

W. H. a.

**GILSTRAP Zoanne M**

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**From:** ROCKSTROH Rob A  
**Sent:** Wednesday, December 10, 2003 3:46 PM  
**To:** GILSTRAP Zoanne M  
**Subject:** Bill VanVactor Eval Comments

Bill provides good leadership for quite a diverse group of department heads who run programs with differing, but sometimes complementary missions. We certainly have a wide variety of opinions but he is good at soliciting our input and then coming forth with a recommended course of action in the best interest of the County as a whole.

Bill has been a leader in supporting strategic planning and performance measures, both of which should help the County move forward with more accountability and credibility.

I think that Bill, and all of us, have been challenged with the idea of providing quality services with diminishing resources. And I believe that the process for anticipated cuts for our next fiscal year will be difficult, but that Bill and his budget staff will still turn out the best product with our limited resources. I am very impressed with the skill, dedication, and ability of the County Admin budget staff. They do a lot of work with very few persons.

One of the difficulties to Bill and other management staff in Lane County deals with all of our uncertainty. We have been working on it, but we still don't have clarity on strategic planning/goals for Lane County. Our current planning document (the Strategic Plan) is too broad. And, even when we do have the clarity, it is difficult to plan and budget for the complex combination of County general fund, state funds, federal funds, and grants. So many of our services impact one another that it is difficult to see all the spillover effects and I hope that our goals and budget decisions take all this complexity into account. Bill and his staff are very good in working with these complexities.

## GILSTRAP Zoanne M

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**From:** SORENSON Peter  
**Sent:** Wednesday, December 10, 2003 3:52 PM  
**To:** GILSTRAP Zoanne M  
**Subject:** FW: Bill Van Vactor Evaluation

Zoe,

This is the only evaluation I've seen. I'll forward any I come across.

Joe

-----Original Message-----

**From:** HAYS Alicia A  
**Sent:** Wednesday, December 10, 2003 1:55 PM  
**To:** SORENSON Peter  
**Subject:** RE: Bill Van Vactor Evaluation

Peter I wanted to get back with you about your request for input on Bill's evaluation. I looked at the form and found it hard to complete given my short time as a department director but I did want to give some input about Bill's performance as a manager.

He has been very helpful to me as a new director, always willing to make time for me and to listen. He has provided history as well as vision regarding CCF issues and the collaborations we participate in. In addition, I appreciate his willingness to discuss new ideas and his desire to have all of us working at our best.

Thanks for the opportunity to give feedback,

Alicia Hays  
Director, Lane County  
Department of Children and Families  
(541) 682-7492

-----Original Message-----

**From:** SORENSON Peter  
**Sent:** Tuesday, November 18, 2003 4:08 PM  
**To:** DWYER Bill J; GREEN Bobby; HAMPTON Don E; MORRISON Anna M; \*LC Department Directors  
**Cc:** GILSTRAP Zoanne M  
**Subject:** Bill Van Vactor Evaluation

## MEMORANDUM

<< OLE Object: Picture (Metafile) >>

**TO:** Board of Commissioners  
All Department Directors  
County Counsel Staff

**FROM:** Peter Sorenson, Chair  
Board of Commissioners

**SUBJECT:** Bill Van Vactor Evaluation

**DATE:** November 17, 2003

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**WILLIAM VAN VACTOR, COUNTY ADMINISTRATOR**  
Performance Evaluation

1. **Communications** - Consider: Clear expression of thoughts and ideas in written and oral form; ability to listen and share information, understanding replies or directions from others; clarity, brevity, accuracy, and logic in writing.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[ ] 9[ <input checked="" type="checkbox"/> ]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]
During past year has: Improved[ ]		Remained About the Same[ <input checked="" type="checkbox"/> ]		Declined[ ]

Comments/Examples:

2. **Managerial Decision Making** - Consider: Application of logic and decision-making principles; selection of a decision from among the options; effects of decisions; sharing the decision with others as appropriate; following through with decisions.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[ ] 9[ <input checked="" type="checkbox"/> ]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]
During past year has: Improved[ ]		Remained About the Same[ <input checked="" type="checkbox"/> ]		Declined[ ]

Comments/Examples:

3. **Leadership** - Consider: The amount and type of influence upon staff or supervisors; amount of influence upon work standards, styles and priorities; availability and accessibility to staff; setting and enforcing standards for quantity and quality of work.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[ <input checked="" type="checkbox"/> ] 9[ ]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]
During past year has: Improved[ ]		Remained About the Same[ <input checked="" type="checkbox"/> ]		Declined[ ]

Comments/Examples:

4. **Organizing, Coordinating, Supervising** - Consider: Organization and coordination of people and resources to get a job done; scheduling and assigning tasks to and getting results from employees; coordination of own plans with those of others; development of systems to improve work methods.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[ ] 9[ ]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]
During past year has: Improved[ ]		Remained About the Same[ ]		Declined[ ]

Comments/Examples:

5. **Creativity** - Consider; Originality of ideas; being curious about and questioning even the "obvious;" inventiveness and imagination in solving problems or developing new procedures; generating new and unusual ideas; stimulating and encouraging others to develop new ideas; resourcefulness.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[ ] 9[ ]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]
During past year has: Improved[ ]		Remained About the Same[ ]		Declined[ ]

Comments/Examples:

6. **Planning--Short and Long Range** - Consider: Development and achievement of relevant objectives; commitment to County goals and objectives, as well as personal goals and objectives; translating goals and objectives into activities; designing, scheduling, and implementing short-and-long-range plans; scheduling workload within the plan; anticipating deviations from the plan.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[ ] 9[ ]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]
During past year has: Improved[ ]		Remained About the Same[ ]		Declined[ ]

Comments/Examples:

7. **Interpersonal Skills** - Consider: Quality of interactions including clarity and timeliness of communications, responsiveness and sensitivity to the needs of others, willingness and ability to confront conflict situations, effectiveness in giving and receiving feedback, open expression of feelings.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[ ] 9[ ]	8[ <input checked="" type="checkbox"/> ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]
During past year has: Improved[ ]		Remained About the Same[ <input checked="" type="checkbox"/> ]		Declined[ ]

Comments/Examples:

8. **Budgeting Skills** - Consider: Translating plans, activities, and performance measures into budgets; executing plans and activities within the budget appropriation; following budget procedures and meeting budget deadlines.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[ <input checked="" type="checkbox"/> ] 9[ ]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]
During past year has: Improved[ ]		Remained About the Same[ <input checked="" type="checkbox"/> ]		Declined[ ]

Comments/Examples:

9. **Professional Development** - Consider: Maintaining high performance by initiating growth training; setting realistic objectives for employees; providing guidance and counseling to employees; keeping own skills and knowledge current.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[ ] 9[ ]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]
During past year has: Improved[ ]		Remained About the Same[ ]		Declined[ ]

Comments/Examples:

*Not directly observable*

10. **Initiative** - Consider: Willingness attack problems, challenge the status quo; assertiveness and self-motivation; amount of personal responsibility taken for completion of work; commitment to goals when extra effort is required; quality of extra effort and results produced; work progress without complete direction.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[ ] 9[ <input checked="" type="checkbox"/> ]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]
During past year has: Improved[ ]		Remained About the Same[ <input checked="" type="checkbox"/> ]		Declined[ ]

Comments/Examples:

11. **Public Contact and Service Skills** - Consider: The image one projects of the County; the amount of assistance given to outside persons and groups; honesty, tact, and courtesy extended to citizens; awareness of and sensitivity to community needs and attitudes.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[ <input checked="" type="checkbox"/> ] 9[ ]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]
During past year has: Improved[ ]		Remained About the Same[ <input checked="" type="checkbox"/> ]		Declined[ ]

Comments/Examples:

12. **Integrity** - Consider: Adherence to a code of morals, ethics, and values; soundness of ideas; degree of honesty and consistency.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[ <input checked="" type="checkbox"/> ] 9[ ]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]
During past year has: Improved[ ]		Remained About the Same[ <input checked="" type="checkbox"/> ]		Declined[ ]

Comments/Examples:

13. **Implementation of Board Policy** - Consider: Administration of County consistent with Board policy; being consistent with the Board's short and long range goals; initiation of planning to achieve goals.

Exceptional	Exceeds	Successful	Needs	Unsatisfactory
10[ ] 9[ ]	Expectations	6[ ] 5[ ]	Improvement	2[ ] 1[ ]
	8[ ] 7[ ]		4[ ] 3[ ]	
During past year has: Improved[ ]      Remained About the Same[ ]      Declined[ ]				

Comments/Examples:

14. **Maintaining Positive Image for County** - Consider: Representation of County in a positive manner; available and visible to citizens; effective representation of County on intergovernmental bodies; effective media contact and relations.

Exceptional	Exceeds	Successful	Needs	Unsatisfactory
10[ ] 9[ ]	Expectations	6[ ] 5[ ]	Improvement	2[ ] 1[ ]
	8[ ] 7[ ]		4[ ] 3[ ]	
During past year has: Improved[ ]      Remained About the Same[ ]      Declined[ ]				

Comments/Examples:

15. **Board of Commissioner Decision-Making** - Consider: Participation in discussion, not decision-making; staff reports offer policy alternatives, with implications on issues; staff reports offer clear, concise recommendations; familiarity with staff reports.

Exceptional	Exceeds	Successful	Needs	Unsatisfactory
10[ ] 9[ ]	Expectations	6[ ] 5[ ]	Improvement	2[ ] 1[ ]
	8[ ] 7[ ]		4[ ] 3[ ]	
During past year has: Improved[ ]      Remained About the Same[ ]      Declined[ ]				

Comments/Examples:

16. **Diversity Factor - Consider:** Steps taken to support and enhance diversity; compliance with the Diversity Implementation Plan, including workforce diversity, customer service, and related county policies. (See Appendix 4-20 in the Diversity Implementation Plan for diversity performance indicators).

Exceptional	Exceeds Expectations	Successful	Needs Improvement	Unsatisfactory
10[ ] 9[ ]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]
During past year has: Improved[ ]		Remained About the Same[ ]		Declined[ ]

Comments/Examples:

17. **Other Comments:**

17. **Overall Rating**

Exceptional	Exceeds Expectations	Successful	Needs Improvement	Unsatisfactory
10[ ] 9[ ]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]
During past year has: Improved[ ]		Remained About the Same[ ]		Declined[ ]

Rated by:

Date:



General Comments on Bill's Overall Performance:

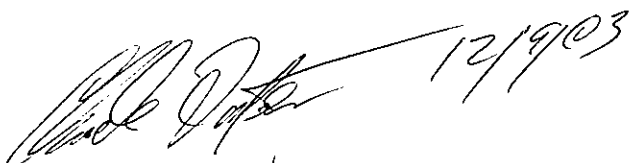
Bill continues to grow as a leader. He excels  
in a challenging environment

You feel Bill should be doing more of the following:

Continue to emphasize quality customer service to  
non party citizens

You feel Bill should keep on doing the following:

Continue strong leadership for a very diverse  
"corporation."

  
Chuck Forster  
12/9/03

**WILLIAM VAN VACTOR, COUNTY ADMINISTRATOR**

Performance Evaluation –2003

1. **Communications** - Consider: Clear expression of thoughts and ideas in written and oral form; ability to listen and share information, understanding replies or directions from others; clarity, brevity, accuracy, and logic in writing.

	Exceeds			Needs	
Exceptional	Expectations	Successful		Improvement	Unsatisfactory
10[ ] 9[x]	8[ ] 7[ ]	6[ ] 5[ ]		4[ ] 3[ ]	2[ ] 1[ ]
During past year has:	Improved[ ]	Remained About the Same[x]		Declined[ ]	

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Comments/Examples: Mr. Van Vactor is a clear, logical and thoughtful writer.

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2. **Managerial Decision Making** - Consider: Application of logic and decision-making principles; selection of a decision from among the options; effects of decisions; sharing the decision with others as appropriate; following through with decisions.

	Exceeds			Needs	
Exceptional	Expectations	Successful		Improvement	Unsatisfactory
10[ ] 9[x]	8[ ] 7[ ]	6[ ] 5[ ]		4[ ] 3[ ]	2[ ] 1[ ]
During past year has:	Improved[ ]	Remained About the Same[x]		Declined[ ]	

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Comments/Examples: Mr. Van Vactor's decisions are consistently sound, well-reasoned, logical and take into account relevant facts and implications.

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3. **Leadership** - Consider: The amount and type of influence upon staff or supervisors; amount of influence upon work standards, styles and priorities; availability and accessibility to staff; setting and enforcing standards for quantity and quality of work.

	Exceeds			Needs	
Exceptional	Expectations	Successful		Improvement	Unsatisfactory
10[ ] 9[ ]	8[x] 7[ ]	6[ ] 5[ ]		4[ ] 3[ ]	2[ ] 1[ ]
During past year has:	Improved[ ]	Remained About the Same[x]		Declined[ ]	

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Comments/Examples: Mr. Van Vactor's leadership is one of collaboration. He makes all around him stronger leaders by eliciting and encouraging their participation and involvement, setting a sound example for those who work with him.

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4. **Organizing, Coordinating, Supervising** - Consider: Organization and coordination of people and resources to get a job done; scheduling and assigning tasks to and getting results from employees; coordination of own plans with those of others; development of systems to improve work methods.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[ ] 9[ ]	8[ x 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]

During past year has: Improved[ ]      Remained About the Same[x]      Declined[ ]

Comments/Examples: It is very difficult to organize, coordinate and supervise as large and diverse an organization as Lane County. Mr. Van Vactor does a stellar job at providing such guidance, for the benefit of the Board and the citizens of Lane County.

5. **Creativity** - Consider; Originality of ideas; being curious about and questioning even the "obvious;" inventiveness and imagination in solving problems or developing new procedures; generating new and unusual ideas; stimulating and encouraging others to develop new ideas; resourcefulness.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[ ] 9[x ]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]

During past year has: Improved[ ]      Remained About the Same[x ]      Declined[ ]

Comments/Examples:

6. **Planning--Short and Long Range** - Consider: Development and achievement of relevant objectives; commitment to County goals and objectives, as well as personal goals and objectives; translating goals and objectives into activities; designing, scheduling, and implementing short-and-long-range plans; scheduling workload within the plan; anticipating deviations from the plan.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[ ] 9[x ]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]

During past year has: Improved[ ]      Remained About the Same[x ]      Declined[ ]

Comments/Examples: Mr. Van Vactor always has an eye on the future, and what it will take to get the County there in light of the opportunities and challenges he can foresee.

7. **Interpersonal Skills** - Consider: Quality of interactions including clarity and timeliness of communications, responsiveness and sensitivity to the needs of others, willingness and ability to confront conflict situations, effectiveness in giving and receiving feedback, open expression of feelings.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[ ] 9[ ]	8[x ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]

During past year has: Improved[ ]      Remained About the Same[x ]      Declined[ ]

Comments/Examples:

8. **Budgeting Skills** - Consider: Translating plans, activities, and performance measures into budgets; executing plans and activities within the budget appropriation; following budget procedures and meeting budget deadlines.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[ ] 9[x ]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]

During past year has: Improved[ ]      Remained About the Same[x ]      Declined[ ]

Comments/Examples:

9. **Professional Development** - Consider: Maintaining high performance by initiating growth training; setting realistic objectives for employees; providing guidance and counseling to employees; keeping own skills and knowledge current.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[ ] 9[x ]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]

During past year has: Improved[ ]      Remained About the Same[x ]      Declined[ ]

Comments/Examples: Mr. Van Vactor's commitment in this area is evident in his support of such events as "Performance Counts" and his consistent encouragement of staff improving their skills and knowledge.

10. **Initiative** - Consider: Willingness attack problems, challenge the status quo; assertiveness and self-motivation; amount of personal responsibility taken for completion of work; commitment to goals when extra effort is required; quality of extra effort and results produced; work progress without complete direction.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[ ] 9[x ]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]
During past year has: Improved[ ]		Remained About the Same[x ]		Declined[ ]

Comments/Examples:

11. **Public Contact and Service Skills** - Consider: The image one projects of the County; the amount of assistance given to outside persons and groups; honesty, tact, and courtesy extended to citizens; awareness of and sensitivity to community needs and attitudes.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[ x ] 9[ ]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]
During past year has: Improved[ ]		Remained About the Same[x ]		Declined[ ]

Comments/Examples:

12. **Integrity** - Consider: Adherence to a code of morals, ethics, and values; soundness of ideas; degree of honesty and consistency.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[x ] 9[ ]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]
During past year has: Improved[ ]		Remained About the Same[x ]		Declined[ ]

Comments/Examples: Absolute!

13. **Implementation of Board Policy** - Consider: Administration of County consistent with Board policy; being consistent with the Board's short and long range goals; initiation of planning to achieve goals.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[ ] 9[x]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]
During past year has: Improved[ ]      Remained About the Same[x ]      Declined[ ]				

Comments/Examples: Mr. Van Vactor does an excellent job of determining the center of the Board and of ensuring that staff is both aware of any policy changes and is committed to their implementation.

14. **Maintaining Positive Image for County** - Consider: Representation of County in a positive manner; available and visible to citizens; effective representation of County on intergovernmental bodies; effective media contact and relations.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[ ] 9[x]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]
During past year has: Improved[ ]      Remained About the Same[x ]      Declined[ ]				

Comments/Examples:

15. **Board of Commissioner Decision-Making** - Consider: Participation in discussion, not decision-making; staff reports offer policy alternatives, with implications on issues; staff reports offer clear, concise recommendations; familiarity with staff reports.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[ ] 9[ ]	8[x] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]
During past year has: Improved[ ]      Remained About the Same[x ]      Declined[ ]				

Comments/Examples:

16. **Diversity Factor** - Consider: Steps taken to support and enhance diversity; compliance with the Diversity Implementation Plan, including workforce diversity, customer service, and related county policies. (See Appendix 4-20 in the Diversity Implementation Plan for diversity performance indicators).

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[ ] 9[x ]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]
During past year has: Improved[ ]      Remained About the Same[x ]      Declined[ ]				

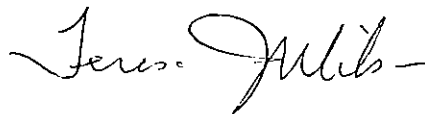
Comments/Examples:

17. **Other Comments:**

18. **Overall Rating**

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[ ] 9[x ]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]
During past year has: Improved[ ]      Remained About the Same[x ]      Declined[ ]				

Rated by: Teresa J. Wilson



Date: December 10, 2003

General Comments on Bill's Overall Performance: We continue to be extremely fortunate to have someone of Mr. Van Vactor's caliber, skill and reputation as Lane County's Administrator.

You feel Bill should be doing more of the following:

You feel Bill should keep on doing the following:



**WILLIAM VAN VACTOR, COUNTY ADMINISTRATOR**  
Performance Evaluation

1. **Communications** - Consider: Clear expression of thoughts and ideas in written and oral form; ability to listen and share information, understanding replies or directions from others; clarity, brevity, accuracy, and logic in writing.

	Exceeds	Successful	Needs	Unsatisfactory
Exceptional	Expectations		Improvement	
10[x ] 9[ ]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]
During past year has: Improved[ ]      Remained About the Same[x ]      Declined[ ]				

Comments/Examples: Always articulate, knowledgeable

2. **Managerial Decision Making** - Consider: Application of logic and decision-making principles; selection of a decision from among the options; effects of decisions; sharing the decision with others as appropriate; following through with decisions.

	Exceeds	Successful	Needs	Unsatisfactory
Exceptional	Expectations		Improvement	
10[ ] 9[x ]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]
During past year has: Improved[ ]      Remained About the Same[x ]      Declined[ ]				

Comments/Examples: Effective, experienced, able administrator. Wide-depth of knowledge.

3. **Leadership** - Consider: The amount and type of influence upon staff or supervisors; amount of influence upon work standards, styles and priorities; availability and accessibility to staff; setting and enforcing standards for quantity and quality of work.

	Exceeds	Successful	Needs	Unsatisfactory
Exceptional	Expectations		Improvement	
10[ ] 9[x ]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]
During past year has: Improved[ ]      Remained About the Same[x ]      Declined[ ]				

Comments/Examples: Accessible, open and trustworthy. Respects staff. Provides solid model a leader. Allows staff to do their job and provides input when needed or asked for.

4. **Organizing, Coordinating, Supervising** - Consider: Organization and coordination of people and resources to get a job done; scheduling and assigning tasks to and getting results from employees; coordination of own plans with those of others; development of systems to improve work methods.

	Exceeds		Successful		Needs		Unsatisfactory	
Exceptional	Expectations		Successful		Improvement		Unsatisfactory	
10[ ] 9[ ]	8[ ]	7[x ]	6[ ]	5[ ]	4[ ]	3[ ]	2[ ]	1[ ]
During past year has: Improved[ ]			Remained About the Same[ ]			Declined[ ]		

Comments/Examples: Uses collaborative models to gain consensus rather than giving directives. Is open to discussion and change.

5. **Creativity** - Consider; Originality of ideas; being curious about and questioning even the "obvious;" inventiveness and imagination in solving problems or developing new procedures; generating new and unusual ideas; stimulating and encouraging others to develop new ideas; resourcefulness.

	Exceeds		Successful		Needs		Unsatisfactory	
Exceptional	Expectations		Successful		Improvement		Unsatisfactory	
10[ ] 9[x ]	8[ ]	7[ ]	6[ ]	5[ ]	4[ ]	3[ ]	2[ ]	1[ ]
During past year has: Improved[ ]			Remained About the Same[x ]			Declined[ ]		

Comments/Examples: Open to new ways to doing business in an environment that is not as conducive to change.

6. **Planning--Short and Long Range** - Consider: Development and achievement of relevant objectives; commitment to County goals and objectives, as well as personal goals and objectives; translating goals and objectives into activities; designing, scheduling, and implementing short-and-long-range plans; scheduling workload within the plan; anticipating deviations from the plan.

	Exceeds		Successful		Needs		Unsatisfactory	
Exceptional	Expectations		Successful		Improvement		Unsatisfactory	
10[x ] 9[ ]	8[ ]	7[ ]	6[ ]	5[ ]	4[ ]	3[ ]	2[ ]	1[ ]
During past year has: Improved[ ]			Remained About the Same[ ]			Declined[ ]		

Comments/Examples: Budget. Has accelerated process to help provide departments/commissioners with more control over outcome

7. **Interpersonal Skills** - Consider: Quality of interactions including clarity and timeliness of communications, responsiveness and sensitivity to the needs of others, willingness and ability to confront conflict situations, effectiveness in giving and receiving feedback, open expression of feelings.

		Exceeds				Needs		
Exceptional		Expectations	Successful			Improvement		Unsatisfactory
10[ ]	9[ ]	8[ x]	7[ ]	6[ ]	5[ ]	4[ ]	3[ ]	2[ ] 1[ ]

During past year has: Improved[ ]      Remained About the Same[x ]      Declined[ ]

Comments/Examples: Works well in highly political environment. Maintains respect of diverse groups.

8. **Budgeting Skills** - Consider: Translating plans, activities, and performance measures into budgets; executing plans and activities within the budget appropriation; following budget procedures and meeting budget deadlines.

		Exceeds				Needs		
Exceptional		Expectations	Successful			Improvement		Unsatisfactory
10[ x]	9[ ]	8[ ]	7[ ]	6[ ]	5[ ]	4[ ]	3[ ]	2[ ] 1[ ]

During past year has: Improved[ x ]      Remained About the Same[ ]      Declined[ ]

Comments/Examples: Budget difficulty has increased because of deficit. Has risen to occasion in positive manner.

9. **Professional Development** - Consider: Maintaining high performance by initiating growth training; setting realistic objectives for employees; providing guidance and counseling to employees; keeping own skills and knowledge current.

		Exceeds				Needs		
Exceptional		Expectations	Successful			Improvement		Unsatisfactory
10[ ]	9[ x]	8[ ]	7[ ]	6[ ]	5[ ]	4[ ]	3[ ]	2[ ] 1[ ]

During past year has: Improved[x ]      Remained About the Same[ ]      Declined[ ]

Comments/Examples: Encourages positive professional development in self and others.

10. **Initiative** - Consider: Willingness attack problems, challenge the status quo; assertiveness and self-motivation; amount of personal responsibility taken for completion of work; commitment to goals when extra effort is required; quality of extra effort and results produced; work progress without complete direction.

