



CITY OF STEAMBOAT SPRINGS

CITY MANAGER PERFORMANCE SUMMARY | Name

July 2022

CONTENTS

City Manager's Current Compensation	1
Employee Pay Philosophy	1
Rating Scale Used	2
Overall Rating Summary	3
Detailed Performance Ratings (with comments)	4
Narrative Evaluation	29
Goals Established During Last Review Period	31
Goals for Upcoming Year	33

These are all hyperlinked to direct councilmembers to specific parts of the report. The page numbers likely no longer correspond since I removed all of the comments below.

CITY MANAGER CURRENT COMPENSATION

Base Salary:	\$
City Contribution to 401a:	x%
Car Allowance:	\$x monthly
Cell Allowance:	\$x monthly

In June 2021, Council approved a 3% increase to base compensation (reflected above).

I always provide current compensation details above and remind them of what was approved previously. Their approvals have included change to base pay, retirement contributions, and PTO accruals. In addition, I provide them with compensation details of our comparative municipalities, so they know what other CM's are making as well as an average salary for this position. I provide that under separate cover.

EMPLOYEE PAY PHILOSOPHY

In January 2022, employees on the Management pay scale received an 8% increase based on market changes and pay structure recommendations. Effective July 3rd, Council has approved a mid-year pay adjustment of 6% and a recognition bonus for employees who remained with the City during the pandemic.

Under separate attachment, market data was provided to you to show City/Town Manager compensation for our defined markets (where reported). **Our Council has typically aligned the % increase with what we have provided other employees in the organization. Again, this % increase may be split among base pay, retirement contributions, etc. Each year this section changes based on what has been approved in the budget.**

RATING SCALE USED

4 = Excels: Above and beyond. Consistently rises above and surpasses expectations.

3 = Successful: Solid performance, fully competent, good work ethic, doing what is necessary for effective and successful performance.

2 = Improvement Needed: Less effective in this area, may need additional training or guidance. Generally is not meeting expected outcomes.

1 = Unsatisfactory: Unacceptable performance, significantly below criteria for successful job performance.

OVERALL RATING SUMMARY

Assisting Council with its Policy-making Role Overall =
(averaged from scores in this section)

Providing Information: x (also averaged from scores in each section)
Providing Advice: x
Policy Execution: x

Internal Administration Overall =

Financial Management: x
Personnel Management: x
Getting the Job Done: x

Community Relations Overall =

Citizen Relations: x
Intergovernmental Relations: x

Personal Characteristics Overall =

Personality and Communication: x
Management Style: x

TOTAL OVERALL PERFORMANCE RATING = x (averaged from all above)

Previous overall ratings: (we provide previous annual ratings to show trendlines, improvement (or not), etc.)

July 2019: x
July 2020: x
July 2021: x

DETAILED PERFORMANCE RATINGS

Because there are 7 councilmembers, we have 7 separate fields to show individual ratings, however, we keep the councilmember anonymous as well and simply put the corresponding # in the field (i.e. excels = 4).

ASSISTING COUNCIL WITH ITS POLICY-MAKING ROLE

A. Providing Information:

- Does the City Manager keep you informed, in a timely manner, of the things you want to know about?

Unsatisfactory	Improvement Needed	Successful	Excels

City Manager's Self Rating =

Average Council Score:

- Do you feel that you receive information on an equal basis with other council members?

Unsatisfactory	Improvement Needed	Successful	Excels

City Manager's Self Rating =

Average Council Score:

3. Do reports provide adequate information and analysis to help you make sound decisions?

Unsatisfactory

Improvement Needed

Successful

Excels

City Manager’s Self Rating =

Average Council Score:

4. Are agenda items and supporting documents appropriate and brought to council in sufficient time for deliberations?

Unsatisfactory

Improvement Needed

Successful

Excels

City Manager’s Self Rating =

Average Council Score:

5. Does the City Manager follow-up promptly on council requests for information or action without having to be reminded?

Unsatisfactory Improvement Needed Successful Excels

City Manager’s Self Rating =

Average Council Score:

CITY MANAGER COMMENTS:

The CM does a self-evaluation, and his comments are added here.

COUNCIL COMMENTS:

All Council comments added here but remain anonymous.

B. Providing Advice:

1. Does the City Manager have adequate knowledge of municipal affairs?

Unsatisfactory Improvement Needed Successful Excels

City Manager’s Self Rating =

Average Council Score:

2. Does he exercise good judgement?

Unsatisfactory

Improvement Needed

Successful

Excels

City Manager's Self Rating =

Average Council Score:

3. Do you feel that the City Manager considers alternatives before making recommendations?

Unsatisfactory

Improvement Needed

Successful

Excels

City Manager's Self Rating =

Average Council Score:

4. Does the City Manager plan ahead, anticipate needs, and recognize potential problems?

Unsatisfactory Improvement Needed Successful Excels

City Manager's Self Rating =

Average Council Score:

5. How do you feel about the quality of the analysis that accompanies recommendations?

Unsatisfactory Improvement Needed Successful Excels

City Manager's Self Rating =

Average Council Score:

6. Does he have a good sense of timing in bringing issues to the council for action?

Unsatisfactory Improvement Needed Successful Excels

City Manager's Self Rating =

Average Council Score:

CITY MANAGER COMMENTS:

COUNCIL COMMENTS:

C. Policy Execution:

1. Does the City Manager implement governing body actions in accordance with the intent of council?

Unsatisfactory

Improvement Needed

Successful

Excels

City Manager's Self Rating =

Average Council Score:

2. Does the City Manager understand, support, and enforce local government's laws, policies, and ordinances?

Unsatisfactory

Improvement Needed

Successful

Excels

City Manager's Self Rating =

Average Council Score:

3. Does the City Manager offer workable alternatives to the governing body for changes in law or policy when an existing policy or ordinance is no longer practical?

Unsatisfactory

Improvement Needed

Successful

Excels

City Manager’s Self Rating =

Average Council Score:

CITY MANAGER COMMENTS:

COUNCIL COMMENTS:

ASSISTING COUNCIL WITH ITS POLICY-MAKING ROLE | Average Overall Score:

INTERNAL ADMINISTRATION

A. Financial Management:

1. Are you comfortable with the City Manager's approach to budget preparation and review?

Unsatisfactory Improvement Needed Successful Excels

City Manager's Self Rating =

Average Council Score:

2. Is the City Manager effective in controlling costs through economical utilization of manpower, materials, equipment?

Unsatisfactory Improvement Needed Successful Excels

City Manager's Self Rating =

Average Council Score:

3. Does the City Manager have sufficient knowledge of financial matters?

Unsatisfactory Improvement Needed Successful Excels

City Manager's Self Rating =

Average Council Score:

4. Does the City Manager provide you with sufficient information on the financial status of the City government?

Unsatisfactory

Improvement Needed

Successful

Excels

City Manager's Self Rating =

Average Council Score:

5. Is the budget process timely?

Unsatisfactory

Improvement Needed

Successful

Excels

City Manager's Self Rating =

Average Council Score:

CITY MANAGER COMMENTS:

COUNCIL COMMENTS:

B. Personnel Management:

1. Is the City Manager successful in guiding people so that they work together as a team toward common objectives?

Unsatisfactory Improvement Needed Successful Excels

City Manager’s Self Rating =

Average Council Score:

2. Is the City Manager effective in selecting and placing key personnel?

Unsatisfactory Improvement Needed Successful Excels

City Manager’s Self Rating =

Average Council Score:

3. Is the City Manager willing to face up to disciplinary problems and take action when warranted?

Unsatisfactory Improvement Needed Successful Excels

City Manager's Self Rating =

Average Council Score:

4. Is the City Manager effective in assuring that staff makes a positive impression on citizens?

Unsatisfactory

Improvement Needed

Successful

Excels

City Manager's Self Rating =

Average Council Score:

CITY MANAGER COMMENTS:

COUNCIL COMMENTS:

C. Getting the Job Done:

1. Do you have a feeling that the things the council decides or directs get done?

Unsatisfactory

Improvement Needed

Successful

Excels

City Manager's Self Rating =

Average Council Score:

2. Does the City Manager pay sufficient attention to detail to avoid error or things "slipping through the cracks?"

Unsatisfactory

Improvement Needed

Successful

Excels

City Manager's Self Rating =

Average Council Score:

3. Does the City Manager have a good sense of priorities in the way he spends his time on the job?

Unsatisfactory

Improvement Needed

Successful

Excels

City Manager's Self Rating =

Average Council Score:

4. Is the City Manager able to analyze problems or issues and identify causes, reasons, and implications?

Unsatisfactory

Improvement Needed

Successful

Excels

City Manager’s Self Rating =

Average Council Score: 3.5

5. Does the City Manager develop and carry-out short and long-term action plans?

Unsatisfactory

Improvement Needed

Successful

Excels

City Manager’s Self Rating =

Average Council Score:

CITY MANAGER COMMENTS:

COUNCIL COMMENTS:

INTERNAL ADMINISTRATION | Average Overall Score:

COMMUNITY (EXTERNAL) RELATIONS

A. Citizen Relations:

1. Does the City Manager generally make a positive impression on the citizens and is he respected in Steamboat Springs?

Unsatisfactory Improvement Needed Successful Excels

City Manager's Self Rating =

Average Council Score:

2. Is he effective handling disputes or complaints involving citizens?

Unsatisfactory Improvement Needed Successful Excels

City Manager's Self Rating =

Average Council Score:

3. Does the City Manager have appropriate visibility or identity in the community?

Unsatisfactory

Improvement Needed

Successful

Excels

City Manager’s Self Rating =

Average Council Score:

4. Does the City Manager represent council positions and policies accurately and effectively?

Unsatisfactory

Improvement Needed

Successful

Excels

City Manager’s Self Rating =

Average Council Score:

CITY MANAGER COMMENTS:

COUNCIL COMMENTS:

B. Intergovernmental Relations:

1. Is the City Manager effective representing the City's interests in dealing with other agencies?

Unsatisfactory

Improvement Needed

Successful

Excels

City Manager's Self Rating =

Average Council Score:

2. Does the City Manager participate in enough intergovernmental activity to have an impact on behalf of the City?

Unsatisfactory

Improvement Needed

Successful

Excels

City Manager's Self Rating =

Average Council Score:

CITY MANAGER COMMENTS:

COUNCIL COMMENTS:

- Question #2, I am not informed enough to grant an excel mark, but I do believe he is successful in this area.
- Gary is quite effective with other agencies and works well with all agencies.

COMMUNITY (EXTERNAL) RELATIONS | Average overall score:

PERSONAL CHARACTERISTICS

A. Personality and Communication:

1. Is the City Manager's personality suited to effective performance of his duties?

Unsatisfactory Improvement Needed Successful Excels

City Manager's Self Rating =

Average Council Score:

2. Is the City Manager easy to talk to?

Unsatisfactory Improvement Needed Successful Excels

City Manager's Self Rating =

Average Council Score:

3. Do you feel he is a good listener?

Unsatisfactory

Improvement Needed

Successful

Excels

City Manager's Self Rating =

Average Council Score:

4. Are communications thoughtful, clear, and to the point?

Unsatisfactory

Improvement Needed

Successful

Excels

City Manager's Self Rating =

Average Council Score:

5. Does the City Manager show sensitivity to the concerns of others?

Unsatisfactory

Improvement Needed

Successful

Excels

City Manager's Self Rating =

Average Council Score:

CITY MANAGER COMMENTS:

COUNCIL COMMENTS:

B. Management Style:

1. Does the City Manager demonstrate interest and enthusiasm in performing his duties?

Unsatisfactory

Improvement Needed

Successful

Excels

City Manager's Self Rating =

Average Council Score:

2. Does he have sufficient leadership characteristics to command respect and good performance from employees?

Unsatisfactory Improvement Needed Successful Excels

City Manager’s Self Rating =

Average Council Score:

3. Does the City Manager show initiative and creativity in dealing with issues, problems, and unusual situations?

Unsatisfactory Improvement Needed Successful Excels

City Manager’s Self Rating =

Average Council Score:

4. Is the City Manager open to new ideas and suggestions for change?

Unsatisfactory

Improvement Needed

Successful

Excels

City Manager's Self Rating =

Average Council Score:

5. Is the City Manager honest and ethical?

Unsatisfactory

Improvement Needed

Successful

Excels

City Manager's Self Rating =

Average Council Score:

6. Does the City Manager work well under pressure?

Unsatisfactory

Improvement Needed

Successful

Excels

City Manager's Self Rating =

Average Council Score:

7. Is the City Manager able to change his approach to fit new situations?

Unsatisfactory

Improvement Needed

Successful

Excels

City Manager's Self Rating =

Average Council Score:

8. Does the City Manager create an atmosphere in which employees can enjoy working for the City?

Unsatisfactory

Improvement Needed

Successful

Excels

City Manager's Self Rating =

Average Council Score:

9. Can the City Manager consistently put aside personal views and implement council policy and direction?

Unsatisfactory

Improvement Needed

Successful

Excels

City Manager's Self Rating =

Average Council Score:

CITY MANAGER COMMENTS:

COUNCIL COMMENTS:

PERSONAL CHARACTERISTICS | Average overall score:

NARRATIVE EVALUATION

What would you identify as the City Manager's strengths, particularly with regards to his achievements, during the past 12-month rating period?

CITY MANAGER COMMENTS:

COUNCIL COMMENTS:

What performance area(s) would you identify as most critical for improvement?

CITY MANAGER COMMENTS:

COUNCIL COMMENTS:

What other comments do you have for the City Manager?

CITY MANAGER COMMENTS:

COUNCIL COMMENTS:

GOALS ESTABLISHED DURING LAST REVIEW PERIOD

1. Goal:

Achieved Goal

Did Not Achieve

Goal In Progress

Achieved Goal	Did Not Achieve	Goal In Progress

City Manager's Self Rating:

Council's General Consensus:

2. Goal:

Achieved Goal

Did Not Achieve

Goal In Progress

Achieved Goal	Did Not Achieve	Goal In Progress

City Manager's Self Rating:

Council's General Consensus:

3. Goal:

Achieved Goal

Did Not Achieve

Goal In Progress

Achieved Goal	Did Not Achieve	Goal In Progress

City Manager's Self Rating:

Council's General Consensus:

CITY MANAGER COMMENTS:

COUNCIL COMMENTS:

GOALS FOR 2022-2023

Council's suggested goals: I typically summarize these into main categories, particularly when I see multiple comments about the same goal. (i.e. like the following):

Fiscal Sustainability:

- 1.
- 2.

Council Communication and Guidance:

- 1.
- 2.

Other: