

## **PERFORMANCE REVIEW FORM FOR CITY MANAGER**

This Performance Review Form is provided to assist the Naples City Council in the performance appraisal of the City Manager. This form may be completed by each member of the City Council for the annual performance review.

Appraise the performance of the City Manager on those factors contained in this form. Be objective and do not let your appraisal of one factor influence your appraisal of another. Each factor to be evaluated has five levels of achievement by which it may be measured. If the City Manager's job performance or level of achievement generally corresponds to the example cited, circle that particular number. The five rating levels are defined as follows:

**5 Substantially exceeds expectations.** Extraordinary performance; always exceeds job requirements and results expected by a substantial degree.

**4 Exceeds expectations.** Superior performance; most work is characterized by unusual accomplishments beyond the job requirements; significantly and consistently performs at a level above that expected.

**3 Meets expectations.** Meets major job requirements; is consistently effective and competent; achieves results expected.

**2 Below expectations.** Needs improvement to meet major job requirements; work is fairly acceptable in some respects, but does not meet expectations.

**1 Substantially below expectations.** Performance is unacceptable; substantial improvement is necessary to meet job requirements.

## 1. PERSONAL AND PROFESSIONAL SKILLS

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|---|---|---|---|---|---|
| • Composure, appearance, lifestyle, conduct or habits, and attitude fitting for an individual in executive position.  | 1 | 2 | 3 | 4 | 5 |
| • Invests sufficient efforts toward being diligent and thorough in discharge of duties.   | 1 | 2 | 3 | 4 | 5 |
| • Knowledgeable of current developments affecting the management field.   | 1 | 2 | 3 | 4 | 5 |
| • Have the technical skills necessary for operational competence, especially financial planning and control, administrative analysis, program direction and community planning. | 1 | 2 | 3 | 4 | 5 |
| • Has a capacity for innovation.  | 1 | 2 | 3 | 4 | 5 |
| • Anticipates problems and develops effective solutions. Develops alternative approaches in implementing solutions.   | 1 | 2 | 3 | 4 | 5 |
| • Willing to try new ideas proposed by Council Members or staff.  | 1 | 2 | 3 | 4 | 5 |
| • Participates as necessary in municipal associations/activities at all levels.   | 1 | 2 | 3 | 4 | 5 |
| • Maintains rapport with various other governmental jurisdictions and/or agencies.  | 1 | 2 | 3 | 4 | 5 |
| • Open to criticism and regards it as a learning experience. Willing to adapt.  | 1 | 2 | 3 | 4 | 5 |

**Performance Review Form**  
**City Manager**  
**Page 3 of 9**

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|--|-------------------|
| • Maintains a high degree of personal integrity. Actions and decisions reflect moral and ethical standards.        | 1   2   3   4   5 |
| • Viewed with respect by others inside and outside the organization.   | 1   2   3   4   5 |
| • Effectively utilizes professional seminars and conferences to continuously improve his skills in the profession. | 1   2   3   4   5 |
| • Energetic and willing to spend whatever time it takes to do a good job.  | 1   2   3   4   5 |
| • Tries to understand the values, attitudes, and goals of others.  | 1   2   3   4   5 |
| • Unemotional and unbiased in his decision-making.   | 1   2   3   4   5 |
| • Rational, impersonal viewpoints based on facts and qualified opinions are used.                                  | 1   2   3   4   5 |

Comments:

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**2. PROVIDES EFFECTIVE SUPPORT TO COUNCIL**

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| • Responds equally to each member of Council, and implements directives of the Council as a whole rather than those of any one Council Member. | 1   2   3   4   5 |
|--|-------------------|

**Performance Review Form**  
**City Manager**  
**Page 4 of 9**

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|--|---|---|---|---|---|
| • Responds to requests for information, suggestions, or assistance by Council. Is readily available to Council either personally or through designated staff.            | 1 | 2 | 3 | 4 | 5 |
| • As requested by Council, assists the Council in establishing policy, while acknowledging and understanding that the Council has ultimate authority in policy creation. | 1 | 2 | 3 | 4 | 5 |
| • Receptive of constructive criticism and advice.  | 1 | 2 | 3 | 4 | 5 |
| • Implements Council action in accordance with the intent of the Council. Supports the action of the Council after a decision has been reached.                          | 1 | 2 | 3 | 4 | 5 |
| • Enforces City policies. Reviews enforcement procedures periodically to improve effectiveness.  | 1 | 2 | 3 | 4 | 5 |
| • Informs the Council of administrative developments. Assists the Council in resolving problems at the administrative level to avoid unnecessary legislative action.     | 1 | 2 | 3 | 4 | 5 |
| • Understands the City's laws and ordinances.  | 1 | 2 | 3 | 4 | 5 |
| • Offers workable alternatives to the Council for changes in the law when a policy or ordinance proves impractical in actual administration.                             | 1 | 2 | 3 | 4 | 5 |
| • Provides the Council with accurate and comprehensive reports concerning matters of importance to the City.   | 1 | 2 | 3 | 4 | 5 |

**Performance Review Form**  
**City Manager**  
**Page 5 of 9**

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|--|----------|----------|----------|----------|----------|
| • Reports are generally produced through own initiative rather than only when requested by Council. Reports that relate to problems include pertinent information and offer alternative approaches to resolving problems.                                    | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
| • Maintains effective communications, both written and verbal, with members of Council.  | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
| • Plans and organizes materials and presentations by himself or by subordinates for the Council (i.e. Council Agenda), in a clear, concise, and comprehensive manner.  | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
| • Provides, relevant information to allow Council to make decisions.   | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
| • Prepares a balanced budget reflective of the requirements of the City organization to provide services at a level intended by Council. Suggests appropriate use of available funds, conscious of the need to operate the City efficiently and effectively. | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
| • Proposed budget is in an intelligent format. Provides guidance and assistance to Council during the budget process.  | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
| • Prepares a Capital Improvement Program that reflects efficient, effective systematic planning for the future.  | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
| • Obtains grant funding for capital projects.  | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
| • Prepares Comprehensive Annual Financial Report. Attains acceptable audit findings; attains acceptable bond ratings.  | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |

Comments:

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### 3. CONTINUES TO IMPROVE QUALITY SERVICES TO CITIZENS

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|---|---|---|---|---|---|
| • Maintains an interest in and devotion to the community and its citizens. Takes an appropriate part in community activities.   | 1 | 2 | 3 | 4 | 5 |
| • Willing to meet with members of the community and discuss their interests and concerns.   | 1 | 2 | 3 | 4 | 5 |
| • Effectively communicates Council policies and directives to the public.   | 1 | 2 | 3 | 4 | 5 |
| • Works with the news media to inform the media about City activities and Council's policies.   | 1 | 2 | 3 | 4 | 5 |
| • Displays skills for effective relations with various "types" of public (i.e. media, business community, civic groups, etc.  | 1 | 2 | 3 | 4 | 5 |
| • Either personally or through designated staff, effectively works with outside agencies and other units of government with regard to managerial performance and intergovernmental relations. | 1 | 2 | 3 | 4 | 5 |
| • Either personally or through designated staff, is responsive to citizen complaints or suggestions, and handles them in a proper and timely manner.  | 1 | 2 | 3 | 4 | 5 |
| • Establishes and maintains an image of the City to the community that represents quality services, vitality, and professionalism.  | 1 | 2 | 3 | 4 | 5 |

- Attitude of the community toward the Manager is one of integrity, credibility, and ability. 1 2 3 4 5

Comments:

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#### 4. SUPERVISE CITY OPERATIONS

- Encourages department directors to make decisions within their own jurisdiction without specific review and approval, yet maintains general control of administrative operations. 1 2 3 4 5
- Instills confidence and initiative in the subordinates and emphasizes support rather than restrictive controls for their program. 1 2 3 4 5
- Has developed a friendly and informal relationship with the work force as a whole, yet maintains the prestige and dignity of the City Manager's office. 1 2 3 4 5
- Evaluates personnel periodically and points out staff weaknesses and strengths. Takes corrective action as necessary to improve staff activities and operations. 1 2 3 4 5
- Takes responsibility for setting realistic and pertinent goals for organization. Strives to make the organization action or results oriented. 1 2 3 4 5
- Displays flexibility in his leadership style. 1 2 3 4 5
- Has the capability and willingness to make hard choices/decisions when required or necessary. 1 2 3 4 5

**Performance Review Form**  
**City Manager**  
**Page 8 of 9**

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|--|-------------------|
| • Accepts full responsibility and accountability for decisions and actions of subordinates.  | 1   2   3   4   5 |
| • Has the ability to effectively motivate groups and individuals.  | 1   2   3   4   5 |
| • Knowledgeable of City laws and ordinances and others that affect municipal operations.   | 1   2   3   4   5 |
| • Effective in recruiting, selecting, directing, and developing staff members who report to him.   | 1   2   3   4   5 |
| • Demonstrates the ability to develop and present new ideas, procedures, or processes, and strives to create an environment that promotes innovation and accomplishment. | 1   2   3   4   5 |
| • Keeps the Council informed of legislative trends, as well as new technologies and methods related to City activities.  | 1   2   3   4   5 |

Comments:

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What accomplishments are of note for the City Manager this past year?

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What areas need the most improvement? Why? What constructive, positive ideas can you offer the City Manager to improve these areas?

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Please identify any changes you would like to see the City Manager make regarding leadership style, interpersonal relations, community relations, or managerial effectiveness.

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Please list and prioritize goals and objectives for the City Manager for the upcoming year:

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Please attach sheets if necessary.

**EVALUATOR:** \_\_\_\_\_

**Date:** \_\_\_\_\_