

CITY COUNCIL APPROACH TO CITY MANAGER GOAL SETTING AND PERFORMANCE MANAGEMENT / EVALUATION

As discussed in the August 15, 2022, City Council Meeting, some changes to the above processes have the potential to increase Council / Manager alignment on what's important and how well it's being approached. This will likely seem critical, but please know it's intended to spark discussion and enhance alignment.

There are three important components involved:

- Goals = **What** is expected to be accomplished,
- Key Job Responsibilities = **How** the role is approached, and
- Cadence of follow-up and updates = **Common Understanding** of status with opportunity to show appreciation and re-direct.

I believe each of these needs to be updated for Council to achieve clear alignment on the City Manager effectiveness.

GOALS

Goals should be few (3 or less?) with real potential to advance the Council's strategic vision. They should be specific (what / by when) and measurable. They should not be tasks or job responsibilities. In my mind, none of the five goals we agreed on for 2022 meet this criteria.

Three "goals" - Fiscal Management, Leadership / HR (as detailed in the sub-points) and Planning – are all job responsibilities, not goals. If they are goals, only one – Fiscal Management – meets the specificity criteria on three of the sub-points.

Two "goals" – Water Quality and Community Satisfaction are true categories for goals and very important for Marco Island to make progress on, but we missed the "specific and measurable" components when we agreed on them. As an example, I've attached a note I sent to the City Manager a few months ago on the Water Quality issue. My thinking of what the goal should be (Dissolved Oxygen) may or may not be something we would agree on, but it shows the difference of approach versus the goal we set shown here:

Water Quality – Weight 20%

Compiled Rating:

1. Advance the consideration of strategies for water quality improvements as recommended in the consultant's report. Present capital projects and other initiatives for Council approval in furtherance of that objective.

My thoughts on Community Satisfaction are similar.... how do we define “effective”? what did we mean by “working with City Council” (I have not seen any proposals for “objectives or methodologies” for improving satisfaction [as stated in the goal] on priority two issues identified in the citizen survey - governance on STR’s or City Council effectiveness).

JOB RESPONSIBILITIES

The list of job responsibilities in our current contract with the City Manager is a mix of tasks, responsibilities of subordinates and manager responsibilities. The evaluation form we’ve used the last two years somewhat follows that list. I suggest we elevate the discussion to what are truly and singly the responsibilities of the City Manager and the competencies needed to be effective in the role. I think we could easily cull the existing list to those items solely the responsibility of the manager. An **example** (not a proposed list) of competencies is:

- Ability to Communicate
 - effectively expressing the organization’s objectives while also garnering trust across varied constituencies
- Confidence and Decision Making
 - Makes informed choices without prejudice
- People Skills
 - Building trust, networking, negotiating
- Creativity and Collaboration
 - Open to new ideas, opportunities, and viewpoints
- Flexibility
 - Adaptable and fluid
- Responsibility and Dependability
- Conflict Management
- Honesty and Diplomacy
- Investment in the Team
- Motivation and Positivity

CADENCE OF FOLLOW-UP

I think this is one of the biggest contributors to the variance in Council's evaluation of the City Manager and suggest a structural change in the standing agenda of the Council meetings. Today, the City Manager report is late in the agenda, not accompanied by pre-meeting materials and is often skipped as meetings run late. A more effective approach would be to have the report be earlier in the agenda – perhaps before Council Communications, ideally even earlier than that - and have specific standing items that align with the goals and responsibilities of the Manager.... perhaps something like:

- Follow-up items from previous meeting (no matter how small)
- New business that has come up since last meeting if any
- Goal updates (yes, every meeting even if nothing new)
- Operating update highlights beyond the department reports.... pointing out significant items in the department reports for recognition or problem solving
- Perceived headwinds

Although some Councilors meet regularly with the City Manager, it's important that all Councilors have similar insight into the workings of the Manager. Also, the Manager can be both the beneficiary and the victim of conflicting direction from Councilors when discussions are one-on-one and not "in the sunshine". Councilors also miss the benefit of the thinking of fellow Councilors. If we're serious about the goals and improving City performance, the time is worth it.