



# City Manager Performance Goals, Strategies & Metrics

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City of Palos Verdes Estates  
Fiscal Year 2022/23

# Financial Management

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**Goal:** Advance comprehensive improvements for meeting and documenting City financial needs, software implementation, hardware improvements, capital improvements, and long-ranging financial planning.

## Strategies & Metrics

- a. Develop, communicate, and implement appropriate internal controls to ensure accountability and minimize risk by December 31, 2022.
- b. Ensure development/implementation of a Pension Funding Policy by May 31, 2022.
- c. Facilitate development of supporting policies regarding General Fund surpluses and One-time Revenues by September, 30, 2022.
- d. Drive selection of ERP software solution by October 31, 2022 and advance implementation.
- e. Facilitate documentation of Council-approved 5 & 10 year PVE Capital Improvement Project (CIP) needs by June 15, 2022 and March 31 thereafter.
- f. Model Long-Term Financial Plan options that consider CIP, Parklands, pension costs, expiration of Measure E, Fire mitigation needs, a potential recession, and basic operational costs by July 31, 2022.
- g. Identify, prioritize and develop implementation timelines for possible new non-tax and tax revenue stream options by December 31, 2022.
- h. Ensure quarterly budget updates are provided to the City Council and community within 45 days of quarter end.

# Communication & Citizen Relations

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**Goal:** Improve communications with City Council, staff and residents.

## Strategies & Metrics

- a. Restart quarterly City Newsletter.
- b. Maximize connectivity with residents by increasing the number of resident emails, with an initial goal of 50% of households by March 31, 2023.
- c. Improve resident knowledge by facilitating the creation and implementation of a communications strategy including guidelines regarding resident notification methods and timeline for significant city projects.
- d. Implement biweekly citywide updates to be distributed on all available City digital communication platforms.

- e. Provide timely information about current and evolving issues of significant community/media interest to Council Members.
- f. Establish positive relations with community stakeholders by providing periodic City updates to service clubs and other community organizations.
- g. Participate in community functions to gain name and face recognition.
- h. Resolve budgetary and reporting delays and concerns.

## Customer Service Culture & Accountability

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**Goal:** Calibrate organizational staffing levels and expertise to ensure the public's business is professionally conducted.

### Strategies & Metrics

- a. Evaluate City staffing and recommend adjustments deemed necessary to support attainment of Council/organizational priorities by June 30, 2022.
- b. Review and determine effectiveness of City contractors, as contracts come up for renewal, with all reviewed by December 31, 2022.
- c. Outsource project support as necessary.

**Goal:** Enhance employee customer service, instill organizational accountability, and support a culture of excellence.

### Strategies & Metrics

- d. Conduct at least two citywide employee meetings/events annually.
- e. Complete an Employee Opinion Survey to evaluate morale, working conditions and other organizational characteristics by July 21, 2022.
- f. Support employee training and participation in professional associations.
- g. Ensure all employees receive meaningful and actionable performance evaluations annually.
- h. Implement performance metrics for each department and publish on City website by December 31, 2022.
- i. Promote excellence in customer service by:
  - o Establishing a shared sense of purpose and vision among managers and staff;
  - o Conducting annual citywide customer service training;
  - o Integrating customer service training into new employee orientation; and
  - o Partnering with City staff to creating a Customer Service award program to be awarded (e.g. monthly, quarterly).

**Goal:** Employee and organizational successes and accomplishments are celebrated.

**Strategies & Metrics**

- a. Recognize excellent employee performance in biweekly communications, quarterly newsletter, at Council Meetings, and at citywide meetings.
- b. Highlight organization successes and accomplishments in the City newsletter and biweekly updates.
- c. Encourage participation in external awards and recognition programs.

## Leadership & Professionalism

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**Goal:** Establish and ensure progress on City Council Workplan and organizational priorities.

**Strategies & Metrics**

- a. Conduct goal-setting workshop to identify and prioritize goals/strategic objectives by April 30 annually.
- b. Secure adoption of FY 2022-23 City Council Workplan.
- c. Provide quarterly progress reports on Workplan at Regular meetings of the City Council.
- d. Complete or make substantial progress on 100% of adopted organizational priorities.