



City Manager Performance Evaluation

September 2020

For each performance factor, please rate the City Manager on a scale from one (1) to five (5), according to how well she met your expectations for that factor:

-----1-----2-----3-----4-----5-----
Does Not Meets Exceeds
Meet Expectations Expectations Expectations

There are three reference points on the scale, defined as follows:

Exceeds Expectations (5): The City Manager’s performance clearly exceeds your expectations in this area, even of someone fully qualified to do the job of Lexington City Manager. The City Manager’s performance and contributions produce a positive impact on the performance of others and the operation of the City of Lexington.

Meets Expectations (3): The City Manager’s performance meets your expectations of someone fully qualified to do the job of Lexington City Manager. This does not mean a perfect job on everything. For the most part, she did the job the way it should be done and would not need to improve in order for her performance to be fully acceptable.

Does Not Meet Expectations (1): The City Manager's performance does not meet your expectations of someone fully qualified to do the job of Lexington City Manager and needs to improve significantly in order to satisfy you in this area.

PERFORMANCE FACTORS

- I. MANAGEMENT OF THE ORGANIZATION:** Effectively runs the operations of the organization. Creates a collaborative, team building environment for staff as a Workplace of Choice. Recognizes the accomplishments of staff and other agencies working on behalf of the City. Supports a commitment to diversity/inclusion, professional growth, succession planning, and opportunity within the organization. Accepts full accountability for staff and the outcome of City projects or decisions. Actively addresses mission critical services, identifies organizational problems and takes remedial action.

Performance Factor Rating:

☐	☐	☐	☐	☐	☐
1 Does Not Meet Expectations	2	3 Meets Expectations	4	5 Exceeds Expectations	Unable to Rate

General Comments:

Click or tap here to enter text.

Improvement Suggestions:

Click or tap here to enter text.

- II. EXECUTION OF POLICY:** Understands and complies with ordinances, policies and procedures governing the City including Federal and State legislation and directives. Implements City policy, fairly and consistently, based upon Council decisions, initiatives, and applicable laws and regulations. Presents matters in a factual, analytical way. Coordinates Council policy decisions to staff, other organizations and the community.

Performance Factor Rating:

☐	☐	☐	☐	☐	☐
1 Does Not Meet Expectations	2	3 Meets Expectations	4	5 Exceeds Expectations	Unable to Rate

General Comments:

Click or tap here to enter text.

Improvement Suggestions:

Click or tap here to enter text.

- III. FINANCIAL MANAGEMENT:** Properly prepares and manages the budget. Demonstrates ingenuity and creativity in approaching budgetary matters, including long-range financial needs, monitoring and adaptation for the organization. Incorporates evolving role of technology in service provision. Actively works to sustain cost-competitive government and utility services.

Performance Factor Rating:

☐	☐	☐	☐	☐	☐
1 Does Not Meet Expectations	2	3 Meets Expectations	4	5 Exceeds Expectations	Unable to Rate

General Comments:

Click or tap here to enter text.

Improvement Suggestions:

Click or tap here to enter text.

IV. RELATIONS WITH THE COUNCIL: Makes an effort to be accessible to Council members. Handles issues that are brought by the Council in a consistent and timely manner. Maintains an honest, truthful and professional relationship with each Council member. Keeps a positive attitude and approach to new ideas, issues and complaints raised by Council members.

Performance Factor Rating:

☐	☐	☐	☐	☐	☐
1 Does Not Meet Expectations	2	3 Meets Expectations	4	5 Exceeds Expectations	Unable to Rate

General Comments:

Click or tap here to enter text.

Improvement Suggestions:

Click or tap here to enter text.

- V. COMMUNITY RELATIONS AND ENGAGEMENT:** Makes an effort to understand issues, concerns, and the values of the community. Meets with and listens to members of the community to discuss concerns and strives to understand their interests. Leverages public engagements and community interactions to educate and advocate on City initiatives and services. Represents the City well and in a professional and positive manner. Works proactively and maintains a nonpartisan professional approach with the media and press. Professionally leverages social media. Works effectively and synergizes collaboration with partner agencies, neighboring jurisdictions and community organizations.

Performance Factor Rating:

☐	☐	☐	☐	☐	☐
1 Does Not Meet Expectations	2	3 Meets Expectations	4	5 Exceeds Expectations	Unable to Rate

General Comments:

Click or tap here to enter text.

Improvement Suggestions:

Click or tap here to enter text.

- VI. COMMUNICATIONS:** Ensures that Council members receive important information in a timely and effective manner. Provides regular updates to the Council, keeping them informed about current and critical issues. Presents the Council and community with clear and accurate reports and correspondence. Responds to correspondence, requests and complaints, timely and appropriately. Facilitates open two-way communication and encourages mutual honesty and respect with Council, staff and the community.

Performance Factor Rating:

☐	☐	☐	☐	☐	☐
1 Does Not Meet Expectations	2	3 Meets Expectations	4	5 Exceeds Expectations	Unable to Rate

General Comments:

Click or tap here to enter text.

Improvement Suggestions:

Click or tap here to enter text.

- VII. LEADERSHIP:** Provides the Council and the organization with real solutions and creative alternatives to issues and problems that reflect the values of the community. Anticipates and responds to issues. Assures that Council decisions are thought out, objective, consistent with past practices and are legal and ethical. Makes use of sound administrative practices. Positively leads through collaboration, mentoring, coaching and motivational techniques. Represents the organization as a positive City ambassador.

Performance Factor Rating:

☐	☐	☐	☐	☐	☐
1 Does Not Meet Expectations	2	3 Meets Expectations	4	5 Exceeds Expectations	Unable to Rate

General Comments:

Click or tap here to enter text.

Improvement Suggestions:

Click or tap here to enter text.

- VIII. PROFESSIONALISM:** Deals effectively and appropriately with the public and other organizations. Devotes time and energy to the job. Demonstrates high ethical standards and integrity. Works to keep “politics” and personal perspectives out of the decision making process. Stays abreast and active in professional organizations and current issues.

Performance Factor Rating:

☐	☐	☐	☐	☐	☐
1 Does Not Meet Expectations	2	3 Meets Expectations	4	5 Exceeds Expectations	Unable to Rate

General Comments:

Click or tap here to enter text.

Improvement Suggestions:

Click or tap here to enter text.

- IX. VISION, INITIATIVE, PLAN EXECUTION:** Sets an example that urges the organization and the community toward innovation, problem solving and solution oriented action. Actively works to envision a future state resisting the status quo and develops new ideas and initiatives for consideration. Adapts to evolving technological advancements and social media platforms. Leverages City Council Annual Summit to identify priorities for the Annual Budget and work plan and accepts responsibility for the results. Offers professional recommendations and implements Council's vision to make Lexington a City of Choice.

Performance Factor Rating:

☐	☐	☐	☐	☐	☐
1 Does Not Meet Expectations	2	3 Meets Expectations	4	5 Exceeds Expectations	Unable to Rate

General Comments:

Click or tap here to enter text.

Improvement Suggestions:

Click or tap here to enter text.

NARRATIVE EVALUATION

What would you identify as the City Manager's strengths, expressed in terms of the principal results achieved during the rating period?

Click or tap here to enter text.

What performance areas would you identify as most critical for improvement?

Click or tap here to enter text.

What suggestions or assistance can you offer the City Manager?

Click or tap here to enter text.

What other comments do you have for the City Manager (for example, about priorities, expectations, or specific objectives for the next year)?

Click or tap here to enter text.

Oshkosh WI City Manager Performance Evaluation

Oshkosh City Manager Evaluation Form

This evaluation model takes into account the various job dimensions of the role of a City Manager. Please circle the level of importance of the question based on your opinion. Please circle the statement that best meets your opinion of the City Manager's performance in achieving the given job dimension. Comment space is provided for personal notations to prepare for the evaluation meeting. This document will not be collected, rather it is meant to focus Council discussion and consensus regarding the City Manager's performance evaluation and expectations.

Please rate on the following scale of 1-5:

- 5 = Consistently exceeds expectations
- 4 = Meets and often exceeds expectations
- 3 = Consistently meets expectations
- 2 = Does not consistently meet expectations, needs improvement
- 1 = Consistently unable to meet expectations, work is unacceptable

1. Staff Effectiveness: Staff is professional and high quality performers; providing reports and services that are timely and complete and contain sound recommendations in accordance with the City's guiding principles and strategic plan. City Manager demonstrates a commitment to deal with non-performers and hold the organization accountable for results which do not conform to the City's strategic plan or guiding principles.

Rating (1-5): _____

Comments:

2. Strategic Leadership: Anticipates and positions the organization to address and respond to anticipated events and circumstances in accordance with the City's planning assumptions and strategic plan. City Manager accepts responsibility for undesirable results/delays in accomplishing City's priority goals as identified in the strategic plan.

Rating (1-5): _____

Comments:

3. Policy Facilitation: Presents policy-related information completely and accurately and ensures that City's planning documents are considered for goal congruency in accordance with the strategic plan. Respects the role of elected officials in making policy decisions. Ensures that policy decisions and initiatives are implemented in accordance to the strategic directions and priorities established in the City's strategic plan.

Rating (1-5): _____

Comments:

4. Democratic Responsiveness: Demonstrates an appreciation for the unique culture of the community, and respects and promotes active citizen participation in local governance in accordance with the City's guiding principles and future goals as identified in the strategic plan.

Rating (1-5): _____

Comments:

5. Service Delivery Management: Ensures prompt, courteous and accurate responses to requests from citizens either directly or through the Governing Body in accordance with the City's guiding principles and strategic plan.

Rating (1-5): _____

Comments:

6. Organizational Planning and Management: Prepares clear, effective and understandable budget mindful of planning documents and City goal congruency. Provides accurate assessment of the fiscal condition of the community.

Rating (1-5): _____

Comments:

Oshkosh WI City Manager Performance Evaluation

7. Communication: Demonstrates a capacity for effective written and oral communication. Conveys information effectively and matches presentation styles to different audiences.

Rating (1-5): _____

Comments:

8. Interpersonal Characteristics and Skills: Demonstrates the ability to work in harmony with others, minimizing conflict, fostering good will within the organization, in external relationships, with the public and other governmental representatives and interest groups in accordance with the City's guiding principles and strategic directions.

Rating (1-5): _____

Comments:

9. Organizational Values: Demonstrates and models the organization's mission, vision, and guiding principles, and goals identified in the strategic plan.

Rating (1-5): _____

Comments:

10. Professional Development: Demonstrates a commitment to ongoing personal professional development through continued education and training.

Rating (1-5): _____

Comments:

11. Integrity: Fosters ethical behaviors in accordance with City guiding principles. Demonstrates accountability for personal actions.

Rating (Y/N): _____

Comments:

Town of Fletcher

Town Manager's Performance Planning and Appraisal Program

Instructions:

➤ Performance Planning

- ❖ Prior to start of performance period, Town Council and the Town Manager shall review plans, objectives and priorities.
- ❖ Town Manager completes a draft of the PPAP form with proposed behaviors, objectives, measures, and standards to be evaluated and consistent with the overall Town Plan and objectives.
- ❖ Town Council reviews draft plan with Town Manager, suggest changes or additions to performance plan content and discusses relevant factors that could be considered in evaluating overall performance.
- ❖ Town Manager completes final draft of performance plan and forwards to Town Council for approval.

➤ Performance Monitoring

- ❖ Town Council systematically observe and note performance behaviors and results, note critical incidents and provide ongoing feedback and coaching.
- ❖ Town Manager should keep Council informed of progress toward achieving performance expectations.
- ❖ If necessary, Council may agree to modify the performance plan in response to changing circumstances or priorities.

