

**City of Maricopa**  
**City Manager Performance Evaluation**

**Brenda S. Fischer**

**Evaluation period: May 2011 to May 2012**

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**Anthony Smith, Mayor**

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**Brenda Fischer, City Manager**

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**Date**

## INSTRUCTIONS

This evaluation form contains ten categories of evaluation criteria. Each category contains a statement to describe a behavior standard in that category. For each statement, the following scale will be used to indicate the City Council's rating of the city manager's performance.

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

Any item left blank was interpreted as a score of "3 = Average"

## PERFORMANCE CATEGORY SCORING

### 1. INDIVIDUAL CHARACTERISTICS

4.5 Diligent and thorough in the discharge of duties, “self-starter”

4.17 Exercises good judgment

4.17 Displays enthusiasm, cooperation, and willing to adapt

4.33 Mental and physical stamina appropriate for the position

4.17 Exhibits composure, appearance, and attitude appropriate for executive position

Add the values from above and enter the subtotal 21.34 ÷ 5 = 4.27 score for this category

### 2. PROFESSIONAL SKILLS AND STATUS

4.17 Maintains knowledge of current developments affecting the practice of local government management

4. Demonstrates a capacity for innovation and creativity

3.83 Anticipates and analyzes problems to develop effective approaches for solving them

4.17 Willing to try new ideas proposed by governing body members and/or staff

4.33 Sets a professional example by handling affairs of the public office in a fair and impartial manner

Add the values from above and enter the subtotal 20.5 ÷ 5 = 4.1 score for this category

### 3. RELATIONS WITH ELECTED MEMBERS OF THE GOVERNING BODY

4.17 Carries out directives of the body as a whole as opposed to those of any one member or minority group

4 Sets meeting agendas that reflect the guidance of the governing body and avoids unnecessary involvement in administrative actions

4.67 Disseminates complete and accurate information equally to all members in a timely manner

4.17 Assists by facilitating decision making without usurping authority

3.83 Responds well to requests, advice, and constructive criticism

Add the values from above and enter the subtotal 20.84 ÷ 5 = 4.17 score for this category

#### **4. POLICY EXECUTION**

4.17 Implements governing body actions in accordance with the intent of the City Council

4.67 Supports the actions of the governing body after a decision has been reached, both inside and outside the organization

4.33 Understands, supports, and enforces local government's laws, policies, and ordinances

3.67 Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness

4 Offers workable alternatives to the governing body for changes in law or policy when an existing policy or ordinance is no longer practical

Add the values from above and enter the subtotal 20.84 ÷ 5 = 4.17 score for this category

#### **5. REPORTING**

4.33 Provides regular information and reports to the governing body concerning matters of importance to the local government, using the City Charter as guide

4.17 Responds in a timely manner to requests from the governing body for special reports

4.17 Takes the initiative to provide information, advice, and recommendations to the governing body on matters that are non-routine and not administrative in nature

4.17 Reports produced by the manager are accurate, comprehensive, concise and written to their intended audience

4.5 Produces and handles reports in a way to convey the message that affairs of the organization are open to public scrutiny

Add the values from above and enter the subtotal 21.34 ÷ 5 = 4.27 score for this category

## 6. CITIZEN RELATIONS

4.17 Responsive to requests from citizens

4.17 Demonstrates a dedication to service to the community and its citizens

4.17 Maintains a nonpartisan approach in dealing with the news media

4 Meets with and listens to members of the community to discuss their concerns and strives to understand their interests

4.17 Gives an appropriate effort to maintain citizen satisfaction with City services

Add the values from above and enter the subtotal 20.68 ÷ 5 = 4.14 score for this category

## 7. STAFFING

3.83 Recruits and retains competent personnel for staff positions

4 Applies an appropriate level of supervision to improve any areas of substandard performance

4 Stays accurately informed and appropriately concerned about employee relations

3.83 Professionally manages the compensation and benefits plan

3.83 Promotes training and development opportunities for employees at all levels of the organization

Add the values from above and enter the subtotal 19.49 ÷ 5 = 3.9 score for this category

## 8. SUPERVISION

3.83 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

3.67 Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operations at the department level

4.17 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

4 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

4.17 Encourages teamwork, innovation, and effective problem-solving among the staff members

Add the values from above and enter the subtotal 19.84 ÷ 5 = 3.97 score for this category

## **9. FISCAL MANAGEMENT**

4.67 Prepares a balanced budget to provide services at a level directed by the City Council

4.33 Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively

4.67 Prepares a budget and budgetary recommendations in an intelligent and accessible format

4.17 Ensures actions and decisions reflect an appropriate level of responsibility for financial planning and accountability

4.17 Appropriately monitors and manages fiscal activities of the organization

Add the values from above and enter the subtotal 22.01 ÷ 5 = 4.4 score for this category

## **10. COMMUNITY**

4 Shares responsibility for addressing the difficult issues facing the City

3.83 Avoids unnecessary controversy

3.17 Cooperates with neighboring communities and the county

4.17 Helps the City Council address future needs and develop adequate plans to address long term trends

3.33 Cooperates with other regional, state, and federal government agencies

Add the values from above and enter the subtotal 18.5 ÷ 5 = 3.7 score for this category

### NARRATIVE EVALUATION

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

Brenda clearly meets the goals that were initially set for her. That is why my grading is so high. However, as I reference later, we must assume future growth otherwise she has reached the zenith.

Brenda is a "self-starter" with super energy level. She sets a very good example of professionalism that is reflected by observing of increased professional behavior for staff. Brenda excels at providing accurate and timely reporting to all member of council. In addition, she connects well with the community and provides great interface with citizens and their concerns.

The principal strength is Brenda's dedication in keeping Council informed of all matters at all times. I appreciate being kept abreast of all matters related to her position and the City. Communication is essential and I rate this as an asset with Mrs. Fischer.

She has communicated well with council. She has taken it upon herself to trim as much of the fat off of the budget as possible.

Mrs. Fischer has performed wonderfully in her first year with the City of Maricopa. She has met, or exceeded, my expectations on her performance. Mrs. Fischer has conducted herself with professionalism, integrity, and exudes principles and values that reflect highly upon the citizens of the City of Maricopa, and Council. Mrs. Fischer is the City Manager for the City of Maricopa, and still is for the foreseeable future.

Brenda was able to identify weaknesses in the corporate structure of the city and effectively make changes in personnel, motivation, morale, and the overall character of the city administration.

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

Since this is the 1<sup>st</sup> evaluation with not quite one year of service completed, I do not have specific examples for improvement. However, it appears that additional

responsibility could be shared with staff to encourage higher level of innovation and process improvement without coming first from City Manager's office.

With no fault to her attempts to keep an open form of communication with staff, I would say that if anything can be improved it would be her relationship with staff. Due to our economic times, many of our city employees live in fear of losing their jobs and I'm not certain if there is a "way" to improve this matter.

Communication with neighboring communities and governments.

Brenda should spend the next year focusing on regional relationships, removing staff silos, and getting smaller checklist items that have lingered for years completed.

When hiring directors, it is important to entertain council's perspective and advice prior to making a decision.

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

I hope that Brenda does not become too much of a precisionist.

Once budget is less restrictive, encourage a higher level of self-development and training. Be more involved in regional activities and organizations that impact Maricopa's growth.

Keep doing what your doing – but I think it's time to loosen your grip on the reins because I want to keep you here for a long time.

Anything that I can.

There is a short, but aggressive history in Maricopa and there are still some challenges you will face with the community not agreeing with or liking some members of city staff. Make sure you recognize that the perception of city staff correlates directly to the perception of the city as a whole in many cases.

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

The manner in which these categories are couch makes it easy to give Brenda a "5" score. However, if we determine that she is perfect after 1 year, where does she go from here? Do we establish a future score of "10"!?

Brenda's performance during this 1<sup>st</sup> year has been exceptional. As she gets organization and staffing to her liking, I trust she will be more trusting of Directors and feel more comfortable participating in areas beyond City Hall. Each year, I encourage City Manager to implement (2) process improvements within some functional area.



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Keep moving forward.

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Engage the community and business owners and find out exactly where they think you have successes, failures, superstars, and problems.

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