

# CITY COUNCIL STUDY SESSION

**TO:** Mayor and City Council  
**FROM:** Mari E. Macomber, City Manager *MEM*  
**SESSION DATE:** March 19, 2012  
**TIME:** 4:30 pm  
**PLACE:** Second Floor City Hall

## AGENDA:

- **HIGHWAY CORRIDOR ZONE**
- **COMMUNITY CENTER SURVEY REPORT**
- **PROPOSED PAVEMENT PROGRAM**
- **EVALUATION PROCESS**
- **REVIEW CITY COUNCIL AGENDA**
- **REVIEW NEWSLETTER (includes miscellaneous topics)**

## HIGHWAY CORRIDOR ZONE

In June of last year, the Planning and Zoning Commission sent a recommendation to the City Council to rezone a parcel of land owned by Petre Roberts. The Council chose not to take any action on this item, so that you could evaluate how the new Highway 63 project might affect land use. Council then directed staff to develop a proposal for Council consideration on that part of the City lying adjacent to the new Highway 63.

The new highway was completed in October of 2011. Much of the land in and around this new highway had been annexed by the City in 2001 as a result of the Council's desire to annex as much of the land as possible adjacent to a future bi-pass.

Once the land was annexed, the Council had to establish its zoning. In December of that same year, the Council approved R-1 zoning for all of the annexed land. The idea, as remembered by staff was that the Council wanted the most restrictive zoning designation to allow for sufficient evaluation if and when a property owner wanted to request zoning for other uses.

A review of staff's recommendations has been completed by the Planning and Zoning Commission, who after a public hearing has submitted their recommendation on to the City Council.

As a reminder, the proposal establishes a corridor zone, which means if the Council approves what is presented a property along the corridor will have to go through an evaluation process if the property owner wishes to change the zoning to something else.

**Recommendation** – Council should discuss the recommendations and ask questions of staff to make sure that each of you understands what is being proposed. As it stands right now, this item is on the agenda, if after discussing it you do not wish to consider it

you can remove it from the agenda at the beginning of the meeting.

### **COMMUNITY CENTER SURVEY REPORT**

In the Fall City staff began working with members of the Center for Applied Statics and Evaluation (CASE) to start the process of conducting a needs assessment related to the development of a community center for Kirksville and Adair County. CASE has conducted focus groups with citizens that represent four different user groups/concepts including Recreation Center, Senior Center, Conference Center and Community Partners. The information gathered from these groups was then used to develop a survey instrument that was then made available to the general public for completion. The survey was launched on December 19 and was made available electronically and also via paper copy. Citizens could access the survey from the City's website and paper versions of the survey were made available for picked up and return at City Hall, Kirksville Aquatic Center, Adair County Public Library and the Adair County Family YMCA.

CASE representatives will be in attendance at the Study Session on Monday to present their findings to the City Council.

**Recommendation** – The Council is encouraged to listen to the presentation and ask questions regarding the results formulated by CASE. The Council would probably want to share the results with other entities in town who would have interest in the results.

### **PROPOSED PAVEMENT PROGRAM**

The 2012 budget includes the purchase of a hot box for use by the Street and Parks Maintenance Division. A hot box is a piece of equipment, designed to heat, reheat, reclaim and recycle asphalt materials. A hot box allows contractors and municipalities to haul heated asphalt while the thermostat maintains hot mix temperature. The hot box purchase was intended to replace a Durapatcher which is also a piece of equipment used in street maintenance. The Durapatcher is used in pot hole patching, it cleans the area applies a tack coat, applies the asphalt and then a dry aggregate.

Public Works Director Buckwalter and Street and Parks Maintenance Supervisor Ray Sandstrom have spent some additional time evaluating our current needs and the practices that we currently use to address our road condition issues. They will be at the Study Session to discuss a revised plan for the internal city street repair program.

**Recommendation** – Included with this cover report is a staff report from Public Works that outlines the issues and recommendations to improve our street repair program.

### **EVALUATION PROCESS**

The last few months of the fiscal year, Council members took the time to provide feedback to the City Manager regarding performance and Council expectations. There was a lot of good feedback. But the summary results were not clear in terms of the priorities the City Council deemed important.

The Mayor asked that I present a proposed process that the City Council could use that

would allow for a summarization of the City Council feedback and expectations for the next year.

I would like to present a proposed instrument and process that the City Council could consider and modify as you see necessary.

**Recommendation** – Included is the proposed process and evaluation instrument. The City Council will need to decide if this is the process you wish to follow and any changes you would like to have made.

## **REVIEW COUNCIL AGENDA**

**REVIEW NEWSLETTER** – March 9, 2012 and March 15, 2012

### Attachments

Corridor Zone Staff Report

Corridor Zone Map

June 2011 Council Report - Petre Roberts Rezone Request

Map Land

Aerial Map

Community Center Staff Report

Street Repair Program Staff Report

Example Project – Bradford Street

Street Equipment

City Manager Evaluation Process

City Manager Evaluation Form

## **KIRKSVILLE CITY COUNCIL STUDY SESSION ATTACHMENT**

**SUBJECT:** New Highway 63 designation as a Corridor Street

**STUDY SESSION MEETING DATE:** March 19, 2012

**CITY DEPARTMENT:** Codes Department

**PREPARED BY:** Brad Selby, Codes & Planning Director

The construction of the new Highway 63 around the east side of Kirksville has created four major intersections on this stretch of new city street. Some developers are considering whether to try to develop certain lots in proximity to these intersections for commercial business purposes. One proposal for rezoning of some of these lots has come before the Planning and Zoning Commission and was partially approved. This proposal to rezone one lot then came before the city council. The council did not take action on the matter, asking for a more comprehensive review of land development and planning, in order to consider future rezoning proposals.

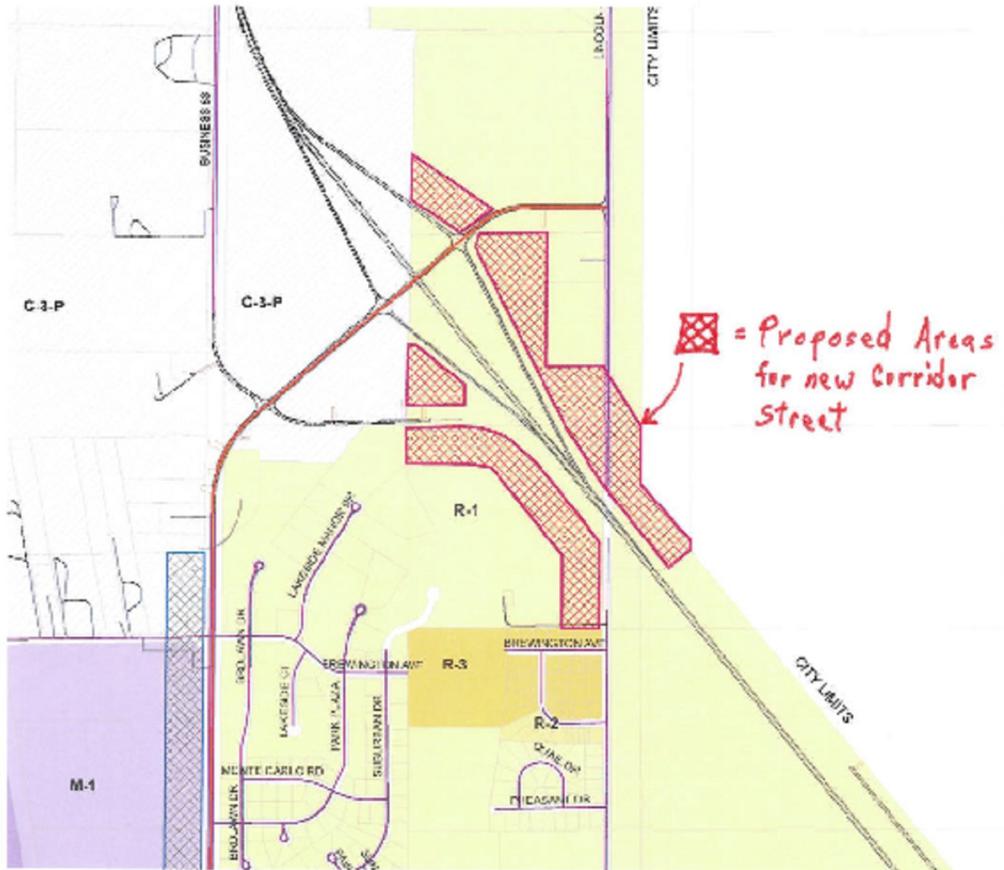
The Planning and Zoning Commission has studied and discussed the issue and is proposing that the new highway be designated as a Corridor Street. The P&Z, after public hearing, is recommending to city council that the new Highway 63 be designated as a new corridor street for planning purposes. Specific lots along this street/highway have been identified as possibly having best use as a commercial business area.

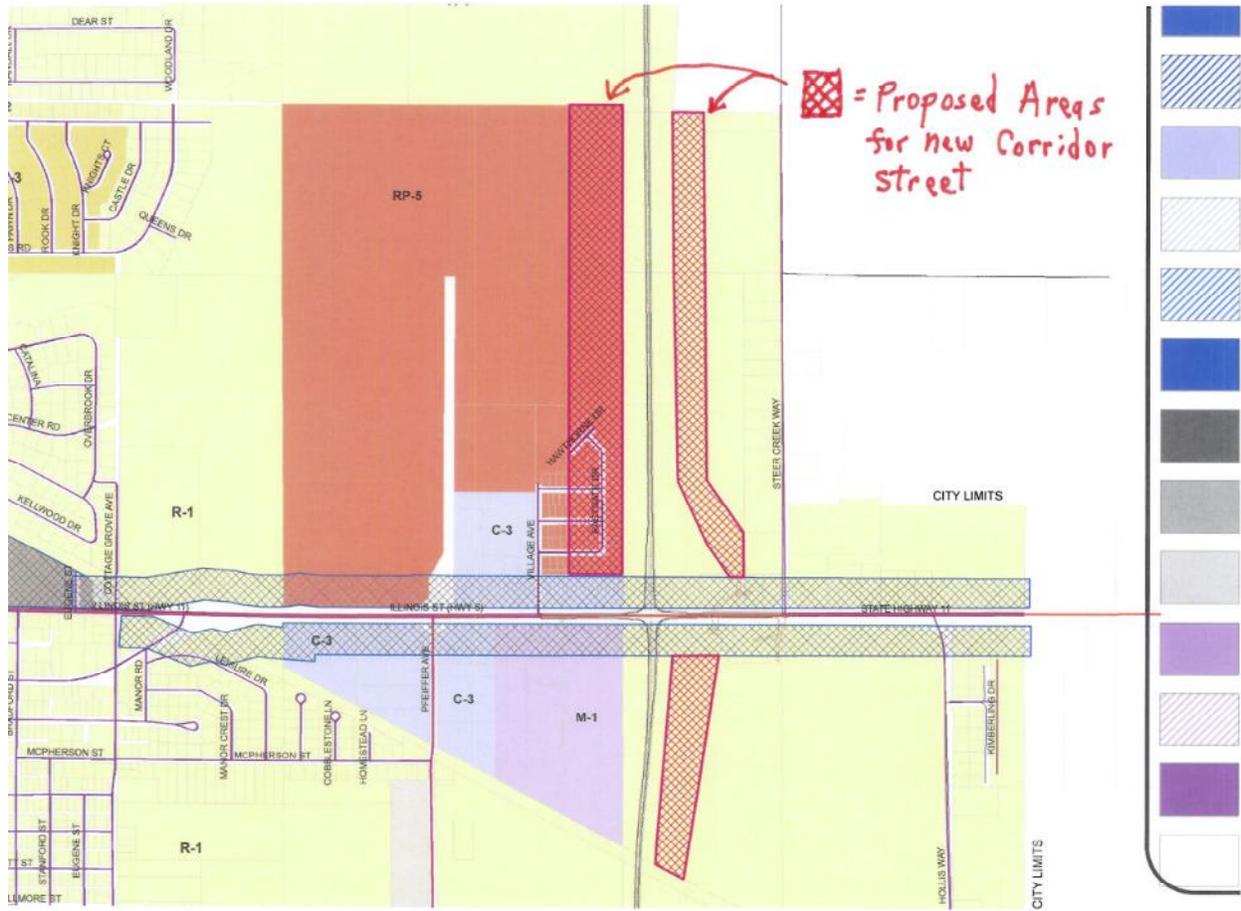
It is very important to note that this action to designate a corridor street is not the rezoning of any property. The rezoning of any of these lots to High, Medium, or Low Density Corridor zones can only take place after an application to rezone is filed, a public hearing is held to get the public's input, and then action taken by the Planning and Zoning Commission and the City Council.

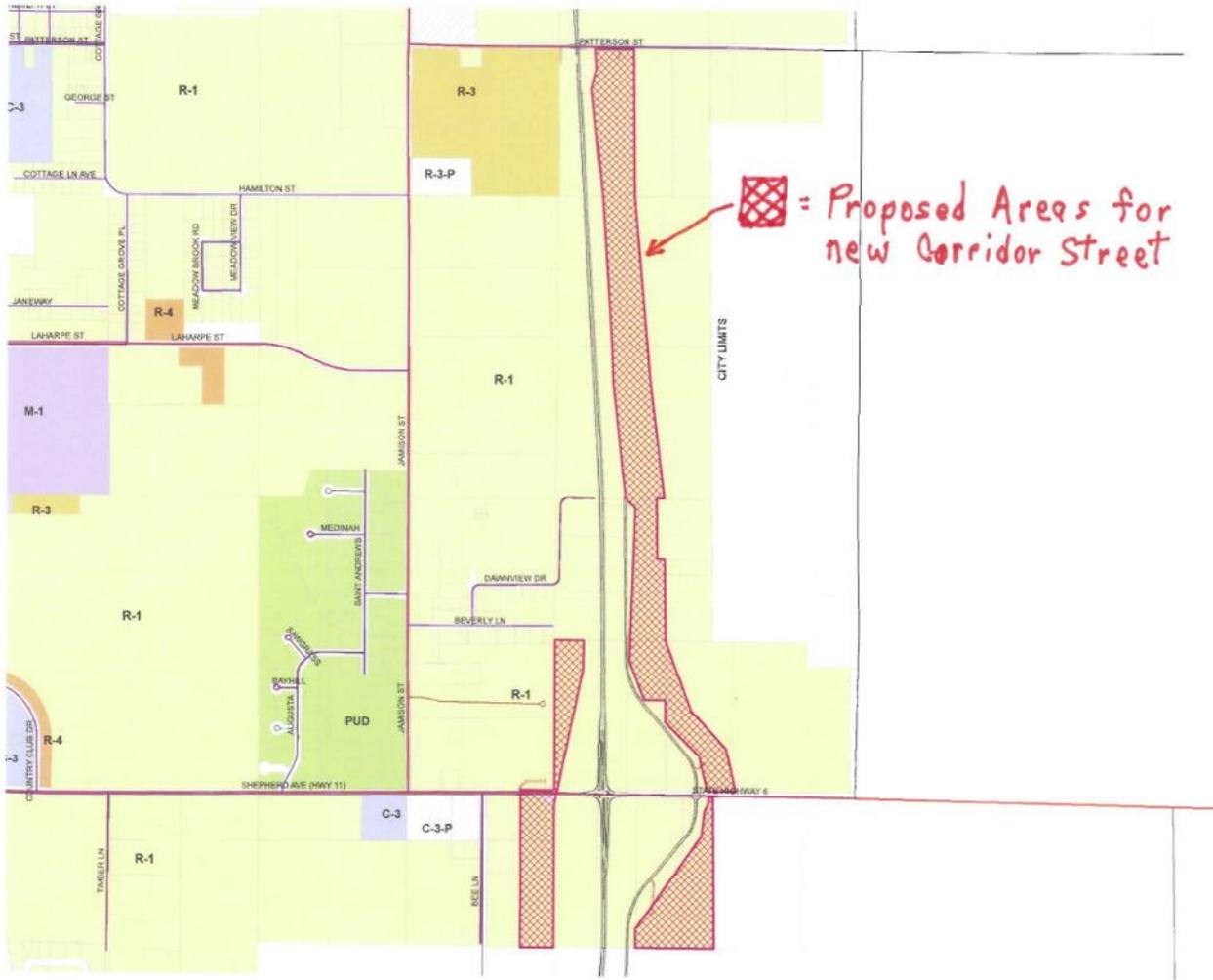
It would be hard to "grow" a city by only allowing residential areas to expand, and not having avenues for commercial areas to expand into. The addition of this non-stop bypass around the city is a magnet for new business to move into Kirksville, in order to try and capture business from these highway travelers.

