

**City of Carson City
Agenda Report**

Date Submitted: 1-10-12

Agenda Date Requested: 1-19-12

Time Requested: 30 minutes

To: Board of Supervisors

From: Melanie Bruketta, HR Director

Subject Title: For possible action: Review of the City Manager's performance for the period June 2, 2011 to January 19, 2012, and discussion and possible administrative action relating to the employment of Lawrence A. Werner as City Manager for Carson City and action to establish the goals and objectives through December, 2012.

Staff Summary: Pursuant to the City Manager's contract, the Board of Supervisors is responsible for reviewing and evaluating the performance of the City Manager and establishing the goals and objectives which are used to evaluate his performance.

Type of Action Requested: (check one)

Resolution

Ordinance

Formal Action/Motion

Other (specify)

Does this Action Require a Business Impact Statement: Yes No

Recommended Board Action: I move that the City Manager's performance for the period June 2, 2011 to January 19, 2012 is _____ and establish the following goals and objectives to be used to evaluate his performance in January, 2013: _____.

Explanation for Recommended Board Action: Pursuant to the City Manager's contract, the Board of Supervisors is responsible for reviewing and evaluating the performance of the City Manager and establishing the goals and objectives which are used to evaluate his performance. The City Manager welcomes feedback and looks forward to hearing recommendations for improvement.

Applicable Statute, Code, Policy, Rule or Regulation: N/A

Fiscal Impact: Unkown- dependent on Board action

Explanation of Impact: Unknown

Funding Source: Unknown

Alternatives: N/A

Supporting Material: List of City Manager accomplishments, evaluation reports prepared by the individual Board members, 360 summary report.

Prepared By: Melanie Bruketta, HR Director

Reviewed By: Melanie Bunketta
(HR Director)

Date: 1.10.12

[Signature]
(District Attorney)

Date: 1/10/12

Board Action Taken:

Motion: _____ 1) _____

Aye/Nay

2) _____

(Vote Recorded By)



Human Resources Department

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December 9, 2011

Lawrence A. Werner, City Manager
Carson City Hall
201 N. Carson Street
Carson City, Nevada 89701

HAND-DELIVERED

Re: Notice Pursuant to NRS 241.033 and NRS 241.034:
Carson City Board of Supervisor's Meeting January 19, 2012, 8:30 a.m.
Review of the City Manager's performance for the period of June 2, 2011
to January 19, 2012, and discussion and possible administrative action
relating to the employment of Larry Werner as City Manager for Carson
City

Dear Mr. Werner:

Pursuant to Nevada Revised Statutes (NRS) 241.033 and 241.034 you are being provided notice that on January 19, 2012 at 8:30 a.m., the Carson City Board of Supervisors will conduct your performance evaluation and consider your professional competence and performance as the Carson City Manager in an open public meeting. The Board will consider your performance as City Manager from the period of June 2, 2011 to January 19, 2012.

The Board may also discuss and take administrative action that in a worst case may be adverse to your compensation or continuing employment, without further notice, if the public body determines that such administrative action is warranted after considering your professional competence and performance as the City Manager.

Sincere regards,

MELANIE BRUKETTA
Human Resources Director

cc: Mayor Robert Crowell
Board of Supervisors

CERTIFICATE OF SERVICE

I Melanie Bruketta, hereby certify that on the 9th day of December, 2011, I hand-delivered the: (9:50am)

Notice Pursuant to NRS 241.033 and NRS 241.034:

Carson City Board of Supervisor's Meeting January 19, 2012, 8:30 a.m.

Review of the City Manager's performance for the period of June 2, 2011 to January 19, 2012, and discussion and possible administrative action relating to the employment of Larry Werner as City Manager for Carson City

to Lawrence A. Werner, City Manager, at 201 N. Carson Street, Carson City, NV 89701.

Melanie Bruketta

Melanie Bruketta
HR Director



CARSON CITY, NEVADA
CONSOLIDATED MUNICIPALITY AND STATE CAPITAL

MEMORANDUM

TO: Mayor and Board of Supervisors

FROM: Lawrence A. Werner, P.E., P.L.S.
City Manager

DATE: December 19, 2011

SUBJECT: City Manager Accomplishments 2011

The following are some of the accomplishments that we have completed, started or continued to work on since January 2011. The list is no particular order. None of these would have been accomplished without assistance from the staff, support from you, the Board of Supervisors and the community.

Continuing Projects/Programs

- Concept of a regional health delivery program.
- Continue to push for a performance based organization with meaningful measures and strategies.
- Continue to support and guide the Library project.
- Completion of many Parks projects: Baily Fishing Pond; Fulstone Wetlands project; the dog park at Fuji; the Morgan Mill Road River Access area; the Ross Gold pond renovations.
- Open Space -- purchase of the Serpa Carson River Canyon property; obtained a SNPLMA grant for the Bentley Carson River property; acquired the Vidler property (Hells Bells Ranch) and completed the Vidler trail.
- Continue to work with NNDA to retain manufacturers and to encourage new businesses.
- Continued to work with the owners of the Ormsby House to try to get completion.
- Cooperative relationship with Douglas, Storey, Lyon and Churchill Counties.

New Projects/Programs

- Establish program to allow Carson City to leave the POOL/PACT and establish self insured programs for worker's compensation and general liability insurance which will reduce our insurance premiums, provide better service to our workers and maintain acceptable risk for the city.
- Worked closely with IFC, department directors and the Board of Supervisors establishing and implementing a \$7.8 million "Budget Cutback List" to address the unprecedented drop in sales tax revenues.
- Implemented training for workplace harassment, diversity and integrity training for City employees.

City Manager Accomplishments 2011
December 19, 2011

- 2011 Digital Cities Winner.
- Interlocal agreements with Douglas County – GIS services and Traffic Signal Maintenance.
- Developed a Public Works Mutual Aid program.
- Legislature – Western Nevada Legislative Coalition; and testify and attend hearings.
- JOP appointment process.
- Solar project at public works.
- Animal Services Volunteer program.
- Creation of Nuisance Task Force.
- IHOP Incident – and aftermath.
- Revised the EEOP to maintain compliance with Federal Grant requirements.
- Started the process for a Commercial Area Vitalization District.
- Regional water transmission main.
- Public internet access in some City facilities.
- Fiber optic network.

Projects/Programs Completed

- Worked to have the ice rink as an annual downtown activity.
- Facilitated Board Retreat and Goal Setting.
- Implemented a bear ordinance for the protection of citizens and bears.
- Guided the City to be the replacement for Vidler in the regional water system project.
- Implemented a Survey Control Network.
- Implemented an interest based labor negotiation process with bargaining units.
- Expanded the Fireside Inn project to be the “BRIC.”
- Streamlined the Charter Review Process.
- Implemented the analysis for the City going self-insured for worker’s compensation.
- Formalized the policy and procedure process.
- Revamped Animal Services.
- Initiated the Social Media working group to expand the City’s communication tools.
- Worked with the Airport Authority to establish closer relationships.
- Worked with Public Works for a regional recycling center and landfill.
- Developed the budget processes to address the City’s revenue shortfall and service delivery issues.
- Helped get the City’s Board of Health re-established and into a more formal role.
- Worked with Public Works to evaluate and implement several regional cooperative programs – traffic signals, water delivery, etc.
- Worked with Partnership Carson City to improve relationships with the Latino community.
- Streamlined and modified the process for Community Support Grants.

I’m sure there are more programs that we have developed or improved over the last couple of years but the major focus has been the economy and associated issues with a goal of maintaining service deliveries in a more economic and efficient manner. We are not done yet.



CITY MANAGER'S ANNUAL PERFORMANCE REVIEW

Leadership

- Sets an effective example of high personal standards and integrity, with the drive and energy to achieve established goals
- Insures that the organization has a vision short and long-term goals and objectives to support Board priorities
- Creates an organizational culture that encourages excellence and is able to carry out the mission, strategic directions and organizational goals
- Inspires trust and confidence with staff and the Board
- Functions as an effective member of a work group, gaining respect and cooperation from others

Rating: Leadership

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

Larry in my experience meets expectations in leadership and does set an example. He listens and acts promptly.

Board Relations

- Works closely with the Board to develop vision, mission and long and short range strategic plans
- Develops and presents balanced assessments of policy options
- Provides information and education on issues as appropriate
- Works with the Board to create an optimal governance environment
- Effectively implements the Board's policies, procedures and philosophy

Rating: Board Relations

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

In this past year Larry has put in motion or accomplished all the directives I have brought to him. I would like to see him continue to implement the community revitalization district concept we have been working on.

Managing Results and Resources

- Insures that programs, services and projects provide results that matter to the community and cost-effectively meet statutory mandates
- Effectively uses both qualitative and quantitative measures to manage performance
- Insures that prudent financial management is maintained to assured continued success of the City.
- Regularly assess the City's financial condition, and is proactive in anticipating and planning for change

Rating: Managing Results and Resources

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

Larry is prudent financially but cannot always anticipate shortfalls in this economy. My feeling is that he needs to review all economic sectors of this community monthly to gain a better sense of the community and its financial state.

Planning and Innovation

- Establishes and effectively utilizes appropriate mechanisms to anticipate trends and opportunities that will impact the organization
- Develops and implements alternative strategies for dealing with change and planning for the future
- Uses creative and innovative problem-solving strategies for adapting to uncertainties and complexities
- Fosters a climate of innovation and continuous improvement
- Takes appropriate and prudent risks to move the organization forward

Rating: Planning and Innovation

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

I feel Larry exceeds expectations in this category. He continues to work on "out of the box" thinking and listens to those who can provide direction.

Community and Staff Relations

- Effectively represents the City in the community
- Encourages inclusion and accountability on behalf of all sectors of the community
- Has the respect of peers in local, state and federal government
- Values people and recognizes their contributions
- Is an effective liaison between the Board, the staff and the community

Rating: Community and Staff Relations

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

Larry succeeds in this area but I would like to see him encourage promotion from within his staff ranks to provide incentive, personal growth and morale enhancement. Public relations is not his strong suit but he realizes that and continues to work on that aspect.

Communication

- Practices timely and effective communication with the Board, staff, and the community regarding activities of the City and critical policy and operational changes
- Listens attentively and effectively
- Speaks and writes logically, clearly and concisely
- Encourages and utilizes feedback
- Makes logical and well-organized presentations

Rating: Communication

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

Larry meets expectations. He makes logical and well organized presentations and tries to be impartial so as not to influence BOS decisions but when he feels strongly about an issue I personally would like him to express his thoughts more emphatically.

Problem-solving and Decision-making

- Identifies and evaluates alternative course of action
- Makes timely and relevant suggestions to solve problems
- Consults with affected parties when making critical decisions
- Makes sound decisions in a timely manner
- Analyzes situations to determine root causes and develops realistic alternative solutions

Rating: Problem-solving and Decision-making

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

As our City Manager Larry meets expectations in problem-solving and decision – making. In the upcoming labor negotiations I would like to see him exceed expectations.

Professional knowledge

- Demonstrates thorough knowledge and understanding of City management and operations
- Keeps abreast of critical trends, practices and conditions inside and outside of the organization
- Demonstrates commitment to continuously enhance professional knowledge and capability (professional reading and research; attends seminars and conferences; actively participates in professional development opportunities)

Rating: Professional knowledge

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

Larry's professional knowledge exceeds expectations. He brings a broad range of experience to the table and what he does not know he researches.



CITY MANAGER'S ANNUAL PERFORMANCE REVIEW

Leadership

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- Creates an organizational culture that encourages excellence and is able to carry out the mission, strategic directions and organizational goals
- Inspires trust and confidence with staff and the Board
- Functions as an effective member of a work group, gaining respect and cooperation from others

Rating: Leadership

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

Larry appears to have become a little insulated from the City's rank and file employees. He needs to better assess the potential impact of organizational changes on employee morale.

Board Relations

- Works closely with the Board to develop vision, mission and long and short range strategic plans
- Develops and presents balanced assessments of policy options
- Provides information and education on issues as appropriate
- Works with the Board to create an optimal governance environment
- Effectively implements the Board's policies, procedures and philosophy

Rating: Board Relations

- Exceeds Expectations
- Meets Expectations (generally)
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

Larry should have conferred with his Board before making his intentinn to create a Deputy City Manager's position generally known. When a decision may have fiscal and/or political ramifications, the City Manager needs to meet with the Board one-on-one to assess the wisdom and practicality of his proposed action.

Managing Results and Resources

- Insures that programs, services and projects provide results that matter to the community and cost-effectively meet statutory mandates
- Effectively uses both qualitative and quantitative measures to manage performance
- Insures that prudent financial management is maintained to assured continued success of the City.
- Regularly assess the City's financial condition, and is proactive in anticipating and planning for change

Rating: Managing Results and Resources

- Exceeds Expectations (generally)
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

Community and Staff Relations

- Effectively represents the City in the community
- Encourages inclusion and accountability on behalf of all sectors of the community
- Has the respect of peers in local, state and federal government
- Values people and recognizes their contributions
- Is an effective liaison between the Board, the staff and the community

Rating: Community and Staff Relations

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

Increased outreach can be achieved through increased delegation.

Communication

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- Listens attentively and effectively
- Speaks and writes logically, clearly and concisely
- Encourages and utilizes feedback
- Makes logical and well-organized presentations

Rating: Communication

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

The distribution of the City Manager's Staff Meeting minutes has been helpful in keeping the Board better apprised of existing and emerging issues.

Planning and Innovation

- Establishes and effectively utilizes appropriate mechanisms to anticipate trends and opportunities that will impact the organization
- Develops and implements alternative strategies for dealing with change and planning for the future
- Uses creative and innovative problem-solving strategies for adapting to uncertainties and complexities
- Fosters a climate of innovation and continuous improvement
- Takes appropriate and prudent risks to move the organization forward

Rating: Planning and Innovation

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

Problem-solving and Decision-making

- Identifies and evaluates alternative course of action
- Makes timely and relevant suggestions to solve problems
- Consults with affected parties when making critical decisions
- Makes sound decisions in a timely manner
- Analyzes situations to determine root causes and develops realistic alternative solutions

Rating: Problem-solving and Decision-making

- Exceeds Expectations
- Meets Expectations *
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

* Except with respect to the issue discussed under the Board Relations section of this evaluation.

Professional knowledge

- Demonstrates thorough knowledge and understanding of City management and operations
- Keeps abreast of critical trends, practices and conditions inside and outside of the organization
- Demonstrates commitment to continuously enhance professional knowledge and capability (professional reading and research; attends seminars and conferences; actively participates in professional development opportunities)

Rating: Professional knowledge

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:



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Leadership

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- Functions as an effective member of a work group, gaining respect and cooperation from others

Rating: Leadership

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

The City Manager stepped in at a critical time and the state of the economy has required unique skills to manage required service levels with declining resources. He has done an excellent job in that regard.

Board Relations

- Works closely with the Board to develop vision, mission and long and short range strategic plans
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- Provides information and education on issues as appropriate
- Works with the Board to create an optimal governance environment
- Effectively implements the Board's policies, procedures and philosophy

Rating: Board Relations

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

There are times when the City Manager could be more tactful in expressing concern about Board intrusion on City Manager duties with the understanding that the line between functions is not always clear.

Managing Results and Resources

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- Regularly assess the City's financial condition, and is proactive in anticipating and planning for change

Rating: Managing Results and Resources

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

Community and Staff Relations

- Effectively represents the City in the community
- Encourages inclusion and accountability on behalf of all sectors of the community
- Has the respect of peers in local, state and federal government
- Values people and recognizes their contributions
- Is an effective liaison between the Board, the staff and the community

Rating: Community and Staff Relations

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

The City Manager could be more visible in the community and is working this issue. At the same time, he should attempt to express issues in a generic sense and clearly articulate the difference when speaking as an individual as opposed to a city representative.

Communication

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Rating: Communication

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- Meets Expectations
- Needs Improvement
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Additional Comments:

Planning and Innovation

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Rating: Planning and Innovation

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- Meets Expectations
- Needs Improvement
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Additional Comments:

Problem-solving and Decision-making

- Identifies and evaluates alternative course of action
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- Consults with affected parties when making critical decisions
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- Analyzes situations to determine root causes and develops realistic alternative solutions

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- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

Professional knowledge

- Demonstrates thorough knowledge and understanding of City management and operations
- Keeps abreast of critical trends, practices and conditions inside and outside of the organization
- Demonstrates commitment to continuously enhance professional knowledge and capability (professional reading and research; attends seminars and conferences; actively participates in professional development opportunities)

Rating: Professional knowledge

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:



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Rating: Leadership

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

Board Relations

- Works closely with the Board to develop vision, mission and long and short range strategic plans
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- Effectively implements the Board's policies, procedures and philosophy

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Additional Comments:

Managing Results and Resources

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Rating: Managing Results and Resources

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Additional Comments:

Community and Staff Relations

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Rating: Community and Staff Relations

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Additional Comments:

Communication

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- Listens attentively and effectively
- Speaks and writes logically, clearly and concisely
- Encourages and utilizes feedback
- Makes logical and well-organized presentations

Rating: Communication

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

Planning and Innovation

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- Uses creative and innovative problem-solving strategies for adapting to uncertainties and complexities
- Fosters a climate of innovation and continuous improvement
- Takes appropriate and prudent risks to move the organization forward

Rating: Planning and Innovation

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

Problem-solving and Decision-making

- Identifies and evaluates alternative course of action
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- Consults with affected parties when making critical decisions
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- Analyzes situations to determine root causes and develops realistic alternative solutions

Rating: Problem-solving and Decision-making

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

Professional knowledge

- Demonstrates thorough knowledge and understanding of City management and operations
- Keeps abreast of critical trends, practices and conditions inside and outside of the organization
- Demonstrates commitment to continuously enhance professional knowledge and capability (professional reading and research; attends seminars and conferences; actively participates in professional development opportunities)

Rating: Professional knowledge

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

EXECUTIVE SUMMARY
RESULTS OF VOICES 360 SURVEY
FOR
LARRY WERNER

OVERVIEW

Mr. Werner was evaluated on 30 leadership and behavioral skills selected from the Korn/Ferry Lominger Library of 67 skills. Each of the skills has been researched for Difficulty to Develop, correlation to performance, correlation to Emotional Intelligence and Learning Agility. The skills selected took into consideration Mr. Werner's position, responsibility and represented a balance of skills from 6 categories of skills. Surveys were sent to 33 raters including Council Members, Direct Reports, Elected Officials, Peers and Customers. We received responses from 30 of the 33 individuals invited to participate. Raters were asked to rate each skill on a 1 to 5 point scale for both current skill level of Mr. Werner and the relevant importance of each of the 30 skills for success in the City Manager role.

In addition to Self the responses by type of relationship included:

- City Council Members 5
- Peers 5
- Direct Reports 8
- Elected Officials 4
- Customers 7

CITY MANAGER "SUCCESS PROFILE"

Of the 30 skills selected for the assessment there was strong agreement on which of the skills were most important for the City Manager position. The skills rated most important by all raters included:

- Direct Reports 3.68
 - Customers 3.79
 - Elected Officials 3.32
3. Mr. Werner also scored high on the skills correlated with Emotional Intelligence (EQ). Essentially these skills reflect his ability to manage himself and his interactions with others. His EQ score averaged 3.73.
 4. For skills that correlated with Learning Agility Mr. Werner received an average score of 3.83. These skills are a strong indicator of his ability to learn important lessons from his past experiences and apply those lessons in new first time situations and problems. He is a good adaptor and not surprisingly scored very high on Problem Solving.
 5. Mr. Werner is very self aware. He knows his personal strengths and development opportunities. In addition to not having any significant Blind Spots caused by over rating himself, he scored an average of 3.79 on Self Knowledge.

COMPARISON OF TOP IMPORTANCE TO TOP SKILLS

Of the top 9 skills listed as most important for success as the City Manager, Mr. Werner has 8 of the skills in his top 9. He received a score of 3.62 on the other skill, which is well within our norms. This indicates his strengths are a good “fit” with his current position.

BEST DEVELOPMENT OPPORTUNITIES

The following themes and specific skills have been identified for future development. These skills have been targeted for further development because of the size of the gap between importance and skill, as a result of the debriefing with Mount Rose Consulting or the need to improve relationships with a specific constituency.

Skills and/or themes for development:

1. Behavioral Skills including Listening, Patience, and Interpersonal Savvy.
2. Change Skills including Innovation Management
3. Business Skills including Negotiating
4. Explore the need to improve relationships with the Elected Official Group of raters.