

CITY MANAGER PERFORMANCE OBJECTIVES FOR 2019

Name: Eileen Stein, City Manager

Department: Administration

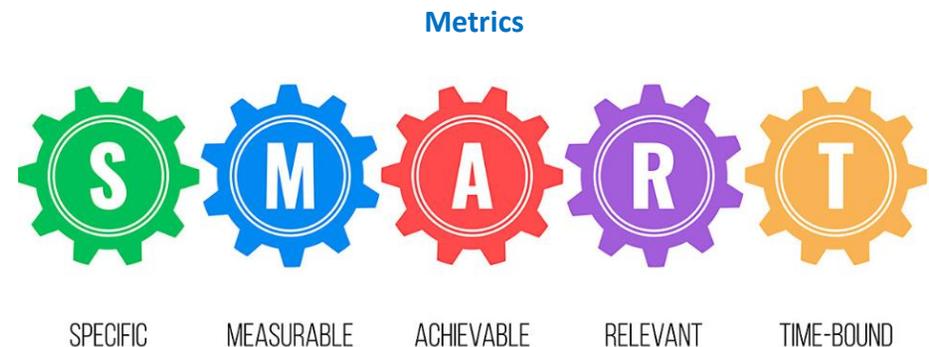
Date: November 26, 2019

Last Assessment: October 11, 2018

Reviewers: City Council

Performance Objectives and Metrics

The following Performance Objectives were synthesized from individual councilor performance evaluations, the City Manager's self-evaluation, and citizen evaluations submitted during the public comment period on the City Manager's performance evaluation. The Council did not reach consensus on a single council performance evaluation but did reach a consensus that the Performance Objectives incorporated the collective concerns and objectives of the Council and will be used to review the City Manager's performance in the coming year. The Council will be developing a new more goals-based performance evaluation for next year after evaluating best practices including the International City Managers Association (ICMA) process.



<p>1. Implement 2019 Council Goals and other action items. Help Council find balance between competing goals and priorities during the year.</p>	<p>A) Create a web-based dashboard with dropdowns for Goals, Priority Requests, and Tentative Agenda Calendar.</p> <p>B) Set target dates for completion of Council goals, inform Council when target slips</p> <p>C) Set Council work session to identify top five Council goal priorities after dot exercise.</p> <p>D) Provide monthly review of Tentative Agenda Calendar and Quarterly review of Goals.</p> <p>E) Relyea, Walters, and Stein to meet to draft proposal for Council review of metrics for Council Goals. See, 4 D), below.</p>
<p>2. Implement GO Bond funded projects scheduled for 2019 and 2020.</p>	<p>A) Track progress on a monthly basis via GO Bond Dashboard and linked project tracking sheets.</p> <p>B) Set quarterly work session to review progress at same time as Council Goals.</p>
<p>3. Assist Council moving forward by: a) making timely progress on Council’s priority items, b) candidly informing all members equally, c) clearly explaining when a goal might get derailed by new or unexpected business, d) neutrally facilitate Council consensus, and e) help Council streamline its meetings and work with the City Attorney to ensure legal compliance.</p>	<p>A) See Metrics for Objectives 1 and 2, above.</p> <p>B) Review planning docket with the Planning Commission quarterly.</p> <p>C) Staff Recommendations: Impartial versus neutral, fact-based with balanced pros and cons.</p> <p>D) Quarterly performance reviews with City Attorney/City Manager.</p> <p>E) Do not make contrary policy statements to the media on matters pending before, or decided by, Council.</p>
<p>4. Suggest to Council and implement a reporting system using KPIs for key performance measures and major projects. Ideally, this new system will combine current tracking/reporting systems like the dashboard and be an effective tool to keep all interested parties informed. The system should also include specific suggestions and mechanisms for the most effective way to answer citizen inquiries in a timely fashion.</p>	<p>A) Acknowledge citizen and Council inquiries/requests within two business days of receipt.</p> <p>B) Pursue a replacement to YourGov and move to a “Customer Relations Management” (CRM) platform.</p> <p>C) Relyea, Walters, and Stein will prepare a proposal for Council consideration on next year’s City Manager’s evaluation process, which will include the relevant factors used in the ICMA’s model.</p>

	<p>D) Relyea, Walters, and Stein will review https://icma.org/sites/default/files/Key%20indicators%20branded-V3.pdf and make a proposal to Council for inclusion of relevant indicators in Goals and Budget document. See, 1 E), above.</p>
<p>5. Demonstrate fiscal reasonability and keep Council informed regularly on budgetary issues so it can make prudent decisions. Build revenue options into the budget with clear explanations of potential impacts.</p>	<p>A) Track progress on a monthly basis via GO Bond Dashboard and linked project tracking sheets. B) Set quarterly work session to review budget at same time as Council Goals.</p>
<p>6. Continue to assertively and transparently inform/update Council, make well-informed recommendations, and provide balanced alternative perspectives for Council decision-making; then, fully support and implement Council’s direction.</p>	<p>A) Provide impartial options and discuss pro’s and con’s in Agenda Bills. B) See Metrics for Objective 1, above. C) Add additional Metric after a broader discussion of the Council “direction and outcomes”/staff” means and methods” issue.</p>
<p>7. Leverage staff and resources to consistently attend to the details surrounding the running of the City. Regularly display the depth and breadth of knowledge necessary for Council to make appropriate decisions in an efficient manner.</p>	<p>A) Add pertinent links to information in Agenda Bills B) Have department heads in attendance at quarterly Council meetings when Goals and Request Tracking log are discussed if requested ahead of time. C) Keep Council informed about the key provisions of large contracts ahead of time so Council can provide input before it’s too late. D) Provide proposed contracts/scopes 10 days before the date they come before Council to minimize surprises and provide reasonable time for its input and decision-making. E) Increase City Manager attendance at community events, Neighborhood Association meetings, service clubs or other community organizations.</p>
<p>8. Improve the City’s internal and external-facing culture by coaching, mentoring, instructing, and managing all employees to interact with everyone in an impartial,</p>	<p>A) Have department heads in attendance at quarterly Council meetings when Goals and Request Tracking log are discussed if requested ahead of time.</p>

<p>respectful, and professional manner. Strengthen the relationship and communication between the City and the community.</p>	<p>B) Request all staff attend yearly volunteer appreciation event. C) Convey customer service expectations to department heads and their staff (examples):</p> <ul style="list-style-type: none"> - Acknowledge citizens within 2 business days - Find ways we ‘can do’ for citizens - Help citizens become more self-sufficient finding info <p>D) Update Community Attitudes Survey and add customer service questions, questions about how people like to receive information and be educated about city services. E) Do not make contrary policy statements to the media on matters pending before, or decided by, Council. F) Pending the City Attorney’s advice, schedule Council discussion of a no-tolerance policy for disrespectful behavior now that the Legislature has ended.</p>
<p>9. Respect, work with, and support the entire Council and the interests of all citizens equally in order to support and promote public confidence in all aspects of City governance.</p>	<p>A) Update Community Interests Survey and add customer service questions, questions about how people like to receive information and be educated about city services. B) Produce a list of accomplishments annually. C) Produce CM Memo weekly, but no less than three times per month D) Use City’s outreach/social media mechanisms to showcase and celebrate accomplishments. E) Increase City Manager attendance at community events, Neighborhood Association meetings, service clubs, or other community organizations. F) Do not make contrary policy statements to the media on matters pending before, or decided by, Council. G) Add additional metric after a broader discussion of the Council “direction and outcomes”/staff “means and methods” issue.</p>