



2025 City Leaders Summit

“Aligning Goal Setting and the Performance Evaluation Process; Best Practices to Retain Top Executive Talent”

April 24, 2025



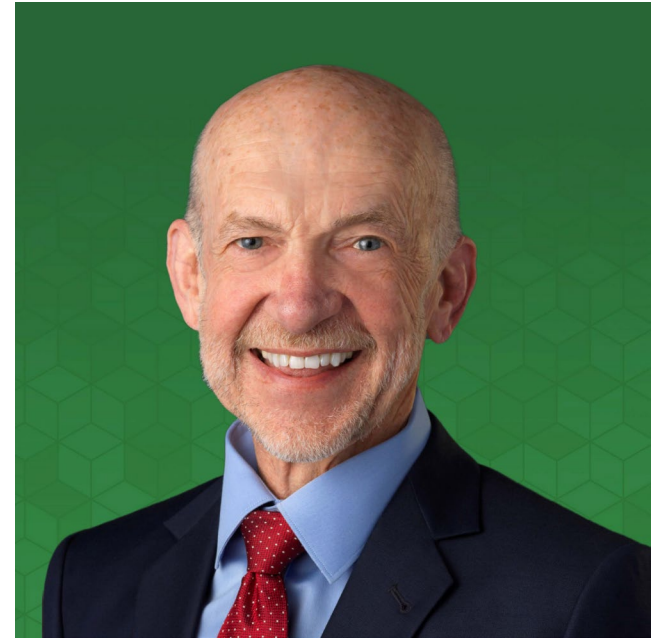
Session Speakers



Jacob Green



Sonia R. Carvalho



Greg Devereaux

Session Goal:

**Explore Goal Setting and
Performance Evaluation Best
Practice to Create Alignment.**

Building Organizational Alignment



Alignment Roadmap

Council Workshop Vision, Goals & Objectives

01



Public Adoption of Vision, Goals & Objectives

02



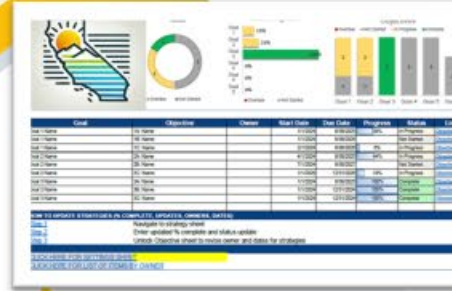
Budget Developed
& Adopted

03



Work Planning;
Dashboards/Measurement

04

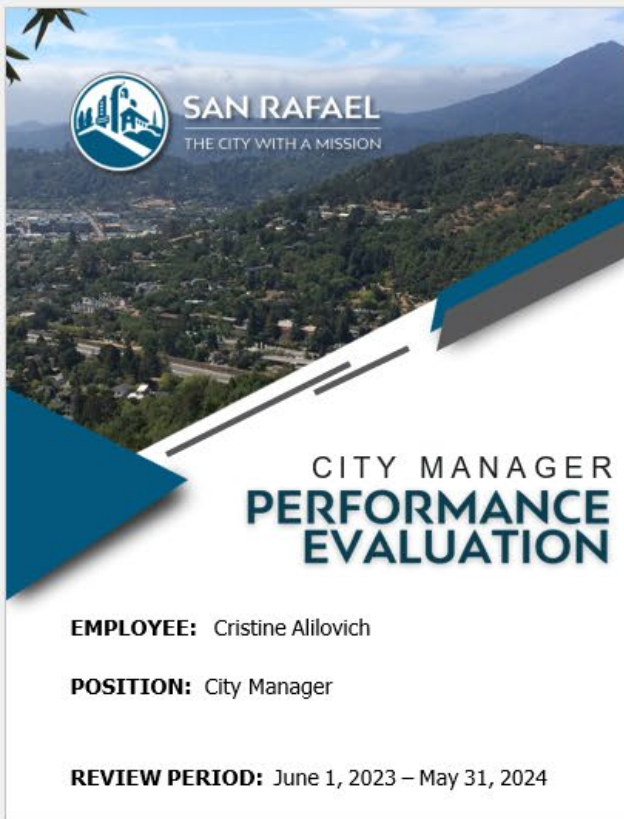
City Manager
Performance
Evaluation

05

Final Performance Evaluation VS. The One-Off Document



Example Performance Evaluation & One-Off Document



 **SAN RAFAEL**
THE CITY WITH A MISSION

**CITY MANAGER
PERFORMANCE
EVALUATION**

EMPLOYEE: Cristine Alilovich

POSITION: City Manager

REVIEW PERIOD: June 1, 2023 – May 31, 2024

DISCLAIMER:
Council (The Body) Performance Evaluation
vs. "One-Off" Document

COUNCIL PERFORMANCE EVALUATION

AREAS OF SUCCESS:

1.

AREAS FOR IMPROVEMENT:

1

GOALS FOR NEXT PERFORMANCE PERIOD:

OVERALL CM PERFORMANCE SCORE:

2

"ONE-OFF" DOCUMENT
(Not Official from Council)

AREAS OF SUCCESS:

AREAS FOR IMPROVEMENT:

3

Goal Setting Option

Closed Session vs. Open Session

Government Code Section 54957
Public Employee Performance Evaluation – City Manager

Discussion Question

What is your best tip to help a Council manage a successful goal setting and/or performance evaluation process?

Discussion Question

Can you share a story where a performance evaluation process either strengthened or damaged the relationship between you and your council? What were the takeaways?

Discussion Question

What are the pros and cons of using an outside facilitator for the goal setting and/or the performance evaluation process?

Discussion Question

How can a council member support a successful goal setting and/or performance evaluation process?

Discussion Question

**Who should be present during a
City Manager's Performance
Evaluation?**

Discussion Question

How can incoming or newly elected councilmembers be onboarded to support an effective and consistent evaluation process, even if they weren't part of setting the initial goals?

Discussion Question

When the appointee's performance is misaligned with the Council, how should that be handled?

Discussion Question

After a Performance Evaluation is completed, how should contract amendments/compensation adjustments be handled?

Discussion Question

What legal considerations should city councils keep in mind when drafting or evaluating performance metrics for appointed officials?

Discussion Question

How do you recommend addressing concerns around transparency and confidentiality in performance evaluations, especially when the public is watching closely?

Discussion Question

What one practice would you advise every council to implement starting tomorrow to improve goal alignment and executive retention?

Thank you!

Audience Q&A

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