




CITY OF
BAINBRIDGE ISLAND

Executive Department

Memorandum

Date: 2/13/2018
To: Mayor & City Council
From: Doug Schulze, City Manager 
Subject: 2018 City Manager Performance Goals

As part of my 2017 Performance Evaluation, the City Council agreed to establish 2018 performance goals on decisions made during the January 2018 Advance. A copy of the 2017 Performance Evaluation is attached for your review and information. As noticed in the Evaluation, three goals have been identified:

- Doug will schedule briefings with individual Councilmembers to discuss current topics under review or upcoming matters, for the purpose of encouraging additional communication and providing more direct guidance and leadership.
- Doug will oversee the development of a capital budget reporting system.
- Doug will demonstrate he is making efforts relating to employee engagement through coaching, mentoring and/or feedback.

Setting individual performance goals for a city manager can be challenging because, ultimately, the city manager is responsible for the organizational goals and has general responsibilities. However, based on the January 2018 Advance, I offer the following goals for 2018, in addition to those identified above:

- Provide a briefing and recommendation for improving Island broadband service.
- Develop a comprehensive communications strategy.
- Complete a development management agreement for the Suzuki Affordable Housing Project.



CITY OF
BAINBRIDGE ISLAND

MEMORANDUM

DATE: December 12, 2017
TO: City Manager Doug Schulze
FROM: City Council
CC: Kate Brown, Human Resources Manager
SUBJECT: 2017 City Manager Performance Evaluation

This memo serves as City Manager Doug Schulze's 2017 performance evaluation. It includes a summary of interviews between the Mayor and individual City Council members, and the Mayor and senior staff, and also reflects a frank discussion between the City Manager and members of the Council in executive session on December 5.

In concluding remarks in its evaluation of the City Manager's performance in 2016, the Council indicated that its 2017 evaluation would place great weight on the extent to which the City staff is successful in accomplishing its Work Plan, and especially the Work Plan of the Executive Department. In addition, the following performance goals were agreed upon by the Council and the City Manager:

- Doug will schedule briefings with individual Councilmembers to discuss current topics under review or upcoming matters, for the purpose of encouraging additional communication and providing more direct guidance and leadership.
- Doug will oversee the development of a capital project budget reporting system.
- Doug will demonstrate he is making efforts relating to employee engagement through coaching, mentoring and/or feedback.

The Council's 2017 evaluation has taken into account these goals and comments from the prior evaluation.

There is consensus that Doug is a very competent professional, that he is highly regarded within his profession, and that he makes good use of opportunities for professional development for himself and senior staff, and brings fresh insights to his work. Doug "understands what it takes to make a city work."

The Council generally considers Doug's performance in 2017 to be well above average. Comments include, "very pleased, asset to our City," "he does a good job and should know that," "overall,

competent, great city manager," "City is lucky to have Doug."

Highest praise for Doug relates to the financial condition of the City, and its financial management. He is very knowledgeable, as is the Finance Director. In addition, several Council members mentioned the efforts relating to emergency preparedness as extremely positive and successful this year.

He also received almost unanimous praise for his relations with individual citizens and groups, his work with the public power task force and the infrastructure task force being cited as recent examples.

Council feels that Doug does a good job of executing policy set by the Council, however there is a level of frustration with lack of progress this year in some areas, and with lack of reporting on status (scheduled or by request). Several members noted improved reporting on capital projects and budgeting this year.

As in previous years, some Council members want to hear more from Doug when Council is discussing an issue. There is an interest in not necessarily hearing Doug's opinion or preference, but in utilizing his experience to help the Council make constructive decisions on complex issues. "Help us get unstuck," said one Council member.

As Doug mentioned in his self-evaluation, Council generally is seeking more opportunities to hear from Doug. There are a "lack of consistent opportunities for personal interaction outside regular public meetings." This seems a shared desire by Council and Doug, and with more communication, it may remove the impression by some that certain issues get ignored.

Some Council members would like to see either a different approach or more effort relating to community relations, including both Doug out and about in the community as well as the City's outreach and engagement methods. Doug is very responsive to requests from citizens. A couple of Council members mentioned that there were instances they did not hear about an issue or change before the public was informed.

The senior staff at the City is now largely comprised of individuals hired by Doug, and the Council generally feels he has a highly capable team in place. One reservation expressed by several members is that the Planning and Community Development Department is in the midst of significant personnel and regulatory changes, and it is hoped that the changes will result in better efficiency, better compliance with Comprehensive Plan goals and policies, and more consistent enforcement of City regulations.

Regarding supervision of staff, senior employees uniformly value the fact the city manager does not, as a rule, micro manage the affairs of the city. Also, he has demonstrated concern for their well-being as individuals, which in turn enhances their performances of their jobs. Doug should get credit for a number of staffing changes this year.

Based on this evaluation, and on decisions made as a result of its January 2018 Retreat, Council will establish individual goals for the City Manager's performance for 2018.