



**AGENDA PACKET**

**CITY COUNCIL'S COMMITTEE ON LEGISLATIVE AFFAIRS & ELECTIONS  
MONDAY, AUGUST 14, 2023 6:00 PM**

**EVERETT CITY HALL, 484 BROADWAY, CITY COUNCIL CHAMBERS, 3RD FLOOR  
EVERETT, MA 02149**

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## AGENDA

### CITY COUNCIL'S COMMITTEE ON LEGISLATIVE AFFAIRS & ELECTIONS

MONDAY, AUGUST 14, 2023 6:00 PM

EVERETT CITY HALL, 484 BROADWAY, CITY COUNCIL CHAMBERS, 3RD FLOOR  
EVERETT, MA 02149

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#### ROLL CALL

#### PLEDGE OF ALLEGIANCE

#### UNFINISHED BUSINESS

**1. C0467-22** Resolution/s/ Councilor Darren M. Costa

A request for a planning initiative for ward 3 zoning.

**2. C0209-23** Ordinance/s/ Councilor Darren M. Costa

An Ordinance proposing changes to Business District Zoning limitations

**3. C0106-23** Order/s/ Councilors Stephanie V. Smith, Stephanie Martins & Darren M. Costa

Be it ordered by the City Council of the City of Everett, Massachusetts that the Legislative Code of the Everett City Council be amended to include a section on yearly performance reviews for City Council employees

#### ADJOURNMENT

[www.cityofeverett.com](http://www.cityofeverett.com)

(All agendas and reports can be obtained on City of Everett Website)

Respectfully submitted:

***Michael J. Mangan***

Legislative Aide





C0467-22

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**To:** Mayor and City Council  
**From:** Councilor Darren M. Costa  
**Date:** November 14, 2022

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**Agenda Item:**

A request for a planning initiative for ward 3 zoning.

**Background and Explanation:**

**Attachments:**

WE, The following Abotts &  
 neighbors to the Project At  
 260 ~~Abbott~~ <sup>ELM STREET</sup> ~~Avenue~~, Heroby note  
 OUR OBJECTION TO THE Petition

Michael K Morales	91 Elsie St.
Justa Yuthins	84 Garland St
Jerry Raymond	48 DARTMOUTH St.
Laura O'Connor	50 Abbott Ave.
Patricia Gallant	54 Abbott Ave
Maureen Romano	71 Freeman ave
Josephine Rivers	46 ABBOTT AVE
Laurie Soupp	33 Abbott Ave
<del>Josephine Rivers</del>	37 Abbott Ave
William H Parks	37 Abbott Ave
Chaitra Doshi	57 Abbott Ave
Ashwin Gandhi	57 Abbott Ave.
Antoinette LaConte	41 ABBOTT AVE
Joseph Settine	14 Abbott Ave
<del>Ben Mc</del>	20 Abbott Ave
<del>Ben Mc</del>	20 Abbott Ave
Linda Desera	14 Abbott Ave
Maria Bermudez	22 Freeman Ave
Virginia Quiles	18 Freeman Ave
Jose Quiles	18 Freeman Ave
Marianela Catteron	14 Wintrop
Michael Masocci	49 Freeman Ave
Maudy	38 Abbott Ave
Patricia	33 Freeman Ave
Gail Middleton	17 Abbott Ave.
Charles Radosta	8 Chestnut Place
Steve & Maria Bussell	8 Freeman Ave
Lindsey Lento	62 Abbott Ave
Maureen O'Donnell	24 Abbott Ave

We the Following Abutters + Neighbors  
to the project at 260 Elm St. hereby  
note our objection to the petition

Mike & Renee Buswell 254 Elm St.

Leonard & Barbara Nicolosi 58 ~~220~~ Ave

Rich O'Donnell 24 Abbott Ave ~~85~~

Patricia Rogers 78 Englewood Ave.

JOHN-JEANNE CRISTANO 53 ABBOTT AVE

LAURIE/PAUL SOUZA 33 ABBOTT AVE

Katy Rogers 78 Englewood Ave.

Elizabeth DeSimone 77 ABBOTT AVE

JoAnn Wilichoski 72 Abbott Ave

Holly Garcia 688 Broadway

Diane D'Arco 13 Abbott Avenue

Diane & Michael Cody 73 Abbott Ave Everett, WA

Charles Harper 21 Abbott Ave Everett

Susan Harper 21 Abbott Ave Everett.

Melissa O'Donnell 24 Abbott Ave Everett

Megan O'Donnell 24 Abbott Ave Everett

Gabriel Haeft 270 Elm St

Magdalena Garza 270 Elm St

#1 - C0467-22

Legislative Affairs & Election Committee  
November 21, 2022

The Committee on Legislative Affairs & Elections met on Monday, November 21, 2022 at 6pm in the City Council Chambers.

Members present were Councilor Michael Marchese, presiding, Councilors Alfred Lattanzi, Darren Costa and Stephanie Smith.

The Committee considered a Resolution offered by Councilor Darren Costa: A request for a planning initiative for Ward 3 zoning.

Director of Planning Matt Lattanzi and City Clerk Sergio Cornelio were also present.

The Clerk provided the Committee with an overview of what a Work Session entailed as it related to the wishes of the City Council in referring the matter into Committee. Councilor Smith referenced that the Committee should follow the same process as established at the last Committee meeting with regards to the zoning moratorium piece in which Councilor Costa was appointed as a liaison to obtain the information and report back his findings to a Work Session with other members of the Committee. She mentioned that it would be difficult to coordinate these sessions with all the parties especially if the Work Sessions needed to be publicly posted if more than two members were present creating unwanted red tape and acknowledged that some members may need to be excused due to potential developments they may be doing. Councilor Costa stated that he understood that the entire City needed to be included in the Zoning review but wanted to focus his concern right now with this zoning issues related to Ward 3. Councilor Smith suggested that the Committee appoint Councilor Costa as the liaison related to Ward 3 zoning concerns to conduct research on the matter with the Planning Department and other relevant departments and report back his findings to the Work Session group. She stated that this would be the first step but was adamant that the entire City zoning needed to be looked at. Councilor Costa agreed to take the lead as a liaison in this matter and Mr. Lattanzi expressed his approval of this decision which he felt would help expedite the process as well as avoiding the need to publicly post if just one Councilor was involved. Mr. Lattanzi informed the Committee that he usually meets with the various Department Heads on Tuesdays to review proposed zoning developments within the City and Councilor Costa indicated that he could call in to participate in those meetings. Councilor Smith remarked that she wanted to avoid spot zoning occurring and wanted to avoid opening the City to potential lawsuits from any zoning changes to be recommended. Mr. Lattanzi concurred that the City's zoning needed a rewrite however Councilor Smith cautioned that the process to do this could take 6 to 9 months. Mr. Cornelio mentioned that the City Ordinances which included the zoning ordinances needed to be updated pursuant to the City Charter and suggested that the Mayor could appoint an Ad-Hoc group of smart local professional people to help work on this subject matter rather than the Council attempting to do it on its own.

The Committee voted, to establish work sessions on the subject matter with Councilor Costa appointed as the Committee liaison to work with the Planning Department and other relevant city departments related to the Ward 3 zoning and report back his findings to the Work Session group with the Committee reconvening in a public session once action is recommended from the Work Session group.

Respectfully Submitted,

John W. Burley  
Clerk of Committees

#1-C0467-22

Legislative Affairs & Election Committee  
December 27, 2022

The Committee on Legislative Affairs & Elections met on Tuesday, December 27, 2022 at 6pm in the City Council Chambers.

Members present were Councilor Michael Marchese, presiding, Councilors Alfred Lattanzi, Darren Costa, and Council President John Hanlon as ex-officio. Councilor Stephanie Smith was absent

The Committee considered a Resolution offered by Councilor Darren Costa: A request for a planning initiative for Ward 3 zoning.

Director of Planning Matt Lattanzi and City Solicitor Colleen Mejia were present

Director Lattanzi was invited to come forward by the committee. Councilor Costa had a very detailed discussion with Mr. Lattanzi about current zoning laws, as well as what could be done going forward to try and minimize developers from going into neighborhoods and building big developments. Councilor Costa will continue working with Director Lattanzi, as well as Jonathan Silverstein from outside council, in order to draft some zoning changes that better protects the neighborhoods. Councilor Costa will report back to the Legislative Affairs Committee in the near future with his zoning amendment proposals.

Respectfully Submitted,

Michael J. Mangan  
Legislative Aide

Here are some facts:

1. The business district does not require developers to include commercial space.
2. There is no limitations on the number of units allowed.
3. There are few requirements related to set backs, building requirements

Here are recommended solutions that I'd like to discuss in our working session:

1. Change the zoning map for properties that are zoned as business district in neighborhoods where they don't fit. For example, the number of houses on Woodlawn Ave. Today they are used as single family homes and should likely be zoned as a Dwelling district
2. Amend the ordinance for Business District to include limitations.
3. Revise the TDM to set great limitations for superseding the original parking ordinance (2 spaces per unit) in primarily residential area outside of any redevelopment zones.

Here is an open list of open items for our long term strategic solutions:

1. Create a zoning table with dimensions, requirements and limitations of each district in our zoning map
2. Revisit the zoning map to extend past the business district. For example, light manufacturing zones
3. Revise conflicting and outdated ordinances
4. Continue to modify the TDM to encourage its original intention, without infringing on our already dense neighborhoods.

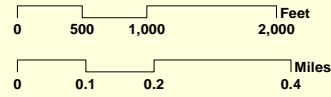


# Draft Zoning City of Everett

Map Date:  
January 2019

Prepared by:  
Department of Planning and Development and  
Inspectional Services Department

1 in = 350 feet



Item Number 1

## Legend

### Zoning, 2019

- CTEDD - Commercial Triangle Economic Development District
- LB - Residential Detached
- LB - Mixed-Use
- LB - Residential Multi-Family
- LB - Employment
- LB - Commercial
- LB - Waterfront Mixed-Use
- Industrial District
- River Front District
- Industrial Limited
- Dwelling District
- Apartment District
- Business Limited
- Business District
- Resort Casino Overlay

### Buildings

- Parcels
- City Borders
- Parcels Owned by Everett

### Facilities, City-Owned:

- Athletic Field; Playground; Open Space
- Cemetery
- Municipal Facility
- Public School

MALDEN

MEDFORD

SOMERVILLE

CHELSEA

REVERE

## Section 6 Business Districts.

A. *Uses.* In any business district, as indicated on the Zoning map, buildings and premises may be used in any part for any purpose herein before permitted in any dwelling or apartment district and also for any store or stand or other structure where goods are sold or service rendered, primarily at retail, also for any public building, places of amusement or assembly, restaurant, bank or office, also for any stable, garage or filling station under limitations hereinafter prescribed.

1. Wholesale merchandising incidental and subordinate to a primary retail business shall be permitted.
2. Manufacturing, producing, processing, fabricating, printing, converting, altering, finishing or assembling is permitted to cover on all floors together not more than one-half the area of the lot or on a scale requiring not more than a total of five (5) horsepower or steam pressure in excess of fifteen (15) pounds gauge pressure, and no use prohibited in section [7](#) below shall be permitted.
3. Gas shall not be stored in quantities exceeding five hundred (500) cubic feet; nor in quantities exceeding fifty (50) cubic feet if the pressure is greater than one hundred (100) pounds per square inch; or within ten (10) feet of any street line or party lot line, except in the case of gas contained or generated in fire extinguishers.
4. No junk yard is permitted.
5. The operation of electric lighting and power stations, gas works and steam laundries, and any use prohibited in industrial districts is not permitted.
6. No public garage shall use machinery except as an incidental accessory to automobile storage not shall it have any part of its shop on the first floor within twenty (20) feet of any entrance or exit for vehicles. No commercial work on motor vehicles shall be done out of doors, except that emergency repairs may be made in a public street in the case of a breakdown.
7. There shall be no door or driveway for vehicles in connection with any public garage within fifty (50) feet of any dwelling or apartment district boundary line, nor shall any filling station or gas pump be located within such distances. No gasoline filling appliance shall be located within ten (10) feet of any street line or of any other property line unless it is within a building.

8. Special Exception:

The intent of this paragraph is to provide by special exception granted by the City Council, a mixture of residential apartments: retail trade and services, offices, off street parking, and accompanying accessory uses all within one structure that normally would be in harmony with the general purpose and intent of the requirements of the Business District except building height and area.

- a. Special exception may be granted only by the City council subject to the following regulations:

1. Minimum lot area of 30,000 square feet and a minimum frontage of 200 feet.

2. No building or structure shall be constructed unless the lot is at least ninety (90) percent within the Business District and the building completely within the Business District.
3. Compliance with section [6](#), except building height and area, and Section [17](#).
4. All uses to be within the same structure, provided all residential uses shall be located not lower than the second floor of the structure.
5. City council conformation with Chapter [40A](#) section 4, 15, 16, 17 and 21, Massachusetts General Laws.

Uses specifically prohibited:

- a. Manufacturing and industrial.
  - b. Wholesale and warehousing.
  - c. Salvage and junk operations.
9. The following uses shall only be permitted in the business District upon the grant of a Special Permit by the Zoning board of Appeals:
- a. Uses, whether or not on the same parcel as activities permitted as a matter of right, accessory to activities permitted as a matter of right, which activities are necessary in connection with scientific research or scientific development or related production. The Zoning Board of Appeals may grant such permit provided that it finds that the proposed accessory use does not substantially derogate from the public good.
10. Open air markets of any type, unless already regulated by City Ordinance, shall be prohibited except by Special Permit of the Zoning Board of Appeals. Open air markets which have been granted a Special Permit by the Zoning Board of Appeals shall be required to provide adequate parking, as outlined and required in Section [17](#), within five hundred (500) feet of the location of the market if the market is to remain open for a period in excess of one (1) day. (Ord. 4-29-91)

**B. *Dimensional Requirements.***

1. Frontage:
  - a. None required except for residential uses.
  - b. Residential----Twenty (20) feet minimum. (Ord. of 6-29-87)
2. Lot Area:
  - a. Residential----1.5 to 1 maximum floor area ratio.
  - b. All other uses----2 to 1 maximum floor area ratio. (Ord. of 6-29-87)
3. Height:

- a. Four (4) stories, not to exceed sixty-five (65) feet maximum, but not applicable to church spires, belfries, cupolas, chimneys, radio and flag poles and gas holders, which shall not exceed thirty-three (33) percent of the floor area of the first floor, and provided that such church spires, belfries, cupolas, chimneys, radio and flag poles and gas holders shall not be more than fifty (50) percent higher than the average height of the roof of the main structure. (Ord. of 6-29-87; Ord. of 4-11-88)
- b. Domes, ornamental towers, observation towers, water towers, hose towers, penthouses, head houses, water tanks and scenery lofts may be built within the sixty-five (65) height and shall not be considered a story provided they do not exceed thirty-three (33) percent of the floor area of the first floor.

4. Front Yard:

None required, except when used for residential purposes there shall be a ten (10) foot minimum of which no less than five (5) feet shall be used for landscaping. (Ord. of 6-29-87)

5. Side Yard:

None required unless a lot line adjoins lot used for one or two family or three family dwelling use, in which case the side yard shall be not less than four (4) feet in width for a building proposed to be not more than thirty (30) feet in height; and seven (7) feet for buildings proposed to be more than thirty (30) feet in height. Where a side lot line serves as a boundary between dwelling and apartment districts, the side yard shall be a minimum of seven (7) feet in width. There shall be no projections allowed within the required side yards. (Ord. of 6-29-87)

6. Rear Yard:

Twenty-five (25) feet minimum unless the lot extends from one (1) street to another street, in which case no rear yard is required, except for any residential use which shall require a ten (10) foot minimum. (Ord. of 6-29-87)

7. Accessory buildings:

Shall be located within the rear yard and shall occupy not more than thirty-three (33) percent of the rear yard and shall not exceed two (2) stories and twenty (20) feet in height nor be located closer than five (5) feet from the rear yard line. (Ord. of 6-29-87)

8. Corner Lot:

None required except seven (7) feet required when residential use. (Ord. of 6-29-87)

9. In-ground swimming pools:

Six (6) feet minimum from any lot line. (Ord. of 6-29-87; amended as part of October 2021 update)

(End of Section)

**The Everett Zoning Ordinance is current through legislation passed June 16, 2021.**

Disclaimer: The City Clerk's Office has the official version of the Everett Zoning Ordinance. Users should contact the City Clerk's Office for ordinances passed subsequent to the ordinance cited above.

[City Website: cityofeverett.com](http://cityofeverett.com)

[Code Publishing Company](#)



C0209-23

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**To:** Mayor and City Council  
**From:** Councilor Darren M. Costa  
**Date:** June 26, 2023

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**Agenda Item:**

An Ordinance proposing changes to Business District Zoning limitations

**Background and Explanation:**

**Attachments:**

C0209-23

Over the last year, the public has spoken loudly about issues related to over development, such as, congestion, traffic, and lack of parking. In Everett, all of Broadway, Main St, Ferry St and parts of Norman St, Hancock St and Elm St are designated as the Business District. his districting has very few limitations on its minimum dimension and height requirements. If we continue to allow this by right development, we will lack clear pathways and the corridor effect will promote air pollution and lower our resident's quality of life. Our business district is far stretching and does not fit appropriately everywhere it's assigned.

**ENROLLED ORDINANCE**

*PUBLISHED PURSUANT TO CHAPTER 1 SECTION 4.5 OF THE REVISED ORDINANCES OF THE CITY OF  
EVERETT AND IN COMPLIANCE WITH MASSACHUSETTS GENERAL LAWS Chapter 43, Section 23.*

ENROLLED: MM/DD/YYYY

DATE OF PROPOSED ORDAINMENT: MM/DD/YYYY



**CITY COUNCIL..... No. C0209-23**

IN THE YEAR TWO THOUSAND AND TWENTY-THREE

**AN ORDINANCE AMENDING SECTION 6 (BUSINESS DISTRICTS) OF THE ZONING  
ORDINANCE TO MODIFY HEIGHT RESTRICTIONS**

Councilor /s/ Darren M. Costa

**Whereas:** The City of Everett has issued a large number of new development permits, which will increase housing inventory by more than 5,000 units; and

**Whereas:** Zoning ordinances are old and outdated and require amendment to safeguard our residents from the challenges created from overdevelopment, such as pollution, traffic congestion; and

**Whereas:** Our City Council has the duty to uphold the safety and integrity of our neighborhoods; and

**Whereas:** Without a Master Plan for the City of Everett, which the people have demanded, we must mitigate risks of over development.

**Now,** therefore, by the authority granted to the City Council of the City of Everett, Massachusetts to make and amend ordinances:

**Be it Ordained** by the City Council of the City of Everett, Massachusetts that Appendix A, Section 6 of the Revised Ordinances of the City of Everett is hereby amended as follows:

Section 6B(3a.) of Appendix A is hereby amended by replacing the phrase “Four (4)” with the phrase “Three (3)”;

Section 6B(3a.) of Appendix A is hereby further amended by replacing the phrase “sixty-five (65)” with the phrase “thirty-six (36)”.

The revised subsection shall read as follows:

**3. Height**

- a. Three (3) stories, not to exceed thirty-six (36) feet maximum...

This ordinance shall take effect upon passage by the City Council and subsequent approval by His Honor the Mayor.



A true copy attest

*Sergio Cornelio*

Sergio Cornelio, City Clerk



C0106-23

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**To:** Mayor and City Council  
**From:** Councilor Stephanie V. Smith  
**Date:** March 27, 2023

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**Agenda Item:**

Be it Ordered by the City Council of the City of Everett, Massachusetts that the Legislative Code of the Everett City Council be amended to include a section on yearly performance reviews

**Background and Explanation:**

**Attachments:**

### **Why are performance reviews important?**

*Each one of us has the choice to make an impact, deliver outcomes, and leave our mark by helping move our office forward in a meaningful way.*

*Making an impact means understanding the work that moves the needle and taking the initiative to make sure it's done in the best possible way. Above all, to drive impact, we each have to do our jobs with excellence.*

*Performance ratings promote accountability and are used to assess individual achievement of goals/objectives and to provide an overall performance rating of the employee. You should consider all factors of the rating description when choosing it.*

The City Council office employs different types of employment contracts and classifications.

- Employees at Will
- Employees appointed for a specified time period
- Full-time employees
- Part-time employees

All employees will be rated by the same performance standards listed in this document regardless of employment contract or classification. Performance standards should be referenced when determining if an employee should continue in the current role (whether an employee is at will or appointed/contracted over a period of time) but should not be the only indicator in determining continuing employment.

A yearly performance review shall occur no later than October 31<sup>st</sup> of the current year and will consist of the following inputs.

- 360-degree review
- Self-reflection
- Goals & objective achievements
- Manager assessment

### **360-degree review**

The 360-review process is a type of performance evaluation in which an individual receives feedback from multiple sources, including peers, supervisors, subordinates, and other stakeholders. The process is designed to provide a comprehensive and well-rounded assessment of an individual's performance and to identify areas for improvement.

Inputs to the 360-review process must include the following at a minimum.

- All City Council member invited to participate (minimum of 3)
- 2 City Department Heads outside of the direction of the City Council
- 1 full-time peer from a department under the direction of the City Council
- 1 part-time peer from a department under the direction of the City Council

The 360 review is anonymous.

**Self-reflection template**

Self-reflection is an essential aspect of personal and professional development. It enables individuals to assess their current situation, identify their strengths and weaknesses, and make the necessary adjustments to achieve their goals.

**Goals and objectives**

Goals and objectives should be a collaboration between the City Council and the employee and should be set yearly. The basis for the goals and objectives is from the duties required of the employee, prior performance reviews and objectives of the City Council. The goals should be specific, measurable, achievable, relevant, and time-bound (SMART).

**Manager assessment**

The City Council President and the entire body of the City Council shall provide an overall assessment of the employee taking into consideration all inputs of the performance review. The City Council President or his/her designee will be responsible for consolidating all inputs from members. The manager assessment will provide feedback on the employee's goal attainment and contributions to the City Council/City Clerk office. All employees will be calibrated on their overall assessment rating and not on the individual scores of their goals.

**Overall performance standards**

**Transformative Impact:** Employee displays the dedication and focus that delivers transformational impact to the City Council/City Clerk office. This employee consistently exceeds expectations on goals, contributes extraordinary results well beyond the requirements of the position and creates an exceptional customer experience. In addition, they influence others to perform better.

**Outstanding Impact:** Employee consistently exceeds goals, performs above the requirements of the position, and makes important contributions to the City Council/City Clerk office by advancing priorities and/or driving continuous improvements to the customer experience. They have strong partnerships across the City Council/City Clerk office and the other departments.

**Significant Impact:** The employee meets key outcomes in terms of quality, quantity, and overall impact. They meet, and may at times exceed, overall requirements for the role. This employee is a solid, reliable, team player who adds significant value and strives to deliver excellent results aligned with business priorities.

**Not Enough Impact:** This employee is inconsistent in meeting goals, in achieving the requirements for the role, and in delivering the required impact. Sometimes this employee has to sacrifice the quality of work in one area in order to meet expectations in another and/or requires more supervision and guidance than necessary. This team member cannot be counted on to consistently deliver high-impact work.

**360-review questionnaire**

1. How well does the employee communicate with other departments and stakeholders in the city?
2. Does the employee demonstrate a strong understanding of the city's regulations and legal requirements?
3. How effective is the employee in managing and organizing records, documents, and meetings?
4. Does the employee show a commitment to promoting transparency and accountability in city operations?
5. How well does the employee manage his/her time and prioritize tasks to meet deadlines?
6. Is the employee able to adapt to changes in the workplace and handle stress effectively?
7. Does the employee show initiative in identifying and addressing problems or opportunities for improvement?
8. Does the employee take responsibility for his/her professional development and seek opportunities to learn and grow?
9. How well does the employee balance competing demands and priorities in his/her work?
10. Does the employee demonstrate a commitment to providing high-quality customer service to residents and visitors?

**Self-reflection template**

Question	Description
What skills, knowledge, or behaviors have I developed over the last year that enabled me to be successful?	Consider <i>how</i> it has made you successful and give specific examples.
What skills, knowledge, or behaviors would have helped me better achieve my goals over the last year?	Consider goals that you have not achieved yet and goals you could have achieved easier or faster.
What skills, knowledge, or behaviors do I wish I had developed over the last year but were not able to yet?	Have you set yourself a development goal that you haven't achieved yet but still would like to?
How have my goals and priorities (performance or development) changed over the last year?	Organizational, department, and team priorities can change and your life circumstances can change as well. Reflect on how change has impacted your goals.
What skills, knowledge, or behaviors do I need to reach my goals for the next year?	Where could you develop to achieve your goals even faster or more easily. Think about further building on your strengths or working on your opportunity areas.
How might I leverage my strengths to achieve my goals?	What are your strengths (whether currently being utilized or not)? And how can you utilize them to both achieve, and energize you towards, your goals?
Of the opportunities identified, what are the 1-2 I want to set as goals to reach over this year?	If one of your goals feels like it's too big for this time frame to complete, consider how you can break it up into multiple goals and decide which to tackle first.
What are the potential obstacles I have to overcome to reach my goals?	Are these obstacles a skill or knowledge deficit or are they something that is outside of your control?
Remembering my strengths, what are the 1-2 next steps I will take to achieve my development goals?	What are the actionable steps you can take? What resources, courses, seminars will help you to accomplish this?

## **Manager assessment**

### **Accomplishments & Contributions**

What accomplishments or contributions had the biggest impact on the City Council/City Clerk office this year?

### **Reporting**

- Have any patterns of repeated tardiness/absence/improper time reporting been present?
- Do you have any concerns related to inappropriate conduct or undisclosed conflicts of interest involving this person?

### **Challenges**

- What do you wish this person had achieved that they weren't able to? What were the blockers or challenges they faced?
- Identify skill gaps while also making note of any obstacles that might have been outside of their control.

### **Skill Development**

- What are 2-3 skills or competencies you'd like them to focus on for further development?

### **Performance Development**

- Please comment on the goals they listed in their self-reflection. Are there any additional projects, goals, or areas for development they should consider?

### **Rate Performance**

- How would you rate this person's overall performance?
  - **Falling Behind.** Performance is below expectations. The employee is not completing all assignments in a timely manner and/or the work delivered lacks the quality that is expected. The employee is falling behind in the role and needs to improve job performance.
  - **Strong.** Performance at this level is in line with the very high standards we set as employees in the City of Everett. Employee is producing high quality and timely work. Given our talented workforce and high expectations, this is an excellent rating to achieve.
  - **Among the Best.** Performance is significantly above our already high expectations. Work is consistently produced much better and quicker than expected. Employee regularly goes above & beyond.
- How would you rate this person on a scale from one (1) to four (4) in the following areas
  - Scope
  - Complexity
  - Knowledge
  - Supervision

- Working relationships

**Scope**

1	Tactical. Supports some departmental goals and objectives
2	Contributes to some departmental goals and objectives
3	Contributes to many departmental goals and objectives
4	Contributes to and often champions the development of departmental goals and objectives

**Complexity**

1	Works on projects and develops resolutions to problems of limited complexity
2	Works on projects and provides resolutions to problems of limited to moderately complex scope; Exercises judgment within defined procedures and practices determine appropriate action
3	Leads many projects and provides resolutions to a diverse range of complex problems; Often assists others with aspects of their job; Demonstrates good judgment in determining appropriate action to get to a solution
4	Works on complex problems and provides solutions that are highly creative; Is recognized for strong skills and innovation and is often viewed as the in-house expert; Exercises independent judgment in methods, techniques for obtaining results

**Knowledge**

1	Follows standard practices and procedures from which answers can be readily obtained
2	Applies policies and procedures to resolve a variety of issues not readily obtained
3	Has full understanding of area of specialization; resolves a wide range of issues in creative and effective ways
4	Has abroad expertise or unique knowledge, uses skills to contribute to development of objectives and principles and to achieve goals in creative and effective ways

**Supervision**

1	Receives general instructions on routine work, detailed instructions on new projects or assignments
2	Receives little instruction on day-to-day work, general instructions on new assignments
3	Acts independently to determine methods and procedures for assignments
4	Exercises wide latitude in determining objectives and approaches to assignments

**Working relationships**

1	Builds stable working relationships internally
2	Builds productive internal/external working relationships
3	Networks with senior internal and external personnel in own area of expertise
4	Networks with internal and external key contacts outside own area of expertise

Overall Performance Summary Statement

- This should be a high-level summary of your assessment of this individual's performance (combining your feedback and their self-review).

**20 Key Competencies for Strengths/Opportunities**

<b>Approachability:</b> Being easy to approach and talk openly to
<b>Collaboration:</b> Working well with a range of people from across the business
<b>Communication:</b> Communicating information, ideas and concepts clearly
<b>Focus:</b> Focusing my efforts wisely. Strategically choosing where I spend my time
<b>Getting Feedback:</b> Actively seeking and responding positively to thoughtful feedback
<b>Growing Others:</b> Giving thoughtful feedback. Investing time and effort in developing capability in others
<b>Inclusion:</b> Involving others. Inviting people to contribute their opinions and ideas
<b>Innovation:</b> Experimenting with innovative ideas and approaches / being open to new ways of doing things
<b>Learning:</b> Eager to learn and committed to ongoing development
<b>Listening:</b> Listening and allowing others sufficient time and opportunity to speak
<b>Organization:</b> Prioritizing work and managing my time well. Balancing my schedule
<b>Ownership:</b> Taking the lead and showing ownership of issues. Demonstrating initiative
<b>Problem Solving:</b> Providing practical solutions to problems and finding ways to make improvements. Analytical
<b>Productivity:</b> Producing high quality work (in the context of time constraints)
<b>Resilience:</b> Remaining composed and productive under pressure/stress
<b>Sharing Information:</b> Keeping people informed about what is happening. Open and transparent
<b>Strategy:</b> Providing a broader perspective and looking beyond short-term goals
<b>Team Building:</b> Bringing people together to work effectively
<b>Team Player:</b> Willing to help with things that may be outside of my role
<b>Technical Competence:</b> Demonstrating a high level of domain, functional and/or technical capability