ICMA and Florida City and County Management Association's

FCCMA

Range Rider Program

Range Riders are retired city and county managers with lengthy experience and who are respected within the public management field. Range Riders are appointed by the boards of directors of the FCCMA and the International City/County Management Association (ICMA).

As volunteers, Range Riders provide, at no cost:

- ‣ Career and employment counsel to members;
- ‣ Guidance and counsel to members regarding ethics questions or concerns;
- ‣ Assistance to cities and counties with the managerial form of government;
- ‣ Assistance to cities and counties that are considering adopting the managerial form of government;
- ‣ Assistance to civic groups regarding the managerial form of government; and
- ‣ Assistance to members-in-transition (MITs) with guidance and direction as they seek new opportunities in public administration.

In addition, Range Riders are available, at no cost, to assist cities and counties in the placement of interim and new managers. While Range Riders are not an executive search firm, they work together to help a city or county place its advertisements, write job descriptions, screen resumes and develop questions for interviews. These professional screening committees use the criteria established by the elected officials; the recommendations from the committee are non-binding. This aspect of the Range Rider program seeks only to assist the elected officials in their placement responsibilities and is not a substitute for the overall selection process. Background searches on candidates are not included in the services and should be conducted through qualified individuals or firms retained by the city or county.

Range Riders are not "consultants," but serve as colleagues and counselors.

To obtain further information about the Range Rider program and its services, please contact:

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Council-Manager
Form of Government

ICMA
Leaders at the Core of Better Communities

What is the council-manager form of government, which is used today by so many cities, towns, and counties?

Council-manager government combines the strong political leadership of elected officials with the strong managerial experience of an appointed manager or administrator. All power and authority to set policy rests with an elected governing body, which includes a mayor or chairperson and members of the council, commission, or board. The governing body in turn hires a nonpartisan manager who has very broad authority to run the organization.

Born out of the U.S. progressive reform movement at the turn of the 20th century, the council-manager system was designed to combat corruption and unethical activity in local government by promoting effective management within a transparent, responsive, and accountable structure.

Since its establishment, the council-manager form has become the most popular structure of local government in the United States. The form is also widely used throughout the world in countries such as Canada, Australia, the Netherlands, New Zealand, and the United Kingdom.

How does council-manager government work?

The elected council or board represent their community and develop a long-range vision for its future. They establish policies that affect the overall operation of the community and are responsive to residents' needs and wishes.

To ensure that these policies are carried out and that the entire community is equitably served, the governing body appoints *a highly trained professional manager* on the basis of his/her education, experience, skills, and abilities (and not their political allegiances). If the manager is not responsive to the governing body, it has the authority to terminate the manager at any time.

How can council-manager government benefit my community?

A city, town, or county benefits from the council-manager form of government in a number of important ways:

1. Political power is concentrated in the *entire* governing body. The mayor and council share legislative functions

2. Policy making resides with elected officials, while oversight of the day-to-day operations of the community resides with the manager. In this way, the elected officials are free to devote time to policy planning and development

3. The manager carries out the policies established by the elected governing body with an emphasis on effective, efficient, and equitable service delivery

4. Because decisions on policy and the future of the community are made by the entire governing body rather than a single individual, council-manager governments more often engage and involve their residents in decision making. Residents guide their community by serving on boards and commissions, participating in visioning and strategic planning, and designing community-oriented local government services

5. The form is flexible enough to adapt to local needs and demands. For example, some communities elect their councils at large, while others elect them by district or by a combination of an at-large-and-by-district system. Also, the mayor can be directly elected by voters or selected by and from among the council.

What is the role of the manager under council-manager government?

The manager is hired to serve the council and the community and brings to the local government the benefits of his/her training and experience in administering municipal or county projects and programs. The manager prepares a budget for the council's consideration; recruits, hires, terminates, and supervises government staff; serves as the council's chief advisor; and carries out the council's policies. Council members and residents count on the manager to provide complete and objective information about local operations, discuss the pros and cons of alternatives, and offer an assessment of the long-term consequences of their decisions.

Appointed managers serve at the pleasure of the governing body. They can be fired by a majority of the council, consistent with local laws, or any employment agreements they may enter into with the council. The manager makes policy recommendations to the council for consideration and final decision. The manager is bound by whatever action the council takes, and control is always in the hands of the elected representatives of the people.

What is the role of the council?

The council is the community's legislative and policy-making body. Power is centralized in the elected council, which, for example, approves the budget and determines the tax rate. The council also focuses on the community's goals, major projects, and such long-term considerations

as community growth, land use development, capital improvement and financing, and strategic planning. The council hires a professional manager to implement the administrative responsibilities related to these goals and supervises the manager's performance.

What is the role of the mayor or chairperson?

Mayors or chairpersons in council-manager communities are key political and policy leaders, and their specific duties, responsibilities, and authorities depend on the organization's charter. In council-manager communities, typically the mayor or chairperson is a voting member of the city council who presides at council meetings, represents the city in intergovernmental relationships, appoints members of citizen advisory boards and commissions (with the advice and consent of council), assigns agenda items to committees, facilitates communication and understanding between elected and appointed officials, and assists the council in setting goals and advocating policy decisions.

What value does a professional manager contribute to a community?

Professional managers contribute value to a community because they:

- Work in partnership with elected officials to develop sound approaches to community challenges by bringing together resources to make the right things happen and produce results that matter

- Bring a community-wide perspective to policy discussions and strive to connect the past and future while focusing on the present. They help the governing body develop the long-term vision for the community that provides a framework for policy development and goal setting

- Promote ethical government through commitment to a set of ethical standards that goes beyond those required by law. Managers who are members of ICMA subscribe to the organization's Code of Ethics, which requires them to "affirm the dignity and worth of the services rendered by government and maintain...a deep sense of social responsibility as a trusted public servant"

- Encourage inclusion and build consensus among diverse interests (including those of elected officials, the business community, and citizens) by focusing on the entire community rather than the centralized interests of one or two individuals

- Promote equity and fairness by ensuring that services are fairly distributed and that administrative decisions (such as hiring and contracting) are based on merit rather than favoritism
- Develop and sustain organizational excellence and promote innovation. Professional managers focus relentlessly on efficient and equitable service delivery, policy implementation, and evaluation. They align the local government's administrative systems with the values, mission, and policy goals defined by the community and elected officials.

Does it cost more for a community to adopt the council-manager form and hire a professional manager?

Many local governments have found that their overall costs are actually reduced under competent management. Savings can come from decreased operating costs, increased efficiency and productivity, improved revenue collection, and effective use of technology. The economic health of the community may also benefit from implementation of improved business development and retention strategies.

What kinds of communities use the council-manager form of government?

In 2007, more than 3,500 (49 percent) of the 7,171 U.S. cities and towns with populations of 2,500 residents or more operated under the council-manager form. This structure is also used by more than 370 counties. More than 92 million people in the U.S. live in communities that operate under this form.

Is the council-manager form popular among larger communities?

Of the 247 U.S. cities with populations greater than 100,000 residents, 144 (58 percent) use this form of government. Larger cities and counties that use the form include:

- Broward County, Florida (pop. 1,623,000)
- Charlotte, North Carolina (pop. 540,000)
- Dallas, Texas (pop. 1,188,000)
- Fairfax County, Virginia (pop. 969,000)
- Las Vegas, Nevada (pop. 535,000)
- Mecklenburg County, North Carolina (pop. 695,000)
- Oklahoma City, Oklahoma (pop. 506,000)   *(continued)*

(continued)

- Phoenix, Arizona (pop. 1,321,000)
- San Antonio, Texas (pop. 1,144,000)
- San Jose, California (pop. 894,000)
- Virginia Beach, Virginia (pop. 425,000)
- Wichita, Kansas (pop. 344,000)

How can a community adopt the council-manager form of government?

Most communities can adopt council-manager government through a charter, local ordinance, state enabling law, or by voter referendum. For information on how your community can adopt council-manager government, contact your state municipal league or association of counties. You can locate the addresses of these organizations on the Internet, or in the back section of ICMA's *Municipal Year Book,* which you may find in your local library.

Once a community adopts council-manager government, how does it choose a professional manager?

The vacancy usually is announced in the *ICMA Newsletter,* and managers, assistants, and other individuals from across the country are invited to apply. Interested parties apply directly to the council, which reviews the applications and interviews qualified candidates. ICMA makes no recommendations regarding candidates. Additional information is available in ICMA's *Recruitment Guidelines Handbook.* To download a copy, visit http://jobs.icma.org and click on "Recruitment Guidelines Handbook" under "Resources."

What kind of educational and professional experience do professional local government managers possess?

Nearly 67% of managers surveyed by ICMA in 2006 indicated that they had earned a master's (usually in public administration, business, or public policy), or other advanced degree. Respondents to the same survey said they had spent an average of 19 years in the local government management profession.

Do professional local government managers have a membership organization?

Yes. ICMA (the International City/County Management Association) is the premier local government leadership and management organization that serves as the

professional and educational "home" for appointed professional managers and administrators. ICMA's membership also includes directors of state associations of local governments, other local government employees, academics, students, and concerned citizens who share the goal of improving local government.

ICMA's mission is to create excellence in local governance by developing and fostering professional local government management worldwide. To that end, the organization provides technical assistance and publications for management professionals to help them improve their skills and increase their knowledge. ICMA also serves as a clearinghouse for the collection, analysis, and dissemination of information and data about local government.

Why is membership in ICMA important for a professional local government manager?

In addition to gaining access to valuable resources and lifelong professional development opportunities, managers who belong to ICMA are bound by its Code of Ethics, which states that every member of the organization shall act with integrity in all personal and professional matters so that they will merit the respect and trust of elected officials, employees, and the public. This stringently enforced Code specifies 12 ethical principles of personal and professional conduct, including dedication to the cause of good government.

ICMA members believe in the effectiveness of representative democracy and the value of government services provided equitably to residents within a community. ICMA members are also committed to standards of honesty and integrity that go beyond those required by the law. For more information, contact ICMA or visit http://icma.org/ethics.

Finally, ICMA defines professional management and recognizes individual members who are qualified by a combination of education and experience, adherence to high standards of integrity, and an assessed commitment to lifelong learning and professional development. ICMA members who meet these requirements may earn designation as an ICMA Credentialed Manager. For more information on ICMA's Voluntary Credentialing Program, visit http://icma.org/credentialing.

Are there other, independent organizations that support council-manager government?

The National Civic League (NCL) is America's original advocate for community democracy. This nonprofit, nonpartisan membership organization is dedicated to strengthening citizen democracy by transforming democratic institutions. NCL accomplishes its mission through technical assistance, training, publishing, research, and promoting the All-America City Awards, America's original and most prestigious community recognition program.

Founded in 1895, NCL serves as a clearinghouse for information on methods of improving state and local government. The League's *Model City Charter,* now in its eighth edition, has endorsed council-manager government since 1915.

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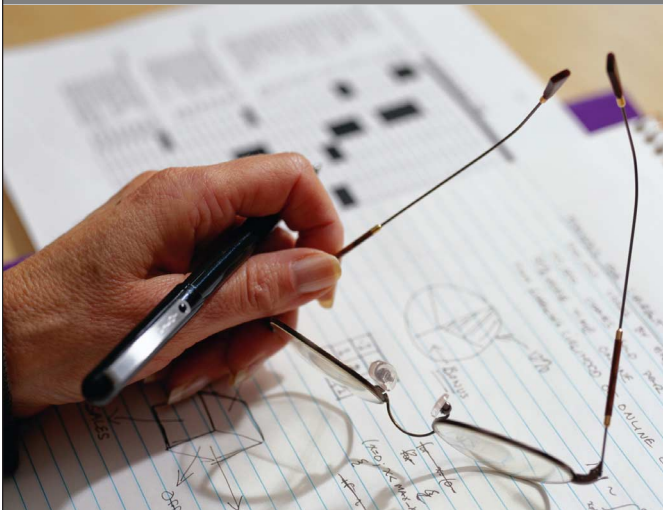
Recruitment Guidelines For Selecting a Local Government Administrator

Table of Contents

Introduction

The term local government, as used in this report, refers to any local government of general jurisdiction legally constituted under state laws—a town, village, borough, township, city, county, or a legally constituted council of governments. The terms administrator and manager refer to the chief administrative officer of any local government who has been appointed by its governing body.

The terms council, commission, and governing body refer to the elected body governing any local government, including city councils, town councils, boards of trustees, boards of selectmen, boards of supervisors, and boards of directors. The term council used in this document refers to all types of governing bodies.

Recruiting and selecting a local government administrator is one of the most important responsibilities of a local governing body. It requires careful planning, astute evaluation of candidates, and a clear understanding of the relationship between the local government and the administrator.

To a great extent, a local government administrator serves as a resource to the elected body. Whereas the council provides policy and political leadership for the community, the administrator brings policy problems to the elected body, develops alternatives, helps the elected body as it is making policy choices, and then implements policy and provides the administrative leadership necessary for continued progress and high morale. His or her input makes the difference as to whether or not the objectives and priorities of the governing body—and indirectly the community—are refined, considered, and implemented.

How are public officials to proceed, then, when the chief administrative position is vacant? Who governs in the interim period until a successor is selected? How is recruitment actually conducted? What selection process should be used? What should be the criteria for the position? What resources are available to assist in recruitment and selection? These are only some of the questions that will concern elected officials.

Members of the council will have to deal with a variety of other issues as well. Potential candidates, for example, will begin "campaigning" for appointment. They may contact some or all members of the council to express interest and advance their cause. Members of the community, too, will propose their own preferences and viewpoints. And, of course, the press will pose questions, ranging from why the vacancy exists to what the new administrator is going to be paid.

All of this activity, pressure, uncertainty, and even confusion can result in premature commitments and impulsive action—neither good for the community nor conducive to recruiting and selecting a top-notch administrator. For the recruitment process to be successful, local government leaders must provide the following:

- Strong, consistent political leadership.

- A well organized and coordinated recruitment process.

- A plan for administering the affairs of the local government while the recruitment process is under way.

- A timetable that ensures prompt, comprehensive recruitment and guards against impulsive and premature action.

An organized approach and strong, consistent leadership from the local governing body are essential to the recruitment process. Without them, recruitment can damage the image of the local government; divide the local government and the community; weaken the authority of the government; erode the responsibilities associated with the position; and hurt the ability of the local government to attract and retain good candidates for this and other administrative positions.

To help councilmembers conduct a successful recruitment and avoid a negative experience, this handbook presents guidelines for recruiting and selecting a local government manager. While no two jurisdictions require precisely the same qualifications and responsibilities from their administrator, the guidelines outlined here provide the basis for determining priorities. These guidelines will enable local government officials to go about recruiting and selecting the best possible administrator for their needs.

This handbook includes a discussion of the following key issues: resources available to assist in the process; interim management; applications, relations with applicants, and interviews; compensation; and transition. The exhibits present resources and publications available, suggested interview questions, and a summary checklist and timetable. Using these guidelines can make recruiting and selecting a new administrator a positive, enjoyable, and unifying experience for local government officials.

Resources Available

Elected officials in search of an administrator will find a variety of resources available to assist in the recruitment process. These include:

- ICMA, the professional association of appointed administrators serving cities, counties, regional councils, and other local governments. ICMA staff can suggest advertising sources and individuals and agencies who may be available to assist: help pass the word when a vacancy exists by placing a printed advertisement in the *ICMA* News*letter;* and provide information on such issues as compensation and how other local governments have handled recruitment. ICMA Range Riders also can provide advice and assistance based on their years of experience in local government.

- Other professional organizations. The following organizations can advertise the vacancy, identify potential candidates, and assist in conducting background checks of the applicant. The league of cities and counties in each state; the National League of Cities; the National Association of Counties; the National Association of County Administrators; the American Society for Public Administration; and related local, regional, state/provincial, and national professional organizations.

- Current and former local government officials. Local government officials in adjacent communities or retired local government officials are a good resource for assistance. For example, a neighboring local government official could screen applicants, and a retired official could coordinate the recruitment process or provide interim management assistance. ICMA's Range Rider Program may be a good source for such assistance.

- Others having an interest in local government. College or university faculty members, institute of government staff members, local government consultants, and community leaders also may be able to provide leadership and assistance with some part or all of the recruitment process.

- Executive recruitment firms. Several nationally recognized firms are available to assist in recruiting key management positions in local governments. They can coordinate the overall recruitment process, or they can assist with such specific aspects of recruitment as identifying potential candidates, conducting background checks, or developing and conducting the selection process. ICMA can provide a list of firms that specialize in public sector recruitment. For a copy of the list, contact the job ad coordinator at ICMA, 202/962-3650.

ICMA Range Riders. Local government professionals serve as Range Riders for ICMA and for their respective state leagues or state associations. Range Riders generally are retired and respected local government managers with long experience in the profession. Available as resources to local government administrators, Range Riders meet periodically with managers to discuss the profession and any concerns managers might have. Discussions range from such topics as council relations, career changes, and staff reorganization to politics and ethical questions. All discussions are confidential. Range Riders are friends, colleagues, and counselors—not consultants.

Although not all states have Range Rider programs, other resources may be available through the state league or state association of managers.

Interim management. Often the first questions elected officials must face when a vacancy occurs are:

- What should we do to ensure that the affairs of the local government are properly administered until a new manager is selected and on board?
- How do we get the recruitment process started?
- Who is in charge?

First and foremost, local government officials must avoid acting impulsively and succumbing to the temptation to hurriedly appoint an administrator as a quick fix to the problems of vacancy, recruitment, and selection. Local government officials need an interim period to consider carefully the criteria they are seeking in a new administrator and to recruit and select the best possible successor who meets these criteria.

Only by considering how applicants compare and measure against one another and, of course, against the criteria can elected officials be sure that the candidate they appoint will be backed by the appropriate combination of work experience and management style.

Following these steps will enable councilmembers to provide sound interim management while an efficient recruitment process is under way.

Appoint an interim administrator. It is important to clarify who will be responsible for directing the local government while the new administrator is being recruited. The council might want to consult with the outgoing administrator regarding possible staff members who could fill this role, or they may agree that they have confidence in a specific staff person.

If there is an assistant administrator, for example, who may be considered for the position, the council often will appoint this person as interim manager. This will give them the chance to observe firsthand how he or she handles the job. Or the council might select as interim administrator a department head who is not a candidate for the position but who is mature, seasoned, respected by fellow employees, and competent.

In some cases, the local government leaders may not feel there is anyone on staff to whom they can or would want to turn. In this case, it may be possible to retain the services of a recently retired manager or a manager who is between jobs. State associations, municipal leagues, or ICMA Range Riders may be sources for possible interim administrators.

Regardless of who is appointed, it should be clear to all local government officials and staff that the interim manager is in charge. It should also be clear that this person does not have an inside track to the new position. If the interim manager is ultimately selected, it is because that person proves to be the best in relation to the other applicants.

Act promptly. The recruitment process should begin immediately after the official decision has been made regarding resignation, retirement, or termination. Failure to do so can generate rumors within the community by various interested parties who will exert pressure on members to quickly fill the vacancy. Councilmembers must bear in mind that an impulsive response to this pressure can be divisive for the governing officials and can damage their credibility.

What local government officials need to do is promptly develop and announce a specific plan and timetable for the recruitment. They must take into account any circumstances, such as an impending recall, that might cause delays, and they must communicate any changes in the established schedule to all concerned, particularly to the applicants themselves.

Occasionally, a council will delay recruitment because an election is pending or a proposal to change the form of government is coming up for a vote. Even so, the initial recruitment steps should be taken immediately in order to reduce the time lapse between the departure of one manager and arrival of another.

If a local government has just voted to adopt the council-manager form of government, the beginning of the search will depend on when the form becomes effective. If council elections were held at the same time and outgoing members are sympathetic to the change, it may be possible to have applications on file by the time new councilmembers are sworn in. In any case, the new council should proceed with the recruitment as soon as possible.

Finally, the councilmembers must take charge of the recruitment. They must make clear to all concerned what processes they will follow to recruit and select the best administrator.

Carefully consider the way the vacancy is announced. If the vacancy is the result of retirement or of the administrator moving to a new position, a simple announcement to that effect is sufficient, even desirable. When advertising the position, the local government will be able to claim that there has been great stability in the position; it now is vacant only because of retirement or of a new job opportunity for the former administrator. In this way, with the vacancy presented as an opportunity that does not come along often, qualified applicants may be drawn to the position.

If, on the other hand, the position is vacant because the former administrator was terminated or quit, neither the local government nor the former administrator will benefit from a public quarrel. It is far better for all concerned (even though it may be emotionally difficult) to simply reach a mutual decision and timetable for leaving. From a recruiting standpoint, handling a difficult situation well will enhance the image of the local government. And there is less likelihood that the former administrator will talk negatively of the local government and, thereby, deter potential candidates from applying.

Obtain a status report on the local government's activities and projects. Although it is not desirable for the council to immerse itself in the administrative affairs of the local government, it is important that they receive a briefing about current organizational problems and the status of important projects before the current administrator leaves. In this way, they can better monitor progress on important matters, provide direction, and set priorities for the person selected as interim administrator.

Defer key actions where possible. Obviously, the local government must continue to operate during the recruitment period. The council and interim management team should do whatever is necessary to make sure that important projects and the delivery of services continue to move toward.

However, they should defer key actions where possible until the new administrator is appointed. After all, to ensure effective administrative leadership in the future, it is desirable that the new administrator be involved in as many policy decisions as possible. Just filling a vacant department head position, for example, is an opportunity for the new administrator to begin building an administrative team. In fact, such an opportunity can be used persuasively to pique the interest of potential candidates during the recruitment process.

Recruitment Process

Just as it is necessary to determine who will provide interim administrative leadership, it also is necessary for the council to determine who will actually conduct the recruitment and to decide on the major steps and scope of the recruitment. A successful recruitment takes time and is complex. At the outset, it is essential that the council spend considerable time determining and reviewing precisely the criteria they are seeking in an administrator. See information on preparing an administrator profile.

Although 100 or more applications may be submitted for a position, the number of candidates actually meeting the council's requirements may be limited. It is advisable, therefore, to supplement the advertising process by aggressively identifying and talking with potential candidates. Similarly, to ensure that finalists have the requisite work experience and management style, work-related background checks and a thorough interview process should supplement a review of resumes.

Once a selection has been made, the compensation package must be developed and negotiated. It includes such issues as deferred compensation, housing, and a written employment agreement. Thus, to be effective, a recruitment must be well planned and led by someone who is knowledgeable and experienced in this area.

Conducting the Recruitment

The council has a number of alternatives available for conducting the recruitment.

- The local government officials themselves can conduct the recruitment.
- The local government can retain an outside party to conduct the recruitment.
- The local government can conduct the recruitment in conjunction with an outside party.

The council can conduct the recruitment itself. Many councils have successfully conducted recruitments for professional administrators. If this alternative is selected, it should be with the understanding that it is a time-consuming and complex task. Councils have the option of delegating responsibility to the chairperson of the elected body, to a committee of the local government officials, or to the council as a whole.

Councilmembers must be sure to select someone on their board who is well respected and who has the time to provide the leadership and follow-through that will be necessary every step of the way. If the elected body chooses to conduct the recruitment itself, it should seek the assistance of the jurisdiction's human resources officer.

The council can retain an outside party to conduct the recruitment. In some cases local government officials may ask the interim manager or a retired manager to coordinate the recruitment process. More often, however, the local government contracts with a firm that specializes in providing executive search assistance.

When using an executive search firm, the council does not give up any of its authority. It continues to define what it is looking for in a new administrator; it picks the final candidates; it does the interviewing; and, of course, it makes the final selection. When a local government uses the services of an executive search firm, it obtains the full-time coordination necessary to conduct an effective recruitment, and it gains the expertise important to each step in the process.

Typically the executive search firm begins by meeting with the elected officials both individually and as a group to help them decide what they are looking for in a new administrator. It is the firm's responsibility to facilitate these discussions and to help reach a consensus on such items as desirable work experience, management style, timing and scope of the recruitment, and compensation. After these matters have been reviewed, the firm coordinates the overall recruitment process and assumes responsibility for all tasks until it is time for the elected body to select and interview finalists. The firm acts as a resource throughout the entire recruitment process.

Councils using these services should make certain they select a reputable firm familiar with the special requirements of local government administration. The experience of a consulting firm should be checked by letters and phone calls to the local governments that it has served.

The council can conduct the recruitment and retain an outside party to assist at certain points in the process. A third alternative is for the local government to assume responsibility for conducting the recruitment and to supplement the process at some point with assistance from an executive search firm or other outside source, perhaps an ICMA Range Rider.

In some cases, the council may seek assistance at the outset in thinking through the overall recruitment process and defining what they are looking for in a new administrator. In other cases, the local government officials initiate the process on their own by advertising for the vacancy. They then retain an outside source to help review resumes, conduct background checks, and structure an appropriate interview process. This alternative may be most appropriate where cost is a consideration or where the local government desires to take a more active role in the recruitment.

Other participants. Once the council decides who will conduct the recruitment, other parties like staff members, citizens or citizen committees, and the press can become involved at various stages.

Local government staff. Staff member roles can vary depending on who conducts the recruitment. If the council is conducting the recruitment, staff will be responsible for working with the elected body to develop an effective and legal recruitment and selection process and then placing advertisements and collecting resumes. They also may

assist in scheduling interviews. If an executive search firm is involved, the firm will be responsible for all of these administrative details. In this case, the role of staff is usually limited to providing information about the local government and coordinating with the firm.

Citizen committees. The council must make a decision as to whether or not to involve citizens or citizen committees in the recruitment process. In the majority of cases, the local government assumes responsibility for the recruitment and (on its own or with a firm) goes through the process of selecting a new administrator without citizen involvement.

In some cases, however, elected officials have involved citizens or citizen committees in defining what the local jurisdiction is looking for, in the review process leading to the determination of finalists, and/or in the selection process itself. However, the governing body should not lose control of the final decision-making process and candidates should not receive the impression that they are being hired by a committee rather than by the government itself. After all, once hired, the administrator is accountable to the elected body.

Press. Members of the press will obviously have an interest in the recruitment process, and their involvement will be dictated in part by state law and in part by tradition. At the outset, local government officials should brief the press on the timing and steps involved in the overall process. After the deadline has passed for submitting resumes, the elected officials may wish to brief the press on the overall response.

Confidentiality of resumes is a major concern in any recruitment and it can significantly affect the number and quality of resumes received. Candidates should be apprised of any applicable state laws in this area, and the council, with advice from the local government's attorney, should determine what will and will not be made public.

Scope and Parameters of the Recruitment Process

Regardless of who carries out the recruitment, a framework for the recruitment process must be developed. The governing body must agree at the outset on a number of key issues critical to the success of the recruitment: criteria for the position, geographic scope of the search, timing, and compensation.

Criteria for the position. What is the council looking for in a new administrator? The council should begin with a survey of its needs and those of the local government. By reaching a general consensus on criteria for the position at the outset, even before the advertising process begins, the elected body will be better able to specify what they are looking for in a local government manager, and the council will have a specific basis for reviewing resumes, selecting finalists, and making a hiring decision.

Items to be considered include local government size, its nature, the services it provides, and overall objectives and priorities. The work experience, skills, and expertise of the candidates must relate to these criteria.

These types of situations should receive special consideration as the council decides on criteria.

1. A local government that has just changed its form of government will ordinarily need a manager who can inspire local government officials with the enthusiasm needed to implement the new system. A first manager in a new system should be adept at public relations and in establishing relationships with incumbent officials and employees.

2. When a manager has been dismissed or has resigned under pressure, the council tends to look for strengths in areas in which the outgoing manager showed weaknesses. There are dangers, however, in overcompensating for qualities that have led to dissatisfaction. These dangers cannot be overemphasized. If the outgoing manager gave too much freedom to subordinates, for example, suddenly changing to a strong disciplinarian might result in antagonisms that would only lead to further problems. Sometimes a new manager will be confronted with major problems that must be dealt with immediately. If such a situation is anticipated, the council should inform any applicant who is being seriously considered.

3. When a popular manager retires or moves to a larger city, the council often asks this person's assistance in the search for a successor. Yet the council should not overlook the possible need for new strengths or different qualities. The assistance of lay citizens or of an outside consultant might be desirable at this stage.

Although establishing criteria for the position can be an agonizing and difficult process, it does not have to be. In fact, with good leadership it can be a unifying and educational process for all concerned. (For more detail, see the section on the selection process.)

Geographic scope of the recruitment. Once a vacancy is advertised, resumes will usually be received from individuals in different parts of the country. At times, a particular executive search firm will specialize in attracting candidates from a certain region. It is assumed that the local government is looking for the best candidate and that all resumes received will be reviewed carefully.

For purposes of an aggressive search for candidates, however, some local governments will choose to focus on their state or region, thinking that these candidates may have a better understanding of and orientation to local problems, legal issues, financing alternatives, and similar matters. On the other hand, as local governments grow, they increasingly prefer an aggressive nationwide search for individuals who have demonstrated an ability to manage in a complex urban environment and who might bring a fresh perspective.

Timing. The timing of the recruitment can sometimes be affected by publication deadlines, which are important in terms of properly advertising the vacant position. An ideal timetable would provide at least 60 days from the start of the recruitment to the deadline for submitting resumes; 30 days to review resumes, conduct background checks, interview candidates, and make a selection; and at least 30 days for the new administrator to relocate.

Because top candidates often view submitting a resume as a major career decision, it is important that they have adequate time to consider the opportunity, discuss it with their families, and prepare an appropriate resume. Similarly, the council or the executive recruitment firm needs sufficient time to review resumes and conduct background checks to ensure that good candidates are not overlooked and that finalists meet the desired qualifications of the governing body. Again, it cannot be overemphasized that the recruitment should move forward expeditiously while at the same time allow adequate time for a thorough and comprehensive process.

Compensation. A final item to be considered at the outset of the recruitment is compensation. It is important for the local government to have some general understanding of the acceptable salary range, but it also is important that it leave itself some flexibility in this area.

The posture of public officials in most successful recruitments has been to leave salary open, commensurate with background and experience. This does nothing to discourage interested applicants from applying, yet it does not commit the local government to anything. This approach basically says that the locality wants the best administrator it can find, and that it does not expect anyone to come to work for less than what he or she is currently earning.

From a practical standpoint, every local government has compensation limits, and this can be taken into account by reviewing the current salary of applicants at the time finalists are selected. By leaving salary open at the outset, a locality has helped to ensure that it will have a maximum number of applicants to consider and it has left itself the flexibility to pay a higher salary that is what it takes to hire the first-choice candidate.

ICMA encourages local governments to establish a salary or salary range and to provide applicants with that information at the time the position is advertised. It does recognize, however, that this information cannot always be provided at the time of recruitment.

Recruiting Applicants

Generating a sufficient pool of qualified applicants is a key part of the recruitment. It involves advertising for and soliciting candidates to be sure that qualified candidates are not overlooked. (Specifics of the applications process are discussed in the following section.)

Advertising. It is in the interest of the local government to be sure that everyone who might have an interest in the vacant position is aware that the recruitment process is under way. Thus the advertisement itself should be carefully worded and the advertising program should be comprehensive.

To be comprehensive, however, an advertising campaign does not have to be extensive or expensive. Most local governments, for example, avoid advertising in general circulation newspapers for an administrator unless there is a local requirement to the contrary. This is an expensive form of advertising that produces few results.

More effective sources can be found with organizations directly related to local government. In addition to ICMA, this includes the National League of Cities, the National Association of Counties, the National Forum for Black Public Administrators, and the American Society for Public Administration. Resources at the state level include state municipal leagues and county associations.

Local governments have some flexibility when preparing and placing advertisements but at a minimum, the advertisement should include these items:

- Name of the local government.
- Title of the vacant position.
- Population of the local government.
- Amounts of the operating and capital budgets.
- Number of full-time employees.
- Services provided.
- Statement that salary is open and commensurate with background and experience.
- Filing deadline, including any special items of information desired like current salary and work-related references.
- Brief description of key areas of interest and desirable experience and qualifications.
- Where and to whom to send resumes.
- Web site of the local government.

Some publications permit the use of display ads that call for an innovative format incorporating the local government logo and/or graphics. For a modest extra cost, these ads offer the local government an additional opportunity to impress potential candidates.

Solicitation of candidates. While advertising can generate outstanding applicants, and local governments should look closely at all resumes that are received, local governments should supplement the advertising process by identifying outstanding potential candidates and inviting them to apply.

Useful sources of information about potential candidates include members of the local government, the current administrator, former and retired administrators, local government officials in adjacent communities, executive directors of state leagues, directors of university public administration programs, and ICMA Range Riders.

When soliciting candidates, once a list of names has been compiled—and the emphasis should be on quality rather than quantity—the council should send a letter of invitation advising the individual of the opening and requesting that a resume be sent if there is an interest in the position. The letter, which should be personally typed, should enclose a basic package of information describing the local government (see the section on applications) and the vacant position.

Once the letter has been mailed, a follow-up telephone call should be made to confirm that the letter was received, assure the recipient that it was not a form letter, indicate why the position is a good career opportunity, and answer questions. The same deadline for submitting resumes should be used in both the advertisements and the supplemental letters of invitation. For the purposes of confidentiality, all correspondence should be sent to the applicant's private residence.

In-house candidates. The local government should be sure to inform local government employees of the vacancy and how and when to apply. It may be that the local government will even want to invite one or more employees to submit a resume. Whether in-house candidates are solicited or apply on their own, it is important that they be treated in the same manner as other applicants.

It should be made clear that if an in-house candidate is ultimately selected as administrator, it is only because the council felt that the candidate was the best choice in comparison with the other applicants. While most applicants will receive written notification of their status, the council may wish to talk personally with in-house applicants who were not selected to ensure good communication with staff, maintain morale, and help ensure an orderly and positive transition.

Applications and Relations with Applicants

The applications process is the point where effective screening of applicants begins. For this part of the recruitment to be successful, the council must proceed carefully and with considerable thought. This section deals with such issues as whether or not to use a standardized application form, providing potential candidates with key information about the position and the local government, and the importance of establishing and maintaining good relations with applicants. If high-quality candidates are to be encouraged to pursue the vacancy, then the local government needs to present a portrait of itself as a well-run, organized, and efficient organization.

Application form. Most local governments prefer to ask applicants to submit a resume in whatever format they believe will be most effective, rather than a standardized application form. From the standpoint of the applicant, this approach provides flexibility to present past work experience in a way that is directly related to the position in question. At the same time, it permits the local government to see how the applicant organizes and presents material in a written format. The manner in which materials are prepared can be an indication of real interest in the position.

If an application form is used, it should be easy to complete, and the information requested should be related to the vacant position.

Relations with Applicants—Do's and Don'ts

Do:

Keep all candidates informed of their status at all times.

Select a short list of the most promising candidates.

Carefully check references on those candidates judged best qualified.

Call these candidates for interviews at your local government's expense.

Visit, if possible, the localities in which the most promising candidates work.

Send the candidates under consideration copies of your government's budget, charter, annual report, and other pertinent documents.

Pay expenses of candidates called for a second interview (and of their spouses/partners).

Be prepared to enter into a formal written employment agreement with the successful candidate.

Promptly notify all other candidates once the selection has been made.

Keep all information strictly confidential throughout the entire recruitment and selection process, unless state law requires otherwise.

Don't:

Don't limit your recruitment and investigation to "home towners" or to a single candidate.

Don't' let the selection process last too long.

Don't expect to get all necessary information about candidates from written material.

Don't forget that you are seeking overall management ability, not technical competence in one specialized field.

Don't release for publication any names or local governments of candidates, unless state law requires it.

Don't overlook in candidates the need for municipal administrative experience and the advantages of value of college or university training, post-degree training, and continued professional development.

Providing information. Serious applicants will not submit a resume for consideration until they have done their homework and satisfied themselves that the vacant position does represent a good career opportunity. Often they will seek information from local government officials about the local government and the position.

This is one of the first places where a potential applicant will form an impression of the local government. If the impression created is that the recruitment is disorganized, that members of the local government are not sure what they are looking for or are saying different things, and that sufficient information about the locality is not easily obtained, potential applicants may simply lose interest and not apply.

On the other hand, if their impression is that the local government has spent time considering the position; that the recruitment is well organized; and that information is readily available, positive, complete, and effectively packaged, this can tilt the scales in favor of submitting a resume. Here are the items that a basic information packet should include:

1. A copy of the criteria for the position indicating key objectives and priorities as to what the local government is looking for.

2. Ordinance or charter requirements if they contain significant or unusual provisions regarding the position.

3. Summary information about the local government, including organization structure, personnel practices, number of employees, services provided, and budget data.

4. A timetable indicating the principal steps and time frame for the overall recruitment.

5. Information on the local government in the form of a chamber of commerce brochure or similar publication, if such is attractively prepared and available.

6.Web sites that contain information on the local government.

Acknowledging applications/status report. All too often, recruiters overlook the simple and courteous step in the recruitment process of acknowledging resumes as they are received and notifying applicants of their status as the recruitment proceeds. Prompt acknowledgment of resumes is one indication that the process is being handled in a businesslike way, and it can further impress the applicant positively.

Similarly, notifying all applicants as to their status, even if they are not selected as finalists, is a basic courtesy that will affect how the candidate views the local government. The initial acknowledgment also should inform the applicant of the recruitment timetable. Unless there are unusual or unanticipated delays, this notice should be sufficient until applicants are actually notified as to their final status. To maintain confidentiality, all correspondence should be directed to the applicant's home, not business address.

Confidentiality. Confidentiality is an important consideration in any recruitment. Applicants are concerned about the potential damage to their present job security and long-term career opportunities if premature disclosure of their interest in another position is made public. While applicants realize that the local government will want to contact their present employer to conduct background checks and assess the job they have done, they typically prefer to wait until it is clear that they are going to be considered as finalists for the position.

The elected body should determine, at the outset, the extent to which the recruitment process will be confidential. This should be decided with advice from the local government's attorney because open record and disclosure statutes vary from state to state. If disclosure of applicants' names is likely to occur at any point, potential applicants should be advised so that they may take this into account in deciding whether or not to pursue the vacancy.

From a recruiting standpoint, assurance of confidentiality will result in more applications being submitted, particularly from those who are presently employed elsewhere. Because of the importance of confidentiality to both parties, such assurances should be honored and contacts with present employers should be coordinated with the applicants in order to provide the applicants with adequate time to first notify their current employer. There is no faster way to damage the image of the local government and to lose good applicants than to violate the trust or assurance that was given regarding confidentiality.

Selection Process

Once the deadline for submitting resumes has passed and all applications have been received, the selection process begins. Principal steps include reviewing applications, determining finalists, interviewing finalists, conducting such post-interview activities as second interviews, and making the final selection.

Reviewing Applications

The selection process begins with a review of all resumes that have been submitted. The advertised deadline for submitting resumes usually is viewed as a planning deadline; therefore, all resumes are considered even if they arrive after the deadline. Because it is not unusual for a local government to receive in excess of 100 resumes for a vacant position, guidelines must be in place for the review to be efficient and thorough.

One approach is to give each member of the council a fixed period of time to review all resumes and to recommend those applicants who should receive further consideration. One councilmember will then group the common choices together and resolve whether those who were not picked by the majority of the reviewers will receive further consideration.

Another approach is to ask a committee of the council to assume responsibility for the application review process and to recommend a group of finalists to the council as a whole. Sometimes the local government calls on managers in the area or ICMA Range Riders in the state to assist in the narrowing-down process. Applicants should be advised if this last procedure is used, the confidentiality of resumes should be maintained. In other cases, a search firm or the locality's human resources officer can make a first cut to reduce the applicant pool.

Here are steps that are particularly important in the resume review process:

1. All resumes should be acknowledged. Ideally, resumes will be acknowledged as soon as they are received. The acknowledgment should incorporate a broad timetable that provides the council with adequate review time before finalists are selected.

2. The process should move forward as promptly as possible. If the review process takes too long, it alerts the candidate to a possible lack of leadership and indicates that the process is not well organized. Such signals can cause well-qualified applicants to have second thoughts and to change their minds.

3. The confidentiality of resumes should be maintained and should be consistent with applicable state law and the advice of the local government's attorney. Contact with others as part of the review process is important and even

expected but it should be coordinated with the applicant. The local government must avoid jeopardizing an applicant's current position. Thorough background checks and references are usually conducted after the council has narrowed down the group of applicants and after the candidate has been informed that references and others will be called.

4. Resumes should be evaluated against the criteria for the position that were developed at the outset of the recruiting process. Here are criteria to look for in the review process:

- Has the applicant had experience working in a local government of comparable size?

- Has the applicant had experience with the variety of services delivered by the local government? Has the experience been comparable in terms of budget size and number of employees?

- Has the applicant worked in a similar geographic area? Is the applicant likely to be comfortable in a rural or urban setting and familiar with the usual problems faced by the local government?

- What specific responsibilities has the applicant had, and what has the applicant accomplished? How does this compare with the objectives and priorities of the local government?

- Has the applicant had broad administrative and supervisory authority, or has the experience of the applicant been limited to research or administering activities in specialized areas?

- Has the applicant worked directly with the local government in the past? Does the applicant have experience working with citizen and other groups?

- What is the employment history of the applicant? Does it suggest a pattern of broad experience and increasing responsibility? Does the applicant have good tenure with each employer, or is there a pattern of frequent movement from one position to another?

Whereas a short tenure in the previous position may or may not be significant, a series of short terms should be a warning that more thorough inquiry is needed. By the same token, 10 years of experience is not necessarily preferable to five, or five to three. In fact, a person with a long tenure in one position may find it difficult to adjust to another. Similarly, age also does not necessarily correlate with maturity of judgment or adaptability.

- Is the applicant concerned with continuing professional development and participating in training programs and professional organizations?

- What is the current salary of the applicant? Does it fit within the parameters of the local agency?

- How have the resume and letter of transmittal been prepared? Do they suggest a real interest in the position? What does the resume itself tell about the person?

Determining Finalists

When the resume review process has been completed, it should be possible to narrow the total group of applicants to a smaller group of perhaps 15 to 25. This group will be subject to more thorough background checks and ultimately narrowed to an even smaller number of applicants. The latter group will be designated as finalists and invited for interviews. These considerations are important when determining finalists:

1. The council should resist the temptation to select finalists before background checks have been completed. One of the resume reviewers may suggest, for example, that based on the resume alone, the council should select finalists and move right ahead to the interviews.

However, while resumes are helpful as an initial screening device, they also can be misleading. They reveal nothing about the management style, personality, or interpersonal skills of the individual in terms of his or her ability to work effectively with people. They also can create an exaggerated impression of actual work experience, responsibilities, and accomplishments. It is neither practical nor necessary to conduct background checks on all

applicants, but an important interim step is to conduct background checks on a smaller group as a prelude to and basis for selecting finalists.

2. Be sure the background checks are work related. The purpose of the background checks is to provide a solid reading of the candidate's ability to handle the job and to work with people. Consequently, background checks should be conducted primarily with people who know local government, understand the job of a local government manager, and have a firsthand knowledge of the performance of the applicant in this area.

Such work-related background checks would normally be based on conversations with current and former members of the local government, including the mayor and councilmembers; staff members with whom the applicant has worked closely and/or supervised; and others who have worked closely with the applicant, including the chamber of commerce director and the superintendent of schools. Background checks also can be conducted with state/provincial association officers, institutes of government staff members, and state league directors.

As indicated previously, confidentiality is extremely important, and the local government should be sure to coordinate with the applicant in terms of any background checks that are undertaken.

3. When conducting background checks, these guidelines are important for ensuring consistency and thoroughness:

- Have one person perform all the background checks. This can be difficult for one person to handle, however, especially if three background checks are desired. Also, it can be helpful if two or more people compare notes on the same candidates.

- Address similar issues and questions to each applicant to provide a good basis for comparison.

- Talk with enough people to get a consistent reading as to the strengths and weaknesses of the individual. If a person can say only good things about the applicant, ask him or her directly what weaknesses the applicant has.

- Use the background checks to learn about the applicant's ability to work effectively with people, to develop a more complete understanding of the applicant's work experience and specific accomplishments, and to see if the applicant's qualifications match the criteria for the position.

- Include verification of educational credentials in the background check process.

There is another possible step to use to narrow down the list of finalists. The candidates can be asked to respond in writing to a limited number of questions that members of the governing body agree on. These might include asking how the person would handle a particular situation or asking if he or she has had experience dealing with specific situations.

4. The group of finalists should be large enough to expose the council to an array of personalities. In most cases, a minimum of five candidates should be interviewed as finalists. The local government also may wish to establish a backup group in case some of the finalists decide not to pursue the position any further.

Interviewing Finalists

Once finalists have been selected, the interviewing process begins, and the local government can proceed with these steps:

1. Confirm with each candidate that he or she has been selected as a finalist. Each finalist should be congratulated and made to feel that the council is pleased to have reviewed his or her resume. At the same time, the continuing interest of the individual in the position should be confirmed.

2. Advise each finalist of the nature of the interview process, including date and time. Confirm for the finalist now

many others will be interviewed, whether there are any in-house candidates, and when you expect to make a decision. Indicate that all such information will be confirmed in a follow-up letter.

3. Assure the applicant that confidentiality will be maintained, unless state law or the advice of the local government's attorney dictates otherwise. The applicant should be advised if the names of finalists are to be made public and given the opportunity to withdraw.

4. Indicate that a more complete package of information about the local government will be mailed directly to the applicant's home in advance of the interview. Here is information that might be included:

- Current budget and financial report.

- Recent bond prospectus.

- Organization chart.

- Personnel rules and regulations.

- List councilmembers and their occupations.

- Copies of council minutes for the past several months.

- General plan and land use map.

- Statement of local government goals, objectives, and priorities.

- Any other material that would be of particular relevance, given the goals and objectives of the local government and the criteria for the position.

5. Confirm local government policy on reimbursement of expenses incurred in conjunction with interview. Most local governments reimburse candidates for all out-of-pocket expenses, including reasonable transportation, room, and board. ("Reasonable" is intended to eliminate first-class airline tickets, four-star hotels, and gourmet restaurants.)

Such reimbursement of expenses is another way the local government can demonstrate its interest in the candidate. It reinforces the positive nature of the recruitment process and makes the difference in some cases as to whether the finalist is able to attend at all. In cases where there is strong reluctance on the part of the council to reimburse all expenses, the local government can share expenses with the candidate or can agree to reimburse all expenses incurred after the first trip.

The local government staff can offer to handle all reservations, transportation, and related matters but this can be cumbersome and time consuming. In most cases, the local government confirms the time and place and lets the finalist make his or her own arrangements. Finalists usually prefer this approach as well.

The interview itself can take a variety of forms. (See section with suggested interview questions.) Two techniques commonly considered are the traditional interview and the assessment center evaluation and interview.

Council interview. Typically, the elected body as a whole meets individually with each finalist. Most local governments use this approach. During the interview they question the applicant about a variety of matters like overall work experience, specific accomplishments, career objectives, alternative approaches to practical problems faced by the local government, and similar matters. The interview gives the candidate an opportunity to evaluate the elected body as a group and to ask questions. An important issue to discuss during the interview is the council's working relationship with the manager, clarifying all roles and responsibilities.

Organizing this type of interview is relatively easy and does not require a large commitment of time on the part of the local government and candidate. It can create a comfortable setting that contributes to an open and relaxed discussion. Because this initial interview may be limited to an hour, a second interview with one or more of the finalists may be desirable.

Assessment center evaluation and interview. The assessment center technique involves role playing and other exercises with the candidates as a group, in addition to the traditional interview. It is most frequently used in the recruitment of public safety and other management-appointed positions (and has been used only occasionally by

local governments recruiting administrators), but if well planned and organized, it can be used effectively in recruiting a local government administrator.

The major advantage in an assessment center interview is that the employer is able to see how one candidate relates to others in a group situation. Because it tends to pit one candidate against another in a group situation, however, it is important that the candidates be properly briefed to minimize any concerns regarding the process. In addition, this technique can work only if all councilmembers are committed to taking the time necessary for role playing and if they feel comfortable participating in an "acting" situation.

Regardless of which technique is used, these guidelines are important:

1. The interview process should be well organized and the setting comfortable. All members of the local government should participate but one discussion leader should be designated. The interview process not only provides the council with an opportunity to improve its knowledge of finalists, but it also influences the candidate's interest in the position. Because the process should help cement the interest of the candidate in the position, local government officials may wish to arrange additional events like a dinner or a tour of the local government.

2. The council may choose to supplement the usual discussion between councilmembers and finalists by inviting staff or community leaders to participate. For example, finalists may meet with department heads or other staff to review departmental operations in more detail or to receive a tour of the local government. Or, finalists may meet with selected community leaders to receive their input on matters they consider important to the local government.

   If this option is taken, it should be made clear to all involved that these meetings are designed to provide the candidate with additional information on the local government and will not be involved in the actual selection of the administrator. Obviously, the councilmembers should carefully select the individuals with whom the finalists will meet. Again, the importance of maintaining confidentiality cannot be overemphasized.

3. If the spouse/partner of the candidate is invited to accompany him or her, it is important that this part of the process be as well organized as all matters concerning the candidate directly. Here, too, an important impression about local government image is being made. The interests of the spouse/partner should be carefully determined and accommodated. This could include a tour of the local government, an opportunity to talk with realtors and visit homes, and a briefing on schools in the area and local employment opportunities. Spouses/partners should never be included in a formal interview process, nor made to feel as if they are being interrogated in any way.

4. During both the formal and informal meetings between the council and the finalist, discussions and questions should focus on the criteria for the position that were established at the outset of the recruiting process. Obviously, discussions should stay within acceptable legal parameters and should not touch on politics, religion, and sexual preferences.

5. Do not spend time during the initial interview talking about compensation, except to ask what the expectations of the finalist are in this area. If the council is aware of general expectations, they can take this into account in making a final selection and in subsequent negotiations on total compensation. To discuss this subject in any detail during the initial interview detracts from the time needed to consider more substantive questions and can result in a defensive or argumentative atmosphere with a candidate before it is even clear that the position will be offered.

6. The personal interview should occupy at least an hour. It is difficult to pursue a range of questions in less time, and it will be offensive to the candidate who may have traveled some distance for the interview.

7. A final guideline, regardless of which interview technique is used, is that the council should continue to avoid impulsive action and should take whatever time is necessary to arrive at a comfortable and well-reasoned decision. However, again, the interview process and related follow-up activities should move forward as promptly as possible so as not to lose momentum or encourage serious applicants to have second thoughts. Of course, once a final decision has been made, all of the other applicants should be notified of their status.

Post-Interview Activities

When the interview process is over, either one person has emerged as the clear choice of the council, or the pool of candidates has been narrowed down to several whom local officials would like to pursue further.

If there is one person who is the clear first choice, the council can simply notify the candidate, confirm his or her willingness to accept the position, and then move right ahead to finalize a total compensation package and discuss other related arrangements (see section on finalizing arrangements). A second interview at the council's option can provide the opportunity to discuss the position and the applicant's qualifications in more detail.

If, on the other hand, there are still two or three applicants to whom the council would like to give further consideration, several options exist. The council may wish to invite the candidate, and possibly the spouse/partner, back for a second interview. A longer interview, coupled perhaps with some sort of function such as a dinner, can often provide the insight needed to make a final decision.

Conducting more extensive background checks with individuals in the candidate's current community or making an on-site visit to the candidate's current community are other options. Either of these latter two activities can be helpful in reaching a final decision, but it is essential that they be conducted with the full advance knowledge of the candidate. It also is advisable to conduct a discreet credit and police check.

Until all arrangements have been finalized with the first-choice candidate, the council may wish to hold off notifying the other finalists, if the council is unable to satisfactorily conclude negotiations with their first choice, they may need to engage in discussions with one or more of the other finalists. Again, from an image standpoint, it is important that all applicants learn first about selection from the local government as opposed to hearing about it from another person or reading it in a newsletter, professional publication, or the press.

Finalizing Arrangements

Once the local government has made its decision and the candidate has indicated a willingness to serve as a local government administrator, there are a number of final arrangements to be completed. They include negotiating a compensation package and completing transition activities. Only then can the new administrator relocate and begin work.

Negotiating Compensation

Because negotiating a total compensation package can be a long and frustrating process, the council needs to ensure that relations with the new administrator get off to a good start. Nothing should happen that causes the new administrator to reconsider.

- First, the atmosphere should be friendly and relaxed.

- Second, the approach of the negotiator should be flexible; negotiating implies a willingness to consider options and alternatives in pursuit of an acceptable package. There may well be more than one way to meet the financial objectives of the new administrator.

- Third, the council should be realistic. No matter how beautiful and desirable the community or position may be, no one (except in highly unusual circumstances) will accept the new position without an increase in pay over his or her present salary.

In compensation negotiations, base salary is the place to start. The councilmember conducting the negotiation should keep these questions in mind.

1. Ultimately, what salary will be acceptable to the council?

2. What is the bargaining range?

3. What is the current salary of the applicant?

4. During the interview, what type of salary and total compensation package did the candidate discuss?

ICMA, the National Association of Counties, and state leagues of cities and counties are sources of information on the salaries of administrators in local governments around the country.

Elements of a total compensation package typically include:

- Base salary.

- Deferred compensation.

- Severance pay.

- Use of government car or car allowance.

- Retirement plan.

- Medical and other insurance (dental, optical, life, disability).

- Vacation.

- Holidays.

- Sick leave.

- Membership dues and conference attendance fees.

Before the negotiation begins, the council should ask the candidate to provide a written itemization of current total compensation, along with a copy of a current employment agreement, if one exists.

After receiving this information, council should outline a proposed package. Usually there will be no negotiation on some benefits that are similar from one local government to another, such as medical insurance or holidays. Variables most often relate to cash compensation, take-home pay, and particular financial objectives like deferred compensation.

The proposed compensation package should (1) leave the individual whole on basic benefits; (2) provide an appropriate step forward in cash-related benefits; (3) ensure an increase in take-home pay, and (4) deal with any particular financial objectives that the new administrator may have.

During the negotiations, some issues will arise that do not relate to the total compensation package but may well have significant financial implications for both the local government and the applicant. Both parties need to be flexible and realistic in dealing with these issues:

Moving expenses. It is common for local governments to pay the one-time cost of moving the administrator and his or her family and household furnishings to the new local government. Sometimes both parties agree on a "not-to-exceed" figure based on estimates from moving companies.

Temporary housing. An allowance for temporary housing is usually provided until the new administrator is able to sell his or her former home and/or relocate the family. Typically, this amount is sufficient to cover the cost of a modern furnished apartment or condominium. Again, both parties may agree to a fixed time period or amount.

Commuting expenses. As with temporary housing, the local government often will agree to reimburse the administrator for periodic family visits or for the spouse/partner to visit for house-hunting purposes.

Housing assistance. Regional variations in the cost of housing or housing financing can complicate the negotiations. There now is considerable precedent for local governments—using appropriate safeguards and

limits—to assist in the purchase and/or financing of housing for the new administrator. A variety of options exist, including a loan, a salary supplement, or a shared equity purchase.

Finally, the council should be prepared for the possibility that they will be unable to reach agreement on compensation or other matters with the first-choice candidate. In these instances, the local government typically enters into negotiations with its second-choice candidate. As indicated previously, once an agreement has been finalized, all other applicants should be promptly notified that they were not selected.

Once salary, benefits, and other finance-related issues have been worked out, it is time to move to a few remaining and important transition activities.

Transition Activities

After the local government and new administrator have reached agreement on such issues as compensation, starting date, and method and timing of announcing the selection in the administrator's new and old local government, transition activities begin.

Employment agreement. Written employment agreements are increasingly used to avoid any misunderstanding on the part of either party. It is in the interests of both the community and the manager to have a written summary of the terms and conditions of employment to which both parties have agreed. The stable working situation created by an agreement helps attract and keep top-flight managers in a generally mobile profession. Spelling out the salary, benefits, and other conditions of the manager's job puts those items where they belong—on a piece of paper where both parties can know what is expected—and removes them from the daily agenda of managers and elected officials.

While such an agreement usually does not refer to a specific term of employment, permitting either the local government or the administrator to terminate for cause or at will, it should include a section providing the administrator with severance pay for a fixed period of time if he or she is terminated by the local government. This

provides important personal and professional security for managers who have the rather unique situation of working at the pleasure of the governing body with the possibility of being dismissed for any reason at any time.

While not a lengthy legal document, the employment agreement usually is drafted by the local government's attorney. The new administrator often is given an opportunity to prepare a first draft for consideration. ICMA recommends the use of employment agreements. If an employment agreement is not used, at a minimum a formal letter of understanding should be prepared.

General assistance. For a smooth transition, the local government should offer whatever general assistance the new administrator might need in moving. Such assistance might include introductions to realtors and bankers, support to the spouse/partner in finding suitable employment, and similar activities.

Orientation meetings. The local government should arrange to introduce the new administrator to department heads and local government staff. While the new administrator may have met some of these people during the interview process, a special meeting or reception can be a pleasant way to turn over responsibility. Similar meetings, briefing sessions, and/or receptions can be arranged to introduce the new administrator and his or her family to community groups, civic leaders, and citizens in general.

Local government work session, orientation, and review of objectives. It is desirable to have an initial work session with the new administrator to discuss and clarify initial expectations on both sides and to review goals and objectives. Even though some of these issues may have been raised during the interview process, communication from the outset can help ensure a smooth working relationship.

Performance evaluation. Using the position's goals and objectives as a starting point, the local government and new administrator should agree to an annual or semi-annual review of the performance of the administrator. This

established and formal process helps to ensure that communication between the parties is maintained, that progress is monitored, and that goals and objectives are reviewed and refined on a regular basis.

Employment Agreements

Here are some elements of an agreement that a council might consider:

Preliminaries
Duties
Terms of the agreement
Termination notice
Removal and severance pay
Salary
Hours of work
Automobile
Moving expenses
Home sale and purchase
Dues and subscriptions
Professional development
Conferences
General expenses
Civic club memberships
Vacation leave
Military reserve leave
Sick leave
Disability insurance
Health insurance
Life insurance
Deferred compensation and retirement programs
Other fringe benefits
General provisions
Contract execution provisions

Conclusion

Recruitment and selection of a local government administrator is a comprehensive and complex process. As difficult as this process is, it has great potential to be a valuable and rewarding experience. Not only does it force local government officials to think about their objectives and priorities, but it gives them a rare opportunity to work together in a way seldom experienced when considering agenda items at a council meeting.

If recruitment of a local government administrator is conducted according to the guidelines outlined in this document, the chances of developing a positive and beneficial long-term relationship among the council, the administrator, and the community are greatly enhanced. The process can and will work if it is well organized and planned. (See summary checklist and timetable.) This list reiterates some of the main steps that the local government must take for the recruitment to proceed smoothly, satisfactorily, and successfully.

- Be sure the recruiting process is well organized and coordinated from the outset.

- Maintain control of the process and the hiring decision; don't act impulsively but do move rapidly toward a selection once applications are in.

- Be sure to involve in the recruitment only those who have demonstrated competent leadership skills or are knowledgeable about the process.

- Remember that recruiting an administrator is a two-way street and that the local government has a responsibility to present the position attractively, to describe the operation of the local government, to show interest in the applicants, and to be competitive.

- Assure all applicants that confidentiality will be maintained.

- Know what you are looking for when recruiting to fill a vacant position; survey the needs of the local government.

- Advertise for the position by defining clearly what you are looking for.

- Identify and invite outstanding potential candidates to apply.

- Acknowledge all applications and notify applicants of the status and timing of the recruitment.

- Carefully review all resumes and applications against position requirements and criteria.

- Evaluate the backgrounds of leading applicants and check work-related references as a basis for selecting finalists.

- Use the traditional interview, assessment center evaluation, or some similar technique as a basis for making a hiring decision.

- Negotiate a total compensation package and put all terms and conditions of employment in writing.

Resource Groups

Individual state and country organizations and state leagues of cities and counties are good resources to use when recruiting a local government administrator. They also publish a variety of newsletters and publications that are useful for advertising administrative positions.

Here are organizations and publications with a national and international appeal and distribution:

American Society for Public Administration (ASPA)

1120 G Street, N.W.

Washington, D.C. 20005

202/393-7878

Web site: http://www.aspanet.org

Publication: Public Administration Times

International City/County Management Association (ICMA)

777 North Capitol Street, N.E., Suite 500

Washington, D.C. 20002-4201

202/626-4600

Web site: http://icma.org

Publications: ICMA Newsletter, Job Opportunities Bulletin for Minorities and Women in Local Government (J.O.B.)

National Association of Counties (NACO)

440 First Street, N.W.

Washington, D.C. 20001

202/393-6226

Web site: http://www.naco.org

Publication: County News

National Association of County Administrators (NACA)

777 N. Capitol Street, N.E., Suite 500

Washington, D.C. 20002-4201

202/962-3539

Web site: http://icma.org, click "Programs" under Shortcuts section

Publication: NACA County Administrator

National Forum for Black Public Administrators (NFBPA)

777 N. Capitol Street, N.E., Suite 807

Washington, D.C. 20002

202/408-9300

Web site: http://www.nfbpa.org

Publication: Job Hotline at 1-888/766-9951 (prompt is 401)

National League of Cities (NLC)

1301 Pennsylvania Avenue, N.W.

Washington, D.C. 20004-1763

202/626-3000

Web site: http://www.nlc.org

Publication: Nation's Cities Week/y

Suggested Interview Questions

These general suggestions can be supplemented by more specific questions related to particular objectives, problems, and priorities of the local government:

1. Describe your background and experience. What have been the areas of emphasis?

2. How does your experience qualify you for this position?

3. Have you had experience in all areas of local government service? If you have not had experience in certain areas, how would you approach management in these areas?

4. What experience do you have with budget preparation and finance?

5. What experience do you have with personnel and labor relations?

6. How do you work with the news media?

7. How do you describe your management style?

8. What is your experience as a supervisor? How many people have you supervised?

9. Have you ever had to terminate an employee? What process did you follow?

10. What are your thoughts on performance evaluation? What process do you follow to set objectives and monitor performance?

11. How will you go about assessing the strengths and weaknesses of the organization and identifying opportunities to improve?

12. How do you approach the planning process? What system do you use to set objectives and priorities?

13. What is important to you in establishing effective working relations with others?

14. How do you view the relationship between the administrator and governing body? How do you view your relationship with department heads and local government staff?

15. What techniques have you found to be most successful in assisting local government officials establish and implement long- and short-range goals for the community?

16. To what extent do you believe contact with citizens and citizen groups is important? How do you typically handle this responsibility?

17. What experience have you had working on an intergovernmental or interagency basis? Have you worked directly with the state and federal governments, councils of governments, and other units of local government?

18. What will your first steps be upon assuming responsibility for this position? What do you hope to accomplish in the first year?

19. From your limited vantage point, what do you believe to be the challenges and opportunities facing our organization? How is this likely to change in the future?

20. What are your strengths and weaknesses?

21. Why are you interested in this position?

22. What are your expectations with respect to compensation?

23. What questions do you have of us [reference here is to members of the governing body]?

Suggested Interviewing Techniques

Here are some recommended do's and don'ts when interviewing candidates. Remember that the law does not prohibit employers from obtaining all the information about a candidate they deem important, so long as the questions are job-related and do not elicit information that could be used for discriminatory purposes.

Do:

1. Question objectively. Relate questions to the requirements of the job and be consistent from one applicant to the next.

2. Ask questions that require more than a yes or no answer. Use general or open-eneded questions.

3. Avoid unduly sympathetic or unsympathetic words, gestures, or facial expressions that would make the candidate think you agree or disagree with his or her answer.

4. Avoid posing a problem or situational question combined with possible solutions. Let the candidate generate his or her own solution.

5. Develop questions based on earlier statements made by the candidate.

6. Ask questions designed to encourage the candidate to reveal what knowledge and expertise he or she possesses.

7. Avoid "trick" questions.

8. Avoid displaying your personal opinions or viewpoints through the questions you ask.

9. Listen attentively to every question asked and every answer given. Make the candidate aware that you are listening by looking at him or her while speaking.

Don't:

1. Let early biases form.

2. Ask unnecessarily long questions.

3. Let the candidate digress beyond the point of answering questions satisfactorily or showing that he or she is unable to answer what is being asked.

4. Ask confrontational or intimidating questions.

Summary Checklist and Timetable

- Designate an interim administrator.
  Week 1

- Obtain a status report on local government activities and projects.
  Week 1

- Confirm the recruiting process that will be used.
  Week 2

  o Determine who will be responsible for conducting the recruitment.

  o Establish criteria for the position.

  o Decide on scope of the recruitment and all steps involved.

- o   Confirm compensation parameters.

- o   Establish a timetable for the recruitment process.

- Prepare and place advertisements for the position in appropriate publications.
  Week 2

- Identify outstanding potential candidates and send them a written invitation to apply for the position.
  Weeks 3 and 4

- Personally contact the outstanding potential candidates as a follow-up to the written invitation to apply.
  Weeks 5 and 6

- Acknowledge all resumes as they are received.

- Review all resumes after the application deadline has passed.
  Week 7

- Conduct work-related background checks on a smaller group of applicants and then reduce this

number of finalists to a manageable number.
Week 8

- Confirm the selection process that will be used.
  Week 9

- o   Determine finalists.

- o   Determine policy on reimbursement of finalist expenses.

- o   Establish a timetable for the selection process.

- Notify finalists and schedule them for interviews.
  Week 9

- Conduct first and second interviews and make a selection.
  Weeks 10 and 11

- Negotiate terms and conditions of employment and put all terms in writing.
  Week 12

- Finalize related arrangements.
  Week 12

- o   Determine a starting date.

- o   Confirm a method of announcing the hiring decision.

- o   Advise all other applicants of their status.

- o   Plan an orderly transition.

Suggested Administrator Profile

Developing a profile of the ideal administrator provides the background against which to evaluate candidates for the position. Here is a checklist that any community can use as a model. Each council or board member can begin by filling out the form, and then all members of the governing body can use the individual rankings to reach a consensus on how the group rates each item. Remember that each community has some specific issues or concerns that rank higher than others. An honest evaluation of what skills and attributes are most important to a community is critical at this point.

Once the council has reached consensus, one or two members who are capable writers can convert the checklist into a profile similar to the sample here. This profile can be shared with candidates who apply for the position so that they have a clear picture of the governing body's preference. All people involved in the job interviews should also have copies of the profile so that everyone is working from a common understanding of the type of person the elected officials are seeking.

Preparing this profile provides a unique opportunity to clarify and codify the skills and attributes that a community is looking for in an administrator. Local officials should make the most of this chance to get the best possible fit between the council and the administrator.

Format for an Administrator Profile

(For Council Use)

Describe the background, skills, and qualities you feel your locality needs in an administrator.

General   *Importance (High, Medium, Low)*

1. Relevant Education   _____
2. Relevant Experience   _____

Skills and Past Performance

1. Council Relations   _____
2. Administrative Ability   _____
3. Written and Oral Communication Skills   _____
4. Budget/Finance/Information Technology   _____
5. Human Resources/Risk Management/
   Benefits Administration   _____
6. Labor Relations/Collective Bargaining   _____
7. Community Relations   _____
8. Intergovernmental Relations   _____
9. Economic Development/Revitalization   _____
10. Innovation and Major Achievements   _____
11. Infrastructure and Facilities   _____
12. Specialized expertise that might pertain to your
locality, e.g. utility management, solid waste, and
landfill management (be specific)   _____

Sample Administrator Profile

Education and Experience

A bachelor's degree or equivalent experience in local government should be required, a master's degree preferred. A minimum of three years of public administration experience is required, with five years preferred. Past local government experience of individual must show performance in areas that include budgeting and finance, human resource management, information technology, risk management, grants procurement and administration, economic development strategies, understanding of state laws, and other related matters including land use planning, zoning regulations, engineering, and public works. Prior [state] experience preferred. Experience and knowledge in local government accounting is desirable.

Skills and Past Performance

Administrative ability. Must have demonstrated performance in human resources and/or collective bargaining for a community having not less than 10 employees. Good communication skills are a must, including the ability to listen, communicate with various segments of the community, and develop good relations with the business community. Person must be willing to devote whatever time is necessary to achieve the goals and guidelines established by the council. Knowledge of how to organize departments and demonstrated leadership qualities are desirable.

Council relations. Ability to take time and interest in working with councilmembers to keep them informed and explain technical processes. Should be able to adequately inform the council on a regular basis so there are no surprises. Both written and oral communications with the council are essential. The person must be able to accept constructive criticism and to implement the needed changes. Candidate must be open and honest with the council and able to present all sides of an issue that affect the locality. The individual must be able to carry out the intentions and directions of the council enthusiastically.

Budget and finance. Should have demonstrated prior experience in managing a city or county budget. Experience and expertise in grant procurement is desirable, as well as dealing with locally-owned utility finances.

Collective bargaining/human resource management. Must have some knowledge of [state] labor relations law, with preferred demonstrated ability in the collective bargaining process. Must demonstrate a personality that can communicate the local government's goals and needs to employees.

Community relations. Candidate must have demonstrated involvement in community activities. Experience working with and understanding the needs of the business community is highly desirable. Candidate should be able to present a confident image of the local government to the community at large. Must be able to demonstrate a positive, productive attitude to citizens of the community.

Intergovernmental relations. Must be able to relate to and develop a good working relationship with other local governments, county governments, community organizations, schools, and state and federal agencies.

_____

Editorial credit. The "Suggested Interview Techniques," "Format for an Administrator Profile," and "Sample Administrator Profile," sections of this document were originally published in A Guide to Hiring a Chief Administrative Officer produced by the Illinois City/County Management Association, Center for Governmental Studies, Northern Illinois University, DeKalb, Illinois.

Search Firms That Have Provided Local Government Administrator Placement

in Florida

The Mercer Group Inc.

http://www.mercergroupinc.com/

http://www.mercergroupinc.com/CurrentSearches.htm

Contact: Karolyn Prince Mercer

Senior VP Mercer Group

kprince-mercer@mercergroupinc.com

(505) 660-5503

Slavin Management Consultants

http://www.slavinmanagementconsultants.com/welcome.shtml

http://www.slavinmanagementconsultants.com/search_recruitments.shtml

Contact: Bob Slavin

rslavin101@aol.com

(770) 449-4656

Strategic Government Resources (SGR)

https://www.governmentresource.com/

https://www.governmentresource.com/pages/CurrentSearches

Contact: Ron Holifield

ron@governmentresource.com

(214) 676-1691

Colin Baenziger & Associates

http://www.cb-asso.com/index.html

Contact: Colin Baenzinger

Colin@cb-asso.com

(561) 793-2624

NOTE: Of the above firms, Colin Baenziger and Associates or Strategic Government Resources have either provided or offered to provide applicant background search services as an stand-alone service separate from a full recruitment. I don't know about the other firms.

For other firms that please contact Lynn Tipton, Executive Director, FCCMA at (800) 342-8112, which is the toll free number for the Florida League of Cities. Lynn's email is: LTipton@flcities.com

Also, ICMA can provide a list of search firms doing work in local governments. This information and recruitment resources can be found at ICMA's web page at:

http://icma.org/en/icma/career_network/employers/Page/100355/EmployerRecruiter_Resources
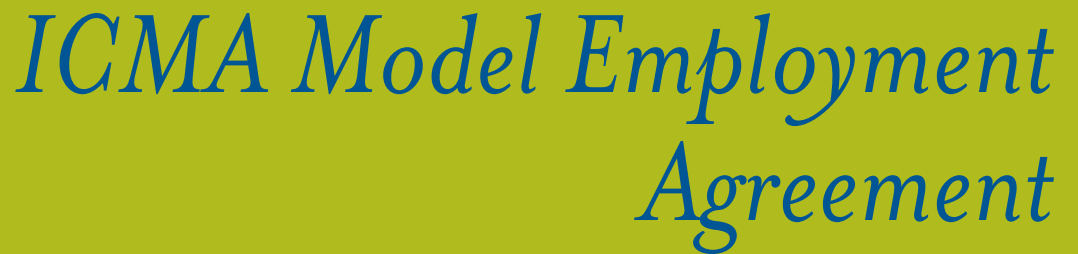
List Prepared by Kurt Bressner, ICMA-CM

ICMA/FCCMA Range Rider

KB: November 2012

ICMA Model Employment Agreement

2003

ICMA MODEL EMPLOYMENT AGREEMENT
TABLE OF CONTENTS

ICMA Model Employment Agreement

Introduction

This Agreement, made and entered into this [date], by and between the [local government] of [state], [town/city/county] a municipal corporation, (hereinafter called "Employer") and [name], (hereinafter called "Employee") an individual who has the education, training and experience in local government management and who, as a member of ICMA, is subject to the ICMA Code of Ethics, both of whom agree as follows:

Section 1: Term
Recommended
A. This agreement shall remain in full force in effect from [date] until terminated by the Employer or Employee as provided in Section 9, 10 or 11 of this agreement.

Option 2
The term of this agreement shall be for an initial period of [#] years from
[date] to [date]. This Agreement shall automatically be renewed on its anniversary date for a [#] year term unless notice that the Agreement shall terminate is given at least [#] months (12 months recommended) before the expiration date. In the event the agreement is not renewed, all compensation, benefits and requirements of the agreement shall remain in effect until the expiration of the term of the Agreement unless Employee voluntarily resigns. In the event that the Employee is terminated, as defined in Section 9 of this agreement, the Employee shall be entitled to all compensation including salary, accrued vacation and sick leave, car allowance paid in lump sum plus continuation of all benefits for the remainder of the term of this agreement.

Section 2: Duties and Authority
Employer agrees to employ [name] as [title] to perform the functions and duties specified in [legal reference] of the [local government] charter and by [legal reference] of the [local government] code and to perform other legally permissible and proper duties and functions.

Section 3: Compensation
Recommended:
A. Base Salary: Employer agrees to pay Employee an annual base salary of [$ amount], payable in installments at the same time that the other management employees of the Employer are paid.
B. This agreement shall be automatically amended to reflect any salary adjustments that are provided or required by the Employer's compensation policies.
C. Consideration shall be given on an annual basis to increase compensation.

Option 1
The Employer agrees to increase the compensation of the Employee dependent upon the results of the performance evaluation conducted under the provisions of Section 12

of this Agreement. Increased compensation can be in the form of a salary increase and/or a bonus.

Option 2
The Employer agrees to increase the compensation by [%] each year.

Option 3
The Employer agrees to increase the compensation each year by the minimum of the average across the board increase granted to other employees of the Employer.

Option 4
The Employer agrees to increase the compensation of the Employee dependent upon the results of the performance evaluation conducted under the provisions of Section 12 of this Agreement in addition to providing a fixed annual increase in the Employee's salary based on an agreed upon economic indicator, such as the Consumer Price Index.

Section 4: Health, Disability and Life Insurance Benefits
Recommended
A. The Employer agrees to provide and to pay the premiums for health, hospitalization, surgical, vision, dental and comprehensive medical insurance for the Employee and his/her dependents equal to that which is provided to all other employees of the [local government] or, in the event no such plan exists, to provide coverage for the Employee and dependents.
B. The Employer agrees to put into force and to make required premium payments for short term and long term disability coverage for the Employee.
C. The Employee may elect to submit once per calendar year to a complete physical examination, including a cardio-vascular examination, by a qualified physician selected by the Employee, the cost of which shall be paid by the Employer.
D. The Employer shall pay the amount of premium due for term life insurance in the amount of three (3) times the Employee's annual base salary, including all increases in the base salary during the life of this agreement. The Employee shall name the beneficiary of the life insurance policy.

Option 1
A. The Employer agrees to provide for health, hospitalization, surgical, vision, dental and comprehensive medical insurance for the Employee and his/her dependents equal to that which is provided to all other employees of the [local government] or, in the event no such plan exists, to provide coverage for the Employee and dependents. Employer shall pay all premiums for the Employee and the Employee's dependents.
B. The Employer agrees to put into force and to make required premium payments for short term and long term disability coverage for the Employee.
C. The Employee may elect to submit once per calendar year to a complete physical examination, including a cardio-vascular examination, by a qualified physician selected by the Employee, the cost of which shall be paid by the Employer.

D. The Employer shall pay the amount of premium due for term life insurance in the amount of three (3) times the Employee's annual base salary, including all increases in the base salary during the life of this agreement. The Employee shall name the beneficiary of the life insurance policy.

Option 2
1. The Employer shall provide travel insurance for the Employee while the Employee is traveling on the Employer's business, with the Employee to name beneficiary thereof. Should the Employee die while on travel for the Employer, the Employer shall cover the full cost of retrieving and transporting the Employee's remains back to the custody of the Employee's family.

Section 5: Vacation, Sick, and Military Leave
Recommended
A. Upon commencing employment, the Employee shall be credited with sick and vacation leave equal to the highest annual accrual provided to all other employees. The Employee shall then accrue sick and vacation leave on an annual basis at the highest rate provided to any other employees.
B. Upon commencing employment, the Employee shall have access to a bank of 180 sick days to be used in the case of serious medical conditions. This leave can only be used to provide coverage during the waiting period between the onset of illness or disability and the point at which short or long term disability coverage takes effect and may be renewed after each occurrence.

C. The Employee is entitled to accrue all unused leave, without limit, and in the event the Employee's employment is terminated, either voluntarily or involuntarily, the Employee shall be compensated for all accrued vacation time, all paid holidays, executive leave, and other benefits to date.

D. The Employee shall be entitled to military reserve leave time pursuant to state law and [local government] policy.

Additional Option
1. The Employee shall annually be credited with five (5) days of executive leave.

Section 6: Automobile
The Employee's duties require exclusive and unrestricted use of an automobile to be mutually agreed upon and provided to the Employee at the Employer's cost, subject to approval by Employer which shall not be withheld without good cause. It shall be mutually agreed upon whether the vehicle is purchased by the city, provided under lease to the city or to the Employee, or provided through a monthly allowance.

Option 1 - Monthly Vehicle Allowance
The Employer agrees to pay to the Employee, during the term of this Agreement and in addition to other salary and benefits herein provided, the sum of [dollar amount] per year, payable monthly, as a vehicle allowance to be used to purchase, lease, or own, operate and maintain a vehicle. The monthly allowance shall be increased annually by

[% or $] amount. The Employee shall be responsible for paying for liability, property damage, and comprehensive insurance coverage upon such vehicle and shall further be responsible for all expenses attendant to the purchase, operation, maintenance, repair, and regular replacement of said vehicle. The Employer shall reimburse the Employee at the IRS standard mileage rate for any business use of the vehicle beyond the greater [local government] area. For purposes of this Section, use of the car within the greater [local government] area is defined as travel to locations within a _____ mile (recommended fifty (50) mile) radius of [local government office].

Option 2 – Employer Provided Vehicle
The Employer shall be responsible for paying for liability, property damage, and comprehensive insurance, and for the purchase (or lease), operation, maintenance, repair, and regular replacement of a full-size automobile.

Section 7: Retirement
Recommended
1. The Employer agrees to enroll the Employee into the applicable state or local retirement system and to make all the appropriate contributions on the Employee's behalf, for both the Employer and Employee share required.

2. In addition to the Employer's payment to the state or local retirement system (as applicable) referenced above, Employer agrees to execute all necessary agreements provided by ICMA Retirement Corporation [ICMA-RC] or other Section 457 deferred compensation plan for Employee's [continued] participation in said supplementary retirement plan and, in addition to the base salary paid by the Employer to Employee, Employer agrees to pay an amount equal to [percentage of Employee's base salary, fixed dollar amount of [$] , or maximum dollar amount permissible under Federal and state law into the designated plan on the Employee's behalf, in equal proportionate amount each pay period. The parties shall fully disclose to each other the financial impact of any amendment to the terms of Employee's retirement benefit.

In lieu of making a contribution to a Section 457 deferred compensation plan, the dollar value of this contribution may be used, at the Employee's option, to purchase previous service from another qualified plan.

Option 1
Recognizing that effective service with the community is based in part on the stability provided through a long-term relationship, the Employer shall provide a retirement annuity, as directed by the Employee, at a rate of [dollar amount], payable at the completion of each quarter of the fiscal year. This annuity serves as a retirement contribution and does not require further action of the Employer.

Option 2
The Employer shall adopt a qualified 401(a) defined contribution plan offered through ICMA Retirement Corporation for the Employee in the form of a money purchase plan to which the Employer shall contribute [%] of salary or [%] of compensation annually.

2A. Option: The Employee shall be required to contribute [%] of base salary or [dollar amount] annually on a pre-tax basis as a condition of participation.

Option 3
The Employer shall adopt a qualified 401(a) profit-sharing plan offered through ICMA Retirement Corporation for the Employee in the form of a money purchase plan to which the Employer shall contribute [%] of all performance bonuses annually.

3A. Option: The Employee shall be required to contribute [%] of base salary or [dollar amount] annually on a pre-tax basis as a condition of participation.

Section 8: General Business Expenses
Recommended
1. Employer agrees to budget for and to pay for professional dues and subscriptions of the Employee necessary for continuation and full participation in national, regional, state, and local associations, and organizations necessary and desirable for the Employee's continued professional participation, growth, and advancement, and for the good of the Employer.

2. Employer agrees to budget for and to pay for travel and subsistence expenses of Employee for professional and official travel, meetings, and occasions to adequately continue the professional development of Employee and to pursue necessary official functions for Employer, including but not limited to the ICMA Annual Conference, the state league of municipalities, and such other national, regional, state, and local governmental groups and committees in which Employee serves as a member.

3. Employer also agrees to budget for and to pay for travel and subsistence expenses of Employee for short courses, institutes, and seminars that are necessary for the Employee's professional development and for the good of the Employer.

