

**CITY OF KINGMAN
CITY MANAGER ANNUAL REVIEW
AGGREGATE**

year: 2017

PERFORMANCE CATEGORY SCORING

- 5 = Excellent (always exceeds the performance expectation)
- 4 = Above average (generally exceeds the performance expectation)
- 3 = Average (generally meets the performance expectation)
- 2 = Below average (usually does not meet the performance expectation)
- 1 = Poor (rarely meets the performance expectation)

1. Individual Characteristics

- 1 2 3 4 5** Consistently demonstrates strong leadership skills
- 1 2 3 4 5** Confidently exercises good judgment and decisiveness
- 1 2 3 4 5** Displays enthusiasm, cooperation, and willingness to adapt to change
- 1 2 3 4 5** A visionary, yet practical and hardworking
- 1 2 3 4 5** Displays the professional composure, appearance and attitude appropriate for a city manager.
- 1 2 3 4 5** Embodies the standard of integrity and trustworthiness

Add the values from above and enter the subtotal **$76 \div 36 = 2.11$**

Comments:

John's staff sincerely likes and trusts him. While he appears very adaptable to change, this may also be a weakness. John seems to be able to change direction relatively easily, changing direction depending on the loudest voice in the room John needs to take authoritative leadership with his staff and Council when they seek and need direction.

2. Relations with elected members of City Council

- 1 2 3 4 5** Communicates with all members of the council, keeping them well informed of all city business, activities, problems, opportunities, etc.
- 1 2 3 4 5** Carries out directives of the body as a whole as opposed to those of any one member or group. Doesn't play favorites. Works well with each member.
- 1 2 3 4 5** Works with the council as a partner on annual and long-term strategic planning and drives results from those plans.
- 1 2 3 4 5** Responds well to requests, advice and constructive criticism from council.
- 1 2 3 4 5** Effectively carries out the policy direction of the council.
- 1 2 3 4 5** Is very knowledgeable and provides a high level of information to council relating to city programs, services, issues, and various department functions and projects.

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Comments:

John is prompt with forwarding "heads-up" emails from his department heads but that is not enough. Council needs updates about city business, activities, opportunities, etc. John is in a difficult position, balancing the directives of a divided Council. He tends to lean toward whoever "the winning team is" rather than voicing his opinion. When asked, John needs to direct Council on policy direction rather than following direction. John needs to re-cast himself as a respected partner to the Council.

3. Policy Execution



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- 1 2 3 4 5 Implements governing body directives in accordance with the intent of the all members of council
- 1 2 3 4 5 Fully supports the actions of the governing body after a decision has been reached, both inside and outside of the organization
- 1 2 3 4 5 Supports, enforces, and demonstrates knowledge of all local government's laws, policies, and ordinances.
- 1 2 3 4 5 Reviews ordinances as well as policy and procedures to suggest improvements to their effectiveness and innovation.
- 1 2 3 4 5 Assists the council in developing a policy agenda that can be implemented effectively and that serves the best interest of the community.

Add the values from above and enter the subtotal **77 ÷ 30 = 2.57**

Comments:

John takes Council direction very well. Perhaps too well, failing to take a leadership position when the city and the Council could benefit from it. John fails to "assist the council" and rather follows direction.

4. Communication and Reporting

- 1 2 3 4 5 Provides timely, clear, and concise information through email, reports, etc. to the governing body concerning city business and matters of importance.
- 1 2 3 4 5 Provides clear and comprehensive monthly and annual reports to staff, citizens, and council. Gives updates at every council meeting.
- 1 2 3 4 5 Distributes regular communications with a team focus to all city staff to keep everyone informed of city business, emergencies, issues, successes, and events.
- 1 2 3 4 5 Utilizes inspirational communication to encourage city pride and to motivate staff give their best every time.
- 1 2 3 4 5 Communicates in a way that gains consensus and encourages both council and staff to work together efficiently and effectively as a team.

Add the values from above and enter the subtotal **72 ÷ 30 = 2.40**

Comments:

The monthly City Manager's report is very comprehensive and well done but he does not give updates at council meetings that would be beneficial to the Council and citizens. Giving updates in open session educates and inform citizens, put John in a more authoritative role and promotes a transparent government. John is friendly and happy but it appears he does little to motivate the employees in city hall.



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5. Citizen Relations

- 1 2 3 4 5 Ensures that city information is readily available and easily accessible to the public. Fully utilizes all platforms of communication: the city website, social media, radio, news, and mail to make the city more transparent.
- 1 2 3 4 5 Demonstrates a dedication to providing outstanding service to the community.
- 1 2 3 4 5 Has a good working relationship with the media and presents a positive city image when conveying information to the public.
- 1 2 3 4 5 Meets with and listens to members of the community to discuss their ideas or concerns and strives to understand their interests.
- 1 2 3 4 5 Is conscious of the city's image. Manages public information and perceptions on both day to day operations and services, as well as big issues.
- 1 2 3 4 5 Looks for new and innovative ways to improve policy, procedure, and technology to make the city an easy place to do business.

Add the values from above and enter the subtotal **103 ÷ 36 = 2.86**

Comments:

The city's website is dull, antiquated and the brunts of ridicule, failing to house even an accurate and / or full description of city meetings. It needs to become a vibrant, useful and informational tool to promote and serve the city and its citizens.

6. Staff Effectiveness and Supervision

- 1 2 3 4 5 Communicates the cities vision, goals, and long term plan with each department and defines everyone's role in the success of the organization.
- 1 2 3 4 5 Encourages staff development, cross training, and promotes employees that are capable of being successful in their position.
- 1 2 3 4 5 Applies an appropriate level of supervision to all departments. Clearly outlines expectations and holds staff accountable.
- 1 2 3 4 5 Fosters a team environment and leads by example inspiring employees to follow out of respect.
- 1 2 3 4 5 Encourages employees to look for and submit cost saving, innovative, or improved policies or procedures.
- 1 2 3 4 5 Challenges city employees by setting high attainable standards and expectations, monitors and regularly assesses progress, and provides feedback.

Add the values from above and enter the subtotal **92 ÷ 36 = 2.56**

Comments:

It seems that staff is well trained, but at what price? More "brown bag lunches" having guest speakers from other departments present on their area of expertise. Employees need to be responsible for self-teaching. Some formal education is required for specific positions but too frequently staff is out on trips to attend education. The city cannot afford employees out of the office, training registration costs and per diem if subject matter experts are available within staff or the local community. For instance, if a city's IT staff needs training on developing websites, check with the chamber to learn what businesses in town do great websites, social media, etc.



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7. Fiscal Management

- 1 2 3 4 5 Prepares a balanced budget to provide services, maintain infrastructure and complete projects at a level directed by council.
- 1 2 3 4 5 Recommends policies, practices, and strategies to ensure the long-term financial health of the city.
- 1 2 3 4 5 Coaches departments on fiscal management, encourages cost savings, and fiscal responsibility.
- 1 2 3 4 5 Works with council to approve a fiscally responsible budget, offers sound advice, and reviews all options for cost savings as well as increasing revenue and/or financing options for special projects.
- 1 2 3 4 5 Constantly monitors and manages fiscal activities of the organization. Keeps council informed of overall financial condition and key issues.

Add the values from above and enter the subtotal **78 ÷ 30 = 2.60**

Comments:

The budgeting process seemed copied from previous years' budgets. A zero-based budget with staff justification on each line item could save the city money. Additionally, all city staff and employees should question the "how it's always been done" mentality and promote new ideas and innovations. Case in point is why is everything Council gets printed in color?

8. Community Involvement

- 1 2 3 4 5 Demonstrates a good working relationship with neighboring cities and the county supervisors and staff.
- 1 2 3 4 5 Actively contributes and participates in meetings with the Tri-city council, League of Arizona Cities and Towns, KAMA, Kingman Chamber of Commerce, civic groups, and city commissions.
- 1 2 3 4 5 Has an open line of communication and a good working relationship with regional, state, and federal government agencies. Becomes actively involved in situations that have a direct impact on the city.
- 1 2 3 4 5 Builds a sense of pride in the community through positive communication, transparency, and commitment to outstanding service.
- 1 2 3 4 5 Maintains that the city is always fully prepared for emergency situations. Staff and council are prepared and well trained in emergency response policy and procedures.