	Exceeds		Successful		Needs		Unsatisfactory	
Exceptional	Expectations				Improvement			
10[ ] 9[x ]	8[ ]	7[ ]	6[ ]	5[ ]	4[ ]	3[ ]	2[ ]	1[ ]
During past year has: Improved[ ]			Remained About the Same[x ]			Declined[ ]		

Comments/Examples:

11. **Public Contact and Service Skills** - Consider: The image one projects of the County; the amount of assistance given to outside persons and groups; honesty, tact, and courtesy extended to citizens; awareness of and sensitivity to community needs and attitudes.

	Exceeds		Successful		Needs		Unsatisfactory	
Exceptional	Expectations				Improvement			
10[x] 9[ ]	8[ ]	7[ ]	6[ ]	5[ ]	4[ ]	3[ ]	2[ ]	1[ ]
During past year has: Improved[ ]			Remained About the Same[ ]			Declined[ ]		

Comments/Examples: BVV has high degree of honesty and integrity and demonstrates that on regular basis.

12. **Integrity** - Consider: Adherence to a code of morals, ethics, and values; soundness of ideas; degree of honesty and consistency.

	Exceeds		Successful		Needs		Unsatisfactory	
Exceptional	Expectations				Improvement			
10[x ] 9[ ]	8[ ]	7[ ]	6[ ]	5[ ]	4[ ]	3[ ]	2[ ]	1[ ]
During past year has: Improved[ ]			Remained About the Same[ ]			Declined[ ]		

Comments/Examples:

13. **Implementation of Board Policy** - Consider: Administration of County consistent with Board policy; being consistent with the Board's short and long range goals; initiation of planning to achieve goals.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[x ] 9[ ]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]
During past year has: Improved[ ]      Remained About the Same[ ]      Declined[ ]				

Comments/Examples: Tracks Strategic Plan and Board initiatives

14. **Maintaining Positive Image for County** - Consider: Representation of County in a positive manner; available and visible to citizens; effective representation of County on intergovernmental bodies; effective media contact and relations.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[ x ] 9[ ]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]
During past year has: Improved[ ]      Remained About the Same[ ]      Declined[ ]				

Comments/Examples: Responsive to media and citizens, supports and sees value of providing public with information and formal communication. Maintains availability to media requests. His professionalism, openness and information provision elicits trust by media.

15. **Board of Commissioner Decision-Making** - Consider: Participation in discussion, not decision-making; staff reports offer policy alternatives, with implications on issues; staff reports offer clear, concise recommendations; familiarity with staff reports.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[x ] 9[ ]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]
During past year has: Improved[ ]      Remained About the Same[ ]      Declined[ ]				

Comments/Examples:

16. **Diversity Factor** - Consider: Steps taken to support and enhance diversity; compliance with the Diversity Implementation Plan, including workforce diversity, customer service, and related county policies. (See Appendix 4-20 in the Diversity Implementation Plan for diversity performance indicators).

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[ ] 9[ x]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]
During past year has: Improved[ ]      Remained About the Same[ ]      Declined[ ]				

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Comments/Examples:

**17. Other Comments: In a difficult budget time, in a highly political environment, BVV maintains openness, candor and good sense of judgment. He is ethical, knowledgeable, and serves the BCC and Lane County well. He operates well under stress and respects employees.**

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**17. Overall Rating**

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[x ] 9[ ]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]
During past year has: Improved[x ]      Remained About the Same[ ]      Declined[ ]				

Rated by: Melinda Kletzok, PIO

Date: 12/10/03

**WILLIAM VAN VACTOR, COUNTY ADMINISTRATOR**

Performance Evaluation, November 2002-2003

1. **Communications** - Consider: Clear expression of thoughts and ideas in written and oral form; ability to listen and share information, understanding replies or directions from others; clarity, brevity, accuracy, and logic in writing.

Exceptional	Exceeds		Successful		Needs		Unsatisfactory	
	Expectations				Improvement			
10[ ] 9[X]	7[ ]	6[ ]	5[ ]	4[ ]	3[ ]	2[ ]	1[ ]	

During past year has: Improved [X]      Remained About the Same [ ]      Declined [ ]

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Comments/Examples: Bill continues to improve his speaking in front of large crowds. He has always done an excellent job communicating with staff one-to-one or in small groups. He is also very articulate before the Board of Commissioners.

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2. **Managerial Decision Making** - Consider: Application of logic and decision-making principles; selection of a decision from among the options; effects of decisions; sharing the decision with others as appropriate; following through with decisions.

Exceptional	Exceeds		Successful		Needs		Unsatisfactory	
	Expectations				Improvement			
10[ ] 9[X]	8[ ]	7[ ]	6[ ]	5[ ]	4[ ]	3[ ]	2[ ] 1[ ]	

During past year has: Improved [ ]      Remained About the Same [X]      Declined [ ]

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Comments/Examples: Bill is careful in his decision-making, trying to get all the information first. He asks for recommendations and then makes a decision that is in the best interests of Lane County.

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3. **Leadership** - Consider: The amount and type of influence upon staff or supervisors; amount of influence upon work standards, styles and priorities; availability and accessibility to staff; setting and enforcing standards for quantity and quality of work.

Exceptional	Exceeds		Successful		Needs		Unsatisfactory	
	Expectations				Improvement			
10[ ] 9[ ]	8[X]	7[ ]	6[ ]	5[ ]	4[ ]	3[ ]	2[ ] 1[ ]	

During past year has: Improved [X]      Remained About the Same [ ]      Declined [ ]

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Comments/Examples: Bill continues to look for opportunities to help staff and the organization move forward and take advantage of opportunities. He has been very consistent in encouraging the Board to have a goal setting session to help focus the organization as we move forward toward more financially uncertain times.

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4. **Organizing, Coordinating, Supervising** - Consider: Organization and coordination of people and resources to get a job done; scheduling and assigning tasks to and getting results from employees; coordination of own plans with those of others; development of systems to improve work methods.

		Exceeds				Needs		
Exceptional		Expectations	Successful			Improvement	Unsatisfactory	
10[ ]	9[ ]	8[ ]	7[X]	6[ ]	5[ ]	4[ ]	3[ ]	2[ ]
								1[ ]

During past year has: Improved [ ]      Remained About the Same [X]      Declined [ ]

Comments/Examples:

5. **Creativity** - Consider; Originality of ideas; being curious about and questioning even the "obvious;" inventiveness and imagination in solving problems or developing new procedures; generating new and unusual ideas; stimulating and encouraging others to develop new ideas; resourcefulness.

		Exceeds				Needs		
Exceptional		Expectations	Successful			Improvement	Unsatisfactory	
10[ ]	9[X]	8[ ]	7[ ]	6[ ]	5[ ]	4[ ]	3[ ]	2[ ]
								1[ ]

During past year has: Improved [ ]      Remained About the Same[X]      Declined[ ]

Comments/Examples:

Bill is doing a good job of encouraging, recognizing and stimulating creativity. He continues to look for ways to improve the services Lane County provides to its citizens.

6. **Planning--Short and Long Range** - Consider: Development and achievement of relevant objectives; commitment to County goals and objectives, as well as personal goals and objectives; translating goals and objectives into activities; designing, scheduling, and implementing short-and-long-range plans; scheduling workload within the plan; anticipating deviations from the plan.

		Exceeds				Needs		
Exceptional		Expectations	Successful			Improvement	Unsatisfactory	
10[ ]	9[ ]	8[X]	7[ ]	6[ ]	5[ ]	4[ ]	3[ ]	2[ ]
								1[ ]

During past year has: Improved [X]      Remained About the Same [ ]      Declined [ ]

Comments/Examples:

Bill is very forward looking. He is very committed to clarifying, developing and achieving the County's goals once the Board has articulated them. He is a champion of the long-range strategic plan and has stated his support for long-term solution to the county's structural deficit problem.



7. **Interpersonal Skills** - Consider: Quality of interactions including clarity and timeliness of communications, responsiveness and sensitivity to the needs of others, willingness and ability to confront conflict situations, effectiveness in giving and receiving feedback, open expression of feelings.

	Exceeds		Successful		Needs		Unsatisfactory	
Exceptional	Expectations		Successful		Improvement		Unsatisfactory	
10[ ] 9[ ]	8[X] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]				

During past year has: Improved [ ]      Remained About the Same [X ]      Declined [ ]

Comments/Examples:

Bill is very responsive to the needs of others and is very respectful of staff. He is more willing to confront situations. He is also very will to provide and receive constructive feedback.

8. **Budgeting Skills** - Consider: Translating plans, activities, and performance measures into budgets; executing plans and activities within the budget appropriation; following budget procedures and meeting budget deadlines.

	Exceeds		Successful		Needs		Unsatisfactory	
Exceptional	Expectations		Successful		Improvement		Unsatisfactory	
10[ ] 9[ ]	8[X] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]				

During past year has: Improved [ ]      Remained About the Same [X]      Declined [ ]

Comments/Examples:

Bill continues to excel in this area.

9. **Professional Development** - Consider: Maintaining high performance by initiating growth training; setting realistic objectives for employees; providing guidance and counseling to employees; keeping own skills and knowledge current.

	Exceeds		Successful		Needs		Unsatisfactory	
Exceptional	Expectations		Successful		Improvement		Unsatisfactory	
10[ ] 9[X]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]				

During past year has: Improved[ ]      Remained About the Same[X]      Declined[ ]

Comments/Examples:

Bill remains consistent in his desire and support for employees to seek out and take training classes that improve both technical and interpersonal skills. He is very supportive of the Performance Counts Conference as a way to provide uniform, lower cost, high quality training for the county's managers and supervisors.

10. **Initiative** - Consider: Willingness attack problems, challenge the status quo; assertiveness and self-motivation; amount of personal responsibility taken for completion of work; commitment to goals when extra effort is required; quality of extra effort and results produced; work progress without complete direction.

		Exceeds				Needs		
Exceptional		Expectations		Successful		Improvement		Unsatisfactory
10[ ]	9[X]	8[ ]	7[ ]	6[ ]	5[ ]	4[ ]	3[ ]	2[ ] 1[ ]

During past year has: Improved[ ]      Remained About the Same[X ]      Declined[ ]

Comments/Examples:

Bill is excellent in this area.

11. **Public Contact and Service Skills** - Consider: The image one projects of the County; the amount of assistance given to outside persons and groups; honesty, tact, and courtesy extended to citizens; awareness of and sensitivity to community needs and attitudes.

		Exceeds				Needs		
Exceptional		Expectations		Successful		Improvement		Unsatisfactory
10[ ]	9[X]	8[ ]	7[ ]	6[ ]	5[ ]	4[ ]	3[ ]	2[ ] 1[ ]

During past year has: Improved[ ]      Remained About the Same[X ]      Declined[ ]

Comments/Examples:

Bill always seems to have the county's best interests at heart. This is demonstrated in intergovernmental relationships as much as helping a citizen lost in the Public Service Building.

12. **Integrity** - Consider: Adherence to a code of morals, ethics, and values; soundness of ideas; degree of honesty and consistency.

		Exceeds				Needs		
Exceptional		Expectations		Successful		Improvement		Unsatisfactory
10[X]	9[ ]	8[ ]	7[ ]	6[ ]	5[ ]	4[ ]	3[ ]	2[ ] 1[ ]

During past year has: Improved[ ]      Remained About the Same[X ]      Declined[ ]

Comments/Examples:

Bill consistently maintains the highest standards in this area.

13. **Implementation of Board Policy** - Consider: Administration of County consistent with Board policy; being consistent with the Board's short and long range goals; initiation of planning to achieve goals.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[X] 9[ ]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]
During past year has: Improved[ ]      Remained About the Same[X]      Declined[ ]				

Comments/Examples:

Bill is very committed to carrying out Board policy.

14. **Maintaining Positive Image for County** - Consider: Representation of County in a positive manner; available and visible to citizens; effective representation of County on intergovernmental bodies; effective media contact and relations.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[ ] 9[X]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]
During past year has: Improved[ ]      Remained About the Same[X]      Declined[ ]				

Comments/Examples:

15. **Board of Commissioner Decision-Making** - Consider: Participation in discussion, not decision-making; staff reports offer policy alternatives, with implications on issues; staff reports offer clear, concise recommendations; familiarity with staff reports.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[ ] 9[X]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]
During past year has: Improved [ ]      Remained About the Same [X]      Declined [ ]				

Comments/Examples:

Bill is consistently well informed. He tries to make sure the Board is also well informed so they can make the best decision possible.

16. **Diversity Factor - Consider:** Steps taken to support and enhance diversity; compliance with the Diversity Implementation Plan, including workforce diversity, customer service, and related county policies. (See Appendix 4-20 in the Diversity Implementation Plan for diversity performance indicators).

		Exceeds				Needs		
Exceptional		Expectations		Successful		Improvement		Unsatisfactory
10[ ]	9[ ]	8[X]	7[ ]	6[ ]	5[ ]	4[ ]	3[ ]	2[ ] 1[ ]

During past year has: Improved [ ]      Remained About the Same [X]      Declined [ ]

**Comments/Examples:**

Bill values organizational diversity and embraces it. He makes it part of all managerial evaluations he does on department directors and County Admin. staff to further emphasize it throughout the organization.


**17. Other Comments:**

Bill remains consistent and steadfast in his dedication to this organization, the Board and the employees. He really cares and that makes all the difference.

**18. Overall Rating**

		Exceeds				Needs		
Exceptional		Expectations		Successful		Improvement		Unsatisfactory
10[ ]	9[X]	8[ ]	7[ ]	6[ ]	5[ ]	4[ ]	3[ ]	2[ ] 1[ ]

During past year has: Improved[ ]      Remained About the Same[X]      Declined[ ]

Rated by:  David Garnick, Sr. Management Analyst

Date: Dec. 11, 2003

WILLIAM VAN VACTOR, COUNTY ADMINISTRATOR

Performance Evaluation

1. **Communications** - Consider: Clear expression of thoughts and ideas in written and oral form; ability to listen and share information, understanding replies or directions from others; clarity, brevity, accuracy, and logic in writing.

	Exceeds		Successful		Needs		Unsatisfactory	
Exceptional	Expectations		Successful		Improvement		Unsatisfactory	
10[✓] 9[]	8[]	7[]	6[]	5[]	4[]	3[]	2[]	1[]
During past year has: Improved[]			Remained About the Same[✓]			Declined[]		

Comments/Examples: *My observations of Bills communications have always left me impressed at his ability to remain balanced and focused on the issues. He listens well and is always appropriate in exchanging information.*

2. **Managerial Decision Making** - Consider: Application of logic and decision-making principles; selection of a decision from among the options; effects of decisions; sharing the decision with others as appropriate; following through with decisions.

	Exceeds		Successful		Needs		Unsatisfactory	
Exceptional	Expectations		Successful		Improvement		Unsatisfactory	
10[✓] 9[]	8[]	7[]	6[]	5[]	4[]	3[]	2[]	1[]
During past year has: Improved[]			Remained About the Same[✓]			Declined[]		

Comments/Examples: *Very good at seeing the bigger picture and anticipating effects of decisions. We had the specific opportunity to notice these skills by working with him on PSCC tasks.*

3. **Leadership** - Consider: The amount and type of influence upon staff or supervisors; amount of influence upon work standards, styles and priorities; availability and accessibility to staff; setting and enforcing standards for quantity and quality of work.

	Exceeds		Successful		Needs		Unsatisfactory	
Exceptional	Expectations		Successful		Improvement		Unsatisfactory	
10[✓] 9[]	8[]	7[]	6[]	5[]	4[]	3[]	2[]	1[]
During past year has: Improved[]			Remained About the Same[✓]			Declined[]		

Comments/Examples: *Even though Bill maintains a very demanding schedule, he makes the time to accommodate the competing needs of staff and Lane County managers & directors & commissioners.*

4. **Organizing, Coordinating, Supervising** - Consider: Organization and coordination of people and resources to get a job done; scheduling and assigning tasks to and getting results from employees; coordination of own plans with those of others; development of systems to improve work methods.

	Exceeds		Needs		
Exceptional	Expectations		Successful	Improvement	Unsatisfactory
10[✓] 9[ ]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]	
During past year has: Improved[ ]		Remained About the Same[✓]		Declined[ ]	

Comments/Examples: *Same as (2)*

5. **Creativity** - Consider; Originality of ideas; being curious about and questioning even the "obvious;" inventiveness and imagination in solving problems or developing new procedures; generating new and unusual ideas; stimulating and encouraging others to develop new ideas; resourcefulness.

	Exceeds		Needs		
Exceptional	Expectations		Successful	Improvement	Unsatisfactory
10[✓] 9[ ]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]	
During past year has: Improved[ ]		Remained About the Same[✓]		Declined[ ]	

Comments/Examples: *Always seems to raise good questions that provoke thought generate ideas.*

6. **Planning--Short and Long Range** - Consider: Development and achievement of relevant objectives; commitment to County goals and objectives, as well as personal goals and objectives; translating goals and objectives into activities; designing, scheduling, and implementing short-and-long-range plans; scheduling workload within the plan; anticipating deviations from the plan.

	Exceeds		Needs		
Exceptional	Expectations		Successful	Improvement	Unsatisfactory
10[✓] 9[ ]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]	
During past year has: Improved[ ]		Remained About the Same[✓]		Declined[ ]	

Comments/Examples: *His involvement in DAC, the strategic planning committee, United Way, etc... speaks for itself.*

7. **Interpersonal Skills** - Consider: Quality of interactions including clarity and timeliness of communications, responsiveness and sensitivity to the needs of others, willingness and ability to confront conflict situations, effectiveness in giving and receiving feedback, open expression of feelings.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10 <input checked="" type="checkbox"/> 9 <input type="checkbox"/>	8 <input type="checkbox"/> 7 <input type="checkbox"/>	6 <input type="checkbox"/> 5 <input type="checkbox"/>	4 <input type="checkbox"/> 3 <input type="checkbox"/>	2 <input type="checkbox"/> 1 <input type="checkbox"/>

During past year has: Improved       Remained About the Same       Declined

Comments/Examples: *Bill always has his door open and is always willing to give and receive feedback in a responsive, sensitive, and professional manner.*

8. **Budgeting Skills** - Consider: Translating plans, activities, and performance measures into budgets; executing plans and activities within the budget appropriation; following budget procedures and meeting budget deadlines.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10 <input checked="" type="checkbox"/> 9 <input type="checkbox"/>	8 <input type="checkbox"/> 7 <input type="checkbox"/>	6 <input type="checkbox"/> 5 <input type="checkbox"/>	4 <input type="checkbox"/> 3 <input type="checkbox"/>	2 <input type="checkbox"/> 1 <input type="checkbox"/>

During past year has: Improved       Remained About the Same       Declined

Comments/Examples: *Has demonstrated these skills consistently on many levels.*

9. **Professional Development** - Consider: Maintaining high performance by initiating growth training; setting realistic objectives for employees; providing guidance and counseling to employees; keeping own skills and knowledge current.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10 <input checked="" type="checkbox"/> 9 <input type="checkbox"/>	8 <input type="checkbox"/> 7 <input type="checkbox"/>	6 <input type="checkbox"/> 5 <input type="checkbox"/>	4 <input type="checkbox"/> 3 <input type="checkbox"/>	2 <input type="checkbox"/> 1 <input type="checkbox"/>

During past year has: Improved       Remained About the Same       Declined

Comments/Examples: *Bill has expressed support in my continued education and I know he is supportive of staff who want to further their professional development.*

10. **Initiative** - Consider: Willingness attack problems, challenge the status quo; assertiveness and self-motivation; amount of personal responsibility taken for completion of work; commitment to goals when extra effort is required; quality of extra effort and results produced; work progress without complete direction.

Exceptional	Exceeds		Successful		Needs		Unsatisfactory	
	Expectations				Improvement			
10[ <input checked="" type="checkbox"/> ] 9[ ]	8[ ]	7[ ]	6[ ]	5[ ]	4[ ]	3[ ]	2[ ]	1[ ]

During past year has: Improved[ ]      Remained About the Same[]      Declined[ ]

Comments/Examples: *I have sat in on a few meetings to witness Bill to be the first one to speak up on challenge inaccurate information. This directly reflects on the quality and commitment to his work.*

11. **Public Contact and Service Skills** - Consider: The image one projects of the County; the amount of assistance given to outside persons and groups; honesty, tact, and courtesy extended to citizens; awareness of and sensitivity to community needs and attitudes.

Exceptional	Exceeds		Successful		Needs		Unsatisfactory	
	Expectations				Improvement			
10[ <input checked="" type="checkbox"/> ] 9[ ]	8[ ]	7[ ]	6[ ]	5[ ]	4[ ]	3[ ]	2[ ]	1[ ]

During past year has: Improved[ ]      Remained About the Same[]      Declined[ ]

Comments/Examples: *United Way, Dac, etc.*

12. **Integrity** - Consider: Adherence to a code of morals, ethics, and values; soundness of ideas; degree of honesty and consistency.

Exceptional	Exceeds		Successful		Needs		Unsatisfactory	
	Expectations				Improvement			
10[ <input checked="" type="checkbox"/> ] 9[ ]	8[ ]	7[ ]	6[ ]	5[ ]	4[ ]	3[ ]	2[ ]	1[ ]

During past year has: Improved[ ]      Remained About the Same[]      Declined[ ]

Comments/Examples: *Extremely well versed in policy procedures.*



13. **Implementation of Board Policy** - Consider: Administration of County consistent with Board policy; being consistent with the Board's short and long range goals; initiation of planning to achieve goals.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[ <input checked="" type="checkbox"/> ] 9[ ]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]
During past year has: Improved[ ]      Remained About the Same[ ]      Declined[ ]				

Comments/Examples:

14. **Maintaining Positive Image for County** - Consider: Representation of County in a positive manner; available and visible to citizens; effective representation of County on intergovernmental bodies; effective media contact and relations.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[ <input checked="" type="checkbox"/> ] 9[ ]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]
During past year has: Improved[ ]      Remained About the Same[ <input checked="" type="checkbox"/> ]      Declined[ ]				

Comments/Examples: *I know Bill meets regularly with our Information Officer, Melinda Kletzok, to ensure these things are being done effectively.*

15. **Board of Commissioner Decision-Making** - Consider: Participation in discussion, not decision-making; staff reports offer policy alternatives, with implications on issues; staff reports offer clear, concise recommendations; familiarity with staff reports.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[ <input checked="" type="checkbox"/> ] 9[ ]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]
During past year has: Improved[ ]      Remained About the Same[ <input checked="" type="checkbox"/> ]      Declined[ ]				

Comments/Examples: *Bill's participation in discussions I have observed, have contained clear and accurate information. He has also demonstrated the willingness to research items before discussing them to ensure the information is clear & correct.*

16. **Diversity Factor - Consider:** Steps taken to support and enhance diversity; compliance with the Diversity Implementation Plan, including workforce diversity, customer service, and related county policies. (See Appendix 4-20 in the Diversity Implementation Plan for diversity performance indicators).

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10 <input checked="" type="checkbox"/> 9 <input type="checkbox"/>	8 <input type="checkbox"/> 7 <input type="checkbox"/>	6 <input type="checkbox"/> 5 <input type="checkbox"/>	4 <input type="checkbox"/> 3 <input type="checkbox"/>	2 <input type="checkbox"/> 1 <input type="checkbox"/>
During past year has: Improved <input type="checkbox"/>		Remained About the Same <input checked="" type="checkbox"/>		Declined <input type="checkbox"/>

Comments/Examples: *Bill has been a willing and active participant in supporting the Diversity Action Committee at Lane County.*

**17. Other Comments:**

**17. Overall Rating**

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10 <input checked="" type="checkbox"/> 9 <input type="checkbox"/>	8 <input type="checkbox"/> 7 <input type="checkbox"/>	6 <input type="checkbox"/> 5 <input type="checkbox"/>	4 <input type="checkbox"/> 3 <input type="checkbox"/>	2 <input type="checkbox"/> 1 <input type="checkbox"/>
During past year has: Improved <input type="checkbox"/>		Remained About the Same <input type="checkbox"/>		Declined <input type="checkbox"/>

Rated by: *Theresa Dalton*

Date: *11-25-03*

General Comments on Bill's Overall Performance:

*a well respected presence for Lane County.*

You feel Bill should be doing more of the following:

*vacationing.*

You feel Bill should keep on doing the following:

**WILLIAM VAN VACTOR, COUNTY ADMINISTRATOR**

Performance Evaluation

1. **Communications** - Consider: Clear expression of thoughts and ideas in written and oral form; ability to listen and share information, understanding replies or directions from others; clarity, brevity, accuracy, and logic in writing.

Exceptional	Exceeds Expectations		Successful		Needs Improvement		Unsatisfactory		
	10[ ]	9[X]	8[ ]	7[ ]	6[ ]	5[ ]	4[ ]	3[ ]	2[ ]

During past year has: Improved[ ]      Remained About the Same[ ]      Declined[ ]

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Comments/Examples:

- 
2. **Managerial Decision Making** - Consider: Application of logic and decision-making principles; selection of a decision from among the options; effects of decisions; sharing the decision with others as appropriate; following through with decisions.

Exceptional	Exceeds Expectations		Successful		Needs Improvement		Unsatisfactory		
	10[ ]	9[X]	8[ ]	7[ ]	6[ ]	5[ ]	4[ ]	3[ ]	2[ ]

During past year has: Improved[ ]      Remained About the Same[ ]      Declined[ ]

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Comments/Examples:

- 
3. **Leadership** - Consider: The amount and type of influence upon staff or supervisors; amount of influence upon work standards, styles and priorities; availability and accessibility to staff; setting and enforcing standards for quantity and quality of work.

Exceptional	Exceeds Expectations		Successful		Needs Improvement		Unsatisfactory		
	10[ ]	9[X]	8[ ]	7[ ]	6[ ]	5[ ]	4[ ]	3[ ]	2[ ]

During past year has: Improved[ ]      Remained About the Same[ ]      Declined[ ]

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Comments/Examples:

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4. **Organizing, Coordinating, Supervising** - Consider: Organization and coordination of people and resources to get a job done; scheduling and assigning tasks to and getting results from employees; coordination of own plans with those of others; development of systems to improve work methods.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[ ] 9[ ]	8[X] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]

During past year has: Improved[ ]      Remained About the Same[ ]      Declined[ ]

Comments/Examples:

5. **Creativity** - Consider; Originality of ideas; being curious about and questioning even the "obvious;" inventiveness and imagination in solving problems or developing new procedures; generating new and unusual ideas; stimulating and encouraging others to develop new ideas; resourcefulness.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[ ] 9[ ]	8[X] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]

During past year has: Improved[ ]      Remained About the Same[ ]      Declined[ ]

Comments/Examples:

6. **Planning--Short and Long Range** - Consider: Development and achievement of relevant objectives; commitment to County goals and objectives, as well as personal goals and objectives; translating goals and objectives into activities; designing, scheduling, and implementing short-and-long-range plans; scheduling workload within the plan; anticipating deviations from the plan.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[ ] 9[ ]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]

During past year has: Improved[ ]      Remained About the Same[ ]      Declined[ ]

Comments/Examples:

7. **Interpersonal Skills** - Consider: Quality of interactions including clarity and timeliness of communications, responsiveness and sensitivity to the needs of others, willingness and ability to confront conflict situations, effectiveness in giving and receiving feedback, open expression of feelings.

	Exceeds			Needs	
Exceptional	Expectations	Successful		Improvement	Unsatisfactory
10[ ] 9[ ]	8[ ] 7[X]	6[ ] 5[ ]		4[ ] 3[ ]	2[ ] 1[ ]

During past year has: Improved[ ]      Remained About the Same[ ]      Declined[ ]

Comments/Examples:

8. **Budgeting Skills** - Consider: Translating plans, activities, and performance measures into budgets; executing plans and activities within the budget appropriation; following budget procedures and meeting budget deadlines.

	Exceeds			Needs	
Exceptional	Expectations	Successful		Improvement	Unsatisfactory
10[ ] 9[ ]	8[ ] 7[ ]	6[ ] 5[ ]		4[ ] 3[ ]	2[ ] 1[ ]

During past year has: Improved[ ]      Remained About the Same[ ]      Declined[ ]

Comments/Examples:

9. **Professional Development** - Consider: Maintaining high performance by initiating growth training; setting realistic objectives for employees; providing guidance and counseling to employees; keeping own skills and knowledge current.

	Exceeds			Needs	
Exceptional	Expectations	Successful		Improvement	Unsatisfactory
10[ ] 9[ ]	8[ ] 7[X]	6[ ] 5[ ]		4[ ] 3[ ]	2[ ] 1[ ]

During past year has: Improved[ ]      Remained About the Same[ ]      Declined[ ]

Comments/Examples:

10. **Initiative** - Consider: Willingness attack problems, challenge the status quo; assertiveness and self-motivation; amount of personal responsibility taken for completion of work; commitment to goals when extra effort is required; quality of extra effort and results produced; work progress without complete direction.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[ ] 9[ ]	8[ ] 7[X]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]
During past year has: Improved[ ]      Remained About the Same[ ]      Declined[ ]				

Comments/Examples:

11. **Public Contact and Service Skills** - Consider: The image one projects of the County; the amount of assistance given to outside persons and groups; honesty, tact, and courtesy extended to citizens; awareness of and sensitivity to community needs and attitudes.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[ ] 9[ ]	8[ ] 7[X]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]
During past year has: Improved[ ]      Remained About the Same[ ]      Declined[ ]				

Comments/Examples:

12. **Integrity** - Consider: Adherence to a code of morals, ethics, and values; soundness of ideas; degree of honesty and consistency.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[ ] 9[X]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]
During past year has: Improved[ ]      Remained About the Same[ ]      Declined[ ]				

Comments/Examples:

13. **Implementation of Board Policy** - Consider: Administration of County consistent with Board policy; being consistent with the Board's short and long range goals; initiation of planning to achieve goals.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[ ] 9[ ]	8[ ] 7[ ]	6[X] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]

During past year has: Improved[ ]      Remained About the Same[ ]      Declined[ ]

Comments/Examples:

14. **Maintaining Positive Image for County** - Consider: Representation of County in a positive manner; available and visible to citizens; effective representation of County on intergovernmental bodies; effective media contact and relations.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[ ] 9[X]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]

During past year has: Improved[ ]      Remained About the Same[ ]      Declined[ ]

Comments/Examples:

15. **Board of Commissioner Decision-Making** - Consider: Participation in discussion, not decision-making; staff reports offer policy alternatives, with implications on issues; staff reports offer clear, concise recommendations; familiarity with staff reports.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[ ] 9[ ]	8[X] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]

During past year has: Improved[ ]      Remained About the Same[ ]      Declined[ ]

Comments/Examples:



16. **Diversity Factor** - Consider: Steps taken to support and enhance diversity; compliance with the Diversity Implementation Plan, including workforce diversity, customer service, and related county policies. (See Appendix 4-20 in the Diversity Implementation Plan for diversity performance indicators).

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[ ] 9[ ]	8[ ] 7[X]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]
During past year has: Improved[ ]      Remained About the Same[ ]      Declined[ ]				

Comments/Examples:

17. **Other Comments:**

17. **Overall Rating**

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[ ] 9[ ]	8[X] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]
During past year has: Improved[ ]      Remained About the Same[ ]      Declined[ ]				

Rated by:

Date:

WILLIAM VAN VACTOR, COUNTY ADMINISTRATOR

Performance Evaluation

1. **Communications** - Consider: Clear expression of thoughts and ideas in written and oral form; ability to listen and share information, understanding replies or directions from others; clarity, brevity, accuracy, and logic in writing.

	Exceeds		Successful		Needs		Unsatisfactory	
Exceptional	Expectations				Improvement			
10[X ] 9[ ]	8[ ]	7[ ]	6[ ]	5[ ]	4[ ]	3[ ]	2[ ]	1[ ]

During past year has: Improved[ ]      Remained About the Same[X ]      Declined[ ]

Comments/Examples:

Bill is always striving to enhance his communication within the organization. He has an open door to everyone and always seeks input from staff. Bill also works hard to keep the Board informed.

2. **Managerial Decision Making** - Consider: Application of logic and decision-making principles; selection of a decision from among the options; effects of decisions; sharing the decision with others as appropriate; following through with decisions.

	Exceeds		Successful		Needs		Unsatisfactory	
Exceptional	Expectations				Improvement			
10[x ] 9[ ]	8[ ]	7[ ]	6[ ]	5[ ]	4[ ]	3[ ]	2[ ]	1[ ]

During past year has: Improved[ ]      Remained About the Same[x ]      Declined[ ]

Comments/Examples:

Bill thinks things through very carefully and looks at the outcome of decisions from every possible angle.

