

MAY 2004

11(5)



Memo

EDWINA

To: Mayor & City Council
From: Diane J. Rinks, City Administrator
Date: April 1, 2004
Re: City Administrator Review and Evaluation Process Adoption Agenda Item # 11 (5)]

Per ORS 192.660 (1) (i), specific criteria and processes must be adopted by the city council in open session, after an opportunity for public comment, for the review and evaluation of the city administrator. My contract calls for an evaluation to be done in May of this year, and the contract must be renewed, if that is the council's desire, or it will terminate as of June 30, 2004. I am attaching an evaluation form and process that is commonly used and that I would recommend. Please review it along with the copy of my existing contract prior to this meeting.

Actions Needed:

If the council is comfortable with the attached evaluation process, the following motion is necessary:

1. **Motion** to adopt the attached Evaluation Process.

If the council has a different process and form they wish to use, a motion would be needed to adopt that one.

Whatever process is adopted, evaluation forms will be distributed to the council by April 12th, and I would suggest that they be returned to the designated person(s) by April 26th to allow adequate time for compilation.

City of Lafayette

City Administrator Performance Evaluation

PURPOSE

The purpose of this employee evaluation is to increase communication between the city council and the city administrator concerning the performance of the city administrator in the accomplishment of his/her assigned duties and responsibilities, and the establishment of specific work-related goals and objectives. It shall also be the basis for contract extension and compensation decisions.

PROCESS

The city council shall conduct an annual review and evaluation of the city administrator's work performance. The results of such evaluation shall commend areas of good performance and point out areas for improvement.

1. Evaluation forms shall be distributed to all council members.
2. Each council member shall complete the form, sign, date and return to the mayor.
3. The mayor and the council president shall tabulate the results of the evaluation forms and summarize the results of the forms as submitted.
4. A composite evaluation form shall be distributed to the council prior to the executive session evaluation meeting.
5. The council shall meet with the city administrator in executive session to review the composite evaluation, unless the city manager requests an open hearing.

INSTRUCTIONS

Review the city administrator's work performance for the entire period; try to refrain from basing judgment on recent events or isolated incidents only. Disregard your general impression of the city administrator and concentrate on one factor at a time.

Evaluate the city administrator on the basis of standards you expect to be met for the job to which assigned considering the length of time in the job. Check the number which most accurately reflects the level of performance for the factor appraised using the rating scale described below. If you did not have an opportunity to observe a factor during this evaluation period, please indicate so by writing "N/O" in the comment area. Please feel free to add your comments and suggestions in narrative form along with the numerical rating.

Rating Scale Definitions:

1. Unsatisfactory
2. Improvement Needed
3. Meets Job Standard
4. Exceed Job Standard
5. Outstanding

1. Public Relations

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
A. Participates in public events					✓
B. Is courteous to public					✓
C. Keeps commitments to the public					✓
D. Seeks to use criticism of self or City in positive ways					✓
E. Maintains effective relations with media representatives					✓

Specific Comments: I HAVE SEEN DIANE BE VERY COURTEOUS IN RESPONSE TO SEVERE AND UNJUST CRITICISM ABOUT CITY REGULATIONS SHE WAS NOT RESPONSIBLE FOR.

2. Employee Relations

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
A. Supports staff concerns and ideas					✓
B. Encourages staff involvement in setting goals and budget preparation					✓
C. Keeps commitments to other employees					✓
D. Seeks to develop skills and abilities of employees					✓

Specific Comments: N/A

3. City Council Relationships

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
A. Effectively implements policies and programs approved by City Council					✓
B. Reporting to City Council is timely, clear, concise and thorough					✓
C. Accepts direction or instructions in a positive manner					✓
D. Effectively aids the City council in establishing goals					✓
E. Keeps Council informed of current plans and activities of administration and new developments in legislation, governmental practices, etc.					✓

Specific Comments: DIANE HAS WORKED MANY, MANY EXTRA HOURS TO FIX FINANCIAL PROBLEMS FROM PRIOR YEARS. HER REPORTS ARE VERY CONCISE AND WELL WRITTEN ABOUT CITY CONCERNS. SHE DOES WORK AS DIRECTED BY COUNCIL.

4. Leadership

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
A. Motivates others toward accomplishment of work					✓
B. Delegates appropriate responsibilities					✓
C. Makes thoughtful contributions to City Council and subordinates					✓
D. Effectively evaluates performance of subordinates					✓
E. Seeks to develop teamwork by City Organization					✓
F. Uses effective supervisory skills					✓

Specific Comments: I AM NOT SPECIFICALLY AWARE OF STAFF MORALE, BUT SEEMS TO BE GOOD TEAM WORK.

