

**SECTION I: ASSISTING COUNCIL WITH ITS POLICY-MAKING ROLE**

	Poor	Needs Improvement	Meets Expectations	Exceeds Expectations	Excels
<b>A. Providing Information</b>					
The City Manager provides information which is:					
Detailed and reliable					
Explained in a thorough manner					
Information provided includes alternatives for consideration					
Based upon information available, makes recommendations					
Timely					
Helpful in preventing trivial administrative matters from being reviewed by the Council					
Helpful and adequate to assist City Council in making sound decisions					
The City Manager:					
Provides members of City Council with the opportunity to set long-term organizational goals and to establish the future direction of City policy					
Keeps City Council informed, in a timely manner, of the things Council should be aware of, wants to know , and needs to know					
Keeps City Council well informed with concise written and oral communications					
Informs the City Council of administrative developments					
Follows up in a timely manner on City Council requests for information or action					
<b>B. Providing Advice</b>					
The City Manager:					
Has adequate knowledge of municipal affairs, including the City's laws and ordinances					
Considers alternatives before making recommendations					
Plans ahead, anticipates needs and recognizes potential problems					
Has a good sense of timing in bringing issues to the Council for action					

**Comments on Section I:**

--

**SECTION II: INTERNAL ADMINISTRATION**

	Poor	Needs Improvement	Meets Expectations	Exceeds Expectations	Excels
<b>A. Implementation of Council Policies</b>					
The City Manager is effective in the following areas:					
Carrying out Council directives					
Assigning work so that it is performed efficiently and effectively					
Paying sufficient attention to detail to avoid error or things “slipping through the cracks”					
Analyzing problems or issues and identify causes, reasons, and implications					
Accurately interpreting the direction given by Council					
Carrying out the directives of Council as a whole rather than those of any one Council member, but recognizes the concerns of the minority					
Supporting the actions of the City Council after a decision is made					
Assuming responsibility for staff performance					
Providing members of City Council with periodic status reports on projects or tasks which may overlap months or years in implementation					
Insuring that the management staff maintains normal service delivery operations as well as the flexibility to manage emergency situations					

<b>B. Financial Management</b>					
Are you satisfied with the City Manager’s:					
Approach to budget preparation and review					
Use of standard financial management procedures to meet Council’s policy guidelines					

		Poor	Needs Improvement	Meets Expectations	Exceeds Expectations	Excels
	Implementation of Council's policy regarding the expenditure of budgeted funds					
	Cost control through economical use of labor, materials and equipment					
	Information on the financial status of City government					
	Use of available funds and his ability to operate the City efficiently and effectively					
	Knowledge of financial matters					
	Information pertaining to long or short-term financing for capital projects or equipment purchases					
	Information on opportunities for federal and state grant funding					

<b>C. Personnel Management</b>						
The City Manager is:						
	Successful in guiding people as a team toward common objectives					
	Effective in selecting qualified and highly competent staff members					
	Effective in maintaining professional relationships with Department Directors					
	Effective in assuring that staff members make a positive impression on citizens					
The City Manager:						
	Insures that the City's personnel policies and practices are administered by City Department Directors and management staff in an equitable manner					
	Develops and motivates employees so that they are increasingly effective					
	Addresses disciplinary problems and takes action when warranted					
	Monitors performance of employees and initiates corrective action as needed					
<b>Comments on Section II:</b>						

### SECTION III: EXTERNAL RELATIONS

		Poor	Needs Improvement	Meets Expectations	Exceeds Expectations	Excels
<b>A. Citizen Relations</b>						
The City Manager:						
	Makes a positive impression on citizens and is respected in the City of Palm Coast					
	Has appropriate visibility or identity in the community					
	Assists the Council in resolving problems at the administrative level to avoid unnecessary Council action					
	Is skillful with the news media, avoiding political positions and partisanship					
	Provides information to the public in a timely fashion on matters which will cause public reaction					
	Represents Council positions and policies accurately and effectively					
	Thinks and acts in a manner reflecting an attitude that client (Council, staff or citizens) perceptions and satisfactions are important					
	Responds completely and in a timely manner to citizen complaints					

<b>B. Intergovernmental Relations</b>						
The City Manager:						
	Effective representing the City's interests in dealing with other agencies					
	Participative in enough intergovernmental activity to have an impact on behalf of the City					
	Cooperative with the county, state and federal governments					

**Comments on Section III:**

## SECTION IV: PERSONAL ACCOMPLISHMENTS

		Poor	Needs Improvement	Meets Expectations	Exceeds Expectations	Excels
<b>A. Communications</b>						
With regard to communications, the City Manager is:						
	Easy to talk to and a good listener					
	Thoughtful, clear and to the point					
	Sensitive to the concerns of others					
	Candid and forthright in discussing City business matters with members of City Council					

<b>B. Management Style</b>						
The City Manager						
	Demonstrates interest and enthusiasm in performing his duties					
	Commands respect and good performance from staff					
	Shows initiative and creativity in dealing with issues, problems and unusual situations					
	Is open to new ideas and suggestions for change					
	Works well under pressure					
	Consistently puts aside personal views and implements Council policy and direction					
	Displays the ability to resolve the numerous conflicts inherent in municipal government					
	Responds well to a changing world and local conditions; is adaptive					
	Is accessible to City Council members					
	Conforms to the high standards of the profession; follows the "ICMA Code of Ethics"					
	Exhibits a commitment to continuing education in order to encourage his professional development					
	Is receptive to constructive criticism and advice					

		Poor	Needs Improvement	Meets Expectations	Exceeds Expectations	Excels
<b>C. Job Effectiveness</b>						
The City Manager:						
	Demonstrates interest and enthusiasm about the Council's Vision for the City					
	Gives his staff the tools necessary to provide efficient, responsive City services					
	Coordinates the implementation of City goals and objectives					
	Creates a positive atmosphere for successful economic development in the City					
	Supports responsible infrastructure expansion and maintenance					
	Emphasizes the need for employee training and technological improvements					
<b>Comments on Section IV:</b>						

**SECTION V: NARRATIVE RESPONSES**

- What were the Manager’s most notable accomplishments during the past year(s)?

- Which of the Manager’s qualities were most instrumental in fulfilling the role of City Manager this past year(s)?

- What does the Manager do that you would like him to continue?

- Is there anything that the Manager does that you would like him to do differently?

- Do you have any other general comments to share with the City Manager?

\_\_\_\_\_  
Rater’s Signature

\_\_\_\_\_  
Date