

## **ZONE 7 BOARD OF DIRECTORS ADMINISTRATIVE COMMITTEE**

DATE: January 10, 2024  
TIME: 4:00 p.m.  
LOCATION: Boardroom  
Zone 7 Administration Building  
100 North Canyons Parkway, Livermore

Director Benson  
Director Figuers  
Director Green

### **AGENDA**

1. Call Meeting to Order
2. Public Comment on Items Not on the Agenda
3. General Manager Performance Evaluation Procedures and Process
4. Verbal Reports
5. Adjournment

**DATE:** January 10, 2024

**TO:** Administrative Committee

**FROM:** Osborn Solitei, Treasurer/Assistant General Manager - Finance

**SUBJECT:** General Manager Performance Evaluation Procedures and Process

**SUMMARY:**

- In accordance with section 7 of the General Manager contract. *"The Board of Directors and General Manager shall meet no later than the Regular Board meeting of each March to discuss and establish mutually agreeable goals and objectives to be accomplished by General Manager for the ensuing year and to review General Manager's performance of duties and obligation hereunder. As a result of such evaluation the Board may, but shall not be obligated to, adjust General Manager's compensation and/or revise his/her employment benefits as the Board shall determine".*
- Pursuant to Resolution No. 19-20 dated February 20, 2019, the Board of Directors approved the General Manager (GM) Performance Evaluation Procedures and the GM Performance review form (attached).
- The Committee met on November 7, 2023, and discussed revising the review form to include two (2) additional performance rating categories. Below is a list of the ratings. The new ones are highlighted in red:
  - **OUTSTANDING (5):** Performance is consistently and significantly beyond established standards. Achieves performance objectives at a fully superior level and annual goals and objectives were met.
  - **EXCEEDS EXPECTATIONS (4):** Performance consistently exceeds expectations. Demonstrated strong expertise within key areas of responsibilities. Annual goals and objectives were met.
  - **MEETS EXPECTATIONS (3):** Performance consistently met expectations in areas of responsibility, at times possibly exceeding expectations. Quality of work overall was very good. Annual goals and objectives were met.

- **NEEDS IMPROVEMENT (2):** Performance did not consistently meet expectations. Has deficiencies that inhibit adequate performance in the position. May require additional training or assistance to fully achieve expectations. One or more of the goals and objectives were not met.
- **UNSATISFACTORY/ UNACCEPTABLE (1):** Performance in many skill levels is substantially weak. Overall performance objectives were not met.
- The Committee will discuss the General Manager Performance Evaluation Procedures and Evaluation Form using the following criteria:
  - I. Relations with the Board
  - II. Decision Making
  - III. Goals & Objectives
  - IV. Budget and Finance
  - V. Community & Public Relations
  - VI. Performance Growth & Development
  - VII. Management Skills/ Employee Relations (Discussion Only)
  - VIII. Board Member Observations

**FUNDING:**

There is no funding impact.

**RECOMMENDED ACTION:**

Discuss and approve the General Manager Evaluation Procedure and Evaluation Form and forward to the full Board for consideration and for Closed Session discussion.

**ATTACHMENTS:**

- Attachment A – General Manager Performance Evaluation Procedure
- Attachment B – General Manager Performance Evaluation Review Form

## ATTACHMENT A



### ALAMEDA COUNTY FLOOD CONTROL AND WATER CONSERVATION DISTRICT, ZONE 7

100 NORTH CANYONS PARKWAY, LIVERMORE, CA 94551 • PHONE (925) 454-5000 • FAX (925) 454-5727

## **General Manager Performance Evaluation Procedure**

### **Purpose of Evaluation**

The purpose of the performance evaluation process to be conducted by and between the Board of Directors and the General Manager are:

- To strengthen the relationship between the Board of Directors and the General Manager
- To provide a mechanism for annual evaluation for the General Manager
- To identify performance objectives for the General Manager
- To provide feedback to the General Manager and identify areas where improvements may be needed

### **Frequency**

The Board of Directors will evaluate the General Manager at least annually. The schedule for evaluation will be established by the contract between the General Manager and the Board of Directors.

### **Evaluation Procedure**

The evaluation procedure remains at the will and direction of the Board of Directors and may be modified at any time. In general, the evaluation process will include the following steps:

1. In January of each year, the Administrative Committee of the Board will review the procedure and make recommendations for a plan and a timeline for annual evaluation of the General Manager.
2. In February, the Board of Directors will review and approve the plan and timeline for the annual evaluation of the General Manager.
3. The General Manager will complete a written self-evaluation, which should include progress on the Strategic Plan and on the goals and objectives provided by the Board.
4. The Board of Directors may include an employee survey.
5. The Board of Directors may include an external stakeholder survey.
6. The Board of Directors will complete an evaluation form prior to evaluation session.
7. The Board of Directors may conduct a closed session to review and discuss the General Manager self-evaluation, and prepare for its formal evaluation session with the General Manager.

8. The Board of Directors will conduct a closed session evaluation with the General Manager to discuss the Manager's performance, reviewing Board evaluation forms and self-evaluation, and establish future performance goals and objectives.
9. The Board of Directors may consider a merit increase and/or changes to employment benefits in accordance with the contract. Any changes for consideration by the Board of Directors will be noticed as a closed session item at a following board meeting.
10. The Board of Directors will direct the performance evaluation and any subsequent actions be placed in the General Manager's personnel file.

ATTACHMENT B



ALAMEDA COUNTY FLOOD CONTROL AND WATER CONSERVATION DISTRICT, ZONE 7

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**INSTRUCTIONS**

This evaluation form contains eight (8) areas of evaluation criteria. Each category describes a behavior standard in that category. For each statement, indicate your rating of the general manager’s performance.

**PERFORMANCE RATINGS**

<b>Performance Ratings</b>	<b>Scale</b>	<b>Definition</b>
<b>Exceeds Expectation</b>	<b>3</b>	Performance consistently exceeds expectations. Demonstrated strong expertise within key areas of responsibilities. Annual goals and objectives were met.
<b>Meets Expectations</b>	<b>2</b>	Performance consistently met expectations in areas of responsibility, at times possibly exceeding expectations. Quality of work overall was very good. Annual goals and objectives were met.
<b>Needs Improvement</b>	<b>1</b>	Performance did not consistently meet expectations. Has deficiencies that inhibit adequate performance in the position. May require additional training or assistance to fully achieve expectations. One or more of the goals and objectives were not met.

Any item left blank will be interpreted as “meets expectations.” This form also contains a provision for entering narrative comments. All evaluations will be summarized by the General Counsel for discussion at closed session meeting.

Board Member Name: \_\_\_\_\_ Date: \_\_\_\_\_

## GENERAL MANAGER PERFORMANCE REVIEW FORM

### I. Interacting with the Board, including Management of Board Meetings

	Exceeds Expectations	Meets Expectations	Needs Improvement
Maintains effective and open lines of communication with the Board as a body and with individual Board members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Keeps the Board apprised of all ongoing and current situations involving business and operations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Exercises sound judgment when advising the Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accepts direction in a positive manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effectively implements policies and programs approved by the Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effectively manage closed session	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board Meetings – Planning for each meeting and management during the meeting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Total Score:</b>	—	—	—
<b>Please Enter Comments Below:</b>			

# GENERAL MANAGER PERFORMANCE REVIEW FORM

## II. Decision Making

	Exceeds Expectations	Meets Expectations	Needs Improvement
Anticipates needs and recognizes potential problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Proposes effective solutions and provides alternatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides the Board with all information necessary to make sound decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrate adoptability and flexibility in decision making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Delegating tasks and responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Total Score:</b>	—	—	—

**Please Enter Comments Below:**



# GENERAL MANAGER PERFORMANCE REVIEW FORM

## III. Goals and Objectives

	<b>Exceeds Expectations</b>	<b>Meets Expectations</b>	<b>Needs Improvement</b>
General Manager met goals and objectives set by the board for this review period	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Total Score:</b>	—	—	—
<b>Please Enter Comments Below:</b>			

## GENERAL MANAGER PERFORMANCE REVIEW FORM

### IV. Budget and Finance

	Exceeds Expectations	Meets Expectations	Needs Improvement
Keeps the Board informed as to the financial condition of the organization in a timely manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintains a good awareness of the financial condition of the organization on an ongoing basis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Designs management practices and proposes and implements policies to maintain a sound long-term financial position	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ensures the budget addresses Board's goals and objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Total Score:</b>	—	—	—
<b>Please Enter Comments Below:</b>			

## GENERAL MANAGER PERFORMANCE REVIEW FORM

### V. Community and Public Relations

	Exceeds Expectations	Meets Expectations	Needs Improvement
Fosters an open, candid and constructive relationship with DWR leadership and staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engages effectively with state and federal regulatory bodies and staff, as well as legislators and staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fosters positive relationships with retailers, counties, cities and other local organizations as well as community leaders to enhance communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is approachable, available and visible to key stakeholders involved with issues of importance to the Agency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Represents the Agency in a positive and professional manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Responds to constituent inquiries promptly and with professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Total Score:</b>	—	—	—

**Please Enter Comments Below:**

## GENERAL MANAGER PERFORMANCE REVIEW FORM

### VI. Professional Growth and Development

	Exceeds Expectations	Meets Expectations	Needs Improvement
Demonstrates the professional skill and knowledge needed to perform the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintains professional and technical knowledge by attending workshops, networking, reviewing publications, and participating in professional organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Understands and stays current with the needs of the community served	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assesses his/her own strength and capabilities, identify needs for knowledge, skills, and experience, and design and implement a self-development plan when appropriate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Total Score:</b>	—	—	—

**Please Enter Comments Below:**

## GENERAL MANAGER PERFORMANCE REVIEW FORM

### VII. Management Skills/Employee Relations (FOR DISCUSSION ONLY)

	Exceeds Expectations	Meets Expectations	Needs Improvement
Uses effective supervisory skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is a good communicator both inside and outside the organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Follows through in a timely manner on commitments and requests	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fosters free and open communication among employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Works well with employees and creates an atmosphere of trust and collaboration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inspires a shared vision and enlists staff and Board support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Motivates employees toward the accomplishment of goals and objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is honest and ethical in the performance of duties	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Total Score:</b>	—	—	—
<b>Please Enter Comments Below:</b>			

# GENERAL MANAGER PERFORMANCE REVIEW FORM

## VIII. Board Member Observations

The things I am most satisfied with concerning the General Manager's performance are:

The things I would most like to see the General Manager improve upon are: