

**MINUTES OF THE STUDY SESSION
OF THE TOWN COUNCIL OF THE TOWN OF CHINO VALLEY**

**TUESDAY, MAY 16, 2023
6:00 P.M.**

**CHINO VALLEY COUNCIL CHAMBERS
202 N. STATE ROUTE 89, CHINO VALLEY, AZ**

Present: Mayor Jack Miller; Councilmember Annie Perkins; Councilmember Tom Armstrong;
Councilmember John McCafferty; Councilmember Sherri Phillips; Councilmember Robert
Schacherer

Absent: Vice-Mayor Eric Granillo

Staff Present: Town Manager Cindy Blackmore; Town Attorney Andrew McGuire; Human Resources Director
Laura Kyriakakis; Audio Visual Technician Lawrence Digges; Deputy Town Clerk Sara Burchill;
Town Clerk Erin N. Deskins

1) CALL TO ORDER; ROLL CALL

2) Discussion and review regarding future evaluation form and process for the Town Manager position.

Mayor Miller presented the following:

- This was an opportunity for the Council as a whole to review the format of the evaluation form for the Town Manager which was received from a State organization. He wanted to get together and look at some ideas to have in place for the next year.

Cindy Blackmore, Town Manager, presented the following:

- Thanked the Council for going through the process with staff. It was a good opportunity to improve processes. She had been working with Laura to come up with the presentation.

Laura Kyriakakis, HR Director, presented the following:

- There were comments that the last form was not conducive to the Town's needs, and it didn't work well for the organization, even though other organizations used it. Staff wanted to come up with a process that improved the performance appraisal process and incorporated Performance Management.
- Performance Management (PM) was a process whereas a Performance Appraisal (PA) or Evaluation was an event. PM was all the things you do leading up to the PA. PM was an ongoing year-round process or cycle which included regular updates on goals, gave clarification, provided guidance, and supported a continued year-round communication cycle between both parties. It would also provide an environment where goals related back to the big picture (Council's priorities and strategic plan).

- The PA was the actual evaluation where Council would evaluate the employee and their performance against the goals set at the beginning of the previous review period and set new goals for the upcoming period. The evaluation should be a summary of performance and setting expectations. Nothing in the summary should come as a surprise because it should have been discussed throughout the entire review period.
- PM was a very strategic and systematic process. It could be as difficult or easy as they wanted. Communication was key to the success of the process. Verbal and written components should take place throughout the year to produce greater understanding between the parties including one-on-one meetings, two-way conversation, group settings, and providing consistent written dialogue throughout that period.
- The process would start with creating a purpose. There needed to be a clear understanding for why Council would engage in PM. It could be to set goals, meet the strategic plan, address citizen needs, etc. Once a purpose was established, they could set clear expectations through goals and provide ongoing feedback, and evaluate results at the end.
- Detailed the key elements of a successful PM and PA system including communication, clear goals and objectives, encouraging buy-in and agreement for expectations.
- Buy-in and agreement could be achieved by setting S.M.A.R.T. goals. This acronym stood for Specific, Measurable, Achievable, Relevant, and Time-bound. Ms. Kyriakakis provided Council with a sample of a S.M.A.R.T. goals worksheet.
- The Town Manager's contract included a subsection regarding review and evaluation which included four elements that were required to be addressed during her evaluation. Ms. Kyriakakis provided a Performance Management Guide she had created with the Town Manager to simplify the process of evaluating those four elements. It included examples of goals for things that were important to the organization and the Council to get done this year.

Council and staff discussed the following:

- Including biannual or quarterly reviews. PM included meeting as a group on a more regular basis to discuss what was on the goal sheet. It was designed to be more regular to enhance communication.
- A group effort to fill out the Performance Management Guide was recommended. It was created as a draft for the Council to give their feedback on whether things should be added or removed.
- One evaluation measure referred to Personnel Management. Some of the council members mentioned that would be a difficult thing for them to measure as they don't see the Town Manager every day and when they did it wasn't typically while she was interacting with other staff.
- Council inquired as to when the Town Manager's contract would be updated.
 - Andrew McGuire, Town Attorney, stated that he believed the contract was continuous until terminated. Amendments could be made at any time during the contract period.
 - Erin Deskins, Town Clerk, read the terms outlined in the Town Manager's contract.
- Council inquired as to what the next steps were.
 - Ms. Kyriakakis stated that setting a purpose and goals that needed to be achieved would be helpful. From there set up a process where communication would happen on a regular basis.
 - Ms. Blackmore stated that she had reached out to the Council for monthly one-on-one meetings and asked for their input on a quarterly or biannual group meeting.
- Discussion ensued about whether they should fill out the form during the meeting or do it

at home and bring it back in a week.

- Council asked and discussed what other broad categories were part of the Town Manager’s position. One councilmember suggested splitting the goals of the categories amongst the councilmembers, so they weren’t all doing the same work.
- Discussed the pros and cons of setting certain goals and whether they might be attainable or too specific. Further discussion regarding goals being so broad that they have no measurable outcomes.
- Discussion ensued regarding possibly rating a social climate or the personality aspect of the Town Manager’s management style. Staff stated personality would play a role but wasn’t sure that it was something that should be evaluated. It was suggested to include a comment section to provide that type of feedback.
- Council discussed completing the form over the next week and returning them to staff.
- Council and staff discussed rating systems for the Town Manager reviews.

3) ADJOURNMENT

Mayor Miller adjourned the meeting at 6:55 p.m.



Jack W. Miller, Mayor

ATTEST:



Erin N. Deskins

Erin N. Deskins, Town Clerk

CERTIFICATION:

I hereby certify that the foregoing minutes are a true and correct copy of the minutes of the Regular Meeting of the Town Council of the Town of Chino Valley, Arizona held on the 16th day of May, 2023. I further certify that the meeting was duly called and held and that a quorum was present.

Dated this 13th day of June, 2023.

Erin N. Deskins

Erin N. Deskins, Town Clerk