



City of Dallas

Annual Performance Review Process for City Council Appointed Officials

Dallas City Council
Wednesday, February 19, 2025

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Agenda



- Background
- Proposed Process and Timeline
- Timeline in Action
- Procurement Options & Tentative Timeline
- High-Level Scope Overview
- Recommended Action
- Next Steps



Background – Current Status



- Last performance review of Council Appointed officials was completed August 23, 2022
- On February 12, 2025, Council directed staff to issue a new RFP to hire a Performance Management Consultant to assist in the evaluation of Council Appointed officials (City Manager, City Attorney, City Secretary, Inspector General, and City Auditor)
- Council requested that qualified proposals received be presented to the full council for evaluation and selection of the vendor



Background – Challenges in Current Framework



- **Lack of Structured Goal-Setting:** No formal process for setting goals for Council Appointed Officials leading to a disconnect between leadership performance and the City Council's operating priorities
- **Inconsistent Evaluation Criteria:** Absence of standardized Key Performance Indicators (KPIs) and alignment with fiscal goals resulted in evaluations that lacked consistency and strategic insight
- **Disjointed Planning and Evaluation:** Planning, budgeting, and evaluation are handled separately, preventing synchronization for a cohesive evaluation framework
- **Limited Stakeholder Input:** Insufficient consideration of customer experience data points from residents, staff, and external partners, hindering a comprehensive performance assessment



Proposed Process and Timeline



Aligning Performance Evaluations with the Fiscal Year: Key Benefits

Ensures Fiscal Alignment and Achievability:

- Set realistic and attainable objectives based on available resources
- Ensure effective stewardship of public funds
- Mitigate the risk of setting unachievable targets due to budget constraints

Enables Relevant Performance Reviews:

- Assess achievements based on completed annual performance and projects
- Evaluate performance against established budget goals

Promotes Clear Accountability and Focus:

- Synchronize priorities between City Council and officials
- Link individual performance with organizational fiscal outcomes



Proposed Process and Timeline



March - April (Pre-Fiscal Year)

- Council Reviews Evaluation Criteria and set Performance Goals attached to upcoming Fiscal Year

Recommend that this step be guided by an external vendor or consultant.

August

- Council appointed officials present their proposed budgets, aligned with KPIs and strategic priorities
- Council reviews and provides feedback on the proposed budgets and performance goals

September

- Council adopts the final budgets and performance goals, formalizing objectives for the fiscal year

Mid-Year Review (April)

Covering Q1 & Q2
(October - March):

- Official progress reports submitted by mid-April
- Mid-year performance review conducted
- Goal adjustments, as needed

Annual Evaluation

September-October
(End of Fiscal Year)

- **Self-Assessments:** Officials submit self-assessments outlining achievements, challenges, and opportunities
- **Council Member Assessments:** Council members complete individual evaluations
- **Stakeholder Feedback:** Gather data points from residents, city staff, and external partners
- **Council Evaluation Meeting:** Consolidate feedback, discuss findings, document performance evaluation results

Currently guided by a consultant.

January

Approved merit increases implemented



Timeline in Action



Catch-up Year

*Last review completed August 23, 2022	Jan 25	Feb 25	Mar 25	Apr 25	May 25	Jun 25	Jul 25	Aug 25	Sep 25	Oct 25	Nov 25	Dec 25
*Catch-up 2023-24 Evaluations (Self Assessment & Review)			x	x								
*Catch-up Merit Increases (If Informal Procurement is Selected)					x							
Council Develop Evaluation Criteria (KPIs) Q3-Q4 2025 <u>and</u> FY 2025-26			x									
FY 2024-25 Annual Report Due										x		
FY 2024-25 Annual Performance Evaluation										x		
Officials Present Proposed Budget/KPIs for FY 2025-26								x				
Council Finalize/Approve FY 2025-26 Budget and Performance Goals									x			

Standard Year

Standard Review Year – Going Forward	Jan 26	Feb 26	Mar 26	Apr 26	May 26	Jun 26	Jul 26	Aug 26	Sep 26	Oct 26	Nov 26	Dec 26
Merit Increases (Previous Year)	x											
Council Develop Evaluation Criteria for FY 2026-27 (Set Goals for Next Year)		x	x									
FY 2025-26 Mid-Year Review (Mid-Year Report)				x								
FY 2025-26 Annual Review (Annual Report)										x		
Annual Performance Evaluation (FY 2025-26)										x		
Officials Present Proposed Budget/KPIs for FY 2026-27								x				
Council Finalize/Approve FY 2026-27 Budget and Performance Goals									x			



Procurement Options - Timeline Consideration



Catch-up Year

*Last review completed August 23, 2022	Jan 25	Feb 25	Mar 25	Apr 25	May 25	Jun 25	Jul 25	Aug 25	Sep 25	Oct 25	Nov 25	Dec 25
*Catch-up 2023-24 Evaluations (Self Assessment & Review)			x	x								
*Catch-up Merit Increases (If Informal Procurement is Selected)					x							
Council Develop Evaluation Criteria (KPIs) Q3-Q4 2025 <u>and</u> FY 2025-26			x									
FY 2024-25 Annual Report Due										x		
FY 2024-25 Annual Performance Evaluation										x		
Officials Present Proposed Budget/KPIs for FY 2025-26								x				
Council Finalize/Approve FY 2025-26 Budget and Performance Goals									x			

Administrative Action For Catch-up Year Only*

Under \$100,000

~2-3 Months

Formal Procurement – RFP Multi-Year Contract

Over \$100,000

~4 Months



Tentative Solicitation Timeline



Solicitation Phase	Duration	Estimated Timeline*
Specification & Scope Development	2 weeks	By February 28, 2025
Advertisement	2 weeks (required by State Law)	March 6 & 13, 2025
Solicitation Active	6 weeks	March 6, 2025 – April 11, 2025
Pre-Solicitation Meeting	-	March 25, 2025
Solicitation Due Date	-	April 11, 2025
Evaluation & Vendor Interviews (if needed)	1 week	April 14, 2025 - April 18, 2025
M/WBE Compliance Review	Concurrent with steps above	By April 18, 2025
Contract Negotiation	2 week	April 18, 2025 – May 2, 2025
Contract Development (CAO) & Risk/Insurance Review (ORM)	4 weeks	May 2, 2025 – June 2, 2025
Council Agenda Process	3 weeks	June 2, 2025 – June 20, 2025
Council Award	-	June 25, 2025

**This timeline is subject to change based on regulatory requirements, committee schedule, and unforeseen factors. Any updates will be communicated accordingly.*



High-Level Scope Overview



Purpose

Lead the facilitation of the goal-setting process and mid-year/annual performance evaluations for City Council-appointed officials. May also include conducting retrospective evaluations for the 2023-2024 performance periods

Services – Key Deliverables

- Goal-Setting Session: Facilitate the establishment of clear, measurable performance objectives for City officials, ensuring alignment with organizational priorities and strategic goals
- Performance Evaluation Facilitation: Provide expert guidance on evaluation frameworks, collect and analyze stakeholder feedback, support the self-assessment process, and facilitate closed sessions for mid-year and annual performance reviews
- Reporting: Produce comprehensive, actionable reports summarizing progress toward goals and performance evaluation outcomes

Consultant Qualifications

- Proven experience in facilitating goal-setting and performance evaluations for government officials
- Deep expertise in best practices for evaluating senior municipal executives
- Strong interpersonal and collaborative skills, with a track record of effective engagement with elected and appointed officials



Recommended Action



- 1. Adopt the Evaluation Framework and timeline** - Formally adopt the proposed framework, aligning it with the fiscal year cycle - this will clarify processes, timelines, and performance expectations
- 2. Identify Procurement Approach** - Direct staff to conduct an informal procurement process to secure a one-year contract or to start a formal RFP process leading to a multi-year contract for performance management services
- 3. Set Annual Evaluation Discussion Date** - Establish a consistent annual evaluation discussion in October, integrating it into Council's regular calendar
- 4. Approve Stakeholder Feedback Process** - Approve a process to consider customer experience data points from residents, staff, and external partners, to ensure a comprehensive performance assessment
- 5. Address Pain Points** - City Council and consultant must align schedules, objectives, and dates to limit the opportunity for delays in the process timeline that may limit the effectiveness of the consultant's work



Next Steps



- Gather Council Feedback on Timeline and Procurement Method
- Finalize Vendor Selection - Select the most suitable vendor based on defined criteria
- Implement and Evaluate - Roll out the process and assess its effectiveness





APPENDIX



References



1. International City/County Management Association (ICMA). *Guidelines and Manager Evaluation Handbook*. The recommended approach aligns with ICMA's recommended practices for effective local government management. ICMA emphasizes the importance of meaningful feedback and a structured evaluation process for managers at all levels. [Link](#)
2. NAFSA. *Strength in Numbers: Demonstrating Leadership Through Budget Management*. Highlights the benefits of synchronizing leadership evaluations with budget cycles for improved fiscal responsibility. [Link](#)
3. RAND Corporation. *Performance-Based Accountability for Public Services*. Explains the value of using fiscal milestones and goal-setting to provide measurable performance insights. [Link](#) and [Video](#)
4. McKinsey & Company. *Performance Management That Puts People First*. Describes how effective performance management systems, focusing on aligned goal-setting, performance reviews, and rewards, can significantly boost performance and employee satisfaction when designed to be agile, provide regular feedback, establish a comprehensive fact base, maintain appropriate rating systems, and leverage new technologies. [Link](#)
5. Center for Creative Leadership. *Make Leadership Happen with DAC Framework*. Demonstrates how structured evaluation cycles improve clarity and foster alignment between stakeholders. [Link](#)
6. International City/County Management Association (ICMA). *High-Performance Budgeting & Planning Handbook*. Provides insights on why high performance and budgets are tied and how a performance-based budgeting process looks through the five tenets of high-performance government. [Link](#)
7. U.S. Office of Personnel Management (OPM). *Performance Management Cycle*. Explains how the performance management cycle is a continuous process involving planning work, setting expectations, monitoring performance, developing capacity, rating performance periodically, and rewarding good performance. [Link](#)
8. McKinsey & Company. *Performance Management: Why Keeping Score is So Important and So Hard*. Explains why effective performance management systems are crucial for organizational success, but remain challenging to implement correctly. [Link](#)
9. Government Executive. *Should Government Do Away with Annual Performance Reviews?* Discusses the benefits and challenges of replacing single annual performance reviews in government with more frequent feedback, inspired by Deloitte's new system. [Link](#)
10. Schnell, S., Miheş, D., Sobjak, A., & van Acker, W. *Performance Management in the Public Administration — Seven Success Factors*. Emphasizes that performance management should be viewed as a continuous cycle of planning, monitoring, measuring, evaluating, and rewarding employee performance at both individual and team levels at all levels of the organization.
11. International City/County Management Association (ICMA). *City Manager Evaluation*. Describes how the evaluation of a city manager serves two purposes: to evaluate the performance of the city manager and to act as a communication bridge for the mayor, city council, and the city manager. [Link](#)
12. National League of Cities (NLC). *Performance Management: A Guide for City Leaders*. A report that provides a comprehensive guide to empower city leaders to implement data-driven performance management strategies to improve municipal service delivery and decision-making.