5. Communications

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
A. Written communication is clear, concise and accurate					✓
B. Oral communication is clear, concise; expresses self effectively					✓

Specific Comments: HER REPORTS ARE VERY GOOD AND UNDERSTANDABLE AND CAN CLARIFY ANY SUBJECTS THAT ARE DIFFICULT TO THE LISTENER

6. Personal Traits

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
A. Controls emotions effectively in difficult situations					✓
B. Is creative in developing practical solutions to problems faced in the course of work					✓
C. Uses common sense					✓
D. Is flexible in accepting and adjusting to change					✓
E. Has positive attitude					✓
F. Demonstrates personal honesty and frankness in day-to-day relationships					✓
G. Seeks to improve own skills and knowledge					✓
H. Completes work in acceptable time periods					✓
I. Performs work accurately					✓

Specific Comments: SHE IS THE MOST FRIENDLY CONTROLLED PERSON

I HAVE NEVER MET EVEN IN DIFFICULT DISCUSSIONS. SHE IS ALWAYS WILLING TO LISTEN TO RECOMMENDATIONS AND IS MOST IN EXPLAINING WHY THEY MIGHT NOT WORK.

7. Goal Achieving

1 2 3 4 5

A. Takes initiative to get job done correctly and thoroughly

_____ _____ _____ _____

B. Perceives new responsibilities and proceeds independently to undertake or expand these responsibilities

_____ _____ _____ _____

C. Accepts responsibility for own work

_____ _____ _____ _____

D. Achieves goals set by or in conjunction with City Council

_____ _____ _____ _____

Specific Comments: SHE HAS MANAGED TO MAKE CHANGES IN CITY PROBLEMS THAT ARE INNOVATIVE AND USABLE.

8. Fiscal Management

1 2 3 4 5

A. Prepares realistic annual budget

_____ _____ _____ _____

B. Seeks efficiency, economy and effectiveness in all programs

_____ _____ _____ _____

C. Controls expenditures in accordance with approved budget

_____ _____ _____ _____

D. Keeps City Council informed about revenues and expenditures, actual and projected

_____ _____ _____ _____

Specific Comments: SHE HAS MADE MANY RECOMMENDATIONS TO SAVE TAXPAYER MONEY, SUCH AS PRISONERS TO RENOVATE RENTAL CERTAIN WORK FORCE & DISTRIBUTING WORK LOAD TO COVER SITUATIONS. SHE DISCOVERED MONEY PROBLEMS AND REPORTED THEM TO THE COUNCIL QUICKLY.

9. Decision Making

1 2 3 4 5

A. Attempts to obtain all available facts prior to making a decision

_____ _____ _____ _____

B. Is objective in decision making

_____ _____ _____ _____

C. Considers possible alternatives and their consequences before making decision

_____ _____ _____ _____

D. Makes decisions on a timely basis

_____ _____ _____ _____

Specific Comments: SHE ADVISES COUNCIL WHEN A DECISION SHOULD BE DELAYED UNTIL MORE FACTS ARE AVAILABLE

Other	1	2	3	4	5
A. Seeks to promote intergovernmental cooperation					✓
B. Effectively responds to local politics, customs and interests					✓
C. Seeks to understand and respond to community needs					✓

Specific Comments: I KNOW PERSONALLY HOW WELL DIANE HAS WORKED WITH THE DAYTON CITY ADMINISTRATOR ON THE WATER PROJECT.

GENERAL COMMENTS: I THINK THE CITY WAS VERY FORTUNATE TO FIND SOMEONE WILLING TO TRY TO STRAIGHTEN OUT PROBLEMS THAT STARTED SOME TIME AGO. OTHER CANDIDATES DID NOT WANT TO TACKLE THE PROBLEMS THAT WERE SO BAD, AND DIANE HAS CORRECTED KURDINE, ORDWAY/CMS ETC. BY BRINGING THEM TO THE COUNCIL AND ~~EXPLAINING~~ EXPLAINING WHAT IS NEEDED TO MAKE CHANGES.

Recommendation: Renew Contract Do Not Renew Contract

Recommended Salary Adjustment 5% Increase Other

Other Recommended Changes to Contract: _____

Edwin Metzger
Signature

Date: 4-13-04

1. Public Relations

- A. Participates in public events
- B. Is courteous to public
- C. Keeps commitments to the public
- D. Seeks to use criticism of self or City in positive ways
- E. Maintains effective relations with media representatives

MARSHALL

1	2	3	4	5
X				
X				
X				

has not attended city/counz dinner
find 1 person (city resident) who can give positive feedback
don't know

Specific Comments: this Council has many instances of links abuse & unethical treatment of public - It continues to ignore the problem. In her previous position in Brownsville the council and mayor had major issues over her lack of people handling skills. This is one of the reasons she was fired. - She is worse than Phil in this regard.

2. Employee Relations

- A. Supports staff concerns and ideas
- B. Encourages staff involvement in setting goals and budget preparation
- C. Keeps commitments to other employees
- D. Seeks to develop skills and abilities of employees

1	2	3	4	5

have no way of knowing what staffs' concerns are.
don't know this either
" " " "

Specific Comments: From what I know of links in other areas she allows none the expression of their knowledge in their field. She tells everyone what opinion they are to express: city lawyer, engineer, planner, inspector so I would assume staff is restricted as well.

3. City Council Relationships

- A. Effectively implements policies and programs approved by City Council
- B. Reporting to City Council is timely, clear, concise and thorough
- C. Accepts direction or instructions in a positive manner
- D. Effectively aids the City council in establishing goals
- E. Keeps Council informed of current plans and activities of administration and new developments in legislation, governmental practices, etc.

1	2	3	4	5

what programs & policies has council implemented?
X
X listens to nobody
X - as far as I can see we have NO Goals - talked about a goal-setting meeting a year ago but no follow-through

Specific Comments: no written communication - when I had meetings started had asked for summary of events between meetings - Gary also asked for this. Too much goes on up our knowing. She deliberately has set about destroying my relationship w/ council by supporting the recall based on 1 mo. non-payment of H₂O bill & censure resolution which went vs. Council's own rules. At every council mtg. her behavior towards me is disdainful & disrespectful.

4. Leadership

- A. Motivates others toward accomplishment of work
- B. Delegates appropriate responsibilities
- C. Makes thoughtful contributions to City Council and subordinates
- D. Effectively evaluates performance of subordinates
- E. Seeks to develop teamwork by City Organization
- F. Uses effective supervisory skills

	1	2	3	4	5
A.	X				
B.	X	absolutely not			
C.	X				
D.	don't know - would like to see any evaluations if there are any				
E.	X				
F.	X				

Specific Comments: Rinks has 1 way of operating - her way is the only way - she eliminates all consideration of others' professional advice and experience & insists her way be followed. as a city we do not get the professional advice we pay for from

5. Communications

- A. Written communication is clear, concise and accurate
- B. Oral communication is clear, concise; expresses self effectively

	1	2	3	4	5
A.	X				
B.	X				

Specific Comments: poor use of language - leaves essential points uncovered

6. Personal Traits

- A. Controls emotions effectively in difficult situations
- B. Is creative in developing practical solutions to problems faced in the course of work
- C. Uses common sense
- D. Is flexible in accepting and adjusting to change
- E. Has positive attitude
- F. Demonstrates personal honesty and frankness in day-to-day relationships
- G. Seeks to improve own skills and knowledge
- H. Completes work in acceptable time periods
- I. Performs work accurately

	1	2	3	4	5
A.		X			
B.	X				
C.	X				
D.	X				
E.	X				
F.	X	lies frequently			
G.	don't know if she does				
H.	X - I think job is overwhelming to her				
I.	don't know				

don't know this although we as a council should

often tells people she's too busy to handle their problem - come back in 3 months, ie, LCAT - put council on IX. no because she was too busy to meet w/us.

Specific Comments: Should have been fived over her handling the back flow connector issue that was a 70 thorough cover-up. Later she came back to say she had started a program in "maybe May" Had that been the case, Council would have known a bout in May & she would have mentioned it in July when John tried Council - not 4 months later.

7. Goal Achieving

A. Takes initiative to get job done correctly and thoroughly

don't know enough to answer this

B. Perceives new responsibilities and proceeds independently to undertake or expand these responsibilities

X

C. Accepts responsibility for own work

X

D. Achieves goals set by or in conjunction with City Council

council has no set goals

Specific Comments: Because Rink's doesn't delegate or use advice of professional staff she is extremely limited in what she can accomplish. Council is basically on a 1x a mo. schedule because she couldn't cope with demands of 2x mo.

8. Fiscal Management

1 2 3 4 5

A. Prepares realistic annual budget

X

B. Seeks efficiency, economy and effectiveness in all programs

X

C. Controls expenditures in accordance with approved budget

X

D. Keeps City Council informed about revenues and expenditures, actual and projected

X

Specific Comments: does not keep us informed - had promised to update us between meetings. Has not done so - never should have urged us to pay COG for their services in her job search when they lied to us about a verbal agreement Van Orman had made to us. This is only 1 of many examples.