Add the values from above and enter the subtotal **82 ÷ 30 = 2.73**

Comments:

It does not seem John has a significant working relationship (exchanging best practices, ideas, brainstorming, reaching out for advice, networking) with the tri-cities council, ADOT, state government or county officials. Many of the commissions are either a failure or nearing failure. The youth commission has not had a quorum since at least October, 2016. Council should be notified when there is an opening and see the commission applications.

9. Innovation, creativity, and technology

- 1 2 3 4 5 Exercises leadership by resisting status quo and identifying areas of needed updating and improvement. Effectively implementing new methods and best practices.
- 1 2 3 4 5 Actively looks to other innovative and successful cities for ideas, policies, and procedures that can be implemented locally to improve efficiency, communication, solve problems, and/or save money.
- 1 2 3 4 5 Encourages education and professional development of staff to stay current on new methods and technology.
- 1 2 3 4 5 Empowers and encourages employees to be forward thinking, to utilize effective problem solving, innovation, new ideas and concepts.
- 1 2 3 4 5 Demonstrates an understanding of information technology and ensures that it is used appropriately to improve service delivery, information sharing, organizational communication, and citizen access.

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Comments:

John is very satisfied with the status quo. It seems he has allowed his department heads and their staff to "write their own ticket" and the "ticket" lacks accountability, drive, excitement, enthusiasm or a dedication to customer service. As an example, while John needn't be an IT guru, he could become much more involved in the city's IT department and drive change. Generally, there is an atmosphere of "that cannot be done" or "that's going to take weeks" rather than "let's figure out a way." One of John's strengths is how fond staff is of him. They are loyal and dedicated to him, which is important. Additionally, he has allowed Chief Rhoades to make stellar changes and improvements in both the KPD and building inspecting processes. John needs to grow as a leader and no longer accept the status quo in so many areas of the city's departments. He must expect and then demand excellence in all areas of city hall. City hall needs to transform from the low energy environment that exists now to one of drive, dedication to customer service and energy.

Narrative Evaluation

What would you identify as the manager's strength(s), expressed in terms of the principle results achieved during the rating period?

The City Manager is well liked by the community and his staff.
The City Manager keeps himself up to date with trainings & conferences, and has a good relationship with neighboring cities.
Community involvement and participation.
Community relations - Mr. Dougherty has a reputation for being amicable and easy to work with. Fiscal Management - Mr. Dougherty did present a balanced budget and the city's finances are in a good position.
Working with staff to reorganize building dept to facilitate business effective/responsive procedures. Participation in leadership community clubs, organizations. Good relationships with many of the citizens who facilitate the growth and development of Kingman.



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

Relationship with Council is poor. Ability to help guide policy is lacking. Lack of respect for elected officials hampers progress.
Communication, encouragement of employee training opportunities, city promotion & transparency.
Communication and Council relations, treating Council as a body and implementing its choices, not being favoritistic towards individual members.
Communication with Council on matters of strategic importance (e.g. meeting with KRMC to discuss interchange development). Representation of Council , not just Mayor. Supporting Council goals (e.g. not going publically on record against Council decisions).
Relations with elected members - I scored Mr. Dougherty low in this area because he does not serve each member equally. I have noticed more than once when certain agenda items were "forgotten" and when other issues were never brought to Council for a vote. I believe that better communication may help somewhat with the perceived favoritism. Supports actions after a decision has been reached - Mr. Dougherty was quoted in a recent newspaper article on the tax increase where he did not show support for a decision made by the Council. Communication, in general - I never feel "in the loop" on city events, business, problems, etc. I am often surprised to see information posted online or in the newspaper that I had no knowledge of this important event. It appears that the Council is intentionally kept out of city business. I do not know if the Manager sends out a weekly update to the City employees, but if he does it would be nice to be included. I also receive emails on police and fire activity that I almost always have already read about on social media. Employee morale - I have been hearing a lot from employees that the employee morale is at an all time low. While Council is not responsible for the management of the city employees. I do believe that we are accountable for the city as a whole and that the staff's morale has a direct impact. I believe that the City Manager should address this and action taken.

What constructive suggestions or assistance can you offer the manager to enhance performance?

Stop responding to individual Council members. Raise the expectations for staff. Better financial controls.
Make a more concerted effort to carry forth the vision/will of the majority of Council without specific or individual (task by task) instruction. Take initiative and get creative.
Help Kingman be more progressive, bring new ideas, programs, products/concepts to Council and staff.
Keep Council in the loop, minimize surprises. Support Council decisions.
Have regular contact with each Council member to ensure that you are representing the will of the entire Council. Ask for input from Council, department heads, and select staff to identify ways to improve overall communication. Confidently guide staff and Council through issues. Staff needs the City Manager to be their voice. Council relies on the Manager for information prior to making decisions. Speak up during discussions to deliver relative information. On agenda items, the Manager should truly recommend those that he & city staff supports. Actively look for ways to improve and innovate. Locate a city of comparable size that embodies the characteristics that you would like to see in Kingman in the future.

What other comments do you have for the manager; e.g., priorities, expectations, goals or objectives for the new rating period?

Follow through on Kingman Crossing. Keep Council focused on policy issues. Learn to say no to individual Council members. Agendas should all have supporting documents and a clear recommendation from staff.

Improve overall performance. Work with Council to identify and define attainable goals for the coming year.

None that I think haven't already been expressed.

Prioritize Rancho Santa Fe interchange development in concert with Kingman Crossing.

Council Member Performance Rating Not Within Above Format:

• **Providing Information**

- The City Manager does not keep all Councilmembers informed, in a timely manner, of the things we need to know about. There have been several instances where I have been caught flat footed within the community on important issues that the City Manager knew about. The most recent examples were meetings with KRMC in May, where the full Council did not learn of these meetings until mid-July. And the second example was the Art Program recently announced from the City Manager's Office and the Mayor. I read about it in the newspaper.
- I feel very strongly that many Councilmembers do not receive information or professional treatment on an equal basis with some of the other Councilmembers
- Many time staff reports and recommendations from the City Manager's Office do not provide adequate information or the quality of analysis to help Councilmembers make sound business decisions. The debacle with the City golf course is one such example and the City Council should not be placed into the situation to peel back additional layers of an onion during a City Council meeting.
- Many times the City Manager has failed to follow-up promptly on Council requests for action without having to be reminded. The most recent example was that of hiring the economic development strategic planning consultant.
- I do not believe that the City Manager does a sufficient job at planning ahead, anticipating needs, or recognizing potential problems.

B. Personnel Management

- A. I believe the City Manager has struggled in successfully guiding people so that they work together as a team toward common objectives. It seems as though the department directors are actually running the City, without the common goals under the guidance of a strong City Manager.
1. In speaking to many staff at the City, morale within the organization is currently extremely low. I do not believe that the City Manager has been effective in promoting positive employer-employee relations, including a City-Manager directed training program for personnel.
 2. I believe that the culture within the City right now lacks an emphasis on quality customer service, and making a positive impression on citizens. I believe this is a reflection on the City Manager, as I do not believe that he thinks or acts in a manner reflecting an attitude that client (Council, staff or citizen) perceptions and satisfactions are key.

C. Getting the Job Done

- The things the Council decides or directs to get done do not always get done, and consistent communication has also been an issue.
- I believe the City Manager has struggled to pay sufficient attention to detail to avoid errors or things "slipping through the cracks."
- I believe the City Manager has struggled with having a good sense of priorities in the way he spends his time. He has on several occasions admitted to be overwhelmed and unable to juggle all responsibilities.



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- The City Manager has struggled with the ability to analyze problems or issues and identify causes, reasons and implications. This has resulted in the City Manager failing to develop and carry out both short and long-term actions plans.
- I believe that the City Manager has experienced difficulties in effectively handling disputes or complaints involving citizens. In fact, he admits to growing frustrated or testy with some people.

. Staff Effectiveness and Supervision

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