➤ Performance Appraisal

- ❖ Town Manager completes a draft of the evaluation components of the performance plan.
- ❖ Town Council review own performance documentation and Town Manager's self evaluation, and notes areas of agreement or disagreement with draft appraisal.
- ❖ Town Council (or designees) and Town Manager meet to discuss draft appraisal and reach consensus on performance outcomes.
- ❖ Performance evaluation is completed in final form, and returned to Town Council for signatures. Town Manager may sign and date as well, but signature is only to indicate that evaluation information has been discussed with him or her.
- ❖ At the conclusion of the appraisal meeting, the Town Council and the Town Manager should agree on a schedule for preparing a performance plan for the next performance period.

Section One – BEHAVIORS

1. Collaboration: Develops and maintains cooperative and trusting relationship with others governmental units, public and private organizations, Councilmembers, and other publics on which the town administration is dependant or seek to serve. Supports and provides leadership in collaborative initiatives for inclusive and comprehensive planning and problem solving, forging of alliances, creating a shared vision, and mobilizing resources to meet the needs of the residents.

Performance Level Descriptors	Performance Level (Circle One)
Fails to establish consistent dialogue with other entities. Unable to provide effective leadership and planning which creates doubt, and uncertainty as to direction being taken. Develop few relationships with other entities, and places existing relationships at risk. Fails to secure support by other entities of shared vision. Utilizes current procedures and processes to maintain a competent dialogue with other entities. Demonstrates willingness to share information. Maintains cooperative relationships with community interest. Can see the "whole picture" and considers best interest of all parties concerned. Succeeds on a consistent basis in maintaining current relationships and joining in collaborative initiatives. Initiates communications and fosters developing relationships with Councilmembers, governmental units, and public/private organizations which the Town is dependant on, or seeks to serve. Provides supportive leadership and identification of collaborative problem solving techniques. Seeks out and fosters new relationships. Sought by others to provide direction in bringing parties together to accomplish common goals or resolve complex problems.	Ineffective Moderately Effective Effective Highly Effective Exceptionally Effective
Supporting Statements, Comments, Examples	

Fletcher NC Town Manager Performance Appraisal

2. Commitment to Quality of Life: Continuously acts to maintain and enhances the quality of life for the town residents through effective planning and management of town services, programs, and functions. Ensures actions taken and results achieved are consistent with the culture and environment desired by the town residents. Assist Council in devising plans and initiatives to promote and serve the community interest, and effectively respond to changing circumstances without negatively impacting the resident's quality of life.

Performance Level Descriptors	Performance Level (Circle One)
Does not seek out opportunities to improve services and programs. Is not prepared or willing to entertain suggestions for improvements. Allow needs of one constituency to overshadow broader community quality of life concerns. Does not consider input from Council or citizens, or master plan, in devising plans and actions. Evaluates areas for improvement on a continual basis. Fosters involvement of staff, Council and citizens in implementing quality of life issues. Supports and implements quality of life enhancements through effective management of time and resources. Foresees changes necessary to maximize work efficiency in completing task for maintaining and enhancing quality of life. Provides integral support to Council in devising innovative plans and strategies to better serve the community. Devises creative means to supplement or stretch resources, and improve management of services and programs, to promote quality of life. Promotes pride and ownership for quality of life among all stakeholders	Ineffective Moderately Effective Effective Highly Effective Exceptionally Effective
Supporting Statements, Comments, Examples	

Fletcher NC Town Manager Performance Appraisal

3. Communications: Demonstrates ability to convey information to others clearly and concisely in written and/or verbal manner on a timely basis. Serves as effective advocate in communicating support for the town policies, programs, and plans. Continually evaluates and enhances methods to provide information in the widest audience possible, through effective utilization of resources and technology. Employs knowledge of interpersonal and group communication principles, and refined skills and abilities in listening and persuasion in order to maintain and foster relationships with variety of individuals, staff, residents, organizations, and agencies both within and outside the Town.

Performance Level Descriptors	Performance Level (Circle One)
Fails to communicate issues on a timely and/or consistent basis. Fails to provide information to those who need it, and provides too much information to those who do not. Communications are often not credible or unpersuasive, or create confusion and misunderstanding, because they are poorly organized and prepared, inaccurate, inconsistent, or replete with mistakes. Poor advocate for town policies and plans. Consistently presents information in a clear, well-organized and effective manner. Written and oral presentations are well conceived and logical. Gives and receives information and feedback to promote open communication. Listens and responds well to others with necessary consideration and sensitivity. Recognized advocate for town policies and plans. Excellent listener and exceptional communicator. Communications are sound, effective, and often creative. Absorbs and synthesizes information and skillfully articulates complex ideas and concepts. Masterful at dialogue and discussion. Responds to difficult or sensitive situations with appropriate diplomacy. Seeks out opportunities to serve as a speaker or moderator in presenting and advocating town plans and programs.	Ineffective Moderately Effective Effective Highly Effective Exceptionally Effective
Supporting Statements, Comments, Examples	

Fletcher NC Town Manager Performance Appraisal

4. Policy Facilitation: Evaluates town policies and resulting programs, services, budgets, and so forth; and identifies appropriate changes, deletions, or additions to improve outcomes and perceptions of town administration effectiveness. Facilitates Council effectiveness by assisting in development of policy agenda to best serve community interests. Recognizes interdependence of town governance with key actors in the community, and builds cooperation and consensus among and within diverse groups in helping them identify common goals in service community needs, and act effectively to achieve them.

Performance Level Descriptors	Performance Level (Circle One)
Fails to conduct consistent or concrete evaluation of policies, programs, services, and so forth. Develops new policy alternatives only as directed. Ineffective in providing assistance to Council in creating policy agenda. Does not seek input of affected groups on current or proposed policies. Inhibits council ability to evaluate and set policies, by failing to provide sound information, or requiring too much involvement in operational issues. Uses appropriate level and manner of analyses in evaluating existing and proposed policies, generating ideas, and selecting actions to enhance outcome and town administration. Solicits and uses advice from others, and promotes involvement of key actors in identifying ways to serve community needs. Recognizes emerging issues and need for change and develops and implements appropriate plans and steps to improve operations and services. Ensures Council is well informed on current policies and their resulting outcome. Ensures the Council receives sound advice and information in evaluating and planning policy initiatives. Use ongoing and systematic approaches in identifying opportunities for policy enhancements to promote continuous improvement in programs and services. Able to create consensus and support for policy initiatives among diverse groups with sometimes differing view points. Support Council role of providing oversight and setting policies, and is recognized as key resources and advisor in devising policy changes and additions. Devises strategies and plans that anticipate all likely problems and issues, to insure successful implementation of policy initiatives.	Ineffective Moderately Effective Effective Highly Effective Exceptionally Effective
Supporting Statements, Comments, Examples	

Fletcher NC Town Manager Performance Appraisal

5. Resource Management: Ensures resources - human, material and fiscal - are utilized wisely, and resource utilization is monitored and controlled effectively. Regularly explores opportunities for cost reduction, revenue enhancement, or incorporation or supplemental resources. Considers financial impact before decisions are made.

Performance Level Descriptors	Performance Level (Circle One)
Lacks or fails to use controls to influence efficiency of cost effectiveness. Consistently shows significant budget variances without acceptable justifications. Often waste resources by not carefully reviewing impact of decisions. Fail to follow up when resources are not properly utilized. Utilizes available controls and procedures to monitor resource utilization effectively, and devises appropriate and timely corrective actions as necessary. Efficiently uses resources by evaluating alternatives, selecting appropriate strategies, and implementing best asset allocation of resources. Budget variances are within acceptable limits. Develops and implements innovative methods to enhance effectiveness in planning, monitoring, and controlling resources. Aggressively seeks out methods to enhance efficiency and cost reduction. Implement innovative and comprehensive analyses of financial impact in decision making process	Ineffective Moderately Effective Effective Highly Effective Exceptionally Effective
Supporting Statements, Comments, Examples	

Fletcher NC Town Manager Performance Appraisal

6. Responsiveness: Demonstrates attitude of respect and openness to citizens and various business, organizations, agencies and other governmental units. Supports democratic governance by educating residents about local government, recognizing their right to influence local decisions, and promoting their active participation. Facilitates the flow of ideas and understanding and develops appropriate responses to meet the best interest of the community.

Performance Level Descriptors	Performance Level (Circle One)
Demonstrates a discourteous, unhelpful, or even abrasive manner to citizens and other entities. Regularly is the source of complaints regarding poorly handled situations. Creates suspicion and distrust. Works against democratic governance by impeding active participation of others through failure to provide information and necessary information. Is courteous, sincere and positive in attitude and response to citizens and entities. Shows willingness to be helpful and responds promptly and effectively to inquires and request. Regularly participates in forums to promote understanding of town policies and programs, and promote active participation in governance. Consistently displays diplomacy and tact when responding to others. Positive attitude towards others and desires to serve is contagious. Takes initiative in seeking out opportunities to promote understanding, support, and participation in town government. Welcomes input and even criticism from others, and regards such as important in planning and developing responses to best meet needs of the community.	Ineffective Moderately Effective Effective Highly Effective Exceptionally Effective
Supporting Statements, Comments, Examples	

Section Two – PERFORMANCE OBJECTIVES

1. Goal 1 -				
Measures & Standards				
Performance Achieved				
Narrative Description: (Describe the results achieved)				
Performance Level (Circle One)				
Ineffective	Moderately Effective	Effective	Highly Effective	Exceptionally Effective

2. Goal 2 -				
Measures & Standards				
Performance Achieved				
Narrative Description: (Describe the results achieved)				
Performance Level (Circle One)				
Ineffective	Moderately Effective	Effective	Highly Effective	Exceptionally Effective

3. Goal 3 -				
Measures & Standards				
Performance Achieved				
Narrative Description: (Describe the results achieved)				
Performance Level (Circle One)				
Ineffective	Moderately Effective	Effective	Highly Effective	Exceptionally Effective

4. Goal 4 -				
Measures & Standards				
Performance Achieved				
Narrative Description: (Describe the results achieved)				
Performance Level (Circle One)				
Ineffective	Moderately Effective	Effective	Highly Effective	Exceptionally Effective

5. Goal 5 -				
Measures & Standards				
Performance Achieved				
Narrative Description: (Describe the results achieved)				
Performance Level (Circle One)				
Ineffective	Moderately Effective	Effective	Highly Effective	Exceptionally Effective

6. Goal 6 -				
Measures & Standards				
Performance Achieved				
Narrative Description: (Describe the results achieved)				
Performance Level (Circle One)				
Ineffective	Moderately Effective	Effective	Highly Effective	Exceptionally Effective

Fletcher NC Town Manager Performance Appraisal

Section Three – PERFORMANCE APPRAISAL

Section One – Behaviors		
	Performance Level Achieved	Summary Performance Level Achieved
1. Collaboration		
2. Commitment to Quality of Life		Comments:
3. Communications		
4. Policy Facilitation		
5. Resource Management		
6. Responsiveness		
Section Two – Objectives		
	Performance Level Achieved	Summary Performance Level Achieved
1.		
2.		Comments:
3.		
4.		
5.		
6.		
Overall Performance Level Achieved:		
Summary Discussion:		

Section Four - REVIEW AND SIGNATURES

A. Performance Plan			
Appraisee Signature		Date:	
Comments			
Appraisers/ Designee		Date:	
Comments			

B. Performance Appraisal			
Appraisee Signature		Date:	
Comments			
Appraisers/ Designee		Date:	
Comments			

Town Manager Evaluation (Mooreville)

33

Please rate the Town Manager using the following scale:

1	• Unacceptable - Performance does not meet your expectations. It is unacceptable and needs to improve significantly and immediately.
2	• Conditional - Performance indicates marginal fulfillment of your expectations, but needs improvement.
3	• Satisfactory - Performance meets your expectations. For the most part, no improvement is expected.
4	• Exceptional - Performance exceeds your expectations. This represents a thorough and efficient effort .
5	• Outstanding - Performance far exceeds your expectations. No improvement is necessary and this represents a commitment to excellence.

Part One

Supervision

Does the Town Manager maintain a standard of respect for department head's ability and encourage their initiative? Does Manager challenge them to perform at their highest level? Does Manager hold them accountable for their actions? Is Manager ensuring that appropriate succession plans are in place? Does Manager delegate effectively?	Rating	Comments:
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Leadership

Does the Town Manager motivate others to succeed? Does Manager actively promote efficiency in operations? Does Manager create an organizational culture of responsiveness and performance? Does Manager demonstrate a high regard for personal ethics? Does Manager take accountability for own actions?	Rating
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Execution of Policy

Does the Town Manager understand the laws, ordinances and policies of the Town and cause them to be fairly enforced?	Rating	Comments:
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Community Relations

34

Does the Town Manager work well with citizens and the community? Does Manager properly handle their complaints and address their concerns? Does Manager ensure that staff provides the best service possible to the community?

Rating

Comments:

Administrative Duties

Does the Town Manager properly handle administrative duties? Does Manager prepare agendas and plan meetings focusing on appropriate topics?

Rating

Comments:

Economic Development

Does the Town Manager work well with developers and community partners while protecting the Town's interest? Does Manager work to increase the Town's tax base through economic development?

Rating

Comments:

Intergovernmental Relations

Does the Town Manager cooperate cordially with neighboring communities and citizens while looking after the interests of Mooresville?

Rating

Comments:

Town Board Relations

Does the Town Manager work well with the Board making sure there is accurate, relevant and thorough information available prior to meetings? Is Manager willing to meet with Board members to deal with individual problems and issues? Is communication consistent, timely and effective? Are balanced and impartial recommendations and alternatives being made when needed? Has Manager earned the trust and confidence of all board members? Does Manager help the Board develop high-performing habits?

Rating

Comments:

Planning

Does the Town Manager involve him/herself in the planning process to the correct degree? Is Manager planning appropriately for future Town needs? Is Manager strategic with his/her planning efforts?	Rating	Comments: 35
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Does the Town Manager ensure the budget is prepared and executed in the manner approved by the Board? Does Manager ensure the Town's monies are managed properly? Does Manager actively seek efficiencies?	Rating	Comments:
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OVERALL RATING

Average of all the Rating
ratings above.

Part Two

1. In your opinion, what were the Town Manager's three most significant accomplishments, projects or outcomes this previous year?
 - a.
 - b.
 - c.
2. Please list three areas of improvement on which you would like the Town Manager to focus on in the coming year.
 - a.
 - b.
 - c.
3. What additional comments would you like to make?

Practices for Effective County Management

2011 Performance Review for Durham County Manager

Instructions:

Below are 10 practices that are used to measure how well the County Manager carries out the tasks for which he is responsible. These practices generally reflect the knowledge and skills the County Manager brings to the job he does for Board of County Commissioners. They should reflect, for the most part, what Board of Commissioners would expect of the County Manager no matter what specific tasks it gave him in a given year.

Each member of the Board should complete the form and forward it to _____ who will be responsible for compiling the feedback. The summary will be presented to the County Manager in closed session for discussion with the full board and a final agreement placed in his/her permanent file.

- 1. Board Communication:** Having an open-door policy with elected officials, communicating with members of the board on a regular basis, providing consistent information to all members of the governing board, assuring elected officials get information as soon as possible about controversial issues and crisis situations.

What is working well?

What could be done to improve in this area?

Summary Rating:

☐ 1 Needs improvement ☐ 2 Meets Expectations ☐ 3 Exceeds Expectations

- 2. Staff Effectiveness:** Promoting the development and performance of senior management staff, making sure senior level administrative personnel are capable of assisting the governing board with special requests and serving as interim manager as needed. Facilitating teamwork and creating a work environment that encourages responsibility and decision making and ensuring policies and procedures for hiring, promotion, performance appraisal, and discipline are equitable, legal, and current.

What is working well?

What could be done to improve in this area?

Summary Rating:

☐ 1 Needs improvement ☐ 2 Meets Expectations ☐ 3 Exceeds Expectations

- 3. Policy Facilitation:** Helping elected officials and other community actors identify, work toward, and achieve common goals and objectives by building cooperation and consensus among and within diverse groups, helping elected officials develop a policy agenda that can be implemented effectively and that serves the best interests of the community and acting as a neutral party in the resolution of policy disputes. .

What is working well?

What could be done to improve in this area?

Summary Rating:

☐ 1 Needs improvement ☐ 2 Meets Expectations ☐ 3 Exceeds Expectations ☐

4. **Citizen Service:** Determining citizen needs and providing responsive, equitable services to the community (requires skill in assessing community needs and allocating resources; knowledge of information gathering techniques) .

What is working well?

What could be done to improve in this area?

Summary Rating:

☐ 1 Needs improvement ☐ 2 Meets Expectations ☐ 3 Exceeds Expectations

5. **Initiative, Vision, Creativity, and Innovation:** Setting an example that urges the organization and the community toward innovation, change, creative problem solving, and prompt action while demonstrating a personal orientation toward action and accepting responsibility for the results; resisting the status quo and removing stumbling blocks that delay progress toward goals and objectives. Envisioning an ideal future state and communicating it to the organization and the community while also developing new ideas or practices; applying existing ideas and practices to new situations.

What is working well?

What could be done to improve in this area?

Summary Rating:

☐ 1 Needs improvement ☐ 2 Meets Expectations ☐ 3 Exceeds Expectations

- 6. Technological Literacy:** Demonstrating an understanding of information technology and ensuring that it is incorporated appropriately in plans to improve service delivery, information sharing, organizational communication, and citizen access. .

What is working well?

What could be done to improve in this area?

Summary Rating:

☐ 1 Needs improvement ☐ 2 Meets Expectations ☐ 3 Exceeds Expectations

- 7. Budgeting and Financial Management:** Preparing and administering the budget as well as interpreting financial information to assess the short-term and long-term fiscal condition of the community, determining the cost- effectiveness of programs, and comparing alternative strategies. .

What is working well?

What could be done to improve in this area?

Summary Rating:

☐ 1 Needs improvement ☐ 2 Meets Expectations ☐ 3 Exceeds Expectations

8. Presentation Skills: Conveying ideas or information effectively to others.

What is working well?

What could be done to improve in this area?

Summary Rating:

☐ 1 Needs improvement ☐ 2 Meets Expectations ☐ 3 Exceeds Expectations

9. Media Relations: Communicating information to the media in a way that increases public understanding of local government issues and activities and builds a positive relationship with the press. .

What is working well?

What could be done to improve in this area?

Summary Rating:

☐ 1 Needs improvement ☐ 2 Meets Expectations ☐ 3 Exceeds Expectations

10. Integrity: Demonstrating fairness, honesty, and ethical and legal awareness in personal and professional relationships and activities. Conducting personal and professional relationships and activities fairly, honestly and legally; and conforming to the ICMA Code of Ethics. Fostering ethical behavior throughout the organization through personal example, management practices, and training.

What is working well?

What could be done to improve in this area?

Summary Rating:

☐ 1 Needs improvement ☐ 2 Meets Expectations ☐ 3 Exceeds Expectations

11. Comments: