



**Staff Report**

For City Council Meeting of 03/01/2017

***Subject - New Business - City Administrator Review Document***

**Synopsis:** The city administrator review document is attached. The council will have 20 days to return the review document. The mayor and council president will compile the review. An executive session for the review will be scheduled prior to the May council meeting.

**Council Options:** The Council has the following options regarding this issue.

- 1) Resolve to use the attached document.
- 2) Recommend changes to the document.
- 3) Do nothing.

**Recommendation:** N/A

**Legal Analysis:** N/A

**Financial Analysis:** A change to the city administrator's salary, if the council chooses, will affect the 2017/2018 budget.

Respectfully submitted,

A handwritten signature in black ink, consisting of a series of loops and curves, appearing to be the name "Chad".

Chad

**City of Gearhart**  
**2017 Annual City Administrator**  
**Performance Evaluation**

**Proposed Timeline**

- March 1 - Receive the evaluation document.
- March 1 through March 20 - Evaluate the City Administrator using the evaluation document provided.
- By March 20 - Return the document to the Mayor sealed in the envelope provided.
- March 20 through March 30 - Mayor and Council President will prepare a composite of all evaluations.
- Schedule meeting between April 3rd through the 14th - 7:00 p.m. - Council and City Administrator meet to discuss the composite performance evaluation in executive session.

**CITY OF GEARHART, OREGON  
CITY ADMINISTRATOR PERFORMANCE EVALUATION PROCESS**

The following information, inclusive of an evaluation form, is intended to serve as a tool to evaluate the performance of the city administrator in the areas of organizational management, department operations, financial management, interpersonal communication, external stakeholder relations, and foresight/vision. The evaluation process is designed to create performance goals for the city administrator for the next year.

1. What is a city administrator evaluation?
  - a. The process of planning, reviewing, and providing feedback on the work performance of the city administrator.
  - b. A means of demonstrating organizational accountability to citizens, employees, and key regional partners.
  - c. A means of maintaining alignment between goals set and achievements reached.
  - d. An element of decision about compensation.
  - e. A means of determining the need for further professional development, education, or training.
  
2. What is the role of the city council?
  - a. Be familiar with all policy established by council that describes how authority is delegated to the city administrator and its proper use monitored; the city administrator's role and his/her authority and accountability; constraints on the city administrator's authority which establish the practical, ethical, and legal boundaries within which all staff activity and decision-making will take place and be monitored; and what the council intends for the city to achieve.
  - b. Provide annual review of city administrator work performance and results achievement.
  - c. Maintain a balance of support and trust with a relationship of accountability with the city administrator.
  
3. What is the process?
  - a. The mayor and council president shall serve as a quality review team to coordinate a full council annual review of the city administrator's performance. The city council shall designate an alternate member of the council who will only serve in the absence of the mayor or council president for any team meetings.

- b. The quality review team will conduct a biennial (every two years) review of the evaluation tool and present a report to the city council in August regarding any modifications to the evaluation tool.
- c. The mayor and council president will coordinate the distribution of any evaluation forms to members of the city council, collect the forms from council members and compile a summary of the results of the evaluation.
- d. The mayor and council president will review the results of the evaluation in an executive session of the council with the city administrator.
- e. A summary of the results will be presented at a following regular meeting of the city council.
- f. Based on the results of the comprehensive annual review, council determines the need for further professional development, education, training or other methods of evaluation for the city administrator and adjusts compensation accordingly.

#### 4. Opportunities

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

Evaluate the WHAT and the HOW – Results that should be accomplished and leadership skills that should be demonstrated.

Examples of WHAT include: Fulfillment of the city mission, achievement of the objectives on the annual performance plan, operational effectiveness, fiscal and staff management, public relations and advocacy.

Examples of HOW include: Personal qualities such as integrity and commitment, interpersonal skills such as effective communication and influence, and leadership skills such as vision, staff development, innovation, and process efficiency.

#### 5. Pitfalls to Avoid

- a. Council members represent a diverse group of voices that may not be unified in their expectations of the city administrator.
- b. Relationships are too close, supportive, and friendly, there can be a reluctance to bring up areas of performance that need improvement and a tendency to avoid conflict.
- c. Compensation adjustments do not reflect the results of the annual review.

Rating Period: \_\_\_\_\_

**Performance Standard Rating**

Exceeds Expectations	=	EE	1
Fully Effective	=	FE	2
Developing	=	DEV	3
Needs Improvement	=	NI	4
No Opinion/Not Observed	=	NO	NO

The standard evaluation form rates the City Administrator performance at four levels defined as follows:

**Exceeds Expectations:** Employee work performance exceeds normal expectations of the position.

**Fully Effective:** Employee has achieved full competence in all critical measures of work performance and overall contribution is entirely satisfactory.

**Developing:** Employee has not yet achieved full effectiveness but is in a training or development mode AND the rate of growth is proceeding at a satisfactory rate.

**Needs Improvement:** Employee has had adequate time, training, and the opportunity to achieve the fully effective level but work performance in one or more areas is below the level of full competence and effectiveness.

**No Opinion/Not Observed:** Evaluator has no opinion and/or knowledge in this area.

**Element A: City Council Goals/Objectives**    **Overall Rating** \_\_\_\_\_

<b>Indicators</b>	<b>Rating</b>
1. Provides the city council with clear report of progress on approved council goals	
2. Effectively implements policies and programs approved by city council	

**Comments including examples of work performance to support your appraisal.**

**Element B: Organizational Management**

Overall Rating \_\_\_\_\_

Indicators	Rating
1. Does the administrator facilitate an on-going leadership partnership between elected officials and department heads?	
2. Does the administrator provide effective communications to keep the council informed regarding agenda items, participation in community events, meetings with staff and public, progress on administrative projects, and other anticipated issues that may concern the council.	
3. Does the administrator take a long-term view and initiate and manage organizational change for the future; build the vision with others; spot opportunities to move the organization toward the vision?	
4. Does the administrator evaluate city organization, operations and programs, and explore new methods for conducting city business and enhancing city effectiveness?	
5. Does the administrator actively promote, support, and champion efforts to involve staff in city management issues?	
6. Does the administrator foster an environment that promotes an expectation of high work performance standards throughout the organization?	

**Comments including examples of work performance to support your appraisal.**

**Element C: Department Operations**

**Overall Rating** \_\_\_\_\_

<b>Indicators</b>	<b>Rating</b>
1. Is the finance department effective and meeting community needs? (Finance, human resources, and municipal court)	
2. Is the community development department effective and meeting community needs? (planning and building)	
3. Is the fire department effective and meeting community needs?	
4. Is the city administrator's office effective and meeting community needs? (city administrator, city recorder)	
5. Is the parks and recreation department effective and meeting community needs?	
6. Is the public works department effective and meeting community needs? (building maintenance, streets, storm drainage, wastewater, water, grounds maintenance)	
7. Is the police department effective and meeting community needs?	

**Comments including examples of work performance to support your appraisal.**



**Element D: Financial Management**

**Overall Rating** \_\_\_\_\_

<b>Indicators</b>	<b>Rating</b>
1. Does the administrator develop financial plans that allow city council to anticipate and respond to changes in the city's finances?	
2. Do the budgets developed by the administrator reflect council priorities?	
3. Does the administrator ensure that the city budget is based on a sustainable service and funding strategy so that ongoing expenses are supported by ongoing revenue?	
4. Does the administrator control expenditures in accordance with approved budgets?	
5. Does the administrator ensure that city financial matters are clear and available to the public?	

**Comments including examples of work performance to support your appraisal.**

**Element E: Interpersonal Communication**    Overall Rating \_\_\_\_\_

Indicators	Rating
1. Communication: Ensures both oral and written communication is clear, concise, and articulate.	
2. Initiative: Proposes, when appropriate, ideas that could represent new or different ways to advance council, department, staff, or management goals.	
3. Judgment: Exercises good judgment in fiscal, personnel, and other matters of public concern.	
4. Fairness and Impartiality: Deals with the council, department heads, and staff in a fair and impartial manner.	
5. Creativity: Demonstrates a willingness to explore new ways to leverage existing and potential assets.	
6. Professional Development: Seeks and undertakes professional development opportunities that could enhance efficiency, effectiveness, and creativity in areas that would benefit the city.	
7. Professional Leadership: Seeks roles in local and regional organizations.	
8. Ethics and Morals: Exhibits high standards of personal moral and ethical behavior.	

**Comments including examples of work performance to support your appraisal.**

**Element F: External Stakeholder Relations Overall Rating: \_\_\_\_\_**

Indicators	Rating
1. Builds and maintains active partnerships with local, regional, state, and federal government jurisdictions and agencies.	
2. Builds and maintains active partnerships with non-profit and non-governmental organizations.	
3. Builds and maintains active partnerships with private enterprise.	
4. Builds and maintains relationships with members of boards and commissions.	
5. Ensures strategic pursuit of financial resources (grants) from other agencies, including proactive notice to council of opportunities that may require re-prioritization of goals.	
6. Contributes to good government through regular participation in local, regional, and state committees and organizations.	
7. Lobbies effectively with legislators and state agencies regarding city programs and projects.	

**Comments including examples of work performance to support your appraisal.**

**Element G: Foresight/Vision**

**Overall Rating** \_\_\_\_\_

<b>Indicators</b>	<b>Rating</b>
3. Maintains the long-term view for the city in national, state, county, and local affairs.	
4. Communicates and interacts productively with governmental entities at local, state, and national levels.	

**Comments including examples of work performance to support your appraisal.**

## CITY MANAGER'S SELF-EVALUATION

1. Employee's overall self-evaluation of work performance:
2. Development plans and areas targeted for improved work performance:
3. Recommended major goals and objectives for next year:
4. How can your Mayor and/or City Council assist in your job success and enjoyment?
5. Additional Comments:

Employee Signature \_\_\_\_\_ Date \_\_\_\_\_

**Rater's comments on employment input form:**

Rater's Signature \_\_\_\_\_ Date \_\_\_\_\_

## CITY MANAGER EVALUATION SUMMARY

### GOALS FOR THE UPCOMING YEAR:

- 1.
- 2.
- 3.

### JOB-RELATED STRENGTHS:

- 1.
- 2.
- 3.

### PLANS TO STRENGTHEN WORK PERFORMANCE:

- 1.
- 2.
- 3.

### SUMMARY:

---

City Administrator

Date

---

Mayor

Date