

CITY COUNCIL AGENDA ITEM

REQUESTED COUNCIL MEETING DATE 12/1/09

SUBJECT: City Manager's Evalua	ation	
DEPARTMENT : Administration		
RECOMMENDED MOTION:		
For discussion purposes		
SUMMARY:		
Attached are the materials prepare past year.	d by the City Manager concerning his	s performance in the
1 Oudings	[] Resolution [] Budget R	Resolution
ATTACHMENTS: [] Ordinance		
[] Other [] Support Documents/	Contracts Available for Review in Ma	anager 3 Office
DEPARTMENT HEAD	Signed	Date
FINANCE DEPARTMENT	Approved as to Budget Requirements	Date
CITY ATTORNEY	Approved as to Form and Legality	Date 12/1/09
CITY MANAGER	Approved Agenda Item For:	10110
COUNCIL ACTION: [] Approved as Recor	illiferided [1 Stoupping 1 to be 150 - sign.	d Indefinitely



MEMORANDUM

To:

Mayor Allen Green

Vice Mayor Mary Martin

Councilman Dennis Kennedy Councilman Robert Pohlmann Councilman George Steindoerfer

From:

Kenneth W. Parker, City Manager Kenneth W. Oacher

Subject:

City Manager's Evaluation

Date:

November 23, 2009

On Tuesday, December 1, 2009, I have scheduled the annual evaluation of the City Manager. The evaluation period is for the year beginning October 1, 2008, through September 30, 2009. You received my self evaluation and the program goals for the fiscal year beginning October 1, 2009. I have asked Becky to arrange meetings with each of you over the next two weeks to discuss your concerns and your suggestions. I then look forward to hearing collectively from the City Council on December 1.

As you know, we did not budget any salary adjustments in the 2009-10 budget. It is my recommendation that the City maintain its budget position by not adjusting the salary of the City Manager.

I do need to bring to your attention that the City Council accepted my recommendation last December to defer any compensation changes in the City Manager's salary based on performance of the year ending September 30, 2008, until the close of the fiscal year. As you are aware, it was my concern that State Revenues would not meet their projections, thereby requiring major budget changes during the fiscal year. I requested and the Council concurred that the 2.5% salary amount that had been given to employees last year would be delayed until the end of the fiscal year when the revenue and expenses were known. As we have reported to you, the City of Port Orange finished the fiscal year in the black. We did have to make budget adjustments throughout the year. We had to lower our

revenue projections because of falling State revenues, but our operating departments were able to control spending. The decrease in energy costs provided a major buffer in all of our operating funds.

The only reason I bring up the 2008 evaluation is because the City Council said they wanted to revisit it after the end of the fiscal year. What are the options available to the Council?

- Because of the economy, do not adjust the City Manager's salary. 1.
- Defer the Manager's salary adjustment until a later date when the economic situation has stabilized. The City Council would acknowledge that a salary 2. adjustment is due the Manager based on his performance for the fiscal year ending September 30, 2008. The amount would be 2.5%, the same as other employees received. It would be awarded at the discretion of Council at a point in the future.
- The City Council could grant a one-time 2.5% lump sum payment for the performance during the fiscal year ending September 30, 2008. The City 3. Council has done this in the past. The advantage is the non-compounding effect of a lump sum as well as it does not impact the retirement benefit.
- The City Council could choose to increase its contribution to the City Manager's 4. deferred compensation retirement program by 2.5%.
- The City Council could choose to award a 2.5% salary adjustment retro, back to 5. October 1, 2008, or to any date of its choosing.

Obviously, Option 5 is in my best interest since the salary adjustment would compound and would have an impact on my retirement sometime in the future. Option 1 has no financial impact on the City. Option 2 has no impact except for the acknowledgment that the City Manager's performance justified a salary increase; however, any awarding of a salary adjustment would be totally discretionary in the future. Option 3 would have a one time financial impact but no re-occurring impact. Option 4 would have a smaller re-occurring impact since it would be a payment to the retirement account and would not be salary. Option 5 would have the most fiscal impact since it becomes a re-occurring expense.

After reviewing the various options, in the fiscal climate, Options 1 to 3 are the best options for the City, and Options 4 and 5 are the best options for me since they would be a reoccurring benefit for me. Any of the options are acceptable.

Kwp/rlg



MEMORANDUM

To:

Mayor Allen Green

Vice Mayor Mary Martin

Councilman Dennis Kennedy Councilman Robert Pohlmann Councilman George Steindoerfer

From:

Kenneth W. Parker, City Manager January W. Parker

Subject:

City Manager's Performance Evaluation

Date:

November 3, 2009

Annually, the City Council evaluates the performance of the City Manager. Last year, I provided the City Council with performance objectives to assist in your evaluation of my performance. As I have done in the past, I have prepared a self evaluation of my performance. The final portion is the performance objectives for 2009/2010 for your review and comment.

Self Evaluation of City Manager's Performance:

2008-09 was another year of challenges – a year of financial challenges as the State of Florida continued to experience major revenue shortfalls. Locally, property values in Port Orange dropped by almost 17%. This created new pressure on the City's Operating Budget.

Because of extreme budget pressures, the City initiated several meetings with employees, citizens, businesses, and other interested parties. All total, 15 separate meetings were held soliciting input from a variety of groups and organizations prior to the budget being submitted for City Council review and consideration in July, 2009. The City Council indicated a desire to maintain the current millage levy which amounted to 16.7% below the rollback rate. To achieve this level of budgetary reduction required a team effort — Departments working with Departments; Departments identifying new service delivery

approaches; Departments examining ways of utilizing existing resources in more efficient ways. Overall, the City's overall budget decreased from \$99,493,641 in 2007-08 to \$95,376,331 in 2008-09, to an adopted budget of \$88,985,486 in 2009-10. The City Council has adopted below rollback tax rates for the past three budget cycles.

In 2008, the City Council decided to break out the energy cost on the water and sewer bills rather than establishing across the board rate adjustments. This allowed the City Council to adjust rates up and down based on the cost of energy. The first review of the energy charges occurred in June, 2009. Because the cost of energy was less, the City Council was able to reduce that component of the bill. Port Orange, to my knowledge, was the first City to implement such a break out on their water and sewer bills. Electric utilities have used this method for a number of years since energy costs that are necessary to produce electricity are an ever-changing variable for them.

The City Council did not increase water and sewer rates during 2008-2009. The Council decided to use a small amount of equity combined with service changes to hold the solid waste rates at current levels. Drainage Utility rates remained constant in 2008-09; however, it needs to be noted that the City is faced with several challenges that may require the Council to consider rate adjustments in water and sewer and in drainage in the next year or so.

Looking forward to 2009-2010, I anticipate that we will be making budgetary adjustments throughout the year. Already, the State of Florida has stated that revenues will be less. That means the City may see adjustments in State Sales Tax, Communication Tax, and State Shared Revenue. We will need to be prepared to make adjustments early in the budget year.

As the City Council is aware, the City experienced a sharp decline in FPL Franchise Fees at the very end of the fiscal year. Through the month of July, the City revenue model was showing an increase in revenue as compared to revenue we anticipated; however in August, the City saw a change occurring, a steady decline in revenues as compared to the model projection. It appears that the amount the City received will be lower than our projection. Fortunately, with a combination of expenditure controls and revenue offsets, the City will complete the fiscal year with revenues exceeding expenditures. The credit goes to our Departments for managing their expenses this past year. The FPL Franchise Fees will need to be watched carefully during the next 12 months since we held the revenue projections flat. In fact, we believe this revenue reduction will have to be addressed during the first quarter of the fiscal year.

Part I - Performance Objectives:

Let's examine each of the Performance Objectives:

- 1. <u>Citizen Relations:</u> This past year, the City's overall rating was 88.23%. This is extremely good; however, with that said, we did see declines in certain areas. I think it is critical that the City see improvements in those areas. It should be our goal to see consistent improvements in all areas of our operation. I would rate myself as meeting expectations.
- 2. Financial Results: The City has received bonding upgrades from both Standard & Poor and Moody's. Our bond rating was affirmed by Fitch's. In the financial situation in which we currently find ourselves, the upgrades are an affirmation of the City Council's fiscal policy. We continue to budget conservatively. We continued to review methods that will strengthen our financial position. Hopefully, that will lead to future upgrades. The long-term goal is to achieve a stand-alone rating of AA. Currently, we are at an A+ credit rating.
- Financial Results: The City of Port Orange City Council has established a policy of having an equity position of 15% in the General Fund, Water and Sewer 3. Fund, and Solid Waste. The anticipated equity position in each of the major operating funds is: General Fund - 22.4%; Water and Sewer Fund - 17.3%; and Solid Waste - 22.7%. In FY2006-07, the City Council established two contingencies - one for energy and another for retirement funds. The City continued to reserve funds during FY2007-08 and into FY2008-09. As part of the budget strategy, the energy reserve was eliminated during FY2008-09 and is not included in the carry overs for FY2009-10. The City has used a portion of the retirement reserve to offset City costs for FY2009-10. As the City Council is aware, the City is currently negotiating retirement benefits and contributions. Although our equity has strengthened in certain funds, we have seen dollars fall slightly in others. We continue to operate under a budgetary policy of living within the revenues produced in that budget year. That policy has served the City well. I would rate my performance as meets expectations.
- 4. Financial Results: Managing Financial Resources. The City's budget declined again this year. The City Council was able to adopt a tax rate substantially below roll back rate. This is the second year in a row that the Council has adopted a tax rate below the roll back rate. This is the third year in a row where the tax rate was equal to or less than the roll back tax rate. Based upon the matrix, the City was able to see our budget growth decline in percentage and absolute dollars. I would rate my performance in this category as better than expected.

5. <u>Staff Leadership:</u> Although we are still working on the vision update, we continue to work toward aligning our operations with the City's Vision for the future. With some of the program decreases and resource decreases, a total review of our programs will continue to be done. We will need to look at our programs to see which items are priority (mandated), necessary (required by local policy), and optional (discretionary). As we update the vision, we will need to make sure we clearly articulate which portions are mandated, which portions are necessary by local policy, and which portions are optional. As for the staff survey, this was not done this past year. Therefore, I rate myself as not meeting expectations.

One Note: We conducted numerous employee meetings this past year. We worked extremely hard to keep employees informed on the budget. We worked hard to solicit input from employees on ways to address service issues and control expenses. Many of their thoughts were brought forward and incorporated into the City's Operating Budget.

- 6. a. Council Relationships: I believe my relationship with the City Council is good. Last year, we set a goal of the Council Agenda being distributed 75% of the time on Wednesday. This was an attempt to provide ample Council preparation time prior to the meeting. Although occasionally an item would be tabled by Council or continued by Council to the next meeting causing staff to be delayed in putting together the final agenda, that is the exception, not the rule. I did not meet the objective of providing the Council agenda packet to you on Wednesday's. Most agendas were delivered on Thursday with a few being delivered on Friday.
 - The second element under Council Relationships was meeting preparation. The materials provided to the City Council are organized in such a way to b. facilitate Council decision-making. Annually, the City Council reviews the Agenda format, Agenda organization, and Agenda process. Recently, I identified a weakness in the process. Basically, I need to do more briefings with individual members of the City Council in one on one sessions. The purpose of the meetings would be to guarantee that Council Members have all the information needed prior to Council Meetings. Two or three times this past year, I have had to request that City Council delay an item in order to provide additional information. It is extremely important that City Council members have all of the information they need prior to being asked to vote on the item. Although I would rate my preparation and staff preparation extremely high, I would mark myself as only meeting expectations because of asking City Council to delay action in order to provide additional information.

- Follow Up: I am going to rate myself as only meeting expectations. I have reviewed my turn around time on getting summaries and directions to City C. staff. My expectation is to have the meeting summary completed and distributed not later than Friday morning following City Council meetings. I noticed that there were several occasions where it was the next week or later before the meeting summary was completed. I noticed that I communicated critical issues to staff in a timely manner and that staff responded quickly. The frustrating areas have been in capital projects in Port Orange that are not under our management, i.e., South Williamson, Taylor Road. The ability to communicate City Council's concerns to a contractor not under contract with the City and effectuate change has been a problem throughout this year. On the other hand, projects under City control have gone smoother. City Project Managers have managed City contracts for the most part. The one project that did not go as smooth as I would have liked is the Coraci From a Project Manager's standpoint, the City relied Park Project. extensively on verbal communications rather than placing items in writing to both contractors. I would rate my performance in this area as meets expectations.
- Although the criteria was to be measured Leadership in the Profession: by a survey, it is not realistic to expect them to return a survey. However, 7. with that said, I was called on by the Florida League of Cities (along with John Shelley and Vice Mayor Mary Martin) to present a workshop on budgeting at the Legislative conference. I was asked by the Florida League of Cities to write an article on the budget process in challenging times. The article was published in the Florida League of Cities magazine. I was appointed by ICMA to a term on the Alliance for Innovation Board of Directors. Last January, VCOG asked that I do a three hour block for newly elected officials. Locally, I serve as a member of the Advanced Technology College (ATC) Board of Directors and on the Business Development Program (BDP). Currently, I am working with the BDP on developing the business plan for the proposed new organization. I was asked to serve on a committee of managers to provide input to the County on the EMS ordinance revision. I continue to serve on an FCCMA Committee as well as an FLC Committee. The Florida Fire Chiefs Association invited me to teach a fourhour block in their leadership academy. I have been invited back for 2010. This will be the eighth year that I have been asked to participate in their leadership academy. Finally, VCOG named me as the Volusia County Manager of the Year for 2009. I would rate myself as meeting expectations in this area.

Part II - Initiatives:

- Port Orange Vision Update This is in progress. We had planned to have the update completed by the beginning of 2009. Because of our financial focus, I delayed working on the update – Not completed.
- 2. Citizen Meetings This is an area where this past year we worked extremely hard to meet the performance standards. We held only two Council District Meetings this past year. We combined them into events as we dedicated two fire stations. We held two new residents meetings. Both were well attended. I met nine times with the Executive Director and President of the Port Orange-South Daytona Chamber of Commerce. I met 11 times with the BDP staff to discuss Economic Development issues. The Port Orange YMCA changed Executive Directors during the past year; therefore, only one meeting was held. We did not meet with either the School Board or the County Council during this past fiscal year; however, Mayor Green and I have met numerous times with members of the County Council. I was able to attend the Chamber Planning Retreat but was not available to attend the annual meeting. I did participate in the Chamber's Annual Planning Conference. I would rate my performance as meeting expectations.
- 3. Capital Projects The City completed the two Fire Stations during the past year. The City anticipates completion of the Police Department Headquarters around Thanksgiving. The Coraci Sports Complex was completed. Improvements at All Children's Park were completed. Dedication occurred on October 17, 2009. The dog park is due to be completed in late October with dedication occurring in mid-November. The City completed the utility improvements on South Williamson Phase 1 in the summer of 2009. The retention pond behind the VFW Building was completed and accepted. This retention pond will improve the water quality of stormwater being discharged into Spruce Creek. The second part of the 175 acre pond is still under construction. The City of Port Orange continues to work extremely hard to avoid discharging effluent water into the Halifax River. The Public Utilities Department has done an excellent job over the past 2.5 years in sending our unused reclaimed water to the western pond. The City in 2010 will embark on a new endeavor, capturing fresh water being discharged on a daily basis down the Halifax Canal. The City has been working with the St. Johns River Water Management District on a demonstration project. Recently, EPA has awarded the City a grant in the amount of \$450,000 to proceed with two reclamation projects. In May, a large rainfall event created problems along the Halifax/ Nova Canal. The drainage system was overwhelmed from Ormond Beach to Port Orange. A joint effort has been put together to address issues along the Nova/Halifax Canal. The City has identified several sub-basin areas that will have to be constructed as source reduction projects in addition to the canal improvements. Also, a sub-basin project will be needed to keep at least one lane open traveling east bound and one lane open for west bound travel. The City has committed engineering funds to the design and permitting of the Halifax/Nova Canal Project. The City has not committed any funds to the source reduction projects.

The City continues to work with the Corps of Engineers, Volusia County, and St. Johns on Rose Bay. The Council has authorized design of the B-23 Canal improvements. Presentations to both City Council and residents will occur in November.

The City has applied for and received an Energy Grant from the Federal Stimulus Program. As part of our green initiatives, the City will replace several inefficient heating and air conditioning units with high efficiency units. The City will be installing a demonstration solar farm on wellfield property. This project is designed to provide power for a portion of the City water wells. If the project is successful, it would be our intent to expand the solar farm to provide power to all City wells, pumps, and storage facilities located in our Central Wellfield. The initial project is small enough for us to evaluate the effectiveness of this technology.

Conclusion:

FY2008-09 was a year filled with challenges. It was a year where our City Departments worked extremely hard to provide service to our residents. I would rate my overall performance as meets expectations. I look forward to meeting with each of you individually and then scheduling the annual evaluation on the City Council Agenda on December 1, 2009, for the collective evaluation.

Kwp/rlg

Attachments

2009-2010 PERFORMANCE OBJECTIVES

	Part 1 - Cr	1 - Critical Success Factors	ý		11/3/09
Performance		Measures	Performance Standard _	Performance Standard –	Performance Standard -
Category			Expected	Better than Expected	Outstanding
1. Citizen Relations	Improving perceptions of the services offered by the City of Port Orange	Overall ratings in citizen and business surveys	Achieve no less than 87% rating in excellent – good rating	%88<	95%
2. Financial Results	Management of City's financial resources	City's Bond rating	Maintain current rating	Increase by half letter grade in one category	Increase by full letter grade in one category or one letter grade in two categories
3. Financial Results	Management of City's financial resources	luity	16% in General Fund, Water/Sewer Fund, and Solid Waste Fund	Fund, Water/Sewer Fund, and Solid Waste Fund	18% in General Fund, Water/Sewer Fund, and Solid Waste Fund
4. Financial Results	Management of City's financial resources	Growth in City overall budget	<3% Growth	<2% Growin	20.9% GIOWIII
5. Staff Leadership	Developing staff alignment to City Vision, values, and objectives	Review of Departmental programs and objectives	Achieve an average of 80% are aligned	>85% are aligned	>90% are aligned
6. Council Relationships	A well-informed Council that works Manager to focus on those things make a positive difference	Council survey on:			

	- 21			_	_	 	Т	_		Τ-	Ţ-	 I	Ι	1
Rating of greater than 3.5	Rating of greater than 3.5	Rating of greater than 3.5	Rating of greater than 3.5											
Rating of 3.5	Rating of 3.5	Rating of 3.5	Rating of 3.5				-							
Rating of 3	Rating of 3	Rating of 3	Rating of 3											
Agenda development	Meeting preparation	Follow up	Called on to instruct by VCOG, Chamber, Fire Chiefs Association, FCCMA, and ICMA											
			Ensuring strong and effective advocacy of Port Orange's mission, objectives, and strategies											
			7. Leadership in Profession											

2009-2010 PERFORMANCE OBJECTIVES Part 2 – Initiatives

11/3/09

Standard - Not **Performance** Done Performance Standard -In progress Performance Standard -Completed Attend monthly meeting of the RCC Executive Attend the Business Development Partnership Attend monthly meeting with Mayor Green and County Council Members as scheduled by Attend the annual Port Orange-South Daytona Attend the annual Port Orange-South Daytona Business Meet monthly with Port Orange-South Daytona Chamber Executive Director and the Chamber Schedule a meeting with the Port Orange-Complete the Port Orange Vision by March 31, 2010 Chamber of Commerce Planning Retreat Chamber of Commerce Annual Meeting Attend 3 City Council District Meetings ð Attend 2 New Residents Meetings South Daytona Chamber Board **Key Activities** staff County Council Members with Development Program Meet monthly Board Meeting* Committee **President** 1. Port Orange Vision 2. Citizen Meetings Performance Category

Establish a quarterly meeting with the ED of the Volusia County Economic Development	->-		Attack A meetings with the VIP Leadership	Attend 4 Hockings man and in January	Attend the attribution of the street of the	Attend 30 City Council Meetings	Attend monthly meetings with Mayors and	Managers of Southeast Volusia cities

**Donna and Shannon participate each Monday in a conference call about Economic Development opportunities. They attend the quarterly meetings of the Volusia Development Department staff where statistics are discussed.

Participate in Port Orange-South Daytona	Annual City Manager update to the Port Orange-South Daytona Chamber of	Commerce	Serve on the ATC Board of Directors	Participate in the Port Orange-South Daytona	Participate in the Port Orange Police	Participate in 2 Port Orange Student	Government Days (Atlantic High School and	Spring Creek High School)
3. Community		***						

4. Project Oversight Oversee the following projects: Police Department construction Halifax-Nova Canal Project Ken Bern Water Reclamation Project Ken Bern Water Reclamation Project - Review all Administrative Policies and Procedures Solar Initiative in the Wellfield Area Solar Initiative in the Wellfield Area Solar Initiative of the Academy if one is held - Negotiate 5 Labor Contracts - Negotiate 5 Labor Contracts - Coraci Park Phase 2 Coraci Park Phase 2		U		Project	e Policies and		Area	Project		s held				evard Improvements from	
	-	 	Halifax-Nova Canal Project	Ken Bern Water Reclamation F	- Review all Administrative Policies and	Procedures	Solar Initiative in the Wellfield	Spruce Creek Road Drainage	- Negotiate 5 Labor Contracts	g meeting of the Academy if one is	Coraci Park Phase 2			Yorktowne Boulevard Impr	

Completed			
Complete 40 hours of Continuing Education	Attend State required investment training	Attend the FCCMA annual conference	Attend the ICMA annual conference*
5. Continuing	Education		

*Funds permitting

Attend the Fall Meeting of the Florida	

Develop a budget matrix system to assist City Council, City Departments in prioritizing programs and expenditures	Serve on 1 FCCMA Committee Completed	ve on Alliance for Innovation Board of Completed	Acquire 2 parcel of Town Center project land	Develop an entry feature for Town Center and Dunlawton/Ridgewood Avenue	Develop interim uses for Town Center	Complete landscaping and street light plans for Dunlawton Avenue and Ridgewood north of	liawium	Develop a stoffliwater program to accress the	and Roselle	Close the Halifax Mobile Home Park on June		Provide staff direction for Eastport	Develop a landscape grant incentives for Fastnort Business Park	Market lots in Eastport	er Stormwa	and Improvements for existing Eastport Properties	Complete the update of the Eastport CRA plan
Develop a t Council, C programs a	Serve on 1	Serve on Directors	Acquire 2 p	Develop an Dunlawton/	Develop int	Complete la Dunlawton	Duniawion	Develop a	Powers, an	Close the		Provide sta	Develop a	Market lots	Look at d	and Impr	Complete
6. Finance	7. Professional	רמוניטוס	8. Town Center									9. Eastbort CRA					

10. Expand City's Public Information	Work with the PIO to develop two new publications/brochures	
	Work with the PIO to develop two new television programs for Channel 199	
	Produce an electronic version of the City Newsletter by July 1, 2010	
11. Monitor Department outcomes	Work with Parks and Recreation to develop a Parks Foundation program	
and make		
adjustments as		
liecessal y		
	Each Department will present outcomes as	
	Broadcast two major events in Port Orange, Completed	
	such as the Port Orange Christmas Parade	
-		
	Develop and monitor Legislative programs	
	Review all Pension Plans to be sure they are	
	Sustainable City Ceneral Find tax rate will be at least 6%	
	City's overall budget growth will be less than 2%	
	Monitor post retirement benefits	

ס	various agencies to improve water quality,	Coraci park improvements, renovations to vin Children's Park; and Halifax-Nova Canal	Project	ith St. Johns	0	S	لقا	Work with Grants Coordinator to submit an	application to FCT and Volusia County to be	iÕ	portion of the Stanaki property	Seek land acquisition opportunities in central	wellfield area as opportunities to expand City's	mitigation bank	Explore educational facility expansion	obpointings in Fore Grange	Annroach St. Johns River Water Management	District about raising the berm height on the	175 acre lake project so more water can be	stored.	Work with St. Johns River Water Management	District to develop alternative water supplies	through the use of stormwater	
12. Grant	Opportunities										-													

and the second s

.

2009-2010 PERFORMANCE OBJECTIVES Part 3 – Leadership Behavior Assessment

	Part 3 – Leadership Behavior Assessment	ssment			11/3/09
Dorformance Category		Always	Mostly	Sometimes	Rarely/Never
1. Building and Sustaining	The City Manager establishes and maintains positive working relationships with:				
ויפומווסווטוווסו	a. People at all levels in the organization				
	b. With people in other organizations				
2. A commitment to achievement	The City Manager demonstrates a personal commitment to the highest standards and the				
	objectives				
3. Effective Communication	_ ~ ⊆				
	people, is able, as appropriate to explain, persuade, convince, or influence others				
4. Honesty and integrity	The City Manager models the nighest standards of personal, professional, and institutional behavior				
5. Problem Solving	The City Manager demonstrates an ability to understand a work situation, task, problem,				
	opportunity, or body of knowledge and develop solutions that are well defined, make sense, and				
	are politically impartial.				

The City Manager identifies and acknowledges the merits of different positions and needs and responds openly to those that are different to his own. He is willing to change his own position in light of discussions and debate. Work teams are creative and encourage new ideas. ty and Openness The City Manager identifies and acknowledges the merits of different positions and needs and responds openly to those that are different to his	own. He is willing to change his own light of discussions and debate. Work creative and encourage new ideas. The City Manager is able to cenvironment that positively values involves them in defining and achieving objectives and goals. Staff is encourage decisions, to provide input into cha	improvements, processes and The City Mana practices to ac and objectives	nsiveness The City Manager ensures management practices and corporate activity are taken into account and are responsive to the aspirations and needs of the community and the organization
6. Flexibility and Openness	7. Management of People	8. Managerial Expertise	9. Responsiveness

10. Managing in the Political-Cultural Environment	the The City Manager understands and manages in a manner consistent with the structure, functions, and objectives of local government and the wider political, cultural, economic, and social environment in which it operates.
11. Strategic Leadership	The City Manager is forward thinking, always seeking and accepting challenges and opportunities to develop and communicate a clear, inspiring, and relevant direction for the City of Port
	Orange
12. Decision Making	The City Manager acts promptly and decisively in emergency or crisis situations and demonstrates an ability to act without being forced by events or

Each of these factors is to be assessed by the City Council Members, taking into account personal observations, member feedback, and relevant survey material or information.

otherwise directed.