

**CITY OF LA VISTA
MAYOR AND CITY COUNCIL REPORT
APRIL 20, 2010 AGENDA**

Subject:	Type:	Submitted By:
DISCUSSION — COUNCIL POLICY STATEMENT	RESOLUTION ORDINANCE ◆ RECEIVE/FILE	BRENDA S. GUNN CITY ADMINISTRATOR

SYNOPSIS

A Council Policy Statement regarding the process for City Administrator performance evaluation has been drafted for Council consideration. Also provided for discussion is the draft of a performance review tool.

FISCAL IMPACT

N/A

RECOMMENDATION

N/A

BACKGROUND

The Mayor & Council have enlisted the services of Marla Flenje of the Austin Peters Group to assist in the development a performance evaluation tool and Council Policy Statement regarding the process for the City Administrators annual performance evaluation. These documents have been placed on the agenda as a discussion item to allow for Council feedback prior to presenting to Council for action.

**CITY OF LA VISTA
COUNCIL POLICY STATEMENT**

**CITY ADMINISTRATOR PERFORMANCE EVALUATION
DRAFT 4/15/10**

Issued: (date)
Resolution No. (xxx)

Purpose

The La Vista Mayor and City Council annually will evaluate the City Administrator's performance to accomplish the following purposes:

- provide accountability for the delivery of services, and use of City staff and other resources under the supervision and responsibility of the City Administrator;
- determine to what extent the City Administrator has accomplished performance goals established by the governing body;
- establish the City Administrator's performance goals for the next review period;
- identify other performance expectations that will enhance the Administrator's public service to the governing body and community;
- promote ongoing and constructive two-way communication between the governing body and Administrator about performance expectations; and
- determine, based on the governing body's findings, adjustments in the Administrator's compensation consistent with City's pay for performance philosophy.

Applicability

This policy shall apply to anyone who holds the position of City Administrator, except that a newly hired Administrator shall be evaluated at six months intervals during the first year after appointment and annually thereafter. After the first year of the Administrator's appointment, the date of the annual performance evaluation shall align with the anniversary date of the appointment. The Mayor and City Council retain discretion to conduct an evaluation more frequently if a majority have concerns about the Administrator's performance.

Evaluation Process

The Mayor or his/her designee shall be responsible for initiating and facilitating the City Administrator's performance evaluation as follows.

1. Six weeks before the Administrator's performance evaluation is due for completion, the Mayor will request that he/she prepare a performance self-evaluation based upon performance goals established for the review period and competencies identified in the City Administrator's evaluation form.
2. Four weeks before the Administrator's performance evaluation is due for completion, the Mayor will distribute the evaluation form, the Administrator's current performance goals and the Administrator's self-evaluation to all governing body members who will have ten days to complete their individual evaluations.

3. The following numerical scale shall be used by each governing body member to evaluate competencies in the evaluation form and the Administrator's achievement of performance goals:

(1) Fails to Meet Expectations. Consistently fails to meet the specific competency. Represents a general performance weakness. Performance requires remediation. May have received previous warning from the governing body related to this competency.

(2) Meets Expectations. Consistently and routinely meets minimum parameters of a competency. Administrator does what is necessary. Performs without the need for repeated reminders from the governing body.

(3) Exceeds Expectations. Fully and routinely excels in performing a particular competency. Consistently performs beyond the established minimum parameters. His or her performance of a particular competency serves as a model for the performance of department heads and other staff.

(4) Exemplary. Consistently far exceeds a competency standard in a way that yields unprecedented benefits and the highest possible value for the community and City organization.

4. The Mayor or his/her designee shall combine the evaluations of each governing body member into a consolidated evaluation document. Scores from all individual assessments by governing body members shall be totaled and all written comments reported.

5. Two weeks before the Administrator's performance evaluation is due for completion, the Mayor and City Council shall meet in executive session to review the consolidated evaluation document and determine the governing body's evaluation of the Administrator's performance as follows:

a. An overall finding of the Administrator's performance shall be determined by adding individual scores from each governing body member's completed form. The following scale shall be used to arrive at a general finding of performance:

Total Point Score	General Performance Finding
0 – 270 points	Fails to meet expectations
271 – 450 points	Meets expectations
451 – 630 points	Exceeds Expectations
631 – 720 points	Exemplary

b. A general finding of the Administrator's performance shall be determined by identifying: *Areas of unanimous/substantial agreement on Administrator's performance.*

- c. Disagreement among members of the governing body as to the Administrator's performance shall be noted by identifying: *Areas of disagreement on Administrator's performance.*
- 5. During the same executive session, the Mayor or his/her designee shall facilitate and document ideas for the City Administrator's performance goals for the next review period.
- 6. At the next regularly scheduled meeting and in executive session, the Mayor and City Council shall:
 - a. review the integrated performance evaluation document and determine informal agreement on its contents;
 - b. seek agreement on any desired adjustments to the City Administrator's compensation based on the performance evaluation;
 - c. seek tentative agreement on the Administrator's performance goals for the next review period;
 - d. meet with the City Administrator to report his/her performance evaluation, compensation adjustment and proposed performance goals and invite his/her feedback and discussion; and
 - e. amend as needed and give final approval to the Administrator's performance goals for the next review period.

Additional Guidelines

- 1. All documents related to the City Administrator's performance evaluation are confidential personnel records, and all related discussions shall occur in executive session and remain confidential.
- 2. Decisions related to adjustments in the City Administrator's compensation shall be formalized in an open meeting through a formal motion and vote.
- 3. The final consolidated performance evaluation document, along with approved performance goals shall be placed in the personnel file of the City Administrator.
- 4. The Mayor may elect, subject to City Council approval, to retain the services of an outside facilitator to assist with the City Administrator's performance evaluation.

City of La Vista, Nebraska
City Administrator Performance Review Rating

City Administrator _____ **Person completing form** _____

Performance period: _____ to _____

Purpose of the Performance Evaluation

The La Vista Mayor and City Council annually will evaluate the City Administrator's performance to accomplish the following purposes:

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- determine to what extent the City Administrator has accomplished performance goals established by the governing body;
- establish the City Administrator's performance goals for the next review period;
- identify other performance expectations that will enhance the Administrator's public service to the governing body and community;
- promote ongoing and constructive two-way communication between the governing body and Administrator about performance expectations; and
- determine, based on the governing body's findings, adjustments in the Administrator's compensation consistent with City's pay for performance philosophy.

Instructions

For each identified competency beginning on the next page, evaluate the performance of the Administrator over the review period using the point rating scale below. For each competency also provide one or more specific examples to support your rating score.

(1) Fails to Meet Expectations. Consistently fails to meet the specific competency. Represents a general performance weakness. Performance requires remediation. May have received previous warning from the governing body related to this competency.

(2) Meets Expectations. Consistently and routinely meets minimum parameters of a competency. Administrator does what is necessary. Performs without the need for repeated reminders from the governing body.

(3) Exceeds Expectations. Fully and routinely excels in performing a particular competency. Consistently performs beyond the established minimum parameters. His or her performance of a particular competency serves as a model for the performance of department heads and other staff.

(4) Exemplary. Consistently far exceeds a competency standard in a way that yields unprecedented benefits and the highest possible value for the community and City organization.

I. City Administrator Competencies (50 percent of total evaluation)

1. Budget and cost control: *Rating* _____

Prepares budgets accurately and consistent with governing body priorities and directions. Provides timely, user-friendly budget reports and recommends adjustments as needed. Uses resources efficiently, seeks creative strategies to reduce costs; holds departments accountable for expenditures.

Specific example(s) of performance to support your rating: _____

2. Problem solving and decision making *Rating* _____

Identifies emerging problems and alerts governing body in timely and accurate manner. Uses systematic process to gather objective data and community perspectives to define the problem, identifies possible courses of action and projected consequences, and recommends cost effective solutions. Demonstrates flexibility and openness to ideas of others, and facilitates consensus for solving problems. Can make tough decisions when necessary. Shows initiative in addressing administrative problems.

Specific example(s) of performance to support your rating: _____

3. Leadership *Rating* _____

Provides overriding sense of purpose, earns trust, communicates optimism and hope, and achieves results so that others (employees, elected officials, partners and citizens) choose to follow. Shares credit in successes and assumes responsibility in failures. Demonstrates courage in the face of difficult or unpopular decisions.

Specific example(s) of performance to support your rating: _____

4. Strategic thinking**Rating** _____

Exercises discipline and judgment to anticipate change, and to think in longer term and broader context about the City's needs and challenges. Provides a framework, expertise and facilitation to assist the governing body in strategic planning. Recommends adjustments to strategic goals as changing circumstances dictate.

Specific example(s) of performance to support your rating: _____

5. Planning**Rating** _____

Assures that administrative plans align with and guide effective implementation of the governing body's strategic goals. Provides mechanisms to track plan implementation and regularly updates governing body on progress in achieving strategic goals. Holds self and staff accountable for results; recommends as needed formal planning processes for specific programs and oversees development and implementation of such plans.

Specific example(s) of performance to support your rating: _____

6. Results Focus**Rating** _____

Sets challenging, measurable targets for results. Problem solves obstacles and demonstrates perseverance when road blocks develop. Communicates optimism and confidence that goals can be realized. Gets results through his/her actions and through others. Provides recognition to those who achieve or contribute to results. Dependable in meeting deadlines. Accepts responsibility for intended and unintended outcomes.

Specific example(s) of performance to support your rating: _____

7. Personal Integrity*Rating* _____

Demonstrates consistency in words and actions. Truthful and trustworthy in all professional relationships. Accepts personal responsibility for actions and those of staff under his/her supervision. Practices transparency in all actions except those shielded by law. Maintains confidentiality when legally or ethically required. Demonstrates courage in face of difficult or unpopular decisions. Serves as an ethical role model for City staff. Honors all tenets of the ICMA Code of Ethics.

Specific example(s) of performance to support your rating: _____

8. Managing governing body relationships*Rating* _____

At all times, communicates with respect to the governing body and its individual members. Builds rapport and interpersonal connections within boundaries of professionalism. Honors governing body decisions and implements them to the best of his/her ability. Provides accurate, timely and thorough information for decision making equally to all governing body members. Shares City-related news and information in timely manner to prevent surprises and misinformation. Provides credit to governing body for City accomplishments.

Specific example(s) of performance to support your rating: _____

9. Managing community relationships*Rating* _____

Demonstrates respect for values of representative democracy. Directs timely and accurate communication to community about City decision making and services. Provides leadership for effective citizen involvement in City government. Assures an appropriate and diplomatic response to all inquiries and complaints about City services.

Specific example(s) of performance to support your rating: _____

10. Managing intergovernmental relationships Rating _____

Recommends avenues in which governing body can enhance relationships with governmental entities. Alerts governing body to possibilities for partnerships and alliances for service delivery or shared gain. Within framework of City priorities, contributes leadership for cultivating positive relationships with other local, state and federal units of governments for benefit of the City. Pursues intergovernmental funds to advance City priorities.

Specific example(s) of performance to support your rating: _____

II. Performance Goal Achievement (50 percent of total evaluation)

11. Based on your observations and those in Administrator's self assessment, rate his/her performance in achieving performance goals in the most recent review period. Check only one.

Failed to accomplish or achieve progress toward most performance goals (1 pt.)

Accomplished or achieved progress on more half of performance goals (2 pts.)

Accomplished or achieved progress on more half of performance goals (3 pts.)

Accomplished or achieved progress on all performance goals (4 pts.)

III. Individual Performance Observations

12. Over the most recent review period, what were the Administrator's performance strengths?

13. Over the most recent review period, what areas of the Administrator's performance need improvement? Please be specific.

14. What are your suggestions for performance goals for the next review period?

To be compiled from all individual governing body members' completed forms.

IV. Summary rating (consolidated competency and goal achievement ratings)

1. Budget and cost control:	Combined rating _____
2. Problem solving and decision making	Combined rating _____
3. Leadership	Combined rating _____
4. Strategic thinking	Combined rating _____
5. Planning	Combined rating _____
6. Results Focus	Combined rating _____
7. Personal Integrity	Combined rating _____
8. Managing governing body relationships	Combined rating _____
9. Managing community relationships	Combined rating _____
10. Managing intergovernmental relationships	Combined rating _____
11. Achievement of Performance Goals	Combined rating x 10 _____
Total combined rating _____ points.	

V. Governing Body Findings on City Administrator Performance

(based on consolidation/analysis of governing body members' ratings and comments)

15. General Conclusions

A majority of the governing body concludes that the overall performance of the Administrator for the most recent review period:

Fails to Meet Expectations
 Meets Expectations
 Exceeds Expectations
 Exemplary

16. Areas of unanimous/substantial agreement on Administrator's performance.

17. Areas of disagreement on Administrator's performance.

18. City Administrator performance goals for next review period (attach to this form).