 12 months.

FUTURE DEVELOPMENT

City Council: List three performance objectives for the City Manager you feel are the most important targets for the next 12 months.

City Manager: Describe your satisfaction with your job. What are three areas of personal growth that you would like to focus on for the next 12 months.



July 26, 2017

Mayor Selby and Councilmembers,

I'm providing some background to support the Council referral to General Government 2017-0014-CS regarding City Manager performance evaluation.

Olympia City Council is charged in the Olympia Municipal Code with the responsibility to appoint, evaluate, and approve compensation for the City Manager. I am pleased that we are reviewing our process and considering the city manager performance evaluation processes in place in other Northwest cities.

The City Manager annual review currently provides an opportunity for the Manager to report on progress and successes in city administration and for Council to provide, in Executive Session, feedback on the report and the Manager's performance. There is also a written evaluation form provided to Council members. Previous experience has shown that the more complex the evaluation form the less input Councilmembers provide.

Here is what the Council Handbook (Chapter 2 of the Olympia Municipal Code) says about this responsibility.

2.4.1 OBLIGATORY DUTIES

3. Supervise Appointed Officials

- a. Appoint City Manager, Police Auditor and Hearings Examiner
- b. Evaluate performance of City Manager

2.13a. City Manager Performance Review.

The City Council shall meet annually in December with the City Manager to review performance and establish priority expectations for the coming year. The City Council shall also meet mid-year in June with the City Manager to review performance. The meetings shall be held in Executive Session scheduled according to the Council's Agenda Scheduling procedures.

I have found a few themes to be common across cities. One, the evaluation process is intended to condense seven separate reviews into one evaluation of the manager's success in meeting set goals. This is intended to allow Council to speak as one body, attempting to bring Council consensus rather than seven personalities into the evaluation. Two, it is also hoped that this process elevates the conversation to a high-level review of year-long performance and avoids dredging up old issues, or the issue of the moment, that would be better addressed through other forums.

The International City/County Management Association (ICMA) 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 the ICMA evaluation instrument. The [ICMA city manager evaluation template](#) is used by many cities across the nation.

In my cursory survey, I have found that city manager evaluations in several Washington and Oregon cities are generally similar. Almost all base their work on the ICMA criteria. Some rely primarily upon a numeric rating, some seek comments from Council members, and a number combine the two options.

The template provided by the City Manager's professional association does not ask questions about respecting the balance of power where Council makes legislation and Managers administer the legislation. Some cities have added such criteria to their evaluation. i.e. "Does City Manager and staff avoid an undue influence on policy development while focusing on policy implementation and service delivery."

I found very few examples of cities extending the evaluation process to seek input from staff members and community stakeholders. I found none in our region.

A typical process goes something like this:

1. Council are provided the City Manager's self-evaluation letter and a blank evaluation form.
2. The City Attorney collects and combines the forms in a single document.
3. An executive session is held, without the City Manager present, to review the consolidated Council evaluation. It appears typical to have the City Attorney and Human Resources Director participate. Some councils review the City Manager's job description at this point and proposed modifications are referred to the City Attorney for consultation and review.
4. A second executive session is held where the Council presents their evaluation to the City Manager, there is an opportunity for discussion, and changes to compensation are discussed. (Some cities provide the city manager the option of requesting that the presentation of the evaluation may be conducted as an open public meeting.)
5. In some cities, a press release is issued by the Mayor offering a high-level summary of the evaluation and explaining the basis for approving a change in compensation.

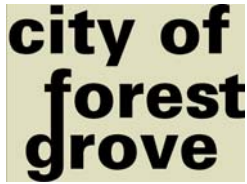
Key organization resources: [National League of Cities](#), [International City/County Management Association](#)

Sample forms and processes from other cities:

- [City of Tacoma City Manager Evaluation](#)
- [City of Vancouver City Manager Evaluation](#)
- City of Maple Valley City Manager Evaluation ([Included in National League of Cities guide to city manager evaluations](#))
- [City of Forest Grove, OR City Manager Evaluation](#)
- [City of Klamath Falls City Manager Evaluation](#)

Submitted for your consideration,

Clark Gilman



MANAGEMENT PERFORMANCE APPRAISAL

Name _____
Date of Hire/Appt _____
Current Position _____
Review Period _____

Ratings Categories

U - Unsatisfactory
NI - Needs Improvement
M - Meets Expectations
E - Exceeds Expectations
O - Outstanding

PERFORMANCE FACTORS

U NI M E O

ADMINISTRATION

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Anticipates problems and finds solutions; effectively administers policy and procedure; insures the delivery of quality services; exhibits the skills to plan, organize and set standards in managing the overall responsibilities of the department.

COMMENTS:

LEADERSHIP

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Exhibits drive and initiative in meeting goals; is innovative, creative and open to change; actively participates as a member of the management team; leads others by example.

COMMENTS:

U	NI	M	E	O
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COMMUNICATIONS

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Written and verbal communication skills are understandable, well organized and objective; shares information and exhibits open communication at all levels.

COMMENTS:

COMMUNITY RELATIONS

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Participates actively as a respected member of the community; is open and approachable to citizens; represents the City professionally and enhances the public's understanding of programs and services.

COMMENTS:

MANAGING HUMAN RESOURCES

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Prepares performance appraisals which are constructive and timely; recognizes both exemplary and deficient performance and counsels and commends as appropriate; seeks staff input and encourages participation; holds staff meetings and insures flow of communication.

COMMENTS:

FISCAL MANAGEMENT

U	NI	M	E	O

Prepares a realistic and responsible annual budget; exercises cost control in the use of

financial resources; seeks to identify and utilize cost-saving measures.

COMMENTS:

ACCOMPLISHMENTS & ACHIEVEMENT OF GOALS:

GOALS FOR NEXT REVIEW PERIOD:

OVERALL RATING: _____	Outstanding	90-100
	Exceeds Standards	80-89
	Meets Standards	70-79
	Needs Improvement	60-69
	Unsatisfactory	50-59

Current Salary: _____

New Salary: _____ Effective Date: _____

Employee Signature: _____ Date: _____

Supervisor Signature: _____ Date: _____

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: _____

City of Klamath Falls Performance Evaluation

City Manager

PURPOSE

The purpose of the employee performance evaluation and development report is to increase communication between the City Council and the City Manager concerning the performance of the City Manager in the accomplishment of his/her assigned duties and responsibilities, and the establishment of specific work-related goals and objectives.

PROCESS

1. The City Manager prepares a memorandum to Council including his/her self evaluation in a narrative format, and shall return this to the Human Resources Director.
2. The Human Resources Director will copy and distribute the City Manager Performance Evaluation form as well as the City Manager's self evaluation to the Mayor and Council for review.
3. The Mayor and Council members will complete a performance evaluation for the City Manager and then return the completed form to the Human Resources Director.
4. The Human Resources Director will tabulate the results of the evaluation forms and create a compiled evaluation.
5. The Mayor and Council Members will meet in executive session with the City Manager to discuss his/her compiled evaluation. After being dismissed, the Mayor and Council will discuss the performance of the City Manager.
6. The Mayor will procure the signature and concurrence/dissent of each Council member.
7. The Mayor and Council President will meet with the City Manager in executive session to review the evaluation, unless the City Manager requests an open hearing.

INSTRUCTIONS

Review the employee's work performance for the entire period; try to refrain from basing judgement on recent events or isolated incidents only. Disregard your general impression of the employee and concentrate on one factor at a time.

Evaluate the employee on the basis of standards you expect to be met for the job to which assigned considering the length of time in the job. Check (✓) the number which most accurately reflects the level of performance for the factor appraised using the rating scale described below.

Performance Evaluation

City Manager

Date: _____

RATING SCALE DEFINITIONS (1-5)

- Unsatisfactory (1) - The employee's work performance is inadequate and definitely inferior to the standards of performance required for the job. Performance at this level can not be allowed to continue.
- Improvement (2)
Needed The employee's work performance does not consistently meet the standards of the position. Serious effort is needed to improve performance.
- Meets Job (3)
Standard The employee's work performance consistently meets the standards of the position.
- Exceeds Job (4)
Standard The employee's work performance is frequently or consistently above the level of a satisfactory employee, but has not achieved an overall level of outstanding performance.
- Outstanding (5) The employee's work performance is consistently excellent when compared to the standards of the job.
- Not Observed (NO) The employee's work performance was not observed during this evaluation period.

I. Performance Evaluation and Achievements

<u>1. City Council Relationships</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>NO</u>
A. Effectively implements policies and programs approved by the City Council.	___	___	___	___	___	___
B. Reporting to the City Council is timely, clear concise and thorough.	___	___	___	___	___	___
C. Accepts direction/instructions in a positive manner.	___	___	___	___	___	___
D. Effectively aids the City Council in establishing long range goals.	___	___	___	___	___	___
E. Keeps the City Council informed of current plans and activities of administration and new developments in technology, legislation, governmental practices and regulations, etc.	___	___	___	___	___	___

Comments: _____

2. Public Relations

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>NO</u>
A. Projects a positive public image.	—	—	—	—	—	—
B. Is courteous to the public at all times.	—	—	—	—	—	—
C. Maintains effective relations with media representatives.	—	—	—	—	—	—

Comments: _____

3. Employee Relations

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>NO</u>
A. Works well with other employees.	—	—	—	—	—	—
B. Seeks to develop skills and abilities of employees.	—	—	—	—	—	—
C. Motivates employees toward the accomplishment of goals and objectives.	—	—	—	—	—	—
D. Delegates appropriate responsibilities.	—	—	—	—	—	—
E. Effectively evaluates performance of employees.	—	—	—	—	—	—
F. Uses effective supervisory skills.	—	—	—	—	—	—
G. Recruits and hires qualified and effective staff.	—	—	—	—	—	—

Comments: _____

4. Fiscal Management**1 2 3 4 5 NO**

- A. Prepares realistic annual budget. _____
- B. Seeks efficiency, economy and effectiveness in all programs. _____
- C. Controls expenditures in accordance with approved budget. _____
- D. Keeps City council informed about revenues and expenditures, actual and projected. _____
- E. Ensures that the budget addresses the City Council's goals and objectives. _____

Comments: _____

5. Communication**1 2 3 4 5 NO**

- A. Oral communication is clear, concise and articulate. _____
- B. Written communications are clear, concise and Accurate. _____

Comments: _____

6. Quantity/Quality**1 2 3 4 5 NO**

- A. Amount of work performed. _____
- B. Completion of work on time (meets deadlines). _____
- C. Accuracy. _____
- D. Thoroughness. _____

Comments: _____

7. Personal Traits

1 2 3 4 5 NO

- | | | | | | | |
|-------------------------------|---|---|---|---|---|---|
| A. Initiative. | — | — | — | — | — | — |
| B. Judgement. | — | — | — | — | — | — |
| C. Fairness and Impartiality. | — | — | — | — | — | — |
| D. Creativity. | — | — | — | — | — | — |

Comments: _____

8. Intergovernmental Affairs

1 2 3 4 5 NO

- | | | | | | | |
|--|---|---|---|---|---|---|
| A. Maintains effective communication with local, regional, state and federal government agencies. | — | — | — | — | — | — |
| B. Financial resources (grants) from other agencies are pursued. | — | — | — | — | — | — |
| C. Contributes to good government through regular participation in local, regional and state committees and organizations. | — | — | — | — | — | — |
| D. Lobbies effectively with legislators and state agencies regarding City programs and projects. | — | — | — | — | — | — |

Comments: _____

Achievements relative to objectives for this evaluation period: _____

II. Summary Rating

Overall Performance Rating – Considering the results obtained against established performance standards as well as overall job performance, the following rating is provided:

Unsatisfactory ____ Improvement ____ Meets Job ____ Exceeds Job ____ Outstanding ____
Needed Standards Standards

Comments: _____

III. Future Goals and Objectives

Specific goals and objectives to be achieved in the next evaluation period: _____

This evaluation has been reviewed and discussed between the City Council and the City Manager on: _____.

Council Members

Concurrence

Ward I

YES / NO

Ward II

YES / NO

Ward III

YES / NO

Ward IV

YES / NO

Ward V

YES / NO

City Manager

Signature

Next Evaluation Date

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

City Manager Performance Evaluation Examples

Trainers:

Julia Novak & Catherine Tuck Parrish
The Novak Consulting Group
www.thenovakconsultinggroup.com



City Manager Performance Evaluation

City of _____

Evaluation period: _____ to _____

Governing Body Member's Name

Each member of the governing body should complete this evaluation form, sign it in the space below, and return it to _____. The deadline for submitting this performance evaluation is _____. Evaluations will be summarized and included on the agenda for discussion at the work session on _____.

Mayor's Signature

Date

Governing Body Member's Signature

Date Submitted

INSTRUCTIONS

This evaluation form contains ten categories of evaluation criteria. Each category contains a statement to describe a behavior standard in that category. For each statement, use the following scale to indicate your rating of the city manager's performance.

5 = Excellent (almost always exceeds the performance standard)

4 = Above average (generally exceeds the performance standard)

3 = Average (generally meets the performance standard)

2 = Below average (usually does not meet the performance standard)

1 = Poor (rarely meets the performance standard)

Any item left blank will be interpreted as a score of "3 = Average"

This evaluation form also contains a provision for entering narrative comments, including an opportunity to enter responses to specific questions and an opportunity to list any comments you believe appropriate and pertinent to the rating period. Please write legibly.

Leave all pages of this evaluation form attached. Initial each page. Sign and date the cover page. On the date space of the cover page, enter the date the evaluation form was submitted. All evaluations presented prior to the deadline identified on the cover page will be summarized into a performance evaluation to be presented by the governing body to the city manager as part of the agenda for the meeting indicated on the cover page.

PERFORMANCE CATEGORY SCORING

1. INDIVIDUAL CHARACTERISTICS

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

_____ Exercises good judgment

_____ Displays enthusiasm, cooperation, and will to adapt

_____ Mental and physical stamina appropriate for the position

_____ Exhibits composure, appearance and attitude appropriate for executive position

Add the values from above and enter the subtotal _____ $\div 5 =$ _____ 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 _____ $\div 5 =$ _____ 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 _____ $\div 5 =$ _____ 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 _____ $\div 5 =$ _____ 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 _____ $\div 5 =$ _____ 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 _____ $\div 5 =$ _____ 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 _____ $\div 5 =$ _____ 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.

☐

6 – Outstanding

☐

5 – Excellent

☐

4 - Very Good

☐

3 – Good

☐

2 – Fair

☐

1 - Poor

☐

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.

☐

6 – Outstanding

☐

5 – Excellent

☐

4 - Very Good

☐

3 – Good

☐

2 – Fair

☐

1 - Poor

☐

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

City Manager: _____

Performance Period: _____

LEADERSHIP CRITERIA

Leadership with Council:

- 1) Maintains consistent availability to Council.
- 2) Works with Council Members to facilitate their thoughts and ideas into cohesive policy development.
- 3) Possesses the ability to recognize Council direction, despite possible differences from the advice of the City Manager, and successfully executes their policy directive.
- 4) Effectively facilitates key projects, such as the annual budget and goal-setting processes.
- 5) Ensures Council Members are thoroughly informed of key plans and activities of the City and staff through City Manager reports, memoranda, and personal briefings.

Rating: 1 2 3 4 5
 (Marginal) (Outstanding)

Comments: _____

Leadership with Employees:

- 1) Motivates employees and gains their confidence and respect through demonstrated performance and decision making.
- 2) Delegates responsibilities and directs work activities to effectively accomplish City goals.
- 3) Effectively cross-communicates between the department heads and Council.
- 4) Evaluates department heads in a consistent and realistic manner.
- 5) Mentors department heads to assist in further developing or maintaining their performance standards.

Rating: 1 2 3 4 5
 (Marginal) (Outstanding)

Comments:

- 1) Conveys an attitude and feeling of professionalism through respect, courtesy, and sensitivity to the public, and promotes the same behavior in employees of the City.
- 2) Provides a high level of responsive and vital customer service, including timely follow through on citizen requests and complaints.
- 3) Has generated overall community satisfaction with the City's administrative and service obligations.
- 4) Maintains an appropriate level of involvement and communication with community organizations and businesses.

Comments: _____

- 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.
- 2) Maintains effective communications with other governmental jurisdictions with which the City is involved or interfaces.
- 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 negative impact to the City.

Comments: _____

ORGANIZATIONAL MANAGEMENT

General:

- 1) Ensures that staff provides timely and objective policy information for Council to consider, and manages the staff to implement Council policy decisions.
- 2) Effectively plans and organizes work that results 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.
- 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.
- 4) Ensures organized responses to public requests and complaints, as well as to concerns brought to the attention of staff by the City Council.

Rating: 1 2 3 4 5
 (Marginal) (Outstanding)

Comments: _____

Fiscal:

- 1) 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.
- 2) Effectively aids the Council in developing a realistic budget that meets the Council's goals.
- 3) Communicates concerns in a timely manner to the Council regarding issues that may significantly affect the City fiscally in the foreseeable future
- 4) Oversees the various capital projects of the City to ensure that they are accomplished on time and within budget.

Rating: 1 2 3 4 5
 (Marginal) (Outstanding)

Comments: _____

- 1) Effectively manages personnel to maintain high staff morale and to minimize the risk of adverse personnel actions or rulings.
- 2) Normally maintains an appropriate work/life balance and encourages the same from staff.

Comments: _____

- 1) Continues to implement improvements to the development process to expedite new development.
- 2) Provides for an active liaison with the business community to assist in maintaining current businesses and attracting new, targeted businesses to the City.

Comments: _____

- 1) Creative, anticipative, innovative.
- 2) Skilled at listening and isolating key points or issues.
- 3) Skilled at verbal and written communications.
- 4) Decision-making process indicates fairness and impartiality and is based on logic and reason.
- 5) Remains flexible, objective and receptive to suggestions.
- 6) Effectively mediates and resolves problems, even under strained and unpleasant conditions.
- 7) Universally applies common sense, tact and diplomacy.
- 8) Self-confident; accepts criticism; able to cope with stress and maintain self control.
- 9) Displays enthusiasm for work.
- 10) Demonstrates integrity and loyalty to the City's best interests.

Rating: 1 2 3 4 5
 (Marginal) (Outstanding)

Comments: _____

(To be completed in advance by the City Manager and submitted to City Council prior to evaluation)

List several major accomplishments during this past evaluation period:

COUNCIL SUMMARY

SCORING SUMMARY	
<i>Pill 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					
----------------------------	--	--	--	--	--

*TOTAL OF ALL COLUMNS:**DIVIDED BY 9 =*

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					
----------------------------	--	--	--	--	--

*TOTAL OF ALL COLUMNS:**DIVIDED BY 5 =*

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	TOTAL OF ALL COLUMNS:					DIVIDED BY 6 =				

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	TOTAL OF ALL COLUMNS:					DIVIDED BY 3 =				

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	TOTAL OF ALL COLUMNS:		DIVIDED BY 4 =		

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	TOTAL OF ALL COLUMNS:		DIVIDED BY 9 =		

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						TOTAL OF ALL COLUMNS:				
						DIVIDED BY 6 =				

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						TOTAL OF ALL COLUMNS:				
						DIVIDED BY 2 =				

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						TOTAL OF ALL COLUMNS:				
						DIVIDED BY 5 =				

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	TOTAL OF ALL COLUMNS:		DIVIDED BY 7 =		

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	TOTAL OF ALL COLUMNS:		DIVIDED BY 4 =		

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	TOTAL OF ALL COLUMNS:		DIVIDED BY 11 =		

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 (Grand Total of Average Scores divided by 13)	

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 Asurprises≡.
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.

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**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.

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**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.

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**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

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**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.

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**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.

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**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.

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**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		

LEADERSHIP AND STAFF EFFECTIVENESS		
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.		
INTEGRITY		
Integrity Demonstrating fairness, honesty, and ethical and legal awareness in personal and professional relationships and activities.		
GOALS AND OBJECTIVES:		
Complete the 2002-2003 City Council Workplan Performance regarding the workplan (see details)		
OTHER ACCOMPLISHMENTS:		
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 1 Low 2 Medium 3 High	Performance Ranking 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:

Page 2

Job Dimension	Importance Ranking 1 Low 2 Medium 3 High	Performance Ranking 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 1 Low 2 Medium 3 High	Performance Ranking 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:

CITY OF TACOMA, WASHINGTON EVALUATION OF CITY MANAGER

THIS PERFORMANCE EVALUATION SHOULD NOT BE CONSTRUED AS A CONTRACTUAL PROMISE, A CONTRACT OR COVENANT OF EMPLOYMENT, NOR IS IT A GUARANTEE OF EMPLOYMENT AS LONG AS YOU MAINTAIN ANY PERFORMANCE LEVEL OR MEET ANY PERFORMANCE STANDARDS, OR FOR ANY SPECIFIED LENGTH OF TIME. CONTINUED EMPLOYMENT IS ALWAYS AT THE CITY COUNCIL'S DISCRETION.

PURPOSE

In order to establish and maintain effective City Council and City Manager relations, it is essential that the Council establish an ongoing evaluation process that offers an opportunity for each party to review the performance of the Manager. This evaluation should focus on how effectively the Manager is accomplishing the goals established by the Council and how she/he is carrying out her/his responsibilities in key performance areas.

Specifically, the evaluation should serve the following needs:

- (1) Allow the City Manager and Council to test, identify, and refine their respective roles, relationships, and expectations of responsibilities to each other.
- (2) Allow discussion of the City Manager's strengths and weaknesses as demonstrated by performance during the evaluation period, with the objective of increasing the Manager's effectiveness; that is, give the Council the opportunity to provide positive feedback in areas that have been handled well and to clarify areas where the Manager could become more effective through improved performance.

PROCESS

- (1) The evaluation process shall coincide with the anniversary of the City Manager's hire date each year; the Council may require an additional evaluation at any time during the year.
- (2) Approximately three weeks before the evaluation is scheduled, the Performance Review Committee Chair will provide each Council Member and the City Manager with a copy of the proposed evaluation form.
- (3) Prior to the scheduled evaluation, the City Manager completes the City Manager's Self-Evaluation Form and submits to the Performance Review Committee Chair.
- (4) Prior to the scheduled evaluation, each Council Member submits a completed draft evaluation form to the Performance Review Committee Chair.
- (5) The operating ground rules shall be established by the Mayor and Council for the evaluation meeting.

- (6) The Mayor and Council meet with the City Manager to jointly discuss the City Manager's performance.
- (7) After the evaluation discussion takes place, the Performance Review Committee tabulates the evaluation results and provides a copy of the draft evaluation for Council's final review.
- (8) Once the Council has had an opportunity to review the draft and proposed revisions are made, the final version of the evaluation will be routed for signature.

INSTRUCTIONS

Attached is the evaluation form for the City Manager. It encompasses six primary areas: (I) Organizational and Human Resources Management; (II) Fiscal/Business Management; (III) Relationship with Mayor and Council; (IV) Long-Range Planning/Strategic Plan; (V) Relationship with Public/Public Relations; and (VI) Intergovernmental Relations.

A space has been provided for each performance area to include your comments. Each person preparing the form is encouraged to select specific examples of why a particular rating has been chosen. The comments included should give the City Manager enough information to correct problem areas and allow her/him to place specific items on her/his work plan for the following year.

RATING SYMBOLS

Rating symbols are used to make assessments. They fall into three main categories:

- | | |
|---|---|
| 1 | Below Expectations (performance has been below reasonable expectations) |
| 3 | Meets Expectations (performance has attained a level of reasonable expectation) |
| 5 | Exceeds Expectations (performance has been above reasonable expectations) |

As indicated earlier, without more precise definition of the term "expectations," it is possible that ambiguity will result in the use of the term. In order to help avoid this possibility, the concept of performance standards is used.

It will be noted that, in connection with each area, a performance standard is stated, including the conditions that have to be met in order to decide the extent to which the "expectations" have been met.

PLEASE NOTE: The "Comments" and "Directions for Improvements" sections are compilations of comments made by Council Members [evaluators]. An attempt has been made to combine substantively similar "Directions for Improvements" into a single directive whenever possible.

CITY MANAGER'S NAME: Eric Anderson

Evaluation Period: July 15, 2008 through July 14, 2009

I. ORGANIZATIONAL AND HUMAN RESOURCES MANAGEMENT

RESPONSIBILITY

- Plans and organizes the work that goes into providing services established by past and current decisions of the Council.
- Plans and organizes work that carries out policies adopted by the Council and developed by Staff.
- Plans and organizes responses to public requests and complaints or areas of concern brought to the attention of the Staff by Council and Staff.
- Evaluation and knowledge of current technology.
- Selecting, leading, directing, and developing staff members.

PERFORMANCE STANDARD

Organizational and Human Resources Management will be considered effective when a majority of the conditions have been successfully fulfilled.

- Well qualified, promising persons are recruited and employed.
- Effectively utilizes subordinates' skills when delegating, and clearly defines and follows up on delegated responsibilities.
- Employees are appropriately placed, contributing to a high retention rate.
- Supervisory techniques motivate high performance.
- Complaints to Council are not common.
- The organization is aware of new trends in technology.

Rating: 1 (Below Expectations)
 2
 3.92 (Meets Expectations)
 4
 5 (Exceeds Expectations)

Comments: (Observations of Evaluators)

Demonstrations and early phases of cross-functional work teams and co-production have been welcome. It is understood that this is under development and labor intensive and part of a culture change.

The reorganization of the way the Executive Leadership Team operates is starting to show great efficiencies. The cross-functioning team concept seems to be working.

Staff teams have created new ideas and energy.

The City Manager does an excellent job managing City staff. Employees respect him and the vision he provides. Observation is that staff is not being taxed by an overbearing supervisor, on the contrary, department directors seem included in important discussions and respected for their opinions. It is also hoped that directors are given latitude to pursue their vision for their departments.

I. ORGANIZATIONAL AND HUMAN RESOURCES MANAGEMENT continued

Comments: (Observations of Evaluators)

While management styles should and do vary depending on circumstances; the evaluator has observed and heard concerns expressed about the City Manager's top-down, decision making approach. The evaluator perceives that this management style does have an impact and drawbacks.

Materials provided by the City Manager for the 2008-2009 evaluation shows very limited results for the team efforts by the organization. There is also negligible demonstration of accomplishments by Police, Fire and some other departments. The evaluator would like to see what the results of those departments were.

Although the evaluator has not been pleased with the time taken to hire upper level management/directors; the evaluator is pleased with the quality of the people hired. There have been some complaints, but a few and far between.

Key hires in Human Resources and Public Works have resulted in immediate benefits to the organization, the community and key stakeholders.

Given the immensity and complexity of the Class and Compensation Study, the staff efforts deserve high praise.

Directions for Improvements: (Specific area(s) that need strengthening)

Goals should reflect major accomplishments of the entire organization.

Continue to encourage the cross-functioning team concept.

The City Manager's appointments have been sound, but it would be good to be briefed about them before the final appointment. For example, the resumes or credentials about the new Public Works Director and the Sustainability Manager were not shared, making questions and discussion with citizens not possible when asked. The Council is aware that meetings are being held, consultants hired and activities are on-going, but much of this is after the fact. Perhaps inviting Council Members to some of the sessions would be helpful.

Wean the City away from consultants and develop our own high-performing organization leaders.

The Management Fellows are of great assistance, however, the evaluator would like the City Manager to consider providing more support to the Council. It is also noted that more consideration should be given to the diversity of the Management Fellows and employees throughout the City.

The evaluator would like to see more substantiation and implementation of state-of-the-art technologies and best practices, i.e. use of clean/green/sustainable elements in Public Works.

Commendations: (Area(s) of performance calling for praise/commendation)

The City Manager's office staff is helpful and responsive to constituent needs.

There is a good use of technology to streamline operations.

Leadership is strong.

I. ORGANIZATIONAL AND HUMAN RESOURCES MANAGEMENT continued

Commendations: (Area(s) of performance calling for praise/commendation)

The selection of non-traditional Public Works Director is refreshing and appreciated as well as the appointments for departmental hires.

Generally good labor relations.

Comments of the CM: (Responses to any of the evaluations/comments/suggestions/commendations)

See attached City Manager's self-evaluation form.

II. FISCAL/BUSINESS MANAGEMENT

RESPONSIBILITY

- Plans and organizes the preparation of an annual budget with documentation, etc., that conforms to guidelines adopted by the Council.
- Plans, organizes, and administers the adopted budget with approved revenues and expenditures.
- Plans, organizes, and supervises most economic utilization of manpower, materials, and machinery.
- Plans and organizes a system of reports for Council that provides the most up-to-date data available concerning expenditures and revenue.
- Directs maintenance of City-owned facilities, buildings, and/or equipment.

PERFORMANCE STANDARD

Fiscal/Business Management will be considered effective when a majority of the conditions have been successfully fulfilled.

- Budget preparation and management are thorough and effective.
- Cost-effective measures are persistently pursued.
- Financial reporting is timely and readily understandable.
- Physical facilities management is efficient.

Rating: ___ 1 (Below Expectations)
 ___ 2
 ___ 3 (Meets Expectations)
 4.1
 ___ 5 (Exceeds Expectations)

Comments: (Observations of Evaluators)

Once again, the City Manager gets high marks for his management of the budget process. The flow, information and roles/responsibilities have been clear, predicable and transparent.

In very large measure, fiscal management is the City Manager's strong suit. The evaluator has strong confidence that the City Manager has a sound understanding of the City's fiscal condition.

The City Manager has been an excellent steward of the City's funds. His plan for addressing the financial downturn has been sound and regular reporting to the Council is appreciated. The City Manager was attentive to the revenue requests from Council.

II. FISCAL/BUSINESS MANAGEMENT continued

Comments: (Observations of Evaluators)

Though the City is not out of the woods yet, the City has fared much better than most during these economic times.

The budget document contains very little narrative or descriptive material involving service levels, output or outcomes. Most of what Council sees or receives is line item or object of expenditure information. Performance or program budget formats are more informative and understandable – albeit such formatting requires more work. Of course the Council still awaits on-line access, real time budget information.

Budget preparation and management has been thorough and effective. However, the delivery of information to the Council during the last budget process was slow, making discussions and decisions seem rushed. The evaluator benefited from the information presented in the verbal quarterly financial report updates.

The budget is the City Council's most significant policy decision and there must be more opportunity for City Council engagement, particularly as revenues are more constrained.

The evaluator expressed concerns about facilities maintenance, but recognizes that budget prevents the City from doing necessary repairs.

Directions for Improvements: (Specific area(s) that need strengthening)

In the future, the evaluator would like to see strategic planning and budgeting aligned so there is clear direction and correlation to goals and expenses. There needs to be more detail provided about IT/SAP costs.

The City Council, with the City Manager's involvement, needs to develop a more meaningful process and engagement in the budget process; either by establishing a committee or devoting Committee of the Whole time to the effort.

Continue to maintain strong adherence and support for the City Council's policies for the use of contingency funds.

Some evaluators feel that they are not updated regularly enough on revenues and expenditures. It may be necessary to create a simplified report that can track the revenues and expenditures on a monthly basis.

Though the extra budget sessions were most helpful, the evaluator suggests the opportunity to be guided through some of the more intricate parts of the budget would be of benefit.

Avoid bringing solicitation presentations to venues like the Committee of the Whole and Study Session. Continue to observe the process and timelines for budget considerations.

Commendations: (Area(s) of performance calling for praise/commendation)

The City Manager takes a fiscally prudent approach to budgeting and has done an excellent job in managing the City's budget.

The City Manager earns high marks for his expertise and understanding of revenues and expenditures. To get the City through the first year of a major financial downturn without cutting staff or services is an incredible accomplishment. The City is one of the few governments in the region to continue smooth operation without severe cuts.

II. FISCAL/BUSINESS MANAGEMENT continued

Comments of the CM: (Responses to any of the evaluations/comments/suggestions/commendations)

See attached City Manager's self-evaluation form.

III. RELATIONSHIP WITH MAYOR AND COUNCIL

RESPONSIBILITY

- Maintains effective communication, both verbal and written, with Council.
- Maintains availability to Council, either personally or through designated subordinates.
- Establishes and maintains a system of reporting to Council current plans and activities of the Staff.
- Plans and organizes materials for presentations to the Council, either verbally or written, in the most concise, clear, and comprehensive manner possible.

PERFORMANCE STANDARD

Relations with the Mayor/Council will be considered effective when a majority of the conditions have been successfully fulfilled.

- Materials, reports, presentations and recommendations are clearly and convincingly made.
- Facilitates Council action, including adoption of ordinances, coordinates agenda preparation and provides information and background required by Council.
- Communications are made in a timely, forthright, and open manner.
- Keeps all Council Members well-informed and involved on issues that should be addressed or monitored for possible action.
- Responses to requests are made promptly and completely.
- Recommendations appear to be thoroughly researched.
- Demonstrates what s/he says can be accepted at face value.
- Maintains respect for Council, takes a consistent position, and holds confidences.
- Ensures a system is in place to report to Council current plans, activities, and events of the City.
- Remains open and accessible to all members of the City Council equally.

Rating: ___ 1 (Below Expectations)
 ___ 2
 3.7 (Meets Expectations)
 ___ 4
 ___ 5 (Exceeds Expectations)

Comments: (Observations of Evaluators)

Based on the evaluator's experience, the City Manager would have rated a 5. The City Manager has been accessible, accountable and reasonable. Though not always receiving the outcome the evaluator was looking for, the review or the work was completed and resolution from the City Manager's office was obtained. Although it appears that other evaluators may not have had the same experience; it is possible the expectations were different and, therefore, the experience not as favorable.

III. RELATIONSHIP WITH MAYOR AND COUNCIL continued

Comments: (Observations of Evaluators)

This is probably the toughest duty of the City Manager. He cannot be everything to all of the Council, even though some Council Members expect that.

The City Manager continues his practice of providing equal amounts of timely information to each Council Member. Information and key briefings seem even and mostly transparent.

The City Manager has been attentive and responsive to Council requests and interests. Regular meetings are helpful and engaging.

The evaluator believes that the City Manager has made improvements in this area. He meets nearly all of the performance standards. The information requested or needed by Council is delivered quickly by either the City Manager or staff. The Management Fellows have been especially helpful and are very quick to respond.

While the Management Fellows work hard to fulfill their duties, fundamentally more consideration still should be given by the City Manager in supporting the City Council's effectiveness.

When an issue between the City Manager and Council Member(s) arises, those issues should be addressed directly, not with the other Member(s).

At times there is a bit of over explaining on the part of the Manager. On occasion this leads to erroneous or incomplete information. Also, on occasion, requests have been made and responses have not been as forthcoming as they could be. This has been disconcerting at times.

The City Manager handled his pay increase publicly and should have better reflected the entire set of circumstances.

Directions for Improvements: (Specific area(s) that need strengthening)

Some Council priorities are not addressed in as timely a manner as preferred.

No surprises.

Work with City Council to revise and strengthen performance evaluation process, including, at the very least, quarterly performances check-ins.

The evaluator would like to see more attention by the City Manager to follow-up on matters discussed and those requiring the follow-up. Council Members are not routinely provided with materials or verbal updates when absent from the Study Sessions or Committee of the Whole meetings. This is a mutual responsibility, but one the City Manager should take the lead responsibility for.

Implement improved written updates to the City Council as well as document Council requests and provide to responses to the Council Members.

Institute group Council Member meetings with the City Manager to cover updates rather than always individual meetings.

Investigate and when possible, implement actions that will assist Council Members in their job.

III. RELATIONSHIP WITH MAYOR AND COUNCIL continued

Directions for Improvements: (Specific area(s) that need strengthening)

The area that could improve is "ensuring a system is in place to report to Council current plans, activities and events of the City." While most of the time this information is conveyed, the evaluator often hears about the City Manager's work with community groups through members of the community before the evaluator hears about it from the City Manager.

A Council retreat, locally located, is recommended to plan the budget and set strategic goals for the City.

Commendations: (Area(s) of performance calling for praise/commendation)

There is a good balance of decisive executive action with seeking Council policy direction.

There is appreciation for the City Manager's sense of humor and passion for the issues.

Comments of the CM: (Responses to any of the evaluations/comments/suggestions/commendations)

See attached City Manager's self-evaluation form.

IV. LONG-RANGE PLANNING/STRATEGIC DIRECTION

RESPONSIBILITY

- Maintains knowledge of new technologies, systems, methods, etc., in relation to City services.
- Keeps Council advised of new and impending legislation and developments in the area of public policy.
- Plans and organizes a process of program planning in anticipation of future needs and problems.
- Establishes and maintains an awareness of developments occurring within other cities or other jurisdictions that may have an impact on City activities.
- Plans, organizes, and maintains a process for establishing community goals to be approved or adopted by Council and monitoring and status reporting.

PERFORMANCE STANDARD

Strategic direction will be considered effective when a majority of the conditions have been successfully fulfilled.

- A well-constructed, long-range strategic direction is currently in operation.
- Annual operational plans are carried out by staff members.
- An on-going monitoring process is in operation to attain quality assurance in program and project implementation.
- Program evaluation and personnel evaluation are inter-related with the strategic direction process.
- Legislative knowledge is current and complete.

IV. LONG-RANGE PLANNING/STRATEGIC DIRECTION continued

MAJOR STRATEGIC DIRECTION

Rating: (1 = Below Expectations; 3 = Meets Expectations; 5 = Exceeds Expectations)

Safe, clean and attractive community	Diverse, productive and sustainable economy	High-performing, open and engaged government
1 _____	1 _____	1 _____
2 _____	2 _____	2 _____
3.61	3.05	3.61
4 _____	4 _____	4 _____
5 _____	5 _____	5 _____

Comments: (Observations of Evaluators)

This has been a great frustration. The evaluator has asked for years to have the City Manager provide a "road map" that bridges the gap between a very broadly-worded Strategic Plan, the City Manager's work and the operations of the City. The evaluator was glad to see progress on this, this month.

Council Members have been waiting for Strategic Plan "Roadmap" and service level agreements.

The request to the City Manager to follow through with Council wishes or more detailed strategic planning efforts have not been given sufficient priority.

Safe, clean and attractive community: The evaluator is very supportive of the efforts toward a safe, clean and attractive community. The nuisance laws and Community Based Services [CBS] program has shown success toward cleaning up and making the neighborhoods more attractive. The evaluator believes that the smaller size of the original CBS rollout was a prime reason for its success, but there is some concern with the large size of the current CBS area.

The safe aspect is still concerning. There have not been significant improvements in the incidents in crime. It is important to continue to develop a more comprehensive approach to crime reduction that includes prevention, intervention, as well as suppression. This also includes working with the community stakeholders to engage in more collaborative and cohesive methods of operation.

In the future, make goals reachable and then reach them. [The 50% crime reduction was an unachievable goal.]

The Clean and Safe initiative and nuisance abatement has been successful. Attempts to lower the crime rate are commendable, but very difficult. Engagement of City staff and community partners contributes to the success of the long range plan.

Diverse, productive and sustainable economy: The City Manager recognizes the challenges within the City to grow the base for economic development. His work toward keeping Russell and DaVita have been commendable. However, the City must continue to work on economic development visioning and planning. The Council and City Manager recognize that this is a good time to work on the foundational aspects of economic development. The City must continue along this path and include additional research into current and future opportunities for business retention and growth.

The City needs an effective, clearly articulated economic development strategy.

IV. LONG-RANGE PLANNING/STRATEGIC DIRECTION continued

Comments: (Observations of Evaluators)

High-performing, open and engaged government: The City Manager has instilled in staff a sense of professionalism and responsiveness that represents the City government well. The evaluator has no complaints about staff—they are receptive and responsive to Council and the Council's requests.

The City Manager does well at keeping Council informed about legislation. The evaluator appreciates his focus on the importance for the Council to build relationships and connect with our legislators, both local and federal.

The City Manager has a good relationship with the community and has developed a good system of outreach to Neighborhood Councils and neighborhood groups. This level of communication has resulted in working on community goals that are shared with the Council.

Directions for Improvements: (Specific area(s) that need strengthening)

Support actively a Council driven strategic planning effort early in 2010.

In the past there have been extensive Council workshops focusing on strategic planning. The result has been a thorough understanding of where the City should go – the goals or end game. It is recommended that the strategic planning workshops should resume.

Now that a road map has been designed, please be certain to use it regularly, populate it, and tie performance to it. Continue to develop and populate the road map to the Strategic Plan, which clearly links Strategic Plan to City Manager work to business plans of divisions.

Develop and provide to Council the City departmental business and operational plans.

Establish benchmarks in the development of the Strategic Plan. Without these benchmarks, it is difficult to determine if the City is achieving its goals.

The evaluator is not aware of the monitoring process that is being used to attain quality assurance in program and project implementation. What is it and how is it being used?

Safe, clean and attractive community:

Increase the role of the Hilltop Action Coalition strategies throughout the City to address crime.

Diverse, productive and sustainable economy:

Create specific plans about economic development goals such as business clusters. Aside from Russell and DaVita, what are the plans to work with local employers for retention and expansion?

High-performing, open and engaged government:

The evaluator would like the City Manager to communicate to Council his knowledge of new technologies, systems, methods, etc., in relation to City services and how he is utilizing this information.

IV. LONG-RANGE PLANNING/STRATEGIC DIRECTION continued

Directions for Improvements: (Specific area(s) that need strengthening)

High-performing, open and engaged government:

The evaluator would like staff to be more proactive in researching what other cities and jurisdictions are doing and bring ideas to the Council.

Commendations: (Area(s) of performance calling for praise/commendation)

The City Manager has shown great leadership to keep DaVita and Russell and good efforts on downtown planning.

The support is appreciated for the Office of Sustainability.

Community Based Services (CBS) is popular and is making a difference. This adds to the many incremental steps toward a more open government.

Handling of the Martin Luther King Housing Development Association shelter and the smooth transition to Catholic Community Services was brilliant.

Comments of the CM: (Responses to any of the evaluations/comments/suggestions/commendations)

See attached City Manager's self-evaluation form.

V. RELATIONSHIP WITH PUBLIC/PUBLIC RELATIONS

RESPONSIBILITY

- Plans, organizes, and maintains training of employees in contact with the public, either by phone or in person.
- Ensures that an attitude and feeling of helpfulness, courtesy, and sensitivity to public perception exists in employees coming in contact with the public.
- Establishes and maintains an image of the City to the community that represents service, vitality and professionalism.
- Establishes and maintains a liaison with private, non-governmental agencies, organizations, and groups involved in areas of concern that relate to services or activities of the City.

PERFORMANCE STANDARD

Communication services will be considered effective when a majority of the conditions have been successfully fulfilled.

- Contacts with the media are timely and credible.
- Publications are varied and consistently well-received by citizens.
- Feedback from the public and the community leadership is positive.
- City has good image with comparable organizations.

V. RELATIONSHIP WITH PUBLIC/PUBLIC RELATIONS continued

Rating: ___1 (Below Expectations)
 ___2
 3.66 (Meets Expectations)
 ___4
 ___5 (Exceeds Expectations)

Comments: (Observations of Evaluators)

The City Manager does a good job in maintaining a relationship with local media. He is accessible and down to earth. There has not been negative feedback to any great extent.

Media relations appear to be positive. The City has many conduits of information to various media markets.

The relationship between the City Manager and his office with the general public is extremely good. The various neighborhood groups and individuals the evaluator has contact with have high praise for the office.

The City Manager has provided to staff the importance of customer satisfaction. The evaluator is amazed at the patience of staff with some of the constituents. Their response is timely and professional. Feedback from public is generally positive.

The City Manager is a very good communicator. His physical presence and engagement in community events and with citizens is excellent. This is a strong area that is much appreciated.

Community Based Services (CBS) and the outreach to the neighborhoods have been appreciated. Involving the public with issues openly is also very much appreciated.

The evaluator suggests working toward establishing a 311 type system in which one call or e-mail gets results for citizens.

While focusing on contemporary communication methods such as Twitter – there is a need to reach most Tacoma citizens.

The results are unclear from the Citizens' Satisfaction Survey facilitated by the Community Relations Office in 2006.

The evaluator has heard from a number of business leaders who feel the City Manager is unapproachable or inflexible. The evaluator thinks a large percentage of this is simply a change from the way things were previously done and how the City Manager has set up his relationships with the business community.

The evaluator experienced a big, personal disappointment with the City Manager regarding the City Manager's salary and the Classification and Compensation Study.

It was noted that the message to the press on the City Manager's raise was not handled well.

Directions for Improvements: (Specific area(s) that need strengthening)

The City's main source of delivering information to citizens is through the website and this may not be a sufficient way for citizens to be aware of all the City does. Some brainstorming may be helpful to help determine different sources of information delivery.

V. RELATIONSHIP WITH PUBLIC/PUBLIC RELATIONS continued

Directions for Improvements: (Specific area(s) that need strengthening)

The City Manager may find it beneficial to reach out more to the business community to ensure that there are open lines of communication. Strengthen the relationship with the business community.

Commendations: (Area(s) of performance calling for praise/commendation)

More and more people are volunteering for the City's citizen boards, commissions and committees. The image of Tacoma regionally is improving.

In general, the City Manager's office and Community Relations office do a commendable job communicating with the public.

Staff seems to be taking a lot of pride in their work.

Comments of the CM: (Responses to any of the evaluations/comments/suggestions/commendations)

See attached City Manager's self-evaluation form.

VI. INTERGOVERNMENTAL RELATIONS

RESPONSIBILITY

- Maintains awareness of developments and plans in other jurisdictions that may relate to or affect City government.
- Establishes and maintains a liaison with other governmental jurisdictions in those areas of service that improve or enhance the City's programs.
- Maintains communications with governmental jurisdictions with which the City is involved or interfaces.

PERFORMANCE STANDARD

Intergovernmental relations will be considered effective when a majority of the conditions have been successfully fulfilled.

- Sufficient activity with municipal and professional organizations.
- Regarded as leader by municipal officials.
- Provides examples of good ideas from other jurisdictions.
- Positive relationship with surrounding cities.
- Good cooperation with County and State agencies.
- Understands problems of other agencies and jurisdictions in achieving City objectives.
- Constructively cooperative in interacting with other agencies and jurisdictions in achieving City objectives.
-

Rating:

- ___ 1 (Below Expectations)
- ___ 2
- 3.77 (Meets Expectations)
- ___ 4
- ___ 5 (Exceeds Expectations)

VI. INTERGOVERNMENTAL RELATIONS continued

Comments: (Observations of Evaluators)

Support and encouragement of Council's role in legislative lobbying has been excellent. There is a good relationship with state departmental and legislative leaders. The City Manager has an excellent understanding of partner governmental and private/nonprofit agencies.

The City Manager continues to nurture federal relationships and encourages the City Council to take leadership in federal relations.

Some good improvements have been made, however, more focus and time is needed to support Council in their regional and national engagements.

The City's involvement with other governmental agencies continues to be an area of strength.

The City Manager frequently characterizes other public agencies and jurisdictions as competitors. He seems to interact with, and characterize, their leaders in an adversarial way.

The City Manager spends more time at national events than local and regional events.

Directions for Improvements: (Specific area(s) that need strengthening)

More support to Council to enhance their leadership in local, state and regional venues. Generally, elected officials have more cachet than staff.

The City Manager should proactively engage in solution-oriented meetings with his peers in public agencies, cities or counties.

The one area of improvement is providing examples of good ideas from other jurisdictions. The evaluator is especially interested in hearing about best practices.

Keep working with Pierce Transit on high capacity corridors.

Work to keep Pierce County and the Port of Tacoma on the same page with Tacoma – South Sound's Metro Center.

Commendations: (Area(s) of performance calling for praise/commendation)

The City Manager is good at working with state and federal legislators to secure funding for local projects. There are good efforts by the City Manager to improve federal and state legislative results and relations.

In meeting with the Governor and Department of Transportation officials, the Council and City staff showed leadership and had an effective result.

Comments of the CM: (Responses to any of the evaluations/comments/suggestions/commendations)

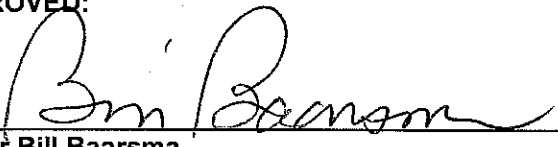
See attached City Manager's self-evaluation form.

EVALUATION OF CITY MANAGER

City Manager's Name: Eric Anderson

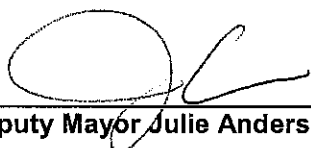
Evaluation Period: July 15, 2008 through July 14, 2009

APPROVED:



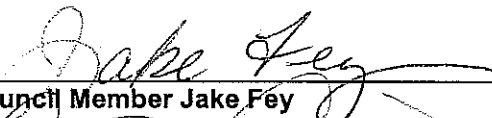
Mayor Bill Baarsma

Date: 7/14/09



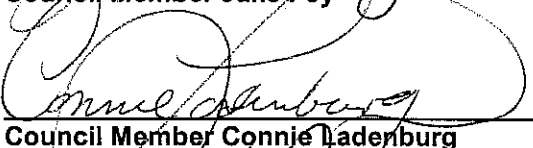
Deputy Mayor Julie Anderson

Date: 07.14.09




Council Member Jake Fey

Date: 7/14/09



Council Member Connie Ladenburg

Date: 7/14/09



Council Member Mike Lonergan

Date: 7/14/09




Council Member Spiro Manthou

Date: 7/14/09



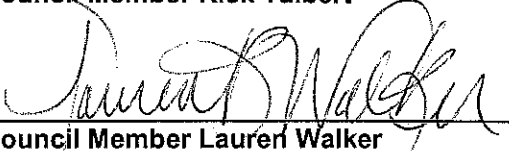
Council Member Marilyn Strickland

Date: 7/14/09



Council Member Rick Talbert

Date: 7/14/09



Council Member Lauren Walker

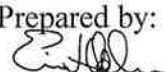

Date: 7/14/09

Performance Evaluation Yearly Rating Comparisons

Category	2009 Changes	2009	2008	2007	2006
Organizational & Human Resources Mgmt		3.92	3.61	3.5	4.1
Fiscal/Business Mgmt		4.1	3.77	4.0	4.4
Relationship with Mayor & Council		3.37	3.47	3.6	4.2
Long Range Planning/Strategic Plan	Major Strategic Direction				
<ul style="list-style-type: none"> • Safe, healthy, livable community 	<ul style="list-style-type: none"> • Safe, clean & attractive community 	3.61	3.48	3.4	4.0
<ul style="list-style-type: none"> • Balanced, vibrant economy 	<ul style="list-style-type: none"> • Diverse, productive, sustainable economy 	3.05	3.26	3.2	3.3
<ul style="list-style-type: none"> • Results-oriented government 	<ul style="list-style-type: none"> • High-performing, open, engaged government 	3.61	3.61	3.5	4.2
Relationship with Public/Public Relations		3.66	4.16	4.1	4.0
Intergovernmental Relations		3.77	3.55	3.8	4.2



POLICY AND PROCEDURE

CITY OF VANCOUVER WASHINGTON	INDEX			
	Administrative/Council/City Manager			
Subject	Number 100-31 (A)	Rev. D	Effective Date 12/15/14	Page 1 of 3
City Manager Evaluation Process	Supersedes 01/03/11	Prepared by: 	Approved by: 	

1.0 Purpose

The purpose of the evaluation is to discuss, assess, and summarize the results and performance of the City Manager. It is also a time to clarify expectations regarding the City Manager's performance, set objectives for the upcoming year, and identify actions which can be taken to maintain and/or increase the City Manager's effectiveness.

Beginning one year after the City Manager's date of hire and thereafter on an annual basis, the City Council will meet with the Manager in Executive Session to conduct a performance evaluation. The evaluation will be completed within one month after the City Manager's anniversary date with the City. Council, by a majority vote, may also decide to do an out of cycle review of the City Manager.

2.0 Organizations Affected

City Council/City Manager

3.0 References

City Council Resolution M-3227, June 14, 1999
City Council Resolution M-3257, November 22, 1999
City Council Resolution M-3317, December 4, 2000
City Council Resolution, M-3730, January 3, 2011
City Council Resolution M-3844, December 15, 2014.

4.0 Policy

4.1 Pre-evaluation Information for Council

Prior to initiating the evaluation, copies of the City Manager's current employment contract, prior year's objectives, and prior year's accomplishments will be made available to the entire Council.

The Mayor, Councilmembers and City Manager will meet and agree on the evaluation criteria and format for the process prior to the initiation of any surveys.

4.2 Survey of Councilmembers

Two months prior to the City Manager's scheduled evaluation, a mutually agreeable external facilitator will conduct, with Council's guidance, a survey of every Councilmember and the City Manager to enable a confidential, group assessment of the City Manager's performance. No summary of the group assessment shall be completed until all Councilmembers have been surveyed. The survey should be comparable to the previous year's survey so changes from one year to the next can be analyzed. Only the Council can disclose the results of the survey to the City Manager.

4.3 Survey of City Staff

During the two months prior to the City Manager's scheduled evaluation, the outside facilitator may, with Council's guidance, conduct a survey of executive staff, department heads, division and service managers, to enable their perspective to be incorporated into the evaluation process. The survey should be comparable to the previous year's survey so changes from one year to the next can be analyzed. The results of this survey will be provided to Council only after Council has completed their survey. The Council and the City Manager will simultaneously receive the survey results.

4.4 Discussion with City Manager

At an Executive Session, Council will provide summary comments, as well as individual comments by Councilmembers. The City Manager may wish to respond at the conclusion of the Council comments. Multiple Executive Sessions may be required.

4.5 Goals for Next Year

The City Manager and Council will jointly create a written list of goals and measures for the upcoming year.

The goals will be reviewed at least on an annual basis, modified as determined appropriate by Council and the City Manager, and results documented. Goals may be reviewed more frequently at either the City Manager's or Council's request.

4.6 Compensation Changes

Prior to the completing the evaluation, the Mayor and Council will discuss and reach consensus on recommendations for the City Manager's employment contract amendments, including but not limited to salary, bonus, and/or cost-of-living increase.

4.7 Written Documentation of Evaluation

The Council will provide the City Manager with a written summary of the past year's contributions, areas for improvement, and mutually agreed upon goals and measurements for the upcoming year.

4.8 Employment Contract Amendments

The final step of the evaluation process will be to have the City Attorney prepare amendments, if any, to the City Manager's employment contract, which will then require approval as a Consent Agenda item at a Council meeting.

4.9 Press Release

The Mayor will prepare a press release within three working days following the last Executive Session regarding the City Manager's evaluation.

5.0 Procedures

The primary objective of this procedure shall be to promote a systematic and coordinated process for evaluating the City Manager's performance.

C:\Council\Procedure 100-31 CM Evaluation (1/3/11)



General Government Committee

Preparations for the 2018 City Council Retreat

Agenda Date: 11/17/2017
Agenda Item Number: 5.E
File Number: 17-1182

Type: discussion **Version:** 1 **Status:** In Committee

Title

Preparations for the 2018 City Council Retreat

Recommended Action

Committee Recommendation:

Not referred to a committee.

City Manager Recommendation:

Consider a draft agenda and location for the 2018 City Council Retreat and consider the need and process for selecting a facilitator.

Report

Issue:

At the beginning of each calendar year, the Olympia City Council traditionally holds a retreat to develop understanding and agreement on plans, priorities, and protocols for successfully leading the City in the coming year.

Staff Contact:

Steve Hall, City Manager, Executive, 360.753.8447

Presenter(s):

Steve Hall, City Manager

Background and Analysis:

The 2018 Council retreat is scheduled for January 12 and 13. General topics for the retreat normally include Council working relationships, goal setting, Council committee assignments, and other priority topics.

When a retreat facilitator is involved, that person typically interviews Council members in advance of the retreat to finalize the agenda.

Staff recommends that the Committee discuss potential agenda items and consider locations. The Committee can then make a recommendation to City Council on a possible agenda and location for the retreat.

Type: discussion **Version:** 1 **Status:** In Committee

Options:

1. Discuss proposed agenda items and location for the 2018 retreat.
2. Do not Discuss proposed agenda items and location for the 2018 retreat.

Attachments:

None