

# City Administrator

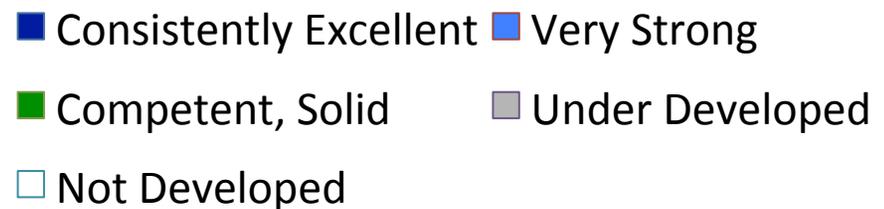
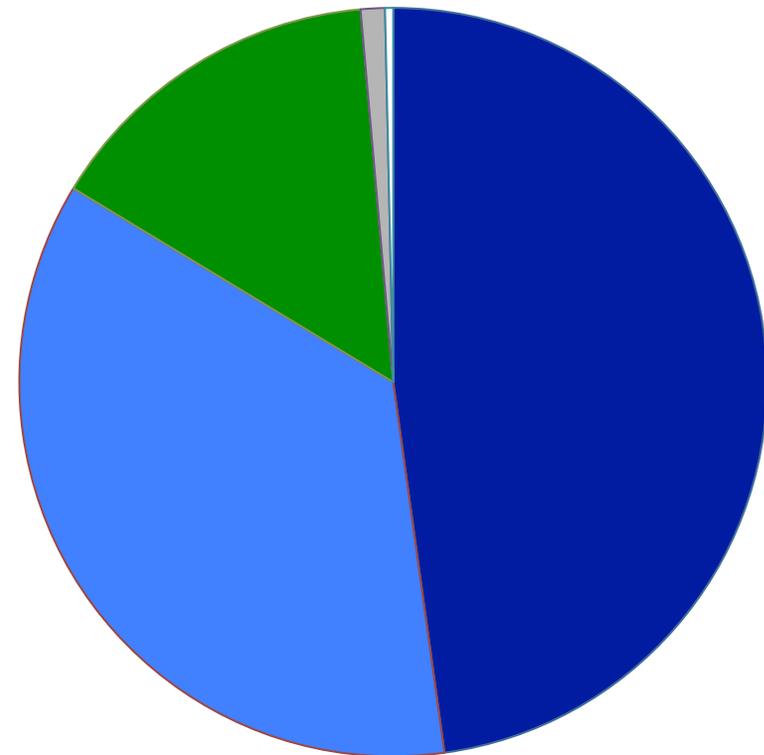
## Craig Malin

January, 2014

### Evaluation Summary

#### Evaluation Categories

- Leadership
- Communications
- Accessibility
- Relationship Building
- Resource Management



Overall Point Distribution



ICMA Professional Development Planning Assessment  
International City/County Management Association

12/31/2012

Single Participant: Craig Malin

**Strengths**

**These are the top behaviors or practices identified by at least 50% of the respondent groups:**

Initiative, Risk Taking, Vision, Creativity and Innovation

Integrity

Strategic Planning

Democratic Advocacy and Citizen Participation

Performance Management and Quality Assurance

Functional and Operational Expertise and Planning

Technological Literacy

Challenge people to identify non-traditional, innovative solutions to solve on-going problems

Identify the consequences of policies to the larger community rather than to a select group

Media Relations / Presentation Skills

Adhere to the ICMA Code of Ethics

Propose alternative financing methods to diversify the community's financial resources

Financial Analysis

Human Resources Management

**Developmental Needs**

**These are the top behaviors or practices identified by at least 50% of the respondent groups:**

None

## Open Ended Questions

**What could this local government manager START DOING to work more effectively with you?**

Become more active in the community as time allows.

Take more personal time off from work to re-energize.

Craig is knowledgeable, creative, analytical, and a team builder and team player. As far as my working relationship with him, I do not see anything that he needs to improve.

Dedicate more time to personally participating in and understanding the needs of the region as well as the city he serves so very well. His talent is huge and would benefit the city he serves more if a portion of his time were invested in bringing the region along.

**What could this local government manager STOP DOING to work more effectively with you?**

I do not see any area to improve.

I can think of nothing in this category.

Nothing

Little comes to mind. He is the best story-teller and communicator I have ever worked with in the public sector and my career is long in both the public and private sector. He is brilliant, strategic, absolutely committed to his profession and the future of the City of Davenport. With those who do not know him well, the common impression is that he is indeed very good at what he does, and several steps ahead of the pack, sometimes to his detriment.

**What could this local government manager CONTINUE DOING to work effectively with you?**

Open communication is the key to continuing to work effectively together.

Continue to involve all department managers in a weekly meeting and continue to learn about the inner and inter-workings of each department and how those affect the community.

He should continue to bring best practices to our community and to challenge his staff, elected officials and community partners to explore new ideas and opportunities on behalf of the citizens of Davenport. And he should continue public presentations and speaking; it is a strength. His communication skills are extraordinary.

He should continue to be visionary and never be reluctant to share such vision with me.

Continue to be honest in presenting proposals, programs and financial information to Council and public.

Provide his ideas and energy to strengthen my organization.

### **Additional comments**

Overall I find Craig Malin to be an exemplary, visionary city manager and would not want him to be less so or revert to becoming a caretaker bureaucrat of the City rather than a visionary. I appreciate his leadership on so many different issues. My guess is that many chief administrators just do the very least rather than continuing to be out front on major concerns. He clearly has the best interests of the City of Davenport at heart.

Nothing at this time.

Superior writing and conceptual planning skills.

Craig has been a staunch supporter of our department and is a great visionary for our city. I appreciate how he is pulled in many directions by the Mayor and City Council as well as the department managers. He has been responsible for many positive projects to our community which will benefit its citizens for years in the future.

He is a total professional and has set the bar for the region. The leadership he has shown in building accreditation and professionalism within his direct reports is an absolute strength. His skill at selecting independent thinkers and managers of public resources allows him the flexibility to "think forward" on behalf of the City and it is much appreciated. There are few people I would rather work with year over year to build a community.

I think he does a great job. As it should be, he makes service to your community exciting.

Extremely bright and understands function of city government. Good grasp of budget issues. Provides very easy access to his office and electronic media.

Very good writer and communicator.

Go Cubs.

# Performance Evaluation Summary

**June, 2011**



## Negative Performance Measures (0)

**Composite Score 0 – 1**

None

## Positive Performance Measures (14)

**Composite Score 1 – 1.5**

Tasks Completed On / Ahead of Schedule  
Recognizes Personal Mistakes  
Solutions Relevant & Practicable  
Responsible & Calm Under Stress  
Verbal & Interpersonal Communication Skills  
Represents City Well  
Employs Diversity of Thought & Experience  
Addresses Personal & Work Unit Performance Issues  
Evaluates Performance  
Trusted Across Organization & Community  
Accomplished, Inclusive Communicator  
Informs Others Rapidly, Equitably & Civilly  
Implements Council Directives With Vigor  
Maintains Progress On All Council Goals

## Very Positive Performance Measures (30)

**Composite Score 1.5+**

Work Ethic  
Follows Policies & Adheres to Deadlines  
Demonstrates Care  
Positive Attitude, Works Diligently  
Written Communication Skills  
Electronic Communication Skills  
Builds Consensus, Encourages Team Solutions  
Supports Equal Opportunity  
Offers Effective, Efficient Solutions  
Work Product is Accurate & Comprehensive  
Assesses Situation Appropriately  
Willingly Accepts Responsibility  
Recognizes Potential Problems  
Public Service Orientation  
Exceeds Citizen Service Expectations  
Plans, Delegates & Directs Work Unit Tasks  
Maintains Open Communications  
Puts Needs of Others Above His Own  
Revenue Optimized & Diversified  
Pursues Productivity Enhancement  
Open, Inclusive Operations  
Progressive Problem Solver  
Leader Within Community & Profession  
Builds Staff & Operational Capacity  
Agile & Responsive  
Promptly Reactive & Methodically Proactive  
Directs Staff Toward Accountability & Excellence  
Positions City to Secure Goals  
Improves Service Quality Through Performance Mgmt.  
Demonstrably Improves Perception of Davenport

<b>Overall Score</b>	<b>1.63</b>
<b>Self Eval Score</b>	<b>1.0</b>
<b>2008 Eval</b>	
<b>Overall Score</b>	<b>1.27</b>
<b>Self Eval Score</b>	<b>.97</b>

### **Strengths:**

These are the top behaviors or practices identified by at least 50% of the respondents:

- Initiative, risk taking, vision, creativity, innovation
- Strategic planning
- Budgeting
- Financial analysis
- Policy facilitation
- Setting goals consistent with the organizational mission
- Demonstrating an understanding of budgeting principles and practices
- Positioning the organization for events and circumstances that are anticipated in the future
- Identifying local government revenue sources
- Identifying the long term effects of short term decisions
- Developing policy recommendations that take account of community complexities and interrelationships

### **Developmental Needs**

These are the top behaviors or practices identified by at least 50% of the respondents:

- None

### **Narrative Comments**

- I have worked in local government for the better part of my adult life. I have personally worked with people who claim to be administrators and ones who are administrators. Without question or hesitation Craig Malin tops my list of effective city administrators. His drive and ambition are key qualities needed to build a culture of success within the organization. I have the utmost respect for the man for all he was put through by a dysfunctional city council and still maintained the presence of moving this city forward. Thank you for allowing me to comment.

- Craig is a very professional Administrator who works well with the Council. The City is fortunate to have his services and knowledge. He excels in driving the community toward new visionary projects and financing alternatives. Works long hours and readily available to the staff, Council and public. It is privilege to work with him as a Council member.
- Craig is a wonderful cheerleader for the City of Davenport. He is passionate about his City being the best it can be, now and in the future.
- City Administrator Craig Malin is a dedicated professional who consistently strives to engage citizens in their local government. His integrity, work ethic and commitment to citizens, elected officials and staff is exceptional. The Davenport community is a far better place because of his service.
- Mr. Malin does a good job as city administrator. The city of Davenport is lucky to have him. He has proven, on multiple occasions, to have the ability to work through some rather difficult situations, while keeping the best interests of the city in mind. He isn't perfect in all of his decisions, like all of us, but he gives his best effort on a daily basis. I look to him as a role model and admire him because he has one of the toughest jobs out there. It is easy to be an armchair quarterback and second guess the person at the head of the organization, but he makes the right decision for the community 90% of the time, which I would guess is a much higher average than the typical administrator.



# Mayor & City Council

## Performance Evaluation Summary

**10/18/08**

**Negative Performance Measures – None**

### Positive Performance Measures

**(Composite Score 1 – 1.5)**

Tasks On / Ahead Of Schedule  
Willingly Accepts Responsibility  
Appropriately Assesses Situations  
Supports Diversity  
Revenue Sources Diverse & Optimized  
Enhanced Productivity With Improved Services  
Operations Are Open & Inclusive  
Progressive Problem Solver  
Plans, Delegates, Directs Work  
Skilled Communicator  
Agile In Anticipation & Response To Issues  
Promptly Reactive & Methodically Proactive  
Informs Council Without Distortion Or Delay  
Implements Council Policy With Vigilance  
Maintains Progress On City Goals  
Improves Service Quality  
Responsive & Professional  
Positions City To Secure Goals & Succeed

### Very Positive Performance Measures

**(Composite Score 1.5 – 2.5)**

Work Ethic  
Follows Policies & Adheres To Deadlines  
Demonstrates Care  
Positive Attitude, Works Diligently  
Work Product Professional, Complete  
Solutions Presented Are Relevant, Practical  
Writes Well  
Electronic Communication Skills  
Recognizes Problems, Anticipates Implications  
Responsible, Calm Under Stress  
Represents City Well & Faithfully  
Leader In Community & Profession

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Overall Score    1.27

Self Eval Score    .97



City of Davenport  
Edwin G. Winborn, Mayor

December 17, 2007

Craig Malin  
City Administrator  
City Hall  
Davenport, IA. 52801

Dear Craig:

This letter will summarize the City Council's evaluation of your performance for the 2006 – 2007 Council term. While the 2006 – 2007 City Council was often politically and personally divided, every alderman except one provided a positive review of your performance. As reviewed with you on November 15, the overall composite score of your evaluation was very good, with each of the forty two performance indicators having a positive composite score.

The overall consensus of the Council was that you were instrumental in maintaining community progress through the last two years. A summary of city achievements is attached. Most notably, Davenport's population is on the rise following decades of prior decline, crime was reduced 18% in the last two years, the first significant operating levy reduction in over a decade was achieved and Davenport had its best year ever in job creation. Organizational improvements continued with accrediting major departments, overhauling the City website, implementing an organization wide customer service program and undertaking a complete revamp of the City's underlying finance and management information systems. Intergovernmental relations are positive, with particularly strong relations with Scott County, Davenport School District and our federal partners. Through your direct efforts, Davenport was recognized as Iowa's largest "Great Place" and the nation's "Most Livable Small City" in 2007.

Your strengths include dedication to public service, exceptional work ethic, strategic vision, operational team building and intelligence. More than one Council member remarked on your apparent love of cities, the city management profession and Davenport. Council members also agreed that your positive attitude, spirit of resilience and untiring professionalism were key leadership traits that helped the organization through some difficult trials and tribulations these past two years. Your problem solving capacity, optimism and belief in a better Davenport sometimes places you a little further down the road, a little faster than others, as issues are discussed. As a life long Davenport resident, my perspective is your ability to see a more positive future and work with others to achieve a community vision is a particular strength, and well suited to Davenport's needs.

On a personal note, I'd like to thank you for sticking with Davenport through two years that were at times difficult. Your commitment to the community and the ideals of professional, progressive local governance is evident, and you have served Davenport well. With a quarter century of elective service to this community, it is my experience that, with time, memories of working with those who positively contribute to the community and organization will prevail.

On behalf of those positively contributing to Davenport, thank you, and best wishes.

Sincerely,

A handwritten signature in black ink, appearing to read "Ed Winborn". The signature is fluid and cursive, with a prominent initial "E" and a long, sweeping underline.

Ed Winborn, Mayor

# Davenport 2006 – 2007

- Community Wide Progress
  - Population on rise – following almost two decades of decline
  - Crime trending downward
  - First significant operating tax levy reduction in more than a decade
  - Best year in city assisted job creation / retention in memory
- Successful Community Investments
  - Fairmount Library, Skatepark, Police Station opened
  - Locust, Northwest Blvd. reconstruction, 67<sup>th</sup> construction, Downtown resurfacing
  - Sunderbruch Park opened, Prairie Heights Park in progress
  - Rail to EICC in progress
- Outside Investment Secured
  - Swing sale
  - Multiple adaptive re-use
    - Freight House, Salvation Army, lofts, Taylor School (in progress)
- Organizational Achievements / Improvements
  - Meeting national standards
    - Public Works accredited, Police re-accredited, Fire strategic plan completed, accreditation in progress
  - Process Improvements
    - ERP underway, GEMS / customer service training increased
    - Major technology advances
  - Team Building / Renewal
    - Successful recruitments for C&ED Director, Management Analyst, succession planning for department head positions
- Neighborhood Revitalization
  - Police added, NETS expanded
  - Fire CSD and Parks HQ relocated in SOLO neighborhood
  - Parks “People in Motion” program
  - HAPPEN / Community Partnership / 100 Homes programs
  - Neighborhood Services Specialist, Nuisance Attorney added
- Planning For The Future
  - Diversion Tunnel designed / ready for construction funding
  - “East Village” Zoning, Downtown Design Guidelines
  - Open riverfront planning processes
  - “Promise” community conversation underway
- Intergovernmental Success
  - Significant State & Federal lobbying success
  - Consolidated Dispatch agreement approved
- State / National Recognition
  - Iowa’s largest “Great Place”
  - Most Livable Small City in Nation



## City of Davenport

Charles W. Brooke, Mayor  
cwb@ci.davenport.ia.us

December 1, 2005

Craig T. Malin  
City Hall  
Davenport, IA 52801

Dear Craig:

This letter is the written report of your performance review for the past year, essentially the calendar year of 2005 (although some items mentioned were multi-year projects/efforts). The entire City Council and I met on November 16, 2005 to discuss your performance. With our weak mayor 10-alderman 2-year term system I am not sure that anyone knows well all that you do, but the mayor is in the best position to know. It is unfortunate that the council members, as part time workers often focused on very particular issues, are not in a good position to see much of what you do or gauge how well you do it. As expected there were critiques of a few of your actions, but they were minor (excepting one council member who was totally unrealistically negative) and hence not worthy of mention here, and you anticipated most of them in your self-evaluation.

The discussion below is organized into categories of effort. In general and overall the conclusion that you were doing an excellent job as city administrator was nearly unanimous.

**Building Partnerships.** One of your strong points is building partnerships. The cooperation of the City with the chamber of commerce and with other governmental entities has improved from occasional to thriving. We have excellent relations with everyone these days. You also have been exemplary in your courtesy and patience with some of the most trying people and citizens I have ever met. You have encouraged the creation of citizen groups to help and interact with the City (the HPGW and CAI). The City is exploring joint ventures with the county and other cities in a Blue Ribbon panel in large measure guided by you. We are partnering with Rock Island on River Vision implementation. We have a number of boards, commissions and task forces of many citizens, many of which depend on your guidance. We have made a number of bold decisions (River Vision, Prairie Heights, casino hotel, etc.) after extensive public participation designed by you. We also communicate frequently with our state and federal lawmakers and staffs, often with agendas and talking points prepared by

you. You have also done your best to encourage teamwork from what at times has been a fractious, contentious city council.

**Strengthening Economic Development.** The City has thrived in recent years, in the last 4 years increasing its assessed value property from \$4 billion to \$5 billion. The groundwork for future economic growth has been laid. The infrastructure investment was doubled. There is a new comprehensive plan. There are the first new class A downtown office buildings in 20 years. There have been advances in transforming some of our brownfields. Prairie Heights park is underway and Prairie Heights subdivision is close behind. The lofts in downtown have multiplied and their impact is spreading. Abandoned housing has been attacked with a City/citizens group and the HAPPEN program was initiated. The tax exemption for urban revitalization was expanded. A market district and other downtown improvements are being planned with the partnering of D-1.

**Opening Processes.** You have been a leader in opening the City's work to the public. You organized citizen oriented planning for Prairie Heights, River Vision, the casino hotel, and several parks. You caused more meetings to be televised. You included council members on interview panels, in the CIP planning, in labor negotiations, and on many teams. You have been open and transparent to citizens and to the media, supplying a huge amount of documents and information.

**Improving Finances.** There have been many efforts to improve the City's financial posture in spite of national economics and state politics. You have addressed a potential multi-year deficit of \$20+million. You helped the Council to diversify revenue with non-tax sources. You have reduced the payroll by 60+/- FTE positions without significant service impacts. Your union negotiating team obtained the first health insurance payments from unions. The bond rating outlook was upgraded. A fiscal impact model was created.

**Professionalizing and Improving Public Safety.** You have been instrumental in improving our police and fire departments. The police department is one of largest in the Midwest and few around here accredited. The fire department is beginning the same process. Innovations have been implemented and begun--Crime Control Strategy (CCS) / NETS / VIPS. Red light, speed and neighborhood cameras have been installed or are planned. Reorganizations to improve efficiency and effectiveness have been done (shift overlap / beat realignment / civilianization). There have been facilities and equipment upgrades and a new \$19M police station is underway.

**Enhancing Quality of Life.** You are committed to and have achieved significant progress in improving the quality of life here. The River Renaissance plan has been implemented and parts of it (the River Music Experience, the Figge, the Skybridge, the New Ventures Center)

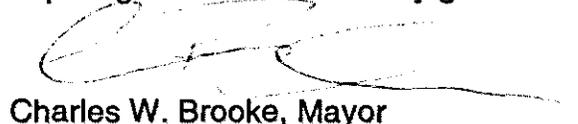
are complete. Our new John O'Donnell stadium is magnificent, after mouldering for decades before your arrival. Our first branch library is set to open soon, expanding services into a new part of town and significantly improving our library services in an underserved part of town. Davenport has made extensive ADA improvements under Project Civic Access all over town. We have adopted the first comprehensive plan in decades. We have enhanced recreation and neighborhood services under your direction. Our citizens recognize the significant overall service delivery improvement (survey). The groundwork is in place for great strides in the future throughout Davenport, with the Great Places outline and the RiverVision plans.

**Focusing on Performance.** You have been focused on performance and not on extraneous measures. The department head evaluations are current. Seven department heads have been recruited. The City's technology needs have elevated to departmental status. There are improved accountability / discipline standards. You have been supportive of employee development. You have improved training and employee recognition programs. Roughly half of the new dept heads are internal. You implemented better tuition reimbursement and nominated employees for professional recognition. There has been an emphasis on positive feedback. Succession planning is underway.

**Promoting Environmental Stewardship.** You have also been very active in promoting environmental stewardship here. The City worked hard to obtain its NPDES permit / local limits. Major parks have been added or improved. The police HQ has been designed as a LEEDS building. The City is proceeding to convert to volume-based waste collection. TND and COS ordinances have been added to our zoning toolbox. A natural resources / forestry division has been created and the Leisure Services department is being refocused on parks, recreation and golf.

**Leading by Example.** You have been foremost a leader by example. Typically you are the first one in and the last to leave. You have taken no sick days. You led our employees in the organization for and actual trip to the New Orleans area, as we offered our services and equipment to that hurricane-damaged area. You pay the highest health insurance premiums of any employee. You personally deliver employee training and lead teams. You have withheld / deferred a wage increase four times to set an example for employees. You are continually positive and undeterred.

As a retiring mayor after 4 years, I would like to add my personal thanks to you for all your hard work for the people of Davenport over the past 5 years. I have enjoyed being mayor and being able to focus on visions and long-range projects rather than working on minutiae. You took good care of the details and the process, about which I never worried (well, seldom), and balanced well the competing interests democracy generates.



Charles W. Brooke, Mayor