

City Manager Performance Evaluation

2022

City Manager: GREG WOOD

Average

CRAWFORD TURNER GERNT HARRISON SHANKS

1. INDIVIDUAL CHARACTERISTICS

3.64	Diligent and thorough in the discharge of duties, "self-starter"	4	3	5	4	4
	Exercises good judgment	3	3	4	4	4
	Displays enthusiasm, cooperation and will to adapt	3	3	3	4	4
	Mental and physical stamina appropriate for the position	4	3	3	4	4
	Exhibits composure, appearance and attitude appropriate for executive position	3	3	4	4	4
		17	15	19	20	20
		3.4	3	3.8	4	4

2. PROFESSIONAL SKILLS AND STATUS

3.56	Maintains knowledge of current developments affecting the practice of local government management	4	3	5	4	5
	Demonstrates a capacity for innovation and creativity	2	3	4	4	4
	Anticipates and analyzes problems to develop effective approaches for solving them	3	3	4	4	4
	Willing to try new ideas proposed by governing body members and/or staff	2	3	3	4	5
	Sets a professional example by handling affairs of the public office in a fair and impartial manner	2	2	3	4	5
		13	14	19	20	23
		2.6	2.8	3.8	4	4.6

3. RELATIONS WITH ELECTED MEMBERS OF THE GOVERNING BODY

3.64	Carries out directives of the body as a whole as opposed to those of any one member or minority group	2	3	5	4	5
	Sets meeting agendas that reflect the guidance of the governing body and avoids unnecessary involvement in administrative actions	3	3	3	4	5
	Disseminates complete and accurate information equally to all members in a timely manner	3	3	5	4	5
	Assists by facilitating decision making without usurping authority	2	3	4	4	4
	Responds well to requests, advice and constructive criticism	3	2	3	4	5
		13	14	20	20	24
		2.6	2.8	4	4	4.8

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4. POLICY EXECUTION

3.88	Implements governing body actions in accordance with the intent of council	4	3	5	4	5
	Supports the actions of the governing body after a decision has been reached, both inside and outside the organization	3	3	4	4	5
	Understands, supports, and enforces local government's laws, policies, and ordinances	4	3	4	4	5
	Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness	3	3	3	4	4
	Offers workable alternatives to the governing body for changes in law or policy when an existing policy or ordinance is no longer practical	4	3	5	4	4
		18	15	21	20	23
		3.6	3	4.2	4	4.6

5. REPORTING

4.04	Provides regular information and reports to the governing body concerning matters of importance to the local government, using City Charter as a guide	4	3	4	4	5
	Responds in a timely manner to requests from the governing body for special reports	4	3	4	4	5
	Takes the initiative to provide information, advice, and recommendations to the governing body on matters that are non-routine and not administrative in nature	4	3	5	4	5
	Reports produced by the manager are accurate, comprehensive, concise and written to their intended audience	4	3	4	4	5
	Produces and handles reports in a way to convey the message that affairs of the organization are open to public scrutiny	4	3	4	4	5
		20	15	21	20	25
		4	3	4.2	4	5

6. CITIZEN RELATIONS

3.84	Responsive to requests from citizens	3	3	4	5	4
	Demonstrates a dedication to service to the community and its citizens	3	3	4	5	5
	Maintains a nonpartisan approach in dealing with the news media	4	3	5	5	5
	Meets with and listens to members of the community to discuss their concerns and strives to understand their interests	2	3	4	4	4
	Gives an appropriate effort to maintain citizen satisfaction with city services	2	3	3	5	5
		14	15	20	24	23

2.8 3 4 4.8 4.6

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7. STAFFING

3.92	Recruits and retains competent personnel for staff positions	4	3	4	5	4
	Applies an appropriate level of supervision to improve any areas of substandard performance	4	3	4	5	4
	Stays accurately informed and appropriately concerned about employee relations	3	3	4	5	4
	Professionally manages the compensation and benefits plan	3	3	5	4	5
	Promotes training and development opportunities for employees at all levels of the organization	4	2	4	4	5
		18	14	21	23	22
		3.6	2.8	4.2	4.6	4.4

