



## RANCHO MURIETA COMMUNITY SERVICES DISTRICT

15160 JACKSON ROAD  
RANCHO MURIETA, CALIFORNIA 95683  
(916) 354-3700  
[www.RMCSD.com](http://www.RMCSD.com)

### SPECIAL BOARD MEETING September 25, 2019 3:00 p.m.

**NOTICE IS HEREBY GIVEN** that the President of the Board of Directors of the Rancho Murieta Community Services District has called a Special Meeting of the Board to be held on September 25, 2019 at 3:00 p.m. at the Rancho Murieta Community Services District Board Room at 15160 Jackson Road, Rancho Murieta.

## AGENDA

- |   | ESTIMATED RUNNING TIME |
|---|------------------------|
| 1. <b>CALL TO ORDER</b> - Determination of Quorum – Vice President Jenco <b>(Roll Call)</b>   | 5:00                   |
| 2. <b>ADOPT AGENDA</b> (Motion)   |                        |
| 3. <b>COMMENTS FROM THE PUBLIC</b><br><i>For this Special Meeting, members of the public may ONLY comment on items specifically agendized. Members of the public wishing to address a specific agendized item are encouraged to offer their public comment during consideration of that item. With certain exceptions, the Board may not discuss or take action on items that are not on the agenda.</i><br><br><i>If you wish to address the Board at the time of the agendized item, as a courtesy, please state your name and address and reserve your comments to no more than 3 minutes so that others may be allowed to speak. (5 min.)</i> |                        |
| 4. <b>WORKSHOP TO DISCUSS DEVELOPMENT OF POLICIES AND PROCEDURES FOR BOARD PERFORMANCE EVALUATION OF THE GENERAL MANAGER</b>  |                        |
| 5. <b>DIRECTOR COMMENTS/SUGGESTIONS</b><br><i>In accordance with Government Code 54954.2(a), <b>Directors</b> and staff may make brief announcements or brief reports of their own activities. They may ask questions for clarification, make a referral to staff or take action to have staff place a matter of business on a future agenda.</i>   |                        |
| 6. <b>ADJOURNMENT</b> (Motion)  |                        |

and is distributed less than 72 hours prior to a regular meeting, will be made available for public inspection in the District offices during normal business hours. If, however, the document is not distributed until the regular meeting to which it relates, then the document or writing will be made available to the public at the location of the meeting."

In compliance with the Americans with Disabilities Act, if you are a disabled person and you need a disability-related modification or accommodation to participate in this meeting, please contact the District Office at 916-354-3700 or fax 916-354-2082. Requests must be made as soon as possible and at least two (2) full business days before the start of the meeting.

Note: This agenda is posted pursuant to the provisions of the Government Code commencing at Section 54950. The date of this posting is September 23, 2019. Posting locations are: 1) District Office; 2) Rancho Murieta Post Office; 3) Rancho Murieta Association; 4) Murieta Village Association.

## GM Manager Review Policy Process

1. Review RMCS D Employee Manual and related policies that require annual GM review by the BOD
  - a. Memo 2018 GM Proposed Process
  - b. 2018 Evaluation Form
2. Review GM Job Description
3. Research CASD and other SD's Policies and practices to serve as guidance and examples.
  - a. Most have formalized process or form, not a specific policy
4. Is a separate formal Policy needed?
  - a. Personnel Manual CSD Section 7.06
  - b. Can a formalized process suffice?
5. Develop a Draft Policy for BOD consideration (if determined as needed)
  - a. Should set general process, time lines, etc.
  - b. Reference to Job Description
  - c. (Could this be an added section to Personnel Manual?)
6. Develop procedural guidance document: (If separate Policy not needed)
  - a. Dates, timeline, process flow
7. Develop Evaluation Criteria
  - a. 360 vs department heads or direct reports
  - b. Refer to CSDA GM evaluation criteria
  - c. Use Job Description as basis
  - d. Review Form used for 2018
  - e. Develop high level evaluation categories; i.e.
    - i. BOD Relations: Goals, Vision, Organization long term health
    - ii. Management/Leadership
      1. Personnel
      2. Fiscal
      3. Services
    - iii. Organization effectiveness (delivering/quality of Chartered Services)
    - iv. Community Relations
  - f. Draft the Form
    - i. Consider scoring format: Levels of (consistent with current RMCS D Form), Met Yes/No, or numeric or alphabet score

## **SECTION 7.00 - EMPLOYEE ORGANIZATION, ADVANCEMENT AND COMPENSATION**

- 7.01 Personnel Organization. The District is organized into several departments. Each department includes one or more job titles. Each job title has one or more authorized positions.
- 7.02 Salary Ranges. The District has adopted certain salary ranges for District employees. These ranges may be changed from time to time by District action.
- 7.03 Probationary Period:
- (a) When the General Manager appoints an existing District employee to fill a vacant position, that appointment shall be for a probationary period not to exceed six (6) months from the date of the appointment, unless otherwise required by a provision in a Memorandum of Understanding or contract. If the employee fulfills the duties of that position to the District's reasonable satisfaction and otherwise successfully completes the probationary period, the employee shall then become a regular employee in the new position.
  - (b) If during the six (6) month probationary period, the employee, appointed to a new position pursuant to Section 7.03 (a), does not perform to the District's reasonable satisfaction or otherwise does not successfully complete the probationary period, that employee shall resume his/her duties in the prior position which he/she held. The General Manager shall then take steps necessary to fill the vacant position.
  - (c) When an employee is working in a new position on a probationary basis pursuant to Section 7.03(a), the General Manager may appoint another District employee ("the other employee") to fill the first employee's position. The other employee shall also serve a probationary period in his/her new position. The other employee shall become a regular employee in the new position contingent upon successful completion of the probationary period and contingent upon the first employee, as referenced in Section 7.03(a), successfully completing his/her probationary period.
- 7.04 Annual Salary Review. Each year the General Manager will review the salary ranges paid by the District and make recommendations to the Board for any necessary changes.
- 7.05 Salary Organization. There shall be a salary range for each authorized position.
- 7.06 Performance Evaluations.
- (a) An employee's supervisor will prepare, in writing, a performance evaluation for each employee.

- (b) Performance evaluations will be prepared in the following instances:
- (1) When an employee has worked an initial six (6) month period in his or her new job position (this applies not only to newly hired employees, but also to employees who have been promoted or otherwise transferred to new job classifications);
  - (2) Annually, for unrepresented employees on the focal review date in April; salary adjustments, if applicable, to be effective May 1<sup>st</sup>. For represented employees annually on the anniversary of their service date.
  - (3) When an employee is being considered for promotion, transfer, demotion, termination, or other disciplinary action is being considered;
  - (4) Whenever the employee's supervisor believes there has been a significant change in the employee's performance; and
  - (5) Whenever requested by the General Manager or the Board of Directors.
- (c) All performance evaluations become a permanent part of the employee's records. Only the employee involved, the employee's supervisor, the General Manager or his/her designee and the Board may have access to an employee's performance evaluations.
- (d) Upon completion of the performance evaluation, a meeting shall be held between the employee and the supervisor to discuss the employee's performance and to assist in developing the employee's maximum potential within District service.

***\* Refer to District Pay for Performance Manual for complete details.***

#### 7.07 Insurance

- (a) Group medical insurance is currently available to all regular Full-Time employees and their eligible spouse, domestic partner and dependents. An employee becomes eligible on the first day of the second calendar month following his or her appointment as a probationary employee.
- (b) Benefits currently provided include group medical, vision, dental and life insurance. Currently, the District will pay an amount established from time to time by the Board.
- (c) The Board may delete or change insurance benefits for employees and/or dependents with or without amending this manual.
- (d) Regular Part-Time and Temporary Employees, and independent contractors shall not receive, nor be entitled to, District-paid health insurance benefits.

# MEMORANDUM

**Date:** October 17, 2018  
**To:** Board of Directors  
**From:** Mark Martin, General Manager  
**Subject:** General Manager's Performance Evaluation – Proposed Process

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## BACKGROUND

First, I find it unusual that the General Manager must trigger this process and prepare a methodology for their own review, however, I inquired with District staff who indicated that no set process existed for review of the General Manager, so I am proposing a methodology from scratch. Ultimately, the Board can determine how they choose to conduct the review. That said, there are some parameters listed in the General Manager's contract that should be considered.

The review period is from September 30, 2017 to September 29, 2018.

Per the General Manager's contract, the Board sets the compensation for the General Manager, so it is my belief that the Board is not bound by the Pay for Performance Manuals as far as calculating a pay increase for the General Manager. The contract also calls for a 360 review of the General Manager, with feedback to be provided by a set of key employees managed by the General Manager.

By way of information, the District Controller accounted for up to a 5% increase for the General Manager's position in the FY 2018-19 budget.

## PROPOSED PROCESS

- 1) Board of Directors Evaluation: I have copies of blank District Performance Evaluations for each member of the Board to complete. Pages 2-5 are the pages with core competency evaluation points. I believe this is a good starting point for a standardized review. I also welcome additional comments from each Board member that does not fit within the categories provided as an addendum to each evaluation. The rest of the document contains setting of goals and objectives which I believe is adequately handled outside of the regular review process and in the Goals Setting Workshop process. Therefore, I would not expect Directors to complete the Goals and Objectives section, just the first part involving core competencies and any addendum as desired by each Director.

President Pecotich has asked that Vice President Graf conduct the review. Director Graf would be responsible for disseminating review forms, accepting completed reviews, and compiling the results for Board consideration at the next closed hearing board session.

- 2) 360 Review: I have provided copies of the organizational chart with the individuals I manage highlighted. The Board has the option to enlist some or all of the individuals highlighted to complete the same review form provided to the Board (Pages 2-5). Once the Board has selected the individuals

to conduct the review, Director Graf will communicate with those staff to have the review accomplished. I have copies of the review forms for distribution to the identified staff. Director Graf would direct staff to return their reviews directly to him PDF format. Director Graf will compile and summarize the results for the Board at the November closed session meeting.

- 3) Special Closed Session – Ahead of November 14, 2018 Special Board Meeting: We need to set a date for a Special Closed Session meeting, specific to only the GM review, on a date that works for the Board. This can be held at any time during the day. Director Graf would provide the results of the evaluations to the Board and this meeting and if merited, recommend a salary increase to the Board for purposes of discussion. This discussion would be accomplished without the General Manager present. Following the Board’s review of the results and agreed upon compensation level, the General Manager would be invited into the Closed Session meeting for a verbal discussion on the results of the review and recommended compensation level. Director Graf would work with District Counsel to prepare whatever language is needed to implement the results of the review.
- 4) November 14, 2018 Open Session: The Board would report on the results of the review and vote in open session as necessary to implement the results of the review.



## **Employee Performance Evaluation**

The purpose of the "Employee Performance Evaluation" is to increase communication between employees and supervisory personnel concerning performance in accomplishing their assigned duties and responsibilities, identifying areas of strengths and areas needing further development, the establishment of specific work-related goals and objectives, and the preparation of a personal development plan for continued employee development.

Performance evaluations should be completed annually for regular full-time, part-time, and contract employees. The performance evaluations will occur in April, along with a discussion of the upcoming year's goals and objectives.

The meeting with the employee should be an interactive process to ensure clarity and accuracy. To assist in this process the **employee will be asked to complete a self evaluation form** to turn into the reviewing supervisor prior to the meeting. During the meeting, an evaluation of the employee's previous year's performance will occur as well as the establishment and agreement on the upcoming year's performance goals and objectives.

The entire period (previous year since last review) will be reviewed.

The Performance Evaluation form provides for the supervisor's appraisal of the employee's job performance relevant to established core competencies. Core job competencies are defined in the Core Competencies Ratings Matrix, attached, which is a tool to assist in determining the level of performance of each employee in each key competency areas.

The competencies are rated on a five-point (5-point) scale ranging from Exemplary, Exceeds Standards, Fully Effective, Improvement Needed, and Minimum Requirements Not Met. Additional space is provided for comments and specific examples to support the ratings. The employee will be evaluated on the basis of standards expected to be met for the job to which assigned.

**Appeal:** If an employee disagrees with the performance evaluation, he or she should first discuss the concerns with the supervisor and attempt to resolve the differences of perceptions about the performance. If the employee believes the results of the evaluation do not accurately reflect the situation, the employee may simply provide comments to that effect in the space allotted, or contact the next level manager and/or Director of Administration to request a review.





# EMPLOYEE PERFORMANCE EVALUATION

TYPE OF REPORT: ANNUAL  PROBATIONARY  SPECIAL

EMPLOYEE NAME: \_\_\_\_\_ RATING PERIOD: \_\_\_\_\_  
 TITLE: \_\_\_\_\_ DEPARTMENT: \_\_\_\_\_  
 EVALUATOR: \_\_\_\_\_ TITLE: \_\_\_\_\_  
 DATE: \_\_\_\_\_

## I. Performance Relative to Core Competencies

Review the factor definitions on the Core Competencies Ratings Matrix before rating the employee; then, mark the box that reflects the appropriate level of performance.

Use the space provided for comments to substantiate factor ratings of Exemplary, Exceeds Standards, Fully Effective, Improvement Needed, or Minimum Requirements Not Met. Describe the employee's strengths and/or areas for improvement. Use specific examples whenever possible.

**1. CUSTOMER SERVICE** – Represents the District to individuals both inside and outside the organization in a service oriented, responsive, consistent, timely, respectful, and effective manner within the context and authority of their position.

- Exemplary
- Exceeds Standards
- Fully Effective
- Improvement Needed
- Minimum Requirements Not Met

Comments: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**2. JOB KNOWLEDGE** – Possesses technical knowledge and learned skills, methods, techniques, policy, and procedures necessary to perform the job. Keeps up-to-date on developments and changes relevant to the job and the District. Understands their job in the context of the District's operations.

- Exemplary
- Exceeds Standards
- Fully Effective
- Improvement Needed
- Minimum Requirements Not Met

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**3. INITIATIVE/INNOVATION** – Self-motivated; resourceful; continually seeks to improve work methods as a means to greater efficiency and effectiveness. Willingness to seek out and accept challenging new responsibilities.

- Exemplary
- Exceeds Standards
- Fully Effective
- Improvement Needed
- Minimum Requirements Not Met

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**4. SAFETY/SECURITY** – Ensures safety of District customers, community, and employees; protects and secures District data, facilities, infrastructure, and systems.

- Exemplary
- Exceeds Standards
- Fully Effective
- Improvement Needed
- Minimum Requirements Not Met

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**5. TEAMWORK** – Works collaboratively and cooperatively with others inside and outside of the organization. Creates positive working relationships and fully shares in responsibilities; respects and understands roles within the team. Supports positive working environment to ensure high performance of the whole team and the District.

- Exemplary
- Exceeds Standards
- Fully Effective
- Improvement Needed
- Minimum Requirements Not Met

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**6. RELIABILITY** – Monitors status of assignments to meet District fiscal needs, timetables, and deadlines for submission of work; follows instructions and meets job expectations including attendance and punctuality. Accountable and consistent.

Exemplary	<input type="checkbox"/>
Exceeds Standards	<input type="checkbox"/>
Fully Effective	<input type="checkbox"/>
Improvement Needed	<input type="checkbox"/>
Minimum Requirements Not Met	<input type="checkbox"/>

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**7. EFFECTIVENESS/PRODUCTIVITY** – Ability to approach issues effectively, resourcefully, and creatively. Adeptness at analyzing facts, forecasting issues, problem solving, decision-making, and demonstrating good judgment. Ability to use knowledge and skill to deliver a quality product or level of service. Skill at planning, organizing, and prioritizing workload and proficiency in measuring and monitoring workload.

Exemplary	<input type="checkbox"/>
Exceeds Standards	<input type="checkbox"/>
Fully Effective	<input type="checkbox"/>
Improvement Needed	<input type="checkbox"/>
Minimum Requirements Not Met	<input type="checkbox"/>

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**8. Communication** - Clear and concise in speech, writing, and presentations. Provides required information to individuals both inside and outside the organization in a service oriented, consistent, timely, and effective manner.

Exemplary	<input type="checkbox"/>
Exceeds Standards	<input type="checkbox"/>
Fully Effective	<input type="checkbox"/>

Improvement Needed   
Minimum Requirements Not Met

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Individuals that have supervisory responsibilities as a part of their job will be evaluated on these two additional Core Competencies:**

**9. MANAGEMENT** – Ensures a smooth operation by maximum utilization of personnel, technology, and equipment; staff motivation, growth, development; and adherence to safety and security guidelines. Provides clear work direction, expectations, and constructive feedback and guidance, including timely performance reviews. Matches program expectations with resources. Identifies and addresses obstacles to their employees' performance.

Exemplary   
Exceeds Standards   
Fully Effective   
Improvement Needed   
Minimum Requirements Not Met   
N/A

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**10. LEADERSHIP** – Uses appropriate interpersonal styles and methods in guiding individuals and groups towards task and strategic accomplishments. Exhibits skills that create a vision of purpose. Influences and manages change. Obtains political support. Encourages communication within and between departments. Establishes, directs, and/or chairs committees, teams, and programs.

Exemplary   
Exceeds Standards   
Fully Effective   
Improvement Needed   
Minimum Requirements Not Met   
N/A

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Summary Rating – Core Competencies**

To use automatic calculations, double click on table and an excel spreadsheet will appear. Enter in ratings for each Competency in the Supervisor's Evaluation column. Rating (Weight x Evaluation) and Overall Rating will automatically calculate. Please Note: If Management and Leadership Competencies do not apply, please put "N/A" in Rating (Weight x Evaluation) column.

Core Competency	Weight of Competency (2012)	Supervisor's Evaluation (1-4)	Rating (Weight x Evaluation)
1 Customer Service			
2 Job Knowledge			
3 Initiative/Innovation			
4 Safety/Security			
5 Teamwork			
6 Reliability			
7 Effectiveness/Productivity			
8 Communication			
9 Management (Supervisors only)			
10 Leadership (Supervisors only)			

Overall Rating \_\_\_\_\_

**Rating Scale:**

- Exemplary = 4
- Exceeds Standards = 3
- Fully Effective = 2
- Improvement Needed = 1
- Minimum Requirements Not Met = 0

# RANCHO MURIETA COMMUNITY SERVICES DISTRICT

## GENERAL MANAGER

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DEPARTMENT: ADMINISTRATION

FLSA OVERTIME STATUS: EXEMPT

BARGAINING UNIT: N/A

APPROVED BY BOARD OF DIRECTORS -08/15/2018

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**SUMMARY:** In charge of the administrative, legal, engineering, operations, and financial activities of the District; represent the Board's policies and programs with employees, community organizations, and the general public; review budget requests and make recommendations to the Board on final expenditure levels; responsible for employer-employee relations; responsible for development, maintenance, and improvement of District facilities and services; and perform other related duties as required. Interact with county/state/federal agencies to achieve District objectives.

**SUPERVISION:** Under administrative direction of the Board of Directors. Direct supervision to department heads.

**ESSENTIAL DUTIES AND RESPONSIBILITIES** include the following. Other duties may be assigned.

- Serves as chief executive officer for the District; sets vision and implements long range Board established goals for District;
- provides advice and consultation on the development and operation of District services, functions, and policies;
- oversees the preparation of the annual budget, making recommendations to the Board on final expenditure levels; reviews and approves purchase order and budget requests;
- coordinates the preparation of the agenda for Board of Directors' meetings.
- conducts a variety of special studies and surveys to determine effectiveness of District programs and services; maintains continuous awareness of administrative practices and recommends changes which increase the efficiency and economy of District operations and services;
- represents the Board's policies and programs with employees, community representatives, developers, and other government agencies;

- oversees the development and administration of capital improvement budgets and plans;
- directs personnel matters, including employment procedures, grievances, affirmative action, and employer-employee relations; oversees negotiations with bargaining groups;
- negotiates leases, agreements, and contracts; oversees and directs legal counsel;
- coordinates District engineering functions; confers with developers and contractors as necessary; serves as District representative with other public agencies.
- maintains media and public relations;
- Manage day to day operations of the District.

**QUALIFICATION REQUIREMENTS:**

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required.

Ability to plan, organize, direct, communicate, coordinate, and supervise the functions and activities of the organization to achieve efficient operations and meet service goals. Exercise leadership, authority, and management tactfully and effectively. Prepare and administer District budgeting and fiscal control processes. Collect and analyze data on a variety of topics, including compensation and other utility billing rates. Effectively organize and carry out public and media relations. Coordinate the preparation of Board agendas. Administer personnel and employer-employee relations programs. Oversee the development and improvement of District facilities and services. Provide advice and consultation to the Board of Directors on the development of ordinances, regulations, policies, and programs. Prepare comprehensive technical reports and recommendations. Effectively represent and implement District policies, programs, and services with employees, contractors, representatives of other agencies, and the public. Establish and maintain cooperative working relationships.

**EDUCATION AND/OR EXPERIENCE:**

Minimum Education: Undergraduate degree from an accredited four (4) year college or university with a major in Business Administration, Public Administration, Engineering or a closely related field.

Five (5) years of broad and extensive work experience in a management or administrative position in a private or public utility agency. Background should include responsibility for formulation and implementation of programs, budgets and administrative operations.

**LICENSE AND/OR CERTIFICATES:**

Possession of the category of California Driver's license required by the State Department of Motor Vehicles to perform the essential duties of the position. Continued maintenance of a valid driver's license, insurability, and compliance with established District vehicle operation standards are a condition of continuing employment.

Possession of or obtain within 12 months of hire, National Incident Management System (NIMS) IS 100,200 and 700 training.

**PHYSICAL DEMANDS:**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job.

While performing the duties of this job, the employee is regularly required to sit and talk or hear. The employee is occasionally required to stand, walk, stoop, kneel, or crouch.

Specific vision abilities required by this job include close vision, distance vision, peripheral vision, depth perception, and the ability to adjust focus.

**WORK ENVIRONMENT:**

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

The noise level in the work environment is usually quiet.

**COMMENTS:**

Appointments to this position are made in accordance with California Government Code section 61240.





# *CEO Evaluation Policy*

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## I. Purpose

- A. The purpose of the CEO Evaluation Policy is to provide a documented process that the Board shall follow when assessing the CEO's performance, providing him/her with feedback, and determining his/her compensation on an annual basis.

## II. Objectives

- A. Evaluating the performance of the CEO is one of the most important duties of the ACERA Board of Trustees. Accordingly, the process should be designed to include the active participation of all trustees.
- B. With regards to the annual evaluation process, timing is of the essence. Given the potential for trustee turnover at the beginning of each year, it is important that the evaluation process be completed prior to any trustees departing the Board. The evaluation process, including the basis of the evaluation and the results, should be transparent to all trustees and the CEO.
- C. Staff members reporting to the CEO should generally not play a role in the evaluation process unless requested by the Board, except to the extent that they have an official role in assisting the Board and/or Board Chair with the process such as the ACERA Chief Counsel and Human Resources Officer.

## III. Policy Guidelines

- A. Annual Evaluation Form
  - i. The CEO Performance Evaluation Form sets out the criteria to be used by the trustees in evaluating the CEO's performance each year. A copy of the CEO Performance Evaluation Form is attached as Exhibit A.

