

**City of Carson City  
Agenda Report**

**Date Submitted:** 5-24-11

**Agenda Date Requested:** 6-2-11

**Time Requested:** 30 minutes

**To:** Board of Supervisors

**From:** Melanie Bruketta, HR Director

**Subject Title:** Review of the City Manager's performance for the period December 31, 2009 to June 2, 2011, and discussion and possible administrative action relating to the employment of Lawrence A. Werner as City Manager for Carson City and action to establish the goals and objectives through December, 2011.

**Staff Summary:** Pursuant to the City Manager's contract, the Board of Supervisors is responsible for reviewing and evaluating the performance of the City Manager and establishing the goals and objectives which are used to evaluate his performance.

**Type of Action Requested:** (check one)

Resolution

Ordinance

Formal Action/Motion

Other (specify)

**Does this Action Require a Business Impact Statement:**  Yes  No

**Recommended Board Action:** I move that the City Manager's performance for the period December 31, 2009 to June 2, 2011 is \_\_\_\_\_ and establish the following goals and objectives to be used to evaluate his performance in January, 2012: \_\_\_\_\_.

**Explanation for Recommended Board Action:** Pursuant to the City Manager's contract, the Board of Supervisors is responsible for reviewing and evaluating the performance of the City Manager and establishing the goals and objectives which are used to evaluate his performance. The City Manager welcomes feedback and looks forward to hearing recommendations for improvement.

**Applicable Statute, Code, Policy, Rule or Regulation:** N/A

**Fiscal Impact:** Unknown at this time. It depends on the Board's actions.

**Explanation of Impact:** Unknown

**Funding Source:** Unknown

**Alternatives:** N/A

**Supporting Material:** City Manager accomplishments December 2009-June 2, 2011, evaluation reports prepared by the individual Board members.

**Prepared By:** Melanie Bruketta, HR Director

Reviewed By:

Melanie Paukava  
(HR Director)

Date: 5.24.11

[Signature]  
(District Attorney)

Date: 5/24/11

**Board Action Taken:**

Motion: \_\_\_\_\_ 1) \_\_\_\_\_

Aye/Nay

2) \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
(Vote Recorded By)



## Human Resources Department

201 N. Carson Street, Suite 4 • Carson City, NV 89701  
(775) 887-2103 • Fax (775) 887-2067  
www.carson-city.nv.us  
E-mail: cchr@ci.carson-city.nv.us

May 3, 2011

### CERTIFIED MAIL

Re: Notice Pursuant to NRS 241.033 and NRS 241.034:  
Carson City Board of Supervisor's Meeting June 2, 2011, 8:30 a.m.  
Review of the City Manager's performance for the period of December 31,  
2009 to June 2, 2011, and discussion and possible administrative action  
relating to the employment of Lawrence A. Werner as City Manager for  
Carson City.

Dear Mr. Werner:

Pursuant to Nevada Revised Statutes (NRS) 241.033 and 241.034 you are being provided notice that on June 2, 2011 at 8:30 a.m., the Carson City Board of Supervisors will conduct your performance evaluation and consider your professional competence and performance as the Carson City Manager in an open public meeting. The Board will consider your performance as City Manager during the period of December 31, 2009 to June 2, 2011.

The Board may also discuss and take administrative action that in a worst case may be adverse to your compensation or continuing employment, without further notice if the public body determines that such administrative action is warranted after considering your professional competence and performance as the City Manager.

Sincerely,

MELANIE BRUKETTA  
Human Resources Director

MB:bap

cc: Mayor Robert Crowell  
Board of Supervisors

U.S. Postal Service™  
**CERTIFIED MAIL™ RECEIPT**  
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**OFFICIAL USE**

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PS Form 3800, August 2006

See Reverse for Instructions

**SENDER: COMPLETE THIS SECTION**

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

2. Article Number  
 (Transfer from service label)

7007 0220 0001 9062 0471

**COMPLETE THIS SECTION ON DELIVERY**

A. Signature  Agent  
 Addressee

B. Received by (Printed Name): AWRITICE WERNER C. Date of Delivery: 5/17/11

D. Is delivery address different from item 1?  Yes  
 If YES, enter delivery address below:  No



3. Service Type  Certified Mail  Express Mail  
 Registered  Return Receipt for Merchandise  
 Insured Mail  C.O.D.

4. Restricted Delivery? (Extra Fee)  Yes

PS Form 3811, February 2004

Domestic Return Receipt

102595-02-M-1548

## MEMO

To: Board of Supervisors

From: Melanie Bruketta, HR Director

Date: May 2, 2011 *MB*

Subject: City Manager Annual Performance Review

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In accordance with the City Manager's current employment contract, in January of each year, the Board is to conduct an annual performance evaluation based upon core success factors established by the Board. The criteria, goals and objectives are to be developed by the Board and the City Manager and reviewed each June for possible additions, deletions or modifications. The Board of Supervisors is responsible for defining the desired goals and the attainment of its policies. The Board must prioritize the goals and objectives and establish time-lines for completion.

The Board did not establish goals or objectives in December of 2009 or December of 2010. However, a recent strategic planning session was conducted, and the Board is expected to establish the goals and objectives in May.

I am suggesting that you adopt the following procedure that will be utilized for the annual performance evaluation of the City Manager, beginning in December.

The Human Resources Department will seek feedback from the Board members on an annual basis in order to assist the Board in conducting the annual performance evaluation of the City Manager. A summary of the City Manager's accomplishments for the year and the evaluation form will be attached to the December memo. The annual performance evaluation will be conducted at a Board meeting in January.

As for the current performance evaluation, I ask that you complete the attached performance evaluation form and return the form to me. This year, there are eight factors that will be used to evaluate the City Manager's performance. (In the future, you will have these eight factors in addition to the accomplishments of the goals and objectives.) I must have the evaluation form returned no later than May 24, 2011, in order to have it placed on the June 2nd agenda. This will be

the meeting after the Board adopts the City's goals and objectives, which will be incorporated into the evaluation for the January performance evaluation.

I appreciate your time in completing the evaluation form and ask that you return it to me directly once it is completed. Thank you again for your time.

## **Annual Performance Evaluation for the City Manager**

### **PROCESS**

The first Monday in December of each year:

- Human Resource Department initiates the process by contacting the Mayor and requesting that the evaluation be conducted.
- Pursuant to Nevada Revised Statutes 241.033, the City Manager is noticed that the Carson City Board of Supervisors will be conducting his annual performance review.
- The City Manager prepares and provides documents of fiscal year accomplishments to be provided to the Human Resources Department.
- Human Resource Department provides the evaluation form and the City Manager's documents to the Board members.
- Once the Board members complete the evaluation form, they will return it to the Human Resources Department, and the Human Resources Director will have the City Manager's evaluation placed on a January Board agenda.
- The City Manager is provided a copy of the evaluation form results in conjunction with the Board and submission of the agenda for posting.

June of each year:

- City Manager places an item on the Board's agenda to review the criteria, goals and objectives and possible additions, deletions or modifications. The Board will define the desired goals necessary for the proper operation of the City and the attainment of the policy objectives. The Board will prioritize the goals and establish time frames within which the City Manager must meet the goals.





## CITY MANAGER PERFORMANCE EVALUATION

### Leadership

- Sets an effective example of high personal standards and integrity, with the drive and energy to achieve established goals
- Insures that the organization has a vision short and long-term goals and objectives to support Board priorities
- Creates an organizational culture that encourages excellence and is able to carry out the mission, strategic directions and organizational goals
- Inspires trust and confidence with staff and the Board
- Functions as an effective member of a work group, gaining respect and cooperation from others

Rating: Leadership

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

Larry seems to have a good rapport with people in his organization and is tough yet fair.

## Board Relations

- Works closely with the Board to develop vision, mission and long and short range strategic plans
- Develops and presents balanced assessments of policy options
- Provides information and education on issues as appropriate
- Works with the Board to create an optimal governance environment
- Effectively implements the Board's policies, procedures and philosophy

Rating: Board Relations

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

To be fair, given the tenor of the times it's difficult to project into the future when every day presents a new challenge.

## Managing Results and Resources

- Insures that programs, services and projects provide results that matter to the community and cost-effectively meet statutory mandates
- Effectively uses both qualitative and quantitative measures to manage performance
- Insures that prudent financial management is maintained to assured continued success of the City.
- Regularly assess the City's financial condition, and is proactive in anticipating and planning for change

### Rating: Managing Results and Resources

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

### Additional Comments:

The development of the Community Scorecard has been a huge asset.

## Community and Staff Relations

- Effectively represents the City in the community
- Encourages inclusion and accountability on behalf of all sectors of the community
- Has the respect of peers in local, state and federal government
- Values people and recognizes their contributions
- Is an effective liaison between the Board, the staff and the community

Rating: Community and Staff Relations

- Exceeds Expectations
- Meets Expectations
- ⊗ Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

More outreach is needed by the City Manager's Office. By his own admission, Larry recognizes this as an area where improvement is needed.

## Communication

- Practices timely and effective communication with the Board, staff, and the community regarding activities of the City and critical policy and operational changes
- Listens attentively and effectively
- Speaks and writes logically, clearly and concisely
- Encourages and utilizes feedback
- Makes logical and well-organized presentations

Rating: Communication

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

### Additional Comments:

Larry doesn't always keep the members of the BOS (who don't have offices at City Hall) in the loop. So, as a member of the Board, I can't always respond knowledgeably to questions from the public on issues of concern.

In addition, Larry can be brusque and his impatience a little too apparent at times.

## Planning and Innovation

- Establishes and effectively utilizes appropriate mechanisms to anticipate trends and opportunities that will impact the organization
- Develops and implements alternative strategies for dealing with change and planning for the future
- Uses creative and innovative problem-solving strategies for adapting to uncertainties and complexities
- Fosters a climate of innovation and continuous improvement
- Takes appropriate and prudent risks to move the organization forward

Rating: Planning and Innovation

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

Larry is very anticipatory when it comes to preparing for future challenges.

### Problem-solving and Decision-making

- Identifies and evaluates alternative course of action
- Makes timely and relevant suggestions to solve problems
- Consults with affected parties when making critical decisions
- Makes sound decisions in a timely manner
- Analyzes situations to determine root causes and develops realistic alternative solutions

Rating: Problem-solving and Decision-making

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

### Professional knowledge

- Demonstrates thorough knowledge and understanding of City management and operations
- Keeps abreast of critical trends, practices and conditions inside and outside of the organization
- Demonstrates commitment to continuously enhance professional knowledge and capability (professional reading and research; attends seminars and conferences; actively participates in professional development opportunities)

Rating: Professional knowledge

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:



## CITY MANAGER PERFORMANCE EVALUATION

### Leadership

- Sets an effective example of high personal standards and integrity, with the drive and energy to achieve established goals
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- Inspires trust and confidence with staff and the Board
- Functions as an effective member of a work group, gaining respect and cooperation from others

Rating: Leadership

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

LARRY HAS BEEN RECEPTIVE & INSTRUMENTAL TO FORWARD THE NEW IDEAS & CONCERNS I HAVE BROUGHT TO HIS ATTENTION.

## Board Relations

- Works closely with the Board to develop vision, mission and long and short range strategic plans
- Develops and presents balanced assessments of policy options
- Provides information and education on issues as appropriate
- Works with the Board to create an optimal governance environment
- Effectively implements the Board's policies, procedures and philosophy

Rating: Board Relations

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

I MEET WITH LARRY BEFORE EVERY BOARD MEETING  
& HE HAS ALWAYS GOTTEN BACK TO ME IN A TIMELY  
FASHION IF HE NEEDED TO FOLLOW UP ON AN  
ISSUE THAT I PRESENTED TO HIM.

## Managing Results and Resources

- Insures that programs, services and projects provide results that matter to the community and cost-effectively meet statutory mandates
- Effectively uses both qualitative and quantitative measures to manage performance
- Insures that prudent financial management is maintained to assured continued success of the City.
- Regularly assess the City's financial condition, and is proactive in anticipating and planning for change

### Rating: Managing Results and Resources

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

### Additional Comments:

IN THESE TOUGH ECONOMIC TIMES THERE NEEDS TO BE EVEN MORE "OUT OF THE BOX" THINKING TO KEEP THE CITY'S BUDGET IN THE BLACK.

## Community and Staff Relations

- Effectively represents the City in the community
- Encourages inclusion and accountability on behalf of all sectors of the community
- Has the respect of peers in local, state and federal government
- Values people and recognizes their contributions
- Is an effective liaison between the Board, the staff and the community

Rating: Community and Staff Relations

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

LARRY ADMITS THAT COMMUNICATING WITH THE COMMUNITY IS NOT HIS STRONG SUIT. AS FAR AS STAFF RELATIONS HE DOES A GREAT JOB WITH COMMUNICATION + ACKNOWLEDGING THE SKILLSET OF THE STAFF.

## Communication

- Practices timely and effective communication with the Board, staff, and the community regarding activities of the City and critical policy and operational changes
- Listens attentively and effectively
- Speaks and writes logically, clearly and concisely
- Encourages and utilizes feedback
- Makes logical and well-organized presentations

Rating: Communication

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

ON CRITICAL ISSUES LARRY IS ALWAYS ON TOP OF THE SITUATION & DOES A GREAT JOB OF COMMUNICATING ON CRITICAL ISSUES.

## Planning and Innovation

- Establishes and effectively utilizes appropriate mechanisms to anticipate trends and opportunities that will impact the organization
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- Uses creative and innovative problem-solving strategies for adapting to uncertainties and complexities
- Fosters a climate of innovation and continuous improvement
- Takes appropriate and prudent risks to move the organization forward

Rating: Planning and Innovation

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

THERE IS ALWAYS ROOM FOR IMPROVEMENT IN  
INNOVATIVE THINKING + THESE ECONOMIC TIMES  
DEMAND IMPROVEMENT

### Problem-solving and Decision-making

- Identifies and evaluates alternative course of action
- Makes timely and relevant suggestions to solve problems
- Consults with affected parties when making critical decisions
- Makes sound decisions in a timely manner
- Analyzes situations to determine root causes and develops realistic alternative solutions

Rating: Problem-solving and Decision-making

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

LARRY EXCELS @ THIS.

### Professional knowledge

- Demonstrates thorough knowledge and understanding of City management and operations
- Keeps abreast of critical trends, practices and conditions inside and outside of the organization
- Demonstrates commitment to continuously enhance professional knowledge and capability (professional reading and research; attends seminars and conferences; actively participates in professional development opportunities)

Rating: Professional knowledge

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

WITHOUT QUESTION, LARRY KEEPS ABREAST OF  
WHAT IS GOING ON.





## CITY MANAGER PERFORMANCE EVALUATION

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Rating: Leadership

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

## Board Relations

- Works closely with the Board to develop vision, mission and long and short range strategic plans
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- Provides information and education on issues as appropriate
- Works with the Board to create an optimal governance environment
- Effectively implements the Board's policies, procedures and philosophy

Rating: Board Relations

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

## Managing Results and Resources

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- Regularly assess the City's financial condition, and is proactive in anticipating and planning for change

Rating: Managing Results and Resources

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

## Community and Staff Relations

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Rating: Community and Staff Relations

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
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Additional Comments:

## Communication

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Rating: Communication

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
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Additional Comments:

## Planning and Innovation

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Rating: Planning and Innovation

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

### Problem-solving and Decision-making

- Identifies and evaluates alternative course of action
- Makes timely and relevant suggestions to solve problems
- Consults with affected parties when making critical decisions
- Makes sound decisions in a timely manner
- Analyzes situations to determine root causes and develops realistic alternative solutions

Rating: Problem-solving and Decision-making

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

### Professional knowledge

- Demonstrates thorough knowledge and understanding of City management and operations
- Keeps abreast of critical trends, practices and conditions inside and outside of the organization
- Demonstrates commitment to continuously enhance professional knowledge and capability (professional reading and research; attends seminars and conferences; actively participates in professional development opportunities)

Rating: Professional knowledge

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:





## CITY MANAGER PERFORMANCE EVALUATION

### Leadership

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- Functions as an effective member of a work group, gaining respect and cooperation from others

Rating: Leadership

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

*John McKenna*

## Board Relations

- Works closely with the Board to develop vision, mission and long and short range strategic plans
- ✓• Develops and presents balanced assessments of policy options
- Provides information and education on issues as appropriate
- Works with the Board to create an optimal governance environment
- Effectively implements the Board's policies, procedures and philosophy

Rating: Board Relations

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

\* Limited observation of Balanced assessments.  
Specifically the City Center Project - It could  
be the changing nature of a Real Estate  
Project or Prior direction from the Board.  
I cannot judge the Balanced nature  
of this Policy option.

## Managing Results and Resources

- Insures that programs, services and projects provide results that matter to the community and cost-effectively meet statutory mandates
- Effectively uses both qualitative and quantitative measures to manage performance
- Insures that prudent financial management is maintained to assured continued success of the City.
- Regularly assess the City's financial condition, and is proactive in anticipating and planning for change

Rating: Managing Results and Resources

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

## Community and Staff Relations

- Effectively represents the City in the community
- Encourages inclusion and accountability on behalf of all sectors of the community
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- Values people and recognizes their contributions
- Is an effective liaison between the Board, the staff and the community

Rating: Community and Staff Relations

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

## Communication

- Practices timely and effective communication with the Board, staff, and the community regarding activities of the City and critical policy and operational changes
- Listens attentively and effectively
- Speaks and writes logically, clearly and concisely
- Encourages and utilizes feedback
- Makes logical and well-organized presentations

Rating: Communication

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

*See comments regarding the City Center project.*

## Planning and Innovation

- Establishes and effectively utilizes appropriate mechanisms to anticipate trends and opportunities that will impact the organization
- Develops and implements alternative strategies for dealing with change and planning for the future
- Uses creative and innovative problem-solving strategies for adapting to uncertainties and complexities
- Fosters a climate of innovation and continuous improvement
- Takes appropriate and prudent risks to move the organization forward

Rating: Planning and Innovation

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

*My wish is for more innovation  
but based on five months observation  
Larry is more innovative and causes  
more innovation than most.*

### Problem-solving and Decision-making

- Identifies and evaluates alternative course of action
- Makes timely and relevant suggestions to solve problems
- Consults with affected parties when making critical decisions
- Makes sound decisions in a timely manner
- Analyzes situations to determine root causes and develops realistic alternative solutions

Rating: Problem-solving and Decision-making

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

### Professional knowledge

- Demonstrates thorough knowledge and understanding of City management and operations
- Keeps abreast of critical trends, practices and conditions inside and outside of the organization
- Demonstrates commitment to continuously enhance professional knowledge and capability (professional reading and research; attends seminars and conferences; actively participates in professional development opportunities)

Rating: Professional knowledge

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:



## CITY MANAGER PERFORMANCE EVALUATION

### Leadership

- Sets an effective example of high personal standards and integrity, with the drive and energy to achieve established goals
- Insures that the organization has a vision short and long-term goals and objectives to support Board priorities
- Creates an organizational culture that encourages excellence and is able to carry out the mission, strategic directions and organizational goals
- Inspires trust and confidence with staff and the Board
- Functions as an effective member of a work group, gaining respect and cooperation from others

Rating: Leadership

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

I believe Larry leads by example. He seems to have the trust of most, if not all, City Department Directors.

## Board Relations

- Works closely with the Board to develop vision, mission and long and short range strategic plans
- Develops and presents balanced assessments of policy options
- Provides information and education on issues as appropriate
- Works with the Board to create an optimal governance environment
- Effectively implements the Board's policies, procedures and philosophy

### Rating: Board Relations

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

### Additional Comments:

I would recommend that Larry implement a Board briefing from Department Directors and himself. This briefing could be delivered to the Board weekly or bimonthly.

## Managing Results and Resources

- Insures that programs, services and projects provide results that matter to the community and cost-effectively meet statutory mandates
- Effectively uses both qualitative and quantitative measures to manage performance
- Insures that prudent financial management is maintained to assured continued success of the City.
- Regularly assess the City's financial condition, and is proactive in anticipating and planning for change

### Rating: Managing Results and Resources

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

### Additional Comments:

Under the circumstances of today's economy, Larry has managed to keep the City fiscally sound.

### Community and Staff Relations

- Effectively represents the City in the community
- Encourages inclusion and accountability on behalf of all sectors of the community
- Has the respect of peers in local, state and federal government
- Values people and recognizes their contributions
- Is an effective liaison between the Board, the staff and the community

Rating: Community and Staff Relations

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

After last year's City Manager's evaluation, Larry was given direction to improve communication with the community. Larry has made improvements in that area. Larry has discussed additional efforts that he is working on to better the communication between the City and the community.

I have to believe Larry has a good relationship with staff. In anticipation of budget cuts from the State of Nevada, City staff is being asked to do more with less. Department Directors have agreed to most, if not all, of these additional services for the community. I don't believe staff would be willing to take on these challenges if they did not have a good relationship with our City Manager.

## Communication

- Practices timely and effective communication with the Board, staff, and the community regarding activities of the City and critical policy and operational changes
- Listens attentively and effectively
- Speaks and writes logically, clearly and concisely
- Encourages and utilizes feedback
- Makes logical and well-organized presentations

Rating: Communication

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

Larry is professional and prepared at all meetings.

## Planning and Innovation

- Establishes and effectively utilizes appropriate mechanisms to anticipate trends and opportunities that will impact the organization
- Develops and implements alternative strategies for dealing with change and planning for the future
- Uses creative and innovative problem-solving strategies for adapting to uncertainties and complexities
- Fosters a climate of innovation and continuous improvement
- Takes appropriate and prudent risks to move the organization forward

Rating: Planning and Innovation

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

The strategies Larry implemented within our City are being researched in City should all be proud of.

### Problem-solving and Decision-making

- Identifies and evaluates alternative course of action
- Makes timely and relevant suggestions to solve problems
- Consults with affected parties when making critical decisions
- Makes sound decisions in a timely manner
- Analyzes situations to determine root causes and develops realistic alternative solutions

Rating: Problem-solving and Decision-making

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:

Professional knowledge

- Demonstrates thorough knowledge and understanding of City management and operations
- Keeps abreast of critical trends, practices and conditions inside and outside of the organization
- Demonstrates commitment to continuously enhance professional knowledge and capability (professional reading and research; attends seminars and conferences; actively participates in professional development opportunities)

Rating: Professional knowledge

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Evaluator has no basis for judgment

Additional Comments:



# MEMORANDUM

**TO:** Mayor and Board of Supervisors

**FROM:** Lawrence A. Werner, P.E., P.L.S.  
City Manager

**DATE:** May 26, 2011

**SUBJECT:** City Manager Accomplishments 2009/2010

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The following are some of the accomplishments that we have either completed during the time period starting December 2009 through the first part of 2011. The list is no particular order. None of these would have been accomplished without assistance from the staff, support from you, the Board of Supervisors and the community.

- Established cooperative relationship with Douglas, Storey, Lyon and Churchill Counties.
- Worked to have the ice rink as an annual downtown activity.
- Facilitated Board Retreat and Goal Setting.
- Implemented a performance based organization with meaningful measures and strategies and continue to push forward with full implementation.
- Organized, drafted and implemented a bear ordinance for the protection of citizens and wildlife.
- Replaced Vidler in the regional water system project.
- Participate on behalf of the City in the feasibility study of the Library project.
- Facilitated the discussions of a regional health delivery program.
- Implemented a Survey Control Network.
- Implemented an interest based labor negotiation process with bargaining units and successfully negotiated several contracts approved by the Board.
- Expanded the Fireside Inn project to be the “BRIC”
- Created and implement a successful Charter Review Process and staffed the committee.
- Significant City savings through the implementation of a self-insured workers compensation program.
- Continued to work cooperatively with the owners of the Ormsby House to assist in the completion of their project.
- Formalized the policy and procedure process.
- Reorganized Animal Services, created a new volunteer program and remodeled and updated the facilities.

- Initiated the Social Media working group to expand the City's communication tools.
- Increased sales tax through the recruitment of new businesses.
- Established a cooperative working relationship with the Airport Authority.
- Facilitated the analysis for a regional recycling center and landfill.
- Developed the budget processes to address the City's revenue shortfall and service delivery issues.
- Re-established the City's Board of Health.
- Evaluated and implemented several regional cooperative programs – traffic signals, water delivery, etc.
- Improved relationships with the Latino community through a cooperative working relationship with Partnership Carson City.
- Streamlined and modified the process for Community Support Grants.

I'm sure there are more programs that we have developed or improved over the last couple of years but the major focus has been the economy and associated issues with a goal of maintaining service deliveries in a more economic and efficient manner. We are not done yet.