

City of Westlake Manager Performance Review



Purpose of Review

The purpose of the annual review process of Charter Officer (City Manager) conducted by the City Council to:

1. Strengthen the working relationship between the Council and the City Manager.
2. Provide a mechanism for regular reviews.
3. Identify performance objectives for the City Manager.
4. Provide feedback to the City Manager and identify areas where improvements may be needed.

Frequency

The City Council will review the City Manager annually. The review process will take place during the budget process and will be completed before the adoption of the annual budget.

Review Procedure

The Review procedure remains at the will and the direction of the City Council and may be modified at any time. In general, the review process will include the following steps:

1. The City Council shall set the review schedule annually.
2. The Mayor and Council Members shall complete the review form and submit to the City Clerk prior to the review meeting.
3. Each Council member shall meet face to face with the City Manager prior to the special meeting review session.
4. The results of the individual reviews will be placed on the agenda of the special City Council meeting.
5. The performance review, and any subsequent actions, will be placed in the official City Records.
6. The performance review process is not intended to and shall not be constructed as a re-opening or modification of the City Manager's existing contract.

City of Westlake Manager Performance Review



Date: 10/26/2020

Review Period from: 2016 To: 2020

Submitted by: Katrina Long-Robinson, Seat 4

The following pages define significant areas of responsibility for the City Manager. In each section, examples of performance and responsibilities are articulated to better explain each subject heading. Please rate the Manager's performance based on the following categories:

0	Unsatisfactory: Fails to meet all expectations	Performance is well below expectations in all areas of responsibility. Serious performance deficiencies that prohibit adequate performance in the position. Should be evaluated for termination of contract.
1	Poor: Fails to meet most expectations	Performance is well below expectations in most areas of responsibility. Serious performance deficiencies that inhibit adequate performance in the position. Should be evaluated for termination of contract.
2	Fair: Meets most expectations	Often fails to meet performance expectations of the position. Performance is generally adequate but is deficient in one or more key areas and will require improvement.
3	Good: Meets expectations	Meets all expectations of the position and is competent in the performance of responsibilities.
4	Very Good: Meets all expectations	Occasionally exceeds performance expectations of the position. Performs the most difficult parts of the job competently and thoroughly. Contributes significant results on their own initiative. Works with a high level of independence, initiative and concern for the quality of the service produced by the organization.
5	Excellent: Exceeds all expectations	Overall skills and abilities greatly exceed the expectations of the position. Demonstrates strong expertise within key areas of responsibilities. Occasionally receives outstanding results beyond scope of the performance plan in some key areas of responsibility over entire performance period.
6	Outstanding: Far Exceeds all expectations	Overall skills and abilities far exceed all expectations of the position. Demonstrates strong expertise within key areas of responsibilities. Delivers consistently outstanding results beyond scope of the performance plan over entire period. Anticipates needs and executes plans flawlessly.

3. **Financial Management:** Property prepares and manages the budget. Demonstrates financial responsibility in the use of City funds.
1. **Management of the Organization:** Effectively runs the operations of the organization. Creates a collaborative, team building, environment for contract staff. Recognizes the accomplishments of contract staff and other agencies working on behalf of the City. Supports professional growth and opportunity within the organization. Accepts full accountability for staff and the outcome of City projects or decisions. Identifies organizational problems and takes remedial action.

____ 6-Outstanding ____ 5-Excellent ____ 4-Very Good ____ 3-Good ____ 2-Fair
____ 1-Poor ____ 0-Unsatisfactory

Comments:

4. **Relationships:** Works with Council Members, staff, and the community to address issues and concerns raised by Council Members.
2. **Execution of Policy:** Understands and complies with policies and procedures governing the City. Implements City policy fairly and consistently based upon Council decisions, goals, and applicable laws and regulations. Works towards accomplishing identified Council goals. Presents matters in a factual, analytical way. Coordinates Council policy decisions to staff, departments, other organizations, and the community.

____ 6-Outstanding ____ 5-Excellent ____ 4-Very Good ____ 3-Good ____ 2-Fair
____ 1-Poor ____ 0-Unsatisfactory

Comments:

3. **Financial Management:** Properly prepares and manages the budget. Demonstrates ingenuity in approaching budgetary matters including long range revenues and expenditures for the organization.

___ 6-Outstanding ___ 5-Excellent ___ 4-Very Good ___ 3-Good ___ 2-Fair
___ 1-Poor ___ 0-Unsatisfactory

Comments:

4. **Relationship with Council:** Provides regular updates to the Council keeping them informed about current and critical issues. Makes effort to be accessible to Council Members. Handles issues brought by the Council in a consistent and timely manner. Maintains an honest approach to new ideas, issues, and complaints raised by Council Members.

___ 6-Outstanding ___ 5-Excellent ___ 4-Very Good ___ 3-Good ___ 2-Fair
1-Poor ___ 0-Unsatisfactory

Comments:

5. **Community Relationships:** Makes an effort to understand general community issues and concerns. Remains involved and active in the community, represents the City well and in a professional and positive manner. Works proactively with the media and press. Works effectively with community organizations and other agencies. Educates the community on the City goals and services

6-Outstanding 5-Excellent 4-Very Good 3-Good 2-Fair 1-Poor 0-Unsatisfactory

6-Outstanding 5-Excellent 4-Very Good 3-Good 2-Fair 1-Poor 0-Unsatisfactory

6-Outstanding 5-Excellent 4-Very Good 3-Good 2-Fair 1-Poor 0-Unsatisfactory

Comments:

6. **Communication:** Insures that Council Members receive important information in a timely and effective manner. Presents the Council and community with clear and accurate written reports and correspondence. Responds to correspondence, requests, and complaints quickly and appropriately. Facilitates open two-way communication and encourages mutual honesty and respect with the community, Council, and contract staff.

6-Outstanding 5-Excellent 4-Very Good 3-Good 2-Fair 1-Poor 0-Unsatisfactory

6-Outstanding 5-Excellent 4-Very Good 3-Good 2-Fair 1-Poor 0-Unsatisfactory

6-Outstanding 5-Excellent 4-Very Good 3-Good 2-Fair 1-Poor 0-Unsatisfactory

Comments:

7. **Leadership:** Provides the Council and the organization with real solutions and creative alternatives to issues and problems. Anticipates and responds to issues. Assures that Council decisions are thought out, objective, and consistent with past practices, and are legal and ethical. Makes use of sound administrative practices. Leads the organization through effective management of people and tasks.

___ 6-Outstanding ___ 5-Excellent ___ 4-Very Good ___ 3-Good ___ 2-Fair
___ 1-Poor ___ 0-Unsatisfactory

Comments:

8. **Professionalism:** Deals effectively and appropriately with the public and other organizations. Devotes time and energy to the job. Demonstrates high ethical standards in the organization. Works to keep "politics", and personal perspectives out of the decision-making process. Stays active in professional organizations and regional issues.

___ 6-Outstanding ___ 5-Excellent ___ 4-Very Good ___ 3-Good ___ 2-Fair
___ 1-Poor ___ 0-Unsatisfactory

Comments:

City Manager Comments:

6. Communication:

Implementing "Coffee with the Manager" was a great way to engage community, council and staff however feedback from some community members leads me to feel they do not receive adequate information from the CM. Relating to council, it is my recommendation for the CM to increase and or implement monthly meetings with council members. Improve written correspondence, engage more in community locally, i.e. communicating with local managers, county legal aides, state/legislative aides and organizations. Doing this will improve community relationships, county-wide relationships and council/staff relationships.

7. Leadership:

While I do believe the CM has progressed there is still much improvement that can be made. Over the course of the 4 years that I have had in working with Mr. Cassell there have been several missed opportunities of leadership style and techniques. For example, budgetary needs as it relates to property taxes paid by constituents. Meeting effective deadlines have also been an issue within the past years, as of late the CM has made improvements but as stated earlier there is room for growth in this area.

Achievements:

Working to make Westlake an innovative, inclusive and safer city for residents, businesses and visitors.

- Comprehensive plan and strategy to address community policing.
- Focused efforts to work willingly with council to communicate COVID-19 response efforts. While you did not hold briefings, CM did send daily updates released from the state and county.
- Improved communication skills over the past 3 months.
- Created opportunities for minority-owned and operated business enterprise.
- Implemented a performance management tool for council to effectively measure staff performance and quality.

Objectives:

- Continue to work to increase General Fund Reserves
- Improving planning and building permit approvals

- Recruiting new existing businesses; creating/implementing jobs/departments
- Increasing community involvement to use new technologies and traditional strategies as it relates to effective communication
- Working to meet deadlines in a timelier manner.
- Ensure staff is trained on equity, diversity and inclusion in on-going effort
- Development/implementation of city hall and facility maintenance plans