B. Evaluation Criteria

- i. In determining the performance criteria to be incorporated in the CEO Performance Evaluation Form, the following guidelines shall be observed:
  - a. To the extent possible, the criteria should be objective in nature.
  - b. The criteria should address the CEO's performance in meeting annual business objectives. In December of each year, the Board will define a set of key business objectives for the CEO that are critical to advancing ACERA's strategies. Target performance should be defined for each objective. The CEO's performance on each key business objective will be weighted as 50% of the evaluation.
  - c. The criteria should address the CEO's leadership competencies, including the following: vision and strategy; maximizing talent; leading change; technical expertise; and judgment and decision making. The CEO's leadership competencies will be weighted as 30% of the evaluation.
  - d. The criteria should address the CEO's performance in carrying out ongoing responsibilities. These responsibilities include overseeing day-to-day operations, implementing new strategies, resource development, and external/community relations. The CEO's ongoing responsibilities will be weighted as 20% of the evaluation.
  - e. The criteria should also provide an overall evaluation rating as well as an opportunity for each trustee to suggest specific ways in which the CEO may improve performance in the future.

C. Evaluation Timetable

- i. December – Objectives for Following Year:
  - In December of each year, the CEO and the Board will discuss and confirm the business objectives for the upcoming year.
  - These objectives will be memorialized in writing, kept by the Board Chair and incorporated into the CEO Performance Evaluation Form that will be used in the upcoming year to evaluate the CEO's performance.

- The Board Chair will memorialize the business objectives in writing and provide the CEO Performance Evaluation Form to the new Board Chair for the upcoming year in January.
2. June Board Meeting:
- In June the Board and CEO will conduct a mid-year informal performance discussion. The CEO will provide a self-evaluation to all Board members before the June meeting.
  - Similar to the end of year evaluation, the CEO will be provided an opportunity to present and discuss, in executive session, his/her self-evaluation and subsequent to the discussion the CEO may be excused from the meeting to permit the Board to conduct further discussions.
  - The Board has discretion to address the compensation package during the mid-year evaluation.
3. October Board Meeting:
- At the October Board meeting, the CEO will provide a self-evaluation to the Board for its consideration in the overall evaluation.
  - At the same meeting, Trustees will be given CEO Performance Evaluation forms.
4. Two Weeks after the October Board Meeting:
- Trustees shall complete the CEO Performance Evaluation Forms and forward them to the Board Chair two weeks after the October Board meeting.
  - Once the Board Chair receives the evaluation forms, the Board Chair shall review the forms and create a summary of the evaluations (“Summary”) to give to the CEO and Board at the November Board meeting.
5. November Board Meeting:
- At the November Board meeting, the Board Chair will provide the Summary to the CEO and Board.

- The CEO shall have an opportunity to present and discuss, in executive session, his/her self-evaluation presented to the Board at its October Board meeting.
  - Subsequent to the discussion, the CEO may be excused from the meeting to allow the Board to conduct further discussions.
  - The Board may address the process or compensation negotiation as discussed in further detail in Section D below.
6. December Board Meeting:
- At the December Board meeting, the Board addresses the compensation package, if desired.
  - The Board, as noted above in Section C (1), will also discuss and confirm the CEO business objectives for the upcoming year (if not completed by this date.)
7. It is the Board's intent to complete the evaluation at the November Board meeting and the compensation package at the December Board meeting.

D. Compensation Package

- i. Upon completion of the annual performance evaluation, the Board shall establish the compensation of the CEO for the following year and direct Staff to amend the CEO contract to incorporate the Board approved changes. In doing so, the Board shall adhere to the following guidelines or principles:
- a. The Compensation package should be arrived at initially through a negotiation process involving the Board Chair, or designee, and the CEO. The final decision, however, rests with the Board.
  - b. The Board Chair has discretion to create an ad hoc committee to gather and evaluate data to assist in the compensation process. The Board Chair would be the de facto Chair of any such committee.
  - c. The compensation package established each year should be progressive in that it is not necessarily constrained or dictated by the previous years' practices or general industry practices.
  - d. ACERA's CEO will be granted any and all COLA's that are approved for Alameda County unrepresented management.

- e. Should compensation include a bonus or incentive-based element, the Board will establish with the CEO specific and objective criteria that will serve as the basis for awarding said bonus or incentive element.
  - f. Per the Ralph M. Brown Act, the Board may discuss in closed session whether to authorize the CEO to receive an increase in compensation or benefits, but any discussion on the amount and scope of change to the compensation package will occur in open session, unless the Board consults with its designated negotiator in closed session consistent with Government Code section 54957.6 (see footnote 2).
  - g. Any action on the CEO's compensation and/or benefits must occur in open session at a regular meeting of the Board.
2. Determining the structure of the compensation package, the Board may incorporate the following elements as it deems appropriate:
- a. Salary
  - b. Bonus
  - c. Performance incentives
  - d. Perquisites
  - e. Benefits
  - f. Severance
- E. Transition

Throughout the above process, the Chair of the Board shall establish and maintain a file containing a record of all relevant activities involving the CEO Evaluation Process, including the Chief Executive Officer Performance Evaluation Form, completed individual Evaluation Forms, Summary of Evaluations, etc. Once the Evaluation Process is completed, the Board Chair will provide the Human Resource Officer all relevant documents in a sealed envelope for storage.

## IV. Policy Review

The Governance Committee shall review this policy at least every three (3) years to ensure that it remains relevant and appropriate. The Committee shall make recommendations to the Board concerning any improvements or modifications it deems necessary.

## V. Policy History

- A. The Board adopted this policy on November 18, 1999.
- B. The Board reviewed and adopted this policy, with revisions, on July 20, 2017<sup>1</sup>.

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<sup>1</sup> Adoption date: November 18, 1999. Previous amendment dates, with revisions (except where noted): August 16, 2001; December 18, 2003; May 19, 2005; October 18, 2007; October 15, 2009 (without revisions); December 15, 2011; December 19, 2013; December 17, 2015; and July 20, 2017.

# Humboldt Bay Municipal Water District

## POLICY

### General Manager Evaluation

Cancels:

See Also: TBD

Approved By: Board of Directors

This policy applies to the General Manager Evaluation only. All other staff members have a separate policy.

1. **The** General Manager is the chief executive office position responsible for carrying out the Board of Director's policies, directing District operations, controlling District expenditures, and overseeing all programs and activities of the District. May act as Secretary/Treasurer, and performs other duties as required.
2. **Municipal** Water Code Section 71362. Subject to approval of the Board of Directors, the general manager shall have full charge and control of the maintenance, operation, and construction of the waterworks or waterworks system of the district, with full power and authority to employ and discharge all employees and assistants at pleasure, prescribe their duties, and fix their compensation.
3. **Municipal** Water Code Section 71363. The general manager shall perform such duties as may be imposed on him (her) by the board. He (she) shall report to the board in accordance with such rules and regulations as it may adopt.
4. **The** Board of Directors shall create and approve a General Manager Position Description consistent with Municipal Water Code sections 71362 and 71363. Although the Board retains the discretion to modify the Position Description at any time, as part of the annual evaluation process the Board shall review the Position Description with the General Manager and will confer on any suggested additions or modifications as may be appropriate.
5. **The** Board of Directors shall conduct an annual evaluation of the General Manager by March of each year. This will allow time for salary changes during the budget process if a merit increase is authorized.

BOARD'S ROLE IN  
HUMAN RESOURCES

GENERAL MANAGER EVALUATION CRITERIA

Relationship with the Board  
Keeps board informed of district activities, progress and  
problems  
action  
objectives  
improvement  
attention  
staff

- Receptive to board member ideas and suggestions
- Provides options and sound recommendations for board
- Follows through on board directives
- Facilitates the decision-making process with the board
- Reports to board regularly about progress toward district
- Accepts board criticism as constructive suggestions for
- Follow up on all problems and issues brought to his/her
- Delegates to staff appropriate tasks
- Encourages a team effort between board, management and

Management Skills and Abilities  
accurate record keeping  
fiscal year  
met during past year  
addressed  
operations  
situation and then makes a report of these actions to the board

- Maintains a smooth-running administrative office
- Oversees preparation of agendas, district reports and
- Speaks and writes clearly
- Proposes district goals and objectives prior to each
- Annually provides district report regarding objectives
- Identifies short-term and long-term issues that need to be
- Formulates action plans to implement these issues
- Is progressive in attitude and action
- Consults with attorney on all legal aspects of district
- In cases of emergency or disaster, acts in accordance with

Effective Leadership  
growth opportunities  
immediately and notifies board of these issues

- Hires and retains competent staff members
- Encourages staff development through education and
- Works to maintain high employee morale
- Knows and follows district personnel policies
- Maintains high staff productively
- Contributes to a team effort with staff
- Promotes safety, addresses potentially unsafe issues

GSDA's

Special District  
Leadership Academy



BOARD'S ROLE IN

HUMAN RESOURCES

GENERAL MANAGER EVALUATION CRITERIA CONTINUED

Fiscal Management

- Prepares a balanced budget
- Completes the year with a balanced budget
- Displays common sense and good judgment in business transactions
- Demonstrates knowledge of physical plant operations
- Approves purchases and expenditures within limits of board-approved budget
- Provides information to board regarding purchases and expenditures
- Reports to board regularly regarding financial status of district:
- Supervises district's accounting practices
- Works with auditor to make accounting practices inure efficient

Services to Public Served

- Understands and stays current with the needs of the community served
- Accepts criticism from constituents and responds appropriately
- Notifies board of community/management criticisms

Community and Public Relations

- Represents the district in a positive and professional manner
- Actively promotes the district to the public
- Promotes public understanding of district services available
- Publishes district accomplishments
- Continually evaluates programs and facilities to meet need of community

Personal and Professional Attributes

- Adheres to professional codes of ethics
- Maintains professional and technical knowledge by attending workshops, networking, reviewing publications and participating in professional organizations



# General Manager Performance Evaluation

Employee:	Hire Date:
Classification: General Manager	
Rating Period:	
Type of Review: <input type="checkbox"/> Annual <input type="checkbox"/> Other	

<b>OVERALL PERFORMANCE RATING</b>		
<p><b>Exceeds Standards</b></p> <p>Individual gives valuable service to the District; such performance consistently exceeds what is reasonably expected of the General Manager.</p>	<p><b>Meets Standard</b></p> <p>Individual consistently demonstrates that essential job responsibilities are fully performed as expected from the General Manager.</p>	<p><b>Does Not Meet Standards</b></p> <p>Individual does not consistently meet job responsibilities.</p>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

\_\_\_\_\_  
President, Board of Trustees

\_\_\_\_\_  
Date

\_\_\_\_\_  
Board Member, Immediate Past-President

\_\_\_\_\_  
Date

\_\_\_\_\_  
Board Member, Future President

\_\_\_\_\_  
Date

I hereby certify that I have received this performance evaluation. I understand that my signature does not necessarily mean that I agree with all the ratings or comments.

\_\_\_\_\_  
General Manager

\_\_\_\_\_  
Date

## **PERFORMANCE FACTORS**

### **SECTION A. JOB KNOWLEDGE**

Extent to which General Manager demonstrates job knowledge and is aware of current developments in his/her field.

**1. Understands and Communicates Key Issues Affecting the District** – Extent to which the General Manager understands and communicates current social, political and economic trends and operating problems of mosquito abatement agencies with the Board (i.e., with respect to Federal, State, and Regional, and District level issues).

Exceeds Standards	Meets Standards	Does Not Meet Standards
Effectively anticipates, understands, and identifies issues that the Board needs to be advised. Has the ability to effectively translate complex information into user-friendly terms. Expertly navigates difficult and sensitive situations.	Ability to understand and communicate issues related to the District as expected of a General Manager.	Does not demonstrate ability to understand and/or communicate issues to the Board at the level expected of a General Manager.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**2. Political Awareness** – Extent to which the General Manager is not political, but is politically aware and understands the political issues involved in identifying and setting goals to solve District problems.

Exceeds Standards	Meets Standards	Does Not Meet Standards
Demonstrates outstanding ability to comprehend the “whole picture” of an issue and identify solutions and goals to proactively navigate and address.	Ability to understand issues and identify solutions and goals to resolve as expected of a General Manager.	Does not demonstrate the required level or ability to identify potential and/or current political issues to proactively address.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**3. Industry Knowledge** – Extent to which the General Manager has an overall working knowledge of mosquito abatement districts and industry standards.

Exceeds Standards	Meets Standards	Does Not Meet Standards
Demonstrates significant knowledge of mosquito abatement services, and the industry standards. Using that knowledge, provides guidance to staff to ensure the District serves the public.	Has knowledge of mosquito abatement districts and an understanding of industry standards. Ensures the work done by the District adequately serves the public.	Lacks the level of knowledge regarding mosquito abatement and industry standards to effectively ensure District business is adequately performed.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>SECTION A. JOB KNOWLEDGE RATING SUMMARY</b>		
Extent to which General Manager demonstrates job knowledge and is aware of current developments in his/her field.		
Exceeds Standards	Meets Standards	Does Not Meet Standards
Has well-rounded knowledge in all phases of the job, and possesses willingness to seek subject matter experts as needed. Has exceptional ability in some areas while demonstrating strong expertise within all key areas of responsibilities.	Has knowledge of duties and essential functions to do the job and is competent in performance responsibilities.	Demonstrates significant gaps in knowledge of duties and essential functions or does not demonstrate sustainable performance.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job Knowledge Comments:		

<b>SECTION B. CONSTRUCTIVE RELATIONSHIPS</b>		
Extent to which the General Manager builds internal and external relationships that ensures collaboration.		
<b>1. Working Relationships</b> - Extent to which the General Manager builds effective working relations with the Board.		
Exceeds Standards	Meets Standards	Does Not Meet Standards
Creates a partnership with Board members and Board committees that promotes and maintains the growth of positive collaborative working relationships. Equally responsive and accessible to all Board members. Treats Board members with respect and fairness.	Deals positively with the Board. Establishes and maintains working relations with the Board and Board committees.	Has difficulties working with the Board or does not consistently develop or maintain effective working relationships.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**2. Communication** – Ability to effectively articulate in written and verbal communications with the Board.

Exceeds Standards	Meets Standards	Does Not Meet Standards
Communication is proactive, effective and appropriately communicates with all stakeholders. Demonstrates the ability to communicate assertively without causing negative reactions.	Communicates in a clear and concise manner, both orally and in writing. Demonstrates good judgment in selecting the proper mode of communications.	Struggles to effectively communicate either orally or in writing. Does not actively listen. May have oral or written skills below the expected standard for the General Manager. Communicates in a manner that does not convey a favorable image of the District.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**3. Support in Policy Making** – Extent to which the General Manager adequately supports the Board in its policy making role.

Exceeds Standards	Meets Standards	Does Not Meet Standards
Proactively identifies and brings to the Board’s attention needed policy projects. Works effectively with the Board to identify options and develop policies.	Provides support to Board to identify and resolve policy decisions.	Does not provide needed support to the Board to facilitate policy making.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**4. Public Communication** – Extent to which the General Manager manages channels of communication with the public and partner agencies.

Exceeds Standards	Meets Standards	Does Not Meet Standards
Proactively identifies effective channels of communication regarding District programs and services such as social media, neighborhood meetings, and District web site.	Ensure District programs and services are communicated to the public and partner agencies.	District programs and services are not adequately communicated to the public and partner agencies.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>5. Intergovernmental Collaboration</b> - Extent to which the General Manager promotes the District's collaboration and cooperative relations with other public agencies.		
Exceeds Standards	Meets Standards	Does Not Meet Standards
Demonstrates ability to ensure the District's collaboration with other public agencies that is beyond the performance expected. Ensures staff involvement, as appropriate. Values partner agencies' participation. Promptly and effectively addresses conflicting interests.	Has established-collaborative and cooperative relationships with other public agencies.	Employee fails to create and/or promote a collaborative approach with other public agencies.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>SECTION B. CONSTRUCTIVE RELATIONSHIPS RATING SUMMARY</b>		
Extent to which the General Manager builds internal and external relationships that ensures collaboration.		
Exceeds Standards	Meets Standards	Does Not Meet Standards
Proactively demonstrates the abilities in initiating, building and consistently maintaining internal and external constructive relationships that promote collaboration that benefits the District.	Ensures ongoing collaborative internal and external relationships are established and maintained.	Is not effective in establishing and/or maintaining constructive internal and/or external relationships.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Constructive Relationships Comments:		

<b>SECTION C. LEADERSHIP AND MANAGEMENT</b>		
Extent to which the General Manager exhibits effective leadership and management skills to accomplish the District's mission.		
<b>1. Leadership</b> - The ability of the General Manager to lead the way to an inspiring future with a shared vision based upon the Board's directed organizational goals, policies, and priorities.		
Exceeds Standards	Meets Standards	Does Not Meet Standards
Positively influences outcomes by setting appropriate short and long term goals and strategies for staff that supports the Board's vision for District. Catalyzes the transition from "good to great" results.	Understands the Board's vision for the growth of the District and works with District staff to take supportive actions to support that vision.	Does not demonstrate ability to carry out the Board's vision or is inconsistent in supporting the Board's vision.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>2. Financial Stewardship</b> – Extent to which the General Manager manages the preparation of a budget, manages the established budget and utilizes financial resources efficiently.		
Exceeds Standards	Meets Standards	Does Not Meet Standards
Oversight and management of the budget process and throughout the fiscal year, consistently monitors and anticipates overages in the budget and reacts proactively. Manages financial and material resources; utilizes cost saving measure appropriately.	Leads the budget process and exercises effective cost control. Strives to ensure the District stays within budget. Minimizes the necessity of overtime whenever possible. Management of purchasing regulations and process.	Does not demonstrate appropriate knowledge and management of the budget. budget process, and/or budget management. Consistently is not able to exercise effective cost control.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>3. Human Resources Management</b> – Supports District goals and objectives through human resource management.		
Exceeds Standards	Meets Standards	Does Not Meet Standards
Successfully supports the District’s goals and objectives by providing leadership and management to recruit, develop, and retain highly competent staff. Provides staff opportunities and recognition of their value to the team.	Demonstrates consistent employee management. Personnel issues are handled appropriately and professionally. Recognizes employees and gives them a sense of achievement for a job well done.	Inconsistent in ability to address personnel issues in either a timely or appropriate manner. Employees and/or the team are stagnant in their development.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>4. Strategic Ability</b> – Demonstrates the ability to plan, implement, and manage strategic change through long term planning while allowing for flexibility in changing conditions.		
Exceeds Standards	Meets Standards	Does Not Meet Standards
Successfully aligns District resources and actions to support and carry out the Board’s direction/vision. Consistently exhibits flexibility to quickly and effectively meet changing conditions and capitalize on new opportunities as they arise while still adhering to the vision of the Board.	Directs District resources to support the Board’s direction/vision. Demonstrates the ability to plan and implement strategic change and displays optimism and enthusiasm in meeting challenges.	Inability to effectively manage strategic change to support the Board’s direction/vision or discounts the Board’s direction.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**SECTION C. LEADERSHIP AND MANAGEMENT RATING SUMMARY**

Extent to which the General Manager exhibits effective leadership and management skills to accomplish the District's mission.

Exceeds Standards	Meets Standards	Does Not Meet Standards
Exhibits the ability to be an inspired leader with the ability to inspire and motivate others, while effectively using management skills to administer and ensure District work successfully contributes to the District's mission and vision.	Demonstrates ability to make decisions, provide direction with confidence and to gain commitment from organization to carry out the District's mission and vision.	Does not demonstrate ability to project confidence and authority in area of expertise. Inability to manage a team. Inconsistent in making timely decisions or appropriate decisions.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Constructive Relationships Comments:

**GOALS**

**Rating Period Goals**

*Please note if goals are met.*

**Next Rating Period Goals**

*Please consider adding professional growth goals, which may include training or education.*

**OVERALL PERFORMANCE COMMENTS**



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# Buckingham Park Water District

## POLICY HANDBOOK

ATTACHMENT A: Employee Performance Evaluation Form  
POLICY TITLE: Performance Evaluations  
POLICY NUMBER: 2009

### Buckingham Park Water District Employee Performance Evaluation Form Instruction Sheet

Please follow these instructions for the evaluation process closely. It is a very important step in the development of the employee you are about to evaluate.

1. Fill out the block of information at the top of the evaluation completely.
2. In the two page evaluation there are five categories. In each category think very seriously about the employee's performance over **the entire evaluation period**, whether that is 6 months or 12 months. Do not give an employee a "5 for Outstanding", if the employee has been unsatisfactory for the first 7 months of the year, and only performed well the last 3 months. It is tempting to reward the employee for the last 3 months good performance, but it sends the message that the employee only has to do well between March and May to receive a good evaluation in June.
3. After choosing which category corresponds with the employee's performance, write in by hand, on a printed blank copy, a short explanation of why you feel that way. This simple sentence may cause you to second guess your decision.
4. Meet with the employee you are evaluating. You may want to give the employee a blank evaluation to fill out prior to this meeting, giving you some idea of how close, or far apart both of your opinions are.
5. Fill out the "overall ranking" completely following those instructions. This should only be 50% of the evaluation, the other 50% will be based on cost of living and seniority in the same job title.

# Buckingham Park Water District



**Employee Name** \_\_\_\_\_

**Job Description** \_\_\_\_\_

**Hire Date** \_\_\_\_\_

**Evaluation Date** \_\_\_\_\_

**Person Conducting Evaluation** \_\_\_\_\_

**Title** \_\_\_\_\_

**Employee  
Performance  
Evaluation  
Form**

**Quality of Work:** Work is performed accurately and timely. Work is consistent, thorough and complete.

- 5 Outstanding
- 4 Exceeds Expectations
- 3 Meets Expectations
- 2 Improvement Needed
- 1 Unacceptable

**Quantity of Work:** Amount of work performed on a daily basis is appropriate for job function.

- 5 Outstanding
- 4 Exceeds Expectations
- 3 Meets Expectations
- 2 Improvement Needed
- 1 Unacceptable

**Job Knowledge:** Employee is knowledgeable of all aspects of duties related to his/her position.

- 5 Outstanding
- 4 Exceeds Expectations
- 3 Meets Expectations
- 2 Improvement Needed
- 1 Unacceptable

**Communication:** Employee effectively communicates with co-workers and customers of the District.

- 5 Outstanding
- 4 Exceeds Expectations
- 3 Meets Expectations
- 2 Improvement Needed
- 1 Unacceptable

**Behavior:** Employee conducts himself/herself in a manner, which is courteous and respectful to other employees and District customers.

- 5 Outstanding
- 4 Exceeds Expectations
- 3 Meets Expectations
- 2 Improvement Needed
- 1 Unacceptable

**Overall Ranking**

Below select the overall ranking of the individual's Performance Evaluation. The reviewer may also add more comments supporting the ranking, or add performance goals and criteria for the upcoming review period.

<input type="checkbox"/>	5	Outstanding- Employee has been exceptional for the entire evaluation period requiring little or no guidance, accomplishing all goals, and completing work meeting the highest standards.
<input type="checkbox"/>	4	Exceeds Expectations- Employee has done more than expected for the entire evaluation period and accomplishing most of the goals established to a very high standard.
<input type="checkbox"/>	3	Meets Expectations- Employee has accomplished the work that he/she is given to an acceptable level.
<input type="checkbox"/>	2	Improvement needed- Employee has not completed work to an acceptable level and consistently does not meet standards.
<input type="checkbox"/>	1	Unacceptable- Employee's work and work habits are very poor and in most areas has scored an unacceptable rating.

*\* If Needs Improvement is checked reviewer should set specific performance goals and criteria to be met, and schedule a three to six (3 to 6) month review of the employee's progress.*

Comments/Goals:

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*Employee's Acknowledgment*

*Date*

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*Evaluator's Signature*

*Date*