

*Mendocino County Russian River Flood Control  
& Water Conservation Improvement District*

**STAFF REPORT**

**Agenda Item 4: General Manager Evaluation Procedure Update**

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**The Strategic Plan** relevant priorities is **Administration** by (1) high quality executive leadership; and (2) effective systems and human resources to execute the strategic plan.

**Background**

Elizabeth Salomone was hired as the full time regular General Manager on June 4, 2019. As per the employment contract, a six month performance evaluation was conducted by the Board in November 2019. Annual performance evaluations were conducted for the periods December 2019 to December 2020 and January to December of 2021. The District began working with a consultant to update the GM Evaluation process, as per the District's Strategic Plan. During this development, the Board and GM Salomone agreed to explore realigning the evaluation period and postpone the calendar year 2022 evaluation.

**Discussion**

Staff explored realignment of the evaluation period to align with budgeting, strategic planning, and other options. The **attached** draft **General Manager Annual Performance Review Procedure** maintains the calendar year evaluation period, moves the Board participation from December, expands Trustee feedback through a survey, refines the GM Self Evaluation, and adds consultant support and other details for enhanced clarity.

**Next Steps**

If the Board approves the Recommended Actions, the Board will appoint members to the 2024 Ad Hoc Committee in Agenda Item 5 and GM will begin implementing the procedure immediately.

**Recommended Action(s):**

- Move to approve the updated General Manager Evaluation Procedure; and
- Direct GM to update Policy #15-3 “Regarding Personnel Policies and Forms Relating to General Manager”, bringing it back for approval at the January Board Meeting.

**Attachments:**

- DRAFT General Manager Annual Performance Review Procedure
- Board Approved Policy #15-03 Regarding Personnel Policies and Forms Relating to General Manager.

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Prepared and submitted to the Board of Trustees by: *Elizabeth Salomone, General Manager*

***Mendocino County Russian River Flood Control &  
Water Conservation Improvement District***

## **General Manager Annual Performance Review Procedure**

The following is an outline for the Annual Evaluation of the Mendocino County Russian River Flood Control & Water Conservation Improvement District (District) General Manager.

Responsibility for conducting this evaluation lies with the Ad Hoc Committee, appointed annually by the Board of Trustees, with assistance from a Human Resources Consultant. The Ad Hoc Committee will oversee the evaluation process, summarize the evaluation, determine and recommend any changes in compensation to the Board, and deliver the evaluation to the General Manager. The evaluation period will be the calendar year and any compensation changes will go into effect January 1 of the year directly following the reviewed calendar year. (Note: this may require retroactive payment.)

The components of the evaluation are as follows:

1. **General Manager Self Evaluation:** The General Manager will complete the General Manager Self-Evaluation in December of each year.
2. **Strategic Plan Progress Report:** Each year, metrics will be established in the Strategic Plan by which the District's progress towards reaching its goals can be measured. A Strategic Plan Progress Report will be developed by the General Manager and included in the evaluation process as an attachment to the GM Self Evaluation. The metrics will be utilized in setting an annual bonus, if applicable.
3. **Trustee Survey:** An electronic survey tool will be used to conduct an evaluation based on core management competencies concerning the General Manager's performance. Survey participants will include the Board of Trustees. This survey will be outsourced from the District but coordinated by the Ad Hoc Committee and HR Consultant. It will be initiated in January following the end of the review year and distribution of the GM Self Evaluation.
4. **Board of Trustees Review:** With all materials compiled, the HR Consultant will lead a Public Employee Performance Evaluation Closed Session review with the Board of Trustees for final input.
5. **Written summary by Ad Hoc Committee:** In coordination with the HR Consultant, the Ad Hoc Committee will provide a written response to the General Manager's self-evaluation and the Strategic Plan Progress Report, as well as the results of the Competency Survey.
6. **Final Evaluation Meeting:** With all materials compiled and reviewed, a meeting will be held with the General Manager, Ad Hoc Committee, and HR Consultant to discuss the materials and assessments, and negotiate any terms and conditions, as needed.

*(Continued....)*

The outcomes of the evaluation process will be:

1. Documented Evaluation report.
2. Establishing the General Manager's performance goals for the coming year.
3. Determination of Bonus Award for the prior year. The bonus is at the discretion of the Board of Trustees based on its assessment of the General Manager's achievement of goals set for the year and Strategic Plan Implementation.
4. Establishment and documentation of Bonus metrics and any salary changes for the coming year.
5. Signed extension of the General Manager's employment contract.
6. Review of the evaluation process for any modifications for the upcoming review year.

### TIMELINE

Month	Activity	Action
December	Board appoints annual General Manager Evaluation Ad Hoc Committee members.	December Agenda Item
December	GM prepares Self Evaluation and Annual Strategic Plan Progress Report.	GM report development
December	Ad Hoc Committee reviews evaluation process for any needed modifications and reviews HR Consultant contractual scope of work.	Email (meet if need) Consultant contract.

Early January	HR Consultant launches Trustee Survey on behalf of Ad Hoc Committee (due mid-January) and conducts compensation analysis, if requested.	Email to Trustees
Late January	HR Consultant meets with Ad Hoc Committee to review Trustee Survey results and General Manager self-evaluation, and to discuss compensation changes and bonus recommendations.	Ad Hoc Meeting. Written response to GM.
Late January	HR Consultant meets with GM to review written response and preliminary compensation proposal.	HR Consultant & GM meeting
Late January	HR Consultant provides feedback to Ad Hoc Committee on GM's feedback.	Email to Ad Hoc (Meeting if needed.)
Late January	(Additional meetings of HR Consultant with Ad Hoc and GM, if needed.)	Meetings TBD

February	Board of Trustees Closed Session with HR Consultant to receive Ad Hoc Committee report on evaluation and recommendations.	Special Meeting Agenda Item
February	HR Consultant meets with GM to review Board feedback and proposal.	HR Consultant & GM meeting
February	HR Consultant reports back to Ad Hoc and works with GM to finalize evaluation.	Email to Ad Hoc Email to GM

February	Compensation changes go into effect retroactive to January 1 and bonus issued (if applicable.)	
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Attachments:

- (1) GM Self Evaluation form
- (2) Trustee Survey

(Continued....)

***Mendocino County Russian River Flood Control &  
Water Conservation Improvement District***

**General Manager Performance Evaluation Survey  
For the service period of January 1, \_\_\_\_ – December 31, \_\_\_\_**

Dear Trustee,

Your participation in this evaluation process is important. We appreciate your frank, thorough, and balanced perspective in sharing your evaluation of the General Manager's performance during the period of January 1, 20\_\_, through December 31, 20\_\_. Your responses will not be attributed to you specifically and will remain confidential when survey results are summarized and discussed with the General Manager in the evaluation process. Please have your responses completed and turned in by \_\_\_\_\_.

The goal of an evaluation is to evaluate professional performance, not the person.

Thank you in advance for your time and thoughtful responses.

Regards,

Ad Hoc Committee

**Ranking: 1 Meets minimal expectations, 2 Meets some expectations, 3 Meets expectations, 4 Exceeds expectations, N/A Don't know or not applicable**

**Please provide a ranking number and rationale for the ranking in the comments box.**

**1. Strategic Planning**

Understands big picture and aligns priorities with broader goals, measures outcomes, uses feedback to redirect as needed, evaluates alternatives, solutions-oriented, seeks alternatives and broad input; can see connections within complex issues. Ensures the planning process is effective and the strategic plan is communicated.

**2. Operational Management**

Develops, communicates, and leads the implementation of annual operating goals. Identifies challenges and obstacles and takes corrective action to achieve plans and goals.

**3. Financial Management**

Financial results in the review period met or exceeded expectations. Provides accurate and complete financial reports and plans to the Board for their review, revision, and approval. Establishes and monitors annual budget with exception reporting to the Board.

*(Continued....)*

**4. Leadership**

Serves as the District's principal liaison with relevant governmental entities and directs District's leadership role in statewide and community level activities. Serves as an advocate within the community for District services and strategies.  
Develops and maintains key relationships that support the mission and vision of the District.

**5. Governance**

Works with the Board to establish and maintain the highest ethical standards for the District. Provides clear and timely information to the Board to inform and support its decisions.

**6. Community Relations and Communications**

Represents and promotes the interests and the image of the District to the government at all levels, to the local community, constituents, customers, and the public at large.

**7. Stewardship and Managing Resources**

Demonstrates accountability and sound judgment in managing District resources openly and effectively. Demonstrates appropriate understanding of confidentiality, and adheres to policies, procedures, safety guidelines, and District values.

**8. Problem Solving**

Identifies problems, involves others in seeking solutions, conducts appropriate analyses, searches for best solutions; responds quickly to new challenges.

**9. Decision Making**

Makes clear, consistent, transparent decisions; acts with integrity in all decision-making; distinguishes relevant from irrelevant information and makes timely decisions.

**10. Communication**

Connects with peers, subordinates, and customers, actively listens, clearly and effectively shares information, demonstrates effective oral and written communication skills, negotiates effectively.

**Additional Questions**

11. Where does the General Manager provide the most value to the District?

12. In what areas can the General Manager become more effective in operating the District and implementing the Strategic Plan? Please be specific.

13. **(Optional) Suggestions for performance goals in the next review period.**

*(Continued....)*

***Mendocino County Russian River Flood Control &  
Water Conservation Improvement District***

**General Manager Self-Evaluation  
for  
[insert name]  
[insert evaluation period]**

**Goal Accomplishments and Contributions**

Please identify any achievements or contributions for the evaluation period. Note any major accomplishments you believe should be recognized and identify specific development goals for the coming year.

**1. Progress:**

How did you advance on goals identified for this reporting period? How has your job changed during the past year? What have been the most significant challenges for you during the past year?

**2. Accomplishments:**

What did you accomplish this year above and beyond what is reported in the Strategic Plan Progress report? What do you believe have been your most significant achievements during the past year? What professional development activities did you undertake?

**3. Looking Forward:**

What would you have liked to accomplish that you did not and why? What are your expectations for this job during the next year?

**4. Performance Support:**

Comment on the Board's effectiveness in providing guidance and giving feedback. Provide suggestions for improvement.

**5. Next Term Goals:**

Identify proposed performance goals for the next review period.

MENDOCINO COUNTY RUSSIAN RIVER FLOOD CONTROL  
&  
WATER CONSERVATION IMPROVEMENT DISTRICT

POLICY #15-3

A POLICY OF THE BOARD OF TRUSTEES OF MCRRFC & WCID REGARDING  
PERSONNEL POLICES AND FORMS RELATING TO GENERAL MANAGER

IT IS THE POLICY OF THE BOARD OF TRUSTEES OF MCRRFC & WCID, FROM  
DATE OF ENACTMENT UNTIL CHANGED, AMENDED OR CANCELLED, AS  
FOLLOWS:

1. The goal of this policy is to provide Board and General Manager a format for evaluation.
2. A timeline for the General Manager Evaluation shall be followed.
3. A self-evaluation shall be completed by the General Manager annually at time of Employment Evaluation.
4. An exit interview shall be offered to the General Manager upon conclusion of employment with District.

Adopted this 9th day of November, 2015 by the Board of Trustees of the Mendocino County Russian River Flood Control & Water Conservation Improvement District.

Richard Shoemaker	<u>Yes</u>
Alfred White	<u>Yes</u>
Paul Zellman	<u>Absent</u>
Lee Howard	<u>No</u>
Judy Hatch	<u>Yes</u>

Signed Richard Shoemaker  
Richard Shoemaker  
President

Attest:  
Signed: Jamara Alaniz

**General Manager Evaluation  
Timeline**

<b>Date</b>	<b>Activity</b>	<b>Status</b>
TBD	Evaluation planning call with Board President, General Manager and HR Consultant	
November/December	General Manager completes self-evaluation and submits to Board President	
November/December	Board President completes initial review of self-evaluation document and discusses with General Manager	
Prior to December Board Meeting	General Manager makes any edits to the self-evaluation and returns to Board President	
December Board Meeting	Board President distributes General Manager self-evaluation to Board members for review and input	
December - January	Board reviews and provides input to the General Manager self-evaluation and returns comments to the Board President for compilation and writing of draft Board response to the self-evaluation	
January	Meeting of the RRFCD Board in closed session reviews final draft of General Manager self-evaluation reflecting board submitted input. Agreement is reached upon content of Board's response to the self-evaluation. Board determines compensation plan for General Manager based upon evaluation, if appropriate.	
January	Board President meets with General Manager to provide final version of the evaluation and mutually sign the evaluation. Compensation plan is reviewed, discussed and affirmed.	
February	RRFCD Board meeting report to board indicating completion of evaluation process	