

**City of Maricopa**

**City Manager Performance Evaluation**

**Gregory Rose**

**Evaluation period: February 2016 to February 2017**

**Input Received from:**

**Mayor Christian Price  
Vice-Mayor Marvin Brown  
Councilwoman Peg Chapados  
Councilman Henry Wade  
Councilman Vincent Manfredi  
Councilwoman Nancy Smith**

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**Christian Price, Mayor**

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**Gregory Rose, 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, use the following scale to indicate your 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 will be interpreted as a score of "3 = Average"

## PERFORMANCE CATEGORY SCORING

### 1. INDIVIDUAL CHARACTERISTICS

- 4.50 Diligent and thorough in the discharge of duties, “self-starter”
- 4.17 Exercises good judgment
- 3.67 Displays enthusiasm, cooperation, and willing to adapt
- 4.33 Mental and physical stamina appropriate for the position
- 4.50 Exhibits composure, appearance, and attitude appropriate for executive position

Add the values from above and enter the subtotal 21.17 ÷ 5 = 4.23 score for this category

### 2. PROFESSIONAL SKILLS AND STATUS

- 4.33 Maintains knowledge of current developments affecting the practice of local government management
- 3.67 Demonstrates a capacity for innovation and creativity
- 3.83 Anticipates and analyzes problems to develop effective approaches for solving them
- 3.67 Willing to try new ideas proposed by governing body members and/or staff
- 3.83 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 19.33 ÷ 5 = 3.87 score for this category

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

- 4.33 Carries out directives of the body as a whole as opposed to those of any one member or minority group
- 4.00 Sets meeting agendas that reflect the guidance of the governing body and avoids unnecessary involvement in administrative actions

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

3.67 Assists by facilitating decision making without usurping authority

3.17 Responds well to requests, advice, and constructive criticism

Add the values from above and enter the subtotal 19.00 ÷ 5 = 3.80 score for this category

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

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

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

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

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

3.50 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 20.67 ÷ 5 = 4.13 score for this category

#### **5. REPORTING**

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

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

3.83 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

4.50 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 20.33 ÷ 5 = 4.07 score for this category

## **6. CITIZEN RELATIONS**

4.00 Responsive to requests from citizens

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

4.67 Maintains a nonpartisan approach in dealing with the news media

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

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

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

## **7. STAFFING**

3.17 Recruits and retains competent personnel for staff positions

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

3.33 Stays accurately informed and appropriately concerned about employee relations

4.50 Professionally manages the compensation and benefits plan

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

Add the values from above and enter the subtotal 17.33 ÷ 5 = 3.47 score for this category

## 8. SUPERVISION

3.67 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

3.00 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

3.67 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

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

Add the values from above and enter the subtotal 18.01 ÷ 5 = 3.60 score for this category

## 9. FISCAL MANAGEMENT

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

4.50 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

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

4.50 Appropriately monitors and manages fiscal activities of the organization

Add the values from above and enter the subtotal 23.00 ÷ 5 = 4.60 score for this category

## 10. COMMUNITY

- 4.17 Shares responsibility for addressing the difficult issues facing the City
- 4.67 Avoids unnecessary controversy
- 4.67 Cooperates with neighboring communities and the county
- 4.50 Helps the City Council address future needs and develop adequate plans to address long term trends
- 4.67 Cooperates with other regional, state, and federal government agencies

Add the values from above and enter the subtotal 22.68 ÷ 5 = 4.54 score for this category

## 11. ORGANIZATIONAL VALUES

- 4.83 Demonstrates professional ethics and integrity in executing all duties and responsibilities (Integrity)
- 3.33 Remains flexible and open to modifications that facilitate exemplary service (Service)
- 3.50 Sustains a nurturing organization through empowerment and open communication (Teamwork)
- 3.83 Encourages expanding knowledge and integrating innovation to increase accountability (Accountability)
- 4.00 Creates a diverse organizational culture based on mutual respect (Respect)

Add the values from above and enter the subtotal 19.49 ÷ 5 = 3.90 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?**

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- a) Continually maintains high personal and professional ethical standards
  - b) Extremely knowledgeable about fiscal management
  - c) Generally investigates options for optimal leveraging of resources to resolve flood plain, annexation, tax, and growth issues that are viable as well as sustainable
  - d) Provides exhaustive research of major issues or concerns prior to sharing / reporting to Council (also a challenge at times)
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Gregory has the ability to rise above rancor and get things done.

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Much like last year, my evaluation of Gregory is high. The question that each council member must ask is, has Gregory met the standards that we expect and desire. If that is the case, then we must demonstrate a high measure of confidence with an exceptional evaluation.

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When faced with opposition at any level, the city manager remains calm, focused and resilient. For example, during extended community outreach events concerning a city utility, the manager worked very hard to keep lines of communication open and assessable.

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Fiscally there is nobody better. He has also made marked improvement in specific communications to the Mayor and Council.

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Gregory is very strong in the area of fiscal responsibility. Over the years he has maintained a conservative approach to keeping our city budget within our means. Gregory is a 'rock star' with regards to fiscal responsibility. Gregory is timely in that he respects people and always strives to be on time, start meetings on time and keep meetings on time. Gregory works well with residents, other elected officials, other professionals, and city council. His demeanor is perfect for the job of city manager.

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

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- a) Financial forecasting can be overly conservative resulting in minimal or no action or recommendations for forward growth/movement based on probability of non-sustainability or future retention (personnel).
  - b) Communication continues to present challenges in terms of comprehensive sharing of information with Council (see above)
  - c) Resistance to utilize Council Sub-Committees or other briefing options
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- d) Some hesitation to provide updates or information as requested until “all options” have been exhausted. Sometimes, timely information doesn’t mean having to know everything, but rather a focus on the specific data or information requested.
- e) Ensuring that when updates are provided in a public forum, they are fact-based and not conjecture, possible “worst case scenarios” or unsubstantiated data.

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Work on retaining good employees.

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Gregory appears to allow his directors more than enough time to make improvements once notified. His easy demeanor could be misjudged.

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There has been improvement in community outreach. However, it may still be an area for improvement.

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There is much work to be done in the managing of staff members who are not performing up to par.

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Gregory needs to develop his ability to keep employees moving in a direction of improving their skills.

Gregory needs to be engaged with employees on all levels in order to know which employees have the greatest potential for leading our staff.

Although Gregory works very hard to give all council the same information, I am often trying to catch up with regards to information that he and the mayor have discussed. Often times this is for key elements of how well our city is operating.

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

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- a) Better and increased use of Council Sub-Committees
  - b) Maximizing options for Council briefings prior to agenda for action, when applicable
  - c) Greater expectation of iSTAR organizational values that more accurately reflect Council’s overall desire for the organizational as a whole, with particular emphasis on departments where accountability has been fallen below expectations or resulted in less-than-optimal performance standards

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Use evaluations to make changes in direction at staff level.

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Gregory, without sounding tyrannical must be more decisive when disciplining his senior staff.

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I personally believe the City Manager is always looking for ways to enhance the City's presence in Pinal County and the State activities. Given the chance, I would like the ability to offer assistance that undertaking.

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It's time to start getting to know the issues that exist in each of the departments. Identify them and begin the process of rectifying them for the benefit of the our citizens, ASAP.

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With regard to staff development, I believe Gregory needs to have very specific goals for those staff members who are working to achieve a level of professional development worthy of a director.

With regard to understanding who the 'rock star' employees include, this needs to be a part of Gregory's discussions with his directors. Also a program that helps him identify who the 'rock stars' include should be evaluated. A program like this would help determine if directors have a great handle on who these people include. An 'Up/Down/Sideways' survey on employees who are directors and directly below directors would help in gathering this information.

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

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- a) Continue to pursue options for flood plain solutions through collaboration; identify, prioritize and allow for the implementation of possible regional solutions
  - b) Strike a balance between conservative budget projections and personnel / equipment "critical needs" of all departments to help alleviate "burn-out", resignations, loss of personnel, inability to offer competitive compensation as well as a positive work environment, etc.
  - c) Improve personnel recruitment, retention and positive organizational culture values
  - d) Embrace confrontation for the positive benefits it yields, especially in the area of Director/Staff accountability and overall proficiency
  - e) Continue to encourage and support sharing information with Council per their expectations or desires

Overall, Mr. Rose continues to do a very good job as City Manager. There is room for improvement directly related to the execution of the iSTAR values, especially with issues of accountability of some department-specific issues.

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Gregory's staff replacements have been solid.

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I appreciate the policy of keeping all council members informed of issues raised or concerns expressed by the community. It encourages transparency and a non-partisan approach to addressing and solving issues.

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I would highly suggest that these suggestions be taken and acted upon post-haste.

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