

SUGGESTED FY2019 CITY MANAGER EVALUATION

1. **Customer-Focused Outcomes: Ensure overall municipal service delivery remains responsive to needs of community and that response time to citizen concerns is reasonable.**

Customer focused performance results demonstrate how successful our municipal organization has been in satisfying various stakeholders. Relevant data and information include customer satisfaction and dissatisfaction; program participation levels; customer complaints, complaint management, and effective complaint resolution; customer-perceived value based on quality and cost; customer assessment of access and ease of use (including courtesy extended in service interactions); customer advocacy for services; and awards, ratings, and recognition from customers and independent rating organizations. Additional customer-focused results that go beyond satisfaction measurements include customer engagement and ongoing relationship development which contribute to future service success and organizational sustainability.

2. **Product & Process Outcomes: Ensure overall municipal services meet and/or exceed the highest industry standards given the resources available.**

Product and process results demonstrate product and service quality and value that lead to general customer satisfaction and engagement. Work system and work process effectiveness and efficiency measurements include internal quality measurements, field performance, defect levels, service errors, response times, and data collected from customers by other organizations on ease of use or other attributes, as well as customer surveys on product and service performance.

More specific effectiveness and efficiency indicators include work system performance measures that demonstrate improved cost savings or higher productivity by using internal and/or external resources; reduced emission levels or energy consumption, waste stream reductions, by-product use, and recycling; internal service responsiveness, cycle times, production flexibility, lead times, and set-up times; and improved performance of administrative and other support functions.

3. **Leadership & Governance Outcomes: Effectively continue to communicate with the community at large through various means and support citizen engagement in local governance and community forums, and provide leadership in the implementation of the City's Master Plan.**

Senior leadership and governance outcomes support a fiscally sound, ethical organization that fulfills its societal responsibilities supporting the needs of the community. Results are related to environmental, legal, and regulatory compliance; results of oversight audits by government or funding agencies; and noteworthy achievements in supporting citizen involvement in local government.

- 4. Financial & Benchmark Outcomes: Maintain and strengthen financial stability of municipality to include reporting on any financial concerns and addressing them as they may arise during the course of the fiscal year.**

Key financial and benchmark results demonstrate financial sustainability and achievements in comparison to other similarly situated organizations. Measures are tracked on an ongoing basis to assess financial performance and viability. Financial performance indicators include revenues, budgets, net income, cash position, net assets, debt levels, financial operations efficiency (collections, billing, receivables), and grants received.

- 5. Workforce-Focused Outcomes: Continue to recruit, retain and support training of employees and volunteers necessary to fulfill service delivery needs of community.**

Workforce-focused results demonstrate how well our municipal organization has been in creating and maintaining a productive, caring, engaging, and learning environment for all members of the workforce. Results include employee safety, absenteeism, turnover, satisfaction, and complaints (grievances). Other factors include the extent of training, retraining, or cross-training to meet capability and capacity needs; the extent and success of self-direction; the extent of union-management partnering; the extent of volunteer involvement in process and program activities; staffing levels across work units; and certifications completed to meet skill needs.