

S A M P L E

**THE CONSOLIDATED MUNICIPALITY OF CARSON CITY**

**City Manager Advisory Panel Interviews**

**Recap of Responses**

Advisory Panel Member:

114

Position:

City Manager

Candidate:

Jeff Fontaine

Date:

Tuesday, April 1, 2014

| Questions                    | Overall Competency Rating      |                            |                                     |                                     |                              |                          |
|------------------------------|--------------------------------|----------------------------|-------------------------------------|-------------------------------------|------------------------------|--------------------------|
|                              | 1 – Clearly misses requirement | 2 – Less than requirements | 3 – Meets requirements              | 4 – Exceeds requirements            | 5 – Far exceeds requirements | Overuses                 |
| 1. Introduction              | <input type="checkbox"/>       | <input type="checkbox"/>   | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>     | <input type="checkbox"/> |
| 2. Employee Relations        | <input type="checkbox"/>       | <input type="checkbox"/>   | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>     | <input type="checkbox"/> |
| 3. Customer Focus            | <input type="checkbox"/>       | <input type="checkbox"/>   | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>     | <input type="checkbox"/> |
| 4. Reduce Cost               | <input type="checkbox"/>       | <input type="checkbox"/>   | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>     | <input type="checkbox"/> |
| 5. Performance Measures      | <input type="checkbox"/>       | <input type="checkbox"/>   | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>     | <input type="checkbox"/> |
| 6. Courts                    | <input type="checkbox"/>       | <input type="checkbox"/>   | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>     | <input type="checkbox"/> |
| 7. Development/Redevelopment | <input type="checkbox"/>       | <input type="checkbox"/>   | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>     | <input type="checkbox"/> |
| 8. Tax Allocation            | <input type="checkbox"/>       | <input type="checkbox"/>   | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>     | <input type="checkbox"/> |
| 9. Evaluate Performance      | <input type="checkbox"/>       | <input type="checkbox"/>   | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>     | <input type="checkbox"/> |
| 10. Regional Involvement     | <input type="checkbox"/>       | <input type="checkbox"/>   | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>     | <input type="checkbox"/> |
| 11. Legislation              | <input type="checkbox"/>       | <input type="checkbox"/>   | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>     | <input type="checkbox"/> |
| 12. Relax/Unwind             | <input type="checkbox"/>       | <input type="checkbox"/>   | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>     | <input type="checkbox"/> |
| 13. Decision Making          | <input type="checkbox"/>       | <input type="checkbox"/>   | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>     | <input type="checkbox"/> |
| 14. Reorganization           | <input type="checkbox"/>       | <input type="checkbox"/>   | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>     | <input type="checkbox"/> |
| 15. Avoid Conflict           | <input type="checkbox"/>       | <input type="checkbox"/>   | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>     | <input type="checkbox"/> |
| 16. Planning vs. Acting      | <input type="checkbox"/>       | <input type="checkbox"/>   | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>     | <input type="checkbox"/> |
| 17. Multiple Groups          | <input type="checkbox"/>       | <input type="checkbox"/>   | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>     | <input type="checkbox"/> |
| 18. In The Know              | <input type="checkbox"/>       | <input type="checkbox"/>   | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>     | <input type="checkbox"/> |
| 19. Reverse Strategy         | <input type="checkbox"/>       | <input type="checkbox"/>   | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>     | <input type="checkbox"/> |
| 20. Open Debate              | <input type="checkbox"/>       | <input type="checkbox"/>   | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>     | <input type="checkbox"/> |
| 21. Closing                  | <input type="checkbox"/>       | <input type="checkbox"/>   | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>     | <input type="checkbox"/> |

Any Comments:

|                 |               |           |               |
|-----------------|---------------|-----------|---------------|
| Applicant Name: | Jeff Fountain | Position: | City Manager  |
| Interviewer:    | JH            | Date:     | April 1, 2014 |

MAIN INTERVIEW QUESTION (Record main points to describe situation):

**We have already reviewed your career experience and education as part of this selection process. So with limited time, please don't recap your experience but rather tell us what excites you about this position and why do you believe your skills are a good match for Carson City? Please be sure to tell us "Why Carson City" and "Why Now"?**

"Dream Job"

"Great Intro"

OVERALL COMPENCY RATING: Where would you rate this person on this competency?

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| <input type="checkbox"/> Clearly misses requirements<br>1 | <input type="checkbox"/> Less than requirements<br>2 | <input checked="" type="checkbox"/> Meets requirement<br>3 | <input type="checkbox"/> Exceeds requirements<br>4 | <input type="checkbox"/> Far exceeds requirements<br>5 | <input type="checkbox"/> Overuses<br>0 |
|---|--|--|--|--|--|

|                 |     |           |               |
|-----------------|-----|-----------|---------------|
| Applicant Name: | JF  | Position: | City Manager  |
| Interviewer:    | 114 | Date:     | April 1, 2014 |

**MAIN INTERVIEW QUESTION (Record main points to describe situation):**

**Please tell us about your experience and philosophy regarding collective bargaining and employee relations.**

*Nevada ASSOC. OF Counties*  
*Policy Side & Politics of C.B.*

**OVERALL COMPENCY RATING: Where would you rate this person on this competency?**

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| <input type="checkbox"/> Clearly misses requirements<br>1 | <input type="checkbox"/> Less than requirements<br>2 | <input checked="" type="checkbox"/> Meets requirement<br>3 | <input type="checkbox"/> Exceeds requirements<br>4 | <input type="checkbox"/> Far exceeds requirements<br>5 | <input type="checkbox"/> Overuses<br>0 |
|---|--|--|--|--|--|

|                 |     |           |               |
|-----------------|-----|-----------|---------------|
| Applicant Name: | JF  | Position: | City Manager  |
| Interviewer:    | 114 | Date:     | April 1, 2014 |

**MAIN INTERVIEW QUESTION (Record main points to describe situation):**

**What is your approach and philosophy on how the City can create a more efficient and customer friendly organization?**

Define Expectations

- Continuous Improvement -

Streamline

Measure Results

**OVERALL COMPENCY RATING: Where would you rate this person on this competency?**

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| <input type="checkbox"/> Clearly misses requirements<br>1 | <input type="checkbox"/> Less than requirements<br>2 | <input checked="" type="checkbox"/> Meets requirement<br>3 | <input type="checkbox"/> Exceeds requirements<br>4 | <input type="checkbox"/> Far exceeds requirements<br>5 | <input type="checkbox"/> Overuses<br>0 |
|---|--|--|--|--|--|

|                 |     |           |               |
|-----------------|-----|-----------|---------------|
| Applicant Name: | JF  | Position: | City Manager  |
| Interviewer:    | 114 | Date:     | April 1, 2014 |

**MAIN INTERVIEW QUESTION (Record main points to describe situation):**

**What is the most effective way to reduce the cost of City personnel?**

Labor Costs 70-80%

Work with CB and employees

Prior work approach

**OVERALL COMPENCY RATING: Where would you rate this person on this competency?**

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| <input type="checkbox"/> Clearly misses requirements<br>1 | <input type="checkbox"/> Less than requirements<br>2 | <input checked="" type="checkbox"/> Meets requirement<br>3 | <input type="checkbox"/> Exceeds requirements<br>4 | <input type="checkbox"/> Far exceeds requirements<br>5 | <input type="checkbox"/> Overuses<br>0 |
|---|--|--|--|--|--|

|                 |     |           |               |
|-----------------|-----|-----------|---------------|
| Applicant Name: | JF  | Position: | City Manager  |
| Interviewer:    | 114 | Date:     | April 1, 2014 |

MAIN INTERVIEW QUESTION (Record main points to describe situation):

**What are some of the performance measures that are important in leading a public sector organization? And what can public sector entities learn from the corporate sector?**

*Performance Standards*  
 - should reflect the priorities of our Community

~~Corporate~~  
 Customer Service

OVERALL COMPENCY RATING: Where would you rate this person on this competency?

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| <input type="checkbox"/> Clearly misses requirements<br>1 | <input type="checkbox"/> Less than requirements<br>2 | <input checked="" type="checkbox"/> Meets requirement<br>3 | <input type="checkbox"/> Exceeds requirements<br>4 | <input type="checkbox"/> Far exceeds requirements<br>5 | <input type="checkbox"/> Overuses<br>0 |
|---|--|--|--|--|--|

|                 |     |           |               |
|-----------------|-----|-----------|---------------|
| Applicant Name: | JF  | Position: | City Manager  |
| Interviewer:    | 114 | Date:     | April 1, 2014 |

**MAIN INTERVIEW QUESTION (Record main points to describe situation):**

**Please explain your understanding of the separation of powers between the courts and local government. Can you provide an example of how you have resolved a potential dispute involving the courts and local government; and, if no such experience, how would you propose doing so?**

*Complete understanding of local Gov*

**OVERALL COMPENCY RATING: Where would you rate this person on this competency?**

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| <input type="checkbox"/> Clearly misses requirements<br>1 | <input type="checkbox"/> Less than requirements<br>2 | <input checked="" type="checkbox"/> Meets requirement<br>3 | <input type="checkbox"/> Exceeds requirements<br>4 | <input type="checkbox"/> Far exceeds requirements<br>5 | <input type="checkbox"/> Overuses<br>0 |
|---|--|--|--|--|--|

Applicant Name:  Position:   
 Interviewer:  Date:

MAIN INTERVIEW QUESTION (Record main points to describe situation):

**What level of experience or role have you had dealing with (a) a new development (b) redevelopment? Please include how you ensure the most cost effective delivery of projects.**

NOT  
NDHH

OVERALL COMPENCY RATING: Where would you rate this person on this competency?

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| <input type="checkbox"/> Clearly misses requirements<br>1 | <input type="checkbox"/> Less than requirements<br>2 | <input checked="" type="checkbox"/> Meets requirement<br>3 | <input type="checkbox"/> Exceeds requirements<br>4 | <input type="checkbox"/> Far exceeds requirements<br>5 | <input type="checkbox"/> Overuses<br>0 |
|---|--|--|--|--|--|



|                 |     |           |               |
|-----------------|-----|-----------|---------------|
| Applicant Name: | JF  | Position: | City Manager  |
| Interviewer:    | 114 | Date:     | April 1, 2014 |

**MAIN INTERVIEW QUESTION (Record main points to describe situation):**

**How do you think tax dollars generated by the redevelopment areas should be allocated and what process would you suggest for determining this? Additionally, please assess your level of expertise in dealing with the financial aspect of development and redevelopment projects.**

*The business needs to provide M. Funds,  
Set Policies!*

**OVERALL COMPENCY RATING: Where would you rate this person on this competency?**

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| <input type="checkbox"/> Clearly misses requirements<br>1 | <input type="checkbox"/> Less than requirements<br>2 | <input checked="" type="checkbox"/> Meets requirement<br>3 | <input type="checkbox"/> Exceeds requirements<br>4 | <input type="checkbox"/> Far exceeds requirements<br>5 | <input type="checkbox"/> Overuses<br>0 |
|---|--|--|--|--|--|

|                 |     |           |               |
|-----------------|-----|-----------|---------------|
| Applicant Name: | JF  | Position: | City Manager  |
| Interviewer:    | 114 | Date:     | April 1, 2014 |

**MAIN INTERVIEW QUESTION (Record main points to describe situation):**

**As the City Manager, you have oversight of the appointed Department Directors. As a manager of people, tell us how you evaluate performance and hold your direct reports accountable. Please also tell us about your approach to dealing with people who may not be your direct report, for example, elected officials.**

*Define Expectations - Job Dis. City Manager Must provide Direction!*

*We are all on the same Team!*

**OVERALL COMPENCY RATING: Where would you rate this person on this competency?**

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| <input type="checkbox"/> Clearly misses requirements<br>1 | <input type="checkbox"/> Less than requirements<br>2 | <input checked="" type="checkbox"/> Meets requirement<br>3 | <input type="checkbox"/> Exceeds requirements<br>4 | <input type="checkbox"/> Far exceeds requirements<br>5 | <input type="checkbox"/> Overuses<br>0 |
|---|--|--|--|--|--|

Applicant Name:  Position:

Interviewer:  Date:

**MAIN INTERVIEW QUESTION (Record main points to describe situation):**

**Give us a sense of your level of regional involvement and what we can expect from your leadership as the City Manager?**

*Currently work with all Counties!*

*NDOT Dir.*

**OVERALL COMPENCY RATING: Where would you rate this person on this competency?**

|   |  |   |   |  |  |
|---|--|---|---|--|--|
| <input type="checkbox"/> Clearly misses requirements<br>1 | <input type="checkbox"/> Less than requirements<br>2 | <input type="checkbox"/> Meets requirement<br>3 | <input checked="" type="checkbox"/> Exceeds requirements<br>4 | <input type="checkbox"/> Far exceeds requirements<br>5 | <input type="checkbox"/> Overuses<br>0 |
|---|--|---|---|--|--|

|                 |     |           |               |
|-----------------|-----|-----------|---------------|
| Applicant Name: | JF  | Position: | City Manager  |
| Interviewer:    | 114 | Date:     | April 1, 2014 |

**MAIN INTERVIEW QUESTION (Record main points to describe situation):**

**Working on legislation and testifying at the State Capitol are part of the responsibilities as City Manager. Tell us about your experience in this arena?**

- 20 YRS

**OVERALL COMPENCY RATING: Where would you rate this person on this competency?**

|   |  |   |   |  |  |
|---|--|---|---|--|--|
| <input type="checkbox"/> Clearly misses requirements<br>1 | <input type="checkbox"/> Less than requirements<br>2 | <input type="checkbox"/> Meets requirement<br>3 | <input checked="" type="checkbox"/> Exceeds requirements<br>4 | <input type="checkbox"/> Far exceeds requirements<br>5 | <input type="checkbox"/> Overuses<br>0 |
|---|--|---|---|--|--|

|                 |     |           |               |
|-----------------|-----|-----------|---------------|
| Applicant Name: | JF  | Position: | City Manager  |
| Interviewer:    | 114 | Date:     | April 1, 2014 |

**MAIN INTERVIEW QUESTION (Record main points to describe situation):**  
**Being a City Manager can be demanding and stressful. How do you relax and unwind?**

STAY FH - Outdoors -

**OVERALL COMPENCY RATING: Where would you rate this person on this competency?**

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| <input type="checkbox"/> Clearly misses requirements<br>1 | <input type="checkbox"/> Less than requirements<br>2 | <input checked="" type="checkbox"/> Meets requirement<br>3 | <input type="checkbox"/> Exceeds requirements<br>4 | <input type="checkbox"/> Far exceeds requirements<br>5 | <input type="checkbox"/> Overuses<br>0 |
|---|--|--|--|--|--|



Applicant Name: SF Position: City Manager

Interviewer: 114 Date: April 1, 2014

Competency and Question: **Priority Setting (Spends his/her time and the time of others on what's important; quickly zeros in on the critical few and puts the trivial many aside; can quickly sense what will help or hinder accomplishing a goal; eliminates roadblocks; creates focus)**

MAIN INTERVIEW QUESTION: Tell us about a time you managed a reorganization.

SITUATION (Record main points to describe situation):  
NDOT CIP & RTC

LEARNING PROBES:

A. ACTIONS How did you approach it? How did you do it? (Listen for specific action steps).

B. THINKING Explain your thinking - why you selected that approach. Why did you choose to do it that way? (Listen for rationale and consideration of alternatives).

C. OUTCOME What was the result? What was the impact?

D. LEARNINGS What did you take away from that experience? (Listen for principles or rules of thumb).

E. APPLICATION Describe at time when you used those lessons in different situations.

\*Overuse: Inflexible; can't shift priorities; only works on one thing at a time.

IDENTIFY THEMES FROM CANDIDATE'S RESPONSES: (Check all that you are hearing).

| NEGATIVE THEMES TO WATCH FOR:                 |  | POSITIVE THEMES TO LOOK FOR:                  |   |
|---|--|---|---|
| <input type="checkbox"/> Check Box            | <u>Doesn't provide focus for others</u>          | <input checked="" type="checkbox"/> Check Box | <u>Has a logical scheme for deciding importance</u> |
| <input type="checkbox"/> Check Box            | <u>Lacks courage to make choices</u>             | <input type="checkbox"/> Check Box            | <u>Can project consequences of choices</u>          |
| <input checked="" type="checkbox"/> Check Box | <u>Unable to project consequences of choices</u> | <input checked="" type="checkbox"/> Check Box | <u>Courage to make choices or say no</u>            |
| <input type="checkbox"/> Check Box            | <u>Wants to do everything</u>                    | <input type="checkbox"/> Check Box            | <u>Differentiates between critical and trivial</u>  |
| <input type="checkbox"/> Check Box            | <u>Poor time manager</u>                         | <input type="checkbox"/> Check Box            | <u>Communciates priorities, creates focus</u>       |

OVERALL COMPENCY RATING: Where would you rate this person on this competency?

|   |  |   |  |  |  |
|---|--|---|--|--|--|
| <input type="checkbox"/> Clearly misses requirements<br>1 | <input type="checkbox"/> Less than requirements<br>2 | <input checked="" type="checkbox"/> Meets requirements<br>3 | <input type="checkbox"/> Exceeds requirements<br>4 | <input type="checkbox"/> Far exceeds requirements<br>5 | <input type="checkbox"/> Overuses<br>0 |
|---|--|---|--|--|--|

Applicant Name: JF Position: City Manager

Interviewer: 114 Date: April 1, 2014

Competency and Question: Conflict Management (Steps up to conflicts, seeing them as opportunities; reads situations quickly; good at focused listening; can hammer out tough agreements and settle disputes equitably; can find common ground and get cooperation with minium noise)

MAIN INTERVIEW QUESTION: Tell us about a time when you avoided conflict.

SITUATION (Record main points to describe situation):

LEARNING PROBES:

A. ACTIONS How did you approach it? How did you do it? (Listen for specific action steps).

*There are times when you need to avoid conflict.*

B. THINKING Explain your thinking - why you selected that approach. Why did you choose to do it that way? (Listen for rationale and consideration of alternatives).

*There is a place & time for conflict*

C. OUTCOME What was the result? What was the impact?

*"Be a statesman"*

D. LEARNINGS What did you take away from that experience? (Listen for principles or rules of thumb).

E. APPLICATION Describe at time when you used those lessons in different situations.

\*Overuse: Spends too much time being the peacemaker

IDENTIFY THEMES FROM CANDIDATE'S RESPONSES: (Check all that you are hearing).

| NEGATIVE THEMES TO WATCH FOR:   | POSITIVE THEMES TO LOOK FOR:   |
|---|--|
| <input type="checkbox"/> Check Box <u>Only sees one side of issue; doesn't see mutual benefit</u> | <input type="checkbox"/> Check Box <u>Understands people and what motivates them</u>   |
| <input type="checkbox"/> Check Box <u>Pushes his/her own preconceived ideas or solution</u>       | <input type="checkbox"/> Check Box <u>Finds common ground</u>                          |
| <input type="checkbox"/> Check Box <u>Lets emotions get in the way</u>                            | <input checked="" type="checkbox"/> Check Box <u>Keeps personal feelings in check</u>  |
| <input type="checkbox"/> Check Box <u>Doesn't allow others to maintain dignity</u>                | <input type="checkbox"/> Check Box <u>Listens before judging</u>                       |
| <input type="checkbox"/> Check Box <u>Avoids conflict</u>   | <input type="checkbox"/> Check Box <u>Gets early agreement on defining the problem</u> |

OVERALL COMPENCY RATING: Where would you rate this person on this competency?

|   |  |   |  |  |  |
|---|--|---|--|--|--|
| <input type="checkbox"/> Clearly misses requirements<br>1 | <input type="checkbox"/> Less than requirements<br>2 | <input checked="" type="checkbox"/> Meets requirements<br>3 | <input type="checkbox"/> Exceeds requirements<br>4 | <input type="checkbox"/> Far exceeds requirements<br>5 | <input type="checkbox"/> Overuses<br>0 |
|---|--|---|--|--|--|



Applicant Name:  Position:   
 Interviewer:  Date:

Competency and Question: Action Oriented (Enjoys working hard; is action oriented and full of energy for the things he/she sees as challenging; not fearful of acting with a minimum of planning; seizes more opportunities than others)

MAIN INTERVIEW QUESTION:

SITUATION (Record main points to describe situation):

LEARNING PROBES:

A. ACTIONS How did you approach it? How did you do it? (Listen for specific action steps).

*NOT all plans create action*

B. THINKING Explain your thinking - why you selected that approach. Why did you choose to do it that way? (Listen for rationale and consideration of alternatives).

C. OUTCOME What was the result? What was the impact?

D. LEARNINGS What did you take away from that experience? (Listen for principles or rules of thumb).

E. APPLICATION Describe at time when you used those lessons in different situations.

\*Overuse:

IDENTIFY THEMES FROM CANDIDATE'S RESPONSES: (Check all that you are hearing).

| NEGATIVE THEMES TO WATCH FOR:                 |   | POSITIVE THEMES TO LOOK FOR:       |   |
|---|---|------------------------------------|---|
| <input type="checkbox"/> Check Box            | <input type="text" value="Slow to act on an opportunity"/>            | <input type="checkbox"/> Check Box | <input type="text" value="Pushes self to action"/>                      |
| <input type="checkbox"/> Check Box            | <input type="text" value="Waits too long to act; procrastinates"/>    | <input type="checkbox"/> Check Box | <input type="text" value="Willing to act without planning"/>            |
| <input type="checkbox"/> Check Box            | <input type="text" value="Needs a lot of information before acting"/> | <input type="checkbox"/> Check Box | <input type="text" value="Lots of activity early"/>                     |
| <input checked="" type="checkbox"/> Check Box | <input type="text" value="Too much planning and analysis"/>           | <input type="checkbox"/> Check Box | <input type="text" value="High tolerance for mistakes"/>                |
| <input type="checkbox"/> Check Box            | <input type="text" value="Not motivated"/>                            | <input type="checkbox"/> Check Box | <input type="text" value="High energy for things he/she enjoys doing"/> |

OVERALL COMPETENCY RATING: Where would you rate this person on this competency?

|   |  |   |  |  |  |
|---|--|---|--|--|--|
| <input type="checkbox"/> Clearly misses requirements<br>1 | <input type="checkbox"/> Less than requirements<br>2 | <input checked="" type="checkbox"/> Meets requirements<br>3 | <input type="checkbox"/> Exceeds requirements<br>4 | <input type="checkbox"/> Far exceeds requirements<br>5 | <input type="checkbox"/> Overuses<br>0 |
|---|--|---|--|--|--|

Applicant Name: SF Position: City Manager

Interviewer: 114 Date: April 1, 2014

Competency and Question: Political Savvy (Can maneuver through complex political situations effectively and quietly; is sensitive to how people and organizations function; anticipates where the land mines are and plans his/her approach accordingly; views corporate politics as a necessary part of organizational life and works to adjust to the reality; is a maze-bright person.)

MAIN INTERVIEW QUESTION: Tell us about a time you worked with multiple groups or people who had different interests.

SITUATION (Record main points to describe situation):  
  
Bill for Tax Rate - Fund for Hospital for New-Ins

LEARNING PROBES: 25m

A. ACTIONS How did you approach it? How did you do it? (Listen for specific action steps).

B. THINKING Explain your thinking - why you selected that approach. Why did you choose to do it that way? (Listen for rationale and consideration of alternatives).

C. OUTCOME What was the result? What was the impact?

D. LEARNINGS What did you take away from that experience? (Listen for principles or rules of thumb).

E. APPLICATION Describe at time when you used those lessons in different situations.

\*Overuse: Spends too much time and effort on the politics of situations

IDENTIFY THEMES FROM CANDIDATE'S RESPONSES: (Check all that you are hearing).

| NEGATIVE THEMES TO WATCH FOR:      |   | POSITIVE THEMES TO LOOK FOR:                  |   |
|------------------------------------|---|---|---|
| <input type="checkbox"/> Check Box | <u>Impatient with other people's processes</u>          | <input type="checkbox"/> Check Box            | <u>Communicates in the language of the audience</u>     |
| <input type="checkbox"/> Check Box | <u>Sees politics where there is none</u>                | <input type="checkbox"/> Check Box            | <u>Works an issue differently with different groups</u> |
| <input type="checkbox"/> Check Box | <u>Doesn't read people or their intentions well</u>     | <input checked="" type="checkbox"/> Check Box | <u>Can identify the gatekeepers and toll takers</u>     |
| <input type="checkbox"/> Check Box | <u>Doesn't anticipate issues/problems</u>               | <input checked="" type="checkbox"/> Check Box | <u>Can project political consequences of actions</u>    |
| <input type="checkbox"/> Check Box | <u>Rejects politics and gets into avoidable trouble</u> | <input type="checkbox"/> Check Box            | <u>Good timing; knows when to push/and back off</u>     |

OVERALL COMPENCY RATING: Where would you rate this person on this competency?

|   |  |   |  |  |  |
|---|--|---|--|--|--|
| <input type="checkbox"/> Clearly misses requirements<br>1 | <input type="checkbox"/> Less than requirements<br>2 | <input checked="" type="checkbox"/> Meets requirements<br>3 | <input type="checkbox"/> Exceeds requirements<br>4 | <input type="checkbox"/> Far exceeds requirements<br>5 | <input type="checkbox"/> Overuses<br>0 |
|---|--|---|--|--|--|

Applicant Name: JF Position: City Manager

Interviewer: 114 Date: April 1, 2014

Competency and Question: Approachability (Is easy to approach and talk to; spends the extra effort to put others at ease; can be warm, pleasant, and gracious; is sensitive to and patient with the interpersonal anxieties of others; builds rapport well; is a good listener; is an early knower, getting informal and incomplete information in time to do something about it)

MAIN INTERVIEW QUESTION: Describe how you find out what's going on in your organization.

SITUATION (Record main points to describe situation):

LEARNING PROBES:

A. ACTIONS How did you approach it? How did you do it? (Listen for specific action steps).

Get out and ask! Meet with staff

B. THINKING Explain your thinking - why you selected that approach. Why did you choose to do it that way? (Listen for rationale and consideration of alternatives).

Open door pol.

C. OUTCOME What was the result? What was the impact?

work with 'Middle-Manager's'

D. LEARNINGS What did you take away from that experience? (Listen for principles or rules of thumb).

E. APPLICATION Describe at time when you used those lessons in different situations.

\*Overuse: May waste time building relationships

IDENTIFY THEMES FROM CANDIDATE'S RESPONSES: (Check all that you are hearing).

| NEGATIVE THEMES TO WATCH FOR:      |   | POSITIVE THEMES TO LOOK FOR:                  |   |
|------------------------------------|---|---|---|
| <input type="checkbox"/> Check Box | <u>Aloof and distant</u>                              | <input type="checkbox"/> Check Box            | <u>Makes others feel at ease quickly</u>        |
| <input type="checkbox"/> Check Box | <u>Impatient; poor listener</u>                       | <input checked="" type="checkbox"/> Check Box | <u>Shows interest in others; asks questions</u> |
| <input type="checkbox"/> Check Box | <u>Socially uncomfortable around first contacts</u>   | <input type="checkbox"/> Check Box            | <u>Is patient; good listener</u>                |
| <input type="checkbox"/> Check Box | <u>Not time for small talk; always busy</u>           | <input type="checkbox"/> Check Box            | <u>Treats others with respect and dignity</u>   |
| <input type="checkbox"/> Check Box | <u>Doesn't reveal much or ask questions of others</u> | <input type="checkbox"/> Check Box            | <u>Warm, welcoming behavior</u>                 |

OVERALL COMPETENCY RATING: Where would you rate this person on this competency?

|   |  |   |  |  |  |
|---|--|---|--|--|--|
| <input type="checkbox"/> Clearly misses requirements<br>1 | <input type="checkbox"/> Less than requirements<br>2 | <input checked="" type="checkbox"/> Meets requirements<br>3 | <input type="checkbox"/> Exceeds requirements<br>4 | <input type="checkbox"/> Far exceeds requirements<br>5 | <input type="checkbox"/> Overuses<br>0 |
|---|--|---|--|--|--|

Applicant Name: JF Position: City Manager

Interviewer: 114 Date: April 1, 2014

Competency and Question: Strategic Agility (Sees ahead clearly; can anticipate future consequences and trends accurately; has broad knowledge and perspective; is future oriented; can articulately paint credible pictures and visions of possibilities and likelihoods; can create competitive and breakthrough strategies and plans.

MAIN INTERVIEW QUESTION: Tell us about a time you were implementing a strategy and had to reverse or change direction.

SITUATION (Record main points to describe situation):

LEARNING PROBES:

A. ACTIONS How did you approach it? How did you do it? (Listen for specific action steps).

install of Fiber in right-of-way

B. THINKING Explain your thinking - why you selected that approach. Why did you choose to do it that way? (Listen for rationale and consideration of alternatives).

Create Strategy for benefit to STATE  
for use of public R-o-W.

C. OUTCOME What was the result? What was the impact?

D. LEARNINGS What did you take away from that experience? (Listen for principles or rules of thumb).

gain Support "Wide Spread"

E. APPLICATION Describe at time when you used those lessons in different situations.

\*Overuse: Overcomplicates; too theoretical; thinks too big

IDENTIFY THEMES FROM CANDIDATE'S RESPONSES: (Check all that you are hearing).

| NEGATIVE THEMES TO WATCH FOR:      |  | POSITIVE THEMES TO LOOK FOR:                  |  |
|------------------------------------|--|---|--|
| <input type="checkbox"/> Check Box | <u>Tactical; sticks to current business trends in industry</u> | <input checked="" type="checkbox"/> Check Box | <u>Understands cause-and-effect relationships</u>          |
| <input type="checkbox"/> Check Box | <u>Narrow range of interests</u>                               | <input type="checkbox"/> Check Box            | <u>Able to project or envision the future</u>              |
| <input type="checkbox"/> Check Box | <u>Overly focused on short-term action</u>                     | <input type="checkbox"/> Check Box            | <u>Sees the big picture</u>                                |
| <input type="checkbox"/> Check Box | <u>Lack of disciplined thought process</u>                     | <input type="checkbox"/> Check Box            | <u>Makes unusual connections; draws parallels</u>          |
| <input type="checkbox"/> Check Box | <u>Uncomfortable with low hit rate in predicting future</u>    | <input type="checkbox"/> Check Box            | <u>Uses multiple sources and interests for information</u> |

OVERALL COMPETENCY RATING: Where would you rate this person on this competency?

|   |  |   |  |  |  |
|---|--|---|--|--|--|
| <input type="checkbox"/> Clearly misses requirements<br>1 | <input type="checkbox"/> Less than requirements<br>2 | <input checked="" type="checkbox"/> Meets requirements<br>3 | <input type="checkbox"/> Exceeds requirements<br>4 | <input type="checkbox"/> Far exceeds requirements<br>5 | <input type="checkbox"/> Overuses<br>0 |
|---|--|---|--|--|--|

Applicant Name:  Position:   
 Interviewer:  Date:

Competency and Question: Command Skills (Relishes leading; takes unpopular stands if necessary; encourages direct and tough debate but isn't afraid to end it and move on; is looked to for direction in a crisis; faces adversity head-on; energized by tough challenges).

MAIN INTERVIEW QUESTION:

SITUATION (Record main points to describe situation):

LEARNING PROBES:

A. ACTIONS How did you approach it? How did you do it? (Listen for specific action steps).

B. THINKING Explain your thinking - why you selected that approach. Why did you choose to do it that way? (Listen for rationale and consideration of alternatives).

*Layout of Pros/Cons*

C. OUTCOME What was the result? What was the impact?

D. LEARNINGS What did you take away from that experience? (Listen for principles or rules of thumb).

E. APPLICATION Describe at time when you used those lessons in different situations.

\*Overuse:

IDENTIFY THEMES FROM CANDIDATE'S RESPONSES: (Check all that you are hearing).

| NEGATIVE THEMES TO WATCH FOR:      |  | POSITIVE THEMES TO LOOK FOR:                  |   |
|------------------------------------|--|---|---|
| <input type="checkbox"/> Check Box | <input type="text" value="More comfortable following"/>                | <input type="checkbox"/> Check Box            | <input type="text" value="Not detered by obstacles"/>                         |
| <input type="checkbox"/> Check Box | <input type="text" value="Avoids conflict; backs off under pressure"/> | <input type="checkbox"/> Check Box            | <input type="text" value="Willing to take an unpopular stand"/>               |
| <input type="checkbox"/> Check Box | <input type="text" value="Uncomfortable with resistance or debate"/>   | <input checked="" type="checkbox"/> Check Box | <input type="text" value="Willing to debate"/>                                |
| <input type="checkbox"/> Check Box | <input type="text" value="Reluctant to take a lead roll"/>             | <input type="checkbox"/> Check Box            | <input type="text" value="Likes to take the lead"/>                           |
| <input type="checkbox"/> Check Box | <input type="text" value="Overly concerned with being liked"/>         | <input checked="" type="checkbox"/> Check Box | <input type="text" value="Philosophical about taking lumps; can stand heat"/> |

OVERALL COMPENCY RATING: Where would you rate this person on this competency?

|   |  |   |  |  |  |
|---|--|---|--|--|--|
| <input type="checkbox"/> Clearly misses requirements<br>1 | <input type="checkbox"/> Less than requirements<br>2 | <input checked="" type="checkbox"/> Meets requirements<br>3 | <input type="checkbox"/> Exceeds requirements<br>4 | <input type="checkbox"/> Far exceeds requirements<br>5 | <input type="checkbox"/> Overuses<br>0 |
|---|--|---|--|--|--|

Applicant Name:  Position:

Interviewer:  Date:

**MAIN INTERVIEW QUESTION** (Record main points to describe situation):

**That brings us to the end of our formal questions. Is there anything further that you would like to add in closing so we better understand the leadership, management skills and career experience you would bring to Carson City?**

EXP.

**OVERALL COMPENCY RATING:** Where would you rate this person on this competency?

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| <input type="checkbox"/> Clearly misses requirements<br>1 | <input type="checkbox"/> Less than requirements<br>2 | <input checked="" type="checkbox"/> Meets requirement<br>3 | <input type="checkbox"/> Exceeds requirements<br>4 | <input type="checkbox"/> Far exceeds requirements<br>5 | <input type="checkbox"/> Overuses<br>0 |
|---|--|--|--|--|--|

S A M P L E

**THE CONSOLIDATED MUNICIPALITY OF CARSON CITY**

**City Manager Advisory Panel Interviews**

**Recap of Responses**

Advisory Panel Member:

219

Position:

City Manager

Candidate:

JEFF FONTAINE

Date:

Tuesday, April 1, 2014

| Questions                    | Overall Competency Rating      |                                     |                                     |                                     |                              | Overuses                 |
|------------------------------|--------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|------------------------------|--------------------------|
|                              | 1 - Clearly misses requirement | 2 - Less than requirements          | 3 - Meets requirements              | 4 - Exceeds requirements            | 5 - Far exceeds requirements |                          |
| 1. Introduction              | <input type="checkbox"/>       | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>     | <input type="checkbox"/> |
| 2. Employee Relations        | <input type="checkbox"/>       | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>     | <input type="checkbox"/> |
| 3. Customer Focus            | <input type="checkbox"/>       | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>     | <input type="checkbox"/> |
| 4. Reduce Cost               | <input type="checkbox"/>       | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>     | <input type="checkbox"/> |
| 5. Performance Measures      | <input type="checkbox"/>       | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>     | <input type="checkbox"/> |
| 6. Courts                    | <input type="checkbox"/>       | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>     | <input type="checkbox"/> |
| 7. Development/Redevelopment | <input type="checkbox"/>       | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>     | <input type="checkbox"/> |
| 8. Tax Allocation            | <input type="checkbox"/>       | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>     | <input type="checkbox"/> |
| 9. Evaluate Performance      | <input type="checkbox"/>       | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>     | <input type="checkbox"/> |
| 10. Regional Involvement     | <input type="checkbox"/>       | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>     | <input type="checkbox"/> |
| 11. Legislation              | <input type="checkbox"/>       | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>     | <input type="checkbox"/> |
| 12. Relax/Unwind             | <input type="checkbox"/>       | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>     | <input type="checkbox"/> |
| 13. Decision Making          | <input type="checkbox"/>       | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>     | <input type="checkbox"/> |
| 14. Reorganization           | <input type="checkbox"/>       | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>     | <input type="checkbox"/> |
| 15. Avoid Conflict           | <input type="checkbox"/>       | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>     | <input type="checkbox"/> |
| 16. Planning vs. Acting      | <input type="checkbox"/>       | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>     | <input type="checkbox"/> |
| 17. Multiple Groups          | <input type="checkbox"/>       | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>     | <input type="checkbox"/> |
| 18. In The Know              | <input type="checkbox"/>       | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>     | <input type="checkbox"/> |
| 19. Reverse Strategy         | <input type="checkbox"/>       | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>     | <input type="checkbox"/> |
| 20. Open Debate              | <input type="checkbox"/>       | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>     | <input type="checkbox"/> |
| 21. Closing                  | <input type="checkbox"/>       | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>     | <input type="checkbox"/> |

Any Comments:

Applicant Name: JEFF Fontaine Position: City Manager  
 Interviewer: 219 Date: April 1, 2014

MAIN INTERVIEW QUESTION (Record main points to describe situation):

We have already reviewed your career experience and education as part of this selection process. So with limited time, please don't recap your experience but rather tell us what excites you about this position and why do you believe your skills are a good match for Carson City? Please be sure to tell us "Why Carson City" and "Why Now"?

- Career opportunity
- care deeply
- lived 27 yrs.
- 25 yr
- local gov responsibility
- To keep comm. SAFE

OVERALL COMPENCY RATING: Where would you rate this person on this competency?

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| <input type="checkbox"/> Clearly misses requirements<br>1 | <input type="checkbox"/> Less than requirements<br>2 | <input checked="" type="checkbox"/> Meets requirement<br>3 | <input type="checkbox"/> Exceeds requirements<br>4 | <input type="checkbox"/> Far exceeds requirements<br>5 | <input type="checkbox"/> Overuses<br>0 |
|---|--|--|--|--|--|



Applicant Name: JEFF FONTAINE Position: City Manager  
 Interviewer: 219 Date: April 1, 2014

**MAIN INTERVIEW QUESTION (Record main points to describe situation):**

**Please tell us about your experience and philosophy regarding collective bargaining and employee relations.**

— Understands coll. Barg.  
 — exp. with CBA

**OVERALL COMPENCY RATING: Where would you rate this person on this competency?**

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| <input type="checkbox"/> Clearly misses requirements<br>1 | <input type="checkbox"/> Less than requirements<br>2 | <input checked="" type="checkbox"/> Meets requirement<br>3 | <input type="checkbox"/> Exceeds requirements<br>4 | <input type="checkbox"/> Far exceeds requirements<br>5 | <input type="checkbox"/> Overuses<br>0 |
|---|--|--|--|--|--|

Applicant Name: Jeff Fontaine Position: City Manager  
 Interviewer: 219 Date: April 1, 2014

**MAIN INTERVIEW QUESTION (Record main points to describe situation):**

**What is your approach and philosophy on how the City can create a more efficient and customer friendly organization?**

- meeting The needs of  
 the consumer  
 - consolidating services  
 - Customer Survey

**OVERALL COMPENCY RATING: Where would you rate this person on this competency?**

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| <input type="checkbox"/> Clearly misses requirements<br>1 | <input type="checkbox"/> Less than requirements<br>2 | <input checked="" type="checkbox"/> Meets requirement<br>3 | <input type="checkbox"/> Exceeds requirements<br>4 | <input type="checkbox"/> Far exceeds requirements<br>5 | <input type="checkbox"/> Overuses<br>0 |
|---|--|--|--|--|--|

|                 |                      |           |               |
|-----------------|----------------------|-----------|---------------|
| Applicant Name: | <u>Jeff Fontaine</u> | Position: | City Manager  |
| Interviewer:    | <u>219</u>           | Date:     | April 1, 2014 |

MAIN INTERVIEW QUESTION (Record main points to describe situation):

What is the most effective way to reduce the cost of City personnel?

LABOR COST  
 - WORK w/ CBUs  
 - STREAMLINE SERVICES

OVERALL COMPENCY RATING: Where would you rate this person on this competency?

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| <input type="checkbox"/> Clearly misses requirements<br>1 | <input type="checkbox"/> Less than requirements<br>2 | <input checked="" type="checkbox"/> Meets requirement<br>3 | <input type="checkbox"/> Exceeds requirements<br>4 | <input type="checkbox"/> Far exceeds requirements<br>5 | <input type="checkbox"/> Overuses<br>0 |
|---|--|--|--|--|--|

|                 |                     |           |               |
|-----------------|---------------------|-----------|---------------|
| Applicant Name: | <u>JEFF FONTANA</u> | Position: | City Manager  |
| Interviewer:    | <u>219</u>          | Date:     | April 1, 2014 |

**MAIN INTERVIEW QUESTION (Record main points to describe situation):**

**What are some of the performance measures that are important in leading a public sector organization? And what can public sector entities learn from the corporate sector?**

*performances objectives developed  
by community.  
customer services.*

**OVERALL COMPENCY RATING: Where would you rate this person on this competency?**

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| <input type="checkbox"/> Clearly misses requirements<br>1 | <input type="checkbox"/> Less than requirements<br>2 | <input checked="" type="checkbox"/> Meets requirement<br>3 | <input type="checkbox"/> Exceeds requirements<br>4 | <input type="checkbox"/> Far exceeds requirements<br>5 | <input type="checkbox"/> Overuses<br>0 |
|---|--|--|--|--|--|

Applicant Name: Jeff FOUTRINE Position: City Manager  
 Interviewer: 219 Date: April 1, 2014

**MAIN INTERVIEW QUESTION (Record main points to describe situation):**

**Please explain your understanding of the separation of powers between the courts and local government. Can you provide an example of how you have resolved a potential dispute involving the courts and local government; and, if no such experience, how would you propose doing so?**

*indigent SUB-Committee*

**OVERALL COMPENCY RATING: Where would you rate this person on this competency?**

|   |   |   |  |  |  |
|---|---|---|--|--|--|
| <input type="checkbox"/> Clearly misses requirements<br>1 | <input checked="" type="checkbox"/> Less than requirements<br>2 | <input type="checkbox"/> Meets requirement<br>3 | <input type="checkbox"/> Exceeds requirements<br>4 | <input type="checkbox"/> Far exceeds requirements<br>5 | <input type="checkbox"/> Overuses<br>0 |
|---|---|---|--|--|--|

Applicant Name:  Position:   
 Interviewer:  Date:

**MAIN INTERVIEW QUESTION** (Record main points to describe situation):

**What level of experience or role have you had dealing with (a) a new development (b) redevelopment? Please include how you ensure the most cost effective delivery of projects.**

*(This area is currently blank for the interviewee's response.)*

**OVERALL COMPENCY RATING:** Where would you rate this person on this competency?

|   |   |   |  |  |  |
|---|---|---|--|--|--|
| <input type="checkbox"/> Clearly misses requirements<br>1 | <input checked="" type="checkbox"/> Less than requirements<br>2 | <input type="checkbox"/> Meets requirement<br>3 | <input type="checkbox"/> Exceeds requirements<br>4 | <input type="checkbox"/> Far exceeds requirements<br>5 | <input type="checkbox"/> Overuses<br>0 |
|---|---|---|--|--|--|

Applicant Name: Jeff Fontaine Position: City Manager  
 Interviewer: 219 Date: April 1, 2014

**MAIN INTERVIEW QUESTION (Record main points to describe situation):**

**How do you think tax dollars generated by the redevelopment areas should be allocated and what process would you suggest for determining this? Additionally, please assess your level of expertise in dealing with the financial aspect of development and redevelopment projects.**

*exp. - Las Vegas  
 - Beautification Project*

**OVERALL COMPENCY RATING: Where would you rate this person on this competency?**

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| <input type="checkbox"/> Clearly misses requirements<br>1 | <input type="checkbox"/> Less than requirements<br>2 | <input checked="" type="checkbox"/> Meets requirement<br>3 | <input type="checkbox"/> Exceeds requirements<br>4 | <input type="checkbox"/> Far exceeds requirements<br>5 | <input type="checkbox"/> Overuses<br>0 |
|---|--|--|--|--|--|