The designation of these areas as corridor zones is felt to be the best way to let developers and property owners plan for the future and to know those specific areas where the city feels that development is possible, depending on the development plans provided.

At the public hearing on February 8, 2012, one person spoke in favor of the designation, and one person spoke against.







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# KIRKSVILLE CITY COUNCIL REPORT

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**Council Meeting Date:** June 6, 2011

**Agenda Item:** 1

**Report Prepared by:** Brad Selby, Codes & Planning Director

**Recommended Motion:** To approve an Ordinance for the re-zoning of a tract of land located at the north junction of the current US Highway 63 and the new alternate Highway 63 from R-1 Single Family Residential Zoning to CP-3 Planned Extensive Business Zoning.

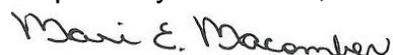
**Background:** Dave Petre and Dick Roberts, the owners of Petre & Roberts LLC, have applied for and are requesting a change of zoning for three tracts of land that are currently unimproved and have been used for agricultural purposes. The three tracts of land are on either side of the new alternate Highway 63 location at its intersection with North Lincoln street and Baltimore street. See the maps included for location purposes. The owners are interested in future commercial development of the lots.

At the Planning and Zoning Commission meeting of May 11, 2011, a petition from area residents was presented that opposed the rezoning of the three tracts of land. I have verified that the signatures do represent the required 10% of affected owners in opposition. This would require that any motion made by the City Council to approve rezoning for any or all of these tracts would need a minimum of 66% of the Council members voting in favor of the motion. The meeting of May 11 was a public hearing. Dick Roberts spoke in favor of the rezoning. Six (6) people spoke in opposition to the rezoning.

The owners of the land, Petre & Roberts, requested the three tracts of land be rezoned to C-3 Extensive Business. The Planning and Zoning Commission, after the public hearing held on May 11, has recommended to the City Council that only Tract #2 of the three parcels be rezoned to CP-3 Planned Extensive Business. A CP-3 zoning designation requires that the owner or developer would have to have any development plans approved by the Planning and Zoning Commission, after a required public hearing, with final approval by City Council.

**Fiscal Impact:** There will be no city monies expended for this project.

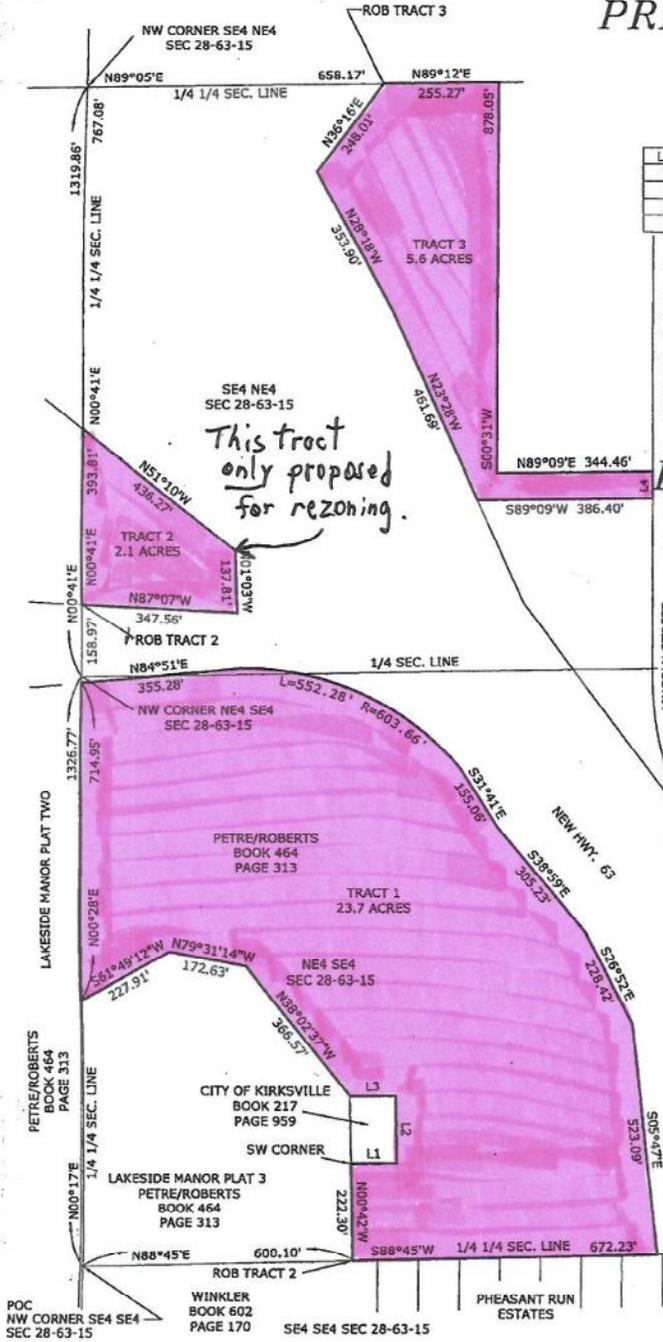
Respectfully submitted,



Mari E. Macomber  
City Manager

SECTION 28, T63N, R15W,  
ADAIR COUNTY, MISSOURI.

PRELIMINARY



LINE	BEARING	DISTANCE
L1	N89°18'13"E	100.00'
L2	N00°41'47"W	150.00'
L3	S89°18'13"W	100.00'
L4	S00°25'W	60.00'

ORDER NUMBER: 9284

CLEAVER AND ASSOCIATES, 20668 JUBILEE PLACE, ATLANTA, MISSOURI 63530, Telephone (660) 239-4403.

I hereby certify the survey platted hereon complies with the Current Minimum Standards for Property Boundary Surveys adopted by the MISSOURI DEPARTMENT OF NATURAL RESOURCES.

Executed 12/22/2010, by order of Dave Petre.

