

Petersburg Borough, Alaska
Performance Evaluation
Borough Manager

*Compilation
Assembly,
Dept Heads,
and Manager*

PURPOSE

The purpose of the manager performance evaluation is to increase communication between the borough assembly and the borough manager concerning the performance of the manager in the accomplishment of his/her assigned duties and responsibilities, and the establishment of specific work-related goals and objectives. The evaluation is also a tool in determining compensation for the manager.

PROCESS

1. Evaluation forms are distributed by the clerk to all assembly members and department heads.
2. The manager prepares a self evaluation using the same evaluation form.
3. Each assembly member and department head completes the form, signs, dates and returns their individual form to the clerk.
4. The clerk transfers each assembly member's evaluation information to one composite form and all department head evaluation information to another composite form.
5. The composite evaluation forms and the manager's self-evaluation form are reviewed at an evaluation conference between the mayor, a selected assembly member and the manager. At this conference, the respective responses will be discussed, including any misunderstandings of fact, strengths and weaknesses of the manager and suggestions for improvement. The aim of this conference should be toward greater understanding and positive working relationships.
6. A draft evaluation is completed between the mayor, assembly member and manager including any changes in ratings that resulted from the joint conference.
7. The draft evaluation will be submitted for final review to the assembly. At this review, modifications may be made to the evaluation. The manager will have the opportunity to participate in this final review so that discussion can occur to enable both the assembly and manager to provide effective service to the community. This final review is conducted in executive session unless the manager requests an open meeting.
8. The final evaluation, as reviewed by the assembly, becomes part of the manager's personnel file and is a public record.

INSTRUCTIONS

Review the manager's work performance for the entire period; try to refrain from basing judgment on isolated incidents only.

Evaluate the manager on the basis of standards you expect to be met for the job considering the length of time in the job. Check (✓), or circle, 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 "NO" column next to the factor.

Performance Evaluation

Borough Manager: Stephen Giesbrecht
For Time Period: March 1, 2016 to February 28, 2017

RATING SCALE DEFINITIONS (1-5)

- | | | |
|----------------------|-----|--|
| Unsatisfactory | (1) | The manager's work performance is inadequate and definitely inferior to the standards of performance required for the job. Performance at this level can not be allowed to continue. |
| Improvement Needed | (2) | The manager's work performance does not consistently meet the standards of the position. Serious effort is needed to improve performance. |
| Meets Job Standard | (3) | The manager's work performance consistently meets the standards of the position. |
| Exceeds Job Standard | (4) | The manager's work performance is frequently or consistently above the level of a satisfactory manager, but has not achieved an overall level of outstanding performance. |
| Outstanding | (5) | The manager's work performance is consistently excellent when compared to the standards of the job. |
| NO | | No opportunity to observe. |

I. Performance Evaluation and Achievements

1. <u>Administrative Relationships</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>NO</u>
A. Effectively implements policies and programs approved by the assembly.	___	___	___	4.06	___	___
B. Reporting and follow-through is timely, clear, concise and accurate.	___	___	3.83	___	___	___
C. Accepts direction/instructions in a positive manner.	___	___	3.87	___	___	___
D. Effectively aids the assembly in establishing long-range goals.	___	___	3.55	___	___	___
E. Keeps the assembly informed of department activities, plans, legislation, etc. in a timely fashion and without prompting.	___	___	___	4.09	___	___

Comments:

1. I believe that Steve has good relationships with his employees and with the Assembly. He believes in transparent management of government and wants to do a good job for the organization. He develops his relationships in a manner that recognizes his place in the chain of command and accepts direction or gives direction as needed to further the goals of the Borough.
2. Communication and a strong working relationship with the Assembly are very important to Steve.
3. He is a great support.
4. Steve is a good resource for Department Heads.
5. Solid. Good long range thinking.
6. Public Works and Harbor have established longer term goals that are accepted. The same cannot be said for the Assembly and Manager in having articulated, accepted long term goals for the Borough.

2. Personnel Management and Labor Relations**1 2 3 4 5 NO**

A. Maintains a respectful relationship with employees.	___	___	___	___	4.65	___
B. Seeks to develop skills and abilities of employees.	___	___	___	3.99	___	___
C. Employs effective supervisory skills.	___	___	___	___	4.39	___
D. Delegates responsibilities appropriately.	___	___	___	___	4.20	___
E. Effectively evaluates performance of employees.	___	___	___	3.20	___	___
F. Recruits and hires qualified and effective staff.	___	___	___	___	4.42	___

Comments:

1. The most respectful and appreciative supervisor I have ever had.
2. Steve understands how to supervise people and gives good advice on personnel matters. He offers continual feedback to department heads instead of performing annual evaluations, but I've always felt that he lets me know if I'm doing a good job or if I need to correct something. He is a professional manager.
3. Steve's experience as a manager has equipped him with excellent skills in identifying strengths and weaknesses in potential staff. His input in this department is invaluable. He also makes it a priority to stay in contact with department heads and assist when needed.
4. Steve is an effective manager.
5. You let Joe Nelson hire Pam. Bad move. Period. Should have gotten involved and called Joe on it.

3. Fiscal Management

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>NO</u>
A. Controls expenditures in accordance with approved budget.	—	—	—	4.42	—	—
B. Seeks efficiency, economy and effectiveness in all programs.	—	—	—	4.47	—	—
C. Keeps assembly informed about revenues and expenditures, actual and projected.	—	—	—	4.15	—	—
D. Prepares realistic annual budget.	—	—	—	4.49	—	—
E. Ensures that the budget addresses the Assembly's goals and objectives.	—	—	—	4.06	—	—

Comments:

1. In interactions with me, he is very conscientious of maintaining efficient yet economically sound programs.
2. Steve is a good money manager. As long as the Assembly majority's wishes are clear, he follows through with the fiscal plan or policies that they have mandated. He is aware of the budget and will always ask "is this in the budget?" when a larger purchase is being made.
3. Budgetary concerns are on everyone's mind, especially Steve's. I do not know how he could be more effective in keeping the Assembly informed. He seeks creative solutions to address the issue.
4. Jody and himself are an excellent team.
5. Hence, we are better off financially than many SE towns. Well done.

4. Public Relations

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>NO</u>
A. Projects a positive public image.	—	—	3.87	—	—	—
B. Is courteous to the public.	—	—	—	4.10	—	—
C. Maintains effective relations with media representatives.	—	—	—	4.27	—	—
D. Gains respect and support of the community on the conduct of the borough operation.	—	—	3.78	—	—	—
E. Solicits and gives attention to problems and opinions of all groups and individuals.	—	—	3.71	—	—	—

Comments:

1. I believe that Steve develops good relationships with the public. He understands that our citizens are ultimately our bosses and he is respectful of their thoughts and concerns.
2. Steve understands the importance of the community's opinion of the Borough but does not let the personal agendas and negativity guide his dedication to doing the right thing. His door is always open to the public; however, some may see him as unapproachable because he is not often in public in social situations.

5. Quantity/Quality

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>NO</u>
A. Amount of work performed.	—	—	3.80	—	—	—
B. Completes work on time (meets deadlines).	—	—	—	4.17	—	—
C. Work is thoroughly researched and reported.	—	—	3.74	—	—	—
D. Willingness to grow in the municipal management profession and actively pursues training/education.	—	—	—	4.09	—	—

Comments:

1. Steve relies on his department heads to provide research on various topics. He is good at requesting feedback on an idea or issue of note. He has been a Manager for many years now, so it seems like he has slowed in his own professional development, but the experience and knowledge that he possesses is excellent.
2. Steve is a "researcher" and enjoys that aspect of his job. His years of work in this field have given him a wealth of knowledge in many varied areas. I've not known of him to ever miss a deadline.
3. Attending International Association of Managers conference, etc.
4. No complaints.

6. Personal Traits

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>NO</u>
A. Initiative.	—	—	3.84	—	—	
B. Judgment.	—	—	3.81	—	—	
C. Fairness and Impartiality.	—	—	3.87	—	—	
D. Creativity.	—	—	3.96	—	—	
E. Integrity.	—	—	—	4.46	—	
F. Earns respect and standing among his professional colleagues.	—	—	3.89	—	—	
G. Devotes time and energy effectively to the job.	—	—	3.96	—	—	
H. Copes with the isolation of position (the buck stops here).	—	—	3.77	—	—	

Comments:

1. Steve exemplifies integrity in the workplace.
2. Steve has had a rough year personally. I am amazed at how well he has coped with the loss of his daughter and the stress that the accident placed on the Borough's shoulders. He is a very strong person, but I can't help but feel that some of the wind has left his sails and that his enthusiasm has been impacted. However, in my opinion, this is completely normal in the consideration of the tragedy and the enormous loss that he has dealt with. I believe in him and he has not allowed his personal loss to impact his performance.
3. I believe Steve is a solid manager and really cares about his responsibilities, the Borough, and his staff. He is reluctant to take time off for himself.
4. He's a great problem solver.

7. Communication

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>NO</u>
A. Oral communication is clear, concise and articulate.	___	___	3.50	___	___	___
B. Written communications are clear, concise and accurate.	___	___	___	4.40	___	___
C. Demonstrates ability to work well with individuals and groups.	___	___	3.96	___	___	___

Comments:

1. **Excellent personal skills.**
2. **Steve is a good communicator. He may not be concise, but he is clear when making a point. His work with PMC and School this year in the lead up to budgeting was a great example of how he has collaborated and cooperated with other important agencies in the community.**
3. **Strong, solid.**
4. **Also, a good listener before giving his opinions.**

8. Intergovernmental Affairs

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>NO</u>
A. Maintains effective communication with local, regional, state and federal government agencies.	___	___	___	3.72	___	___
B. Pursues financial resources (grants) from other agencies.	___	___	___	3.60	___	___
C. Contributes to good government through participation in local, regional and state committees and organizations.	___	___	___	3.68	___	___
D. Lobbies effectively with legislators and state agencies regarding borough programs and projects.	___	___	___	___	4.04	___

Comments:

1. **This may be one of Steve's weakest areas. But not because he doesn't feel it is important to communicate and lobby for the Borough's positions. He simply often relies on the Assembly, staff, and on our paid lobbyists to carry the water on political issues.**
2. **Again, strong and solid.**

9. Achievements: List two achievements you believe the Manager accomplished this past evaluation year.

1. Maintaining a professional disposition despite incredibly hard circumstances.
2. Great working relationship with staff.
3. Remodel of municipal building.
4. Balanced budget despite decreased funding.
5. Developed the financial strategy to accomplish the construction of the Municipal Building and acted as the Project Manager for the project.
6. Worked with the Hospital and School to discuss budget shortfalls and how to deal with them as a community.
7. Municipal building project.
8. Completed muni building remodel.
9. Kept General Fund in good shape.
10. Although Steve and his family faced a devastating loss this past year, Steve did not waiver in his commitment to the Borough and his duties.
11. The amount of "moving parts" with the building renovation and two moves was unbelievable, but Steve assisted everyone in making it happen with very few complications.
12. Delivered a fiscally responsible budget that also maintains responsible levels of services and staff.
13. Successfully managed construction of the muni renovation while minimizing related service interruptions.
14. He oversaw the municipal building project.
15. Completed the budget process which was made more difficult due to dwindling state cutbacks.
16. Successful renovation of municipal building/temporary offices/moving.
17. Continued to support Department Heads and manage Borough operations in spite of personal tragic loss.
18. Municipal electric rate.
19. Not widely known, but he's the one who started the idea about offering a CNA class at the high school level.
20. The Muni Building remodel posed many challenges, but transitions were well managed and remaining project details are being ironed out (if not already complete).
21. Continuing to anticipate and adjust to a shift in the State's budget landscape while maintaining jobs, a safe working environment and service delivery.
22. Managing both, with professionalism, during a time of deep personal stress.
23. ...and still doing so, but dealing with the architect on the Borough admin building, making sure we get what we paid for it.
24. Successful transition out of and return to city hall.
25. Successful oversight of building remodel.
26. Solid financial planning for long term sustainability.
27. Supported the voters of Petersburg by advocating against opting out of legal marijuana sales.
28. Stayed within budget and produced reasonable budget for next FY.
29. Reached out to hospital and school to improve communications and develop some common goals.
30. The big remodel and move on time.
31. Presented balanced budget with reduced funding.
32. Muni building remodel.
33. Rebuilding of Parks & Rec Dept.

10. Summary Rating

Overall Performance Rating – Check (✓), or circle, one of the following:

Unsatisfactory ____ Improvement ____ Meets Job 6 Exceeds Job 8 Outstanding 4
Needed Standards Standards

II. Future Goals and Objectives: (each evaluator and manager are asked to provide suggested goals or objectives that are desired to be achieved during the next evaluation period)

1. Input on the Parks Department development of its new vision and mission process.
2. Helping create a 20+ year plan for the Parks & Rec Department.
3. Identify sustainable funding for continuity of operations.
4. Publish goals and objectives to assist department heads in maintaining and improving quality of life for our citizens.
5. Continue discussion with school to determine long range funding options in support of current education opportunities.
6. Facilitate the community discussion about increasing revenues or cutting services to help guide the Assembly toward future budget policies and objectives that make sense for Petersburg's long term stability.
7. Take a long vacation (not kidding).
8. Visit departments and with employees to get their ideas on efficiencies in the borough.
9. Take some personal time to get a break, take a breath, recharge.
10. Continue to look at creative ways to increase Borough revenue to avoid the cuts to services that would result in a diminished quality of life in Petersburg.
11. Continue looking for ways to increase revenue and decrease expenses while maintaining appropriate staff and service levels.
12. Explore ways to encourage more fish landings/processing, as well as growing other maritime industries in Petersburg.
13. Come up with viable plan to sustain Papke's Landing, it's present condition (dock) is dangerous.
14. Concentrate on existing infrastructure and their needs before expanding into new areas.
15. Continue to brainstorm ideas to lessen spending and increase revenues.
16. Get public buy-in on ways to lessen spending, increase revenues, and continue Borough services for quality of life in Petersburg.
17. Take a vacation.
18. Work to get broad-based support to amend senior exemptions on sales tax and address exemption at legislature for property tax.
19. To help the community begin to address some specific goals for our economic future, including new industries, affordable housing and the potential for developing new sources of revenue.
20. Initiate conversation with Wrangell regarding shared opportunities for hospital services in order to maintain jobs in Petersburg, and joint planning for infrastructure upgrades.
21. Continue working on community services budget worksheet.
22. Help adjust Borough Charter to fill the holes we've been identifying during meetings.
23. Work with staff to keep budget balanced during tight fiscal times.
24. Continue long range financial planning.
25. Improve self-care.
26. Continue to keep costs down, improve efficiency.
27. Increase public dialogue on budgets, services, revenues. To do this, the old approach isn't working, so we need to find a different model.
28. Determine right size government through attrition and town hall meetings.
29. Come up with creative revenue sources.
30. Complete muni remodel and punch list items.
31. Power & Light management replacement and orientation.

III. Compensation Consideration

Please provide your personal recommendation on what type of compensation should be considered for the manager. (Current annual salary is: \$116,337.50). The manager receives the same set of benefits as department heads and PMEA employees).

Recommendation:

1. \$117,500-\$120,000.
2. My recommendation is 3%-5% annually. Steve does a great job and often assists other CEOs who are paid a much higher salary. 3%-5% is fairly consistent in other municipalities.
3. Steve's salary lags behind other top professionals in Petersburg. I see no reason for this.
4. Hasn't had a raise since 2014, increase at least 3%.
5. Cost of living adjustment.
6. \$120,991 (4%)
7. We should keep at current level, or (preferably) increase incrementally to match or exceed inflation. Also, manager wages should be above average for similar jobs to match his above average performance.
8. At least 2%.
9. Steve's last salary increase was October 1, 2014. I believe he deserves a 5-6% increase.
10. Steve is worth every penny we pay him. He has to deal with a significant amount of micromanaging in a very dynamic fiscal landscape. Things are only going to get more challenging and we need skilled management and budgeting skills.
11. I would feel comfortable giving Steve the same 4% raise that other department heads are getting this year.
12. Recommend 4% raise as budgeted for all other department heads since it has been 2 ½ years (Oct. 2014) since he has had a raise. This is totally reasonable.
13. 4% raise as outlined in budget.
14. Last raise (I believe) 10/14. Since then PMEA employees received 7/15 1%, 7/16 2% raises; department heads received 2% 7/15. I believe there should be a 4% raise since we are also considering another 1% for PMEA employees.
15. Not that he's not worth every penny, but no compensation for now.

IV. SECTION RESERVED FOR FINAL REVIEW

Mayor/ Members

Concurrence

YES / NO

YES / NO

YES / NO

YES / NO

YES / NO

YES / NO

YES / NO

Manager

Signature

Next Evaluation Date: March 2018