9. Decision Making

1 2 3 4 5

A. Attempts to obtain all available facts prior to making a decision

X being knowledgeable is not how she makes decisions

B. Is objective in decision making

X often directed by personal animosity

C. Considers possible alternatives and their consequences before making decision

X

D. Makes decisions on a timely basis

X

Specific Comments: Rinlls has only 1 way to make a decision & it is often based not on issues but on personal likes or dislikes of the person she is working with.

Other

- | | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
|--|----------|----------|----------|----------|----------|
| A. Seeks to promote intergovernmental cooperation | <u>X</u> | _____ | _____ | _____ | _____ |
| B. Effectively responds to local politics, customs and interests | <u>X</u> | _____ | _____ | _____ | _____ |
| C. Seeks to understand and respond to community needs | <u>X</u> | _____ | _____ | _____ | _____ |

Specific Comments: She destroyed our LCAT, has done nothing about the community ctr. & has told people at all levels of government (HBM engineers, our own city engineer, planner, OECD) that they can't talk to anyone but her. IS this the way understanding & working together develops.

GENERAL COMMENTS: We have a city administrator who has succeeded in getting the council to agree not to talk to anybody so that the only voice to be heard is the city administrator's. There is no dialogue or checking on what was said or not. This is an abuse of government & only does harm to the carrying out of council work.

Recommendation: Renew Contract _____ Do Not Renew Contract X

Recommended Salary Adjustment 5% Increase _____ Other _____

Other Recommended Changes to Contract: See backside →

Marionne Mitchell Date: 4/25/04

Signature

The community is her last interest. She effectively destroyed the community center, the newsletter that was going to come from council because she wanted no interference from council. She hasn't a clue as to how a community functions or how to foster one ~~why~~ because she does not understand how democracy works.

In reading the Mac employee evaluation form, I see that they ask the city administrator to fill out the form as well. This is a good check.

Because of our recent experience with 3 city administrators, I am beginning to think we should reconsider ^{administrative} the organization of city hall. We have a bad history of lying to Council and public, antagonizing residents, mistreatment of developers, frivolous budgets. At one time we talked about this but no follow-through. Rinks is no exception + of all the 3 doesn't seem able to handle the workload. I also don't like the fact that she lied to us about moving here. From my conversations w/ some Brownsville people, her husband had no intention of ever moving here. We should at least have an administrator who lives w/in the county so they have a better working knowledge of our issues.

MAY 2004

City of Lafayette
City Administrator Performance Evaluation

TRINA

PURPOSE

The purpose of this employee evaluation is to increase communication between the city council and the city administrator concerning the performance of the city administrator in the accomplishment of his/her assigned duties and responsibilities, and the establishment of specific work-related goals and objectives. It shall also be the basis for contract extension and compensation decisions.

PROCESS

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INSTRUCTIONS

Review the city administrator's work performance for the entire period; try to refrain from basing judgment on recent events or isolated incidents only. Disregard your general impression of the city administrator and concentrate on one factor at a time.

Evaluate the city administrator on the basis of standards you expect to be met for the job to which assigned considering the length of time in the job. Check the number which most accurately reflects the level of performance for the factor appraised using the rating scale described below. If you did not have an opportunity to observe a factor during this evaluation period, please indicate so by writing "N/O" in the comment area. Please feel free to add your comments and suggestions in narrative form along with the numerical rating.

Rating Scale Definitions:

1. Unsatisfactory
2. Improvement Needed
3. Meets Job Standard
4. Exceed Job Standard
5. Outstanding

1. Public Relations

A. Participates in public events

1 2 3 4 5

_____ _____ X _____ _____

B. Is courteous to public

_____ _____ X _____ _____

C. Keeps commitments to the public

_____ _____ X _____ _____

D. Seeks to use criticism of self or City in positive ways

_____ _____ X _____ _____

E. Maintains effective relations with media representatives

_____ _____ X _____ _____

Specific Comments: Diane, makes a real effort to 'network' with other communities & develop contacts - which is a real asset for the City.

2. Employee Relations

A. Supports staff concerns and ideas

1 2 3 4 5

_____ _____ _____ X _____

B. Encourages staff involvement in setting goals and budget preparation

_____ _____ X _____ _____

C. Keeps commitments to other employees

_____ _____ _____ X _____

D. Seeks to develop skills and abilities of employees

_____ _____ _____ X _____

Specific Comments: I am always able to approach Diane with concerns or ideas that I have.

3. City Council Relationships

A. Effectively implements policies and programs approved by City Council

1 2 3 4 5

_____ _____ _____ X _____

B. Reporting to City Council is timely, clear, concise and thorough - Her reports to Council have been well received by the Council.

_____ _____ _____ X _____

C. Accepts direction or instructions in a positive manner

_____ _____ X _____ _____

D. Effectively aids the City council in establishing goals

_____ _____ _____ X _____

E. Keeps Council informed of current plans and activities of administration and new developments in legislation, governmental practices, etc.

_____ _____ _____ X _____

Specific Comments: I think that Diane does a very good job informing the Council on whatever is before them. To a degree, the Council is reliant on the information a City Administrator provides, in order to make decisions. I think the Council is lucky to have someone who provides them with thorough, accurate information so they can make informed decisions.

4. Leadership

- A. Motivates others toward accomplishment of work
- B. Delegates appropriate responsibilities
- C. Makes thoughtful contributions to City Council and subordinates
- D. Effectively evaluates performance of subordinates
- E. Seeks to develop teamwork by City Organization
- F. Uses effective supervisory skills

	1	2	3	4	5
A.				X	
B.				X	
C.			X		
D.				X	
E.			X		
F.				X	

Specific Comments: Diane is very aware of the performance of all of the employees- I think she does a good job managing effectiveness + productivity of City Staff!

5. Communications

- A. Written communication is clear, concise and accurate
- B. Oral communication is clear, concise; expresses self effectively

	1	2	3	4	5
A.				X	
B.					X

Specific Comments: Diane is a very straight forward person - ~~and~~ which can be taken as harshness by some, but I look at it as a good thing. In her position, it is important to be clear + concise.

6. Personal Traits

- A. Controls emotions effectively in difficult situations
- B. Is creative in developing practical solutions to problems faced in the course of work
- C. Uses common sense
- D. Is flexible in accepting and adjusting to change
- E. Has positive attitude - City Admin. is a hard position to always have a positive attitude in when faced with the challenges that she is.
- F. Demonstrates personal honesty and frankness in day-to-day relationships
- G. Seeks to improve own skills and knowledge
- H. Completes work in acceptable time periods
- I. Performs work accurately

	1	2	3	4	5
A.				X	
B.				X	
C.					X
D.			X		
E.			X		
F.					X
G.				X	
H.				X	
I.				X	

Specific Comments: Diane has done a great job under item 6(b) - she has been faced w/ plenty of obstacles (sewer deficit, WWTP, water proj. etc.) over the last year + a half.

7. <u>Goal Achieving</u>	1	2	3	4	5
A. Takes initiative to get job done correctly and thoroughly				X	
B. Perceives new responsibilities and proceeds independently to undertake or expand these responsibilities				X	
C. Accepts responsibility for own work				X	
D. Achieves goals set by or in conjunction with City Council					

Specific Comments: I'm not sure how to answer item 7(d). I feel that she is achieving goals of a majority of the Council.

8. <u>Fiscal Management</u>	1	2	3	4	5
A. Prepares realistic annual budget				X	
B. Seeks efficiency, economy and effectiveness in all programs					X
C. Controls expenditures in accordance with approved budget					X
D. Keeps City Council informed about revenues and expenditures, actual and projected				X	

Specific Comments: Diane is always aware of the status of the budget - she does a great job minimizing expenditures while still meeting the needs of the City.

9. <u>Decision Making</u>	1	2	3	4	5
A. Attempts to obtain all available facts prior to making a decision					X
B. Is objective in decision making				X	
C. Considers possible alternatives and their consequences before making decision					X
D. Makes decisions on a timely basis				X	

Specific Comments: I think this is one of Diane's strongest areas. She has had to make some very tough decisions over the last year + she goes to whatever lengths necessary to obtain all facts + alternatives prior to making decisions.

Other	1	2	3	4	5
A. Seeks to promote intergovernmental cooperation					X
B. Effectively responds to local politics, customs and interests -				X	
C. Seeks to understand and respond to community needs				X	

Specific Comments: Diane has worked very well with the City of Dayton in getting the joint water project completed - this is a major accomplishment as it has not so many obstacles + years of setbacks along the way.

GENERAL COMMENTS: Being a City Administrator is not an easy position to hold. Along with it comes balancing the needs/wants of ind. residents with needs/wants of the City as a whole. Even though her decisions aren't always the most popular, she is doing a great job enforcing the policies that she has been given by the Council. She does have the best interest of the City in mind, I feel she is a very good City Administrator. I'm just providing input - this is the Council's decision

Recommendation: Renew Contract _____ Do Not Renew Contract _____

Recommended Salary Adjustment 5% Increase _____ Other _____

Other Recommended Changes to Contract: _____

Trena McManus Date: 5-4-04
Signature