

**Rivergrove Water District
Board of Commissioners Special Meeting
Thursday, January 20, 2022, 4:30 P.M.**

A special meeting of the Board of Commissioners was held this day via remote teleconference. Chair Roth presided over the meeting and other attendees included: Commissioners Johnson, Magura, Patterson, and Howell, and General Manager Janine Casey. Mr. Mark Knudson, guest presenter from the Special Districts Association of Oregon, was also in attendance.

1. **Call to Order:** The meeting was called to order at 4:33 p.m.

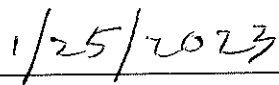
2. **Special Districts Association of Oregon Board Presentation:** Mr. Mark Knudson presented an interactive slide presentation that covered the following topics:
 - a. Board Relations
 - i. Board Member Training
 1. District & Board Authority
 2. Board & Staff Expectations
 3. RGWD Board Policies
 - b. Facilitated Conversation
 - i. Board Member Roles & Responsibilities
 - c. Water District Manager Performance Evaluation
 - i. Evaluation Framework
 - ii. Proposed Approach & Schedule
 - iii. Performance Evaluation Criteria

After the presentation, discussion ensued regarding the performance evaluation criteria and the sample performance evaluation worksheet. The Board decided to take additional time to review these documents for possible modifications and discuss at a future meeting in February.

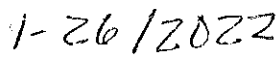
3. **Public Comment:** No public attended.

4. **Adjournment:** The meeting was adjourned at 6:04 p.m.


James W. Johnson, Secretary


Date


Christine K. Roth, Chair


Date

- 3 Atchs
1. SDAO Board Presentation
 2. Draft Manager Performance Evaluation Criteria
 3. Performance Evaluation Worksheet



Board Meeting

Rivergrove Water District

January 20, 2022



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Today's Topics

1. Board Relations
 - Board Member Training
 - District & Board Authority
 - Board & Staff Expectations
 - RWD Board Policies
 - Facilitated Conversation
 - Board Member Roles & Responsibilities
2. Water District Manager Performance Evaluation
 - Evaluation Framework
 - Proposed Approach & Schedule
 - Performance Evaluation Criteria





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Board Member Training

- District & Board Authority
- Board & Staff Expectations
- RWD Board Policies




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District & Board Authority District Authority

Expressed Powers – as provided by statute:

- ORS Chapter 198
- Principal Act of District
- Other statutes, e.g.:
 - Elections (ORS Ch. 255)
 - Bonds (ORS Ch. 287A)
 - Contracts (ORS Ch. 279A, B, C)
- Administrative Rules
- Ordinances




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District & Board Authority District Authority

Implied Powers - to carry out Expressed Powers

- Purchasing supplies
- Employing staff
- Entering contracts
- Incidental tasks relating to exercise of authority

Legislative Powers

- Power to adopt policy

Administrative Powers

- Power to implement Board-adopted policy

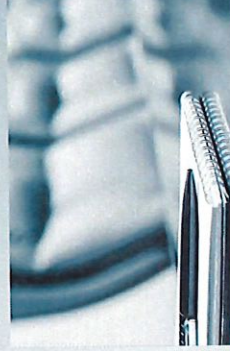
District & Board Authority Board Authority

Sets policy and direction of District

Serves the best interests of community and constituents

Sets policy and direction by Board Action

- Must be at a properly called public meeting
- Requires a quorum to be present
- Requires approval by majority of the board
- All votes must be taken publicly - no secret ballots and no decisions or deliberations made outside of public meetings



District & Board Authority Board Authority

Ordinance = local law

- Authority to enforce
- Formal adoption procedures

Resolution = statement of policy

- Governs internal operations
- Simple adoption procedure

Motion = procedural device

- Places matter before the board for consideration

District & Board Authority Board Authority

Delegation of Power

- Legislative power can NOT be delegated
- Administrative power can be delegated
 - Must be approved by Board Action
 - Typically directed to trained or experienced staff or professionals

“Board members should use caution in exercising administrative power because of the potential of liability, workers’ compensation issues, staff morale issues, and other considerations.”



District & Board Authority Board Member Rights & Duties

- Indemnity
 - Entitled to indemnity under OTCA for claims of negligence against Board
 - NOT entitled if acting outside "course and scope" of position
- Can be found personally liable for repayment of unlawful expenditure of public funds (ORS 294.100)

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INDEPENDENT ORGANIZATION

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District & Board Authority Board Member Rights & Duties

Office becomes vacant if board member ...

- Dies or resigns
- No long inhabits the entity for which he/she was elected or appointed
- Convicted of an infamous crime, or any offense involving the violation of the oath of the incumbent
- Refuses or neglects to take the oath of office, or to give or renew the official bond of the incumbent, within the time prescribed by law
- Has election or appointment declared void by a competent tribunal
- Is found to be a mentally diseased person by a competent tribunal
- Ceases to possess any other qualification required for election or appointment to such office (ORS 236.010)

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District & Board Authority Board Member Rights & Duties

Can become ineligible for public office if

- Agrees to engage in, or does engage in, a duel, or “curry a challenge” to a duel to another person (Or. Const. Art. II, Section 9)
- “a member of, or affiliated with, any organization which teaches the doctrine of, or advocates, the overthrow of the Government of the United States by force or violence.” (ORS 236.030)



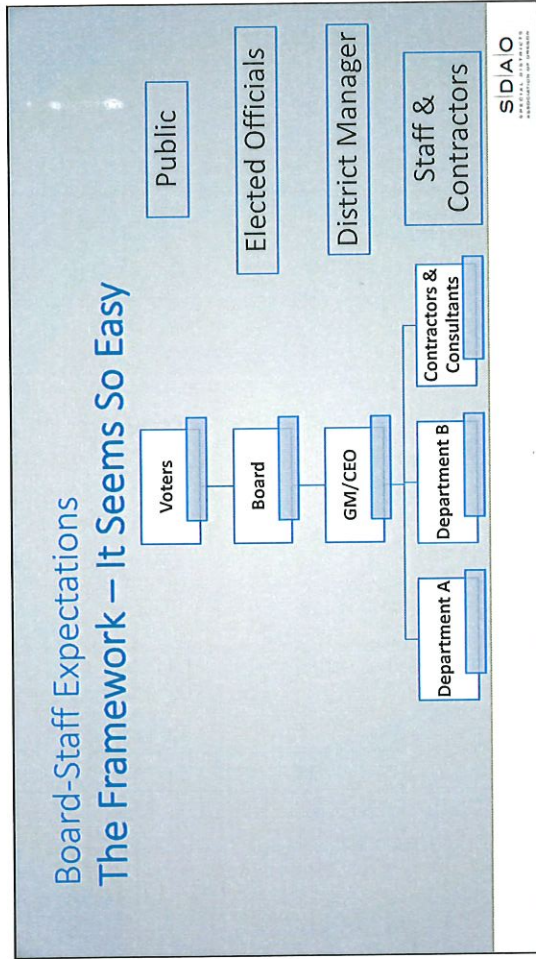
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Board-Staff Expectations

- The Framework
- Expectations of Elected Officials
- Expectations of GM/CEO
- Characteristics of Effective Boards



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Board-Staff Expectations The Framework – Guiding Principles

1. The Board & Commissioners are accountable to voters
 - The Board's authority comes from the public
 - Commissioners' authority comes through the Board
2. The GM/CEO is accountable to the Board
 - The Board has one employee ... the GM/CEO
3. The Staff is accountable to the GM/CEO
 - Staff works for the GM/CEO

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SPECIAL DISTRICT
ADMINISTRATIVE OFFICE

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Board-Staff Expectations Expectations of Elected Officials

- Get Oriented ... understand the organization and policies
- Be Prepared and Informed ... for every meeting
- Be Honest, Courteous & On Time ... all the time
- Be Respectful ... of other Board Members and the Organization
- Represent Board Positions and Board Actions
- Understand Roles and Responsibilities ... work through GM

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ASSOCIATION OF WATER
ADMINISTRATORS

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Board-Staff Expectations Expectations of GM/CEO


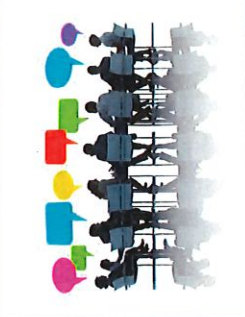
- Be Prepared and Informed ... for every meeting
- Provide Options ... not direction
- Provide Recommendations ... not decisions
- Provide Organized Board Packets ... support the Board
- Communicate ... no secrets, no surprises
- Be Honest, Courteous & On Time ... all the time
- Represent Board Positions and Board Actions
- Understand Roles and Responsibilities

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ADMINISTRATORS

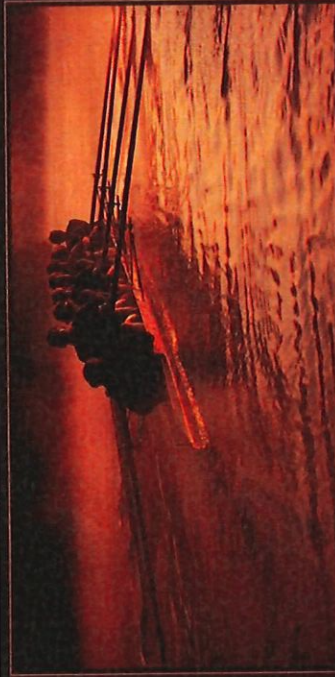
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Board-Staff Expectations Characteristics of Effective Boards

- Clarity and alignment of District vision, mission and values
- Creative and collaborative partners
- Mutual respect; all members as equals
- Respect for roles of Board Officers
- No secrets, no surprises
- Collective responsibility for District performance
- Collective accountability for Board conduct



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T·E·A·M·W·O·R·K

TEAMWORK IS THE ABILITY TO WORK TOGETHER TOWARD A COMMON VISION.
THE ABILITY TO DIRECT INDIVIDUAL ACCOMPLISHMENT TOWARD ORGANIZATIONAL OBJECTIVES. IT IS THE FUEL THAT ALLOWS COMMON PEOPLE TO ATTAIN UNCOMMON RESULTS.

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Rivergrove Water District Board Policies Board Power & Procedures

Section 1.2 - Powers of the Board

- “Board members have no individual powers separate from the powers of the Board and have no authority to act individual without delegation of authority from ... the Board.”
- “No individual Board member may speak for or on behalf of the Board or District, except as authorized to do so by official Board action”



Rivergrove Water District Board Policies Board Power & Procedures

Section 1.3 – Functions of the Board

- Policy Making: “Board will establish strategic policy”
- Oversight:
 - “Board will select a ... Manager ... and delegate responsibility for implementing and executing policies adopted by the Board”
 - “Unless authorized by ... the Board, no individual Board member may direct or order staff on any matter that relates to the daily operations or administrative activities of the District.”
 - “Any communications relative to district business must be directed to Board Chair.”



Rivergrove Water District Board Policies Board Power & Procedures

Section 1.3 – Functions of the Board (con't)

- Planning/Vision
 - "Annual priorities will be established by the Board ... will be the responsibility of the water District Manager ... to implement."
- Commissioner Assignments
 - "Commissioners may volunteer for assignments ... or the Board Chair may make the assignments"



Rivergrove Water District Board Policies Bylaws of Board

Section 1.5 – Board Educational Development

- "Members are encouraged to attend ... conferences and other training ... as the Board may authorize."
- "The ... Manager will inform and make available information on conferences, meetings and publications ..."
- The Board may authorize educational development opportunities."



Rivergrove Water District Board Policies Bylaws of the Board

Section 2.2 – Officers

- “At the first meeting in July ... the Board shall elect ... officers for the year then begun.”

Section 2.3 – Duties of the Chair

- “The Chair shall appoint all committees, subject to approval of a majority of the Board”
- “Reviews with the ... Manager any issues of concern to the Board”
- “Coordinates the ... Manager’s performance evaluation with other Board members.”
- “Speaks to the media and represents the organization”



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Rivergrove Water District Board Policies Administration

Section 6.1 – Water District Manager as Administrator

- “As provided in the Policies adopted by the Board, administrative and operational functions are delegated to the Water District Manager.”




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A Board Conversation

Board Expectations for Roles & Responsibilities

- Questions & Concerns about Board Expectations
 - What's Working
 - What's Not Working
- Possible Next Steps
 - Commitment to Board Expectations
 - Revision or Clarification of RWD Board Policies



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Water District Manager

Performance Evaluation

- Past Practice by the District
- A Framework for Manager Evaluation
- Proposed Approach & Schedule
- Refinements for Next Year
- DRAFT Performance Evaluation Criteria & Form
- Next Steps

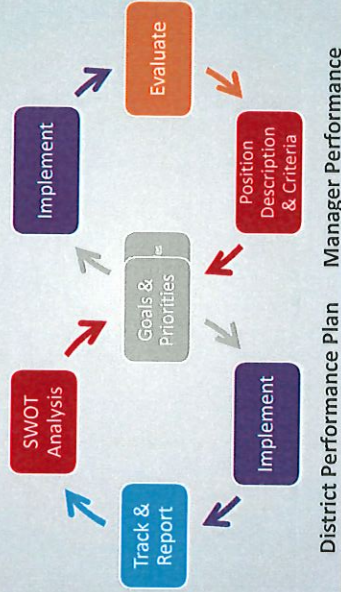


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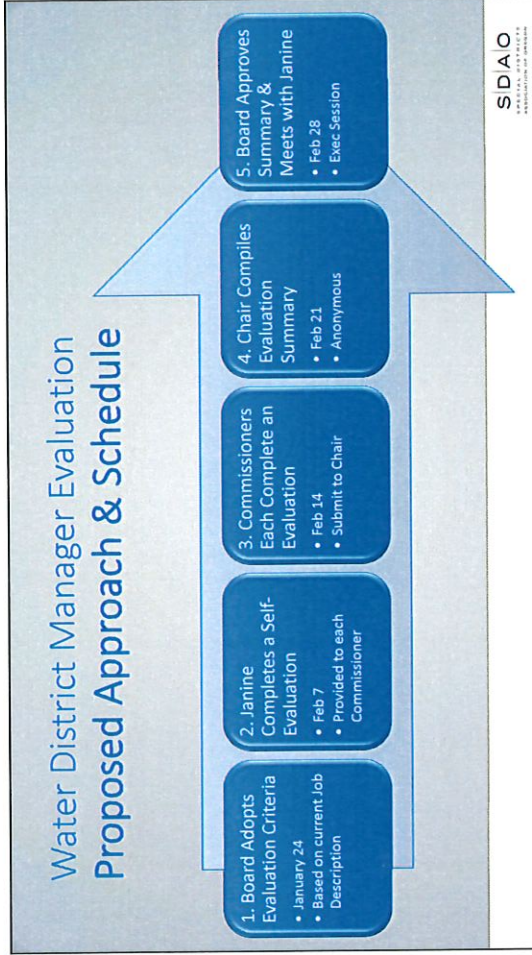
Water District Manager Evaluation Past Practices by the District

- What has the District done previously?
- When was the Position Description last reviewed and is it current?
- Does the Board establish annual District goals & priorities?

Water District Manager Evaluation Evaluation is Part of a District Performance Plan



District Performance Plan Manager Performance



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Water District Manager Evaluation Evaluation Criteria, Refinements & Next Steps

- SDAO's Suggested DRAFT Performance Evaluation Criteria & Form
 - See Handouts
- Changes for next year
 - Review and update Position Description
 - Review and update Evaluation Criteria
 - Incorporate District Performance Goals & Priorities
- Next Steps

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ADMINISTRATIVE SERVICES

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Water District Manager Evaluation

Q&A

Discussion

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ADMINISTRATIVE SERVICES

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Water District Manager Performance Evaluation Criteria

The following criteria will be used to evaluate the performance of the Water District Manager, as adopted by the Rivergrove Water District Board of Commissioners on XXXXX.

1. Provides Effective Management of District Resources and Programs

- Effectively and efficiently manages all District services and activities including water production, water distribution, water system maintenance, customer service, and financial management
- Manages development and implementation of District goals, policies, procedures, and priorities
- Establishes appropriate service and staffing levels in coordination with the Board based on budgeted resources; monitors and evaluates the efficiency and effectiveness of service delivery methods and procedures; allocates resources accordingly
- Plans and organizes maintenance of District owned facilities, buildings, and equipment to achieve efficient and safe utilization of District Resources and to provide good value to customers

2. Provides Effective Financial Management

- Oversees and participates in development and administration of the District budget; identifies future challenges and opportunities; approves the forecast of funds needed for staffing, equipment, materials, and supplies; approves expenditures and implement budgetary adjustments as appropriate and necessary
- Administers the adopted budget within approved revenue and expenditure allocations
- Explains, justifies, and defends District programs, policies, and activities; negotiates and resolves sensitive and controversial issues

3. Provides Effective Customer and Community Service

- Oversees operations and services related to District Utility Billing System and related functions; identifies and implements standards and expectations for billing activities
- Maintains a positive tone and relationship with customers and community through effective leadership and utilization of resources
- Is accessible to customers and the community; effectively responds to and resolves difficult and sensitive citizen inquiries and complaints
- Promotes communications that are clear and represents an appropriate level of professionalism
- Represents the District by effectively communicating with customers, the community, and other jurisdictions with which the District is involved or interfaces

Water District Manager Performance Evaluation Criteria

DRAFT – January 20, 2022 – Page 2 of 3

4. Maintains a Positive Relationship with the Board of Commissioners

- Maintains effective communications with the Board; identifies topics and issues to be brought before the Board and assists the Board President in preparing Board meeting agendas; presents information to the Board of Commissioners that assists in effective and timely decisions by the Board
- Provides staff support to the District Board of Commissioners; oversees preparation of meeting packets and meeting minutes; prepares and presents Board meeting staff reports; prepares District correspondence as directed by the Board
- Routinely informs the Board about the water system performance, maintenance requirements, and required capital expenditures

5. Provides Effective Leadership and Management of District Staff

- Provides effective leadership for District staff, including regular communication with employees to exchange ideas, gather information and implement changes
- Plans, directs, and coordinates District personnel to achieve District goals; assigns projects and program responsibilities; reviews and evaluates work methods and procedures; meets with District staff to identify and resolve problems
- Assesses and monitors workload, administrative and support systems, and internal reporting relationships; identifies opportunities for improvement; directs and implements changes
- Plans for future staffing needs to meet District established service levels
- Plans and organizes programs to maintain high quality staff, positive morale, and a safe and secure work environment
- Implements performance evaluation processes such that each District employee receives an annual performance evaluation that is relevant to the employee's position and duties
- Hires, promotes, and disciplines employees as appropriate to achieve high-performing and efficient staffing to achieve District goals and Board expectations

6. Provides Effective Management of the Water System

- Understands the water system infrastructure, regulatory requirements, and best practices for water system operation and maintenance
- Oversees water production and distribution operations to provide effective, efficient, and reliable delivery of water service to all customers
- Manages water system infrastructure and resources to:
 - Maintain the existing system, including identification of planned maintenance requirements, to meet District customer service and financial goals
 - Identify improvements required to meet future needs
 - Meet all applicable regulatory requirements and reporting schedules
- Represents the District to outside agencies and organizations; participates on outside agency boards, commissions, and/or committees as needed to represent District interests; coordinates District activities with activities and objectives of other agencies and organizations

7. Demonstrates Personal and Professional Development

- Maintains relationships with professional associations and industry colleagues
- Attends and participates in professional conferences and seminars to stay well-informed of new trends and innovations in the field of water treatment, distribution management, water systems operations and maintenance, asset management, and personnel management

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Water District Manager Performance Evaluation Worksheet

EXAMPLE
Water District Manager
Performance Evaluation Worksheet

Evaluator: _____

Date: _____

Criteria	Evaluation Rating*	Comments & Feedback
1. Provides Effective Management of District Resources and Programs		
2. Provides Effective Financial Management		
3. Provides Effective Customer and Community Service		
4. Maintains a Positive Relationship with the Board of Commissioners		
5. Provides Effective Leadership and Management of District Staff		
6. Provides Effective Management of the Water System		
7. Demonstrates Personal and Professional Development		
Overall Performance Rating		

*** Evaluation Rating Legend:**

- A = Consistently exceeds expectations, exceptional or outstanding performance
- B = Meets and at times exceeds expectations, fully effective
- C = Meets expectations, developing at an acceptable rate
- D = Not meeting expectations, improvement needed
- F = Unsatisfactory performance, does not meet requirements of position

Water District Manager Performance Evaluation Worksheet

DRAFT – January 20, 2022 – Page 2 of 2

Notable Accomplishments in the Past Year:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

Goals for the Next Year:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

Signatures:

	Concurrence		Concurrence
Christine Roth, Chair	Yes / No	Larry Magura, Treasurer	Yes / No
James Johnson, Secretary	Yes / No	Sherry Patterson, Commissioner	Yes / No
Grant Howell, Commissioner	Yes / No	Janine Casey, District Manager	Yes / No