8. SUPERVISION

3.8	Encourages heads of departments to make decisions within their jurisdictions with minimal city manager involvement, yet maintains general control of operations by providing the right amount of communication to the staff	2	3	4	5	5
	Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operations at the department level	3	3	4	5	5
	Develops and maintains a friendly and informal relationship with the staff and work force in general, yet maintains the professional dignity of the city manager's office	3	3	5	4	5
	Sustains or improves staff performance by evaluating the performance of staff members at least annually, setting goals and objectives for them, periodically assessing their progress, and providing appropriate feedback	2	3	4	4	4
	Encourages teamwork, innovation, and effective problem-solving among the staff members	4	3	4	4	4
		14	15	21	22	23
		2.8	3	4.2	4.4	4.6

9. FISCAL MANAGEMENT

	Prepares a balanced budget to provide services at a level directed by council	4	4	5	5	5
	Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively	4	3	5	4	5
	Prepares a budget and budgetary recommendations in an intelligent and accessible format	5	3	5	4	5

4.48	Ensures actions and decisions reflect an appropriate level of responsibility for financial planning and accountability	5	4	5	4	5
	Appropriately monitors and manages fiscal activities of the organization	5	4	5	4	5
		23	18	25	21	25
		4.6	3.6	5	4.2	5

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10. COMMUNITY

3.52	Shares responsibility for addressing the difficult issues facing the city	3	3	4	4	4
	Avoids unnecessary controversy	1	3	3	4	5
	Cooperates with neighboring communities and the county	1	3	4	4	4
	Helps the council address future needs and develop adequate plans to address long term trends	3	3	5	4	5
	Cooperates with other regional, state and federal government agencies	2	3	4	4	5
		10	15	20	20	23
		2	3	4	4	4.6

3.83 TOTAL SCORE

NARRATIVES

Strengths:

RH	Finds good people and treats them well.
SS	Supported by employees; very effective City Manager; very accessible
RJC	One thing I would give the Manager high marks in and I identified in the section of "fiscal management" is that you have a good grasp on balancing a budget and setting the city up for financial success. Budgets have been reasonable and sound. You have worked with Council, and your departments, to create a balanced budget, but also allowing for needs and wants from both groups. This, in my opinion, is one of your biggest strengths.
AG	Excellent job with fiscal management; Rapport with staff: appropriate level of supervision without being a micromanager
MT	Only rated for 2 months I have been in office

Most critical for improvement:

RH	Strong in most areas.
RJC	<p>Biggest areas for improvement are the abilities to relate and communicate effectively with others; this includes interaction with community, council members and city staff. Numerous times over the past year that I have received feedback from the community that your interaction with them has not been positive. Examples are: Communication with DCI members regarding Depot improvements where I was required to intervene; Discussion and vote for 3 members to the CPWA board where you went out of the way and were out of line in pushing back to appoint members to this board creating an unnecessary issue that could have been resolved in private. You emailed all members of the council and spoke on the issue before all other members had a chance to speak and before you were called upon for advice. You are meant to give guidance when asked and execute the plan/vote on what council decides.</p>

Constructive suggestions for enhanced performance:

RH	Continue trying to get, and retain, the best people we can.
RJC	<p>It appears to me that if you don't like the idea, don't have interest in it, or don't want to do it you push back or don't follow through as you would if it was a project you did support. Please stick to your role and responsibilities regarding what the charter states for your position and in accordance with the form of government we have. Be more open to ideas and thoughts of community members, Chamber, DCI and citizen complaints. The City and County have a good working relationship that myself and Mayor Mayberry created with Mayor Foster and I need you to take notice and do your part to build a partnership. It has become apparent, since I became Mayor, that your views and actions reflect that of a more antagonistic relationship; please work with Mayor Foster and his teams. Respect the advice and decisions that are given to you by the city attorney and council. The issues we have been dealing with regarding the Village Inn is a direct result of you not listening to then City Attorney Ridley who instructed you on previous occasions to not take actions unilaterally in this manner.</p>

Other comments:

RH	Keep us informed of upcoming business as early as you can.
RJC	<p>I ran for Mayor "to get things done". I plan to make investments in our community that hopefully bear fruit for many years to come. I believe we need to aggressively look at catching our staff up to those communities around us on pay. I believe we need to get ahead when it comes to getting projects, buildings and needs for our departments completed. We have the money, let's give them what they need. I would like to look up when I have served my time as Mayor and be able to see that we accomplished a lot economically for this community. I will look hard at driving investments to the area and look at making investments and improvement to the community. We have buildings and facilities that are in disrepair and need immediate attention (Palace). I believe partnering with the County on projects is a good thing and will help both our wants and needs for the community we serve. I need you to help me drive these items and get them done. I also need you to be a team player and respect your role, my role and the council's role in these matters. I look forward to what this year has to bring.</p>

