



CITY OF SWEET HOME CITY COUNCIL AGENDA

September 23, 2025, 5:30 PM
Sweet Home City Hall, 3225 Main Street
Sweet Home, OR 97386

WiFi Passcode: guestwifi

PLEASE silence all cell phones – Anyone who wishes to speak, please sign in.

Mission Statement

The City of Sweet Home will work to build an economically strong community with an efficient and effective local government that will provide infrastructure and essential services to the citizens we serve. As efficient stewards of the valuable assets available, we will be responsive to the community while planning and preparing for the future.

Meeting Information

This meeting is open to the public in person and virtually. The City of Sweet Home is streaming the meeting via the Microsoft Teams platform and asks the public to consider this option. There will be opportunity for public input via the live stream. To view the meeting live, visit <http://live.sweethomeor.gov>. If you do not have access to the internet, you can call in to 971-203-2871 and enter the meeting ID followed by the # sign to be logged in to the call. Meeting ID: 244 828 712

This video stream and call in options are allowed under Council Rules, meet the requirements for Oregon Public Meeting Law, and have been approved by the Mayor and Chairperson of the meeting.

- I. **Call to Order & Pledge of Allegiance**
- II. **Roll Call**
- III. **Work Session**
 - a) **[Employee Evaluation Process](#)**
- IV. **Adjournment**

City of Silverton
360-Degree Performance Evaluation for 2024
City Manager

Purpose

The **360-degree** performance evaluation provides the City Manager an opportunity to gain valuable insight and feedback on their performance of specific work-related goals and objectives from all who observe and are affected by their performance, including City Council, selected staff members, and customers.

It allows the City Manager to gain feedback on their performance in areas such as leadership, council relations, communication, fiscal management and community relations, tailored specifically to their role in the organization and community.

Process

City Council shall conduct an annual review and evaluation of the City Manager's work performance in accordance with his/her contract. The results of such an evaluation shall commend areas of good performance and point out areas for improvement. It shall also be the basis for contract extension and compensation decisions. The following process will be followed for a 360-degree evaluation.

1. Distribution
 - a. The Human Resource Manager distributes evaluation forms to all Council members (Criteria 'A' – 'H').
 - b. The Mayor distributes evaluation forms to Community Participants (Criteria 'A' – 'F').
 - c. Human Resources Manager distributes evaluation forms to Department Directors and Selected Staff (excluding Criterion 'H' Council Relations). Each form will be completed, sealed and returned to the Human Resource Manager.
2. Each Councilor and Community Participant completes the form and returns a copy to the Mayor/City Human Resource Manager, in the confidential envelope provided by the City.
3. The Mayor returns all sealed envelopes to the City's Human Resource Manager.
4. The Human Resource Manager tabulates and summarizes the results of the evaluation forms and written comments as submitted.
5. The summarized evaluation report is distributed to the Council prior to the Executive Session evaluation meeting.
6. The Council meets with the City Manager in Executive Session to review the evaluation, unless the City Manager requests an open hearing. Copies of all the submitted original forms will be made available by the Human Resource Manager (who will be present) for examination at the Executive Session.

**City of Silverton
360-Degree Performance Evaluation for 2024
City Manager**

Date _____

Instructions

Review the City Manager’s work performance for the entire period, refrain from basing judgement only on recent events or isolated incidents. Disregard general impressions and concentrate on one factor at a time.

Evaluate the City Manager on the basis of standards you expect to be met for the position considering the length of time in the job. Check (✓) the number which most accurately reflects the level of performance for the factor appraised using the rating scale described below. If you did not have an opportunity to observe a factor during this evaluation period, please indicate so in the “N/A” (not applicable) column next to the factor. Provide specific supporting evidence with Rankings of 2 or below or above 4.

Rating Scale Definitions (1-5)

1	Unsatisfactory	Work performance is inadequate to the standards of performance required for the job, with no signs of improvement. Performance at this level cannot be allowed to continue.
2	Improvement Needed	Work performance does not consistently meet the standards of the position. Serious effort is needed to become a strong leader and achieve goals and objectives.
3	Meets Job Standard	Work performance consistently meets the standards of the position. Handles issues and responsibilities within role and delivers on standard expectations.
4	Exceeds Job Standard	Work performance is frequently or consistently above the level of a satisfactory, but has not achieved an overall level of outstanding performance.
5	Outstanding Performance	Strong leadership skills; serves as a role model for internal and external customers; consistently demonstrates excellence when compared to the standards of the job.

Performance Evaluation and Achievements

A. <u>Leadership</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>N/A</u>
1. Motivates others toward accomplishment of work.	—	—	—	—	—	—
2. Delegates appropriate responsibilities.	—	—	—	—	—	—
3. Makes thoughtful contributions to City Council and community members.	—	—	—	—	—	—
4. Effectively evaluates performance of subordinates in their area.	—	—	—	—	—	—
5. Seeks to develop teamwork.	—	—	—	—	—	—

Comments: _____

B. <u>Community/Business Relations</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>N/A</u>
---	-----------------	-----------------	-----------------	-----------------	-----------------	-------------------

**City of Silverton
360-Degree Performance Evaluation for 2024
City Manager**

1. Maintains effective communication with local businesses and community groups.	—	—	—	—	—	—
2. Responsive to community/business issues.	—	—	—	—	—	—
3. Encourages residents to serve on City committees.	—	—	—	—	—	—
4. Regularly participates in local committees and organizations.	—	—	—	—	—	—
5. Communicates Council goals to the community.	—	—	—	—	—	—

Comments: _____

C. <u>Intergovernmental Relations</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>N/A</u>
1. Maintains effective communication with local, regional, state and federal government agencies.	—	—	—	—	—	—
2. Financial resources, including Urban Renewal grants, are pursued.	—	—	—	—	—	—
3. Regularly participates in local, regional, state and Federal organizations.	—	—	—	—	—	—
4. Lobbies effectively with legislators and state agencies regarding City programs and projects.	—	—	—	—	—	—

Comments: _____

D. <u>Public Relations</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>N/A</u>
1. Projects a positive public image.	—	—	—	—	—	—
2. Is courteous to the public at all times.	—	—	—	—	—	—
3. Maintains effective relations with media representatives.	—	—	—	—	—	—
4. Responds to public requests and concerns in a timely manner.	—	—	—	—	—	—

Comments: _____

E. <u>Communication</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>N/A</u>
--------------------------------	-----------------	-----------------	-----------------	-----------------	-----------------	-------------------

**City of Silverton
360-Degree Performance Evaluation for 2024
City Manager**

- | | | | | | | |
|--|---|---|---|---|---|---|
| 1. Oral communication is clear, concise and articulate. | — | — | — | — | — | — |
| 2. Written communications are clear, concise and accurate. | — | — | — | — | — | — |
| 3. Effective listener through showing interest, not interrupting, and allowing other to express their point of view. | — | — | — | — | — | — |

Comments: _____

- | F. <u>Personal Traits</u> | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> | <u>N/A</u> |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|-------------------|
| 1. Demonstrates Initiative. | — | — | — | — | — | — |
| 2. Uses common sense when making decisions. | — | — | — | — | — | — |
| 3. Demonstrates personal honesty and frankness in day-to-day relationships. | — | — | — | — | — | — |
| 4. Is creative in developing practical solutions to problems faced in the course of work. | — | — | — | — | — | — |

Comments: _____

- | G. <u>Fiscal Management</u> | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> | <u>N/A</u> |
|--|-----------------|-----------------|-----------------|-----------------|-----------------|-------------------|
| 1. Prepares realistic annual budget. | — | — | — | — | — | — |
| 2. Controls expenditures in accordance with approved budget by seeking efficiency and effectiveness in all programs. | — | — | — | — | — | — |
| 3. Keeps City Council informed about revenues and expenditures, actual and projected. | — | — | — | — | — | — |
| 4. Ensures that the budget addresses Council’s goals and objectives. | — | — | — | — | — | — |

Comments: _____

**City of Silverton
360-Degree Performance Evaluation for 2024
City Manager**

H. <u>City Council Relations</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>N/A</u>
1. Effectively implements policies and programs approved by City Council.	---	---	---	---	---	---
2. Reporting to Council is timely, clear, and thorough.	---	---	---	---	---	---
3. Accepts direction/instructions in a positive manner.	---	---	---	---	---	---
4. Effectively aids City Council in establishing long range goals.	---	---	---	---	---	---
5. Keeps City Council informed of current plans and activities of administration and new developments in technology, legislation, governmental practices and regulations.	---	---	---	---	---	---
6. Provides Council with clear reporting of anticipated issues that could come before the City Council.	---	---	---	---	---	---
7. Effectively carries out other management duties as defined in the City Charter.	---	---	---	---	---	---
8. Effectively communicates with council members on individual basis.	---	---	---	---	---	---
9. Open to suggested improvements to City projects and programs.	---	---	---	---	---	---

Comments: _____

**City of Silverton
360-Degree Performance Evaluation for 2024
City Manager**

Achievements Relative To Objectives For This Evaluation Period

2024 Goals and Objectives

“Council goal setting should be a priority in early 2024. Continue earnest negotiations on the Pettit property with the outcome a clear and concise benefit to Silverton Residents, including Silverton resident access to the property free of charge and a moderation of sewer fee increases.”

Summary Rating

Considering the results obtained against the established performance standards and overall job performance, the following rating is provided:

Unsatisfactory Improvement Needed Meets Job Standards
 Exceeds Job Standards Outstanding Performance

Comments: _____

Future Goals and Objectives

Specific goals and objectives to be achieved in the next evaluation period:

CITY MANAGER - 360-DEGREE SCORE SHEET.2015

	Councilor #1	Councilor #2	Councilor #3	Councilor #4	Councilor #5	Councilor #6	Councilor #7	COUNCILOR Average Each Question	COUNCILOR Aggregate Each Section
A. Leadership									
1. Motivates others toward accomplishment of work.	2	4	2	4	na	3	3	3.0	
2. Delegates appropriate responsibilities.	2	5	3	4	4	3	3	3.4	
3. Makes thoughtful contributions to City Council & Community Members	2	5	2	4	3	3	3	3.1	
4. Effectively evaluates performance of subordinates	3	4	2	na	na	na	na	3.0	
5. Seeks to develop teamwork.	3	4	1	4	3	na	3	3.0	
Average of Section by Individual	2.40	4.40	2.00	4.00	3.33	3.00	3.00		3.11
B. Community/Business Relations									
1. Maintains effective communication with local business & community groups	2	4	2	3	3	2	3	2.7	
2. Responsive to community/business issues	3	5	2	3	2	3	3	3.0	
3. Encourages residents to serve on City committees	3	4	1	4	4	na	3	3.2	
4. Regularly participates in local committees & organizations.	2	5	2	4	na	3	na	3.2	
5. Communicates Council goals to the community	2	4	1	4	3	na	3	2.8	
Average of Section by Individual	2.40	4.40	1.60	3.60	3.00	2.67	3.00		2.98
C. Intergovernmental Relations									
1. Maintains effective communication with local, regional, state and federal government agencies.	3	4	2	4	3	3	3	3.1	
2. Financial resources, including Urban Renewal grants, are pursued	3	5	3	3	3	3	3	3.3	
3. Regularly participates in local, regional, state and federal organizations	3	4	na	4	na	4	na	3.8	
4. Lobbies effectively with legislators and state agencies regarding City programs and projects.	3	3	1	3	na	na	2	2.4	
Average of Section by Individual	3.00	4.00	2.00	3.50	3.00	3.33	2.67		3.14
D. Public Relations									
1. Projects a positive public image.	2	5	1	4	3	3	3	3.0	
2. Is courteous to the public at all times.	2	4	2	4	4	3	na	3.2	
3. Maintains effective relations with media representatives.	3	4	3	4	4	3	3	3.4	
4. Responds to public requests and concerns in a timely manner.	3	5	2	4	2	3	na	3.2	
Average of Section by Individual	2.50	4.50	2.00	4.00	3.25	3.00	3.00		3.19

CITY MANAGER - 360-DEGREE SCORE SHEET.2015

COUNCILOR Average Each Question	COUNCILOR Aggregate Each Section
---------------------------------------	--

A. Leadership

- | | |
|---|-----|
| 1. Motivates others toward accomplishment of work. | 3.0 |
| 2. Delegates appropriate responsibilities. | 3.4 |
| 3. Makes thoughtful contributions to City Council & Community Members | 3.1 |
| 4. Effectively evaluates performance of subordinates | 3.0 |
| 5. Seeks to develop teamwork. | 3.0 |

Average of Section by Individual	3.11
---	------

B. Community/Business Relations

- | | |
|---|-----|
| 1. Maintains effective communication with local business & community groups | 2.7 |
| 2. Responsive to community/business issues | 3.0 |
| 3. Encourages residents to serve on City committees | 3.2 |
| 4. Regularly participates in local committees & organizations. | 3.2 |
| 5. Communicates Council goals to the community | 2.8 |

Average of Section by Individual	2.98
---	------

C. Intergovernmental Relations

- | | |
|---|-----|
| 1. Maintains effective communication with local, regional, state and federal government agencies. | 3.1 |
| 2. Financial resources, including Urban Renewal grants, are pursued | 3.3 |
| 3. Regularly participates in local, regional, state and federal organizations | 3.8 |
| 4. Lobbies effectively with legislators and state agencies regarding City programs and projects. | 2.4 |

Average of Section by Individual	3.14
---	------

D. Public Relations

- | | |
|---|-----|
| 1. Projects a positive public image. | 3.0 |
| 2. Is courteous to the public at all times. | 3.2 |
| 3. Maintains effective relations with media representatives. | 3.4 |
| 4. Responds to public requests and concerns in a timely manner. | 3.2 |

Average of Section by Individual	3.19
---	------

E. Communication

- 1. Oral communication is clear, concise and articulate. 3.4
- 2. Written communications are clear, concise and accurate. 3.2
- 3. Effective listener through showing interest, not interrupting, and allowing other to express their point of view 3.3

Average of Section by Individual 3.29

F. Personal Traits

- 1. Demonstrates Initiative. 2.7
- 2. Uses common sense when making decisions. 3.4
- 3. Demonstrates personal honesty and frankness in day-to-day relationships 3.6
- 4. Is creative in developing practical solutions to problems faced in the course of work. 3.1

Average of Section by Individual 3.21

G. Fiscal Management

- 1. Prepares realistic annual budget. 3.6
- 2. Controls expenditures in accordance with approved budget by seeking efficiency and effectiveness in all programs. 3.5
- 3. Keeps City Council informed about revenues and expenditures, actual and projected. 3.7
- 4. Ensures that the budget addresses Council's goals and objectives. 3.4

Average of Section by Individual 3.54

H. City Council Relations

- 1. Effectively implements policies and programs approved by City Council 3.1
- 2. Reporting to Council is timely, clear, and thorough. 3.0
- 3. Accepts direction/instructions in a positive manner. 3.3
- 4. Effectively aids City Council in establishing long range goals. 3.6
- 5. Keeps City Council informed of current plans and activities of administration and new developments in technology, legislation, and governmental practices and regulations. 3.4
- 6. Provides Council with clear reporting of anticipated issues that could come before the City Council. 3.4
- 7. Effectively carries out other management duties as defined in the City Charter 3.4

8. Effectively communicates with council members on individual basis.

2.6

9. Open to suggested improvements to City projects and programs

2.6

Average of Section by Individual

3.16

CITY MANAGER - 360-DEGREE SCORE SHEET.2015

BUSINESS Average Each Question	BUSINESS Aggregate Each Section
--------------------------------------	---------------------------------------

A. Leadership

- | | |
|---|-----|
| 1. Motivates others toward accomplishment of work. | 3.0 |
| 2. Delegates appropriate responsibilities. | 3.5 |
| 3. Makes thoughtful contributions to City Council & Community Members | 3.4 |
| 4. Effectively evaluates performance of subordinates | 3.3 |
| 5. Seeks to develop teamwork. | 3.3 |

Average of Section by Individual 3.28

B. Community/Business Relations

- | | |
|---|-----|
| 1. Maintains effective communication with local business & community groups | 3.1 |
| 2. Responsive to community/business issues | 3.5 |
| 3. Encourages residents to serve on City committees | 3.1 |
| 4. Regularly participates in local committees & organizations. | 3.0 |
| 5. Communicates Council goals to the community | 3.2 |

Average of Section by Individual 3.20

C. Intergovernmental Relations

- | | |
|---|-----|
| 1. Maintains effective communication with local, regional, state and federal government agencies. | 3.0 |
| 2. Financial resources, including Urban Renewal grants, are pursued | 3.0 |
| 3. Regularly participates in local, regional, state and federal organizations | 3.0 |
| 4. Lobbies effectively with legislators and state agencies regarding City programs and projects. | 3.0 |

Average of Section by Individual 3.00

D. Public Relations

- | | |
|---|-----|
| 1. Projects a positive public image. | 3.3 |
| 2. Is courteous to the public at all times. | 3.9 |
| 3. Maintains effective relations with media representatives. | 3.0 |
| 4. Responds to public requests and concerns in a timely manner. | 3.7 |

Average of Section by Individual 3.47

E. Communication

- | | |
|---|-----|
| 1. Oral communication is clear, concise and articulate. | 3.8 |
| 2. Written communications are clear, concise and accurate. | 3.8 |
| 3. Effective listener through showing interest, not interrupting, and allowing other to express their point of view | 3.6 |

Average of Section by Individual

3.70

F. Personal Traits

- | | |
|---|-----|
| 1. Demonstrates Initiative. | 2.9 |
| 2. Uses common sense when making decisions. | 3.8 |
| 3. Demonstrates personal honesty and frankness in day-to-day relationships | 3.6 |
| 4. Is creative in developing practical solutions to problems faced in the course of work. | 3.4 |

Average of Section by Individual

3.41

CITY MANAGER - 360-DEGREE SCORE SHEET.2015

A. Leadership

1. Motivates others toward accomplishment of work.
2. Delegates appropriate responsibilities.
3. Makes thoughtful contributions to City Council & Community Members
4. Effectively evaluates performance of subordinates
5. Seeks to develop teamwork.

Average of Section by Individual

B. Community/Business Relations

1. Maintains effective communication with local business & community groups
2. Responsive to community/business issues
3. Encourages residents to serve on City committees
4. Regularly participates in local committees & organizations.
5. Communicates Council goals to the community

Average of Section by Individual

C. Intergovernmental Relations

1. Maintains effective communication with local, regional, state and federal government agencies.
2. Financial resources, including Urban Renewal grants, are pursued
3. Regularly participates in local, regional, state and federal organizations
4. Lobbies effectively with legislators and state agencies regarding City programs and projects.

Average of Section by Individual

D. Public Relations

1. Projects a positive public image.
2. Is courteous to the public at all times.
3. Maintains effective relations with media representatives.
4. Responds to public requests and concerns in a timely manner.

Average of Section by Individual

	STAFF Average Each Question	STAFF Aggregate Each Section
	3.0	
	3.6	
	4.0	
	3.0	
	3.1	
		3.34
	3.3	
	3.6	
	3.6	
	3.6	
	3.7	
		3.55
	3.7	
	3.4	
	3.0	
	3.0	
		3.27
	3.6	
	4.0	
	3.8	
	3.8	
		3.81

E. Communication

1. Oral communication is clear, concise and articulate.	3.9
2. Written communications are clear, concise and accurate.	3.9
3. Effective listener through showing interest, not interrupting, and allowing other to express their point of view	4.0
Average of Section by Individual	3.90

F. Personal Traits

1. Demonstrates Initiative.	3.4
2. Uses common sense when making decisions.	3.4
3. Demonstrates personal honesty and frankness in day-to-day relationships	4.1
4. Is creative in developing practical solutions to problems faced in the course of work.	3.3
Average of Section by Individual	3.57

G. Fiscal Management

1. Prepares realistic annual budget.	3.5
2. Controls expenditures in accordance with approved budget by seeking efficiency and effectiveness in all programs.	3.7
3. Keeps City Council informed about revenues and expenditures, actual and projected.	3.8
4. Ensures that the budget addresses Council's goals and objectives.	3.5
Average of Section by Individual	3.62

H. City Council Relations

- 1. Effectively implements policies and programs approved by City Council
- 2. Reporting to Council is timely, clear, and thorough.
- 3. Accepts direction/instructions in a positive manner.
- 4. Effectively aids City Council in establishing long range goals.
- 5. Keeps City Council informed of current plans and activities of administration and new developments in technology, legislation, and governmental practices and regulations.
- 6. Provides Council with clear reporting of anticipated issues that could come before the City Council.
- 7. Effectively carries out other management duties as defined in the City Charter

8. Effectively communicates with council members on individual basis.

9. Open to suggested improvements to City projects and programs

Average of Section by Individual

I. Staff Relations

1. Creates a work environment based on inclusiveness, encourages open communication and welcomes staff's suggestions and point of view.

3.7

3.0

2. Seeks to develop skills and abilities of employees.

3.7

3. Delegates appropriate responsibilities.

3.1

4. Provides coaching and training.

3.6

5. Uses effective supervisory skills.

3.4

6. Interpersonal relationship with Department Directors

3.3

7. Supports staff development through training and constructive feedback.

3.4

Average of Section by Individual

3.41

**City of Silverton
360-Degree Performance Evaluation for 2024
City Manager**

Date _____

Instructions

Review the City Manager’s work performance for the entire period; refrain from basing judgement only on recent events or isolated incidents. Disregard general impressions and concentrate on one factor at a time.

Evaluate the City Manager on the basis of standards you expect to be met for the position considering the length of time in the job. Check (✓) the number which most accurately reflects the level of performance for the factor appraised using the rating scale described below. If you did not have an opportunity to observe a factor during this evaluation period, please indicate so in the “N/A” (not applicable) column next to the factor. Provide specific supporting evidence with Rankings of 2 or below or above 4.

Rating Scale Definitions (1-5)

1	Unsatisfactory	Work performance is inadequate to the standards of performance required for the job, with no signs of improvement. Performance at this level cannot be allowed to continue.
2	Improvement Needed	Work performance does not consistently meet the standards of the position. Serious effort is needed to become a strong leader and achieve goals and objectives.
3	Meets Job Standard	Work performance consistently meets the standards of the position. Handles issues and responsibilities within role and delivers on standard expectations.
4	Exceeds Job Standard	Work performance is frequently or consistently above the level of a satisfactory, but has not achieved an overall level of outstanding performance.
5	Outstanding Performance	Strong leadership skills; serves as a role model for internal and external customers; consistently demonstrates excellence when compared to the standards of the job.

Performance Evaluation and Achievements

A. Leadership	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>N/A</u>
1. Motivates others toward accomplishment of work.	___	___	___	___	___	___
2. Delegates appropriate responsibilities.	___	___	___	___	___	___
3. Makes thoughtful contributions to City Council and community members.	___	___	___	___	___	___
4. Effectively evaluates performance of subordinates in their area.	___	___	___	___	___	___
5. Seeks to develop teamwork.	___	___	___	___	___	___

Comments: _____

Staff Member

**City of Silverton
360-Degree Performance Evaluation for 2024
City Manager**

B. <u>Communication</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>N/A</u>
1. Oral communication is clear, concise and articulate.	___	___	___	___	___	___
2. Written communications are clear, concise and accurate.	___	___	___	___	___	___
3. Effective listener through showing interest, not interrupting, and allowing others to express their point of view.	___	___	___	___	___	___

Comments: _____

C. <u>Personal Traits</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>N/A</u>
1. Demonstrates Initiative.	___	___	___	___	___	___
2. Uses common sense when making decisions.	___	___	___	___	___	___
3. Demonstrates personal honesty and frankness in day-to-day relationships.	___	___	___	___	___	___
4. Is creative in developing practical solutions to problems faced in the course of work.	___	___	___	___	___	___

Comments: _____

D. <u>Staff Relations</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>N/A</u>
1. Creates a work environment based on inclusiveness, encourages open communication and welcomes staff's suggestions and point of view.	___	___	___	___	___	___
2. Seeks to develop skills and abilities of employees.	___	___	___	___	___	___
3. Delegates appropriate responsibilities.	___	___	___	___	___	___
4. Provides coaching and training.	___	___	___	___	___	___
5. Uses effective supervisory skills.	___	___	___	___	___	___
6. Interpersonal relationship with management staff.	___	___	___	___	___	___
7. Supports staff development through training and constructive feedback.	___	___	___	___	___	___

Staff Member

City of Silverton
360-Degree Performance Evaluation for 2024
City Manager

Comments: _____

Staff Member

**City of Silverton
360-Degree Performance Evaluation for 2024
City Manager**

Date: September 9, 2024

Instructions

Review the City Manager’s work performance for the entire period, refrain from basing judgement only on recent events or isolated incidents. Disregard general impressions and concentrate on one factor at a time.

Evaluate the City Manager on the basis of standards you expect to be met for the position considering the length of time in the job. Check (✓) the number which most accurately reflects the level of performance for the factor appraised using the rating scale described below. If you did not have an opportunity to observe a factor during this evaluation period, please indicate so in the “N/A” (not applicable) column next to the factor. Provide specific supporting evidence with Rankings of 2 or below or above 4.

Rating Scale Definitions (1-5)

1	Unsatisfactory	Work performance is inadequate to the standards of performance required for the job, with no signs of improvement. Performance at this level cannot be allowed to continue.
2	Improvement Needed	Work performance does not consistently meet the standards of the position. Serious effort is needed to become a strong leader and achieve goals and objectives.
3	Meets Job Standard	Work performance consistently meets the standards of the position. Handles issues and responsibilities within role and delivers on standard expectations.
4	Exceeds Job Standard	Work performance is frequently or consistently above the level of a satisfactory, but has not achieved an overall level of outstanding performance.
5	Outstanding Performance	Strong leadership skills; serves as a role model for internal and external customers; consistently demonstrates excellence when compared to the standards of the job.

Performance Evaluation and Achievements

A. <u>Leadership</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>N/A</u>
1. Motivates others toward accomplishment of work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Delegates appropriate responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Makes thoughtful contributions to City Council and community members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Effectively evaluates performance of subordinates in their area.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Seeks to develop teamwork.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments: _____

City of Silverton
360-Degree Performance Evaluation for 2024
City Manager

B. <u>Community/Business Relations</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>N/A</u>
1. Maintains effective communication with local businesses and community groups.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Responsive to community/business issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Encourages residents to serve on City committees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Regularly participates in local committees and organizations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Communicates Council goals to the community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments: _____

C. <u>Intergovernmental Relations</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>N/A</u>
1. Maintains effective communication with local, regional, state and federal government agencies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Financial resources, including Urban Renewal grants, are pursued.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Regularly participates in local, regional, state and Federal organizations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Lobbies effectively with legislators and state agencies regarding City programs and projects.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments: _____

D. <u>Public Relations</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>N/A</u>
1. Projects a positive public image.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Is courteous to the public at all times.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Maintains effective relations with media representatives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Responds to public requests and concerns in a timely manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments: _____

**City of Silverton
360-Degree Performance Evaluation for 2024
City Manager**

E. <u>Communication</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	N/A
1. Oral communication is clear, concise and articulate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Written communications are clear, concise and accurate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Effective listener through showing interest, not interrupting, and allowing other to express their point of view.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments: _____

F. <u>Personal Traits</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	N/A
1. Demonstrates Initiative.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Uses common sense when making decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Demonstrates personal honesty and frankness in day-to-day relationships.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Is creative in developing practical solutions to problems faced in the course of work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments: _____



City Attorney Evaluation

2024-2025

Job Dimension	Importance Ranking	Performance Ranking
Leadership: Demonstrates the capacity through example, confidence and enthusiasm to inspire and motivate others to achieve their best and fulfill the objectives of the organization. Demonstrates commitment to make decisions, address and fulfill responsibilities. Anticipates and positions the organization to address and respond to anticipated events and circumstances. Accepts responsibility for undesirable results.		
Strategic Interpersonal Qualities: Demonstrates the ability to work in harmony with others; minimizing conflict, fostering good will within the organization, in external relationships, with the public and other governmental representatives and interest groups. Demonstrates adaptability and a capability for coping with stress. Respects the views of others and accepts feedback.		
Integrity: Fosters ethical behavior Demonstrates integrity in professional relationship. Demonstrates accountability for personal actions.		
Policy Facilitation: Presents policy-related information completely and accurately, respects the role of elected officials in making policy decisions and ensures that policy decisions and initiatives are implemented		
Service Delivery Management: Ensures prompt, courteous and accurate responses to requests from citizens either directly or through Mayor and Council.		
Community Values/Democratic Responsiveness: Demonstrates an appreciation for the unique culture of the community, respects and promotes active citizen participation in local governance.		
Organizational Planning & Management: Prepares clear, effective, understandable budget and manages allocation of financial resources and provides accurate assessment of the fiscal condition of the community.		
Communication: Demonstrates a capacity for effective written and oral communication, conveying information effectively and matching presentation styles to different audiences. Communicates effectively with Mayor and Council in terms of frequency and content.		
Staff Reports: Staff are professional and high-quality performers; providing reports and services that are timely, complete, and contain sound recommendations.		

Importance Ranking Scale:

High - H
 Medium - M
 Low - L

Performance Ranking Scale:

- 1 - Needs Improvement:** The employee has a developmental need in this job dimension.
- 2 - Almost Always Meets Expectations:** The employee, for the most part, does what is expected to perform the job dimension well and there are some developmental opportunities.
- 3 - Meets Expectations:** The employee consistently does what is expected to perform this job dimension well.
- 4 - Exceeds Expectations:** The employee consistently goes above and beyond what is expected.

Top Three Priorities/Goals for City Attorney 2025-2026

1.

2.

3.

Top Goals Summary

Additional Comments

RESOLUTION NO. 968

A RESOLUTION ESTABLISHING THE CRITERIA AND PROCESS TO BE USED BY THE STAYTON CITY COUNCIL IN THEIR ANNUAL EVALUATION OF THE CITY ADMINISTRATOR

WHEREAS, the Stayton City Council wishes to establish criteria to evaluate the City Administrator.

NOW, THEREFORE, BE IT RESOLVED THAT:

1. The attached are hereby adopted:
 - a. City Administrator Evaluation Process (Exhibit A)
 - b. Evaluation Form (Exhibit B)
 - c. 360° Management Performance Online Survey Form to be completed by Department Heads (Exhibit C)
2. Resolution No. 910 is hereby repealed.

ADOPTED BY THE STAYTON CITY COUNCIL THIS 6TH DAY OF NOVEMBER 2017.

CITY OF STAYTON

DATE: 11/6/17

BY: 
Henry A. Porter, Mayor

DATE: 11/6/17

ATTEST: 
Keith D. Campbell, City Administrator

APPROVED AS TO FORM:


Wallace W. Lien, Acting City Attorney

City Administrator Evaluation Process

1. Objectives

- a. Qualitatively measure the Administrator's performance.
- b. Assist the Administrator by providing direction and identifying the City Council's expectations.
- c. Identify and reestablish the City Council / Administrator roles.
- d. Identify and reinforce positive aspects of the Administrator's performance.

2. Evaluation Process

- a. Blank evaluation forms provided to Mayor, City Council, and City Administrator with a submittal deadline of no more than two weeks.
- b. Online 360 degree Management Performance online survey distributed to Department Heads with a submittal deadline of no more than two weeks.
- c. Mayor or Council President (if so directed by the Mayor), receives all worksheets, papers, and notes prepared by Mayor and individual City Council members and prepares a composite evaluation.
 - i. These documents shall be available to City Council members upon request.
 - ii. Mayor shall collect all documents prior to everyone leaving the meeting at which the evaluation is reviewed.
- d. An Executive Session will be scheduled within two weeks of submission deadline for completed evaluation forms.
- e. At the Executive Session, the Mayor and Council will meet to discuss the final composite evaluation.
- f. The Administrator will join the Executive Session to review the composite evaluation and the results of the online 360 degree Management Performance survey completed by Department Heads, and the Administrator's self-evaluation.
 - i. The composite evaluation may be modified based upon input from Administrator.
- g. Once the evaluation is finalized a copy will be provided to the Administrator and a copy will be placed in the personnel file. The Mayor and City Council shall subsequently have access to the personnel file copy.
- h. If necessary, a follow-up executive session will be scheduled within 90 days to review progress on areas identified as not meeting expectations.



Performance Review & Development Plan

City Manager

EMPLOYEE INFORMATION

Name:	Review Date:
Position:	Manager:
Department:	Review Period:

POSITION DESCRIPTION

This position is established as the administrative head of the city government. The City Manager is responsible to the mayor and council for the proper administration of city business. The City Manager will assist the mayor and council in the development of city policies, and carry out policies set by ordinances and resolutions.

COMPETENCY EVALUATION

Competency: Community Relations
Represents City with positive outlook. Is courteous to public at all times. Keeps commitments to the public. Maintains effective relations with media representatives. Available and visible to citizens. Effective media contact/relations. Open to suggestions from the public concerning improvements in services. Resolves citizen complaints consistent with Council policy in a timely manner. Open and honest with citizens. Takes a consistent position with different audiences.

DOES NOT MEET EXPECTATIONS (1) <input type="checkbox"/>	MEETS EXPECTATIONS (2) <input type="checkbox"/>	EXCEEDS EXPECTATIONS (3) <input type="checkbox"/>
---	---	---

STRENGTHS:	OPPORTUNITIES:
-------------------	-----------------------

Competency: City Council Relations
Keeps Council informed of problems, issues, current plans and activities, legislation, governmental practices, etc. Reporting to Council is timely, clear, concise and thorough. Effectively implements policies and programs approved by Council. Accepts direction or instructions in a positive manner. Effectively aids the Council in establishing long-range goals. Participates in Council discussions and makes recommendations where appropriate. Anticipates and advises the Council regarding important foreseeable problems, needs and opportunities.

DOES NOT MEET EXPECTATIONS (1) <input type="checkbox"/>	MEETS EXPECTATIONS (2) <input type="checkbox"/>	EXCEEDS EXPECTATIONS (3) <input type="checkbox"/>
---	---	---

STRENGTHS:	OPPORTUNITIES:
-------------------	-----------------------



Performance Review & Development Plan

City Manager

COMPETENCY EVALUATION

Competency: <u>Fiscal Management</u> <i>Prepares and proposes in a timely manner a balanced, understandable and realistic budget. Budget is well documented and organized to assist Council with policy decisions. Seeks efficiency, economy and effectiveness in all programs. Controls expenditures in accordance with the approved budget. Keeps City council informed about revenues and expenditures, actual and projected. Makes sound decisions that consider cost/benefit.</i>		
DOES NOT MEET EXPECTATIONS (1) <input type="checkbox"/>	MEETS EXPECTATIONS (2) <input type="checkbox"/>	EXCEEDS EXPECTATIONS (3) <input type="checkbox"/>
STRENGTHS:		OPPORTUNITIES:

Competency: <u>Intergovernmental Relationships</u> <i>Represents City to intergovernmental bodies. Effective communication with local, regional, state and federal government agencies. Financial resources (cost sharing, grants, etc.) from other organizations are pursued. Contributes to good government through participation in local, regional and state committees and organizations. Lobbies effectively with legislators and state agencies regarding City programs and projects.</i>		
DOES NOT MEET EXPECTATIONS (1) <input type="checkbox"/>	MEETS EXPECTATIONS (2) <input type="checkbox"/>	EXCEEDS EXPECTATIONS (3) <input type="checkbox"/>
STRENGTHS:		OPPORTUNITIES:

Competency: <u>Operations Management</u> <i>Assures suitable systems, policies, and processes for accounting and fund management, personnel management, office space, information technology, and risk management.</i>		
DOES NOT MEET EXPECTATIONS (1) <input type="checkbox"/>	MEETS EXPECTATIONS (2) <input type="checkbox"/>	EXCEEDS EXPECTATIONS (3) <input type="checkbox"/>
STRENGTHS:		OPPORTUNITIES:



Performance Review & Development Plan

City Manager

Competency: Staff Management

Able to delegate authority, granting proper authority at the proper times. Utilizes a positive approach to direct work efforts of staff. Addresses employee issues promptly and effectively. Encourages and rewards initiative. Provides personnel supervision, hiring and termination, develops administrative policies and practices. Manages collective bargaining negotiations and contracts. Organizes the structure of City Departments.

DOES NOT MEET EXPECTATIONS (1) <input type="checkbox"/>	MEETS EXPECTATIONS (2) <input type="checkbox"/>	EXCEEDS EXPECTATIONS (3) <input type="checkbox"/>
STRENGTHS:		OPPORTUNITIES:

RATING OF CORE COMPETENCIES

Add all ratings and write total here: _____ ÷ 6 = _____		
DOES NOT MEET EXPECTATIONS (1.00-1.66) <input type="checkbox"/>	MEETS EXPECTATIONS (1.67-2.33) <input type="checkbox"/>	EXCEEDS EXPECTATIONS (2.34-3.00) <input type="checkbox"/>

PERFORMANCE GOALS & ACTION PLAN

The performance evaluation is based on the principle that each individual should have the opportunity to receive feedback about their performance and guidance on how to improve and develop for their future.

Prepare your development recommendations based on the employee's opportunities for improving or enhancing performance.

1. Indicate specific performance that requires improvement.
2. Include any specific job activities or training that you believe would be relevant and helpful.
3. Together, set agreed upon goals with completion dates.



Performance Review & Development Plan

City Manager

PERSONAL DEVELOPMENT PLAN

Goal / Desired Result:	Stated Key Actions:
Date Set:	Individual Activities:

EMPLOYEE COMMENTS

--

VERIFICATION OF REVIEW

<i>By signing this form, you confirm that you have discussed this review in detail with your manager. Signing this form does not necessarily indicate that you agree with this evaluation but that you have reviewed it.</i>		
SIGNATURES	PRINTED NAME	DATE
EMPLOYEE:		
CITY COUNCIL DESIGNEE:		

360° Management Performance Form

Enter Employee's Name Here

Feedback Request for Leadership Behaviors
N/O=Not Observed 1=Never 2=Seldom 3=Sometimes 4= Often 5=Always

1. Please provide a rating to reflect your view of Leadership's behavior in inspiring a shared vision:

1.1 Provides direction around the company's mission	N/O	1	2	3	4	5
1.2 Translates the mission into actionable plans	N/O	1	2	3	4	5
1.3 Creates enthusiasm about the future of our Company	N/O	1	2	3	4	5

Please provide examples of both strengths and areas for improvement related to Inspiring a Shared Vision:

2. Please provide a rating to reflect your view of Leadership's behavior in valuing people:

2.1 Shows respect for others and their ideas	N/O	1	2	3	4	5
2.2 Places team success before personal agenda	N/O	1	2	3	4	5
2.3 Listens to team members and peers in an open and respectful manner	N/O	1	2	3	4	5
2.4 Encourages others' involvement in making things better	N/O	1	2	3	4	5
2.5 Appreciates differences between people in thought and style	N/O	1	2	3	4	5
2.6 Allows for flexibility in how work is accomplished	N/O	1	2	3	4	5
2.7 Considers others' needs when making decisions	N/O	1	2	3	4	5

Please provide examples of both strengths and areas for improvement related to Valuing People:

3. Please provide a rating to reflect your view of Leadership's Behavior in development of self and others:

3.1 Demonstrates personal growth and learning	N/O	1	2	3	4	5
3.2 Encourages continuous growth & learning in others	N/O	1	2	3	4	5

3.3 Delegates without micromanaging	N/O	1	2	3	4	5
3.4 Acknowledges mistakes & learns from them	N/O	1	2	3	4	5
3.5 Sets clear performance expectations in advance	N/O	1	2	3	4	5
3.6 Shares positive performance feedback that is timely and direct	N/O	1	2	3	4	5
3.7 Shares constructive performance feedback that is timely and direct	N/O	1	2	3	4	5
3.8 Demonstrates initiative and encourages initiative in others	N/O	1	2	3	4	5
3.9 Seeks employee feedback	N/O	1	2	3	4	5
3.10 Responds to employee feedback	N/O	1	2	3	4	5
3.11 Makes decisions that are focused on the issue and not the person	N/O	1	2	3	4	5

Please provide examples of both strengths and areas for improvement related to Develops Self and Others:

4. Please provide a rating to reflect your view of Leadership's communication:

4.1 Communicates effectively, respectfully and continuously	N/O	1	2	3	4	5
4.2 Listens to what others have to say	N/O	1	2	3	4	5
4.3 Shares opinions even when unpopular	N/O	1	2	3	4	5
4.4 Expresses disagreement earlier rather than later	N/O	1	2	3	4	5
4.5 Makes others feel safe in honestly expressing themselves	N/O	1	2	3	4	5

Please provide examples of both strengths and areas for improvement related to Communication:

5. Please provide a rating to reflect your view of Leadership's ability to act in the best interest of the business and the mission:

5.1 Is visible, with a positive presence	N/O	1	2	3	4	5
5.2 Is highly ethical and professional	N/O	1	2	3	4	5

5.3 Is an effective team member	N/O	1	2	3	4	5
5.4 Instills effective team membership in others	N/O	1	2	3	4	5
5.5 Models collaboration across organizational/department lines	N/O	1	2	3	4	5
5.6 Gets involved in making things better in the Company and community	N/O	1	2	3	4	5

Please provide examples of both strengths and areas for improvement related to Acting in the Best Interest of the Company and Mission:

Is there anything else you would like to share?

QUESTIONS FOR COUNCIL TO ASK STAFF REGARDING CITY ATTORNEY

The Lebanon City Council is evaluating the City Attorney Agreement which ends December 13, 2023 for the Law Offices of the Morley Thomas Law Firm, L.L.C. The Lebanon City Council is asking for your open and honest opinions to the following questions.

PLEASE CIRCLE YOUR ANSWER.

1. **Knowledge and Helpfulness** – Do you receive helpful, knowledgeable answers to your questions?

Very Satisfied, Satisfied, Somewhat Satisfied, Not Satisfied

Further Comments: _____

2. **Timeliness** – Was the information provided or problems resolved in a timely manner?

Always – Usually/Sometimes – Seldom – Never

Further Comments: _____

3. **Accuracy and Completeness** – Was the information provided lacking or inaccurate?

Always – Usually/Sometimes – Seldom – Never

Further Comments: _____

4. **Clear and Precise Resolve** – Was the information provided delivered in a manner that was clear and precise legal opinion?

Always – Usually/Sometimes – Seldom – Never

Further Comments: _____

5. **Options and Alternatives to Resolve Issues** – Do you feel that the City Attorney displayed sincere interest in the issues presented and offered viable options when necessary?

Always – Usually/Sometimes – Seldom – Never

Further Comments: _____

6. **Overall Satisfaction** – Are you satisfied with the level of service and response that were provided?

Always – Usually/Sometimes – Seldom – Never

Further Comments: _____

7. Are there additional services the City Attorney's office can provide you or your department beyond what has traditionally been its role?

8. **Municipal Court** – Do you feel that the prosecuting services that are provided by the Morley Thomas Law Firm, L.L.C are adequate?

Always – Usually/Sometimes – Seldom – Never

Further Comments: _____

9. **Municipal Court** – Are there any areas where the Morley Thomas Law Firm, L.L.C could improve regarding the services they provide to the Lebanon Municipal Court?



**CITY ATTORNEY
SELF-EVALUATION FORM
2024-2025**

This form is to be completed by the City Attorney as a first step in the evaluation process.

The completed form will be used by the Mayor and the City Council in their evaluation.

- 1. Major goals, accomplishments, and challenges during the rating period.**

- 2. Self-evaluation of your performance.**

- 3. Your plan to improve your performance.**

- 4. Major goals and objectives for next year.**

- 5. How can your City Manager, staff, mayor and council assist in your job success and enjoyment?**

- 6. What do you believe should be your major emphasis this coming year?**

- 7. Additional Comments.**

**City of Silverton
360-Degree Performance Evaluation for 2024
City Manager**

Date _____

Instructions

Review the City Manager’s work performance for the entire period; refrain from basing judgement only on recent events or isolated incidents. Disregard general impressions and concentrate on one factor at a time.

Evaluate the City Manager on the basis of standards you expect to be met for the position considering the length of time in the job. Check (✓) the number which most accurately reflects the level of performance for the factor appraised using the rating scale described below. If you did not have an opportunity to observe a factor during this evaluation period, please indicate so in the “N/A” (not applicable) column next to the factor. Provide specific supporting evidence with Rankings of 2 or below or above 4.

Rating Scale Definitions (1-5)

1	Unsatisfactory	Work performance is inadequate to the standards of performance required for the job, with no signs of improvement. Performance at this level cannot be allowed to continue.
2	Improvement Needed	Work performance does not consistently meet the standards of the position. Serious effort is needed to become a strong leader and achieve goals and objectives.
3	Meets Job Standard	Work performance consistently meets the standards of the position. Handles issues and responsibilities within role and delivers on standard expectations.
4	Exceeds Job Standard	Work performance is frequently or consistently above the level of a satisfactory, but has not achieved an overall level of outstanding performance.
5	Outstanding Performance	Strong leadership skills; serves as a role model for internal and external customers; consistently demonstrates excellence when compared to the standards of the job.

Performance Evaluation and Achievements

A. <u>Leadership</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>N/A</u>
1. Motivates others toward accomplishment of work.	—	—	—	—	—	—
2. Delegates appropriate responsibilities.	—	—	—	—	—	—
3. Makes thoughtful contributions to City Council and community members.	—	—	—	—	—	—
4. Effectively evaluates performance of subordinates in their area.	—	—	—	—	—	—
5. Seeks to develop teamwork.	—	—	—	—	—	—

Comments: _____

**City of Silverton
360-Degree Performance Evaluation for 2024
City Manager**

B. <u>Communication</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>N/A</u>
1. Oral communication is clear, concise and articulate.	___	___	___	___	___	___
2. Written communications are clear, concise and accurate.	___	___	___	___	___	___
3. Effective listener through showing interest, not interrupting, and allowing other to express their point of view.	___	___	___	___	___	___

Comments: _____

C. <u>Personal Traits</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>N/A</u>
1. Demonstrates Initiative.	___	___	___	___	___	___
2. Uses common sense when making decisions.	___	___	___	___	___	___
3. Demonstrates personal honesty and frankness in day-to-day relationships.	___	___	___	___	___	___
4. Is creative in developing practical solutions to problems faced in the course of work.	___	___	___	___	___	___

Comments: _____

D. <u>Fiscal Management</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>N/A</u>
1. Prepares realistic annual budget.	___	___	___	___	___	___
2. Controls expenditures in accordance with approved budget by seeking efficiency and effectiveness in all programs.	___	___	___	___	___	___
3. Keeps City Council informed about revenues and expenditures, actual and projected.	___	___	___	___	___	___
4. Ensures that the budget addresses Council's goals and objectives.	___	___	___	___	___	___

Comments: _____

**City of Silverton
360-Degree Performance Evaluation for 2024
City Manager**

E. <u>Staff Relations</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>N/A</u>
1. Creates a work environment based on inclusiveness, encourages open communication and welcomes staff's suggestions and point of view.	___	___	___	___	___	___
2. Seeks to develop skills and abilities of employees.	___	___	___	___	___	___
3. Delegates appropriate responsibilities.	___	___	___	___	___	___
4. Provides coaching and training.	___	___	___	___	___	___
5. Uses effective supervisory skills.	___	___	___	___	___	___
6. Interpersonal relationship with management staff .	___	___	___	___	___	___
7. Supports staff development through training and constructive feedback.	___	___	___	___	___	___

Comments: _____

F. Management Relations

1. Models expected behavior.	___	___	___	___	___	___
2. Provides mentorship and supports learning opportunities.	___	___	___	___	___	___
3. Listens to diverse and differing opinions with an open mind, even when conflicting with his/hers.	___	___	___	___	___	___
4. Applies and follows City policies and Handbook.	___	___	___	___	___	___
5. Is responsible, approachable, and available.	___	___	___	___	___	___
6. Provides meaningful feedback (i.e., evaluations).	___	___	___	___	___	___
7. Demonstrates a high degree of ethical behavior. Is respected and trusted.	___	___	___	___	___	___

Comments: _____



City Attorney's Office

MEMORANDUM

TO: Sweet Home City Council
FROM: W. Blair Larsen, City Attorney
DATE: September 19, 2025
RE: City Manager and City Attorney Performance Evaluation Workshop

After receiving my findings on City Manager and City Attorney evaluations, the City Council expressed interest in creating a 360-degree evaluation process of each of those positions. A workshop for this purpose has been scheduled for September 23rd, 2025.

Attached to this memo are some example documents from other Oregon cities:

- 360-degree City Manager evaluation template documents used by the City of Silverton
- 360-degree City Manager evaluation documents used by the City of Stayton
- City Attorney evaluation documents from the City of Klamath Falls
- City Attorney staff input form used by the City of Lebanon

I believe these documents provide a good picture of how other cities conduct evaluations, and their basic framework can be adapted for use in the City of Sweet Home.

The main questions for each position that need to be ironed out in the workshop are:

- What topics should be the basis for the evaluation?
- Besides the Council, what persons or groups should provide an evaluation?

I. City Manager Evaluations

A. Evaluation Topics

Typical City Manager evaluation topics in other cities include:

- Leadership
- Community Organization/Business Relations
- Intergovernmental Relations
- Public Relations
- Communication
- Integrity
- Progress toward City Goals and Strategic Plans
- Operational and Fiscal Management
- City Council Relations
- Staff and Management Relations



B. Evaluators

It's important to be careful when selecting evaluators and ensure that the selected persons have regular and meaningful contact with the City Manager, while guarding against a 'mob' mentality. This can be done both by being selective about who serves as an evaluator and assigning a different weight to certain evaluators.

For example, while it may be dangerous to base the City Manager's evaluation on a survey filled out by all employees, a general survey with limited questions sent to an anonymous selection of employees that is assigned a lower weight than other evaluations may be appropriate to gauge general employee satisfaction with management. Likewise, a survey to all City residents would lead to the City Manager catering to the whims of social media and uninformed perceptions, but a carefully worded survey to selected board members, community groups, and local businesses might give a better idea of the City Manager's performance in working with those groups.

In addition to the City Council, some evaluators that are commonly used in other cities are:

- Self-evaluation by the City Manager
- Department Heads
- Staff from other local government agencies that coordinate with the City Manager (County officials, School District, Fire District, etc.)
- Local businesses
- Other officials or citizens with whom the City Manager has regular and meaningful contact in the course of his duties

II. City Attorney Evaluations

A. Evaluation Topics

Typical City Attorney evaluation topics in other cities include:

- Knowledge and Helpfulness
- Timeliness
- Accuracy and Completeness
- Clarity and Communication Skills
- Options and Alternatives to Resolve Issues
- Community Relations
- Intergovernmental/Interagency Relations
- Consultative Legal Services
- Legal Preparation
- Overall Satisfaction

B. Evaluators

The same concerns for selecting evaluators for the City Manager apply to City Attorney evaluations. In addition, the City Attorney works directly with far fewer people than the City Manager, so the potential pool of evaluators is much smaller. It's important to refrain from surveying people a significant bias (such as citizens who may have been charged with or the victim of a crime).



In addition to the City Council, some potential evaluators are:

- Self-evaluation by the City Attorney
- City Manager
- Municipal Court Judge
- Municipal Court Staff
- Department Heads and other City staff who need or seek legal advice in the course of their duties

III. Conclusion

Once you have determined what topics you would like to use as the basis of the evaluations, staff can draft some evaluation forms for you to review.

Keep in mind, before implementation, it will be important to review the overall process to make sure that it is compatible with existing employment contracts. Any future contracts should also reference the new evaluation process.

As always, I am happy to assist with any questions or concerns.