



CONSENT AGENDA ITEM

MEMORANDUM

TO: HONORABLE MAYOR AND CITY COUNCIL MEMBERS
VIA: MIKE HEIN, CITY MANAGER
FROM: ANITA GERACI-CARVER, CITY ATTORNEY
SUBJECT: CONSIDERATION OF EVALUATION OF THE CITY MANAGER
2018/2019
DATE: May 19, 2019

GENERAL SUMMARY/BACKGROUND: The Employment Agreement between the City of Groveland and Michael Hein provides for the City to endeavor to evaluate the city manager's performance at least every other year. It is prudent for Council to evaluate the city manager's performance. Attached is the compiled evaluation based on responses received from four of the five council members. While responses to two questions indicate a desire for improvement, the evaluation overwhelmingly reveals that Mr. Hein meets (99) or exceeds (201) expectations.

BUDGET IMPACT:

None.

LEGAL NOTE

City Council is authorized pursuant to the Employment Agreement with the City Manager to evaluate performance.

STAFF RECOMMENDATION: Accept the City of Groveland Evaluation of the City Manager 2018/2019

ATTACHMENTS:

City of Groveland Evaluation of the City Manager 2018/2019



CITY OF GROVELAND EVALUATION OF THE CITY MANAGER 2018/2019

Evaluation Scale

Exceeds Expectation	Performance which exceeds the level normally expected
Meets Expectation	Generally meets expectation on performance criteria
Needs Improvement	Falling short of what is normally expected

Please place an "X" in the box you feel is appropriate.

SECTION I: ASSISTING COUNCIL WITH ITS POLICY-MAKING ROLE

Needs Improvement	0	Not answered	3
Meets Expectations	14		
Exceeds Expectations	43		

		Needs Improvement	Meets Expectations	Exceeds Expectations
A. Providing Information				
The City Manager provides information which is:				
	Detailed and reliable		3	1
	Explained in a thorough manner and includes alternatives or recommendations		2	2
	Timely		1	3
1 did not answer	Helpful in preventing trivial administrative matters from being reviewed by the Council		1	2
	Helpful and adequate to assist City Council in making sound decisions		1	3
The City Manager:				
	Provides members of City Council with the opportunity to set long-term organizational goals and to establish the future direction of City policy			4

	Keeps City Council informed, in a timely manner, of the things Council wants to know		1	3
	Keeps City Council well informed with concise written and oral communications		2	2
2 did not answer	Provides City Council members with information on an equal basis		1	1
	Informs the City Council of administrative developments			4
	Follows up in a timely manner on City Council requests for information or action		1	3
B. Providing Advice				
The City Manager:				
	Has adequate knowledge of municipal affairs, including the City's laws and ordinances			4
	Considers alternatives before making recommendations			4
	Plans ahead, anticipates needs and recognizes potential problems			4
	Has a good sense of timing in bringing issues to the Council for action		1	3
Comments:				
Very good communications with City Council. Keeps members fully informed and is particularly timely on getting notice out of events, which may have a negative impact on the city or the city's image.				
Continues to work with council members to help them better understand the dynamics of various administrative issues and the roles of council and manager in those matters. Generally strikes a strong balance of keeping council informed and, when appropriate engaged.				

SECTION II: INTERNAL ADMINISTRATION

Needs Improvement	2	Not answered	1
Meets Expectations	42		
Exceeds Expectations	63		

		Needs Improvement	Meets Expectations	Exceeds Expectations
A. Implementation of Council Policies				
The City Manager is effective in the following areas:				
1 did not answer	Carrying out Council directives		1	2
	Assigning work so that it is performed efficiently and effectively		3	1
	Paying sufficient attention to detail to avoid error or things "slipping through the cracks"	1	2	1
	Analyzing problems or issues and identify causes, reasons, and implications			4

	Accurately interpreting the direction given by Council		1	3
	Carrying out the directives of Council as a whole rather than those of any one Council member, but recognizes the concerns of the minority		2	2
	Supporting the actions of the City Council after a decision is made		1	3
	Assuming responsibility for staff performance		1	3
	Providing members of City Council with periodic status reports on projects or tasks which may overlap months or years in implementation		3	1
	Insuring that the management staff maintains normal service delivery operations as well as the flexibility to manage emergency situations		3	1

B. Financial Management				
Are you satisfied with the City Manager's:				
	Approach to budget preparation and review		2	2
	Use of standard financial management procedures to meet Council's policy guidelines		2	2
	Implementation of Council's policy regarding the expenditure of budgeted funds		3	1
	Cost control through economical use of labor, materials and equipment		1	3
	Information on the financial status of City government		3	1
	Use of available funds and his ability to operate the City efficiently and effectively			4
	Knowledge of financial matters			4
	Information pertaining to long or short-term financing for capital projects or equipment purchases		1	3
	Information on opportunities for federal and state grant funding		1	3

		Needs Improvement	Meets Expectations	Exceeds Expectations
C. Personnel Management				
The City Manager is:				
	Successful in guiding people as a team toward common objectives			4
	Effective in selecting qualified and highly competent staff members		3	1
	Effective in maintaining professional relationships with Department Directors		1	3
	Effective in assuring that staff members make a positive impression on citizens			4

The City Manager:				
	Insures that the City's personnel policies and practices are administered by City Department Directors and management staff in an equitable manner		1	3
	Develops and motivates employees so that they are increasingly effective		1	3
	Addresses disciplinary problems and takes action when warranted	1	2	1
	Monitors performance of employees and initiates corrective action as needed		4	
<p>Comments: Hard to make adequate assessment on budget as manger came in on middle of FY19 budget and did not have a finance director. FY19 lacked rigor in many areas. Have not yet seen creation of FY20 budget, but expect to see more rigor in its construct. Need to develop CIP. Has assembled strong group of Dept. Heads. Group would benefit from additional team building and continuing efforts to reduce silos within the city. Looking for identification of additional grant opportunities. Some focus on federal grants, but less on state and county. Need to establish debt policy with the council to provide alignment of manager and council on short and long term financing.</p>				

SECTION III: EXTERNAL RELATIONS

Needs Improvement 0
Meets Expectations 7
Exceeds Expectations 41

		Needs Improvement	Meets Expectations	Exceeds Expectations
A. Citizen Relations				
The City Manager:				
	Makes a positive impression on citizens and is he respected in the City of Groveland			4
	Has appropriate visibility or identity in the community			4
	Assists the Council in resolving problems at the administrative level to avoid unnecessary Council action		1	3
	Is willing to meet with members of the community and discuss issues of concern			4
	Is skillful with the news media, avoiding political positions and partisanship			4
	Provides information to the public in a timely fashion on matters which will cause public reaction		2	2
	Represents Council positions and policies accurately and effectively		2	2
	Thinks and acts in a manner reflecting an attitude that client (Council, staff or citizens) perceptions and satisfactions are important			4
	Responds completely and in a timely manner to citizen			4

	complaints			
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B. Intergovernmental Relations				
The City Manager is:				
	Effective representing the City's interests in dealing with other agencies		1	3
	Participative in enough intergovernmental activity to have an impact on behalf of the City			4
	Cooperative with the county, state and federal governments		1	3
Comments:				
Mr. Hein is a strong leader who is committed to the personal and professional growth of his staff. Efforts to expand and enhance the training for employees and implementation of technological improvements to the city have shown benefit in the short time he has been here.				
Senior staff has seen an almost complete turn-over. The team assembled is a strong one with many strong personalities. The senior staff would benefit from some team-building exercises and additional efforts to limit tendencies to silo issues.				
Mr. Hein has done a good job at helping to get the city staff and council aligned. Additional effort is needed to establish a strategic plan for the city that is more reflective of current goals and identifies enabling objectives and benchmarks for the city.				

SECTION IV: PERSONAL ACCOMPLISHMENTS

Needs Improvement	0	Not answered	2
Meets Expectations	36		
Exceeds Expectations	54		

		Needs Improvement	Meets Expectations	Exceeds Expectations
A. Communications				
With regard to communications, the City Manager is:				
1 did not answer	Easy to talk to and a good listener		1	2
	Thoughtful, clear and to the point		3	1
	Sensitive to the concerns of others		1	3
	Candid and forthright in discussing City business matters with members of City Council		2	2

B. Management Style				
The City Manager				
	Demonstrates interest and enthusiasm in performing his duties			4

	Commands respect and good performance from staff		2	2
	Shows initiative and creativity in dealing with issues, problems and unusual situations			4
	Is open to new ideas and suggestions for change		1	3
1 did not answer	Works well under pressure		1	2
	Consistently puts aside personal views and implements Council policy and direction		4	
	Displays the ability to resolve the numerous conflicts inherent in municipal government		3	1
	Responds well to a changing world and local conditions; is adaptive		1	3
	Is accessible to City Council members		1	3
	Conforms to the high standards of the profession; follows the "ICMA Code of Ethics		2	2
	Exhibits a commitment to continuing education in order to encourage his professional development		2	2
	Is receptive to constructive criticism and advice		3	1

		Needs Improvement	Meets Expectations	Exceeds Expectations
C. Job Effectiveness				
The City Manager:				
	Demonstrates interest and enthusiasm about the Council's Vision for the City		3	1
	Gives his staff the tools necessary to provide efficient, responsive City services		2	2
	Coordinates the implementation of City goals and objectives		2	2
	Supports policies that will promote annexation and growth in the City of Groveland			4
	Creates a positive atmosphere for successful economic development in the City			4
	Supports responsible infrastructure expansion and maintenance			4
	Emphasizes the need for employee training and technological improvements		2	2
Comments:				
<p>Mr. Hein is a strong leader who is committed to the personal and professional growth of his staff. Efforts to expand and enhance the training for employees and implementation of technological improvements to the city have shown benefit in the short time he has been here.</p> <p>Senior staff has seen an almost complete turn-over. The team assembled is a strong one with many strong personalities. The senior staff would benefit from some team-building exercises and additional efforts to limit tendencies to silo issues.</p> <p>Mr. Hein has done a good job at helping to get the city staff and council aligned. Additional effort is needed to establish a strategic plan for the city that is more reflective of current goals and identifies</p>				

enabling objectives and benchmarks for the city.

SECTION V: NARRATIVE RESPONSES

ACHIEVEMENTS FROM THIS PAST YEAR:

What were the Manager's most notable accomplishments during the past year?

- He moved the city forward from a dead stop. Our projects will put us on the map so to speak.
- New Branding.
- Kroger Ocado Annexation.
- Festival Park
- Hired key experienced directors and supporting staff. (Mike Walker, TJ Fish, Deo, Tim Maslow and John Ter Louw).
- Completed the design of the new public safety complex.
- SR 50 – Lake County and MPO #1 priority.
- Hiring of senior staff; Selection of a new Enterprise Resource Planning software.
- Rebranding.
- Creating a positive work environment and increasing staff morale.
- Upgrading park equipment and improving appearance of parks.
- Hiring a financial advisor.
- Drainage Study.

Which of the Manager's qualities were most instrumental in fulfilling the role of City Manager this past year?

- His knowledge of all city functions and responsibilities including finance.
- Knowledge and experience.
- Mike's previous experience as a City Manager, Finance and experience in redevelopment and ability to adapt to changing scenarios.
- Ability to hold a strategic view in developing tactical actions to move the city forward.
- Lived experiences provide a knowledge foundation that recognizes and capitalizes on opportunities for the city and helps prevent actions, which will negatively impact the city.
- The integrity that he consistently demonstrated in all his actions.

PERFORMANCE OBJECTIVES FOR COMING YEAR:

What does the Manager do that you would like him to continue?

- Moving the city forward and getting some of our projects done.
- Everything.
- Keep an open mind and adapt/react to changing scenarios.
- Continue to communicate with all stakeholders.
- Engage regionally to make Groveland more relevant in regional issues/funding, become seen as a center of excellence in various actions, be seen as a team player.

Is there anything that the Manager does that you would like him to do differently?

- Be more aggressive in some areas, such as; the budgeting process, annexation and land use codes to mention a few such areas.
- Be a bit more engaged with senior staff development. I understand that the city manager has a strong team at the senior staff level, but often they lack the breath of experiences the city manager has. Additionally, senior staff not always aligned. Monitoring and helping to bridge personalities and functional silos will enhance the efficiency and effectiveness of the senior leadership team.

- In what areas should the Manager focus his attention in this coming year?
- Getting the splash park going. (It's been 3 years now and still nothing)
- Water issues and State Road 50.
- SR 50 By Pass
- There are a number of areas that deserve focus and the city council had a strategic retreat to identify those areas of the highest importance. It is my belief that of those high importance items the following will have some of the greatest long term impacts for the city.
 - Public works – Utilities management, budget, infrastructure
 - Strategic guidance and review of past decisions/policies.
 - Revise Comp Plan to include all elements
 - Work with council to eliminate Enterprise Fund subsidy from General Revenue
 - Development of strategic/master plans for all departments

- Do you have any other general comments to share with the City Manager?
 - Continue doing what you're doing.
 - I was part of the City Council that interviewed Mike for both the Interim City Manager and Full time City Managers' position and his representations during those interviews have proven to be accurate. If it wasn't for Mike Hein I do not think we would have accomplished as much as we have this past year nor would we have been able to assemble the leadership team that we have in place.

With 4 of 5 Council members completing:

Needs Improvement	2
Meets Expectations	99
Exceeds Expectations	201

May 18, 2019