

RESOLUTION NO. 2024-51

**A RESOLUTION APPROVING CITY MANAGER PERFORMANCE EVALUATION
ANNUAL SUMMARY**

WHEREAS, pursuant to Section 32 of the City Charter, the City Manager is the administrative head of the city government, and is responsible to the Mayor and Council for the proper administration of all city business; and

WHEREAS, the City Council evaluated the performance of the City Manager in Executive Session under ORS 192.660(2)(i) held on December 11, 2024.

NOW, THEREFORE, BE IT RESOLVED, that the City of Rockaway Beach City Council hereby approves and adopts the City Manager Performance Evaluation Annual Summary for January 2024 to December 2024, attached as Exhibit A.

**APPROVED AND ADOPTED BY THE CITY COUNCIL, AND EFFECTIVE THE 11TH
DAY OF DECEMBER 2024.**

APPROVED


Charles McNeilly, Mayor

ATTEST


Melissa Thompson, City Recorder

City Manager Performance Evaluation
Annual Summary

City of Rockaway Beach

Evaluation period: January 2024 to December 2024

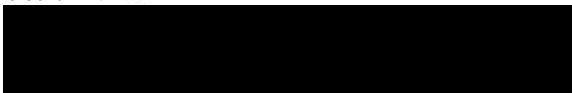
APPROVED AND ADOPTED BY THE CITY COUNCIL
THE 11 TH DAY OF DECEMBER 2024.

APPROVED:



Charles McNeilly, Mayor

ATTEST:



Melissa Thompson, City Recorder

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"

This evaluation form also contains a provision for entering narrative comments, including an opportunity to enter responses to specific questions and an opportunity to list any comments you believe appropriate and pertinent to the rating period. Please write legibly.

Leave all pages of this evaluation form attached. Initial each page. Sign and date the cover page. On the date space of the cover page, enter the date the evaluation form was submitted. All evaluations presented prior to the deadline identified on the cover page will be summarized into a performance evaluation to be presented by the governing body to the city manager as part of the agenda for the meeting indicated on the cover page.

PERFORMANCE CATEGORY SCORING

1. INDIVIDUAL CHARACTERISTICS

- 5.0 Diligent and thorough in the discharge of duties, "self-starter"
- 4.6 Exercises good judgment
- 4.8 Displays enthusiasm, cooperation, and will to adapt
- 4.8 Mental and physical stamina appropriate for the position
- 4.8 Exhibits composure, appearance and attitude appropriate for executive position

Add the values from above and enter the subtotal 24.0 ÷ 5 = 4.80 score for this category

2. PROFESSIONAL SKILLS AND STATUS

- 4.8 Maintains knowledge of current developments affecting the practice of local government management
- 4.6 Demonstrates a capacity for innovation and creativity
- 4.8 Anticipates and analyzes problems to develop effective approaches for solving them
- 4.8 Willing to try new ideas proposed by governing body members and/or staff
- 4.6 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 23.6 ÷ 5 = 4.72 score for this category

3. RELATIONS WITH ELECTED MEMBERS OF THE GOVERNING BODY

- 4.8 Carries out directives of the body as a whole as opposed to those of any one member or minority group
- 4.6 Sets meeting agendas that reflect the guidance of the governing body and avoids unnecessary involvement in administrative actions
- 4.8 Disseminates complete and accurate information equally to all members in a timely manner
- 5.0 Assists by facilitating decision making without usurping authority
- 4.6 Responds well to requests, advice, and constructive criticism

Add the values from above and enter the subtotal 23.8 ÷ 5 = 4.76 score for this category

4. POLICY EXECUTION

- 4.8 Implements governing body actions in accordance with the intent of council
- 4.8 Supports the actions of the governing body after a decision has been reached, both inside and outside the organization
- 5.0 Understands, supports, and enforces local government's laws, policies, and ordinances
- 4.6 Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness
- 4.8 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 24.0 ÷ 5 = 4.80 score for this category

5. REPORTING

- 4.4 Provides regular information and reports to the governing body concerning matters of importance to the local government, using the city charter as guide
- 4.6 Responds in a timely manner to requests from the governing body for special reports
- 4.8 Takes the initiative to provide information, advice, and recommendations to the governing body on matters that are non-routine and not administrative in nature
- 5.0 Reports produced by the manager are accurate, comprehensive, concise and written to their intended audience
- 5.0 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 23.8 ÷ 5 = 4.76 score for this category

6. CITIZEN RELATIONS

- 4.4 Responsive to requests from citizens
- 4.8 Demonstrates a dedication to service to the community and its citizens
- 4.8 Maintains a nonpartisan approach in dealing with the news media
- 4.6 Meets with and listens to members of the community to discuss their concerns and strives to understand their interests
- 4.8 Gives an appropriate effort to maintain citizen satisfaction with city services

Add the values from above and enter the subtotal 23.4 ÷ 5 = 4.68 score for this category

7. STAFFING

- 5.0 Recruits and retains competent personnel for staff positions
- 4.6 Applies an appropriate level of supervision to improve any areas of substandard performance
- 4.8 Stays accurately informed and appropriately concerned about employee relations
- 5.0 Professionally manages the compensation and benefits plan
- 4.6 Promotes training and development opportunities for employees at all levels of the organization

Add the values from above and enter the subtotal 24.0 ÷ 5 = 4.80 score for this category

8. SUPERVISION

- 5.0 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
- 4.8 Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operations at the department level
- 4.8 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
- 4.8 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
- 5.0 Encourages teamwork, innovation, and effective problem-solving among the staff members

Add the values from above and enter the subtotal 24.4 ÷ 5 = 4.88 score for this category

9. FISCAL MANAGEMENT

- 5.0 Prepares a balanced budget to provide services at a level directed by council
- 4.8 Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively
- 5.0 Prepares a budget and budgetary recommendations in an intelligent and accessible format
- 5.0 Ensures actions and decisions reflect an appropriate level of responsibility for financial planning and accountability
- 4.8 Appropriately monitors and manages fiscal activities of the organization

Add the values from above and enter the subtotal 24.6 ÷ 5 = 4.92 score for this category

10. COMMUNITY

4.6 Shares responsibility for addressing the difficult issues facing the city

4.6 Avoids unnecessary controversy

4.6 Cooperates with neighboring communities and the county

5.0 Helps the council address future needs and develop adequate plans to address long term trends

4.6 Cooperates with other regional, state and federal government agencies

Add the values from above and enter the subtotal $\underline{23.4} \div 5 = \underline{4.68}$ score for this category

2024 City Manager Shepard Narrative Evaluation - Compilation

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

Our City Manager gave the City Council a strategic plan that will guide us in a positive direction for the next years. Our City Council packets are always early enough for us to take the time necessary to study the information.

He does an excellent job in disseminating pertinent information in a concise manner, which is particularly helpful given the volume of information that is covered. He listens intently, helping expedite matters of importance. His weekly summaries are particularly helpful.

I have worked with four city managers and found Luke to be the most efficient. He makes the job of City Councilor quite easy. I see good morale with the office staff. And also the Public Works crew. Luke keeps good communication with me on all subjects.

Manager Shepard exhibited multiple strengths during this evaluation period. For the purposes of this evaluation, two stand out: 1) Staffing and supervision of staff – Luke Shepard continues to assemble a skilled staff and performs supervision in a manner that encourages them to grow in their responsibilities. 2) Budgeting – Luke Shepard continues to ensure the City follows appropriate and best use of City funds. He also works with staff to find supplemental funding such as grants.

City Manager Shepard continues to show that he understands what it takes for City staff to meet the expectations of our community by adjusting staffing and adding staff without creating bloat. City Manager Shepard finds ways to support staff desire for professional growth.

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

I would not term as "critical" any areas. However, one area that could be improved is responding in a quicker time frame to some community concerns such as vacation rentals complaints or other nuisance complaints.

If not currently in place, I would like to see an annual review of ordinances and policy procedures to assure ordinances and policy procedures fit the Rockaway Beach of today and tomorrow. Perhaps funding a consultant in next fiscal year's budget.

I think Luke is very level headed and thinks things out very well. I can't think of any problem we have had in our city that has not been handled well. The City finally has a wonderful financial position thanks to Luke's hard work.

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

I don't see any areas that need improvement.

One suggestion is to enhance City community relations with press releases. Rockaway Beach is making great strides in improving the City. It would help City community relations to have something highlighted in the news at least weekly. This would also help tamp down rumors that float on social media. Maybe the Budget Committee could allot money for communications.

2024 City Manager Shepard Narrative Evaluation - Compilation

Another separate second suggestion is to work with the Council/Mayor and develop more input/feedback from the business community in Rockaway Beach.

Continue to attend LOC and ICMA conferences; and leverage LOC/ICMA/CIS training opportunities for professional development. Continue to network with other City Managers in Tillamook County; and expand his network to additional City Managers from cities similar to Rockaway Beach.

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

Working with Luke as City Manager makes my job as City Councilor much easier. Luke supports the Council, manages a strong staff, and keeps a close watch on the budget. This is evidenced throughout the City as I meet with residents and they express their pride and enjoyment with living in Rockaway Beach. Suggestions for future goals for Luke are to: continue to grow in knowledge and skills by attending conferences and meeting with colleagues; and another goal suggestion is to continue to "think outside the box" and find unique solutions to City issues.

In January 2023, City Manager (CM) Shepard wore multiple hats (CM, City Recorder, Finance Director, and Public Works Director). Over the last two years he has handed off many of these hats by adding a City Recorder, a Finance Director and a City Planner to City staff. As such, he can focus more of his time on being City Manager. However, he still wears the Public Works Director hat. City Manager Shepard is the only City employee who holds some of the certifications and skills necessary to fully run our wastewater treatment and water production plants. I challenge City Manager Shepard, through hiring or training, to house all certifications and skills within Public Works. This is important so that City Manager Shepard can focus all of his time on being City Manager. Provide a five year budget (sources and uses) forecast as part of the 2025-2026 Budget review; and annual budget reviews going forward. When mailing material to community members include those who pay their utility bill online. I am excited that City Manager plans to staff code compliance in 2025; I ask that as part of his focus on code compliance, the City masks the complainant's name on complaints.

I would like to see new street lights in our business district. It would be a vast improvement in the look of the city.

With the excellent work and development of the strategic plan, the prioritization of tasks and execution of those tasks will be key.

- Watershed stewardship
- Securing the watershed in a way future Councils cannot disrupt
- Continued focus on infrastructure and tackling those items systematically on our approved improvement plans
- Updating outdated or ill-written code (reducing vagueness)

Keep up the good work.