PRELIMINARY

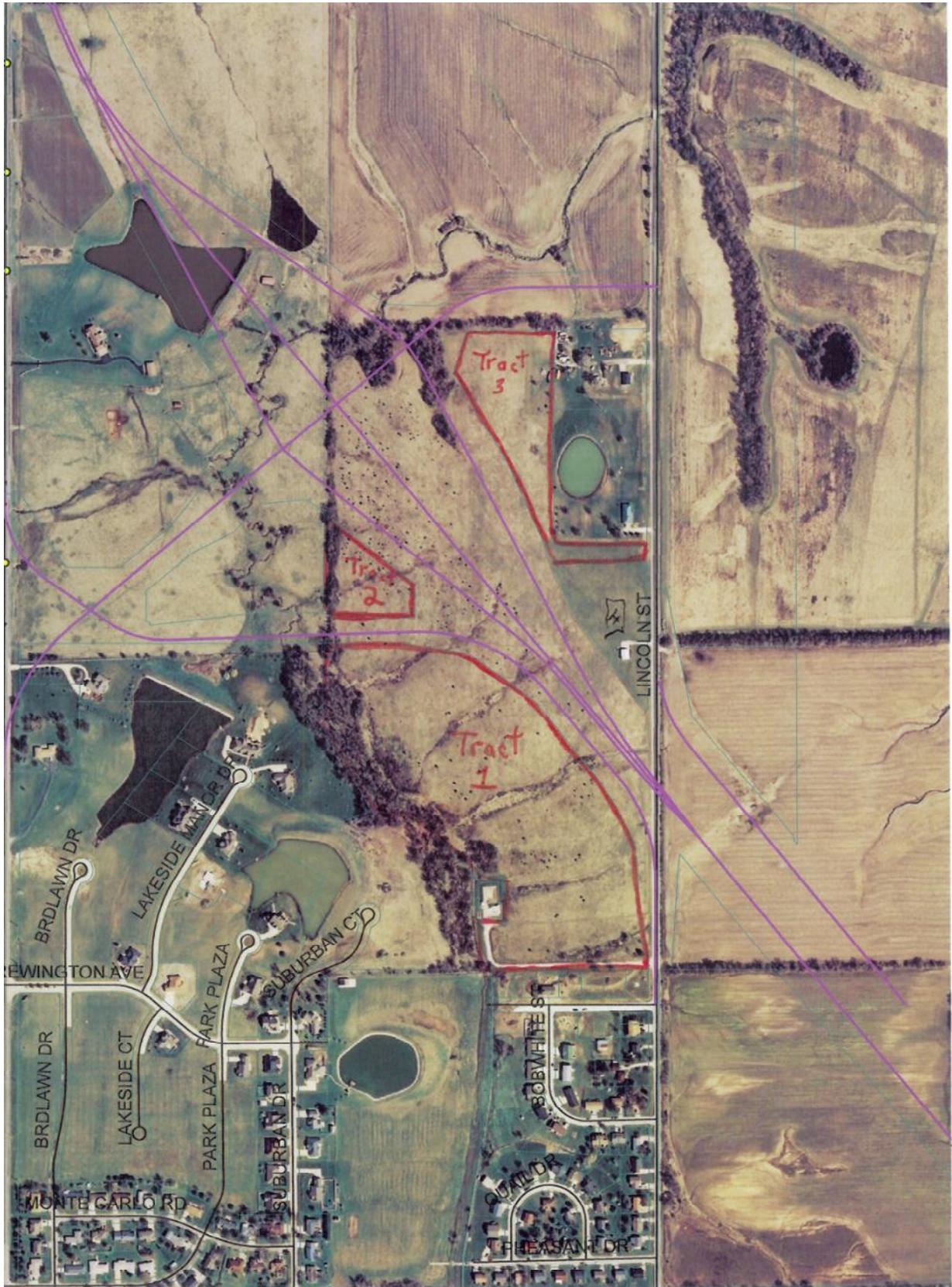
Edward A. Cleaver L.S. 1241

Filed in Surveyors Record Book 9 at Page 244 in the Adair County Records.

0' 200' 400' 600'

SCALE: 1 INCH EQUALS 200 FEET  
BEARINGS ARE ASSUMED  
CLASS "C" URBAN PROPERTY

DRAWN KJH		Revision Date:		PROJECT NO. 9284B
		DATE 12/22/10	DATE	
APPROVED		SHEET 3 OF 3	SCALE 1" = 200'	
CLEAVER AND ASSOC.				



## **KIRKSVILLE CITY COUNCIL STUDY SESSION ATTACHMENT**

**SUBJECT:** Community Center Needs Assessment Survey Results

**STUDY SESSION MEETING DATE:** March 19, 2012

**CITY DEPARTMENT:** Economic Development

**PREPARED BY:** Melanie Smith, Assistant City Manager

The City Council has discussed the concept of a Community Center several times in the past few years. This topic has been included in past study sessions in 2007 and 2010. The discussions about a Community Center have focused on a variety of uses/purposes including a senior center, conference center, fitness center or a combination of these facilities. There are many communities in the state that have a "Community Center" but they all have different functions. After the Council discussed this need at the May 3, 2010 study session, they asked city staff to proceed in exploring the development of a needs assessment to determine what type of facility would be important to Kirksville and Adair County.

City staff began working with the Truman State University Center for Applied Statistical Evaluation (CASE) on this project in May of 2011 and entered into a formal agreement with them in September. CASE conducted several focus groups that assisted in the development of a survey instrument that was distributed in December, 2011. Surveys were collected through the first part of February both electronically and in a paper format with collection sites located at City Hall, Kirksville Aquatic Center, Adair County Public Library and the Adair County Family YMCA. *There were 599 completed responses submitted.*

*The CASE evaluation team will be at the Study Session on March 19<sup>th</sup> to present their findings.*

## **KIRKSVILLE CITY COUNCIL STUDY SESSION ATTACHMENT**

**SUBJECT:** In-house Asphalt Maintenance Program

**STUDY SESSION MEETING DATE:** March 19, 2012

**CITY DEPARTMENT:** Public Works

**PREPARED BY:** John R. Buckwalter, PE Public Works Director  
Ray Sandstrom, Street Maintenance Supervisor

### **BACKGROUND:**

One of the key objectives for the Public Works Department, as defined in the 2012 budget is “Continue coordination of the Transportation Sales Tax funded streets improvement program and an increased in-house street maintenance program to improve street condition as much as possible with the funds available. Add asphalt pavement maintenance and repair capability.” This report outlines staff’s recommendation to meet that goal beginning in the 2012 construction season.

The street maintenance division currently has the capability to do pot-hole repair and crack sealing. Equipment for asphalt repair consists of a 1991 Dura-Patcher, and plate compactors. The division does have a steel wheeled roller which can be used for asphalt. The Dura-Patcher uses asphalt emulsion and crushed aggregate to repair normal (up to about 2 foot diameter) potholes. The asphalt is sprayed into the aggregate as it is blown thru a large hose into the pot-hole. This method does not work during cold weather, or on large holes. The resulting patch is subject to shoving, and if the blend of asphalt to aggregate is not correct, will “bleed” and become tacky. In cold weather and for larger holes the current repair capability is limited to “throw and roll” with cold mix asphalt. The division purchases and stockpiles premixed asphalt (cold mix or cold patch in common terms) which is placed in pot-holes by shovel, and the compacted by rolling the truck hauling the material back and forth over the patch, or by using a plate compactor for high traffic areas. For small patches the normal method is throw and go, with no real compaction, other than by traffic after the patch has been placed. The current price for cold-mix is \$135 per ton, plus transportation costs.

Since the inception of the Transportation Sales Tax (TST) in 1987, all asphalt repairs, other than patching pot-holes, has been done by contract. The City has, over the years, divested itself of any asphalt paving equipment on hand. The annual asphalt paving contract has typically included milling and overlay as the largest component, but has also included surface treatments and pavement repair which includes removal of damaged pavement, reconstruction of the base, and then installation of new pavement. The funds available under the TST have remained fairly constant; however the price of hot mix asphalt and related work has skyrocketed. In 2003 hot mix asphalt was \$37.00 per ton. In 2006 it was \$54.60 per ton, and in 2011 it was \$88.50 per ton. The amount of work which can be done with the available funds has steadily decreased, and the maintenance backlog for asphalt streets has grown. The period of work under the contract is normally limited. Paving contractors want to come in, set-up, and complete

the work as quickly as possible so they can move on to other projects. The paving season typically runs from May-October.

