



BOARD MEETING AGENDA SUBMITTAL

TO: GCSB Board of Directors

FROM: Pete Kampa, General Manager

DATE: February 9, 2021

SUBJECT: Agenda Item 6D. Discussion and Consideration Approving a Revised General Manager's Evaluation Form

RECOMMENDED ACTION:

Staff recommends the following action:

I move to approve the revised General Manager's Evaluation Form and to include the Objectives rating descriptions as discussed.

BACKGROUND:

During the January 12, 2021 Regular Board meeting, staff was directed to make minor changes to the General Manager performance evaluation forms, which would be brought to this meeting for consideration by the Board.

Changes have been made to modify the evaluation Part 1 – Professional Attributes section to include three options in the dropdown menu: Meets, Does not Meet and Exceeds. The evaluation form Part 2, Expectations, Goals and Objectives were not modified, with the understanding that we would clarify at this meeting that the dropdown menu options are not intended to be a measure of whether the particular objective was completed or not; rather they are intended to identify whether the GM's efforts in accomplishing the objective is aligned with and advancing the Board's goals and its completion is advancing in accordance with each director's expectations. A proposed brief definition of each menu option is listed below and can be included in the form if approved:

Meets – The objective is clearly defined, the GM's actions on it are aligned with and advancing the Board's goals and the GM's performance on this meets my expectations

Does not Meet – the GM's actions on this item do not appear to be aligned with and advancing the Board's goals and/or the GM's performance on this does not meet my expectation

On Track/Acceptable – I may/do not have enough information on the exact status of this objective but the GM's performance on this meets my expectations given the priorities and circumstances

Unknown – I have no way to make a determination on whether the GM is performing well on this objective

ATTACHMENTS:

- GM Evaluation Form, as revised

FINANCIAL IMPACT:

None



G.C.S.D. Services - 209 / 962-7161

Fax - 209 / 962-4943

Fire Department - 209 / 962-7891

www.gcsd.org

water • fire protection • parks • wastewater collection & treatment

18966 Ferretti Road P.O. Box 350 Groveland, CA 95321-0350

January 12, 2021

GM Evaluation Cover Memo

Dear Board of Directors,

The Performance Evaluation forms are attached. Pete has made some modifications to the forms to make it easier for your response. There is a dropdown for selection of Meets/Does Not Meet, etc. and you can type directly into the comment cell for each item of the table. You can also type directly into the "Board Member Comments" and "Director Goals and Objectives" pages. If you do not have access to Adobe or are unsure how to use it, I am available to assist you in submitting your comments. You can also submit handwritten comments to Janice.

Sincerely,

Rachel Pearlman
Board Secretary

**GENERAL MANAGER
ANNUAL PERFORMANCE
EVALUATION PROCESS**

BOARD PRESIDENT'S GUIDE

February 2021

Annual Performance Evaluation Process for the General Manager of the Groveland Community Services District

INTRODUCTION

The following seven-step process shall be used by the Board of Directors (Board) for the evaluation of the performance of the General Manager (GM) of Groveland Community Services District (District). The Board President shall be responsible for initiating the process each year with the goal of completion near the first of the year, each year. At the discretion of the Board of Directors, the process will be facilitated by either a designated ad-hoc sub-committee or the Board President.

STEP PROCESS

Step 1 (Week 1) – Request Performance Report from the GM regarding performance. Allow two-week turn around. The Performance Report should provide an update on the achievement of approved goals and objectives and any changes, new priorities or impediments to accomplishing objectives, as well as addressing the state of the District in general.

Step 2 (Week 1)– Circulate to Board members last year’s GM evaluation and GM’s Performance Report, along with the Appendix A, Parts 1, 2 and 3, requesting one-week response turn-around from Board members.

Step 3 (Week 2-3) - Board President will gather all Board member inputs for collation into standard format (Appendix A) by filling in all sections of the forms from Board input. (see example in Table -1 below). Board President must be able to take all inputs and meld them into one Board message to the GM. A statement of overall performance should be provided. This entire step may be done by the President directly or a designated ad-hoc sub-committee.

Guidance: Scores (middle column) should be an averaged score of all those received. Since the standard form table on Success factor allows for comments (right column) on individual attributes, these should be listed into the table in the designated space (see example table below).

Table 1 – (Part 2 - GCSD GM Success Factor **example**)

Professional Attribute	Rating <i>(Meets/Does not meet)</i>	Comments <i>(as collected from all Board members)</i>
<i>Policy Development</i> EXAMPLE	<i>Meets</i>	<ul style="list-style-type: none"> • <i>GM brings clear policy issues to us.</i> • <i>GM should include more detail on why a policy decision is needed on issues.</i> EXAMPLE
<i>Public Relations</i> EXAMPLE	<i>Does not meet</i>	<ul style="list-style-type: none"> • <i>GM has not made significant progress in keeping positive relations with the community.</i> • <i>GM should make better use of staff in working with other agencies.</i> EXAMPLE

Step 4 (Week 4) – President will share draft evaluation with Board in closed session seeking endorsement of the completed draft evaluation.

Step 5 –Board President and/or Board subcommittee provides the evaluation to the GM (4-7 days before the closed session evaluation meeting).

Guidance: this allows for the GM to consider the evaluation and prepare responses (where needed) to the Board for the upcoming evaluation meeting. At least one week should be allowed for the GM to consider responses if any.

Step 6 –Agendize closed session for GM performance evaluation. Board conducts the session to formally deliver the evaluation and hear the position or thoughts of the GM, if any, regarding the draft evaluation. At times this could take two meetings since changes to the evaluation could result from this meeting. The potential for adjustments to the GM contract, if any, may also be discussed at this closed session. Specific compensation adjustments should be handled in open public session.

When reconvened to open session, the President will make public any actions from the closed session. A vote of the Board may be necessary.

Step 7 – Sign and file completed evaluation in the District personnel records.

GM Standard Evaluation Forms

Distributed to all Board Members

INSTRUCTIONS TO BOARD MEMBERS:

The following forms are used to evaluate the performance of the GM for the Groveland CSD.

You should review the attached Performance Report prepared by the General Manager, complete each of the evaluation forms and return the forms to the Board President.

Please complete the forms and add comments that you'd like to see shared with our GM relative to each area evaluated and in Part 3, general comments.

Note that room exists for you to provide comments on each attribute as well as for your goals and expectations for the upcoming year.

The Board President will be reviewing all evaluation forms, compiling them into a single averaged Performance Evaluation Report, and distributing the Board and General Manager for discussion during an upcoming Closed Session meeting.

APPENDIX A - Part 1.0

DISTRICT EXPECTED PROFESSIONAL ATTRIBUTES AND COMPETENCIES

Rate the performance of the GM for each of the ATTRIBUTES AND COMPETENCIES **from the current evaluation year**. Check the middle box if GM achieved the expected performance. Leave the box empty and provide a comment if you feel the GM did not measure up to your expectations in the attribute area. *Use Met/Did Not Meet/On Track/Unknown (dropdown) ratings of performance. Type Comments directly in box.*

Professional Attribute	Rating <i>(Exceeds/Meets /Does not Meet</i>	Comments
Leadership		
Vision		
Commitment to Our Goals		
Communications		
Personal Style		
District administration		
Ethics		

Leadership – the demonstrated ability to provide clear guidance and direction to those around him/her to achieve things greater than the sum of the parts.

Vision – sees and projects how actions today will effect our future and effectively plans for mitigating possible liabilities or leveraging opportunities.

Commitment to our goals – he/she takes our goals seriously, gets them accomplished and/or reports issues with completing goals in a proactive way. Our goals are top priority to him/her.

Communications – clear, timely, relevant and understandable and proactive communications with those around him/her both inside and outside the organization and up and down the organization. This is demonstrated especially with the Board of Directors.

Personal Style – possess a personal style about which work and communications are accomplished that is compatible with professionals in the field and matching our culture at Groveland CSD.

District administration – effectiveness in directing, monitoring and improving work-flow, and implementing District policies, rules and/or programs.

Ethics – performs his/her work fully meeting and exceeding professional standards of ethics and compatible with ethical standards prescribed to public agencies in California.

APPENDIX A - Part 2.0 GOALS AND OBJECTIVES FROM EVALUATION YEAR
2019/20

Rate the performance of the General Manager for each of the Goals and Objectives **from the current evaluation year** (those developed last year). Use Met/Did Not Meet/On Track/Unknown (dropdown) ratings of performance. Type Comments directly in box. *(Guidance: this form contains a list of expectations, goals and objectives from the Board approved Management Objectives)*

Expectation, goal or objective (From Approved Management Objectives)	Rating (Met/Did Not Meet/On Track/Unknown)	Comments
Conduct an Organizational Evaluation/Develop an Employee Excellence Program		
Develop updated job descriptions that identify the core responsibilities, assignments and advancement expectations and path for each district position		
Develop a service continuity plan that ensures coverage of essential tasks and responsibilities during emergency conditions such as Pandemic		
Develop a COVID-19 Response Plan for District facilities and operations, including a remote-work plan and policies		
Develop a succession plan and strategy for the District's internal Accountant position		
Conduct an evaluation of the Completeness and Effectiveness of our employee safety program including IIPP, required procedures and methods, and ability to protect against exposure		
Consult with safety experts to update the District IIPP and safety program with necessary procedures		
Evaluate the need and opportunity/cost of implementing an internal Information Technology/SCADA/Communications Position		
Add to the Board Orientation Program a development plan to include recommended learning path and schedule, training and conference attendance, certification		
Complete the Sewer Ordinance Update		
Update Winter Averaging Provisions of Ordinance		

Complete Water Ordinance Update		
Complete Park Ordinance Update		
Complete Financial Reserve Needs Evaluations and Establish Targeted Annual and Total Reserve Amount		
Develop New Financial Reserve Policies		
Complete updated water and sewer master plans		
Complete updated water and sewer 30 Year Capital Improvement Plans (CIP)		
Complete development impact fee study for Water, Sewer, Fire and Park Services		
Secure funding agreement for Downtown BOF/Groveland water and sewer system improvements		
Secure funding agreement for Clearwell Rehabilitations		
Prepare 2019/20 Community Development Block Grant (CDBG) funding application		
Develop Capital Improvement/Replacement Plans for fire services		
Develop Capital Improvement/Replacement Plans for Park services		
Develop and implement a GPS program to support the update and digitization of District infrastructure maps and add layers to our GIS site to display easements, and system maintenance		
Implement a system of contracts with qualified contractors for general and technical maintenance and construction work, emergency response and repairs		

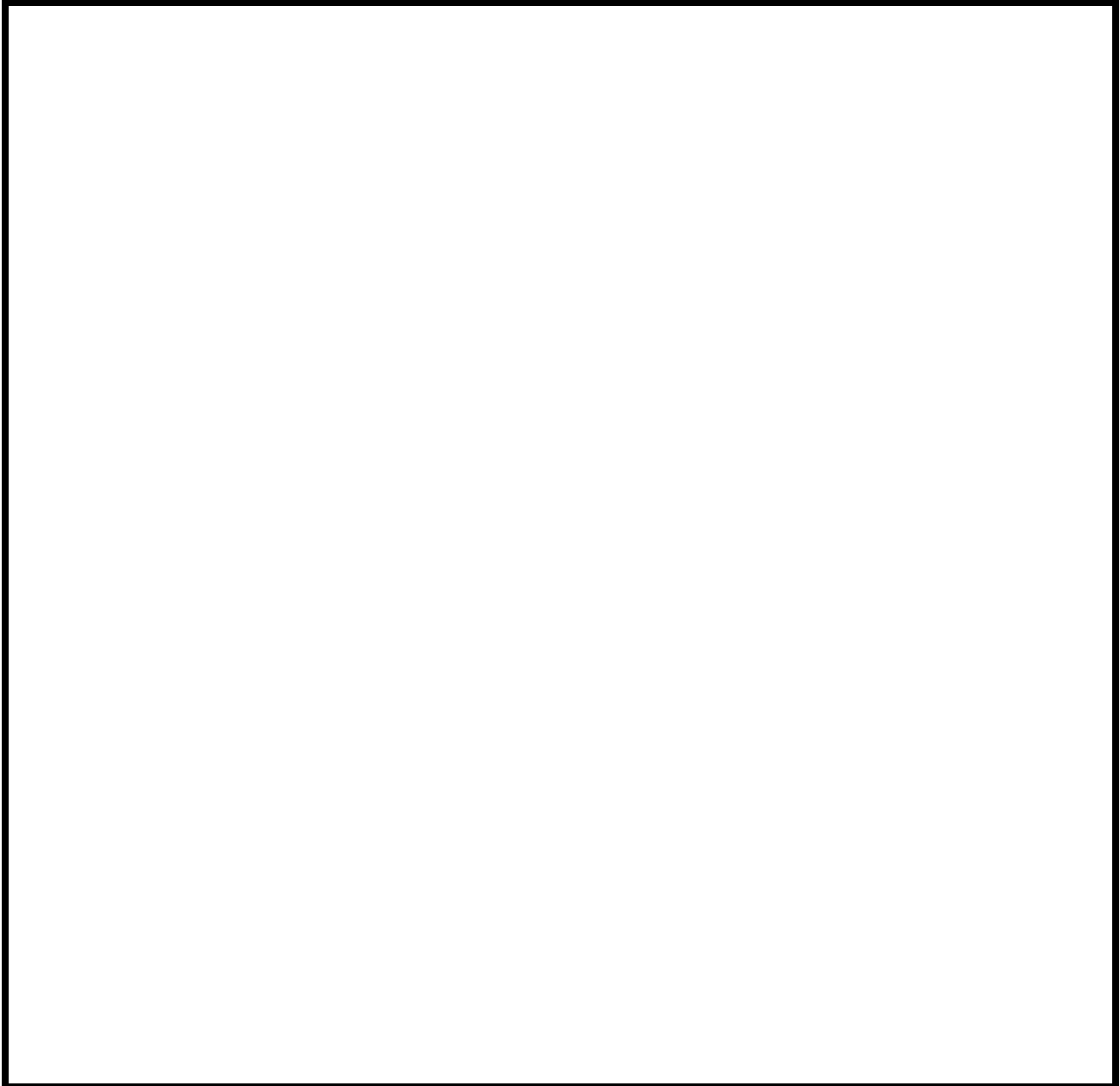
Complete the Fire Department Master Plan Update		
Coordinate with County for the implementation of Community Facilities Districts or other funding mechanisms to offset the impact of land development outside GCSD boundaries		
Complete Development Financial Impact Study for Terra Vi and Under Canvas projects		
Fire Department Emergency Response and deployment optimization and cost evaluation (potential for ALS emergency rescue squad)		
Compile Fire Department Call data for visual display and analysis in the CAD system, to determine future equipment, staffing and deployment strategies		
Complete creation of a Community Facilities District (CFD) within the GCSD boundaries to provide funding for Fire and Park services from new development projects		
Secure revised Schedule A Contract with Cal Fire removing the Amador Contract cost obligation (transferred to County contract)		
Complete the GRACE (Park Enhancement) project plan and begin funding/implementation process		
Plan the State Parks funded Per Capita Grant Improvements		
Secure Per Capita Funding Agreement with State		
Implement Per Capita Park Improvements		
Complete PG&E Permanent Interconnection Hub (PIH) project agreement to facilitate continuous power to downtown Groveland during PSPS		
Complete evaluation and partnership agreement with an Internet Service Provider to expand broadband services in the GCSD service area, and implement new technologies at District		
Evaluate consolidation of the Groveland Lighting District into GCSD		

Complete annexation of Airport Estates		
Produce an annual accomplishments report detailing where and how our customer and taxpayer money has been (and will be) spent		
Complete development of a local funding measure to support Fire Services		
Engage a Fire Department focus group of interested public to assist in planning and advocating for the future financial health of the department		
Coordinate with the County and Fire Districts in the Development of an entity, such as a JPA capable of levying and administering a Fire Services funding measure		
Achieve Special District representation on Tuolumne County LAFCO		
Coordinate with and assist LAFCO in a comprehensive update of the District's Municipal Service Review (MSR)		
Develop a plan to improve customer interaction technologies and methods to simplify and increase payment speed and security, precise and timely notification of account issues and Create a New Customer Information packet		
Conduct a records inventory and establish appropriate records categories		
Evaluate and implement systems and technologies for records and data management		
Develop reports on reserves and connection/capacity fee expenditures and present annually		

APPENDIX A - PART 3.0

BOARD MEMBER'S GENERAL COMMENTS ON THE PERFORMANCE OF THE GM

Use the following space to list general performance observations, observed strengths and weaknesses, along with areas for growth for your GM in providing optimal management services to the Board in its decision making and in leading the District in delivery of excellent public services. **(You can copy/paste text here or type directly)**



APPENDIX A- Part 4.0:

**PERFORMANCE GOALS AND OBJECTIVES FOR THE GM
FOR THE UPCOMING EVALUATION YEAR**

List your own personal goals, objectives, and expectations for the GM for the upcoming year. The Board President will present to the full Board for consideration the individual Board member goals submitted.

NOTE - "Goals and objectives for the upcoming year should be consistent with the Strategic Plan or other stated plans and Board priorities. They should be specific, measurable, attainable, realistic, and able to be completed within the timeframe of review period. Final goals and objectives will be reached by consensus of entire board.

GOALS AND OBJECTIVES

1.

2.

3.

4.

5.

APPENDIX A - Part 5.0: COMMENTS FROM GENERAL MANAGER

(This area is reserved for any comments the GM would like to make in the evaluation.)

Presented by: Janice Kwiatkowski, President

Date

Received by: Peter Kampa, General Manager

Date