

City of Des Moines

2021 City Manager Performance Review

Overview:

In late 2021 each Councilmember completed this form. You are being provided with that completed form and being asked to change it according to your honest evaluation of the City Manager's performance since that time. If your impression has not changed, you can simply leave your previous response the same.

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.

Instructions for Completing the Form:

1. Each Councilmember should answer/update 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. For the section on **Leadership and Management**, 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.
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 Mayor.
8. The Mayor will prepare a composite evaluation form that reflects the individual scores of each Council member on a single combined form using a color coded key of how each Council member scored each item to facilitate optimal understanding and meaningful discussion. Each Council Member and the City Manager will all receive a copy of the composite form at the evaluation workshop to facilitate and guide the discussion.
9. The composite form will utilize color coding according to the following:

KEY:

- ✓ MP = Mayor Matt Pina
- ✓ LB = Luisa Bangs
- ✓ JN = Jeremy Nutting
- ✓ MM = Matt Mahoney
- ✓ TB = Traci Buxton
- ✓ JH = JC Harris
- AM= Anthony Martinelli

Summary notes from the mayor:

- *This summary document is for the purpose of providing a single voice from the council.*
- *All council member comments are included except when an area was added that is not part of the original evaluation form. Those remain on the councilmembers source document but are not included in the summary review as they were not available to all for consideration. The source remains available to the CM.*
- *Summary rankings are the result of a voting methodology (one member, one ranking per topic). Some reviewers provided compound rankings like "good/excellent". In these cases, I was unable to determine the intended singular value so the highest value was used and factored into the summary.*

Name of Officials Completing the Review:

- ✓ MP = Mayor Matt Pina
- ✓ LB = Luisa Bangs
- ✓ MM = Matt Mahoney
- ✓ JN = Jeremy Nutting
- ✓ TB = Traci Buxton
- ✓ JH = JC Harris

AM= Anthony Martinelli – No Participation

LEADERSHIP AND MANAGEMENT

PLANNING - Ability to anticipate and analyze problems; maps effective solutions.

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

- ✓ MP = (Excellent)
- ✓ LB = (Excellent)
- ✓ JN = (Good)
- ✓ MM = (Excellent)
- ✓ TB = (Excellent)
- ✓ JH = (n/a)
- AM = (n/a)

Comment:

Michael is very thoughtful and strategic about issues and challenges. He takes in all input and works through each issue taking input from his leadership team, the council and various community members. All solutions and strategies are well thought out and communicated. His skill in this area is extraordinary.

The depth of Michael's experiences and education meld together to allow him to not only anticipate and analyze problems but also include his excellent leadership team in mapping out outstanding solutions that have proven to be extremely effective!

In another year with COVID and the volatility it presents, Michael was actively managing costs, prioritized projects, and continued to manage the city while working to move this city forward. He and his key staff work well together, planned, and executed to the 2021 budget and incorporated the intangibles such as ARPA monies, COVID restriction changes at the state and county level. The Marina Improvement Plan, RFQ preparation along with other actions, i.e., passenger ferry trip for key leaders and persons of interest great examples of comprehensive short and long range planning.

Able to anticipate many future possibilities and makes contingency plans – with a team – accordingly

This sentence contains two very different questions. I cannot provide a fair response because 'averaging' in this case is meaningless. Mr. Matthias definitely has great management ability.

ORGANIZING - Ability to arrange work efficiently and apply resources.

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

- ✓ MP = (Excellent)
- ✓ LB = (Excellent)
- ✓ JN = (Excellent)
- ✓ MM = (Excellent)
- ✓ TB = (Excellent)
- ✓ JH = (n/a)
- AM = (n/a)

Comment:

Michael addresses issues by priority and focuses the team on the long-term while addressing short-term issues that help the community see value from their government.

He works hard, sometimes too hard, but he is not only efficient, but he definitely applies all the resources available which are his excellent staff and outside contacts!

Michael is a forward thinker, while managing the present. Michael relies on the strength of his leadership team and not solely himself. More importantly he empowers each to be part of a collective team. Michael like all good leaders know how to bring out the best in others and effectively use the resources that are available. I believe this has created new opportunities in Grant access, relationships for future investment and development and pursuit of ideas to help this city operate effectively.

Not sure about personal organizational skills, but above excellent in applying resources in order to keep schedule, staff, and city in order

Since I have not spoken with or seen Mr. Matthias since March 2020, I have no idea.

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

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

- ✓ MP = (Excellent)
- ✓ LB = (Excellent)
- ✓ JN = (Excellent)
- ✓ MM = (Excellent)
- ✓ TB = (Excellent)
- ✓ JH = (n/a)
- AM = (n/a)

Comment:

Employee/team morale is the best I can remember.

Every director, manager and staff has had fabulous opportunities to excel and bring the City to its current successful standing. He has had a few retirees leaving with years of knowledge, yet he and his team have had staff on board that have been trained and ready to step in. This is a testament to his ability to build a great team and motivate them to strive higher!

We have the most incredible Staff they are a pleasure to work.

I have been impressed with the caliber of supervision Michael has executed. Building a team is crucial and Michael cultivates leaders with an empowering leadership style. Michael has the fortitude to stop activities that are counterproductive to moving the city forward even when it is a councilmember. Michael is willing to stand up for his staff and that is a quality I greatly admire.

Has built incredible team that responds well to his direction

It's an interesting question. Does one answer this based on staff satisfaction or objective results? Again, since I have no idea what's going on I cannot evaluate how well basically anything is going. But given our relatively large staff vs. other Cities, I'm concerned

DELEGATION – Effectively assigns work to others and builds skills.

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

- ✓ MP = (Excellent)
- ✓ LB = (Excellent)
- ✓ JN = (Excellent)
- ✓ MM = (Excellent)
- ✓ TB = (Excellent)
- ✓ JH = (n/a)
- AM = (n/a)

Comment:

Michael has excellent organizational skills. He continues to be effective at recognizing and developing leaders. He is excellent at delegating and providing opportunities to shine.

Not only does the growth and professionalism of his staff speak to this skill, but those who have applied for positions from outside the City.

Michael is able to do a great job delegating because he has hired and maintained a phenomenal City Staff.

What impresses me is the ownership each staff member has in their position. Michael allows his staff to effectively work together and be responsible in their roles. This has generated some creative solutions, like gaining acceptance for unexpected grants or permit approvals.

Evident on many fronts that he delegates well and acknowledges the work of the team and individuals

TIMING - Makes decisions when sufficient information is available.

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

- ✓ MP = (Excellent)
- ✓ LB = (Excellent)
- ✓ JN = (Excellent)
- ✓ MM = (Excellent)
- ✓ TB = (Good)
- ✓ JH = (n/a)
- AM = (n/a)

Comment:

Michael listens carefully, assesses the situation from multiple perspectives, does additional research, seeks input, and tests the possibilities.

Michael has consistently demonstrated that this is the only way to make decisions, except when he knows that the "buck stops with him". I, as a Councilmember, have the utmost respect and trust in his judgement and in his opinions about City functions/future.

Michael seems to be on the pulse of current issues; well prepared, informed and researched on the subject with key points identified and ready with thought out recommendations. Michael demonstrates great vision and always has a plan for implementation.

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

- ✓ MP = (Excellent)
- ✓ LB = (Excellent)
- ✓ JN = (Excellent)
- ✓ MM = (Excellent)
- ✓ TB = (Excellent +)
- ✓ JH = (n/a)
- AM = (n/a)

Comments:

Looking back over 20 years, the City's finances are the best condition they have been in! This is the second year that the community will not get the 1% property tax increase.

The financial world and the awards we have garnered speak to my rating. His exemplary choice in our Financial Director, and his overall knowledge in how to make a City sustainable speaks to our stable our financial health.

We continue to have a solvent budget, thanks to his excellent team.

Michael and his financial team have been the model of financial management, budgeting, and sound fiscal practice. Other cities should be coming to them for advice.

Excellent in that he has leaned heavily on his finance department – which he has initiated - and Beth Anne has built. With a strong vision and a foundation of core economic values, he knows how to create a team that will help (and has helped) us move toward a strong financial future.

Offered a rare gift to the community in the form of no "1%" increase.

Nothing speaks so well as our bond rating, State auditor, and Government Finance Officer Association award.

On this one I initially chose 'Unacceptable' because the financial reporting the Council receives is just awful. However, as the question(s) are worded, we have been conservative in borrowing (good) our reserve is to standard and the State Audits have passed. This is much better than prior regimes. However, the lack of good data and especially the lack of clear forecasting is worrying.

Also, since Mr. Matthias functions as Economic Development Director, it is hard to dis-entangle that piece. The Council does not receive enough data to understand how well he is performing in that role relative either to other Cities or even baselines like GDP. It seems as though we are highly dependent on one-time money (construction) which is intrinsically unsustainable. We need better tools to determine how well those buildings are generating revenues after the crews are gone..

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

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

- ✓ MP = (Excellent)
- ✓ LB = (Excellent)
- ✓ JN = (Good)
- ✓ MM = (Good)
- ✓ TB = (Good)
- ✓ JH = (Unacceptable)
- AM = (n/a)

Comments:

We have seen no evidence to the contrary. Michael is highly regarded in all circles he works with.

The difficulties we have with some councilmembers has made Michael's job extremely tough. Certain Councilmembers have continually misinformed the public, go to excessive measures to circumvent council and their rogue conduct has made finding consensus difficult. However, with the reasonable members on council good sound discussion occurs and together staff and most of the leadership are able to choose the best course for this city.

Did I mention that Mr. Matthias has not spoken to me off the dais since March 2020? :D There is no compromise.

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

- ✓ MP = (Excellent)
- ✓ LB = (Excellent)
- ✓ JN = (Good)
- ✓ MM = (Excellent)
- ✓ TB = (Good)
- ✓ JH = (Unacceptable)
- AM = (n/a)

Comments:

Michael has repeatedly proven himself in this area. Challenges continue to come up and range from economic development, City finances, aviation issues, community opinion and concern, developing and repairing local relationships and creating new collaborations with our legislators. Michael always considers the angles and makes solid decisions.

Is seen throughout his administrative presentations with Council as well as one on one

Michael does a great job of reaching out to other sources and connections that he has to get a better understanding of the issues at hand.

I get calls on weekends from Michael on multiple occasions where he is in the office researching and analyzing the issues. Michael is astute in his investigation of pertinent information concerning issues relevant to city needs. Michael also uses staff and other experts (contractors) during the decision-making progress to facilitate the best direction for the city to follow.

The Council made a grievous error when it hired Mr. Matthias as City Manager under the arrangement that he remain as Economic Development Director. This is an intrinsic conflict of interest. There is an obvious personal bias towards any number of construction projects that makes it impossible for him to evaluate these projects objectively in his role as City Manager.

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

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

- ✓ MP = (Excellent)
- ✓ LB = (Good+)
- ✓ JN = (Good)
- ✓ MM = (Good)
- ✓ TB = (n/a)
- ✓ JH = (Unacceptable)
- AM = (n/a)

Comments:

I know that he listens well when talking with Council, but we are not privy to other discussions. I would not hesitate to say he excels in this area with others as well.

It's easy to lose patience in a role like this, especially concerning situations that repeat themselves with others who act inappropriately and against sound advice. Despite this Michael does listen, takes opportunity to teach and is not above the human aspect of his role. Michael does his best to stop counterproductive behavior when needed. Some residents have been very challenging as is the nature of city politics, and we must always make the effort to listen sympathetically regardless of trespasses and misinformation.

Same comment as previous years – I don't believe that a very sensitive person would be good for this job

In my two years on City Council I have sent one email to Mr. Matthias, clearly marked as 'confidential'. He immediately forwarded that to all employees. That alone merits disciplinary action. It would not be overstating the case to say that I could cite close to 100 such examples.

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

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

- ✓ MP = (Excellent)
- ✓ LB = (Good+)
- ✓ JN = (Good)
- ✓ MM = (Excellent)
- ✓ TB = (Good)
- ✓ JH = (Unacceptable)
- AM = (n/a)

Comments:

Michael works well with the council, helping us to understand the complete situation. He subscribes to having one, well thought, concise, message. His written and communications are excellent.

Communication is good, and I know that with COVID that those impacts with communication were a challenge. However, having said that, Michael is always providing information for Council so that we are in the loop and also ready for issues that may arise.

I have never experienced an issue with getting information I need or request.

My communication with Michael is excellent. We speak civilly and agree sometimes we may disagree. 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. However, we do have councilmembers who may claim otherwise but in my opinion their animosity, ignorance, and inability to develop constructive relationships are often the root cause.

Interpretation is excellent. Carrying out vision is excellent. Sometimes, I wish I were better informed.

These semi-colons have gotta go. Yes, he interprets the will of the majority. But does he keep – me- well informed? Absolutely not. When he was elevated to City Manager, the custom was to have quarterly reviews and weekly CM reports. We now get one annual review and zero reports of his activities. Not even a calendar. Every other City Manager in the region provides some form of activity reporting to both the Council and to the public. Mr. Matthias is unique in this regard.

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

- ✓ MP = (Good+)
- ✓ LB = (Good+)
- ✓ JN = (Good)
- ✓ MM = (Acceptable)
- ✓ TB = (n/a)
- ✓ JH = (Unacceptable)
- AM = (n/a)

Comments:

Recommend using a media communications firm to review all of our communications and branding strategies. The City needs more frequent communications on multiple levels. Bonnie's office does an excellent job with the resources available to her, but it is time to augment what her team can do with an outside expert. Perhaps a 2 – 3 yr contract, executed in phases.

Communication is good, and I know that with COVID that those impacts with communication were a challenge. However, having said that, Michael is always providing information for Council so that we are in the loop and also ready for issues that may arise.

With the element of social media, communicating with the public has become more and more important. On occasion response to issues from the city has been late or missing and unfortunately misinformation has filled the void. Improving in this area, with communications from Michael would be a great step forward. Continuing to strive for public participation as we move forward with Marina Development and dealing with Public Safety will be crucial.

Same comment as previous years – I believe this is more a description of the Mayor.

Again, every other City Manager in the region provides some form of activity reporting to both the Council and to the public. Mr. Matthias is unique in this regard. Anecdotally, the reports I hear from residents are that the City often does not respond promptly to their concerns.

COMMUNICATIONS WITH EMPLOYEES - Provides sufficient information to keep the employees productive, motivated and part of the team; understands their concerns.

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

- ✓ MP = (Excellent)
- ✓ LB = (Excellent)
- ✓ JN = (Excellent)
- ✓ MM = (Excellent)
- ✓ TB = (Excellent)
- ✓ JH = (n/a)
- AM = (n/a)

Comments:

Michael participates in department meetings and engages in dialogue with the team. I continue to hear from employees that for the first time they understand our direction. A State of the City work study needs to be done quarterly.

The very issue related to COVID requires that more communication not less is extremely important with his staff. I have seen good rapport even in these difficult times.

I have not heard otherwise from employees.

My feedback from our staff is that Michael is well respected and liked. He works hard to ensure their best interest. He is fair in his negotiations and works positively with the entities that have interest in our staff's benefit. Michael is very loyal to our city staff. Concerning labor agreements and potential issues, Michael is proactive and regularly communicates with representatives to ensure no concerns are swept aside.

My impression is that he does a fabulous job at communicating with his team and employees, that clarity is readily available, and that they stay not only motivated, but genuinely excited about the direction of the city.

Like I would know?

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

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

- ✓ MP = (Excellent)
- ✓ LB = (Excellent)
- ✓ JN = (Excellent)
- ✓ MM = (Excellent)
- ✓ TB = (Excellent)
- ✓ JH = (n/a)
- AM = (n/a)

Comments:

One of Michael's strong suits continues to be thinking 'out of the box'. His education, creativity and experience enable him to see the big picture from multiple angles. He focuses on what is important at multiple levels.

Working with consultants, other government bodies and his staff and appreciating their creative input has always made more creative solutions available to overcome challenges. Great job!

Michael continues to surprise me at every turn with new and inventive ideas.

Michael and his key leaders are some of the most creative people I have met, especially in the municipal realm. Michael's 2021 list of accomplishments demonstrate examples of such actions. This is an extremely strong skill for Michael

Leans heavily on an excellent team – which he has built.

Incredible challenges with virtual transitions – done extremely well

Maintaining/protecting staff positions during covid challenges

1220 amendments

Senior Services adaptability

HONEST, FAIR - Consistently open and straightforward.

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

- ✓ MP = (Excellent)
- ✓ LB = (Excellent)
- ✓ JN = (Good)
- ✓ MM = (Good)
- ✓ TB = (Good)
- ✓ JH = (Unacceptable)
- AM = (n/a)

Comments:

Michael always tells you what he is thinking.

In my 7 years on Council, I have only known Michael to fair and honest, even in difficult times.

I know where Michael stands on issues. He is direct and to the point.

More than fair in many situations, and I believe it is always clear to the staff where he stands. At times, I wish there were more clarity for me, but always straightforward and open.

Since our first meeting after my being elected Mr. Matthias has given preferential treatment to my colleagues and actively discriminated against me in many ways including:

1. Refusing to have contact with me either by phone, in person, or Zoom (despite having any number of such meetings with other Councilmembers)
2. Ordering his employees not to have contact with me (both on and off the job!)
3. Through over a hundred email exchanges where he has refused to provide information and answers to reasonable questions using excuses such as:
 - a. "I only accept questions before 4:00PM on Monday" (I have examples where the question was submitted at 4:05PM)
 - b. "That item is not on the current Agenda so I don't have to answer",
 - c. "That answer would require significant staff time to research" (with no estimate of how much that research time might entail).

Giving preferential treatment to some board members over another is a primary violation of the ICMA Code Of Ethics and should alone be grounds for disciplinary action.

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

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

- ✓ MP = (Excellent)
- ✓ LB = (Excellent)
- ✓ JN = (Excellent)
- ✓ MM = (Excellent)
- ✓ TB = (Excellent)
- ✓ JH = (Unacceptable)
- AM = (n/a)

Comments:

As soon as issues come to light, Michael brings the team together and begins working on a strategy to address it in a way that is favorable to the City.

This has been a difficult 2 years for Michael with the pandemic, new councilmembers who have not been easy to work with and are often disparaging of the Council-Manager form of government.

Given that and more, I believe he has been amazingly adaptable. I admire the fact that he restrains himself and acts professionally given the constant unnecessary challenge from the new council members and to a few in the community who rally behind them rather than reaching out for facts.

The last few years have been difficult, but Michael has been able to adapt well to the ever-changing climate.

The past two years dealing with COVID is enough to show Michael's strong traits for adaptability. Michael's ability to address change and face roadblocks head on have demonstrated on multiple occasions that he and his team can figure out how to make things work.

Absolutely, which is clear to me in the progress of our redevelopment projects. Same comments as, "Creativity."

We have the poorest digital presence in the area. Given our combination of modest budget, diversity and youth, we should instead be best in class in that regard. Because that is the only way to we can hope to properly inform and engage our community.

In my opinion, we are following a model of economic planning that is at least a decade out of date. We keep going for these 'home runs' like the DMCBP and the hotel that never seem to be as fantastic as advertised, while basically leaving the downtown, Pac Highway and the north end of town to fend for itself.

The raison d'être of our current economic development strategy seems to be to redevelop not only the docks, but the landside, to attract an older, whiter, wealthier demographic that increasingly does not represent the City. The implication is that we will sell bits of the Marina Floor to further this narrative. The clear direction is to expand this model beyond the Marina

Floor with further land sales. I find that disconnect—the differential between the people we hope to generate income from—and our residents—to be profound. I have no idea where that road ends but it sounds to me like development more suited to 2000 than 2021. I wish I had more data so that I could provide a more sanguine review.

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

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

- ✓ MP = (Excellent)
- ✓ LB = (Excellent)
- ✓ JN = (Excellent)
- ✓ MM = (Excellent)
- ✓ TB = (Excellent +)
- ✓ JH = (n/a)
- AM = (n/a)

Comments:

Michael's job is very demanding, so rest, exercise, relaxation, and stress management are extremely important. He is doing better at taking time to regenerate.

HOW he does it I don't know! But I admire his ability to take the punches, deal with the challenges and move forward in spite of them. I know that he will be looking forward to the day that he can walk away with his legacy, and ours, being a true "destination place" in Des Moines!

Although Michael is excellent at his resiliency, he needs to be sure to take time for himself as well.

Michael works for the city 24/7. He is a target from some on many complicated and difficult issues, most of the time uncalled for, but he understands and accepts this as part of his role. None of this deters him from doing what is best for the city.

Not only high demands, but criticism. Only a rare person would continue to be highly motivated under Covid, challenging Council communication, financial constraints, and cross-roads redevelopment negotiations. Michael is that rare person.

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

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

- ✓ MP = (Excellent)
- ✓ LB = (Excellent)
- ✓ JN = (Good)
- ✓ MM = (Excellent)
- ✓ TB = (Good)
- ✓ JH = (n/a)
- AM = (n/a)

Comments:

Michael is serious when he needs to be and understands the value of a good laugh. His warm heart and sense of humor are ever present.

I for one totally appreciate his sense of humor and find it refreshing.

Michael can find humor when appropriate in anything. He has ability to lighten the heaviness of the tough issues we face.

I never leave a conversation with Michael without laughing.

Not with me.

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

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

- ✓ MP = (Excellent)
- ✓ LB = (Good +)
- ✓ JN = (Excellent)
- ✓ MM = (Excellent)
- ✓ TB = (Excellent) +
- ✓ JH = (n/a)
- AM = (n/a)

Comments:

Michael has made excellent promotions and organizational choices. He is promoting recognition within the staff and working to help leaders develop. His new hire choices have been fantastic.

I truly would like to see more diversity in Management and Executive levels. I believe he and his leadership team are developing some very creative ways to advertise and encourage more diverse applicants and I appreciate that. We do have some new hires that reflect a bump in diversity, but I know there's still room for improvement throughout the various levels within the organization.

I think Michael does an excellent job of hiring employees that go above and beyond to support our amazing city.

Michael continues to cultivate internally and find talent outside the city that impress our citizens and provide expertise in areas crucial to our city's needs. Michael has a network of persons in the municipal profession he draws from that have benefited our city greatly.

Incredible team – absolutely incredible

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

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

- ✓ MP = (Excellent)
- ✓ LB = (Excellent)
- ✓ JN = (Excellent)
- ✓ MM = (Excellent)
- ✓ TB = (Good)
- ✓ JH = (n/a)
- AM = (n/a)

Comments:

He is mindful of his decisions and their budgetary impact. He is protective of structural revenue.

Within reason Michael always does a great job in implementing effective programs and we've seen no liability or loss! His entire focus in late 2020 and all of 2021 was the safety of staff and our citizens in this fight against COVID. Though hard and sometimes unpopular, he stood firm. Says it all!

Michael has done an excellent job of listening to staff and their recommendations to keep city and staff safe during these uncertain times.

Michael is cautious when the red flags arise and takes steps to protect our city. He ensures our council is informed of legal issues, what cautions we need to take and where potential litigation could occur

LEADERSHIP - Guides effectively.

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

- ✓ MP = (Excellent)
- ✓ LB = (Excellent)
- ✓ JN = (Excellent)
- ✓ MM = (Excellent)
- ✓ TB = (Excellent)
- ✓ JH = (n/a)
- AM = (n/a)

Comments:

Michael is empowering the staff and is fostering leadership. He provides guidance and direction without micro-management. He always works to set the team up for success.

The growth of his staff is a testament to his effective and open leadership.

Strong focused leader who builds and trusts a good team. Serves his staff, council, and residents to the best of his ability.

This statement is vague, and my response represents a cumulative look at all previous questions.

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

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

- ✓ MP = (Excellent)
- ✓ LB = (Excellent)
- ✓ JN = (Excellent)
- ✓ MM = (Excellent)
- ✓ TB = (Excellent +)
- ✓ JH = (n/a)
- AM = (n/a)

Comments:

Michael makes it happen! He effectively utilizes his expertise, contacts, and staff to address the top issues. He is mindful of priorities, carefully balancing objectives, opportunities, and projects.

In spite of limited resources, Michael will work to make the important things happen in our City, as per his Accomplishments and Activities (2021). There are things that are "nice to have" but the main, important items are his and the Council's focus

Regardless of COVID, difficult councilmembers, policy changes at other levels of government that combine and bring challenge to day-to-day city business; Michael succeeds.

My response takes the last 5-6 years into account. Beyond excellent. (Insert book-length narrative) This item is worth extra points 😊

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

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

- ✓ MP = (Excellent)
- ✓ LB = (Excellent)
- ✓ JN = (Good)
- ✓ MM = (Good)
- ✓ TB = (Good)
- ✓ JH = (n/a)
- AM = (n/a)

Comments:

Michael's success lives with his ability to communicate with the body and recognize all perspectives.

Michael accepts direction, but more important to me, is that he provides alternatives to what some of those directions. He will always ask us "what comes off the list if you're putting something new on the list"? The alternatives and especially that question sobers us and in the end, we have a richer more balanced outcome!

Michael listens to all voices if they are constructive and civil, but he focuses on the consensus to ensure the city can move forward.

Responds well both to individuals and the majority.

LOL. Definitely not sidetracked by the minority. I was going to leave this blank, but for posterity, there is a point to be made here: In both my time on the Council and in all the years before I was elected, I have yet to see the majority 'direct' Mr. Matthias to do anything he was not already planning on doing or did not already want to do. In other words, I honestly have never seen him be 'directed' to do anything of significance. So I have no idea how that would even go.

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

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

- ✓ MP = (Excellent)
- ✓ LB = (Excellent)
- ✓ JN = (Good)
- ✓ MM = (Excellent)
- ✓ TB = (Excellent)
- ✓ JH = (Unacceptable)
- AM = (n/a)

Comments:

Michael continues to illustrate ethical behavior. This is one of the many reasons he has the respect of so many and has the distinguished recognition of being named City Manager of the Year

Absolutely!!

Michael's is honest and truthful, and his integrity is solid.

Confirmed by standing with the ICMA and WCMA – Thank you!

I have already provided two examples of primary violations of ICMA Code of Ethics. I'll add one other. According to Council Rules, if a Councilmember forwards a resident's complaint or concern to the City Administration, the City is required to loop the Council in on the resolution of that issue. On numerous occasions Mr. Matthias has willfully chosen not to comply. That also should be subject to disciplinary action. The Council must be able to provide oversight of the concerns of our residents.

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

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

- ✓ MP = (Excellent)
- ✓ LB = (Excellent)
- ✓ JN = (Excellent)
- ✓ MM = (Excellent)
- ✓ TB = (Excellent +)
- ✓ JH = (Acceptable)
- AM = (n/a)

Comments:

Michaels understanding of municipal and state government are noteworthy. Understanding that, he is also mindful enough to seek council from the city attorney and other knowledgeable resources.

Again, just look at his accomplishments!

Michael wears many hats and does his job extremely well without hiring excess staff.

If the dictionary defined City Manager, Michael would be the definition.

I have never seen a situation where he did not understand most/all aspects of what was happening and/or did not have a grasp on all possible solutions or approaches.

This is not a slam against Mr. Matthias per se, but I have noticed in our communications that it appeared that Mr. Matthias was unfamiliar with the basic functioning of our sister-cities, eg. When I proposed that we record Committee Meetings, he researched other cities for some reason and did not seem to know until then that Burien does not have a Council Committee system as we do. This surprised me a bit given the amount of contact that City Managers have over various shared issues such as the airport. Going forward, I would like our City Manager and Councilmembers to attend at least one Council meeting in each of our sister cities to see the basics of how they conduct business

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

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

- ✓ MP = (Excellent)
- ✓ LB = (Excellent)
- ✓ JN = (Excellent)
- ✓ MM = (Excellent)
- ✓ TB = (Excellent)
- ✓ JH = (Poor)
- AM = (n/a)

Comments:

Michael continues to learn from his colleagues. As smart as he is, he still respects everyone's input from everyone.

Even through COVID Michael and staff have taken advantage of opportunities for training, and I've never known Michael not to be in a learning mode.

Michael has allowed staff to manage their own departments as opposed to micromanaging each department.

Michael continues to stretch himself and challenge his team. I know he continues to work with consultants and is open to hearing better ways to do things if they make sense.

Have often heard him refer to learning experiences and how he has applied new knowledge. Appreciate the leadership enhancement contract (Elaine)

Apparently we have a 'coaching' program? I guess that's good? I have not been able to gain an understanding of that value. However, I have found the City extremely reluctant to cooperate with me in attending various educational events. Since there is obvious personal animus, perhaps Mr. Matthias is quite good with others, but as with so many other things, I have no way to know.

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

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

- ✓ MP = (Excellent)
- ✓ LB = (Excellent)
- ✓ JN = (Excellent)
- ✓ MM = (Excellent)
- ✓ TB = (Excellent +)
- ✓ JH = (Good)
- AM = (n/a)

Comments:

Michael is very generous with his recognition of others.

No issue here!

Michael always gives credit to the council where credit is due for their forward thinking and consideration of new and updated policies that move the city forward.

Michael applauds the successes of his team and councilmembers when accolades are due.

Often

Mr. Matthias has been good in this regard.

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

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

- ✓ MP = (Excellent)
- ✓ LB = (Excellent)
- ✓ JN = (Excellent)
- ✓ MM = (Excellent)
- ✓ TB = (Excellent +)
- ✓ JH = (Poor)
- AM = (n/a)

Comments:

Michael works to find the most effective result for any money spent. He also works to leverage partnerships and other sources of support that can stretch or compliment the City's resources.

Very wise and thoughtful decision-making

The City is Solvent!

Michael runs the city well. The departments are appropriately staffed, he considers safety of his employees and residents a top priority, and he is adept at ensuring the appropriate resources are provided to accomplish goals and objectives.

And has led his staff to do the same – with incredible results.

On most spending decisions, the Council gets very little information about alternatives or the selection process so there is literally no way to know without doing public records requests and doing brute force data comparisons between comparable municipalities

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

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

- ✓ MP = (Excellent)
- ✓ LB = (Excellent)
- ✓ JN = (Good)
- ✓ MM = (Excellent)
- ✓ TB = (Excellent)
- ✓ JH = (Poor)
- AM = (n/a)

Comments:

Even with Covid, Michael never lost site of what we needed to accomplish. The City is in the best position it has been in, in over 25 years.

He kept us out of unnecessary debt, accomplished a fabulous credit rating, worked and works closely with developers as well as those who are starting businesses in Des Moines and even with the challenges of the past two years forges ahead with prior objectives in a responsible manner.

With the challenges and delays COVID and other interruptions have caused Michael has completed big objectives. Balanced a fiscally responsible budget, RFQ for the Marina Development and various other items listed on the achievement list provided.

Prior objective listed in blue, my opinion in red

TB Comments:

- Marina, visible movement forward
 - absolutely and amazing
- Downtown, visible improvement, new businesses
 - visible movement forward, some new businesses
- Van Gasken – visible improvement
 - movement forward, not visible yet
- Clear, cohesive protocols for sustainable community events
 - not sure on this, might appreciate a visit
- “Town Hall” or “State of the City” 1x per year for businesses only
 - This is an idea or desire of mine, objective was not established by a majority of Council
- Legacy resolved
 - not under the City Manager’s control
- Reach out and engage commercial property owners with a plan, discuss plan, make a plan
 - this is an idea/desire of mine, objective was not established by a majority of the Council
- Plan for Sun Home Lodge
 - Objective of mine, on CIP, not prioritized higher by a majority of Council
- Urban Canopy Plan progress
 - this is an idea/desire of mine, objective was not established by a majority of the Council

JH - Not a clue.

NEW OBJECTIVES

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

2021

MP: Stay focused on:

- The marina and downtown development
- Public Safety
- Financial stability and sustainability
- Hire a PR firm to help with enhancing the Cities communications, across multiple mediums. The City needs to make certain the community gets the correct information promptly. There are too many misleading blogs, social media posts feeding fear in the community and enhancing the rumor mill.

LB:

Continue with our development goals but would not add anything new. Sometimes enough is enough for now.

MM:

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

- Downtown – Marina District creative incentives to push forward development
- Execution of Public Safety measures in cross jurisdictional agreements.
- Pursue commercial opportunities in Business Park and Pac Highway
- Business, Community and City Partnerships
- World War 1 Triangle on North end of town completed
- Community Center/City Hall relocation possibilities
- Timeline Development for our city to communicate vision to residents
- Marina Development Public Comment Process

TB:

- Marina, Van Gasken, Downtown (theater) continue moving forward
- Clarify vision for sustainable community events
- Focused business outreach (town hall, networking event, state of the city, or ?) to share information and gather information
- Urban canopy plan progress
- Explore the feasibility of new structure for pay ranges, steps, and increases, which could be implemented over time. Accomplish before budget season

JH:

Recognising that many of these would require significant re-organisation by the City Council...

1. The City web site must be fixed immediately. I have sent any number of memos on that.

2. I would like to see the City Manager publish a calendar of activities at least on a weekly basis.
3. The public meeting system should be significantly altered
 - a. Currently, meeting agendas are not properly balanced throughout the year. There is too much activity at the beginning and end of the year.
 - b. All Councilmembers should be engaged to at least some extent on the formulation of meeting agendas. There is at least some mechanism for that in our sister cities.
 - c. A dynamic public calendar of meeting agendas should be available, not the static Future Agendas Report. This would allow the public to be alerted when items of interest to them are going to be discussed.
 - d. Staff should not be allowed to cancel committee meetings. Even if there are no scheduled presentations, this is one of the few times where CMs can get educated on the subject matter or ask questions that can be researched. These are Council meetings and should be for the benefit of and at the discretion of the committee members.
4. The City Manager and Dept. Heads should allocate time every week to responding to CM inquiries. Councilmembers cannot make good decisions without learning how the corporation runs.
5. We should establish a policy which insures that all CMs have face time with department heads and are able to obtain a basic understanding of how the office and corporation work.
6. We should transition to a separate Dept. Of Economic Development Manager who is tasked with business formation, promotion and mentoring. Yes, we should have a 'Chamber Of Commerce' but we don't. And our rate of business formation is simply too low, while the failure rate is too high.
7. We should refocus the Economic Development Committee towards business formation and promotion.
8. We should re-instate the Planning Commission so that the public has a voice in land use.
9. The Municipal Facilities Committee has become somewhat redundant. Given its ongoing importance, we should consider replacing it with a new Council Committee dedicated to the Marina. Staff should invite the DMMA to attend these meetings rather than our staff attending their meetings.
10. We should consider creating a Council Committee for Finance which would also have direction over IT and communications. The first goal would be to redevelop the web site and improve reporting on all city activities including finances, business, real estate, demography and public safety.
11. The Human Services Advisory Committee should publish minutes from its meetings and report quarterly to Council—as it used to do.
12. We should create a Parks Advisory Committee
13. We should hire an Environmental Strategist (see my ARPA Stimulus proposal) to handle relations with not only Sea-Tac Airport, but also tree and water management. Given our unique combination of environmental assets, we need someone who can always advocate for those assets without any implicit conflict over economic development.

OTHER WEAKNESSES

List any other areas in need of improvement.

TB

Expansion of; Analytical. "Good"

Recommend: Strengthen ability to overlook corporate or individual offense when searching for solutions or when responding to poor, or damaging input and actions.

JH

Our leadership is old. And white. And male. People may think that the problem is that our staff and electeds do not 'look like Des Moines' but the fact is that we do not think like Des Moines. Someone in their sixties (and I include myself here) cannot possibly understand the needs wants and desires of our population which is overwhelmingly younger and more diverse.

Basically anything we do (from economic development to parks to whatever) is unconsciously skewed towards older, whiter people and that is a huge blind spot because that is not where our population is going and not where the money is going either.

It is in our interest to hire people for business development and the marina that understand younger demographics.

And this applies to all our civic groups. We have become incestuous—there is no other word for it. The same 30-40 people seem to be assigned to any number of committees and organisations and that has, unintentionally, created a very exclusionary system that cannot recruit a proper cross-section of our residents.

A primary reason to improve our digital presence is because, without new blood, people of ability, representing the entirety of Des Moines, cannot be recruited, either as candidates for City Council or Citizen groups or nothing. Although we have developed staff succession plans, we have not developed a community succession plan. This is a five alarm fire for democracy.

OTHER STRENGTHS

List other strengths which you feel are notable.

MP: Sense of humor and follow through. He applies his talents and gets the job done. Michael has also built a leadership team that is one of the most talented I have ever seen.

LB: I admire and am appreciative of his ability to bring his staff along to the point where they are able to take over in any given moment should they need to. I also believe they are the best staff we've ever had in my 7 years on Council and actually in my years living in Des Moines. They have grown; they are dedicated, innovative, professional, future-thinking and advise us rationally and realistically on all matters related to the City.
THEY MAKE US LOOK GOOD sometimes in spite of ourselves!

TB:

- Incredibly professional network; regionally, nationally - Marina
- Quick study of people and organizations, their strengths, weaknesses, and needs
- Quick on his feet in a public setting, can easily reframe difficult subjects
- Professional opportunist; sees an opportunity and understands where we might save or sacrifice in order to obtain value (Midway Park, VanGasken, Maritime HS, SCORE)
- Has a long-term, personal investment in the sustainable success of Des Moines

JH:

Despite the overwhelming tone of this review, Mr. Matthias is a person of tremendous ability.

Unfortunately, I had to leave blank many categories because they imply a normal working relationship.

I confess that I would very much like to have been more 'balanced' in noting his obvious strengths. However I decided intentionally to leave that stuff out simply because I do not want to send mixed messages. None of his positive qualities can compensate for the deficits I have noted.

In closing I want to make two points very clearly:

- Above all things, the City Manager must provide sincere and equal professional treatment for all seven electeds at all times. And no accomplishments or personal animus can ever justify failing to do so.

TB - End Note

In coming to a close, I am truly thankful for Michael's leadership. I am thinking of this human being that we have given charge of our city. A human being. Not a robot; but, brilliant, dedicated, responsive, and capable of the incredible, and also of the regrettable. If every category was, "Excellent," this would be a disingenuous evaluation.

However, I am so very pleased with the forward movement of our city. I am also pleased with the way Michael has been self-aware enough to surround himself with the kind of staff that can fill in all the gaps.

I am thinking of other cities and their leadership who have given up in discouragement, who have gone to other opportunities, who have not been invested in their cities. Michael has stayed, even in the midst of discouragement, criticism, and incredible challenges.

Thank you.