

Ironhouse Sanitary District

General Manager

PERFORMANCE EVALUATION PERIOD:

The Ironhouse Sanitary District Board of Directors is being asked to evaluate the General Manager's performance in the following Performance Areas for the period of July 2020 through June 2021. In rating his performance, please use a scale of 1 to 3 as identified in the table below:

3	Exceptional	Exceeds standards on a consistent basis
2	Competent	Expected performance level
1	Poor	Consistently deficient in meeting most standards

INSTRUCTIONS: Please select the appropriate numeric rating to the right side of each performance area or subcategory. In addition, please comment on strengths, concerns, and observations in the comment boxes provided, using specific examples when possible. To assist you in assessing the General Manager's performance, relevant factors are noted below each performance area for your consideration.

PERFORMANCE AREAS

1)MANAGEMENT:

BUSINESS ETHICS:

3 2 1

A. Maintains high standards of honesty, integrity, and trust.

LEADERSHIP:

3 2 1

B. Assumes leadership in working with the Board to establish the immediate and long-range objectives for the District.

C. Leads, directs and uses sound administrative practices.

D. Delegates responsibility and decision making appropriately.

E. Demonstrates original thinking, ingenuity and creativity by introducing new strategies or courses of action.

F. Inspires teamwork, cooperation and innovative problem solving among ISD staff.

G. Manages the operation and maintenance of District infrastructure effectively to assure the compliant, cost effective operation and preserve the longevity of the district's Assets.

MANAGEMENT COMMENTS:

2) PROFESSIONAL AND COMMUNITY RELATIONS:

3 2 1

- A. Effectively furthers the District’s reputation within the industry and among peers.
- B. Serves on county, regional, and state boards, organizations and committees, as appropriate for representing the interests of the District.
- C. Contributes to regional cooperation and the resolution of regional issues.
- D. Builds and maintains mutually beneficial relationships with planning and peer agencies (i.e. CASA, CSDA, ECWMA and other related agencies in the Bay Area).
- E. Effectively partners with peers and/or regional entities to maximize funding, economies of scale to keep costs low, and information sharing for the benefit of Ironhouse Sanitary District.

COMMUNITY RELATIONS:

3 2 1

- A. Represents the District well in presentations to civic groups, media and the public and provides a positive, professional image.
- B. Establishes effective relationships with key community groups and stakeholders.
- C. Instills customer/community satisfaction as a value in the organization.
- D. Is accessible to the public.
- E. Ensures quick follow-up and resolution to citizen complaints and requests for service.
- F. Provides a high level of public information regarding District programs and services which enhances community understanding of District goals and objectives.

PROFESSIONAL AND COMMUNITY RELATIONS COMMENTS:

3) FINANCIAL MANAGEMENT:

3 2 1

- A. Prepares realistic balanced annual budgets in an intelligent and accessible format.
- B. Control expenditures in accordance with approved budget.
- C. Effectively reports and projects the financial condition of the District.
- D. Develops creative solutions to financial issues.
- E. Remains innovative and informed about rapidly changing technology for improving cost efficiency, productivity, and/or long-term financial sustainability for the District.
- F. Designs management practices/policies to maintain a sound, long-range financial position.
- G. Implements effective programs to limit liability and loss.
- H. Establishes short and long-term goals for asset management/replacements.

FINANCIAL MANAGEMENT COMMENTS:

4) BOARD-MANAGER RELATIONSHIP:

GOVERNANCE:

3 2 1

- A. Takes direction from the Board as a whole.
- B. Initiates tailored and direct two-way contact with each Board member consistent with the preferences and needs of each Board member.

RESPONSIVENESS TO BOARD NEEDS:

3 2 1

- C. Is responsive to Board requests and needs.
- D. Effectively carries out Board policy direction.
- E. Provides “complete staff work” to the Board.

ABILITY TO KEEP THE BOARD WELL-INFORMED:

3 2 1

- F. Provides thorough staff reports and related agenda materials to allow for effective board discussion/decision making. Obtains and evaluates relevant information and implements or recommends appropriate solutions to problems.

INTERPERSONAL SKILLS:

3 2 1

- G. Actions and style encourage mutual honesty, respect and trust.
- H. Provides leadership on significant issues or crises.

BOARD-MANAGER RELATIONSHIP COMMENTS:

5) BOARD-IDENTIFIED GOALS FOR REVIEW PERIOD:

The following District goals were developed and established by the Board of Directors for this review period. Please rate the GM performance for each of the following goals accordingly.

GOAL #1:

Complete the economic, operational and land use analysis of Jersey Island. Develop and implement a plan for liquidation of assets and changes in operation to achieve cost savings. Reestablish the Jersey Island Committee and provide them a report which will indicate the key stakeholders, regulatory and logistical constraints and land use opportunities. The deliverable for this review period consists of providing the Board with the proposed implementation plan (recommended by the Jersey Island Committee) for direction.

GOAL #2:

Develop a plan to address the mandatory “stay at home” order requirements established in conjunction with the covid-19 pandemic to ensure that the District continues to provide uninterrupted service. This plan will address remote staffing elements, remote public meetings (Board and Committee) and address appropriate Board/Staff engagement methods.

GOAL #3:

Maximize opportunities to leverage the District’s recycled water resource as an element of growth within the community and in response to anticipated long-term drought conditions. Partner with regional agencies (City of Oakley, Delta Diablo, Diablo Water District, Contra Costa Water District, etc.) to identify projects that use ISD’s recycled water both in the short and long-term. Evaluate opportunities to integrate recycled water into the long-term strategies for regional water sustainability. Work with local, state and federal legislative bodies to determine funding opportunities.

GOAL #4:

Develop and complete a biosolids masterplan that identifies the preferred methodology of biosolids management and disposal, opportunities for beneficial reuse of biosolids and potential partnerships for providing a regional biosolids solution for our industry partners. The deliverable for this review period is completion of the Biosolids masterplan, presentation to the Board and Board adoption of the plan.

GOAL #5:

Initiate a comprehensive strategic planning effort to update or replace the existing strategic plan that was created over 10 years ago. Deliverables for this review period include development of a “request for Proposals”, solicitation to engage interested firms, firm selection, and the development of the initial fundamental strategic plan elements.

GOAL #6:

Ensure that the wastewater elements of the Oakley Logistics Center project are identified and that the requirements imposed on the project are appropriate to protect the integrity of the District’s sewer infrastructure for the entire lifecycle, considering the location of the project (within a contaminated plume area) and the impacts of the project on the District.

GOAL #7:

Conduct updates of all ISD policies to ensure that they are current as required by the District of Distinction and District Certificate Transparency certifications.

GOAL #8:

Successfully complete approximately \$5M of infrastructure improvements both within the sewer collection system and at the WRF as identified to ensure compliant and reliable operations as identified by the District's sanitary sewer risk model and WRF reliability study.

BOARD-IDENTIFIED GOALS COMMENTS:

6) ACHIEVEMENTS:

List the General Manager's top achievements or positive contributions during the current evaluation period.

ACHIEVEMENTS COMMENTS:

7) OVERALL RATING:

Please provide your overall comments on the General Manager's Performance.

OVERALL COMMENTS: