
2. Review Draft Council Survey Options
   a. Prior model
   b. Executive Competencies model

3. Other Thoughts/Feedback/Direction for 2020
**City of Palo Alto**  
**2020 CAO Performance Evaluation Process**  
*(As of June 9, 2020)*

**Project:**

Conduct annual performance evaluations for City Manager Ed Shikada, City Attorney Molly Stump, and City Clerk Beth Minor. This includes evaluating each employee’s performance for 2019-2020 and establishing goals for 2020-2021. Below is a summary of tasks and associated timelines to complete this project.

<table>
<thead>
<tr>
<th>Task</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Process meeting with Council Subcommittee.</td>
<td>Week of June 16th</td>
</tr>
<tr>
<td>Initial Interview with each CAO and Consultant to outline desired outcomes of the process.</td>
<td>TBD</td>
</tr>
<tr>
<td>Initial Interview with Council Subcommittee and Consultant to outline desired outcomes of the process.</td>
<td>TBD</td>
</tr>
<tr>
<td>Direct Report Survey or Interviews – <strong>Consultant to confirm with the Subcommittee if this step is desired for 2020.</strong></td>
<td>Direct Report survey to launch XX – XX</td>
</tr>
<tr>
<td>CAO Self-assessment. <em>This step may not be necessary; Consultant can prepare summaries of each CAO interview desired outcomes as the focus.</em></td>
<td>Due to MRG XX</td>
</tr>
</tbody>
</table>
| Receive Council Input. *Again, this is if the Council is interested in surveys for 2020. If not, Consultant can develop talking points for Closed Sessions below to facilitate a directed discussion among the Council and each CAO based on desire outcomes identified through the initial interviews.* | MRG to mail packets to Council member’s homes by XX  
MRG to launch online Council survey XX  
Consultant conducts Council Interviews XX - XX |
| Draft Preliminary Summaries.                                         | MRG to complete XX thru XX                         |
| Conduct Closed Session #1 with Council only (2 days max for all 3 CAOs) | TBD; City Clerk will assist w/scheduling           |
| Consultant facilitates Council discussion and develops consensus on draft CAO directives |                                                     |
| Conduct Closed Session #2 Council and each CAO (2 days max for all 3 CAOs) | TBD; City Clerk will assist w/scheduling           |
| Consultant facilitates Council discussion to finalize directives and establish goals. |                                                     |
| Conduct Open Session for CAO Committee to Debrief 2020 Process (optional) | As determined by the City Council                 |

*The annual Compensation Survey is waived this year due to current economic circumstances.*
Performance Evaluation Process
Self-Evaluation Considerations and Guidelines

Purpose:
The purpose of this document is to provide assistance to Appointed Officials in preparing a self-evaluation for the annual performance evaluation process. Use of this document is optional.

Considerations in Preparing Your Self-Evaluation:
The performance evaluation between the City Council and the Appointed Official is an important conversation. The self-evaluation is your opportunity to share with the Council your perspective about how things are going.

A self-evaluation can cover a lot of territory. It is important to remain focused and strategic in what and how much you cover. Think about the self-evaluation as the foundation for your “talking points” during the actual performance review session. Think about what the Council will be considering as they rate your performance through the online survey (e.g., the executive competencies; performance criteria for your position; your previous year evaluation and goals, major circumstances which changed your priorities over the review period; etc.). Think about what happened in last year’s review, the feedback you received, and the goals that were established. Think about telling your story in a way that will foster understanding and create the basis for a dialog about what is important to you in the performance of your duties.

Some examples of areas to cover include:
1) What your evaluation is of your performance over the prior year, including progress on established goals, unanticipated events and their impact on established goals, changes in workload priorities, etc.
2) What you believe the Council should know about the strengths, weaknesses, opportunities and threats of/to the organization, the City government and the Community.
3) What your reflections are about the summary results from the direct reports feedback survey, and your action plan and recommendations for addressing their input.
4) What you need from the Council (and others) in order to do your job effectively, and if there are any “gaps” that need to be addressed.
5) What the Council can expect from you.
6) What you see as the priorities for the next year.
7) Issues and trends of strategic importance that should be kept front and center.

Format and length of the document are important to consider. It should be readable and hold the Council’s attention. Written communication techniques such as the use of key themes, bolded headings, bulleted and/or short statements, and the use of attachments for support materials are all effective techniques.
The following is the on-line evaluation instrument that seeks your individual input on the leadership and management competencies of the Palo Alto City Manager.

Incumbents are rated on a scale as follows:

- Exceptional: Exceeds standards on a consistent basis
- Highly competent: Generally exceeds standards and requirements
- Competent: Expected performance level
- Needs improvement: Does not consistently meet standards
- Poor: Consistently deficient in meeting most standards

Please choose the appropriate rating of each performance category and include examples of successes and opportunities for improvement in comments section.

Indicators of positive traits of the City Manager's overall Vision and Strategy for Palo Alto:

a. Supports the development of the Council's vision; communicates and fosters it throughout the organization and within the community.
b. Supports Council's development of a City-wide strategy.
c. Strikes the right balance of dealing with day-to-day demands vs. attending to long-term strategic interests of the City.
d. Encourages the City to tackle difficult, but necessary, long-range challenges.
e. Prevents crises whenever possible but responds to crises when necessary.

1. Please assess the City Manager on his overall vision and strategy for Palo Alto.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2. Comments on the City Manager's overall vision and strategy for the City - provide examples of areas of strength and areas for development.

   ```
Palo Alto City Manager Evaluation 2020

Council Relations

Indicators of positive traits for Council Relations:

a. Identifies problems and recommends solutions.
b. Keeps Council members appropriately and equally informed and does so in a timely manner.
c. Assures Council has access to information when needed.
d. Understands and acts on Council agreed-upon priorities
e. Demonstrates the appropriate level of leadership/participation during Council meetings.
f. Assures that staff members' participation at Council meetings demonstrates adequate preparation, clear analysis and appropriate participation.
g. Demonstrates the ability to listen to performance feedback and translate that feedback into action.
h. Is respectful, yet forthright in interacting with Council.

3. Please rate the City Manager on his overall relationship with the City Council.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4. Comments on the Council relations - provide examples of areas of strength and areas for improvement.


Palo Alto City Manager Evaluation 2020

Public Relations (includes Community, Stakeholders and Key Partners)

Indicators of positive traits for Public Relations:

a. Listens openly to public request and suggestions.
b. Is responsive to requests from the public, within the context of the job responsibilities.
c. Manages boundaries and expectations well.
d. Is engaged and committed to building and sustaining community by fostering strong bonds among different interests and stakeholders and the City.
e. Does a good job in representing of Palo Alto's interests when negotiating with key stakeholders (e.g., government organizations at the local, regional, state, and federal level; boards and agencies, school districts, Stanford University, the Chamber of Commerce, friends' groups, and other organizations).
f. Is visible and present in the community.
g. Is a good representative of the City and a capable communicator.

5. Please rate the City Manager on his overall public relations.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

6. Comments on the City Manager's public relations - provide examples of areas of strength and areas for improvement.

---

Palo Alto City Manager Evaluation 2020

Leadership

Leadership is defined through the following sub-elements and positive traits:

A. Executive Leadership
   a. Exercises sound judgment.
   b. Sets and models high ethical standards.
   c. Represents the city well as its chief executive.
   d. Promotes mutual respect and is effective in acting as part of the team.
   e. Effectively manages in an environment of conflicting values and opinions.
   f. Moves the organization forward through planning and effective change management.
   g. Can build consensus and negotiate differences.

B. Staff Leadership and Organizational Culture
   a. Models and leads through mission, values and personal example.
   b. Attends to the creation and maintenance of a positive work environment (e.g., through open and regular communication, teamwork, cross-departmental collaboration and employee participation and recognition).
   c. Coaches staff members and assures that employees are engaging in professional development and growth.
   d. Is respected and trusted by staff.

7. Please rate the City Manager on his overall leadership.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>
8. Comments on the City Manager's leadership - provide examples of areas of strength and areas for improvement.

---

Palo Alto City Manager Evaluation 2020

Management

Indicators of positive traits for City Management:

a. Assures that day-to-day City Operations are being managed effectively and efficiently.
b. Effectively assures competent budget development, execution, and financial controls and monitoring. Attends to the long-term financial health of the City.
c. Fosters the right balance of creativity and innovation with getting things done.
d. Assures that there are clear staff goals and accountability to those goals.
e. Fosters high performance and continuous improvement among staff and in all City operations.
f. Advances the use of technology in the delivery of city services.
g. Builds and sustains a strong and capable organization through recruiting and retaining employees, managing employee and organizational performance, reducing unnecessary bureaucracy, fostering balanced and considered risk-taking and building a culture of service and responsibility.
h. Fosters competent and accountable personnel management in the organization.

9. Please rate the City Manager on his overall management.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

10. Comments on the City Manager's management - provide examples of areas of strength and areas for improvement.

---

Palo Alto City Manager Evaluation 2020

Professional Contribution and Development
Indicators of positive traits of Professional Contribution and Development:

a. Is a respected and recognized leader in his field; makes contributions, within a reasonable and prudent level, in the world of local government and public affairs.
b. Continuously learns and improves his own capability.

11. Please rate the City Manager on overall professional contribution and development.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

12. Comments on the City Manager's professional contribution and development - provide examples of success and areas for improvement.

Palo Alto City Manager Evaluation 2020

Goals Set for the 2018-2019 Year [UPDATE]:

The following goals for the City Manager were identified by Council:

[INSERT NEW GOALS]

1. Advancing Council Priorities
2. Reestablishing Expectations of Community Engagement
3. Organizational Resilience
4. Managing Ongoing and Emergent Issues
5. Council Communications
6. ELT Competencies

13. Please rate the City Manager on his overall fulfillment of established goals:

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>
14. Comments on the City Manager’s success at accomplishing established goals:

15. List top 3 achievements or positive contributions of the City Manager for the last 12 months.

16. List top 3 areas for improvement or of concern about the City Manager’s performance over for the last 12 months.

17. Please rate the City Manager on his OVERALL performance for 2019-2020:

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

18. Suggested City Manager goals for 2020-2021, taking into consideration the proposed goals in the City Manager’s self-assessment:

19. Please provide any other comments you wish to share about the City Manager that were not addressed in the survey.
The following is the on-line evaluation instrument that seeks your individual input on the leadership, management and legal competencies of the Palo Alto City Attorney.

Incumbents are rated on a scale as follows:

Exceptional: Exceeds standards on a consistent basis
Highly competent: Generally exceeds standards and requirements
Competent: Expected performance level
Needs Improvement: Does not consistently meet standards
Poor: Consistently deficient in meeting most standards

Please choose the appropriate rating of each performance category and include examples of successes and opportunities for improvement in the comments section.

Indicators of positive traits for Council Relations:

a. Does a good job of researching and responding to Council calls, questions, and inquiries.
b. Demonstrates the appropriate level of preparation for Council meetings.
c. Demonstrates the appropriate level of leadership/participation during Council meetings (e.g., expressing an opinion, offering suggestions, listening/talking when appropriate to do so).
d. Understands and acts on Council agreed-upon priorities.
e. Demonstrates the ability to listen to performance feedback and translate that feedback into action. Demonstrates actions that encourage mutual honesty, respect, and trust.

1. Please rate the City Attorney on her overall relations with the City Council.
2. Comments on the City Attorney/City Council relations - provide examples of areas of strength and areas for improvement.

Indicators of positive traits for Public Relations:

a. Listens openly to public request and suggestions.
b. Is responsive to requests from the public, within the context of the job responsibilities.
c. Is a good representative of the City.

3. Please rate the City Attorney on her overall public relations.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

4. Comments on the City Attorney's public relations - provide examples of areas of strength and areas for improvement.

Palo Alto City Attorney Evaluation 2020

Leadership

Leadership is defined through the following sub-elements and positive traits:

A. Leadership in the Organization
   a. Exercises sound judgment.
   b. Models good leadership with staff and in the role as a department director.
   c. Prevents crises when possible but responds to crises when necessary.
   d. Demonstrates good interpersonal skills.
   e. Effectively manages outside Counsel to achieve positive results.
f. Works effectively with Departments to collaboratively solve problems.

B. Leadership in the Department
a. Attends to the creation and maintenance of a positive work environment (e.g., through employee recognition, an environment of openness, and regular communication).
b. Fosters teamwork among staff members.
c. Assures that employees are engaging in professional development (e.g., through coaching, targeted work environments, internal/external training, professional conferences and other learning opportunities).

5. Please rate the City Attorney on her overall leadership.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

6. Comments on the City Attorney's leadership - provide examples of areas of strength and areas for improvement.


Palo Alto City Attorney Evaluation 2020

Management

Indicators of positive traits for Management:

a. Competently manages the day-to-day business of the City's full-service law office.
b. Assures the development of clear staff work plans and holds staff accountable to those work plans.
c. Effectively assures competent budget development, execution, and financial controls and monitoring.
d. Attends to the long-term financial health of the City through efficiency improvements such as managing the expenses of outside Counsel.
e. Demonstrates the ability to recruit and manage high quality, diverse applicants.
f. Demonstrates the ability to retain high performers within limits of control (e.g., within the confines of pay scales, job proximity, and family/personal factors that can lead to employee turnover).
g. Engages in personnel issues appropriately.
h. Encourages high performance and continuous improvement among staff and in all City operations.

7. Please rate the City Attorney on overall management.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
8. Comments on the City Attorney's management - provide examples of areas of strength and areas for improvement.

Palo Alto City Attorney Evaluation 2020

Technical Competence and Professional Development

Indicators of positive traits for Technical Competence and Professional Development:

a. Demonstrates an understanding of the City's business operations and goals.
b. Provides legal advice to Council, the City Manager, and the City management staff that is timely, accurate, understandable and usable.
c. Remains neutral with respect to policy/political matters.
d. Identifies alternatives to advance goals of Council/CM/Department heads/staff while reducing legal risk. Proactively identifies legal issues and risks.
e. Identifies and resolves issues at the earliest feasible opportunity.
f. Reviews and manages City lawsuits and claims appropriately.
g. Collaborates effectively with City Manager and department directors to resolve City legal issues.
h. Engages in professional development/learning activities to keep abreast of new developments in her field and continue to build skills.

9. Please assess the City Attorney on overall technical competence and professional development.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

10. Comments on the City Attorney's overall technical competency and professional development - provide examples of areas of strength and areas for development.

Palo Alto City Attorney Evaluation 2020

Goals Set for the 2019-2020 Year:
Council Goals:

1. Grade Separations: As noted above, this complex project will continue to be a high priority for the City. A variety of legal work will be needed to support decision making and implementation of project elements, such as funding, engineering, CEQA, etc.

2. November 2020 Election: As noted above, the November 2020 election is likely to feature at least one significant measure. The City Attorney's Office plays a significant role in supporting the Council and ensuring compliance with elections procedures.

3. Infrastructure Plan execution: As noted above, numerous infrastructure projects are underway or moving towards construction. We should continue to work diligently to support plan implementation and avoid disputes.

4. Resolve or Manage Potential and Actual Disputes: In the coming year, we should focus on resolving or managing key litigation, potential personnel disputes (Auditor's Office), and high-stakes development applications (Castilleja, President Hotel).

5. Succession Planning: In order to continue “bench stability”, initiate succession planning discussions with the City Attorney for positions of leadership within the department, including multiple candidates if possible.

6. Reporting: Amend or add to existing reporting and updates about legal matters, issues, and outcomes of significance. Examples include: 1) Amend litigation report (matrix) in a way that sorts the more significant from less significant items and include information to help convey why the item is so categorized (e.g., financial information, City’s strategic legal stance; 2) Claims; 3) Desired workplan and progress achieved, and 4) More use of confidential e-mail updates.

7. Boards and Commissions: Council would like the City Attorney (and City Manager) to assist and support the Council to develop a suite of initiatives that would improve the effectiveness of the City's Boards and Commissions. The vision is to create more professional and higher quality boards and commissions overall. The Council would like the Attorney's office to help Boards and Commissions to improve their knowledge/performance regarding legal issues, ethical standards, process, and effectiveness. The project would also ensure that there are training and coaching for staff members who support Boards and Commissions. This could be a multi-department effort led by the City Attorney and City Manager under the direction and guidance of the City Council.

8. Challenging Issues that Require Close Management:
   a. Fire union arbitration.
   b. Continue post-Comp Plan implementations.
   c. Support planning and development of the North Venture Development Plan.
   d. Take leadership on ordinances to support 5G and Fiber to the Premises/Node in ways that are aesthetically pleasing, cost-effective, and fair.
   e. Responding as needed to State and Federal mandates.

11. Please rate the City Attorney on her overall fulfillment of established goals and ongoing expectations:

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
12. Comments on the City Attorney’s success at accomplishing established goals and on-going expectations:

13. Please rate the City Attorney on her OVERALL performance for 2019-2020:

   Exceptional  Highly Competent  Competent  Needs Improvement  Poor

14. List top 3 achievements or positive contributions of the City Attorney for the last 12 months.

15. List top 3 areas for improvement or of concern about the City Attorney’s performance over the last 12 months.

16. Suggested City Attorney goals for 2020-2021:

17. Please provide any other comments you wish to share about the City Attorney.
The following is the on-line evaluation instrument that seeks your individual input on the leadership, management and technical competencies of the Palo Alto City Clerk.

Incumbents are rated on a scale as follows:

Exceptional: Exceeds standards on a consistent basis
Highly competent: Generally exceeds standards and requirements
Competent: Expected performance level
Needs Improvement: Does not consistently meet standards
Poor: Consistently deficient in meeting most standards

Please choose the appropriate rating of each performance category and include examples of successes and opportunities for improvement in comments section.

Indicators of positive traits for Council Relations:

a. Responds to Council requests with accuracy and in a timely manner.
b. Understands and acts on Council agreed-upon priorities.
c. Demonstrates the appropriate level of leadership/participation during Council meeting.
d. Demonstrates the ability to listen to performance feedback and translate that feedback into action.
e. Actions encourage mutual honesty, respect and trust.

1. Please rate the City Clerk on overall Council relations.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2. Comments on the City Clerk's Council relations - provide examples of areas of strength and areas for improvement.
Palo Alto City Clerk Evaluation 2020

Public Relations (includes Community, Stakeholders and Key Partners)

Indicators of positive traits for Public Relations:

a. Appropriately visible and accessible to the public.
b. Willing to listen openly to public requests and feedback.
c. Responsive to requests from the public, within the context of her charter and the law.
d. Perceived as neutral by the public, staff, and the Council while still upholding the law.
e. Is a good representative of the City.

3. Please rate the City Clerk on overall public relations.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

4. Comments on the City Clerk's public relations - provide examples of areas of strength and areas for improvement.

[Blank space for comments]

Palo Alto City Clerk Evaluation 2020

Leadership

Leadership is defined through the following sub-elements and positive traits:

A. Leadership in the Organization
   a. Exercises sound judgment.
   b. Strikes the right balance of dealing with day-to-day demands vs. attending to long-term strategic interests of the City and/or her scope of accountability.
   c. Prevents crises when possible but responds to crises when necessary.
   d. Demonstrates good interpersonal skills.
   e. Can build consensus and negotiate differences when the situation calls for doing so (e.g. in agenda development and records management).
   f. Brings the right balance of creativity and innovation to the job. Is proactive in looking at process improvements.

B. Leadership in the Department
a. Models good leadership with her staff members.
b. Attends to the creation and maintenance of a positive work environment (e.g., through employee recognition, an environment of openness, and regular communication).
c. Coaches staff members and assures that employees are engaging in professional development.

5. Please rate the City Clerk on overall leadership.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

6. Comments on the City Clerk as a leader - provide examples of areas of strength and areas for improvement.

Palo Alto City Clerk Evaluation 2020

Management

Indicators of positive traits for Management:

a. Effectively assures competent budget development and monitoring.
b. Demonstrates the ability to recruit and manage high quality, diverse applicants.
c. Demonstrates the ability to retain high performers within limits of control (e.g., within the confines of pay scales, job proximity and family/personal factors that can lead to employee turnover).
d. Assures the development of clear staff goals and holds staff accountable to those goals.
e. Encourages high performance and continuous improvement.
f. Engages in personnel issues appropriately (e.g. avoids micromanagement but intervenes when people need help).

7. Please rate the City Clerk on overall management.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

8. Comments on the City Clerk's management - provide examples of areas of strength and areas for improvement.
Technical Competence and Professional Development

Indicators of positive traits for Technical Competence and Professional Development:

a. Ensures fair and accurate elections.
b. Competently manages City records.
c. Teaches other departments how to develop agendas, minutes, resolutions and ordinances.
d. Effectively manages the Boards and Commissions recruitment process.
e. Adheres to the Fair Political Practice Commission requirements (e.g., filings, campaign expenditure reports, economic interest reports).
f. Stays current on legalities and emerging legal issues.
g. Engages in professional development/learning activities to keep abreast of new developments in her field and to continue to build skills (see summary of professional development time spent during performance period in self-evaluation).

9. Please assess the City Clerk on technical competence and professional development.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

10. Comments on the City Clerk’s overall technical competence and professional development - provide examples of areas of strength and areas for development.

The following goals for the City Clerk were identified by Council:

1. Provide a monthly update to Council about key issues in the City Clerk’s Office so that the lines of communication between the City Council and City Clerk are kept open and there are no surprises. Include information such as:
   a. Communication on progress on goals, including issues that might impede goal attainment (e.g. status of the Council Chambers project).
   b. Updates on items of interest (e.g. staffing changes).
   c. Metrics of significance will help Council to better understand the more impactful requests of the
City Clerk’s Office from the public (e.g. public information requests).
d. Other updates and information as relevant.

2. Improve Council calendaring system and communication with Council about scheduling (e.g. communicating doodle poll results, schedule additions and changes, closing the loop on scheduling changes in a timely way, alerting Council Committee alternates about the need to attend meetings, etc.). Maximize the use of on-line calendaring to improve efficiency for the Council and for staff. Assist Council to have their unique calendaring needs addressed with IT. Ensure that the Council is aware of what the City Clerk needs from them in order to make the calendaring process as effective as possible.

3. Improve Council travel expense reporting and reimbursement process and system (e.g. improve quality control, clarify expense policy parameters, etc.).

4. Work with Public Works and IT to complete the Council Chambers project. Ensure that the Council is informed of the project timeline and progress.

5. Establish a new process for Councilmembers who must dial into a Council meeting from an offsite location. The process will have Councilmembers self-certify for the file that the Brown Act requirements have been followed.

6. Ensure that the 2020 Election and Initiative process is managed proactively and well.

7. Continue to build relationships with Councilmembers and provide service to them that is timely and consistent (e.g. handling of Council meeting call-in process, timely response to Council inquiries, etc.) This is an on-going expectation.

8. Ensure effective staff management
   a. Continue to reassess and reassign staff duties. Ensure management staff are performing management level tasks.
   b. Ensure the new Deputy City Clerk is fully trained.
   c. Train Deputy City Clerk in Council travel and reimbursements.

9. Contribute to ensuring that Council receives quality and timely staff work from the City organization.
   a. Continue to work with the City Manager’s Office to proceed with the Policy and Services Committee to update the Report Writing Manual.
   b. Continue to work with the City Manager to ensure agenda reports are completed on time to meet packet deadline.

10. Continue work on auditing offsite records for completeness and destruction.


12. Emphasize succession planning.

11. Please rate the City Clerk on her overall progress of established goals:

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
12. Comments on the City Clerk's progress on accomplishing established goals:


13. Please rate the City Clerk on OVERALL performance for 2019-2020:

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

14. List top 3 achievements or positive contributions of the City Clerk for the last 12 months.


15. List top 3 areas for improvement or of concern about the City Clerk's performance over the last 12 months.


16. Suggested City Clerk goals for 2020-2021, taking into consideration the proposed goals in the City Clerk's self-assessment:


17. Please provide any other comments you wish to share about the City Clerk.


The following is the online evaluation instrument that seeks your individual input on the City of Palo achievement of the Executive Competencies by the City Manager.

Incumbents are rated on a scale as follows:

Exceptional: Exceeds standards on a consistent basis  
Highly competent: Generally exceeds standards and requirements  
Competent: Expected performance Level  
Needs improvement: Does not consistently meet standards  
Poor: Consistently deficient in meeting most standards

Please choose the appropriate rating of each performance category and include examples of successes and opportunities for improvement in the comments section.

Please rate the CAO on the achievement of the following Overarching Competencies:

1. Please rate the CAO on Integrity/Honesty – Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high standards of ethics.
2. Please rate the CAO on **Public Service Motivation** – Shows a commitment to serve the community. Ensures that actions meet public needs; aligns organizational objectives and practices with public interests.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

3. Please rate the CAO on **Purposeful Optimism** – Demonstrates the ability to genuinely and thoughtfully articulate the potential positive outcomes of organizational efforts, mindful of the relationship between a leader's outlook and the organization's outcomes.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

4. Please rate the CAO on **Communication** – Makes clear and convincing oral and written presentations and interactions with poise and credibility. Listens actively and with an open mind. Communicates effectively in all directions: up, down, and across the organization as well as outwardly to external audiences.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

5. Please rate the CAO on **Self-Awareness** – Recognizes personal motivators, likes and dislikes, and how these can be communicated to others. Maintains a sensitivity to potential weaknesses created by such expressions as well as implicit biases and pursues self-development.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

6. Comments on the CAO's Overarching Competencies.

---

**MRG**

**Palo Alto City Manager Executive Competencies Evaluation 2020**

**Leading Change**

Please rate the CAO on the achievement of Leading Change.
7. Please rate the CAO on **Creativity and Innovation** – Develops new insights into situations; questions conventional approaches; encourages and welcomes new ideas and innovations; designs and implements new or cutting-edge programs/processes. Takes calculated risks to accomplish organizational objectives, involving and supporting others in doing so responsibly.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

8. Please rate the CAO on **External/Community Awareness** – Understands the history and traditions of Palo Alto and keeps up-to-date on community issues and regional, state and national policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the community and the broader external environment.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

9. Please rate the CAO on **Strategic Thinking** – Formulates objectives and priorities and implements plans consistent with long-term interests of the organization and the community in a changing world. Capitalizes on opportunities and manages risks.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

10. Please rate the CAO on **Resilience** – Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

11. Comments on the CAO's competency for Leading Change.

[Blank space for comments]
Please rate the CAO on the achievement of Leading People & Building Coalitions.

12. Please rate the CAO on **Conflict Management** – Encourages creative tension and healthy debate over differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

13. Please rate the CAO on **Leveraging Diversity** – Fosters inclusiveness, where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization and celebrates diversity as an asset.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

14. Please rate the CAO on **Technical and Technological Credibility** – Understands and appropriately applies principles, practices, and regulations related to specialized expertise, and relationship to leadership with staff and community stakeholders. Keeps up-to-date and makes effective use of technological developments to achieve organizational results.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

15. Please rate the CAO on **Developing Team and Individuals** – Develops others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods. Inspires and fosters team commitment, spirit, pride, camaraderie and trust. Facilitates cooperation and motivates team members to support each other and accomplish group goals.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

16. Please rate the CAO on **Partnering** – Develops networks and builds alliances, collaborates across organizational or other boundaries to build strategic relationships and achieve common goals. Operates from a community-wide and a corporate/enterprise-wide leadership perspective rather than consistently advocating for the siloed interests of one’s own areas of responsibility. Navigates roles and responsibilities to effectively respect those of others and fulfill one’s own.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

4
17. Please rate the CAO on Interpersonal Skills – Treats others with courtesy, sensitivity, and respect. Earns trust through transparency and authenticity. Welcomes suggestions and constructive criticism. Considers and responds appropriately to the needs and feelings of different people in different situations.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

18. Please rate the CAO on Influence & Negotiation – Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>


Please rate the CAO on the achievement of creating a Public Service Environment & Results Driven Performance.

20. Please rate the CAO on Political Savvy – Perceives and adapts to conflicts in values that impact the community and the work of the organization. Distinguishes between public policy and public administration. Recognizes organizational and political realities and acts accordingly.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
21. Please rate the CAO on **Accountability** – Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets, and communicates priorities, delegates, and monitors work. Accepts responsibility for mistakes. Complies with established control systems and rules.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

22. Please rate the CAO on **Constituent Service Motivation** – Anticipates the needs of both internal and external stakeholders. Delivers high-quality products and services; is committed to continuous improvement. Models and promotes courteous behavior.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

23. Please rate the CAO on **Decisiveness and Consensus-based Decision-making** – Makes well-informed, effective, and timely decisions, even when data are limited, or solutions produce unpleasant consequences; demonstrates the ability to balance directive and consensus-based approaches given impact and implications of decisions.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

24. Please rate the CAO on **Problem Solving** – Proactively monitors and evaluates the performance of products/services, processes, projects, and people; identifies and analyzes potential or existing problems; seeks input from others; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

25. Please rate the CAO on **Financial Management** – Understands the organization’s financial processes. Prepares, justifies, and administers budget. Oversees procurement; contracting; facility, equipment and supply management to achieve desired results. Monitors expenditures and service delivery using cost-benefit thinking to set priorities and maximize productivity.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

26. Please rate the CAO on **Human Capital Management** – Builds, manages and engages the workforce based on organizational goals, budget considerations, and staffing needs. Understands the values and constraints of the City’s Merit Rules and labor agreements. Ensures that employees are appropriately recruited, selected, trained, coached, appraised, recognized and rewarded; takes action to address performance problems.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>
27. Comments on the CAO’s competency for creating a Public Service Environment & Results Driven Performance.

The following goals for the City Manager were identified by Council:

1. Advancing Council Priorities. Completing planned work on the four Council priorities alone will be a significant undertaking. In particular, the interplay between grade separation community planning and revenue measure outreach will require careful and ongoing management of both the pace of work and the expectations of stakeholders. Moving from ‘community awareness’ to ‘community support’, as our focus transitions from evaluating alternatives to funding the plan, will require a high level of focus and coordination.

2. Reestablishing Expectations of Community Engagement. There are understandable confusion and dissatisfaction with the methods by which the City informs neighbors of an upcoming project, solicits their input on decisions, and engages them in the outcome. During this upcoming year, I would like to establish new expectations for community engagement, including how City projects and programs are developed.

3. Organizational Resilience. A number of systems are outdated and in need of a refresh. Beyond simply purchasing software or hiring a consultant, however, the efforts will require significant ongoing resources:
   - Complete ELT recruitments
   - Workforce retention strategies
   - Workflow system overhaul
   - Professional development

4. Managing Ongoing and Emergent Issues. As with the past year, we must be prepared to handle incoming issues that require urgent attention. While each of our ELT members may have a role in handling emergent needs, in particular, the Assistants to the City Manager provide a unique "utility player" role as well as important professional development opportunities.

5. Council Communications. I would like to thank each of you for making the time to meet with me on a regular basis. While we carry quite a load with council meetings and ongoing written communications, our one-on-one meetings are invaluable for allowing me to share upcoming
topics and gain your insights on these as well as other ongoing issues.

6. ELT Competencies. Finally, I have attached the current version of "City of Palo Alto Executive Competencies." A prior draft was shared with the Council Appointed Officers Committee as a potential guide for future city manager evaluations. I welcome your feedback on the competencies described on the sheets. This guide was created as a development tool for our ELT and reflects my personal values and expectations of the skills our team can deploy for the range of issues the City of Palo Alto may encounter. I would like to test its applicability to both the city manager and ELT, and use it as an outline of the approaches we are all capable of demonstrating in service to Palo Alto. As the leader of the team, I should be expected to have mastered most (if not all) of the competencies, while of course recognizing that I'm only human!

28. Please rate the City Manager on his overall fulfillment of established goals:

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

29. Comments on the City Manager's success at accomplishing established goals:


30. List top 3 achievements or positive contributions of the City Manager for the last 12 months.


31. List top 3 areas for improvement or of concern about the City Manager's performance over for the last 12 months.


32. Please rate the City Manager on his OVERALL performance for 2019-2020:

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>
33. Suggested City Manager goals for 2020-2021, taking into consideration the proposed goals in the City Manager's self-assessment:

34. Please provide any other comments you wish to share about the City Manager that were not addressed in the survey.
The following is the online evaluation instrument that seeks your individual input on the City of Palo achievement of the Executive Competencies by the City Attorney.

Incumbents are rated on a scale as follows:

- **Exceptional**: Exceeds standards on a consistent basis
- **Highly competent**: Generally exceeds standards and requirements
- **Competent**: Expected performance Level
- **Needs improvement**: Does not consistently meet standards
- **Poor**: Consistently deficient in meeting most standards

Please choose the appropriate rating of each performance category and include examples of successes and opportunities for improvement in the comments section.

---

Please rate the CAO on the achievement of the following Overarching Competencies:

1. Please rate the CAO on **Integrity/Honesty** – Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high standards of ethics.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>🍁</td>
<td>🍁</td>
<td>🍁</td>
<td>🍁</td>
<td>🍁</td>
</tr>
</tbody>
</table>

---
2. Please rate the CAO on **Public Service Motivation** – Shows a commitment to serve the community. Ensures that actions meet public needs; aligns organizational objectives and practices with public interests.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

3. Please rate the CAO on **Purposeful Optimism** – Demonstrates the ability to genuinely and thoughtfully articulate the potential positive outcomes of organizational efforts, mindful of the relationship between a leader's outlook and the organization's outcomes.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

4. Please rate the CAO on **Communication** – Makes clear and convincing oral and written presentations and interactions with poise and credibility. Listens actively and with an open mind. Communicates effectively in all directions: up, down, and across the organization as well as outwardly to external audiences.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

5. Please rate the CAO on **Self-Awareness** – Recognizes personal motivators, likes and dislikes, and how these can be communicated to others. Maintains a sensitivity to potential weaknesses created by such expressions as well as implicit biases and pursues self-development.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

6. Comments on the CAO's Overarching Competencies.

[Blank space for comments]

---

**MRG**

**Palo Alto City Attorney Executive Competencies Evaluation 2020**

**Leading Change**

Please rate the CAO on the achievement of Leading Change.
7. Please rate the CAO on **Creativity and Innovation** — Develops new insights into situations; questions conventional approaches; encourages and welcomes new ideas and innovations; designs and implements new or cutting-edge programs/processes. Takes calculated risks to accomplish organizational objectives, involving and supporting others in doing so responsibly.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

8. Please rate the CAO on **External/Community Awareness** — Understands the history and traditions of Palo Alto and keeps up-to-date on community issues and regional, state and national policies and trends that affect the organization and shape stakeholders’ views; is aware of the organization’s impact on the community and the broader external environment.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

9. Please rate the CAO on **Strategic Thinking** — Formulates objectives and priorities and implements plans consistent with long-term interests of the organization and the community in a changing world. Capitalizes on opportunities and manages risks.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

10. Please rate the CAO on **Resilience** — Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

11. Comments on the CAO's competency for Leading Change.

---

**MRG**

Palo Alto City Attorney Executive Competencies Evaluation 2020

Leading People & Building Coalitions
Please rate the CAO on the achievement of Leading People & Building Coalitions.

12. Please rate the CAO on **Conflict Management** – Encourages creative tension and healthy debate over differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

13. Please rate the CAO on **Leveraging Diversity** – Fosters inclusiveness, where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization and celebrates diversity as an asset.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

14. Please rate the CAO on **Technical and Technological Credibility** – Understands and appropriately applies principles, practices, and regulations related to specialized expertise, and relationship to leadership with staff and community stakeholders. Keeps up-to-date and makes effective use of technological developments to achieve organizational results.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

15. Please rate the CAO on **Developing Team and Individuals** – Develops others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods. Inspires and fosters team commitment, spirit, pride, camaraderie and trust. Facilitates cooperation and motivates team members to support each other and accomplish group goals.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

16. Please rate the CAO on **Partnering** – Develops networks and builds alliances, collaborates across organizational or other boundaries to build strategic relationships and achieve common goals. Operates from a community-wide and a corporate/enterprise-wide leadership perspective rather than consistently advocating for the siloed interests of one’s own areas of responsibility. Navigates roles and responsibilities to effectively respect those of others and fulfill one’s own.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>
17. Please rate the CAO on **Interpersonal Skills** – Treats others with courtesy, sensitivity, and respect. Earns trust through transparency and authenticity. Welcomes suggestions and constructive criticism. Considers and responds appropriately to the needs and feelings of different people in different situations.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

18. Please rate the CAO on **Influence & Negotiation** – Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>


[Blank space for comments]

---

**Pal Alto City Attorney Executive Competencies Evaluation 2020**

**The Public Service Environment & Results Driven Performance**

Please rate the CAO on the achievement of creating a Public Service Environment & Results Driven Performance.

20. Please rate the CAO on **Political Savvy** – Perceives and adapts to conflicts in values that impact the community and the work of the organization. Distinguishes between public policy and public administration, recognizes organizational and political realities and acts accordingly.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
21. Please rate the CAO on **Accountability** – Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets, and communicates priorities, delegates, and monitors work. Accepts responsibility for mistakes. Complies with established control systems and rules.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

22. Please rate the CAO on **Constituent Service Motivation** – Anticipates the needs of both internal and external stakeholders. Delivers high-quality products and services; is committed to continuous improvement. Models and promotes courteous behavior.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

23. Please rate the CAO on **Decisiveness and Consensus-based Decision-making** – Makes well-informed, effective, and timely decisions, even when data are limited, or solutions produce unpleasant consequences; demonstrates the ability to balance directive and consensus-based approaches given impact and implications of decisions.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

24. Please rate the CAO on **Problem Solving** – Proactively monitors and evaluates the performance of products/services, processes, projects, and people; identifies and analyzes potential or existing problems; seeks input from others; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

25. Please rate the CAO on **Financial Management** – Understands the organization’s financial processes. Prepares, justifies, and administers budget. Oversees procurement; contracting; facility, equipment and supply management to achieve desired results. Monitors expenditures and service delivery using cost-benefit thinking to set priorities and maximize productivity.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

26. Please rate the CAO on **Human Capital Management** – Builds, manages and engages the workforce based on organizational goals, budget considerations, and staffing needs. Understands the values and constraints of the City’s Merit Rules and labor agreements. Ensures that employees are appropriately recruited, selected, trained, coached, appraised, recognized and rewarded; takes action to address performance problems.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>
27. Comments on the CAO’s competency for creating a Public Service Environment & Results Driven Performance.

The following goals for the City Attorney were identified by Council:

1. Grade Separations. As noted above, this complex project will continue to be a high priority for the City. A variety of legal work will be needed to support decision making and implementation of project elements, such as funding, engineering, CEQA, etc.

2. November 2020 Election. As noted above, the November 2020 election is likely to feature at least one significant measure. The City Attorney's Office plays a significant role in supporting the Council and ensuring compliance with elections procedures.

3. Infrastructure Plan Execution. As noted above, numerous infrastructure projects are underway or moving towards construction. We should continue to work diligently to support plan implementation and avoid disputes.

4. Resolve or Manage Potential and Actual Disputes. In the coming year, we should focus on resolving or managing key litigation, potential personnel disputes (Auditor's Office), and high-stakes development applications (Castilleja, President Hotel).

5. Succession Planning. In order to continue “bench stability”, initiate succession planning discussions with the City Attorney for positions of leadership within the department, including multiple candidates if possible.

6. Reporting. Amend or add to existing reporting and updates about legal matters, issues, and outcomes of significance. Examples include: 1) Amend litigation report (matrix) in a way that sorts the more significant from less significant items and include information to help convey why the item is so categorized (e.g., financial information, City’s strategic legal stance; 2) Claims; 3) Desired Workplan and progress achieved, and 4) More use of confidential e-mail updates.

7. Boards and Commissions. Council would like the City Attorney (and City Manager) to assist and support the Council to develop a suite of initiatives that would improve the effectiveness of the City’s Boards and Commissions. The vision is to create more professional and higher quality boards and commissions overall. The Council would like the Attorney's office to help Boards and Commissions to improve their knowledge/performance regarding legal issues, ethical standards,
process, and effectiveness. The project would also ensure that there is training and coaching for staff members who support Boards and Commissions. This could be a multi-department effort led by the City Attorney and City Manager under the direction and guidance of the City Council.

8. Challenging Issues that Require Close Management:
   a. Fire union arbitration.
   b. Continue post-Comp Plan implementations.
   c. Support planning and development of the North Venture Development Plan
   d. Take leadership on ordinances to support 5G and Fiber to the Premises/Node in ways that are aesthetically pleasing, cost-effective, and fair.
   e. Responding as needed to State and Federal mandates.

28. Please rate the City Attorney on her overall fulfillment of established goals:

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

29. Comments on the City Attorney’s success at accomplishing established goals:


30. List the top 3 achievements or positive contributions of the City Attorney for the last 12 months.


31. List top 3 areas for improvement or of concern about the City Attorney’s performance over for the last 12 months.


32. Please rate the City Attorney on her OVERALL performance for 2019-2020:

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>
33. Suggested City Attorney goals for 2020-2021, taking into consideration the proposed goals in the City Attorney’s self-assessment:


34. Please provide any other comments you wish to share about the City Attorney that were not addressed in the survey.


Palo Alto City Clerk Executive Competencies Evaluation 2020

Introduction

The following is the online evaluation instrument that seeks your individual input on the City of Palo achievement of the Executive Competencies by the City Clerk.

Incumbents are rated on a scale as follows:

Exceptional: Exceeds standards on a consistent basis
Highly competent: Generally exceeds standards and requirements
Competent: Expected performance Level
Needs improvement: Does not consistently meet standards
Poor: Consistently deficient in meeting most standards

Please choose the appropriate rating of each performance category and include examples of successes and opportunities for improvement in the comments section.

Overarching Competencies

Please rate the CAO on the achievement of the following Overarching Competencies:

1. Please rate the CAO on Integrity/Honesty – Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high standards of ethics.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1
2. Please rate the CAO on **Public Service Motivation** – Shows a commitment to serve the community. Ensures that actions meet public needs; aligns organizational objectives and practices with public interests.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

3. Please rate the CAO on **Purposeful Optimism** – Demonstrates the ability to genuinely and thoughtfully articulate the potential positive outcomes of organizational efforts, mindful of the relationship between a leader’s outlook and the organization’s outcomes.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

4. Please rate the CAO on **Communication** – Makes clear and convincing oral and written presentations and interactions with poise and credibility. Listens actively and with an open mind. Communicates effectively in all directions: up, down, and across the organization as well as outwardly to external audiences.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

5. Please rate the CAO on **Self-Awareness** – Recognizes personal motivators, likes and dislikes, and how these can be communicated to others. Maintains a sensitivity to potential weaknesses created by such expressions as well as implicit biases and pursues self-development.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

6. Comments on the CAO’s Overarching Competencies.

Please rate the CAO on the achievement of Leading Change.
7. Please rate the CAO on **Creativity and Innovation** – Develops new insights into situations; questions conventional approaches; encourages and welcomes new ideas and innovations; designs and implements new or cutting-edge programs/processes. Takes calculated risks to accomplish organizational objectives, involving and supporting others in doing so responsibly.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

8. Please rate the CAO on **External/Community Awareness** – Understands the history and traditions of Palo Alto and keeps up-to-date on community issues and regional, state and national policies and trends that affect the organization and shape stakeholders’ views; is aware of the organization’s impact on the community and the broader external environment.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

9. Please rate the CAO on **Strategic Thinking** – Formulates objectives and priorities and implements plans consistent with long-term interests of the organization and the community in a changing world. Capitalizes on opportunities and manages risks.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

10. Please rate the CAO on **Resilience** – Deals effectively with pressure, remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

11. Comments on the CAO’s competency for Leading Change.
Please rate the CAO on the achievement of Leading People & Building Coalitions.

12. Please rate the CAO on Conflict Management – Encourages creative tension and healthy debate over differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

13. Please rate the CAO on Leveraging Diversity – Fosters inclusiveness, where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization and celebrates diversity as an asset.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

14. Please rate the CAO on Technical and Technological Credibility – Understands and appropriately applies principles, practices, and regulations related to specialized expertise, and relationship to leadership with staff and community stakeholders. Keeps up-to-date and makes effective use of technological developments to achieve organizational results.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

15. Please rate the CAO on Developing Team and Individuals – Develops others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods. Inspires and fosters team commitment, spirit, pride, camaraderie and trust. Facilitates cooperation and motivates team members to support each other and accomplish group goals.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

16. Please rate the CAO on Partnering – Develops networks and builds alliances, collaborates across organizational or other boundaries to build strategic relationships and achieve common goals. Operates from a community-wide and a corporate/enterprise-wide leadership perspective rather than consistently advocating for the siloed interests of one's own areas of responsibility. Navigates roles and responsibilities to effectively respect those of others and fulfill one's own.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>
17. Please rate the CAO on **Interpersonal Skills** – Treats others with courtesy, sensitivity, and respect. Earns trust through transparency and authenticity. Welcomes suggestions and constructive criticism. Considers and responds appropriately to the needs and feelings of different people in different situations.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

18. Please rate the CAO on **Influence & Negotiation** – Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>


---

Palo Alto City Clerk Executive Competencies Evaluation 2020

The Public Service Environment & Results Driven Performance

Please rate the CAO on the achievement of creating a Public Service Environment & Results Driven Performance.

20. Please rate the CAO on **Political Savvy** – Perceives and adapts to conflicts in values that impact the community and the work of the organization. Distinguishes between public policy and public administration. Recognizes organizational and political realities and acts accordingly.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>
21. Please rate the CAO on **Accountability** – Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets, and communicates priorities, delegates, and monitors work. Accepts responsibility for mistakes. Complies with established control systems and rules.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

22. Please rate the CAO on **Constituent Service Motivation** – Anticipates the needs of both internal and external stakeholders. Delivers high-quality products and services; is committed to continuous improvement. Models and promotes courteous behavior.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

23. Please rate the CAO on **Decisiveness and Consensus-based Decision-making** – Makes well-informed, effective, and timely decisions, even when data are limited, or solutions produce unpleasant consequences; demonstrates the ability to balance directive and consensus-based approaches given impact and implications of decisions.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

24. Please rate the CAO on **Problem Solving** – Proactively monitors and evaluates the performance of products/services, processes, projects, and people; identifies and analyzes potential or existing problems; seeks input from others; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

25. Please rate the CAO on **Financial Management** – Understands the organization’s financial processes. Prepares, justifies, and administers budget. Oversees procurement; contracting; facility, equipment and supply management to achieve desired results. Monitors expenditures and service delivery using cost-benefit thinking to set priorities and maximize productivity.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

26. Please rate the CAO on **Human Capital Management** – Builds, manages and engages the workforce based on organizational goals, budget considerations, and staffing needs. Understands the values and constraints of the City’s Merit Rules and labor agreements. Ensures that employees are appropriately recruited, selected, trained, coached, appraised, recognized and rewarded; takes action to address performance problems.

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>
27. Comments on the CAO’s competency for creating a Public Service Environment & Results Driven Performance.

Palo Alto City Clerk Executive Competencies Evaluation 2020

Goals Set for the 2019-2020 Year:

The following goals for the City Clerk were identified by Council:

1. Provide a monthly update to Council about key issues in the City Clerk’s Office so that the lines of communication between the City Council and City Clerk are kept open and there are no surprises. Include information such as:
   a. Communication on progress on goals, including issues that might impede goal attainment (e.g. status of the Council Chambers project).
   b. Updates on items of interest (e.g. staffing changes).
   c. Metrics of significance will help Council to better understand the more impactful requests of the City Clerk’s Office from the public (e.g. public information requests).
   d. Other updates and information as relevant.

2. Improve Council calendaring system and communication with Council about scheduling (e.g. communicating doodle poll results, schedule additions and changes, closing the loop on scheduling changes in a timely way, alerting Council Committee alternates about the need to attend meetings, etc.). Maximize the use of on-line calendaring to improve efficiency for Council and for staff. Assist Council to have their unique calendaring needs addressed with IT. Ensure that Council is aware of what the City Clerk needs from them in order to make the calendaring process as effective as possible.

3. Improve Council travel expense reporting and reimbursement process and system (e.g. improve quality control, clarify expense policy parameters, etc.).

4. Work with Public Works and IT to complete the Council Chambers project. Ensure that the Council is informed of the project timeline and progress.

5. Establish a new process for Councilmembers who must dial into a Council meeting from an offsite location. The process will have Councilmembers self-certify for the file that the Brown Act requirements have been followed.

6. Ensure that the 2020 Election and Initiative process is managed proactively and well.

7. Continue to build relationships with Councilmembers and provide service to them that is timely
and consistent (e.g. handling of Council meeting call-in process, timely response to Council inquiries, etc.) This is an on-going expectation.

8. Ensure effective staff management
   a. Continue to reassess and reassign staff duties. Ensure management staff is performing management level tasks.
   b. Ensure the new Deputy City Clerk is fully trained.
   c. Train Deputy City Clerk in Council travel and reimbursements.

9. Contribute to ensuring that Council receives quality and timely staff work from the City organization.
   a. Continue to work with City Manager’s Office to proceed with Policy and Services Committee to update the Report Writing Manual.
   b. Continue to work with the City Manager to ensure agenda reports are completed on time to meet packet deadline.

10. Continue work on auditing offsite records for completeness and destruction.


12. Emphasize succession planning.

28. Please rate the City Clerk on her overall fulfillment of established goals:

   Exceptional  Highly Competent  Competent  Needs Improvement  Poor

29. Comments on the City Clerk’s success at accomplishing established goals:

30. List the top 3 achievements or positive contributions of the City Clerk for the last 12 months.

31. List top 3 areas for improvement or of concern about the City Clerk’s performance over for the last 12 months.
32. Please rate the City Clerk on her OVERALL performance for 2019-2020:

<table>
<thead>
<tr>
<th>Exceptional</th>
<th>Highly Competent</th>
<th>Competent</th>
<th>Needs Improvement</th>
<th>Poor</th>
</tr>
</thead>
</table>

33. Suggested City Clerk goals for 2020-2021, taking into consideration the proposed goals in the City Clerk’s self-assessment:

34. Please provide any other comments you wish to share about the City Clerk that were not addressed in the survey:

