

City of Des Moines

2022 City Manager Performance Review

Name of Official Completing the Review: Matt Mahoney

Overview:

You are being provided with this form and are asked to complete it according to your honest evaluation of the City Manager's performance.

At the core, effective performance reviews are primarily about meaningful communication. It is essential that the Mayor and Council communicate clearly and unambiguously regarding areas of performance which are functioning well, and areas where performance improvement is possible. But it is also critical for the team to acknowledge the difficult situation a manager is in when the Mayor and Council have differing views on what they expect of the manager.

This evaluation form is designed to accomplish both of those objectives, and then to serve as a foundation for meaningful, honest and open communication as a team.

(Unacceptable) (Poor) (Acceptable) (Good) (Excellent)

Instructions for Completing the Form:

1. Each Councilmember should answer each of the following items as honestly and objectively as possible, remembering that the role of the city manager is to follow the direction of the entire council, not that of individual council members.
2. Put your name on the review form since this process is designed to communicate each of the Council members varying Council desires and expectations to assist in achieving the above mentioned goals.
3. Please **HIGHLIGHT** in yellow the descriptor which you believe best describes the city manager's performance on that particular characteristic.
 - a. On any item you score as "Poor" or "Unacceptable", please provide specific comments regarding why you have scored that item the way you have. If you cannot describe why you believe improvement is needed and how, then you cannot reasonably expect improvement to occur.
 - b. The rating system will be as follows in a point determination:

Unacceptable – 0 pt

Poor – 1 pt

Acceptable – 2 pts

Good – 3 pts
Excellent – 4 pts.

All Councilmembers scores will be added to a summary sheet and averaged for an overall score.

4. For the section on **New Objectives**, please list any new objectives you would like for the Council to consider establishing for the City Manager. Please remember that individual council members cannot establish objectives for the City Manager, only the City Council as a body can do so.
5. For the section on **Other Weaknesses** please provide specific details on particular areas in which you would like to see improvement.
 - a. On any item you list as “Other Weaknesses”, please provide specific comments regarding why you have listed that item and the specific changes you would like to see. If you cannot describe why you believe improvement is needed and how, then you cannot reasonably expect improvement to occur.
6. For the section on **Other Strengths** please provide insight into any areas in which you feel the City Manager has demonstrated strength that is not otherwise discussed on this form.
7. Once you have completed the form, please email it back to the City Attorney.
8. The City Attorney will provide all completed evaluation forms to the Mayor who will prepare a spreadsheet summarizing the Council’s ratings. Each Council Member and the City Manager will all receive a copy of the final forms to facilitate and guide the performance review discussion.
9. If you do not have a response for a specific area, you may simply type “N/A” in the answer. Any items not rated will not be factored in on the overall scoring system.

LEADERSHIP AND MANAGEMENT

PLANNING and ORGANIZING - Ability to anticipate and analyze problems; maps effective solutions and arrange work efficiently and apply resources.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

SUPERVISION and DELEGATION - Builds and motivates a team, provides direction, develops and builds skills, monitors and adjusts performance as necessary.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

FORGES COMPROMISES - Has the ability to resolve the numerous conflicts inherent in municipal government; is a good negotiator.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

HIRING - Recognizes the value of excellent employees and uses all reasonable efforts to insure the best available individuals are recruited and hired.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

LEADERSHIP - Guides effectively.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

ETHICAL - Conforms to the high standards of the profession; if a member of ICMA, knows, follows and promotes the "ICMA Code of Ethics."

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

OPERATIONAL EFFICIENCY - Obtains the best possible end result for the money spent.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

COMPLETION OF PRIOR OBJECTIVES - Considering the resources available, how well CM implemented prior objectives.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

RISK MANAGEMENT - Implements effective programs to limit liability and loss.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

JOB KNOWLEDGE - Has a solid understanding of all phases of municipal government.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

Comments: Michael led our city during another difficult year and despite these major obstacles (COVID, resignation of a councilmember, key retirements, and a councilmember operating outside their authority), successfully pressed forward. Michael continued to exercise strong fiscal management. Michael continued to hire and promote from within key leadership positions because succession strategy and hiring by he and his key staff created high quality staff ready to step in and continue the business of the city with no gaps. Michael was innovative in actions such as the Passenger Ferry, uses for ARPA monies, adjusting key efforts within the city. Michael continues to keep strong ties with the state, county, and professional world to maximize opportunities for the benefit of the city. Michaels holistic understanding of city operations and how various pieces fit into the whole is nothing short of extraordinary.

BUDGET AND FINANCIAL MANAGEMENT

FINANCIAL MANAGEMENT - Accurately and concisely reports and projects the financial condition; management practices and policies are designed to maintain (or achieve) a sound, long range financial condition - uses debt cautiously, plans for long term replacement and maintenance of equipment and infrastructure.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

ANALYTICAL - In making decisions, considers the best available facts, projections and scientific evidence. To the extent that resources permit, ensures these tools are available.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

Comments: Michael and his financial team have been the model of financial management, budgeting, and sound fiscal practice. Michael never stops working on behalf of the city, numerous times I have received calls where he has been researching and analyzing the various issues and has suggested action plans. He has come up with creative ways to address various situations, understands the budget and the myriad of accounts the city has, what they can be used for and how that can fit into our overall goals to ensure our objectives are financed. Finding one time money to fund the ferry is one example. Another would be his proactive approach toward labor group negotiations which prevented costly arbitration with both sides getting wins. Michael challenges his team to find OPM (Other Government Agency's Money and Private Funding) and does so well, this has brought in tens of millions of dollars to city projects during his tenure. Michael always ensures one our primary goals is always in forefront, a sustainable budget. The benefit of his execution of this plan is a solid bond rating and the opportunity to get projects done. His money management has afforded our city and its residents more opportunities than most people realize.

COMMUNICATION

COMMUNICATIONS WITH GOVERNING BODY - Accurately interprets the direction given by the governing body; keeps you well informed with concise oral and written communication.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

COMMUNICATIONS WITH THE PUBLIC - Is open and available to the public, takes their concerns and problems seriously, recognizes the public's right and need to be well informed; is visible in the community.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

CREDITS GOVERNING BODY - Credits municipal accomplishments to the policy makers; does not feel a personal ego.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

ACCEPTS DIRECTION - Aggressively responds to the direction of the majority of the governing body. Not sidetracked by the minority but recognizes their concerns.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

SENSITIVITY - Listens and understands the positions and circumstances of others; communicates that understanding.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

HONEST, FAIR - Consistently open and straightforward.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

Comments: As Mayor, my communication with Michael is excellent. We speak civilly and agree on most items but can disagree and leave our discussions with mutual respect. We are open and honest in our communication. However, building relationships with 7 individuals is a challenge! Michael does well to keep his staff and council in the loop but knows when caution is needed to ensure confidentiality. However, we have councilmembers who may claim otherwise but in my opinion their animosity, ignorance, false narratives, and inability to develop constructive relationships are often the problem. Regardless, Michael continues to press forward for productive operations for our city. Michael is pointed in his communication, and I like that about him. I have found Michael to be open to ideas and points of view if they are civil and fact based.

SKILL LEVEL AND ABILITY

PROFESSIONAL DEVELOPMENT - Takes action to acquire new knowledge and skills.

Encourages employees to do the same.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

CREATIVITY - Ability to reach for effective, and when necessary, inventive solutions.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

ADAPTABLE - Responds positively to a changing world and changing local conditions; does not cling to the status quo for its own sake.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

RESILIENT - Energy and motivation maintained in spite of constant demands; handles stress well.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

HUMOR - Maintains and shares an appropriate sense of humor to lighten the load.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

SUCCESSFUL - In spite of limited resources, makes it happen.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

Comments: Michael continues to stretch himself and challenge his team. I know he continues to work with consultants to be a better leader and provide solid direction. He is open to hearing better ways to do things if they make sense. Michael and his key leaders are some of the most creative people I have met in the municipal realm. Michael's 2022 list of accomplishments demonstrate examples of such actions. The past two and half years dealing with COVID is enough to show Michael's strong traits for adaptability. Michael's ability to address change and confront roadblocks head on have been demonstrated on multiple

occasions. He and his team always seem to figure out how to make things work. Michael continually presses on in a very difficult environment, succeeds in his effort and finds ways to find humor and energy in all of it.

NEW OBJECTIVES

List any new priorities you would like the City Council to establish for the City Manager.

In addition to Marina Development, Public Safety, and Infrastructure already in place.

Downtown – Marina District creative incentives to push forward development

Champion Public Safety measures in cross jurisdictional agreements.

Pursue commercial opportunities in Business Park and Pac Highway

World War 1 Triangle on North end of town completed

Explore Community Center/City Hall relocation possibilities

Timeline Development for our city to communicate vision to residents

Marina Development Public Interface Strategy

Communication Analysis and Recommend Actions

OTHER WEAKNESSES

List any other areas in need of improvement.

OTHER STRENGTHS

List other strengths which you feel are notable.

City of Des Moines

2022 City Manager Performance Review

Name of Official Completing the Review: JC Harris _____

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(Unacceptable) (Poor) (Acceptable) (Good) (Excellent)

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Poor – 1 pt

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Good – 3 pts
Excellent – 4 pts.

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LEADERSHIP AND MANAGEMENT

PLANNING and ORGANIZING - Ability to anticipate and analyze problems; maps effective solutions and arrange work efficiently and apply resources.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

The September 27 Community Meeting was a travesty.

SUPERVISION and DELEGATION - Builds and motivates a team, provides direction, develops and builds skills, monitors and adjusts performance as necessary.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

N/A.

FORGES COMPROMISES - Has the ability to resolve the numerous conflicts inherent in municipal government; is a good negotiator.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

His obvious stonewalling and rude behavior speaks for itself. It extends beyond a lack of cooperation to actively working against good ideas based on personal animus.

HIRING - Recognizes the value of excellent employees and uses all reasonable efforts to insure the best available individuals are recruited and hired.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

I could have put 'N/A', but I have noted a pattern of 'recruiting from within' now coupled with the use of long-term ex-employees as contractors that is concerning. It is the City Manager's choice to have his choice of people, but IMO the organization would benefit from an infusion of DNA from the wider world.

LEADERSHIP - Guides effectively.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

I could have said 'N/A' because I have no idea. But the fact that I am intentionally blocked access to staff even to gain some insight as to how they feel about their work is not a confidence builder. The CEO should allow access to staff for that reason alone.

ETHICAL - Conforms to the high standards of the profession; if a member of ICMA, knows, follows and promotes the "ICMA Code of Ethics."

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

OPERATIONAL EFFICIENCY - Obtains the best possible end result for the money spent.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

Apart from the questionable merits of the Ferry project, the lack of transparency and the outright exaggerations have been so striking that it now causes me to call into question almost every project we're engaged in.

COMPLETION OF PRIOR OBJECTIVES - Considering the resources available, how well CM implemented prior objectives.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

I've lost track of the number of items the Council has voted for, but which never seem to get executed on. And when one asks when an item will be scheduled, one is met with defensiveness and outright hostility.

RISK MANAGEMENT - Implements effective programs to limit liability and loss.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

JOB KNOWLEDGE - Has a solid understanding of all phases of municipal government.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

Comments:

BUDGET AND FINANCIAL MANAGEMENT

FINANCIAL MANAGEMENT - Accurately and concisely reports and projects the financial condition; management practices and policies are designed to maintain (or achieve) a sound, long range financial condition - uses debt cautiously, plans for long term replacement and maintenance of equipment and infrastructure.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

Like so many of these questions, I have a somewhat schizophrenic reaction. Do the debits and credits line up? Do we pass State Audits? Is the Reserve account at the recommended level? Sure. But is the Council receiving truly useful information so that the Council can make decisions? Not at all.

We're now several years into the "Marina Redevelopment" project and I have still seen no master budget plan for dock/hoist replacement. All the energy seems to be going towards 'the fun part'; hotels, steps, ferries... while pushing off the boring/painful stuff to the future.

ANALYTICAL - In making decisions, considers the best available facts, projections and scientific evidence. To the extent that resources permit, ensures these tools are available.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

Airport. Ferry. Hotel. DMCBP. SR-509. I have seen very little data-driven decision making.

COMMUNICATION

COMMUNICATIONS WITH GOVERNING BODY - Accurately interprets the direction given by the governing body; keeps you well informed with concise oral and written communication.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

The obvious preferential treatment of some CMs vs. the openly hostile and rude treatment of others is shameful. And the lack of professional cooperation is unlike anything I've experienced in my career.

COMMUNICATIONS WITH THE PUBLIC - Is open and available to the public, takes their concerns and problems seriously, recognizes the public's right and need to be well informed; is visible in the community.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

September 27, 2022 was not the first time. It's a pattern.

CREDITS GOVERNING BODY - Credits municipal accomplishments to the policy makers; does not feel a personal ego.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

This may be an unfair rating. It would be fairer to say that the Council inappropriately gives the City Manager credit for 'saving the city', which is inappropriate. No board should lavish that kind of praise on a CEO—and no CEO should encourage that kind of dynamic.

ACCEPTS DIRECTION - Aggressively responds to the direction of the majority of the governing body. Not sidetracked by the minority but recognizes their concerns.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

Does not recognize minority concerns. And regardless of the will of the Council, generally does what he wants to do.

SENSITIVITY - Listens and understands the positions and circumstances of others; communicates that understanding.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

HONEST, FAIR - Consistently open and straightforward.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

We're the only City in the area where the City Manager does not provide some form of regular activity report. It goes beyond defensiveness... the contempt when asked for even basic information is unethical.

SKILL LEVEL AND ABILITY

PROFESSIONAL DEVELOPMENT - Takes action to acquire new knowledge and skills. Encourages employees to do the same.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

CREATIVITY - Ability to reach for effective, and when necessary, inventive solutions.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

ADAPTABLE - Responds positively to a changing world and changing local conditions; does not cling to the status quo for its own sake.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

RESILIENT - Energy and motivation maintained in spite of constant demands; handles stress well.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

N/A.... not a clue.

HUMOR - Maintains and shares an appropriate sense of humor to lighten the load.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

SUCCESSFUL - In spite of limited resources, makes it happen.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

Comments:

NEW OBJECTIVES

List any new priorities you would like the City Council to establish for the City Manager.

I say basically the same things every year.

- I'd like the City Manager to disconnect from Economic Development and Airport issues and hire specialists in both those areas.
- Our Economic Development is currently actually *land use*, which is a very different thing. We should develop a Business Development department which recruits new businesses and supports and markets existing businesses. We currently outsource this to Destination Des Moines and SSCOC and this is inefficient and ineffective at creating a cohesive plan. We should avail ourselves of the Port's grant opportunities to develop a digital marketing effort.
- The City should develop an airport strategy based on the Sea-Tac Communities Plan of 1976. The plan was sound, unfortunately, the only area of the original Highline Community Plan that implemented any of it was what became the City of SeaTac.

SeaTacNoise.Info can provide background materials. But we must aggressively develop both environmental relief *and* revenue sharing and move *away* from responses based on the SAMP or StART or any other Port structure.

- The City should implement a Finance Committee and a Marina Committee. Implementing a new digital presence will not be a 'one and done' and the Committee process will help make for a much better results. As we move forward with Marina and Downtown redevelopment, a committee is the right forum for all stakeholders to participate, not just the DMMA, or one-off 'community meetings'.
- I'd like to see the City commit to a true long term capital improvement plan. That one-time money fund should be sacred. We should commit to building a community center and developing a plan to finance the docks.
- I'd like to see the City start working towards financing more police officers via a tax levy. My sense is that the public would be fine with it so long as they are reassured that the fund will only go for that purpose.
- And wrt meetings and admin communication:
 - All presentations should be available to the Council ahead of meetings.
 - A Councilmember Information Request system should be implemented, which guarantees research time for
 - All CMs should be guaranteed face time with department heads (solely for the purpose of inquiry_

OTHER WEAKNESSES

Nothing you haven't heard before.

OTHER STRENGTHS

Mr. Matthias is a person of talent and, when he chooses, great humour.

I want to conclude by saying, as usual, that the Council bears much of the responsibility for needing to review the City Manager so harshly. The majority has enabled so much bad behavior. One can only wonder how much farther our City could go with someone of his considerable gifts operating with the guidance of a much more ethical City Council.

City of Des Moines

2022 City Manager Performance Review

Name of Official Completing the Review: Traci Buxton

Overview:

You are being provided with this form and are asked to complete it according to your honest evaluation of the City Manager's performance.

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Good – 3 pts
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LEADERSHIP AND MANAGEMENT

PLANNING and ORGANIZING - Ability to anticipate and analyze problems; maps effective solutions and arrange work efficiently and apply resources.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

Vision person, applies resources well for details

SUPERVISION and DELEGATION - Builds and motivates a team, provides direction, develops and builds skills, monitors and adjusts performance as necessary.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

Directors

FORGES COMPROMISES - Has the ability to resolve the numerous conflicts inherent in municipal government; is a good negotiator.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

Port, Council, Labor

HIRING - Recognizes the value of excellent employees and uses all reasonable efforts to insure the best available individuals are recruited and hired.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

Staff acquisition, retention, succession

LEADERSHIP - Guides effectively.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

Staff connection

ETHICAL - Conforms to the high standards of the profession; if a member of ICMA, knows, follows and promotes the "ICMA Code of Ethics."

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

OPERATIONAL EFFICIENCY - Obtains the best possible end result for the money spent.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

Grants

COMPLETION OF PRIOR OBJECTIVES - Considering the resources available, how well CM implemented prior objectives.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

This item either needs to be eliminated from the evaluation, or the Council needs to agree on a set of objectives for the CM

RISK MANAGEMENT - Implements effective programs to limit liability and loss.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

EOC – covid-related = fantastic

JOB KNOWLEDGE - Has a solid understanding of all phases of municipal government.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

Comments:

Ethical: My response has to do with communication, correction, frustration, and rebuff. The CMs personal responses in this area are similar to most my colleagues, and ethically above that of a couple. Please take into consideration that most strong leaders interact assertively/aggressively beyond my comfort level.

Prior Objectives: This item needs to have follow up by Council in order to be a valid assessment item.

Operational Efficiency: My comments are at the end under "Additional Strengths" so that this incredible information does not get buried in the middle.

BUDGET AND FINANCIAL MANAGEMENT

FINANCIAL MANAGEMENT - Accurately and concisely reports and projects the financial condition; management practices and policies are designed to maintain (or achieve) a sound, long range financial condition - uses debt cautiously, plans for long term replacement and maintenance of equipment and infrastructure.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

ANALYTICAL - In making decisions, considers the best available facts, projections and scientific evidence. To the extent that resources permit, ensures these tools are available.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

Comments:

Has authorized movement forward on several fronts in Finance and followed through with budget to support.

COMMUNICATION

COMMUNICATIONS WITH GOVERNING BODY - Accurately interprets the direction given by the governing body; keeps you well informed with concise oral and written communication.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

Recommend clarification

COMMUNICATIONS WITH THE PUBLIC - Is open and available to the public, takes their concerns and problems seriously, recognizes the public's right and need to be well informed; is visible in the community.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

I feel this general expectation needs amendment. He does not need to be visible or directly available to the public, he does need to take concerns seriously and respond to public's right and need to be well-informed.

CREDITS GOVERNING BODY - Credits municipal accomplishments to the policy makers; does not feel a personal ego.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

Goes beyond at times and gives credit where he should actually receive it.

ACCEPTS DIRECTION - Aggressively responds to the direction of the majority of the governing body. Not sidetracked by the minority but recognizes their concerns.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

SENSITIVITY - Listens and understands the positions and circumstances of others; communicates that understanding.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

HONEST, FAIR - Consistently open and straightforward.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

Comments:

Communications with governing body:

I believe he does excellently with the Mayor and has provided pathways for good communication with the body. I don't believe it is reasonable to expect that he is personally available to each, individual councilmember for all questions/clarity. I have had a few challenges, but they have been resolved to my satisfaction. However, Recommend discussion about this expectation and possible revision.

Sensitivity:

Sometimes the understanding is less than my comfort level, but I say every year that an excellent rating in this category is not necessarily the most productive quality in a leader.

Direction:

I have served regionally on numerous boards and committees and with dozens of electeds. I have yet to see electeds be the prime source of direction as to specifics. Staff bring issues, research, and options to tables in accordance with bylaws and overarching vision.

When it comes to specifics about how to accomplish vision or goals, again, staff is usually the driving force and can be perceived as resistant when they understand limitations of resource (financial or FTEs) or the boundaries of law (municipal or otherwise).

My answer reflects the City Mgr (and thus staff) response to overarching vision and direction. I do not think he responds *aggressively* if he is not in agreement or does not think it is wise.

Recommend: "Responds *well* to the direction . . ." "Aggressively" is too . . . aggressive.

SKILL LEVEL AND ABILITY

PROFESSIONAL DEVELOPMENT - Takes action to acquire new knowledge and skills. Encourages employees to do the same.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

CREATIVITY - Ability to reach for effective, and when necessary, inventive solutions.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

ADAPTABLE - Responds positively to a changing world and changing local conditions; does not cling to the status quo for its own sake.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

RESILIENT - Energy and motivation maintained in spite of constant demands; handles stress well.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

HUMOR - Maintains and shares an appropriate sense of humor to lighten the load.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

SUCCESSFUL - In spite of limited resources, makes it happen.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

Comments:

Humor: Incredible wit, quick on his feet, I always laugh, sometimes less appropriate than my comfort level

NEW OBJECTIVES

List any new priorities you would like the City Council to establish for the City Manager.

I believe this item needs to be revised if it is going to be used as part of an evaluation for the City Manager. My opinion has no influence unless there is agreement.

Recommend:

- 1) This item be discussed in a future executive session as part of the evaluation process, or
- 2) this item be brought to the table during a study session for the purpose of creating a work plan for the CM

For the purpose of the current exercise, below are my recommended objectives from last year (green) and new, recommended objectives/comments in blue

- Marina, Van Gasken, Downtown (theater) continue moving forward
 - Van Gasken – so amazingly DONE!!
 - Marina keep moving, theater; keep moving – great!
- Clarify vision for sustainable community events
 - Recommend as a study session subject
- Focused business outreach (town hall, networking event, state of the city, or ?) to share information and gather information
 - At least ½ of this responsibility lies with the Mayor, Covid complications reduced ability in 2022, and I am hoping to see great strides here.
 - Town Hall with Q&A in diff neighborhoods – looking forward to State of the City
 - Business outreach – “What’s Up” = great!
- Urban canopy plan progress

- It is in place. We have the code, developers have the option and prefer to take this portion on themselves (so far) – better PR for them – consider done
- Explore the feasibility of new structure for pay ranges, steps, and increases, which could be implemented over time. Accomplish before budget season
 - Still would like to explore this and if it would make sense.
- Communication discussion. Need clarity for Councilmembers.

OTHER WEAKNESSES

List any other areas in need of improvement.

OTHER STRENGTHS

List other strengths which you feel are notable.

Outside of the list of obvious strengths; intelligent, articulate, quick on his feet, ability to build a deep, lasting, influential local and regional network, connections to people in (and tied to) government all over the US, ability to build a strong, internal, communicative team, and an impressive list of letters behind his name . . .

I was blown away by the leadership in organizational culture that has developed into an incredible resource generator – and that is an understatement. The grant resource produced by this Staff over the last 5 years exceeds \$28.6 *million* dollars – plus – earmarks of \$5 million.

I had to sit back and take that in for a few moments.

Add to this some of the same comments I made last year:

- Quick study of people and organizations, their strengths, weaknesses, and needs
- Professional opportunist; sees opportunity, understands where to save or sacrifice to obtain value (Midway, VanGasken, Maritime, SCORE, zoning, etc.)
- Not afraid to take a risk for potential value, and leans on experts for advice
- Personal investment in the sustainable success and thriving of Des Moines

End Note:

We have found an exceptional human being to serve our Staff and community. He is an intelligent and strong leader who recognizes when and how to strategize in order to create and preserve resources and relationships; a human being who has given his career time and spare time – 7 days a week - to pour into this community and keep it moving toward safety, success, and vibrancy.

Thank you, Michael.

City of Des Moines

2022 City Manager Performance Review

Name of Official Completing the Review: Councilmember Gene
Achziger

Overview:

You are being provided with this form and are asked to complete it according to your honest evaluation of the City Manager's performance.

At the core, effective performance reviews are primarily about meaningful communication. It is essential that the Mayor and Council communicate clearly and unambiguously regarding areas of performance which are functioning well, and areas where performance improvement is possible. But it is also critical for the team to acknowledge the difficult situation a manager is in when the Mayor and Council have differing views on what they expect of the manager.

This evaluation form is designed to accomplish both of those objectives, and then to serve as a foundation for meaningful, honest and open communication as a team.

(Unacceptable) (Poor) (Acceptable) (Good) (Excellent)

Instructions for Completing the Form:

1. Each Councilmember should answer each of the following items as honestly and objectively as possible, remembering that the role of the city manager is to follow the direction of the entire council, not that of individual council members.
2. Put your name on the review form since this process is designed to communicate each of the Council members varying Council desires and expectations to assist in achieving the above mentioned goals.
3. Please **HIGHLIGHT** in yellow the descriptor which you believe best describes the city manager's performance on that particular characteristic.
 - a. On any item you score as "Poor" or "Unacceptable", please provide specific comments regarding why you have scored that item the way you have. If you cannot describe why you believe improvement is needed and how, then you cannot reasonably expect improvement to occur.
 - b. The rating system will be as follows in a point determination:

Unacceptable – 0 pt

Poor – 1 pt
Acceptable – 2 pts
Good – 3 pts
Excellent – 4 pts.

All Councilmembers scores will be added to a summary sheet and averaged for an overall score.

4. For the section on **New Objectives**, please list any new objectives you would like for the Council to consider establishing for the City Manager. Please remember that individual council members cannot establish objectives for the City Manager, only the City Council as a body can do so.
5. For the section on **Other Weaknesses** please provide specific details on particular areas in which you would like to see improvement.
 - a. On any item you list as “Other Weaknesses”, please provide specific comments regarding why you have listed that item and the specific changes you would like to see. If you cannot describe why you believe improvement is needed and how, then you cannot reasonably expect improvement to occur.
6. For the section on **Other Strengths** please provide insight into any areas in which you feel the City Manager has demonstrated strength that is not otherwise discussed on this form.
7. Once you have completed the form, please email it back to the City Attorney.
8. The City Attorney will provide all completed evaluation forms to the Mayor who will prepare a spreadsheet summarizing the Council’s ratings. Each Council Member and the City Manager will all receive a copy of the final forms to facilitate and guide the performance review discussion.
9. If you do not have a response for a specific area, you may simply type “N/A” in the answer. Any items not rated will not be factored in on the overall scoring system.

LEADERSHIP AND MANAGEMENT

PLANNING and ORGANIZING - Ability to anticipate and analyze problems; maps effective solutions and arrange work efficiently and apply resources.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

Obviously, for the council to conduct its role, members need to be informed of items on the agenda well in advance of the actual meeting. Although material is available in the meeting packets, considerable details are left to presentations in the meetings and councilmembers are then expected to vote on materials they have not had an opportunity to thoroughly review. This is one of the purposes of the so-called two-touch rule and the repeated suspension of the rule in order to vote on first reading hamstrings the council’s ability to raise questions and offer advice.

SUPERVISION and DELEGATION - Builds and motivates a team, provides direction, develops and builds skills, monitors and adjusts performance as necessary.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

N/A I have no way to judge this as the city manager seems intent on blocking councilmembers' right to inquiry by insisting that all questions of staff go through him.

FORGES COMPROMISES - Has the ability to resolve the numerous conflicts inherent in municipal government; is a good negotiator.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

In order to forge compromise, one must acknowledge that there is a conflict. City manager appears to go out of his way to ambush councilmembers with information and then force a decision without allowing individual members to ask appropriate questions.

HIRING - Recognizes the value of excellent employees and uses all reasonable efforts to insure the best available individuals are recruited and hired.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

LEADERSHIP - Guides effectively.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

Many in the community feel the city manager manipulates, rather than leads. It's a toxic mix. The lack of information on the consultant for the Marina pulling out is a prime example, as is the lack of transparency in

ETHICAL - Conforms to the high standards of the profession; if a member of ICMA, knows, follows and promotes the "ICMA Code of Ethics."

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

I see failures in several of the ICMA Code of Ethics tenets:

Tenet 4

Serve the best interests of the people.

Guidelines

Impacts of Decisions. Members should inform their governing body of the anticipated effects of a decision on people in their jurisdictions, especially if specific groups may be disproportionately harmed or helped.

Inclusion. To ensure that all the people within their jurisdiction have the ability to actively engage with their local government, members should strive to eliminate barriers to public involvement in decisions, programs, and services.

Tenet 5

Submit policy proposals to elected officials; provide them with facts, and technical and professional advice about policy options; and collaborate with them in setting goals for the community and organization.

Tenet 9

Keep the community informed on local government affairs; encourage communication between the citizens and all local government officers; emphasize friendly and courteous service to the public; and seek to improve the quality and image of public service.

The current uproar over changes in plans regarding redevelopment of the Marina is a prime example. Public involvement requests are routinely denied, and citizen advisory and involvement avenues have been curtailed for years (predating Covid).

Also, I have had numerous constituents ask about which citizen advisory positions are filled or open. It took repeated requests to get an answer, and then one citizen was dissuaded from applying.

OPERATIONAL EFFICIENCY - Obtains the best possible end result for the money spent.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

N/A Little idea of what the city manager is doing.

COMPLETION OF PRIOR OBJECTIVES - Considering the resources available, how well CM implemented prior objectives.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

N/A Difficult to ascertain because the city manager does not adequately keep the council or public informed about what he is working on. Neighboring administrators report to their

governing bodies and the public what work they are doing on a weekly, quarterly and annual basis. We haven't had city manager reports outside of verbal reports at council meetings since 2017.

RISK MANAGEMENT - Implements effective programs to limit liability and loss.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

N/A Difficult to ascertain because the city manager does not adequately keep the council or public informed about what he is working on.

JOB KNOWLEDGE - Has a solid understanding of all phases of municipal government.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

Unclear whether he doesn't understand or appreciate the need to involve the public in THEIR government. He seems to ignore that, by law, the hierarchy of the city goes: Public/City Council/City Manager and not City Manager/City Council/Public

Comments:

BUDGET AND FINANCIAL MANAGEMENT

FINANCIAL MANAGEMENT - Accurately and concisely reports and projects the financial condition; management practices and policies are designed to maintain (or achieve) a sound, long range financial condition - uses debt cautiously, plans for long term replacement and maintenance of equipment and infrastructure.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

City manager has touted his success in avoiding use of one-time monies for operational purposes, and yet, here we are for 2023, using one-times monies to operational purposes.

ANALYTICAL - In making decisions, considers the best available facts, projections and scientific evidence. To the extent that resources permit, ensures these tools are available.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

Comments: Too often deals in subjective rather than the objective. Praises the passenger ferry project as a success without defining what a success looks like or providing data to support his statements. This undermines his subjective assessments and erodes trust by the public.

COMMUNICATION

COMMUNICATIONS WITH GOVERNING BODY - Accurately interprets the direction given by the governing body; keeps you well informed with concise oral and written communication.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

Still awaiting any information on the council's top priority of nearly nine months ago of improving communications and specifically the website. Not only was it clear what the council's intentions were, but the City Manager offered and received direction from the council to proceed.

COMMUNICATIONS WITH THE PUBLIC - Is open and available to the public, takes their concerns and problems seriously, recognizes the public's right and need to be well informed; is visible in the community.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

Many in the community believe the city manager keeps both the council and the public in the dark until the last minute in order to wrangle his control over the outcome and subvert legitimate discussion. Transparency is performative.

CREDITS GOVERNING BODY - Credits municipal accomplishments to the policy makers; does not feel a personal ego.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

N/A

ACCEPTS DIRECTION - Aggressively responds to the direction of the majority of the governing body. Not sidetracked by the minority but recognizes their concerns.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

See previous comments

SENSITIVITY - Listens and understands the positions and circumstances of others; communicates that understanding.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

Doesn't seek meaningful input from others.

HONEST, FAIR - Consistently open and straightforward.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

Has a penchant for one-sided investigation of disputes and jumping to conclusions without hearing both sides. (Specifically recent incident involving my interaction with the finance director).

Comments:

SKILL LEVEL AND ABILITY

PROFESSIONAL DEVELOPMENT - Takes action to acquire new knowledge and skills. Encourages employees to do the same.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

CREATIVITY - Ability to reach for effective, and when necessary, inventive solutions.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

N/A

ADAPTABLE - Responds positively to a changing world and changing local conditions; does not cling to the status quo for its own sake.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

N/A

RESILIENT - Energy and motivation maintained in spite of constant demands; handles stress well.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

HUMOR - Maintains and shares an appropriate sense of humor to lighten the load.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

N/A

SUCCESSFUL - In spite of limited resources, makes it happen.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

N/A

Comments:

NEW OBJECTIVES

List any new priorities you would like the City Council to establish for the City Manager.

This is actually an old priority, but it need to be taken care of: Improve communications both with ALL councilmembers and with the public.

OTHER WEAKNESSES

List any other areas in need of improvement.

OTHER STRENGTHS

List other strengths which you feel are notable.

City of Des Moines

2022 City Manager Performance Review

Name of Official Completing the Review: Vic Pennington

Overview:

You are being provided with this form and are asked to complete it according to your honest evaluation of the City Manager's performance.

At the core, effective performance reviews are primarily about meaningful communication. It is essential that the Mayor and Council communicate clearly and unambiguously regarding areas of performance which are functioning well, and areas where performance improvement is possible. But it is also critical for the team to acknowledge the difficult situation a manager is in when the Mayor and Council have differing views on what they expect of the manager.

This evaluation form is designed to accomplish both of those objectives, and then to serve as a foundation for meaningful, honest and open communication as a team.

(Unacceptable) (Poor) (Acceptable) (Good) (Excellent)

Instructions for Completing the Form:

1. Each Councilmember should answer each of the following items as honestly and objectively as possible, remembering that the role of the city manager is to follow the direction of the entire council, not that of individual council members.
2. Put your name on the review form since this process is designed to communicate each of the Council members varying Council desires and expectations to assist in achieving the above mentioned goals.
3. Please **HIGHLIGHT** in yellow the descriptor which you believe best describes the city manager's performance on that particular characteristic.
 - a. On any item you score as "Poor" or "Unacceptable", please provide specific comments regarding why you have scored that item the way you have. If you cannot describe why you believe improvement is needed and how, then you cannot reasonably expect improvement to occur.
 - b. The rating system will be as follows in a point determination:

Unacceptable – 0 pt

Poor – 1 pt

Acceptable – 2 pts

Good – 3 pts
Excellent – 4 pts.

All Councilmembers scores will be added to a summary sheet and averaged for an overall score.

4. For the section on **New Objectives**, please list any new objectives you would like for the Council to consider establishing for the City Manager. Please remember that individual council members cannot establish objectives for the City Manager, only the City Council as a body can do so.
5. For the section on **Other Weaknesses** please provide specific details on particular areas in which you would like to see improvement.
 - a. On any item you list as "Other Weaknesses", please provide specific comments regarding why you have listed that item and the specific changes you would like to see. If you cannot describe why you believe improvement is needed and how, then you cannot reasonably expect improvement to occur.
6. For the section on **Other Strengths** please provide insight into any areas in which you feel the City Manager has demonstrated strength that is not otherwise discussed on this form.
7. Once you have completed the form, please email it back to the City Attorney.
8. The City Attorney will provide all completed evaluation forms to the Mayor who will prepare a spreadsheet summarizing the Council's ratings. Each Council Member and the City Manager will all receive a copy of the final forms to facilitate and guide the performance review discussion.
9. If you do not have a response for a specific area, you may simply type "N/A" in the answer. Any items not rated will not be factored in on the overall scoring system.

LEADERSHIP AND MANAGEMENT

PLANNING and ORGANIZING - Ability to anticipate and analyze problems; maps effective solutions and arrange work efficiently and apply resources.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

SUPERVISION and DELEGATION - Builds and motivates a team, provides direction, develops and builds skills, monitors and adjusts performance as necessary.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

FORGES COMPROMISES - Has the ability to resolve the numerous conflicts inherent in municipal government; is a good negotiator.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

HIRING - Recognizes the value of excellent employees and uses all reasonable efforts to insure the best available individuals are recruited and hired.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

LEADERSHIP - Guides effectively.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

ETHICAL - Conforms to the high standards of the profession; if a member of ICMA, knows, follows and promotes the "ICMA Code of Ethics."

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

OPERATIONAL EFFICIENCY - Obtains the best possible end result for the money spent.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

COMPLETION OF PRIOR OBJECTIVES - Considering the resources available, how well CM implemented prior objectives.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

RISK MANAGEMENT - Implements effective programs to limit liability and loss.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

JOB KNOWLEDGE - Has a solid understanding of all phases of municipal government.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

Comments:

BUDGET AND FINANCIAL MANAGEMENT

FINANCIAL MANAGEMENT - Accurately and concisely reports and projects the financial condition; management practices and policies are designed to maintain (or achieve) a sound, long range financial condition - uses debt cautiously, plans for long term replacement and maintenance of equipment and infrastructure.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

ANALYTICAL - In making decisions, considers the best available facts, projections and scientific evidence. To the extent that resources permit, ensures these tools are available.

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Comments:

COMMUNICATION

COMMUNICATIONS WITH GOVERNING BODY - Accurately interprets the direction given by the governing body; keeps you well informed with concise oral and written communication.
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COMMUNICATIONS WITH THE PUBLIC - Is open and available to the public, takes their concerns and problems seriously, recognizes the public's right and need to be well informed; is visible in the community.
(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

CREDITS GOVERNING BODY - Credits municipal accomplishments to the policy makers; does not feel a personal ego.
(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

ACCEPTS DIRECTION - Aggressively responds to the direction of the majority of the governing body. Not sidetracked by the minority but recognizes their concerns.
(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

SENSITIVITY - Listens and understands the positions and circumstances of others; communicates that understanding.
(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

HONEST, FAIR - Consistently open and straightforward.
(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

Comments:

SKILL LEVEL AND ABILITY

PROFESSIONAL DEVELOPMENT - Takes action to acquire new knowledge and skills. Encourages employees to do the same.
(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

CREATIVITY - Ability to reach for effective, and when necessary, inventive solutions.
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ADAPTABLE - Responds positively to a changing world and changing local conditions; does not cling to the status quo for its own sake.
(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

RESILIENT - Energy and motivation maintained in spite of constant demands; handles stress well.
(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

HUMOR - Maintains and shares an appropriate sense of humor to lighten the load.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

SUCCESSFUL - In spite of limited resources, makes it happen.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

Comments:

NEW OBJECTIVES

None at this time.

OTHER WEAKNESSES

The city manager's job is a highly demanding and stress fill job. I want the City Manager Matthias to take a little more time to disconnect and recharge.

OTHER STRENGTHS

I have found City Manager Matthias to exhibit a successful leadership style through his example of Extreme Ownership. City employees are empowered to take ownership of their projects and are supported and mentored when needed. City Manager Matthias's leadership has fostered a cultural shift in the city workforce, as evident during the recent budget retreat as employees shared their project's accomplishments with Passion, Pride, and Ownership. I am impressed by his staff's accomplishments and his leadership.

City Manager Matthias is the right leader for this city at this point in time.

City of Des Moines

2022 City Manager Performance Review

Name of Official Completing the Review: Jeremy Nutting

Overview:

You are being provided with this form and are asked to complete it according to your honest evaluation of the City Manager's performance.

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This evaluation form is designed to accomplish both of those objectives, and then to serve as a foundation for meaningful, honest and open communication as a team.

(Unacceptable) (Poor) (Acceptable) (Good) (Excellent)

Instructions for Completing the Form:

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6. For the section on **Other Strengths** please provide insight into any areas in which you feel the City Manager has demonstrated strength that is not otherwise discussed on this form.
7. Once you have completed the form, please email it back to the City Attorney.
8. The City Attorney will provide all completed evaluation forms to the Mayor who will prepare a spreadsheet summarizing the Council’s ratings. Each Council Member and the City Manager will all receive a copy of the final forms to facilitate and guide the performance review discussion.
9. If you do not have a response for a specific area, you may simply type “N/A” in the answer. Any items not rated will not be factored in on the overall scoring system.

LEADERSHIP AND MANAGEMENT

PLANNING and ORGANIZING - Ability to anticipate and analyze problems; maps effective solutions and arrange work efficiently and apply resources.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

SUPERVISION and DELEGATION - Builds and motivates a team, provides direction, develops and builds skills, monitors and adjusts performance as necessary.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

FORGES COMPROMISES - Has the ability to resolve the numerous conflicts inherent in municipal government; is a good negotiator.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

HIRING - Recognizes the value of excellent employees and uses all reasonable efforts to insure the best available individuals are recruited and hired.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

LEADERSHIP - Guides effectively.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

ETHICAL - Conforms to the high standards of the profession; if a member of ICMA, knows, follows and promotes the "ICMA Code of Ethics."

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

OPERATIONAL EFFICIENCY - Obtains the best possible end result for the money spent.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

COMPLETION OF PRIOR OBJECTIVES - Considering the resources available, how well CM implemented prior objectives.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

RISK MANAGEMENT - Implements effective programs to limit liability and loss.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

JOB KNOWLEDGE - Has a solid understanding of all phases of municipal government.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

Comments: We have a passionate and dedicated staff. I think Michael has done a great job finding staff that supports and promotes our City. He efficiently guides in his leadership and effectively implements programs and has a clear understanding of municipal government.

BUDGET AND FINANCIAL MANAGEMENT

FINANCIAL MANAGEMENT - Accurately and concisely reports and projects the financial condition; management practices and policies are designed to maintain (or achieve) a sound, long range financial condition - uses debt cautiously, plans for long term replacement and maintenance of equipment and infrastructure.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

ANALYTICAL - In making decisions, considers the best available facts, projections and scientific evidence. To the extent that resources permit, ensures these tools are available.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

Comments: Michael consistently produces in this area. Helping make solid projections and long term goals for the City.

COMMUNICATION

COMMUNICATIONS WITH GOVERNING BODY - Accurately interprets the direction given by the governing body; keeps you well informed with concise oral and written communication.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

COMMUNICATIONS WITH THE PUBLIC - Is open and available to the public, takes their concerns and problems seriously, recognizes the public's right and need to be well informed; is visible in the community.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

CREDITS GOVERNING BODY - Credits municipal accomplishments to the policy makers; does not feel a personal ego.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

ACCEPTS DIRECTION - Aggressively responds to the direction of the majority of the governing body. Not sidetracked by the minority but recognizes their concerns.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

SENSITIVITY - Listens and understands the positions and circumstances of others; communicates that understanding.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

HONEST, FAIR - Consistently open and straightforward.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

Comments: I think everyone is struggling with communicating with the public. Trying to figure out the best avenues to get information out is difficult in this era multi-medial information platforms. Michael always gives Council credit where credit is due.

SKILL LEVEL AND ABILITY

PROFESSIONAL DEVELOPMENT - Takes action to acquire new knowledge and skills. Encourages employees to do the same.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

CREATIVITY - Ability to reach for effective, and when necessary, inventive solutions.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

ADAPTABLE - Responds positively to a changing world and changing local conditions; does not cling to the status quo for its own sake.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

RESILIENT - Energy and motivation maintained in spite of constant demands; handles stress well.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

HUMOR - Maintains and shares an appropriate sense of humor to lighten the load.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

SUCCESSFUL - In spite of limited resources, makes it happen.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

Comments: Michael excels here. He has innovative ideas and is always striving to learn more.

NEW OBJECTIVES

List any new priorities you would like the City Council to establish for the City Manager.

OTHER WEAKNESSES

List any other areas in need of improvement.

OTHER STRENGTHS

List other strengths which you feel are notable.

City of Des Moines

2022 City Manager Performance Review

Name of Official Completing the Review: Harry Steinmetz

Overview:

You are being provided with this form and are asked to complete it according to your honest evaluation of the City Manager's performance.

At the core, effective performance reviews are primarily about meaningful communication. It is essential that the Mayor and Council communicate clearly and unambiguously regarding areas of performance which are functioning well, and areas where performance improvement is possible. But it is also critical for the team to acknowledge the difficult situation a manager is in when the Mayor and Council have differing views on what they expect of the manager.

This evaluation form is designed to accomplish both of those objectives, and then to serve as a foundation for meaningful, honest and open communication as a team.

(Unacceptable) (Poor) (Acceptable) (Good) (Excellent)

Instructions for Completing the Form:

1. Each Councilmember should answer each of the following items as honestly and objectively as possible, remembering that the role of the city manager is to follow the direction of the entire council, not that of individual council members.
2. Put your name on the review form since this process is designed to communicate each of the Council members varying Council desires and expectations to assist in achieving the above mentioned goals.
3. Please **HIGHLIGHT** in yellow the descriptor which you believe best describes the city manager's performance on that particular characteristic.
 - a. On any item you score as "Poor" or "Unacceptable", please provide specific comments regarding why you have scored that item the way you have. If you cannot describe why you believe improvement is needed and how, then you cannot reasonably expect improvement to occur.
 - b. The rating system will be as follows in a point determination:

Unacceptable – 0 pt

Poor – 1 pt

Acceptable – 2 pts

Good – 3 pts
Excellent – 4 pts.

All Councilmembers scores will be added to a summary sheet and averaged for an overall score.

4. For the section on **New Objectives**, please list any new objectives you would like for the Council to consider establishing for the City Manager. Please remember that individual council members cannot establish objectives for the City Manager, only the City Council as a body can do so.
5. For the section on **Other Weaknesses** please provide specific details on particular areas in which you would like to see improvement.
 - a. On any item you list as “Other Weaknesses”, please provide specific comments regarding why you have listed that item and the specific changes you would like to see. If you cannot describe why you believe improvement is needed and how, then you cannot reasonably expect improvement to occur.
6. For the section on **Other Strengths** please provide insight into any areas in which you feel the City Manager has demonstrated strength that is not otherwise discussed on this form.
7. Once you have completed the form, please email it back to the City Attorney.
8. The City Attorney will provide all completed evaluation forms to the Mayor who will prepare a spreadsheet summarizing the Council’s ratings. Each Council Member and the City Manager will all receive a copy of the final forms to facilitate and guide the performance review discussion.
9. If you do not have a response for a specific area, you may simply type “N/A” in the answer. Any items not rated will not be factored in on the overall scoring system.

LEADERSHIP AND MANAGEMENT

PLANNING and ORGANIZING - Ability to anticipate and analyze problems; maps effective solutions and arrange work efficiently and apply resources.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

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(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

FORGES COMPROMISES - Has the ability to resolve the numerous conflicts inherent in municipal government; is a good negotiator.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

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OPERATIONAL EFFICIENCY - Obtains the best possible end result for the money spent.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

COMPLETION OF PRIOR OBJECTIVES - Considering the resources available, how well CM implemented prior objectives.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

RISK MANAGEMENT - Implements effective programs to limit liability and loss.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

JOB KNOWLEDGE - Has a solid understanding of all phases of municipal government.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

Comments: It is difficult to evaluate how the CM works with his staff, as the Council has no direct access to staff. My evaluation must be consider as a view from afar and is based on the outward presentation. I have no way to evaluate if I have the whole picture or not.

BUDGET AND FINANCIAL MANAGEMENT

FINANCIAL MANAGEMENT - Accurately and concisely reports and projects the financial condition; management practices and policies are designed to maintain (or achieve) a sound, long range financial condition - uses debt cautiously, plans for long term replacement and maintenance of equipment and infrastructure.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

There is too much being asked in the question to give a good answer. All in all, the CM does an excellent job in managing the city's finances. However, the process is not very transparent and that creates issues with some members of the council.

ANALYTICAL - In making decisions, considers the best available facts, projections and scientific evidence. To the extent that resources permit, ensures these tools are available.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

Comments: The CM's need to control the flow of information, tends to create problems that do not need to exist. However, I can understand how exhausting it can be to constantly be questioned and have to explain matters. It is a catch-22 that could be better managed.

COMMUNICATION

COMMUNICATIONS WITH GOVERNING BODY - Accurately interprets the direction given by the governing body; keeps you well informed with concise oral and written communication.
(Unacceptable -0) (Poor-1) (Acceptable-2) (**Good-3**) (Excellent-4)

COMMUNICATIONS WITH THE PUBLIC - Is open and available to the public, takes their concerns and problems seriously, recognizes the public's right and need to be well informed; is visible in the community.
(Unacceptable -0) (Poor-1) (**Acceptable-2**) (Good-3) (Excellent-4)

CREDITS GOVERNING BODY - Credits municipal accomplishments to the policy makers; does not feel a personal ego.
(Unacceptable -0) (Poor-1) (**Acceptable-2**) (Good-3) (Excellent-4)

ACCEPTS DIRECTION - Aggressively responds to the direction of the majority of the governing body. Not sidetracked by the minority but recognizes their concerns.
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SENSITIVITY - Listens and understands the positions and circumstances of others; communicates that understanding.
(Unacceptable -0) (**Poor-1**) (Acceptable-2) (Good-3) (Excellent-4)

HONEST, FAIR - Consistently open and straightforward.
(Unacceptable -0) (Poor-1) (**Acceptable-2**) (Good-3) (Excellent-4)

Comments: While I feel that I have a good communicative relationship with the CM, there are some on the council and in the community that do not. This is a two way street with potholes that are beyond repair. There are too many in the community that are just waiting for the CM to move on. I understand the CM feels under attack at times and it becomes personal. But the CM would be well served by having a thicker skin and developing support beyond the bare council majority of 4.

SKILL LEVEL AND ABILITY

PROFESSIONAL DEVELOPMENT - Takes action to acquire new knowledge and skills. Encourages employees to do the same.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

CREATIVITY - Ability to reach for effective, and when necessary, inventive solutions.

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HUMOR - Maintains and shares an appropriate sense of humor to lighten the load.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

SUCCESSFUL - In spite of limited resources, makes it happen.

(Unacceptable -0) (Poor-1) (Acceptable-2) (Good-3) (Excellent-4)

Comments: I have heard the CM say that at his age and education, no one can teach him much. I thought that was a very unfortunate response and attitude.

NEW OBJECTIVES

List any new priorities you would like the City Council to establish for the City Manager. The city government needs to drastically improve its communication to the community. It would be time well spent to get the community's input on the city's website and work towards making that a reality.

OTHER WEAKNESSES

List any other areas in need of improvement.

The CM needs to be friendlier with the community as a whole. It is unfortunate that the community is very polarized about the CM, but it should not have been this way. Unfortunately, it is not going to be fixed.

OTHER STRENGTHS

List other strengths which you feel are notable.

The CM has an incredible ability to keep track of multiple issues all at once. Further, he is able to analyze them and determine the next steps. This much information coming at one person is very difficult and the CM does it very well.