## **DISCUSSION:**

One solution to reduce the back-log is to do more work in house. If city forces can make repairs to larger areas we could eliminate the street sections which look like polka dotted belts with pothole patch after pothole patch. We could make base repairs, and do limited paving when the work is required, rather than having to wait until a contractor is available. It is not practical for the City to do hot mix asphalt paving, so proposed maintenance scenarios are based on cold-mix paving and coordination of City work with the annual paving contract.

An in-house asphalt maintenance program will require the following:

- Manpower
- Training
- Equipment
- Material

The program would include the following components:

- Improved pot-hole repair
- Milling/asphalt recycling capability
- Base repair
- Paving capability
- Crack sealing (existing program)

**Improved pot-hole repair:** This is the first and most critical component. The 2012 budget includes \$35,644 to replace the Dura-Patcher. Staff initially intended to purchase a “hot-box” asphalt heater to support the majority of pothole repair, while retaining the Dura-Patcher as a back-up and for use in those applications requiring an asphalt-aggregate mix. The hot-box heats asphalt material which could be stockpiled material from an asphalt plant, cold mix asphalt, or millings rejuvenated with additional asphalt. The heated asphalt is then shoveled into the potholes, and compacted using the vehicle or a plate compactor. The hot-boxes evaluated were either three or four ton capacity machines, which would support a repair crew for approximately 4 hours. The division then tested an Infrared repair system. This system uses an LPG fired infrared heater to soften the asphalt in a damaged area. The trailer mounted system carries up to 2 tons of heated asphalt, which is then shoveled into the repair area, and then leveled with rakes and compacted with a small walk-behind vibratory roller. The trailer mounted system can heat an 8 x 6 repair area in approximately 20 minutes. Test repairs made for the City have performed well. The trailer can be used to transport heated asphalt for throw and go repair without using the IR system as well. The estimated cost of a trailer mounted IR system is \$54,000. It would require no additional personnel, and can use the same asphalt material that would be used with a “hot-box.”

Other components of the proposed program provide an enhanced maintenance capability. This work would supplement work contracted under the TST program. In the 2012 budget \$169,000 was allocated from the TST fund for an in-house asphalt repair

program. A more detailed discussion of the four tasks associated with an enhanced maintenance program follows.

**Milling/asphalt recycling capability:** Base failure is one of the leading causes of deteriorated asphalt pavements. Often the failure is localized, requiring removal and replacement of the pavement and base for 100 feet or less. In other instances, the base failure can be quite extensive as was recently seen on Patterson and Hollis Way in the 2000 Annexation area. Staff leased a loader mounted asphalt recycling mill, called a Road Hog, in 2011 and used it to remove the damaged asphalt on a number of the roads in the annexed area, as well as some repairs on older paved roads in the City. The mill pulverizes the asphalt pavement, and mixes it with the base material in the roadway. This base is then compacted, and can be overlaid with a new asphalt pavement, or sealed with a surface treatment for lighter traffic applications. A used Road Hog is available for \$81,800.

**Base repair:** Once a damaged asphalt surface has been removed, or recycled, the base must be stabilized and repaired. In most instances, this can be done by compacting the in-place material following milling with a Road Hog. Additional oil can be added to an asphalt stabilized base, or lime or Portland cement can be added to stabilize a soil base. The city has a towed sheep's foot roller, and a self propelled steel wheeled roller which can handle smaller projects. For larger projects, such as reconstruction of an annexed area road, a self propelled sheeps foot roller would be rented. No additional equipment or manpower would be required.

**Paving capability:** The City has no equipment for paving. It is recommended that a small, used paver be purchased to support repair. A paver can be used with either hot mix asphalt, when it is available from a plant within hauling distance (60 miles) or with cold mix. The City has always reclaimed millings from the annual street improvement program. These millings can be screened, and by use of a pug mill, mixed with new asphalt and then stockpiled as a cold mix. This material is suitable for repair work and paving on lower traffic streets. A contractor would come to the Public Works facility, set up a pug mill, and recycle the stockpile of millings into cold mix. The estimated price for "pugging" including asphalt emulsion/oil is \$30 per ton. The 2012 Street Division budget also includes \$50,000 for hot mix asphalt for street maintenance under Street Maintenance Materials. A used paver has been located in St. Louis at a cost of \$62,500. No additional manpower would be required.

**Crack sealing:** This program was established two years ago. It has permitted crews to seal joints in concrete streets reducing the failure of slabs at joints, and improving ride. It has also provided the capability for crews to seal cracks and joints on existing asphalt pavements permitting seal coating or micro-paving by contractors under the TST contract. \$8000 for material for crack sealing is already included in the 2012 budget under Street Maintenance Materials. This component would be unchanged under this proposal.

**Example:** Ray Sandstrom, Street Supervisor, has prepared an example of a project for in-house repair, which is attached. His estimate for materials for a one block, 232 foot project would be \$12,180. The cost of doing this project by contract would be:

Curb and Gutter: 426 feet at \$15.00	=	\$6,390
Concrete Pavement: 1240 sf at \$4.50	=	\$5,580
Milling 590 sy at \$2.00	=	\$1,180
Base repair: 590 sy at \$2.00	=	\$1,180
HMA 160 tons \$90.00	=	\$14,400
Total	=	\$28,730

**RECOMMENDATION:**

That Council permit staff to advertise for bids for an Infrared asphalt pavement repair system, and that Council authorize purchase of a used Road Hog mill and a used paver following negotiation with reputable dealers.

Attachments:

- Bradford Street Example
- IR Repair System (photo)
- Road Hog (photo)
- Paver (photo)

I have selected Bradford St from Jefferson St to Pierce St to explain how we are going to use are new asphalt equipment. We will first start with the Road Hog milling machine by doing full depth reclamation to repair base issues. We would then construct concrete entrances and 2' curb and gutter. The final step would be using an asphalt paver laying 6" of cold mix that would be recycled from are milling. With the paving machine we would be able to put a 2% cross slope with is very important for drainage a life of the street.

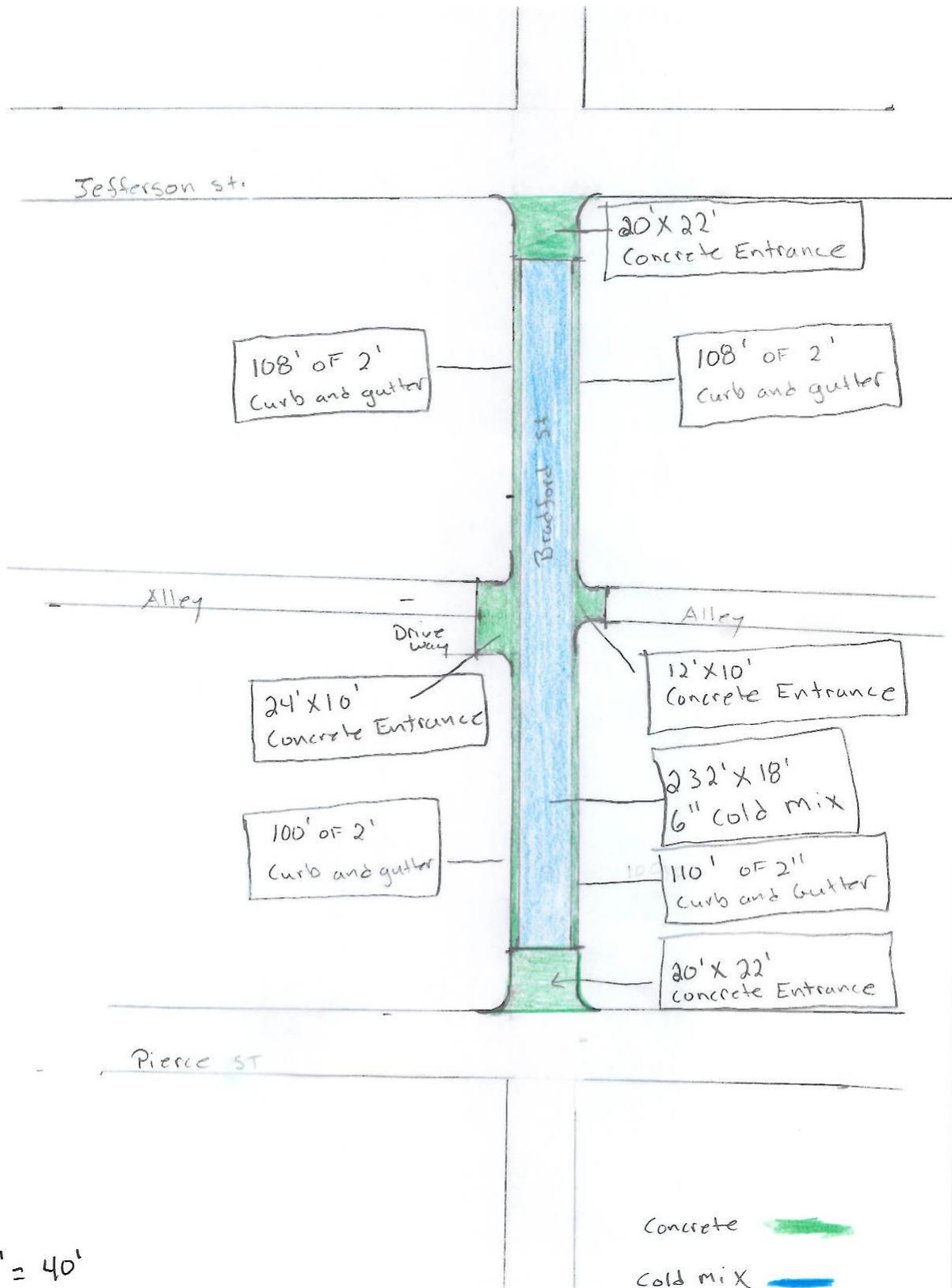
Material cost for project.

Concrete – 70 yards at 94 dollars per yard equals \$6,580

Cold Mix – 160 tons at 35 dollars per ton equals \$5,600

Total material cost would be \$12,180

Ray Sandstrom



Pierce



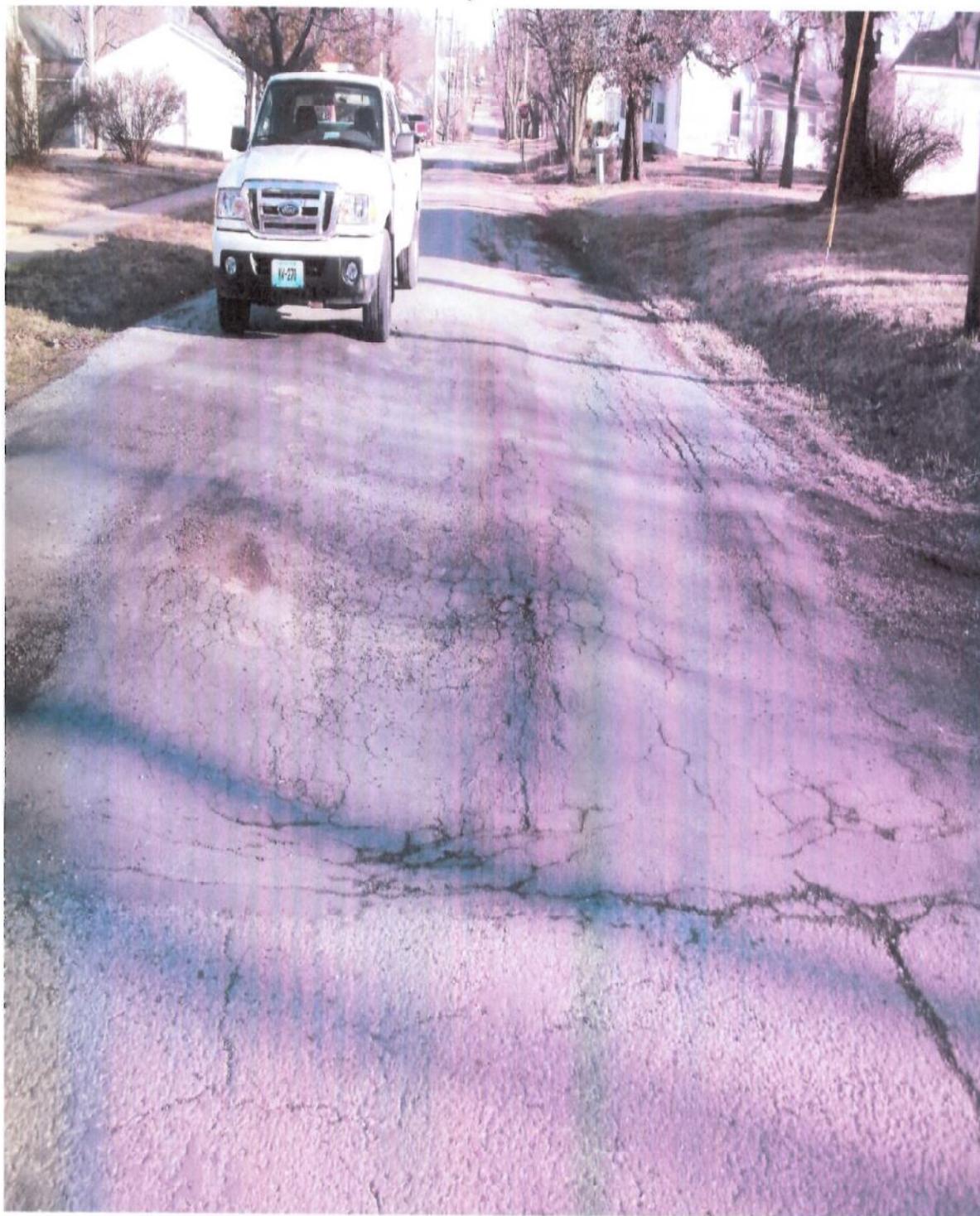
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S

Bradford

Fuller

Jefferson

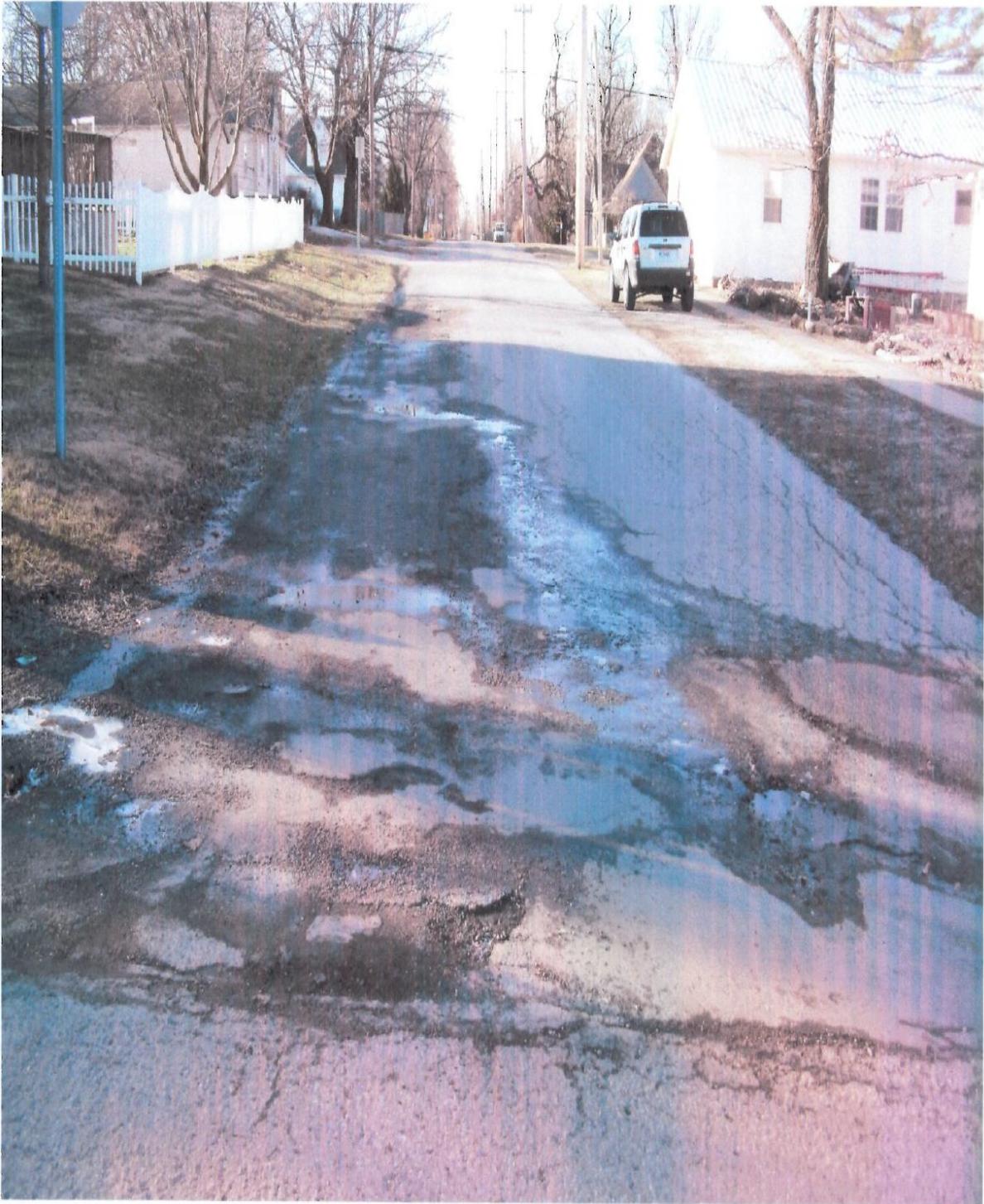
↑  
N



Bradford

Pierce

SCOTT



↑  
S

Bradford

Pierce





Demonstration repair with IR Combo at Osteopathy and Gardner.



Road Hog Pavement Mill, and type of pavement and base failure where it was used.



Used LeeBoy Paver

# City Manager Performance Assessment Process

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City of Kirksville, Missouri

## Performance Evaluation to be Completed Annually

### Steps to Complete

**Step 1.** Human Resources Manager will present Mayor with appropriate evaluation forms for distribution and completion.

**Step 2.** One month prior to the City Manager's hire date, the Mayor will distribute the Individual Evaluation Form to each City Council member.

**Step 3.** Individually the City Council will have until 30 days to complete the Individual Evaluation Form.

**Step 4.** The forms will be presented to the Mayor who will have the responsibility of compiling the results. It is the Mayor's responsibility to complete the Combined Performance Assessment form based upon the majority response from all City Council members.

**Step 5.** The City Council will meet in Executive Session prior to the City Manager's hire date to review the Combined Performance Assessment to:

- ✓ Ensure consensus on the evaluation and the expected goals.
- ✓ Determine if the City Manager's performance was at a level that merits consideration of additional compensation.

**Step 6.** The Mayor will review the results of the Combined Performance Assessment with the City Manager.

**Step 7.** City Manager will have the opportunity to prepare written response to the City Council in regard to the evaluation.

**Step 8.** Mayor will meet with Human Resources Manager to complete necessary paperwork should additional compensation be warranted.

# City Manager Performance Assessment

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City of Kirksville, Missouri

## Individual Council Assessment

Name: \_\_\_\_\_

Assessment Period: \_\_\_\_\_

### City Council Members,

The purpose of a thorough evaluation such as this is not to dissect every detail of executive performance, but rather to build a broad picture of the overall performance of the City Manager. It is not necessary to respond to every item. If you do not have an opinion about some of the items, skip those items and focus only on those about which you feel qualified to make a judgment.

The evaluation questions included in this form are intended to assist the City Council with a formal evaluation of the City Manager. Many of the questions could and should, generate additional discussions. Through this discussion and evaluation, the City Council can provide positive guidance to the City Manager concerning the needs of the community, how the organization can respond to those needs, and ways the overall management of the City can be enhanced.

Please rate the City Manager's performance using the following job competencies. Any category with an "Outstanding" or "Needs Improvement" rating must include a specific example or explanation. Individual evaluations will be discussed during the Council's consensus meeting and **combined into a single evaluation document and presented to the City Manager.**

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BUSINESS AND FINANCIAL MANAGEMENT	RATING
<p><b>7. The City Manager keeps informed about financial needs of the City to fund operations and finance capital projects/improvements.</b> The City Manager needs to stay on top of the organization's finances. Resources are usually limited, so it is the job of the City Manager to get optimum effect for the finances available. That means understanding the financial needs of each part of the organization and allocating dollars in a balanced manner.</p>	
<p><b>8. The City Manager understands and supervises the financial accounting programs for the City.</b> The City Manager needs to always have a basic understanding of the accounting system and be fully accountable to the Council for maintenance of the accounting system. The budget that the Council is asked to approve should demonstrate that the City Manager has a good grasp of the organization's finances.</p>	
<p><b>9. The City Manager ensures that City funds are spent appropriately, always in the best interest of those we serve.</b> Response to this item must consider overall impact of spending, not just a reflection of one expense you thought was out of line.</p>	
<p><b>10. The City Manager makes well supported budgeting recommendations to the City Council.</b> The City Manager should build the budget and ask for the Council's approval after a good explanation of all elements of the budget. The recommendations should be clear and well documented.</p>	
<p><b>11. The City Manager explores and proposes to the Council new potential sources of finance for programs and services.</b> It is easy to look for places to cut spending, but much harder to find new sources of revenue to finance programs and services. A good City Manager can do both and the very good City Manager is always looking for creative alternative sources of finance.</p>	
<p><b>12. The City Manager plans and organizes work effectively.</b> Although Council members will not be able to observe planning and organizing in the City Manager's daily performance, you will see it in the preparation he/she makes for Council meetings and committee meetings. Budgets should be prepared and presented on time, reports to the City Council should demonstrate that research is being done in a timely manner and recommendations are based on a thorough understanding of the options.</p>	
<p><b>13. The City Manager ensures that all governmental and legal requirements of the City are met.</b> There is no end to the reports to be filed and forms to be completed for the City, everything from grant applications to regulatory compliance reports. The Council should expect the City Manager to protect the Council and the City from legal ramifications by filing all reports and documentation on time and in good order. The City Manager is free to seek legal advice and assistance, but the City Manager is still accountable to the Council to finish each component.</p>	
<p><b>14. The City Manager accents/promotes changes that will better serve the citizenry.</b> Maintaining status quo is easy. Making change is difficult, but change is necessary for growth. The City Manager should not only demonstrate that he/she seeks positive change in the organization, but also encourages staff to improve service.</p>	
<p><b>15. The City Manager seeks advanced training to improve job skills.</b> This is a professional position and professionals should be expected to continuously hone their job skills. The City Council should allow time from the job for the City Manager to attend training.</p>	
<p><b>Comments</b> (more space provided below)::</p>	

RELATIONSHIP WITH THE CITY COUNCIL	RATING
<p><b>16. The City Manager keeps Council Members informed about issues, needs and operation of the City.</b> The City Manager should feel obligated to provide the City Council a continuous flow of quality information about the organization and his/her performance.</p>	
<p><b>17. The City Manager offers direction to the Council when needed on issues requiring action and makes appropriate recommendations based on study and analysis.</b> The City Manager is the Council's primary resource and should be a part of every decision made by the Council except the Council's consensus about the performance of the City Manager. The City Manager should be prepared with documented recommendations on every action item. The City Manager should assure the Council is not acting contrary to the law or its own policies.</p>	
<p><b>18. The City Manager interprets and executes the intent of Council policy.</b> Council policy is the guide for how the organization will function. The City Manager is hired by the Council to carry out Council policy. The City Manager should demonstrate a clear understanding of the Council's policies and follow them, ensure that staff understands and follows Council policy, and help citizens understand council policy.</p>	
<p><b>19. The City Manager seeks, and accepts from the Council, constructive criticism of work.</b> The Council is the City Manager's employer. A good employer helps the employee do the job better by offering constructive critique of the employee's performance, as you are doing with this evaluation. The employee should accept and apply the criticism to improve job performance, when it comes from the <i>full</i> Council, just as any employee would.</p>	
<p><b>20. The City Manager freely offers opposition to any matter under discussion by the Council until a Council decision is made, after which he/she subordinates his/her views to those of the Council.</b> The Council should expect the City Manager to assist the Council at all times with informed insights and recommendations, whether supporting or opposing Council member views. However, once the Council makes a decision, the City Manager should be supportive of the Council's decision and work to carry out the Council's wishes.</p>	
<p><b>21. The City Manager understands his/her role in administration of Council Policy.</b> It is the City Manager's job to assist the Council to develop policy. Once the Council approves the policy, it is the City Manager's job to ensure that the policy is implemented. If the policy proves to be impractical or unworkable, the City Manager should recommend changes to the Council.</p>	
<p><b>22. The City Manager responds in a timely manner when supplying information requested by the entire Council.</b> If the Council is to stay out of day-to-day management, but still be able to make major decisions for the organization, then the City Manager must provide a good flow of quality information to the Council in a timely manner. Notice that this item says, "information requested by the <i>entire</i> Council."</p>	
<p><b>23. The City Manager remains impartial to Council members, treating all alike.</b> All power rests with the entire Council acting as a team. The City Manager should foster that team concept by providing information and assistance to all Council members equally.</p>	
<p><b>24. The City Manager works directly with the Council to resolve differences of opinions.</b> The Council and the City Manager will have conflicting points of view on issues from time to time, and that is acceptable, because it gives a nice balance to the governance of the organization. The Council should accept those differences of opinion from the City Manager, but with the full expectation that the City Manager will work only with the Council to resolve these differences and not involve others outside the organization.</p>	
<p><b>Comments</b> (more space provided below)::</p>	

PERSONAL CHARACTERISTICS THAT IMPACT JOB PERFORMANCE	RATING
<p><b>25. The City Manager maintains high standards of ethics, honesty, and integrity in personal and professional relationships.</b> A professional City Manager should be expected to always look and act professional. The City Manager's ethics and honesty should never be in doubt.</p>	
<p><b>26. The City Manager devotes time and energy effectively to the job.</b> You should not assess the City Manager's performance by determining that he/she is in the office every day from nine to five. The City Manager position is not a nine-to-five job. The Council should allow the City Manger flexibility in the hours worked. Nevertheless, the Council should expect that the City Manager would devote the time and effort to get the job done right, whatever it may take.</p>	
<p><b>27. The City Manager works well with individuals and groups.</b> In addition to working with the City Council, the City Manager must work with committees, community groups, and virtually anyone who enters the office. A professional executive representing the organization well cannot hide and avoid working with others. The Council cannot be aware of how well the City Manager performs this function day-to-day, but you can observe how well the City Manager works with you as an individual and with the full City Council and committees.</p>	
<p><b>28. The City Manager exercises good judgment in arriving at decisions.</b> The City Council should expect the City Manager to be a good decision-maker for the day-to-day operation of the organization. The City Manager has great latitude to make major decisions for the organization and the Council should expect that would be done with common sense and with application of good management principles. Good judgment can be measured from executive reports and other information delivered to the Council about financial management, staffing, public relations, purchasing decisions and changes in programs and services.</p>	
<p><b>29. The City Manager maintains poise and emotional stability in the full range of professional activities.</b> Managing a City is never a smooth ride. A good City Manager understands there will be crisis and upheaval frequently in the wide range of activities and contacts during nearly every day. A good City Manager also prepares for those difficulties and can handle them quietly and efficiently with minimal disruption to program and services.</p>	
<p><b>30. The City Manager writes clearly and concisely.</b> Written communication with Council, staff, the press, and the public is an essential skill for the City Manager. Has written material you have seen from the City Manager been in good form? Are Council meeting packet materials well written and clear? Have communications to the public represented the organization well?</p>	
<p><b>31. The City Manager responds well when faced with unexpected/disturbing situations.</b> Management of a City is full of daily surprises and a good City Manager meets those surprises with a measured response. Do not expect the City Manager to be an expert in disaster control, but do expect the City Manager to be prepared for the daily surprises. Programs and services should generally continue at normal pace despite the problems.</p>	
<p><b>32. The City Manager remains open to ideas, suggestions and criticisms from the City Council.</b> Note that this item does not say "...from individual Council members," but rather says, "... from the City Council." Certainly individual Council members are free to offer ideas, suggestions and criticism to the City Manager, but the Council must speak with one voice. The City Manager should be tuned into that voice. The full Council represents the community and can offer the City Manager valuable insights. The City Manager should not only remain open to ideas from the Council, but also actively seeks insights from the Council as a team.</p>	
<p><b>Comments</b> (more space provided below):</p>	

<b>QUALITY OF MUNICIPAL SERVICES</b>			
The intent of this category is to capture your overall perception of municipal services, not to grade them.			
	<b>Outstanding</b>	<b>Meets Expectations</b>	<b>Needs Improvement</b>
<b>Airport Maintenance / Essential Air Service</b>			
Comments to "Outstanding" or "Needs Improvement" selections:			
<b>Administration / City Clerk / Human Resources / Public Information</b>			
Comments to "Outstanding" or "Needs Improvement" selections:			
<b>Building / Facility Maintenance</b>			
Comments to "Outstanding" or "Needs Improvement" selections:			
<b>Code Enforcement</b>			
Comments to "Outstanding" or "Needs Improvement" selections:			
<b>Community / Economic Development</b>			
Comments to "Outstanding" or "Needs Improvement" selections:			
<b>Engineering / Project Construction</b>			
Comments to "Outstanding" or "Needs Improvement" selections:			
<b>Finance / Budgeting / Utility Billing</b>			
Comments to "Outstanding" or "Needs Improvement" selections:			
<b>Fire Protection / Prevention / EMS</b>			
Comments to "Outstanding" or "Needs Improvement" selections:			
<b>Planning / Zoning</b>			
Comments to "Outstanding" or "Needs Improvement" selections:			
<b>Police Protection / Investigations/ Animal Control</b>			
Comments to "Outstanding" or "Needs Improvement" selections:			
<b>Recreation / Aquatic Center</b>			
Comments to "Outstanding" or "Needs Improvement" selections:			
<b>Street /Park Maintenance / Snow Removal</b>			
Comments to "Outstanding" or "Needs Improvement" selections:			
<b>Utilities – Water, Wastewater, Stormwater</b>			
Comments to "Outstanding" or "Needs Improvement" selections:			

<b>OTHER</b>
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Items in this section are intended to give Council members an opportunity to discuss some

areas of the City Manager's performance that was not reflected in the evaluation. It is not necessary to respond to these items if you feel your responses to other questions adequately reflect your assessment of the City Manager's performance.

1. In what area(s) has the City Manager done an exceptional job that is not adequately reflected in this evaluation? Explain.
2. In what area(s) not covered in this evaluation form, does the City Manager's performance need improvement? Explain.
3. Has the City Manager's performance been at a level that merits consideration of additional compensation? Explain.

<b>GOALS</b>
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Please suggest two or three goals you would like the City Manager to address.

- 1.
- 2.
- 3.

This item is meant to identify short- and long-term goals. These goals will be prioritized by consensus of the City Council in conjunction with the City Manager.

**Mayor Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_