4. Employer recognizes that certain expenses of a non-personal but job related nature are incurred by Employee, and agrees to reimburse or to pay said general expenses. The finance director is authorized to disburse such moneys upon receipt of duly executed expense or petty cash vouchers, receipts, statements or personal affidavits.

5. The Employer acknowledges the value of having Employee participate and be directly involved in local civic clubs or organizations. Accordingly, Employer shall pay for the reasonable membership fees and/or dues to enable the Employee to become an active member in local civic clubs or organizations.

Option 1
Technology: The Employer shall provide Employee with a computer, software, fax/modem, cell phone and pager required for the Employee to perform the job and to maintain communication.

Section 9: Termination
Recommended
For the purpose of this agreement, termination shall occur when:
1. The majority of the governing body votes to terminate the Employee at a duly authorized public meeting.

2. If the Employer, citizens or legislature acts to amend any provisions of the [charter, code, enabling legislation] pertaining to the role, powers, duties, authority, responsibilities of the Employee's position that substantially changes the form of government, the Employee shall have the right to declare that such amendments constitute termination.

3. If the Employer reduces the base salary, compensation or any other financial benefit of the Employee, unless it is applied in no greater percentage than the average reduction of all department heads, such action shall constitute a breach of this agreement and will be regarded as a termination.

4. If the Employee resigns following an offer to accept resignation, whether formal or informal, by the Employer as representative of the majority of the governing body that the Employee resign, then the Employee may declare a termination as of the date of the suggestion.

5. Breach of contract declared by either party with a 30 day cure period for either Employee or Employer. Written notice of a breach of contract shall be provided in accordance with the provisions of Section 20.

Option 1
In the event the Employee is terminated by the Employer during the six (6) months immediately following the seating and swearing-in of one or more new governing body members, and during such time that Employee is willing and able to perform his duties under this Agreement, then, Employer agrees to pay Severance in accordance with Section 10 plus salary and benefits in accordance with Section 10 for any portion of the six months not worked.

Section 10: Severance
Severance shall be paid to the Employee when employment is terminated as defined in Section 9.

If the Employee is terminated, the Employer shall provide a minimum severance payment equal to one year salary at the current rate of pay. This severance shall be paid in a lump sum unless otherwise agreed to by the Employer and the Employee.

The Employee shall also be compensated for all accrued sick leave, vacation time, all paid holidays, and executive leave. The Employer agrees to make a contribution to the Employee's deferred compensation account on the value of this compensation calculated using the rate ordinarily contributed on regular compensation.

For a minimum period of one year following termination, the Employer shall pay the cost to continue the following benefits:
1. Health insurance for the employee and all dependents as provided in Section 4A
2. Life insurance as provided in Section 4D
3. Short-term and long-term disability as provided in Section 4B
4. Car allowance or payment of lease, or provide option to buy city vehicle at depreciated value
5. Out placement services should the employee desire them in an amount not to exceed [$10,000 to $15,000 recommended], and
6. Any other available benefits.

If the Employee is terminated because of a conviction of a felony, then the Employer is not obligated to pay severance under this section.

Section 11: Resignation
In the event that the Employee voluntarily resigns his/her position with the Employer, the Employee shall provide a minimum of 30 days notice unless the parties agree otherwise.

Section 12: Performance Evaluation
Employer shall annually review the performance of the Employee in [month] subject to a process, form, criteria, and format for the evaluation which shall be mutually agreed upon by the Employer and Employee. The process at a minimum shall include the opportunity for both parties to: (1) prepare a written evaluation, (2) meet and discuss the evaluation, and (3) present a written summary of the evaluation results. The final written evaluation should be completed and delivered to the Employee within 30 days of the evaluation meeting.

Section 13: Hours of Work
It is recognized that the Employee must devote a great deal of time outside the normal office hours on business for the Employer, and to that end Employee shall be allowed to establish an appropriate work schedule.

Section 14: Outside Activities
The employment provided for by this Agreement shall be the Employee's sole employment. Recognizing that certain outside consulting or teaching opportunities provide indirect benefits to the Employer and the community, the Employee may elect to accept limited teaching, consulting or other business opportunities with the understanding that such arrangements shall not constitute interference with nor a conflict of interest with his or her responsibilities under this Agreement.

Section 15: Moving and Relocation Expenses
Recommended
Employee agrees to establish residence within the corporate boundaries of the local government, if required, within [number] months of employment, and thereafter to maintain residence within the corporate boundaries of the local government.

A. Employer shall pay directly for the expenses of moving Employee and his/her family and personal property from [location name] to [location name]. Said moving expenses include packing, moving, storage costs, unpacking, and insurance charges.

B. Employer shall reimburse Employee for actual lodging and meal expenses for his/her family in route from [location name] to [location name].   Mileage costs for moving two personal automobiles shall be reimbursed at the current IRS allowable rate of [cents amount] per mile.

C. Employer shall pay Employee an interim housing supplement of [dollar amount] per month for a period commencing [date], and shall continue for a maximum of [#] months, or until a home is purchased and closed on, within the corporate limits of the [local government name], whichever event occurs first.

D. Employer shall reimburse Employee for a total of [number] round trip air fares for Employee and his/her family [amount of total tickets] at any time during the first year of service to assist with house hunting and other facets of the transition and relocation process. The Employee and his/her family may utilize and distribute the total [enter number] individual round trip tickets in any combination of individual members making the trips. The Employee shall be reimbursed for actual lodging and meal expenses incurred by Employee or his/her family members on any trips conducted prior to relocation, as detailed herein.

E. The Employee shall be reimbursed, or Employer may pay directly, for the expenses of packing and moving from temporary housing to permanent housing during the first year of this agreement.

F. The Employer shall pay the Employee's tax liability on all Employer provided benefits for relocation and housing.

Option 1
The Employer shall pay a lump sum payment of [$] to the Employee to cover relocation costs.

Section 16: Home Sale and Purchase Expenses
Recommended:
A. Employee shall be reimbursed for the direct costs associated with the sale of Employee's existing personal residence, said reimbursement being limited to real estate agents' fees, and other closing costs that are directly associated with the sale of the house. Said reimbursement should not exceed the sum of [$].

B. Employee shall be reimbursed for the costs incidental to buying or building a primary residence within the [local government], including real estate fees, title insurance, and other costs directly associated with the purchase or construction of the house, said reimbursement not to exceed the sum of [$].

Option 1
Employer shall reimburse Employee for up to three discount points within thirty (30) days following purchase of a home within the corporate limits of [local government name], in an effort to minimize mortgage rate differentials.

Option 2

Employer shall provide Employee with a _____ [fixed-interest, variable-interest, interest-only] loan to purchase a house. The amount of the loan shall not exceed $_____. The loan shall be repaid in full to the Employer upon the occurrence of either of the following events: (i) the home, or the Employee's interest in the home, is sold, transferred, or conveyed, or (ii) the Employee's employment with the Employer, for any reason, is terminated. The Employer and Employee shall execute any and all documents necessary to document this transaction. In the case where the value of the home decreases, the Employee shall not be required to repay the loan.

Option 3

Employer agrees to provide the Employee a loan for the purchase of a home in an amount not to exceed [dollar amount]. Employee shall pay Employer a monthly mortgage payment of [dollar amount] for interest, which is equal to the amount currently being paid in principle and interest for the current residence. Employee shall accrue equity at a rate of [%] per month.

Upon termination of employment with the Employer, Employee shall have a maximum of six months to sell the home while continuing to reside in it under the terms and conditions here. Should the home sell during the time period, Employer shall receive 100% of the proceeds minus the percentage of equity accrued by Employee as described above, and minus the amount of equity originally invested by Employee. Said accrued equity and original equity shall both be payable to Employee upon closing. Said original equity invested shall be calculated as an amount equal to the percentage of original purchase price, represented by the original equity investment by Employee, and adjusted to be the same percentage of equity in the current sale price of the home. All closing costs borne by the seller shall be split between Employer and Employee in a proportion equal to the equity share described above. Should the house fail to sell within the allotted six month time period, Employer has the option of following the previous arrangement to continue in place or to purchase equity, calculated as provided above, plus the original cost of all improvements made to the property.

Section 17: Indemnification

Beyond that required under Federal, State or Local Law, Employer shall defend, save harmless and indemnify Employee against any tort, professional liability claim or demand or other legal action, whether groundless or otherwise, arising out of an alleged act or omission occurring in the performance of Employee's duties as [job title] or resulting from the exercise of judgment or discretion in connection with the performance of program duties or responsibilities, unless the act or omission involved willful or wanton conduct. The Employee may request and the Employer shall not unreasonably refuse to provide independent legal representation at Employer's expense and Employer may not unreasonably withhold approval. Legal representation, provided by Employer for Employee, shall extend until a final determination of the legal action including any appeals brought by either party. The Employer shall indemnify employee against any and all losses, damages, judgments, interest, settlements, fines, court costs

and other reasonable costs and expenses of legal proceedings including attorneys fees, and any other liabilities incurred by, imposed upon, or suffered by such Employee in connection with or resulting from any claim, action, suit, or proceeding, actual or threatened, arising out of or in connection with the performance of his or her duties. Any settlement of any claim must be made with prior approval of the Employer in order for indemnification, as provided in this Section, to be available.

Employee recognizes that Employer shall have the right to compromise and unless the Employee is a party to the suit which Employee shall have a veto authority over the settlement, settle any claim or suit; unless, said compromise or settlement is of a personal nature to Employee. **Further, Employer agrees to pay all reasonable litigation expenses of Employee throughout the pendency of any litigation to which the Employee is a party, witness or advisor to the Employer. Such expense payments shall continue beyond Employee's service to the Employer as long as litigation is pending. Further, Employer agrees to pay Employee reasonable consulting fees and travel expenses when Employee serves as a witness, advisor or consultant to Employer regarding pending litigation.**

Section 18: Bonding
Employer shall bear the full cost of any fidelity or other bonds required of the Employee under any law or ordinance.

Section 19: Other Terms and Conditions of Employment
The Employer, only upon agreement with Employee, shall fix any such other terms and conditions of employment, as it may determine from time to time, relating to the performance of the Employee, provided such terms and conditions are not inconsistent with or in conflict with the provisions of this Agreement, the [local government] Charter or any other law.

 A.   Except as otherwise provided in this Agreement, the Employee shall be entitled to the highest level of benefits that are enjoyed by other [appointed officials, appointed employees, department heads or general employees] of the Employer as provided in the Charter, Code, Personnel Rules and Regulations or by practice.

Section 20: Notices
Notice pursuant to this Agreement shall be given by depositing in the custody of the United States Postal Service, postage prepaid, addressed as follows:

      (1)   EMPLOYER: [Title and address of relevant official (mayor, clerk, etc.)]
      (2)   EMPLOYEE: [Name and address for tax purposes of Employee]

Alternatively, notice required pursuant to this Agreement may be personally served in the same manner as is applicable to civil judicial practice. Notice shall be deemed given as of the date of personal service or as the date of deposit of such written notice in the course of transmission in the United States Postal Service.

Section 21: General Provisions

A. Integration. This Agreement sets forth and establishes the entire understanding between the Employer and the Employee relating to the employment of the Employee by the Employer. Any prior discussions or representations by or between the parties are merged into and rendered null and void by this Agreement. The parties by mutual written agreement may amend any provision of this agreement during the life of the agreement. Such amendments shall be incorporated and made a part of this agreement.

B. Binding Effect. This Agreement shall be binding on the Employer and the Employee as well as their heirs, assigns, executors, personal representatives and successors in interest.

C. Effective Date. This Agreement shall become effective on _____, _____.

D. Severability. The invalidity or partial invalidity of any portion of this Agreement will not effect the validity of any other provision. In the event that any provision of this Agreement is held to be invalid, the remaining provisions shall be deemed to be in full force and effect as if they have been executed by both parties subsequent to the expungement or judicial modification of the invalid provision.

A HANDBOOK

FOR

EVALUATING

THE CITY MANAGER

Florida League of Cities Elected Officials Workshop

April 24, 2013

CONTENTS

Introduction

An annual examination of the City Manager's performance is not only required by the City Manager's employment agreement but also because it is important and healthy for an effective council-manager relationship. Ultimately, the City Manager's performance evaluation is an essential tool for promoting more effective decision-making throughout the City organization.

This Handbook first discusses the purpose for completing an evaluation of the Manager's performance, and defines the context within which a performance evaluation takes place. It then outlines a series of steps for an effective performance evaluation process and concludes with other reference materials. Sample evaluation forms are available on the League website.

The information presented has been adapted from materials developed by the Oregon League of Cities and includes related resource materials assembled from various publications and the City of Dover, New Hampshire manual.

Purpose

Performance evaluation need not be painful for either the Council or its most important employee, the City Manager. It should be constructive, providing not only an examination of past performance but guidance for future efforts by the City Manager.

The needs of any city often change over time and priorities are likely to shift with each Council election. As with any employer/employee relationship, an employer has a responsibility to clearly communicate to its employee exactly what it expects and wants. As the employer, each new Council has an obligation to relate to their employee, the Manager, their desire for him or her to focus on particular community needs, projects or priorities.

If conducted properly, a performance evaluation process will be positive and useful for both the Council and Manager. It will:

allow Council members to become better acquainted with each other and the Manager;

improve communication between the Council and Manager;

provide important feedback to the Manager;

acknowledge strengths and point out weaknesses for the Manager;

bring problems into focus and reduce future misunderstanding and conflict; and

Help clarify roles and responsibilities of both the Council and Manager.

There is another purpose for completing the City Manager performance evaluation process. An effective evaluation process can help the Council examine and improve upon its own performance. A Council's success in achieving its goals is tied to the performance of its City

Manager. The City Manager can provide useful feedback and observations to the council about such things as:

>   is the Council providing clear direction about its needs, goals, and priorities?
>   is the Council fulfilling its role as a policy-making body?
>   is the Council becoming too involved in day-to-day administration?

There are numerous methods and techniques that a city council may choose to follow in evaluating their city manager. The process outlined in this Handbook is general in nature and can be adapted to accommodate various needs or circumstances that may arise from time to time. Although there is no "right" way to conduct an evaluation, there is a right way to approach performance evaluations. The City Council's evaluation of the City Manager must be approached as part of an on-going process which strives to allow for a more thoughtful and effective decision-making body and more effective city management.

Context for Performance Evaluation

Council and Manager Roles and Responsibilities. A council and its manager depend on each other. . . the council depends on its manager for a considerable amount of information, and the manager depends on the council to make the best decisions it can after receiving and evaluating that information. Given this dependency, the importance of respect, forthrightness and confidence in the Council-Manager relationship can not be overemphasized.

The original concept behind the council-manager form of government was to separate the policy-making functions, the domain of the elected council, from the administrative functions to be directed by the manager. In reality, the separation of administrative and policy-making functions is not so clear cut. Defining the difference between policy and administration may be the greatest source of confusion and conflict between city councils and a manager.

Before any performance evaluation takes place, a council and its manager should define their respective roles and reach agreement about them. Without a clear understanding of functions and roles, performance evaluation is of little value. The areas of responsibility of the City Council and City Manager are outlined in the City's Charter, Administrative Code and ordinances. These documents should be consulted and provide the basis for further discussions to clarify "what falls where."

Council Goals and Priorities. Goals are a necessary ingredient for success in an organization. To be effective, any organization must have a clear picture of its purpose and what it hopes to achieve, an understanding of what it must do to achieve its purpose, specific goals, and objectives, and a valid method for evaluating its effectiveness in reaching them.

Setting goals has a direct relationship to the Manager's performance. Goals set clear direction and let the Manager know what issues are important to pursue. The council goals, themselves, should not be a part of appraising the Manager's performance. However, the City Manager's professional capacity to take policy direction from the Council and implement the goals is an important ingredient of evaluating the Manager's performance.

The Performance Evaluation Process

A. Defining Council & Manager roles & responsibilities

B. Setting Council Goals

C. Performance Appraisals

Step 1
Define why you want to evaluate your employee's performance

Step 2
Develop a timeline and assign responsibilities

Step 3
Develop Criteria

Step 4
Refine Criteria

Step 5
Select procedures to evaluate performance

Step 6
Perform the evaluation

Step 7
Discuss results and allow for feedback

Step 8
Take final action and announce action

Step 9
Evaluate your Process

STEP 1: **DEFINE CLEARLY WHY YOU WANT TO EVALUATE THE PERFORMANCE OF YOUR EMPLOYEE**

There are many reasons for a Council to evaluate the performance of its Manager. Frequently, the Council wants to measure performance and determine salary, or define or improve, the working relationship between the Manager and the Council. Whatever the particular reasons, they should be honest, clear, and understood by the Council, the employee, and the public before launching a performance evaluation process.

Following are examples of objectives that can be established prior to completing the appraisal process:

To establish and maintain effective Council and City Manager relationships;

To allow the City Manager and Council to identify and understand their respective roles, relationships, expectations of, and responsibilities, to each other; and

to allow the discussion of the City Manager's strengths and weaknesses as demonstrated by past performance, away from the decision-making table, and the methods where performance may be improved and crisis confrontations avoided.

STEP 2: **DEVELOP A TIME LINE AND ASSIGN RESPONSIBILITIES**

A Council which is committed to a good evaluation process will also commit the time necessary to perform each task involved in the process. The entire council should be involved in every step. The Council as a body employs the City Manager and is needed to provide guidance to the City Manager.

A Council may decide to use the services of an outside facilitator to assist in, some or all, phases of the process. Using an outside facilitator has advantages. For example, the facilitator has not been involved in the council-manager relationship or the individual personalities which would likely influence the process. It is also easier for an outside person to keep the process moving along during periods when the Council can otherwise get bogged down.

If you choose not to use an outside facilitator, you should select a leader who will take responsibility for facilitating the evaluation process. This leader could be the Mayor or a designated Council member.

STEP 3: **DEVELOP CRITERIA**

Once the Council and Manager are comfortable with your respective roles and responsibilities, have adopted goals which are supported by the Council, and are clear about why you're conducting an evaluation, you're ready to move to the next step — selecting the criteria to measure against. Criteria are like yard sticks — they establish standard dimensions by which we can measure progress. Without these yardsticks, evaluations can turn into unfair, unproductive free-for-alls.

Nowadays, employers of all types commonly identify the specific professional competencies and skills employee's need to succeed in any given position. These competencies and skills are used as the criteria for employment related evaluations beginning with an employee's initial recruitment, ongoing training, and subsequent performance evaluations.

Examples of competencies that can be incorporated into an evaluation of the City Manager may be found in the 18 practice areas recognized by International City/County Management

Association as essential for every local government manager. The professional competencies for effective local government management are listed in Appendix A.

Aside from selecting criteria based on professional competencies, do not overlook the Manager's ability to achieve Council goals. If a goal is purely a Council goal, such as Council members being more visible in the community, it would not be fair to add that to the list since it is not something the Manager can implement. However, the Council can look at whether or not the Manager has the professional capacity to help the Council implement its goals.

In developing the criteria to be used for evaluating the City Manager's performance, both the Council and Manager should discuss and agree upon the competencies, skills and expected outcomes necessary for being an effective City Manager. ***The evaluation process will be enhanced if both the entire Council and the Manager are involved from the start in developing the criteria and agreeing on them.*** This is an important area where a facilitator may add value to the evaluation process. A facilitator should be able to assist with identifying and developing evaluation criteria that are specific to the circumstances found in this community.

STEP 4: REFINE CRITERIA

You are now ready to refine the criteria and develop specific questions you want to ask and have answered during the evaluation. It is important to be specific about what you really mean in each category. Again, it is best to refine the criteria with the entire Council and the Manager to ensure categories are not misinterpreted or new performance goals inadvertently added which were not previously defined.

After developing evaluation criteria, refining and expanding upon each is one of the most critical steps in an effective performance appraisal system, and one of the most involved. For each competency and/or responsibility you list, you must be able to answer two questions:

First, "What is the purpose, effect, or desired outcome of this competency/responsibility?"

Second, "How will I know, if and when, this purpose, effect, or desired outcome is being achieved?"

Answers to these questions achieve two important goals: (1) a clear statement of purpose helps assure that individual Council members understand one another's values, ideas, and concerns about the role and functions of the City Manager in city government; and (2) knowing the data and performances that tell you that responsibility is, in fact, being achieved requires that you look for tangible criteria to use in judging managerial performance.

Example:

CRITERIA: Policy Facilitation

What is the purpose, effect, or desired outcome of this responsibility?
To allow the council to function as efficiently and effectively as possible in its interaction with administrative staff members, departments, and the overall guidance of city affairs. To minimize delays, confusion, and conflict generated by incomplete staff work, favoritism,

lobbying, and unprofessional managerial performance. To assist the council in acting as a single body . . . etc.

How will I know, if and when, this purpose, effect, or desired outcome is being achieved?
Availability and timeliness of information requested or needed by the council. Preparedness for council meetings. Accuracy and thoroughness of information and reports. Keeping councilors appraised of day-to-day events and information necessary for them to carry out their functions. Impartial and professional interaction with each councilor, regardless of opinions and recommendations . . . etc.

Ultimately, performance appraisal addresses the actions taken by the City Manager to meet the expectations of the Council and the requirements of the position. Performance is action. Appraisal focuses on the effects of that action.

Focusing each criterion by addressing the two questions above will help you in objectively identifying the actions and effects of the City Manager's performance while avoiding the traps of trying to assess subjective characteristics that may not truly be bona fide job requirements.

STEP 5:   SELECT PROCEDURES TO EVALUATE PERFORMANCE

After you have specific criteria by which you will evaluate your employee, review them until both the Council and Manager are satisfied with the results.

The next step is deciding how you're going to perform the evaluation. The criteria you've developed may help determine the best way to do it. There are three general approaches to consider: written evaluations, oral evaluations, or a combination of both.

Written Evaluations. This technique allows each person to make all comments in writing. There are several methods used for written evaluations. A combined essay and rating scale is perhaps the most commonly used.

Essays. An essay is a written statement describing the employee's performance. It is most effective when each answer responds to a specific question, topic or criterion. It is least effective when each answer is generally stated and when its relation to criteria is vague and unspecific.

Rating Scales. A rating scale consists of a set of statements about job performance. A scale, either using numbers or adjectives, is used by evaluators to make their judgments.

Combination Essay and Rating Scales. A simple and effective way to perform the evaluation is to develop a rating scale and leave room for additional comments under each criterion. This allows for individuals to use specific examples of what the employee has done. It also helps the Manager understand what the Council thinks more specifically about his or her performance.

Oral Evaluation. Openly discussing the appraisal with the Manager is another technique. As with written evaluations, conversation should center on the criteria you developed and should be conducted by the Council as a group. An advantage of verbal evaluation is that it presents

an opportunity to clear up any misunderstanding about performance in face-to-face settings. However, unlike written evaluations, verbal evaluations do not leave a written record and sometimes lead to confusion at a later time about what was said.

Combination of Written and Oral. A combined written and oral evaluation is probably the most effective method of performing the evaluation. This method allows each individual Council member to evaluate the performance of the Manager in writing and follow up with face-to-face discussion individually and/or preferably collectively as a group.

Whatever technique chosen, it is important to stick to the developed criteria. You are evaluating the performance of an individual in a position. The evaluation is not a free-for-all gripe session, nor is it an awards ceremony; it is important to express legitimate concerns and recognize good performance as well as communicate future expectations.

STEP 6:   PERFORM THE EVALUATION

The system for performing the evaluation you have just designed is now in place and ready to use. Make sure you have a definitive schedule set up and a target date for completing the evaluation.

If you have chosen to use a written evaluation technique, the forms should be distributed to individual Council members, requesting that the forms be completed and returned according to the established schedule.

Collecting accurate information according to the criteria you have developed is more difficult for a Council than in an ordinary supervisor-subordinate situation because Council members are not always in a position to observe the employee on a day-to-day basis.

It is certainly not appropriate for Council members to follow the Manager around for a week with a pencil and pad in their hands. But there are several things Council-members can and should do to help ensure that they have accurate information to perform a meaningful evaluation.

> The most important thing is to allow enough time to collect information about the Manager's performance. An extended information-collection period will make the entire process a little longer; however, it is well worth spending the additional time to have an effective and productive evaluation. Council members cannot base their judgments on the employee's performance in only 2 or 3 months. Allowing six months after you have developed the criteria may be more appropriate.

> Looking over minutes of past meetings may bring to mind projects that the Manager has been responsible for and the outcome of those projects.

> Individual Council members may want to make appointments with the Manager to discuss his or her performance. This meeting is not intended to make judgments about his or her performance. Its purpose is to seek information.

Remember, the primary responsibility for Councilors during this phase of the evaluation cycle is to be alert and responsive to data about the Manager's performance. One of the most common errors found in formal employee evaluation systems is, as one manager explained, that they often reflect only the performance just prior to the evaluation session. To avoid this, it

is important for Councilors to document incidents and information throughout the performance cycle that reflect the performances of the City Manager.

Note: It is as important to document outstanding performances as it is to document performances that don't meet with your expectations.

It will be extremely helpful to both the Manager and the Council to use specific examples of performance in the evaluation. Vague generalizations will not help the Manager understand how he or she can improve performance. Specific examples help to illustrate positive and negative comments and put everyone on the same wavelength.

In preparing for discussion of the evaluation results with the Manager, the facilitator of the review session should compile the information from each Council member into one document which reflects all the input. The facilitator should then share the results with the entire Council before it is presented to the Manager. The purpose of sharing the results of the evaluation with the Council is to provide each member with an understanding of the total results. The Council should strive to reach consensus on the report so that each person can feel a part of the result and be comfortable with it. This does not mean that any individual should try to push others into changing their minds about how they filled out the evaluation. But this group discussion will allow each council member to understand how the others feel and what differences need to be resolved. There may be differences in the perceptions of individuals which need further discussion and clarification.

Having one document from the whole council is very important. The entire performance evaluation process has been a group process. It is not appropriate for each Council member to independently pass judgment on the Manager without consensus of the entire Council. The Council has authority and the Manager receives direction only when the Council acts as a body.

STEP 7:   DISCUSS RESULTS WITH EMPLOYEE AND ALLOW FOR FEEDBACK

Before you make a final decision about any action as a result of the evaluation, or make any final statement as a Council about the Manager's performance, it is important to discuss the results of the evaluation with the Manager first.

Several things should happen during this discussion. First, you may wish to let the Manager evaluate him or herself. You can give the same rating form or set of questions to the Manager and ask him or her to fill it out according to their own perception of how he or she has performed in the position.

Discuss the areas where there are differences between the Manager and the Council about strengths and weaknesses. There may be misunderstanding among Council members about the Manager's actual performance. Likewise, the Manager may not have understood or may have misinterpreted the Council directives. Try to reach agreement on the areas that need improvement and what types of changes the Council would find acceptable.

A Council that is serious about evaluation should understand that its performance often affects the Manager's performance. The Council should ask the Manager about how the Council's performance has enhanced or hindered the Manager's performance.

STEP 8:   AGREE ON FOLLOW-UP STEPS

One of the most important reasons for evaluating the performance of an employee is to acknowledge the employee's strengths and point out areas that need to be improved. Any recommendations or actions the Council takes should be tied to this reason and any others the Council listed in Step 1 of this process.

Nobody is perfect — even the best evaluation will likely show a few things that need improvement and attention. Also, change may be necessary on the part of the Council as well as the Manager.

Remember that the evaluation process is intended to bring out positive change. **Focus on future improvement, not on past performance.**

Agree on the areas that need improvement and the best course of action. The facilitator, if you are using one, may be able to suggest ways to improve performance.

Set up a work program and schedule for workshops or any other methods which will help the Manager and Council improve the identified areas. Stick to the schedule.

Effective performance should be acknowledged. Everyone needs positive reinforcement for good work. The Council should decide how they would like to acknowledge strong performance. But, at the very least, a public statement by the Council should be made supporting and acknowledging the Manager's performance.

STEP 9:   EVALUATING YOUR PROCESS

No process is ever complete without an evaluation of what it is you have done. Whether you develop a questionnaire to evaluate the process or have a debriefing session, every individual involved in the process should participate and make recommendations for future use. Here are some questions to get you started:

What were the positive outcomes?

What were the negative outcomes?

Could negative outcomes have been avoided?

How could you improve the process next time?

What areas of the process do you and the Manager need to work on?

Were the criteria fair and objective?

What have you learned about yourself as an elected or appointed official?

How did the general public react?

Involve the Manager in this review. He or she may have some valuable insights for the next time.

As a group, try to develop a list of ways you could improve what you have done.

Your Next Steps

Once you have completed this process, you will have done more than evaluate the performance of your employee. You will have defined your roles and responsibilities, set goals, opened up lines of communication, and made significant strides toward increasing your own effectiveness as an elected body.

But don't stop here! Go back and refine your roles; you may have accomplished some of your goals and need to set new ones. If you haven't accomplished them, set deadlines for their accomplishment. It may be time to put another appraisal process together. There may be some Council training and team development sessions needed as a result of reviewing the Council's and Manager's accomplishments. Don't be discouraged if you felt a little uncomfortable or if the process wasn't perfect the first time. This process takes practice and refinement, but it is worth it!

Continue the good work that you have started and watch how positive change can happen.

Appendices

ICMA Recognized Practices for Effective Local Government Management

1. <u>Staff Effectiveness</u>: Promoting the development and performance of staff and employees throughout the organization (requires knowledge of interpersonal relations; skill in motivation techniques; ability to identify others' strengths and weaknesses). Practices that contribute to this core content area are:

COACHING/MENTORING Providing direction, support, and feedback to enable others to meet their full potential (requires knowledge of feedback techniques; ability to assess performance and identify others' developmental needs)

TEAM LEADERSHIP Facilitating teamwork (requires knowledge of team relations; ability to direct and coordinate group efforts; skill in leadership techniques)

EMPOWERMENT Creating a work environment that encourages responsibility and decision making at all organizational levels (requires skill in sharing authority and removing barriers to creativity)

DELEGATING Assigning responsibility to others (requires skill in defining expectations, providing direction and support, and evaluating results)

2. <u>Policy Facilitation</u>: Helping elected officials and other community actors identify, work toward, and achieve common goals and objectives (requires knowledge of group dynamics and political behavior; skill in communication, facilitation, and consensus-building techniques; ability to engage others in identifying issues and outcomes). Practices that contribute to this core content area are:

FACILITATIVE LEADERSHIP Building cooperation and consensus among and within diverse groups, helping them identify common goals and act effectively to achieve them; recognizing interdependent relationships and multiple causes of community issues and anticipating the consequences of policy decisions (requires knowledge of community actors and their interrelationships)

FACILITATING COUNCIL EFFECTIVENESS Helping elected officials develop a policy agenda that can be implemented effectively and that serves the best interests of the community (requires knowledge of role/authority relationships between elected and appointed officials; skill in responsibly following the lead of others when appropriate; ability to communicate sound information and recommendations)

MEDIATION/NEGOTIATION Acting as a neutral party in the resolution of policy disputes (requires knowledge of mediation/negotiation principles; skill in mediation/negotiation techniques)

3. <u>Functional and Operational Expertise and Planning (a component of Service Delivery Management)</u>: Practices that contribute to this core content area are:

FUNCTIONAL/OPERATIONAL EXPERTISE Understanding the basic principles of service delivery in functional areas--e.g., public safety, community and economic development, human and social services, administrative services, public works (requires knowledge of service areas and delivery options)

OPERATIONAL PLANNING Anticipating future needs, organizing work operations, and establishing timetables for work units or projects (requires knowledge of technological advances and changing standards; skill in identifying and understanding trends; skill in predicting the impact of service delivery decisions)

4. Citizen Service (a component of Service Delivery Management): Determining citizen needs and providing responsive, equitable services to the community (requires skill in assessing community needs and allocating resources; knowledge of information gathering techniques)

5. Quality Assurance (a component of Service Delivery Management): Maintaining a consistently high level of quality in staff work, operational procedures, and service delivery (requires knowledge of organizational processes; ability to facilitate organizational improvements; ability to set performance/ productivity standards and objectives and measure results)

6. Initiative, Risk Taking, Vision, Creativity, and Innovation (a component of Strategic Leadership): Setting an example that urges the organization and the community toward experimentation, change, creative problem solving, and prompt action (requires knowledge of personal leadership style; skill in visioning, shifting perspectives, and identifying options; ability to create an environment that encourages initiative and innovation). Practices that contribute to this core content area are:

INITIATIVE AND RISK TAKING Demonstrating a personal orientation toward action and accepting responsibility for the results; resisting the status quo and removing stumbling blocks that delay progress toward goals and objectives

VISION Conceptualizing an ideal future state and communicating it to the organization and the community

CREATIVITY AND INNOVATION Developing new ideas or practices; applying existing ideas and practices to new situations

7. Technological Literacy (a component of Strategic Leadership): Demonstrating an understanding of information technology and ensuring that it is incorporated appropriately in plans to improve service delivery, information sharing, organizational communication, and citizen access (requires knowledge of technological options and their application)

8. Democratic Advocacy and Citizen Participation: Demonstrating a commitment to democratic principles by respecting elected officials, community interest groups, and the decision making process; educating citizens about local government; and acquiring knowledge of the social, economic, and political history of the community (requires knowledge of democratic principles, political processes, and local government law; skill in group dynamics, communication, and facilitation; ability to appreciate and work with diverse individuals and groups and to follow the community's lead in the democratic process). Practices that contribute to this core content area are:

DEMOCRATIC ADVOCACY Fostering the values and integrity of representative government and local democracy through action and example; ensuring the effective participation of local government in the intergovernmental system (requires knowledge and skill in intergovernmental relations)

CITIZEN PARTICIPATION Recognizing the right of citizens to influence local decisions and promoting active citizen involvement in local governance

9. Diversity: Understanding and valuing the differences among individuals and fostering these values throughout the organization and the community

10. Budgeting: Preparing and administering the budget (requires knowledge of budgeting principles and practices, revenue sources, projection techniques, and financial control systems; skill in communicating financial information)

11. Financial Analysis: Interpreting financial information to assess the short-term and long-term fiscal condition of the community, determine the cost-effectiveness of programs, and compare alternative strategies (requires knowledge of analytical techniques and skill in applying them)

12. Human Resources Management: Ensuring that the policies and procedures for employee hiring, promotion, performance appraisal, and discipline are equitable, legal, and current; ensuring that human resources are adequate to accomplish programmatic objectives (requires knowledge of personnel practices and employee relations law; ability to project workforce needs)

13. Strategic Planning: Positioning the organization and the community for events and circumstances that are anticipated in the future (requires knowledge of long-range and strategic planning techniques; skill in identifying trends that will affect the community; ability to analyze and facilitate policy choices that will benefit the community in the long run)

14. Advocacy and Interpersonal Communication: Facilitating the flow of ideas, information, and understanding between and among individuals; advocating effectively in the community interest (requires knowledge of interpersonal and group communication principles; skill in listening, speaking, and writing; ability to persuade without diminishing the views of others). Practices that contribute to this core content area are:

ADVOCACY Communicating personal support for policies, programs, or ideals that serve the best interests of the community

INTERPERSONAL COMMUNICATION Exchanging verbal and nonverbal messages with others in a way that demonstrates respect for the individual and furthers organizational and community objectives (requires ability to receive verbal and nonverbal cues; skill in selecting the most effective communication method for each interchange)

15. Presentation Skills: Conveying ideas or information effectively to others (requires knowledge of presentation techniques and options; ability to match presentation to audience)

16. Media Relations: 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 (requires knowledge of media operations and objectives)

17. Integrity: Demonstrating fairness, honesty, and ethical and legal awareness in personal and professional relationships and activities (requires knowledge of business and personal ethics;

ability to understand issues of ethics and integrity in specific situations). Practices that contribute to this core content area are:

PERSONAL INTEGRITY Demonstrating accountability for personal actions; conducting personal relationships and activities fairly and honestly

PROFESSIONAL INTEGRITY Conducting professional relationships and activities fairly, honestly, legally, and in conformance with the ICMA Code of Ethics (requires knowledge of administrative ethics and specifically the ICMA Code of Ethics)

ORGANIZATIONAL INTEGRITY Fostering ethical behavior throughout the organization through personal example, management practices, and training (requires knowledge of administrative ethics; ability to instill accountability into operations; and ability to communicate ethical standards and guidelines to others)

18. Personal Development: Demonstrating a commitment to a balanced life through ongoing self-renewal and development in order to increase personal capacity (includes maintaining personal health, living by core values; continuous learning and improvement; and creating interdependent relationships and respect for differences).

City Manager Performance Evaluation

City of _____

Evaluation period: _____ to _____

_____
     Governing Body Member's Name

Each member of the governing body should complete this evaluation form, sign it in the

space below, and return it to _____. The

deadline for submitting this performance evaluation is _____.

Evaluations will be summarized and included on the agenda for discussion at the work

session on _____.

_____
               Mayor's Signature

_____
               Date

_____
     Governing Body Member's Signature

_____
               Date Submitted

INSTRUCTIONS

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

5 = Excellent (almost always exceeds the performance standard)
4 = Above average (generally exceeds the performance standard)
3 = Average (generally meets the performance standard)
2 = Below average (usually does not meet the performance standard)
1 = Poor (rarely meets the performance standard)

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

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

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

PERFORMANCE CATEGORY SCORING

1. INDIVIDUAL CHARACTERISTICS

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

_____ Exercises good judgment

_____ Displays enthusiasm, cooperation, and will to adapt

_____ Mental and physical stamina appropriate for the position

_____ Exhibits composure, appearance and attitude appropriate for executive position

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

## 2.	PROFESSIONAL SKILLS AND STATUS

_____ Maintains knowledge of current developments affecting the practice of local government management

_____ Demonstrates a capacity for innovation and creativity

_____ Anticipates and analyzes problems to develop effective approaches for solving them

_____ Willing to try new ideas proposed by governing body members and/or staff

_____ Sets a professional example by handling affairs of the public office in a fair and impartial manner

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

## 3.	RELATIONS WITH ELECTED MEMBERS OF THE GOVERNING BODY

_____ Carries out directives of the body as a whole as opposed to those of any one member or minority group

_____ Sets meeting agendas that reflect the guidance of the governing body and avoids unnecessary involvement in administrative actions

_____ Disseminates complete and accurate information equally to all members in a timely manner

_____ Assists by facilitating decision making without usurping authority

_____ Responds well to requests, advice, and constructive criticism

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

## 4.	POLICY EXECUTION

_____ Implements governing body actions in accordance with the intent of council

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

_____ Understands, supports, and enforces local government's laws, policies, and ordinances

_____ Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness

_____ Offers workable alternatives to the governing body for changes in law or policy when an existing policy or ordinance is no longer practical

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

5.   REPORTING

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

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

_____ Takes the initiative to provide information, advice, and recommendations to the governing body on matters that are non-routine and not administrative in nature

_____ Reports produced by the manager are accurate, comprehensive, concise and written to their intended audience

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

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

6.   CITIZEN RELATIONS

_____ Responsive to requests from citizens

_____ Demonstrates a dedication to service to the community and its citizens

_____ Maintains a nonpartisan approach in dealing with the news media

_____ Meets with and listens to members of the community to discuss their concerns and strives to understand their interests

_____ Gives an appropriate effort to maintain citizen satisfaction with city services

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

7.   STAFFING

_____ Recruits and retains competent personnel for staff positions

_____ Applies an appropriate level of supervision to improve any areas of substandard performance

_____ Stays accurately informed and appropriately concerned about employee relations

_____ Professionally manages the compensation and benefits plan

_____ Promotes training and development opportunities for employees at all levels of the organization

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

8.   SUPERVISION

_____ Encourages heads of departments to make decisions within their jurisdictions with minimal city manager involvement, yet maintains general control of operations by providing the right amount of communication to the staff

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

_____ Develops and maintains a friendly and informal relationship with the staff and work force in general, yet maintains the professional dignity of the city manager's office

_____ Sustains or improves staff performance by evaluating the performance of staff members at least annually, setting goals and objectives for them, periodically assessing their progress, and providing appropriate feedback

_____ Encourages teamwork, innovation, and effective problem-solving among the staff members

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

9.   FISCAL MANAGEMENT

_____ Prepares a balanced budget to provide services at a level directed by council

_____ Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively

_____ Prepares a budget and budgetary recommendations in an intelligent and accessible format

_____ Ensures actions and decisions reflect an appropriate level of responsibility for financial planning and accountability

_____ Appropriately monitors and manages fiscal activities of the organization

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

10. COMMUNITY

_____ Shares responsibility for addressing the difficult issues facing the city

_____ Avoids unnecessary controversy

_____ Cooperates with neighboring communities and the county

_____ Helps the council address future needs and develop adequate plans to address long term trends

_____ Cooperates with other regional, state and federal government agencies

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

NARRATIVE EVALUATION

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

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

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

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

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PERIOD BEING EVALUATED: FROM   July 1, 2008   TO   June 30, 2009

This performance evaluation form is designed to assist in the evaluation of the City Manager's performance, to provide the necessary feedback to identify areas in need of improvement, and to recognize positive contributions and achievements.

Carefully consider each characteristic to be evaluated. Each characteristic will receive one of six different ratings determined by the level of performance. In the event that "unacceptable" is circled, comments should be included in order to make the evaluation process constructive. For all over categories, specific comments will improve communication.

Please use the following ratings and circle the appropriate number corresponding to your evaluation of the City Manager's performance in the space provided after each question. Any additional comments may be written in the comments section.

5:   Outstanding – this rating reflects a thorough, efficient, and exceptional effort

4:   Exceeds Expectations – above average performance, performance in excess of expected results

3:   Meets Expectations – satisfactory performance, all expectations met

2:   Needs Improvement – performance is inconsistent and often ineffective

1:   Unacceptable – performance consistently fails to meet the minimum requirements of the job

N/A: Not Applicable – Unable to rate; no opportunity to observe

After completing the evaluation form it should be returned to the Mayor who will tabulate the evaluations for City Council's review and discussions with the City Manager.

The form has nine general categories for rating evaluations: (1) Relationship with City Council; (2) Management; (3) Planning; (4) Accomplishments; (5) Leadership; (6) Interpersonal Relations; (7) Communications; (8) Decision-Making, Problem Solving, and Judgment; and (9) Personal and Professional. Additional comments may be attached.

A tenth category is for written comments on Strengths, Weaknesses, Failures and Accomplishments. Specific facts, examples and citations are very much appreciated. The final tenth category is an overall evaluation using the five-point scale.

It may be helpful to ask yourself the following questions as you work through your evaluation form:

Service Delivery Management – How well is the City Manager managing the various departments? How well are those departments performing?

Human Resource Management - How effective are City employees overall? How responsive are City employees to citizens and business, what is the service orientation, and how is the follow-through? What is the level of overall morale within the organization? How much are employees improving their work skills, and what is employee retention like? How well are employee evaluations done, and is discipline,

when necessary, applied appropriately, fairly, and evenhandedly? How well have recruitments been conducted, and have good employees been selected and hired?

Risk Management - How well has general liability been managed? How well have workplace and employee safety been addressed?

Financial Management - How efficiently does the organization use its limited financial resources? How good, and appropriate, is the budget process, presentation, and implementation? How well is financial planning and management undertaken, and, given relative economic conditions and factors outside the control of the City, is the financial condition of the City improving?

Planning - How well have meaningful goals and objectives been developed? How well have City programs and projects been developed? How well has Council policy making been facilitated by good advance staff work?

Accomplishments - Have established goals and objectives been met? How well have City programs and projects been implemented? How well have Council policy directives been carried out?

City Council Relationships – How effective is the City Manager's communication and support of City Council's policy development and problem solving?

Leadership - Has the City Manager been an effective leader and advocate for Lynchburg in the regional community? Has the City Manager led the organization by creating a good example? Does the City Manager display foresight, imagination, and vision, and demonstrate reasonable risk-taking where rewards may be great? Does the City Manager display strategic thinking?

Interpersonal Relations - What is the status of the City Manager's relationship with the City Council? With citizens and community groups? With City employees generally? With other government agencies? With the press?

Communications - How well does the City Manager communicate orally? In written form? Does the City Manager project a positive image of the City in his/her communications? How responsive is the City Manager to citizen complaints and inquiries?

Decision-Making, Problem Solving, and Judgment - Does the City Manager display integrity, honesty, and ethical behavior? Is the City Manager fair, impartial, and objective? Are the City Manager's analyses and reports logical, clear, and concise? How successful are outcomes of various negotiations the City Manager been part of? Does the City Manager display a good sense of timing? Does the City Manager exercise good judgment?

Personal and Professional - Does the City Manager approach the job with enthusiasm, energy, and a positive attitude? Is the City Manager good at self-assessment and improvement? How good is the City Manager's personal and professional reputation? How good are the City Manager's listening skills? Is the City Manager fully engaged in the job, and fully dedicated and committed? How well does the City Manager handle stressful situations? How much job knowledge does the City Manager possess, and does the City Manager diligently pursue professional development opportunities?

Other - Additional written comments and suggestions are very much appreciated, and need not wait until the next formal performance evaluation.

Rating Key: 5-Outstanding; 4-Exceeds Expectations; 3-Meets Expectations; 2-Needs Improvement; 1-Unacceptable; N/A-Unable to Rate

1. RELATIONSHIP WITH COUNCIL

Supports City Council Vision

Maintains effective communication, both verbal and written	n/a	1	2	3	4	5
Maintains availability to Council either personally or through designated subordinate.	n/a	1	2	3	4	5
Plans and organizes materials for presentations to the council either verbally or orally, in the most concise, clear, and comprehensive manner possible	n/a	1	2	3	4	5
Provides Council with sufficient alternatives to avoid being forced into a decision.	n/a	1	2	3	4	5
Responds in a positive way to suggestions and guidance from Council.	n/a	1	2	3	4	5
Responds to Council's assignment with enthusiasm and zest.	n/a	1	2	3	4	5
Meets time estimates	n/a	1	2	3	4	5
Maintains a system of reporting to Council current plans and activities of the staff.	n/a	1	2	3	4	5

2. MANAGEMENT

Service Delivery Management

City Manager/City Clerk's Office	n/a	1	2	3	4	5
Economic Development	n/a	1	2	3	4	5
Community Safety 　　　Police 　　　Fire	n/a	1	2	3	4	5
Public Works Department	n/a	1	2	3	4	5
Human Services	n/a	1	2	3	4	5
Administrative/Business Systems	n/a	1	2	3	4	5
Community Development	n/a	1	2	3	4	5

Rating Key: 5-Outstanding; 4-Exceeds Expectations; 3-Meets Expectations; 2-Needs Improvement; 1-Unacceptable; N/A-Unable to Rate

Human Resource Management

Staff effectiveness: How effective are City employees overall?	n/a	1	2	3	4	5
Staff responsiveness and follow-through: How responsive are City employees to citizens and businesses, what is the service orientation, and how is the follow-through?	n/a	1	2	3	4	5
Staff morale: What is the level of overall morale within the organization?	n/a	1	2	3	4	5
Staff development and retention: How much are employees improving their work skills, and what is employee retention like?	n/a	1	2	3	4	5
Staff evaluations (and discipline as necessary): How well are employee evaluations done, and is discipline, when necessary, applied appropriately, fairly, and even-handedly?	n/a	1	2	3	4	5
Staff recruitment and selection: How well have recruitments been conducted, and have good employees been selected and hired?	n/a	1	2	3	4	5

Risk Management

General liability: How well has general liability been managed?	n/a	1	2	3	4	5
Workplace and employee safety: How well have workplace and employee safety been addressed?	n/a	1	2	3	4	5

Financial Management

Organizational efficiency: How efficiently does the organization use its limited financial resources?	n/a	1	2	3	4	5
Budget: How good, and appropriate, is the budget process, presentation, and implementation?	n/a	1	2	3	4	5
Financial position: How well is financial planning and management undertaken, and given relative economic conditions and factors outside the control of the City, is the financial condition of the City government improving?	n/a	1	2	3	4	5

Rating Key: 5-Outstanding; 4-Exceeds Expectations; 3-Meets Expectations; 2-Needs Improvement; 1-Unacceptable; N/A-Unable to Rate

3. PLANNING

Maintains a knowledge of new technologies, systems and methods in relation to city services.	n/a	1	2	3	4	5
Keeps Council advised of new and impending legislation and developments in the area of public policy.	n/a	1	2	3	4	5
Plans and organizes a process of program planning in anticipation of future needs and problems.	n/a	1	2	3	4	5
Establishes and maintains an awareness of developments occurring within other cities or jurisdictions that may have an impact on city activities.	n/a	1	2	3	4	5
Overall degree of confidence that Council will be setting policy with City Manager's help in a proactive manner rather than a reactive manner.	n/a	1	2	3	4	5

4. ACCOMPLISHMENTS

Goals and objectives: Have established goals and objectives been met?	n/a	1	2	3	4	5
Program implementation: How well have City programs and projects been implemented?	n/a	1	2	3	4	5
Policy execution: How well have Council policy directives been carried out?	n/a	1	2	3	4	5

5. LEADERSHIP

Regional leadership: Has the City Manager been an effective leader and advocate for Lynchburg in the regional community?	n/a	1	2	3	4	5
Leadership by example: Has the City Manager led the organization by creating a good example?	n/a	1	2	3	4	5
Foresight, imagination, and vision: Does the City Manager display foresight, imagination, and vision, and demonstrate reasonable risk-taking where rewards may be great?	n/a	1	2	3	4	5
Strategic thinking: Does the City Manager display strategic thinking?	n/a	1	2	3	4	5

Rating Key: 5-Outstanding; 4-Exceeds Expectations; 3-Meets Expectations; 2-Needs Improvement; 1-Unacceptable; N/A-Unable to Rate

6. <u>INTERPERSONAL RELATIONS</u>

What is the status of the City Manager's relationship with the City Council? With citizens and community groups? With City employees generally? With other government agencies? With the Press? **n/a 1 2 3 4 5**

Council relations **n/a 1 2 3 4 5**

Citizen and community relations **n/a 1 2 3 4 5**

Intergovernmental relations **n/a 1 2 3 4 5**

Public and press relations **n/a 1 2 3 4 5**

7. <u>COMMUNICATIONS</u>

How well does the City Manager communicate orally? In written form? Does the City Manager project a positive image of the City in his/her communications? How responsive is the City Manager to citizen complaints and inquiries? **n/a 1 2 3 4 5**

Oral communications **n/a 1 2 3 4 5**

Written communications **n/a 1 2 3 4 5**

Projection of a positive image of the City **n/a 1 2 3 4 5**

Responsiveness to citizen complaint and inquiries **n/a 1 2 3 4 5**

8. <u>DECISION MAKING, PROBLEM SOLVING, AND JUDGMENT</u>

Integrity, honesty, and ethical behavior: Does the City Manager display integrity, honesty, and ethical behavior? **n/a 1 2 3 4 5**

Fairness and objectivity: Is the City Manager fair, impartial and objective? **n/a 1 2 3 4 5**

Analysis and reporting skills: Are the City Manager's analyses and reports logical, clear, and concise? **n/a 1 2 3 4 5**

Negotiation skills and outcomes: How successful are outcomes of various negotiations the City Manager has been part of? **n/a 1 2 3 4 5**

Sense of, and good use of, timing: Does the City Manager display a good sense of timing? **n/a 1 2 3 4 5**

Good Judgment: Does the City Manager exercise good judgment? **n/a 1 2 3 4 5**

Rating Key: 5-Outstanding; 4-Exceeds Expectations; 3-Meets Expectations; 2-Needs Improvement; 1-Unacceptable; N/A-Unable to Rate

9.   PERSONAL AND PROFESSIONAL

Attitude and energy: Does the City Manager approach the job with enthusiasm, energy, and a positive attitude?	**n/a**	**1**	**2**	**3**	**4**	**5**
Self-assessment and improvement: Is the City Manager good at self-assessment and improvement?	**n/a**	**1**	**2**	**3**	**4**	**5**
Personal and professional reputation: How good is the City Manager's personal and professional reputation?	**n/a**	**1**	**2**	**3**	**4**	**5**
Listening skills: How good are the City Manager's listening skills?	**n/a**	**1**	**2**	**3**	**4**	**5**
Dedication and commitment: Is the City Manager fully engaged in the job, and fully dedicated and committed to the city organization and the community?	**n/a**	**1**	**2**	**3**	**4**	**5**
Stress management: How well does the City Manager handle stressful situations?	**n/a**	**1**	**2**	**3**	**4**	**5**
Job knowledge and professional development: How much job knowledge does the City Manager possess, and does the City Manager diligently pursue professional development opportunities?	**n/a**	**1**	**2**	**3**	**4**	**5**

10.   STRENGTHS, WEAKNESSES, FAILURES AND ACCOMPLISHMENTS

Areas for City Manager to seek to improve his/her performance, and constructive ideas for improvement.

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Most significant organizational failures in the last twelve months.

Most significant organizational accomplishments in the last twelve months.

11.   **OVERALL EVALUATION OF CITY MANAGER'S PERFORMANCE.**

Overall evaluation on scale of 1 to 5   **n/a   1   2   3   4   5**

1. Employee Relations – The handling of human resources correctly and getting the optimum from those resources	Needs Improvement	Meets Expectations	Exceeds Expectations
A. Personnel Management			
The Village Manager is:			
Successful in guiding people as a team toward common objectives			
Effective in selecting qualified and highly competent staff members			
Effective in maintaining professional relationships with Department Directors			
Effective in assuring that staff members make a positive impression on citizens			
The Village Manager:			
Insures that the Village's personnel policies and practices are administered by Village Department Directors and management staff in an equitable manner			
Develops and motivates employees so that they are increasingly effective			
Addresses disciplinary problems and takes action when warranted			
Monitors performance of employees and initiates corrective action as needed			
Comments:			

1. Employee Relations – The handling of human resources correctly and getting the optimum from those resources	Needs Improvement	Meets Expectations	Exceeds Expectations
B. Management Style The Village Manager:			
Demonstrates interest and enthusiasm in performing his duties			
Commands respect and good performance from staff			
Shows initiative and creativity in dealing with issues, problems and unusual situations			
Is open to new ideas and suggestions for change			
Works well under pressure			
Consistently puts aside personal views and implements Council policy and direction			
Displays the ability to resolve the numerous conflicts inherent in municipal government			
Responds well to a changing world and local conditions; is adaptive			
Is accessible to City Council members			
Conforms to the high standards of the profession; follows the "ICMA Code of Ethics			
Exhibits a commitment to continuing education in order to encourage his professional development			
Is receptive to constructive criticism and advice			

2. Image - Village and Intergovernmental	Needs Improvement	Meets Expectations	Exceeds Expectations
A. Citizen Relations			
The Village Manager:			
Makes a positive impression on citizens and is he respected in the VRPB.			
Has appropriate visibility or identity in the community			
Assists the Council in resolving problems at the administrative level to avoid unnecessary Council action			
Is willing to meet with members of the community and discuss issues of concern			
Is skillful with the news media, avoiding political positions and partisanship			
Provides information to the public in a timely fashion on matters which will cause public reaction			
Represents Council positions and policies accurately and effectively			
Thinks and acts in a manner reflecting an attitude that client (Council, staff or citizens) perceptions and satisfactions are important			
Responds completely and in a timely manner to citizen complaints			

2. Image - Village and Intergovernmental	Needs Improvement	Meets Expectations	Exceeds Expectations
B. Intergovernmental Relations			
The Village Manager is:			
Effective representing the Village's interests in dealing with other agencies			
Participative in enough intergovernmental activity to have an impact on behalf of the Village			
Cooperative with the county, state and federal governments			
Comments:			

3. **Long Range Planning** – Future needs of the Village	Needs Improvement	Meets Expectations	Exceeds Expectations
C. Job Effectiveness			
The Village Manager:			
Demonstrates interest and enthusiasm about the Council's Vision for the Village			
Gives his staff the tools necessary to provide efficient, responsive Village services			
Coordinates the implementation of Village goals and objectives			
Supports policies that will promote annexation and growth in the VRPB.			
Creates a positive atmosphere for successful economic development in the Village			
Supports responsible infrastructure expansion and maintenance			
Emphasizes the need for employee training and technological improvements			
Comments:			

4. **Financial Management** – The Management of all cash resources of our Village	Needs Improvement	Meets Expectations	Exceeds Expectations
Are you satisfied with the Village Manager's:			
Approach to budget preparation and review			
Use of standard financial management procedures to meet Council's policy guidelines			
Implementation of Council's policy regarding the expenditure of budgeted funds			
Cost control through economical use of labor, materials and equipment			
Information on the financial status of Village government			
Use of available funds and his ability to operate the Village efficiently and effectively			
Knowledge of financial matters			
Information pertaining to long or short-term financing for capital projects or equipment purchases			
Information on opportunities for federal and state grant funding			

5. **Communication**- with Village Council; and	Needs Improvement	Meets Expectations	Exceeds Expectations
A. Providing Information			
The Village Manager provides information which is:			
Detailed and reliable			
Explained in a thorough manner and includes alternatives or recommendations			
Timely			
Helpful in preventing trivial administrative matters from being reviewed by the Council			
Helpful and adequate to assist Village Council in making sound decisions			
The Village Manager:			
Provides members of Village Council with the opportunity to set long-term organizational goals and to establish the future direction of Village policy			
Keeps Village Council informed, in a timely manner, of the things Council wants to know			
Keeps Village Council well informed with concise written and oral communications			
Provides Village Council members with information on an equal basis			
Informs the Village Council of administrative developments			
Follows up in a timely manner on Village Council requests for information or action			
B. Providing Advice			
The Village Manager:			
Has adequate knowledge of municipal affairs, including the Village's laws and ordinances			
Considers alternatives before making recommendations			
Plans ahead, anticipates needs and recognizes potential problems			
Has a good sense of timing in bringing issues to the Council for action			

5. Communication- with Village Council; and	Needs Improvement	Meets Expectations	Exceeds Expectations
C. Communications			
With regard to communications, the Village Manager is:			
Easy to talk to and a good listener			
Thoughtful, clear and to the point			
Sensitive to the concerns of others			
Candid and forthright in discussing Village business matters with members of Village Council			

6. Completion / Direction of Capital Projects	Needs Improvement	Meets Expectations	Exceeds Expectations
Implementation of Council Policies			
The Village Manager is effective in the following areas:			
Carrying out Council directives			
Assigning work so that it is performed efficiently and effectively			
Paying sufficient attention to detail to avoid error or things "slipping through the cracks"			
Analyzing problems or issues and identify causes, reasons, and implications			
Accurately interpreting the direction given by Council			
Carrying out the directives of Council as a whole rather than those of any one Council member, but recognizes the concerns of the minority			
Supporting the actions of the Village Council after a decision is made			
Assuming responsibility for staff performance			
Providing members of Village Council with periodic status reports on projects or tasks which may overlap months or years in implementation			
Insuring that the management staff maintains normal service delivery operations as well as the flexibility to manage emergency situations			

SECTION V: NARRATIVE RESPONSES

ACHIEVEMENTS FROM THIS PAST YEAR:

- What were the Manager's most notable accomplishments during the past year?

- Which of the Manager's qualities were most instrumental in fulfilling the role of Village Manager this past year?

PERFORMANCE OBJECTIVES FOR COMING YEAR:

- What does the Manager do that you would like him to continue?

- Is there anything that the Manager does that you would like him to do differently?

- In what areas should the Manager focus his attention in this coming year?

- Do you have any other general comments to share with the Village Manager?

_____   _____
Rater's Signature   Date

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)
2   Meets Expectations (performance has attained a level of reasonable expectation)
3   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.

CITY MANAGER'S NAME: Eric Anderson

Evaluation Period: July 15, 2007 through July 14, 2008

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 polices 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
                        3.6 (Meets Expectations)
                        ___4
                        ___5 (Exceeds Expectations)

Comments: (Observations of Evaluators)

The City Manager is an excellent Manager who continues to build a strong team. He has made some good hiring decisions such as the Directors of several Departments and the retention of the Management Interns. His key staff appointments appear to be working well, but are they performing up to expectations? It was mentioned that there is still lag time in getting new employees hired and concerns were raised about the retention of key staff members.

The City Manager's re-organization of staff has been good for the Council and the public, but some Council Members feel that it has taken too much time. It has been mentioned by several Council Members that the benefits of the re-organization have yet to be seen and it is not clear if the policies have been implemented.

The Classification and Total Compensation Study is going well, but it does not adequately explain the flight of talented employees or the proactive performance management of moving entrenched employees.

I. ORGANIZATIONAL AND HUMAN RESOURCES MANAGEMENT continued

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

The Classification and Total Compensation Study is lagging a bit, but as the scope of the work begins, the complexities become apparent. More personal time should be devoted to relationship building with the Utilities Director and labor given sensitivity of the Classification and Total Compensation Study. The coming year should begin to show the "payoff" for the Classification and Total Compensation Study and high-performing organization.

The City Manager should reflect on his management style.

Some requests from Council Members have gone unheeded.

More attention needs to be paid to the retention of employees.

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

The City Manager was praised by several Council Members for the appointment of the Human Resources Director and the Finance Director. The Human Resources Department has been stabilized and Council has had good feedback from labor partners. Labor relations and the labor management process have been much smoother. The ability to support the Classification and Total Compensation Study, which includes the philosophy, has been good. The project has been organized and transparent lending confidence to the outcome.

The City Manager was praised for other key appointments and it was noted that filling the position of Public Works Director is central to the City's success in an array of issues.

In general, the Classification and Total Compensation Study has been organized and attended to in a manner that is transparent and gives confidence to the City Council. There is good resource management and communication.

Until very, very recently, the City has struggled with constituent services (complaint management, as well as communication systems and Council Member support). Some improvements have been made (the on-line complaint system). However, constituent work that is reliable and consistent, with feedback loops back to Council Members, has been difficult. Recent action by the City Manager (under great pressure and insistence from the Council Members) has resulted in City Manager Management Interns being assigned to this task. The Council Member is hopeful that this will resolve many of the quality issues.

The City Manager is acknowledged for facilitating with Information Technology the development of a comprehensive, customer-centric change management process to support SAP. Planning is currently underway for the SAP upgrade with significant collaboration between General Government and the Public Utility Departments.

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 provide 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
                     3.8 (Meets Expectations)
                     ___4
                     ___5 (Exceeds Expectations)

Comments: (Observations of Evaluators)

The City Manager received high praise on his ability to maintain fiscal responsibility. He is conservative in the best sense of the word; conserving the City's resources to meet priority needs, but open to opportunities as they arise.

The budget presentations and materials are concise and straightforward. By having periodic updates, the Council is kept current on the status of the City's financial affairs. Fiscal responsibility and expansion of programs are important to the quality of life of Tacoma residents.

By keeping the budget process transparent, the citizens understand more about the process. The City Manager is sensitive to the desires of the Council, but is committed in keeping the Council within budgeted parameters. His ability to find additional resources that are outside of City government (i.e. hospital money for the Encampment Elimination Project) is appreciated.

A Council Member believes a City Council Budget Committee would be helpful.

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

It would be helpful to the Council to receive budget implications as new policies and/or projects are being discussed and if they are currently covered in the budget. For example, if there is a discussion on the potential of establishing an Office of Sustainability, the costs need to be known. There are times when staff is reluctant to come forward with information unless asked by Council.

II. FISCAL/BUSINESS MANAGEMENT continued

<u>**Suggestions for Improvements:**</u> (Specific area(s) that need strengthening)

Some comments by the Council include:

- More monitoring and attention to the maintenance of City owned facilities, such as the People's Pool, and an increased analysis and monitoring of other contract providers, such as MetroParks.
- The finishing of current and planned obligations before agreeing to take on more.
- More focus on the implementation of Council directed expenditures.
- Neighborhood projects are not being handled well.
- More alignment in discussion of the Tacoma Public Utilities budget is needed.
- The next biennium will be challenging with some revenue reductions and the need to implement the Classification and Total Compensation Study.

<u>**Commendations:**</u> (Area(s) of performance calling for praise/commendation)

A Council Member is pleased with the City's focus – albeit there needs to be someway to align with Tacoma Public Utilities to what is being done citywide. This area has not been delved into.

The uses of Council contingency funds are fair, transparent and judicious. The City has reserves and contingency funds to help through a downturn in sales tax.

The budget process continues to be transparent, predictable and well-supported.

The City Manager is responsive to Council's requests for regular financial status reports.

The City Manager is praised for the creative approach to retention of Russell.

Under the current City Manager's leadership, the City of Tacoma has received clean audit reports

<u>**Comments of the CM:**</u> (Responses to any of the evaluations/comments/suggestions/commendations)

See attached City Manager's self-evaluation form.

III.   RELATIONSHIP WITH MAYOR AND COUNCIL

RESPONSIBILITY

a.   Maintains effective communication, both verbal and written, with Council.
b.   Maintains availability to Council, either personally or through designated subordinates.
c.   Establishes and maintains a system of reporting to Council current plans and activities of the Staff.
d.   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.

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

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

Comments: (Observations of Evaluators)

The Council Member enjoys working with the City Manager – the Manager understands the role of the Council as policy makers.

The Monday reports are great and it is appreciated that the City Manager utilizes various means to communicate with the Council. The meetings with the individual Council Members are appreciated and viewed by several Council Members as the greatest strength of the Manager. He is approachable, attentive and most importantly he will stand up to inquiries he believes are outside the City's Mission. Several Council Members also mentioned that they appreciate that the City Manager tries to be impartial in working with each Member. It is challenging when dealing with a divergent group and two newcomers in meeting all of their needs. This City Manager has done well in this regard.

III. RELATIONSHIP WITH MAYOR AND COUNCIL continued

Comments: (Observations of Evaluators)

A Council Member believes the City Manager does a good job in interacting and informing the Council of issues. It may give the impression he spends more time in dealing with certain Council Members, but some issues need more time devoted to them and individual Council Members require more attention to certain issues.

More comments about communicating with the Council include:

- Although all members of the Council are not always aware of all the issues in front of them, the result is that there are surprises or very little time to digest information before taking a vote.
- The City Manager failed to adequately inform the Council on the BNSF negotiations – a more systematic consultation with the City Council is required.
- The City Manager needs to work closer with the City Council on City initiatives – sometimes he is too far in front of the City Council.

Sometimes the City Manager takes credit for City initiatives without giving appropriate credit to the Council or other significant stakeholders. The City Manager still needs to focus/be attentive to getting Council Member initiatives moving. One Council Member noted the City Manager's priorities get more attention than City Council or community priorities.

A Council Member has been concerned about the City Manager's approach to real estate development. The Council does not get involved in the policy choices earlier enough. The Council Member gets a sense of an increasing amount of "wheeling and dealing" behind the scenes. It is appropriate for the City Manager to manage negotiations and supervise public-private partnerships with developers. When there is a clear public policy choice to be made, the Council needs to become involved before deals get firmed up, by this the Council Member means understandings, not transactions.

Most responses to requests are made promptly, especially when requested at a Council meeting or Study Session, but less likely to be responded to when requested at a Committee meeting.

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

Several Council Members wished more consistency in informing the Council "early and often" of proposals that may generate controversy. A better system of communicating with the Council is needed. Several suggestions offered by Council:
- It may be necessary to problem solve this either with the City Manager, Committee Chairs and Committee staff or at a Committee of the Whole meeting.
- Another suggestion would be to expand the Monday morning briefs as a communication tool.

The City Manager is still reluctant to provide necessary support staff to allow Council Members to be effective in carrying out their responsibilities.

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

Council Members noted that the City Manager continues to treat each Council Member with respect, providing equal access and authority – no insiders or special treatment. The City Manager is very accessible and willing to talk about any issue and he takes responsibility for his actions.

III. RELATIONSHIP WITH MAYOR AND COUNCIL continued

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

The City Manager clearly has the capacity to orchestrate complex projects which involve "layered" actions (policy discussion, stakeholder input, ordinances, hearings, etc.). He has the ability to do this in an organized sequential manner and can bring the Council along in a methodical and easy-to-understand manner. The Council Member wishes that the City Manager would use this talent consistently, not intermittently.

The City Manager supports a variety of individual Council causes, as appropriate. The Council Member has seen him assist virtually every Council Member with some project of special interest, to move it along and help it be achieved.

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 PLAN

RESPONSIBILITY

- Maintains a 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 planning will be considered effective when
a majority of the conditions have been successfully fulfilled.

- A well-constructed, long-range strategic plan 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 planning process.
- Legislative knowledge is current and complete.

MAJOR STRATEGIC GOALS

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

A safe, clean and attractive community	A diverse, productive and sustainable economy	A high-performing, open and engaged government
1 _____	1 _____	1 _____
2 _____	2 _____	2 _____
3.5	**3.3**	**3.6**
4 _____	4 _____	4 _____
5 _____	5 _____	5 _____

Comments: (Observations of Evaluators)

The City Manager is making an excellent effort to attaining a high-performing, open and engaged government. An expanded Community Based Services Program will enhance the first strategic goal.

A Council Member raised several questions: How is the City's Strategic Plan being operationalized? The City Manager's resistance to providing a plan was disappointing. It is not sufficient to have broad strategic goals and principles. The Council needs to understand how resources are and will be aligned to support the goals – simply talking about them is not sufficient. Do the City departments and divisions have annual work plans that are organized around the Strategic Plan?

IV. LONG-RANGE PLANNING/STRATEGIC PLAN continued

Comments: (Observations of Evaluators)

A Council Member has significant concerns about the City Manager's "process of program planning in anticipation of future needs." While the Council is kept informed about "ideas" and "concepts" that get launched, there is a serious problem informing the Council and the general public about plans for execution and project management. And, the City Manager has not done a satisfactory job of anticipating and explaining the need to link together related and interdependent "projects." This is especially true for transportation projects (street maintenance, streetcars, parking system, and coordinated planning with Sound Transit and Pierce Transit). There are several exceptions to this concern:

- Comprehensive planning/residential code update (here, the Planning Division and the Planning Commission have successfully united related policies and designed a clear, step-wise process with plenty of checkpoints).
- The Classification and Total Compensation Study.
- The retention initiative for Russell Investments.

Loss of good progress on high-performing, open and engaged government; efforts are still spotty and not well focused.

A Council Member was not convinced that the City is aware of the latest technologies and best practices. For example, telecommunications and libraries, or if there is awareness, the technology is not brought forward to the Council to determine if it is something they want to explore and/or adopt. At times there appears that there is a resistance to change and an attachment to elements that may be outdated.

Several Council Members felt the Strategic Planning process was confusing in that Council Members were told that it was their document, but permutated into the City Manager's plan. What was a list of goals and tasks gained a life of its own with the City Manager's staff retreat; with different tasks than voiced by members of the Council. Little discussion or reports have been presented to Council since that time. There was a feeling that the Strategic Plan was glossed over and that more City Council involvement was necessary. It was felt the process was overly controlled by the City Manager and staff.

Several Council Members also noted:

- The ADA work is commendable.
- There was very good effort on Russell retention.
- Reports of potential or new legislation that impacts the City and/or our work is helpful.
- While admirable, the public safety goal, the process to get there, did not adequately engage City Council.

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

There needs to be an anticipation of questions and a need for information about execution; do not just make large pronouncements and then say that implementation will be figured out later. Come to the Council with large policy ideas/goals and come with at least a sketch of how implementation will be approached (who, who, when, where). There needs to be dialogue about the timing, the process flow and the relationship with other projects/issues that are on the horizon or in the works.

Make strategic goals that are achievable. There is concern about the 50% crime reduction target not being achieved.

IV. LONG-RANGE PLANNING/STRATEGIC PLAN continued

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

Council has requested an updated Strategic Plan based on comments from four Study Sessions in 2008. The Council requested a document with specific goals, objectives and tactics. When will Council receive such document so it can be used in preparation for budgeting purposes? It would be helpful to Council to have staff periodically review the status of the outcomes of the Strategic Plan. Are we on track? What are the successes? Are there barriers to achievement?

In general, pay more attention to monitoring and status reporting. Give regular implementation updates. Even if a project is long-range and moving slowly, be proactive and report on it during the Manager's report (although it would be helpful to the Council Member to see it in writing, as well). Examples: Strategic Planning process that is underway; transportation planning and the crime reduction initiative.

The City Manager does keep the Council advised of new and impending legislation and developments in the area of public policy – it would be helpful to have follow-up reports of the legislative packages. The State reports are good, but unsure about the Federal items.

More focus on environmental sustainability is needed.

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

The City Manager recognizes the deep seeded alienation with many of our citizens – Community Based Services is one answer. His "stretching" the goal of obtaining a safer community is laudatory. The following strong performance areas all contribute to the success of the three strategic goals: Cross-functional teams, citizen involvement, budget management and labor relations. The City Manager is especially good at working with the community to establish goals that benefit their needs. This is instrumental to assist the Council in establishing a policy that is responsive.

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.

Rating:
   ___1 (Below Expectations)
   ___2
   ___3 (Meets Expectations)
   4.2
   ___5 (Exceeds Expectations)

Comments: (Observations of Evaluators)

This is another area of strength for the City Manager. He has obtained a high degree of credibility with the public and the media. He has empowered the public to participate and has initiated some excellent initiatives. He is able to present the Council's policy goals, address needs, while keeping realistic expectations.

The image of Tacoma is improving. However, there are still some remnants of a community perception that there is a lack of response or lack of outreach to community stakeholders.

Employees that interact with the public often get very positive comments. One example, the transition to Management Interns representing the City at Neighborhood Councils is working well.

Comments: (Observations of Evaluators)

The City Manager has very positive relations with the media.

In most instances the City Manager is very successful working with the public – the BNSF matter is a glaring exception.

V. RELATIONSHIP WITH PUBLIC/PUBLIC RELATIONS continued

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

The image issue continues to plague the City – until people come to Tacoma and see the change first hand.

No more surprises to neighborhood or business districts – for example, the closure of A Street.

A Council Member would like to see more effort toward media coverage that is focused on "marketing" and relying less on reporters covering stories. There have been some very positive stories about Tacoma in various publications that do not receive mention or are publicized.

Again, the lack of staff support to the City Council is apparent.

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

The City Manager has done a good job of working with local media and is readily accessible and meets with them regularly. He is skilled at media relations and has never embarrassed the City with an off-hand or inappropriate remark.

Overall, the City's reputation has improved in the media. Some of the credit goes to the City Council and some to the City Manager. The City Manager has put effort into highlighting the successes of the City.

He also does a very good job of being accessible to the public.

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
                    3.6 (Meets Expectations)
                    ___4
                    ___5 (Exceeds Expectations)

Comments: (Observations of Evaluators)

A Council Member noted the City Manager excels here – with national, state and local groups. He has improved these relationships greatly and has encouraged Council Members to become more engaged. Another Council Member supports the City Manager's continued involvement in his national city managers' organization.

A Council Member noted that intergovernmental relationships and large projects take time to develop and it is only possible to detect a "style" or pattern over a long period of time.

A Council Member has received feedback from public executives and other sector leaders that the City Manager does not initiate conversations or coordinate work. Rather, the City Manager has acquired a reputation for leading the charge without properly giving other executives a heads-up or seeking their involvement. When executives reach out, they often report that the City Manager is not responsive, or does not appear to be interested in their concerns.

Several Council Members noted the City Manager meets with neighboring City Managers and though it is challenging to find efficiencies and common interests, the outcome of the meetings are not reported on.

VI. INTERGOVERNMENTAL RELATIONS continued

Comments: (Observations of Evaluators)

The City Manager should continue to push Tacoma's agenda locally, regionally and nationally. Also, there should be more partnerships formed on projects affecting regional responsibilities.

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

More communication from the City Manager on his discussions with other jurisdictions would be helpful.

Encourage the City Manager not to view challenging situations with other entities as a win-lose proposition.

It was noted by several Council Members that there needs to be more communication and pursuit of shared services and cooperative efforts with other jurisdictions, especially Pierce County. By a proactive outreach to other executives and by recognizing and understanding the issues and challenges their jurisdictions face, the Council can more readily work toward achieving Tacoma's objectives. There should be emphasis on the opportunity for collaboration.

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

The City Manager excels here – with national, state and local groups. He has improved these relationships greatly and has encouraged Council Members to become more engaged. The relationship with state and federal officials regarding key legislation, budget has been improved by his efforts. Investments in key City staff and contractors have paid off. Also, the City Manager does a very good job of monitoring the "landscape."

The City Manager continues to work on issues with Metro Parks, the Port of Tacoma and its Director, the Department of Transportation, the Puyallup Tribe and the School Superintendent. While these efforts are helpful to the City, focus does need to be made at a state level also.

Several Council Members appreciated the presentation of open spaces to Council and the community by the presenter from Denmark.

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

See attached City Manager's self-evaluation form.

CITY OF TEMPLE TERRACE

CITY MANAGER EVALUATION

Purpose of Performance Evaluation

While a performance evaluation is meant to critique the City Manager's performance and what has been accomplished during a given period of time, it is also a communications tool and a learning process whereby the Mayor and City Council and the City Manager can learn more about each other's expectations and where strengths and weaknesses exist in the relationship. Annual evaluations should identify any major differences in direction, miscommunication, or problems before they become critical to the operations of the City of Temple Terrace.

Form/Format

There are no perfect evaluation forms or processes and many systems and approaches are used. A performance evaluation should be a thoughtful, effective, sensitive, and positive process.

This evaluation form consists of seven categories totaling 35 questions related to the City Manager's performance. Each question should receive a numerical score from 1 to 5, with a 1 being weak and a 5 being strong. A comment section is included after each category.

Upon completion, the evaluation should be forwarded to the Mayor for compilation and review with the City Manager.

Relationship With Mayor and City Council

_____ 1. Maintains effective communications, verbal and written, to keep Councilmembers informed of items and events they want and need to be aware of to effectively represent the City.

_____ 2. Provides information to all Councilmembers on an equal basis.

_____ 3. Maintains personal availability to Councilmembers.

_____ 4. Maintains reporting system to Councilmembers of the administration's and staff's current and planned activities.

_____ 5. Plans, organizes, and presents materials for consideration in a clear, comprehensive, and timely manner to enable Councilmembers to make sound decisions.

_____ 6. Effectively communicates with Councilmembers about their concerns and delegates, or follows through, to see that City departments implement appropriate actions.

Comments: _____

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Relationship With Employees

_____ 1. Maintains positive employee-employer relations and guides people so they work toward common objectives.

_____ 2. Effectively selects, trains, and organizes employees.

_____ 3. Addresses personnel problems and takes appropriate action when warranted.

_____ 4. Maintains an atmosphere in which employees enjoy working for the City.

Comments:_____

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Public Relations

_____ 1. Ensures that City employees who have public contact demonstrate a perception, attitude, and feeling of helpfulness, courtesy, and sensitivity.

_____ 2. Maintains to the public a City image that represents service, vitality, and professionalism.

_____ 3. Effectively handles citizen disputes or complaints.

_____ 4. Maintains sufficient visibility, identity, and availability in the community.

_____ 5. Effectively represents the City Council's positions and policies giving sufficient credit to Councilmembers and assisting in promoting Councilmembers' visibility in the community.

Comments: _____

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Intergovernmental Relations

_____ 1. Positively and effectively represents the City and its interests with other governmental jurisdictions or agencies.

_____ 2. Maintains effective communications and relationships with other governmental jurisdictions.

_____ 3. Keeps Councilmembers advised of new and pending legislation and development.

Comments: _____

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Financial Management

_____ 1. Plans, organizes, prepares, and presents the annual budget with adequate documentation and support information to enable Councilmembers to make informed fiscal policy decisions.

_____ 2. Controls costs by economically using manpower, materials, and equipment.

_____ 3. Provides a system of reports to Councilmembers with sufficient information on the City's current financial status.

_____ 4. Plans, organizes, and administers the adopted budget within approved revenues and expenditures.

Comments: _____

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Organizational Management
Program Development and Follow-Through

_____ 1. Plans and organizes on-going service delivery systems to assure efficient and effective services to citizens.

_____ 2. Plans, organizes, and follows through on work assigned by the City Council so that it is completed with dispatch and efficiency.

_____ 3. Plans and organizes work involved in researching City Council's program suggestions and reporting the results of the analyses.

_____ 4. Maintains knowledge of current and innovative trends, technologies, and systems provided by local government and incorporates that knowledge into program research and recommendations.

_____ 5. Plans and organizes responses to public requests and complaints or areas of concern that are brought to the Manager's attention.

_____ 6. Anticipates and recognizes future needs and problems and plans accordingly.

_____ 7. Plans and organizes for maximum utilization and maintenance of City-owned facilities and equipment.

Comments: _____

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Personal Characteristics

_____ 1. IMAGINATION: Does the Manager show initiative, creativity in dealing with issues or problems and create effective solutions?

_____ 2. OBJECTIVITY: Is the Manager open to City Council's new ideas and suggestions for change with a rational, impersonal viewpoint based on facts and qualified opinions?

_____ 3. DRIVE: Is the Manager energetic and willing to spend the time necessary to do a good job and get the job done?

_____ 4. DECISIVENESS: Is the Manager able to reach timely decisions and initiate action without being compulsive?

_____ 5. ATTITUDE: Is the Manager enthusiastic, cooperative, interested, and flexible when it comes to performing duties?

_____ 6. FIRMNESS: Does the Manager have courage of convictions, being firm when convinced but not stubborn?

_____ 7. COMMUNICATIONS: Does the Manager exhibit the proper skills to be easy to talk to; listen to what is being said; respond in a thoughtful, clear, and pointed manner?

Comments:_____

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Overall

Comments: _____

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Suggestions for New Performance Goals and Objectives

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2. _____

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3. _____

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4. _____

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_____   _____
Date   Councilmember Signature