

City Manager Performance Objectives – July 2018 to June 2019

Revised October 11, 2018

Performance Objective #1

Work with Council to develop a more organized and effective approach to priority issues.

- Position quarterly Council Goals Update as Item #1 on business agenda when discussed (will only be bumped to accommodate presentations by outside groups or as directed by Council)
- Use the Council Request Tracking Log as management tool and continue to review and update the Log at the 2nd work session of the month
- Review Agenda Calendar at the 3rd meeting of the month to communicate upcoming agenda items (priorities) and postpone items not ready for discussion or decision making
- Revise Agenda Bill instructions so staff provide deeper analysis of issues, identify options, and discuss pros and cons of positions – especially when addressing key or potentially controversial items
- Inform Council as soon as possible whenever it is necessary to delay or change course on a Council directive
- Try to anticipate Council divisiveness, and do what I can to avoid rather than enable disruption

Performance Objective #2

Improve communication between myself/staff and the Council, and between myself/staff and West Linn citizens.

- Foster a spirit of teamwork between Council and staff; determine what behaviors build and what behaviors undermine mutual confidence and trust
- Ensure that all councilors receive the same basic information on Council matters and that staff do the same
- Continue to seek ways to utilize website, newsletters, e-mail and social media to push information out
- Acknowledge e-mail/phone calls from Council and citizens within two business days of receipt; direct staff to do the same
- Explain the reasoning behind my decisions, including factors such as legal, regulatory, financial, and other technical constraints
- Ask for explicit statement when Council direction is not clear to me
- Help to clarify Council's expectations and frame intended outcomes, to keep discussion on track

Performance Objective #3

Improve on basics related to City Council meetings.

- Ensure that AV/electronics at the dais work consistently and reliably
- Work with the mayor to create time-sensitive, workable agendas
- Ensure that draft meeting minutes are posted to website within two weeks of each meeting, consistent with Council Rules, and available for approval at the Council's next business meeting
- Ensure that the Council Goals, Council Request Tracking Log and Planning Docket are accurate and complete

Performance Objective #4

Be more confident and assertive in my role as City Manager.

- Present a confident and assertive attitude in all interactions with staff, Council and citizens
- Continue to lead with a style that is warm, engaging, collaborative and service-oriented
- Pursue objective exploration of issues and direct staff to do the same
- Explain the reasoning behind my decisions, including factors such as legal, regulatory, financial, and other technical constraints
- Acknowledge when mistakes are made in staff analysis, recommendations or actions and focus on finding ways to prevent similar mistakes in the future

Performance Objective #5

Improve collaboration with all Council members.

- Ensure that councilors receive the same basic information on Council matters and that staff do the same
- Direct attention to the Agenda Calendar to show what is coming up for Council action and when
- Share information with all councilors when an item has to be delayed and why
- Check in with the Mayor when unclear about whether an issue/topic is an agenda priority
- Discuss prospective agenda items with the Mayor as early as possible
- Assertively and respectfully explain when an issue/topic is not a priority
- Ask directly when I am not clear about whether a councilor is speaking as an individual or on behalf of Council

Requests of Council

The City Manager has made these requests to Council in the belief that they will assist her in meeting the Performance Objectives.

Performance Objective #1

Work with Council to develop a more organized and effective approach to priority issues.

- Review agenda packet items early enough to ask questions ahead of the meeting, so staff can be prepared with information and Council has what it needs to decide, rather than defer
- Provide clear direction on priorities of the Council as a whole
- Focus on policy direction and desired outcomes, not implementation suggestions or directives
- Understand that as I approve agenda bills, I have already worked with staff to formulate a recommendation; that staff direction/correction is done behind the scenes to promote trust
- Once Council has received the requested information, make a decision; otherwise everything gets backed up and/or meetings are lengthy
- Agree that when an issue is decided, it's decided; do not re-visit past decisions or minority opinions

Performance Objective #2

Improve communication between myself/staff and the Council, and between myself/staff and West Linn citizens.

- Do not tolerate personal attacks on staff by citizens or Council members in public settings
- For all councilors to schedule 1:1 meetings with me, at least once a month
- Help me understand what is 'key' information
- Ask when information is needed, don't assume it is being intentionally withheld
- Respect the decision of the majority of Council; bring requests to revisit priorities to the attention of the Council
- Refrain from making assumptions regarding citizen complaints that staff mishandled the matter; instead refer to me for investigation
- Inform me when you have an issue with a staff member

Performance Objective #3

Improve on basics related to City Council meetings.

- Remember to press talk button; speak directly into the microphone, don't sit back
- Improve meeting time management
- Re-evaluate pre-meeting work session time for a dinner break or eliminate dinner
- Shorten meeting duration and/or agree to end at a certain time
- Respect the decision of the majority of Council; stop working an issue after a decision is made

Performance Objective #4

Be more confident and assertive in my role as City Manager.

- Respect and adhere to the Charter authority of the City Manager
- Honor and respect our distinct roles as policy maker and administrator; respect this 'team'
- Provide direction that focuses on outcomes, rather than means and methods
- Do not tolerate personal attacks on staff by citizens or councilors in public settings

Performance Objective #5

Improve collaboration with all Council members.

- For all councilors to schedule 1:1 meetings with me, at least once a month
- Recognize collaboration goes both ways; share responsibility by checking in when needing a status report on an issue
- Give more priority to creating an explicit council consensus when it comes to setting future agenda priorities
- Be clear about whether an issue raised is an individual concern or the view of the council
- Understand and respect when an issue/topic is not a priority, do not attempt to change staff priorities without council direction