3. **Leadership** - Consider: The amount and type of influence upon staff or supervisors; amount of influence upon work standards, styles and priorities; availability and accessibility to staff; setting and enforcing standards for quantity and quality of work.

	Exceeds		Successful		Needs		Unsatisfactory	
Exceptional	Expectations				Improvement			
10[ ] 9[x ]	8[ ]	7[ ]	6[ ]	5[ ]	4[ ]	3[ ]	2[ ]	1[ ]

During past year has: Improved[ ]      Remained About the Same[X ]      Declined[ ]

Comments/Examples: Bill is highly respected by department directors and staff. He leads by example and sets a high standard for Lane County.

4. **Organizing, Coordinating, Supervising** - Consider: Organization and coordination of people and resources to get a job done; scheduling and assigning tasks to and getting results from employees; coordination of own plans with those of others; development of systems to improve work methods.

Exceptional	Exceeds		Successful		Needs		Unsatisfactory	
	Expectations				Improvement			
10[ ] 9[X]	8[ ]	7[ ]	6[ ]	5[ ]	4[ ]	3[ ]	2[ ]	1[ ]

During past year has: Improved [ ]      Remained About the Same[X]      Declined[ ]

Comments/Examples: Bill continues to grow in this area.

5. **Creativity** - Consider; Originality of ideas; being curious about and questioning even the "obvious;" inventiveness and imagination in solving problems or developing new procedures; generating new and unusual ideas; stimulating and encouraging others to develop new ideas; resourcefulness.

Exceptional	Exceeds		Successful		Needs		Unsatisfactory	
	Expectations				Improvement			
10[x ] 9[ ]	8[ ]	7[ ]	6[ ]	5[ ]	4[ ]	3[ ]	2[ ]	1[ ]

During past year has: Improved[x ]      Remained About the Same[ ]      Declined[ ]

Comments/Examples:

Bill continues to be creative in his approach to problem solving. He is always looking at different approaches to problems and is willing to listen to new ideas.

6. **Planning--Short and Long Range** - Consider: Development and achievement of relevant objectives; commitment to County goals and objectives, as well as personal goals and objectives; translating goals and objectives into activities; designing, scheduling, and implementing short-and-long-range plans; scheduling workload within the plan; anticipating deviations from the plan.

Exceptional	Exceeds		Successful		Needs		Unsatisfactory	
	Expectations				Improvement			
10[ ] 9[x ]	8[ ]	7[ ]	6[ ]	5[ ]	4[ ]	3[ ]	2[ ]	1[ ]

During past year has: Improved[ ]      Remained About the Same[x ]      Declined[ ]

Comments/Examples:

Bill works with directors and the BCC to identify and implement goals and short and long-term planning. He is very committed to the County's goals and objectives and strives to keep things moving forward.

7. **Interpersonal Skills** - Consider: Quality of interactions including clarity and timeliness of communications, responsiveness and sensitivity to the needs of others, willingness and ability to confront conflict situations, effectiveness in giving and receiving feedback, open expression of feelings.

Exceptional	Exceeds		Successful		Needs		Unsatisfactory	
	Expectations				Improvement			
10[ ] 9[x ]	8[ ]	7[ ]	6[ ]	5[ ]	4[ ]	3[ ]	2[ ]	1[ ]

During past year has: Improved[ ]      Remained About the Same[X ]      Declined[ ]

Comments/Examples:

Good interpersonal skills; always approachable and willing to listen. He seeks and appreciates the thoughts of others. Bill continues to make every effort to be available to staff and to take time to make sure he is communicating with others at all levels.

8. **Budgeting Skills** - Consider: Translating plans, activities, and performance measures into budgets; executing plans and activities within the budget appropriation; following budget procedures and meeting budget deadlines.

Exceptional	Exceeds		Successful		Needs		Unsatisfactory	
	Expectations				Improvement			
10[X ] 9[ ]	8[ ]	7[ ]	6[ ]	5[ ]	4[ ]	3[ ]	2[ ]	1[ ]

During past year has: Improved[ ]      Remained About the Same[X ]      Declined[ ]

Comments/Examples: Bill is very knowledgeable on all aspects of the County budget. His priority is always what is best for the County.

9. **Professional Development** - Consider: Maintaining high performance by initiating growth training; setting realistic objectives for employees; providing guidance and counseling to employees; keeping own skills and knowledge current.

Exceptional	Exceeds		Successful		Needs		Unsatisfactory	
	Expectations				Improvement			
10[X] 9[ ]	8[ ]	7[ ]	6[ ]	5[ ]	4[ ]	3[ ]	2[ ]	1[ ]

During past year has: Improved[x ]      Remained About the Same[ ]      Declined[ ]

Comments/Examples:

Committed to professional development not only for himself but also encourages directors and staff to attend trainings.

10. **Initiative** - Consider: Willingness attack problems, challenge the status quo; assertiveness and self-motivation; amount of personal responsibility taken for completion of work; commitment to goals when extra effort is required; quality of extra effort and results produced; work progress without complete direction.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[x] 9[]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]

During past year has: Improved[x ]      Remained About the Same[ ]      Declined[ ]

Comments/Examples:

Bill tries to see past the obvious.

11. **Public Contact and Service Skills** - Consider: The image one projects of the County; the amount of assistance given to outside persons and groups; honesty, tact, and courtesy extended to citizens; awareness of and sensitivity to community needs and attitudes.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[X] 9[]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]

During past year has: Improved[ ]      Remained About the Same[X ]      Declined[ ]

Comments/Examples: Bill's commitment to Lane County is first and foremost.

12. **Integrity** - Consider: Adherence to a code of morals, ethics, and values; soundness of ideas; degree of honesty and consistency.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[x ] 9[]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]

During past year has: Improved[ ]      Remained About the Same[x ]      Declined[ ]

Comments/Examples:

Has highest degree of integrity; is honest and ethical.

13. **Implementation of Board Policy** - Consider: Administration of County consistent with Board policy; being consistent with the Board's short and long range goals; initiation of planning to achieve goals.

Exceptional	Exceeds		Successful		Needs		Unsatisfactory	
	Expectations				Improvement			
10[x ] 9[ ]	8[ ]	7[ ]	6[ ]	5[ ]	4[ ]	3[ ]	2[ ]	1[ ]

During past year has: Improved[ ]      Remained About the Same[x ]      Declined[ ]

Comments/Examples:

Bill is faithful to board decisions and works hard to implement direction and policy. It is important that assignments and goals are kept moving. Bill works very hard for the Board.

14. **Maintaining Positive Image for County** - Consider: Representation of County in a positive manner; available and visible to citizens; effective representation of County on intergovernmental bodies; effective media contact and relations.

Exceptional	Exceeds		Successful		Needs		Unsatisfactory	
	Expectations				Improvement			
10[X ] 9[ ]	8[ ]	7[ ]	6[ ]	5[ ]	4[ ]	3[ ]	2[ ]	1[ ]

During past year has: Improved[ ]      Remained About the Same[X]      Declined[ ]

Comments/Examples:

Bill is extremely loyal to Lane County and therefore, a great spokesperson.

15. **Board of Commissioner Decision-Making** - Consider: Participation in discussion, not decision-making; staff reports offer policy alternatives, with implications on issues; staff reports offer clear, concise recommendations; familiarity with staff reports.

Exceptional	Exceeds		Successful		Needs		Unsatisfactory	
	Expectations				Improvement			
10[x ] 9[ ]	8[ ]	7[ ]	6[ ]	5[ ]	4[ ]	3[ ]	2[ ]	1[ ]

During past year has: Improved[ ]      Remained About the Same[X ]      Declined[ ]

Comments/Examples:

Bill is always prepared and knowledgeable on everything coming before the Board.

16. **Diversity Factor** - Consider: Steps taken to support and enhance diversity; compliance with the Diversity Implementation Plan, including workforce diversity, customer service, and related county policies. (See Appendix 4-20 in the Diversity Implementation Plan for diversity performance indicators).

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[X] 9[ ]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]
During past year has: Improved[ ]      Remained About the Same[X ]      Declined[ ]				

Comments/Examples: Bill continues to be committed to enhancing diversity and embraces the Diversity Implementation Plan. If approved on December 17, he will be a member of the Diversity Task Force to develop Phase II of Lane County's Diversity Implementation Plan. This remains a top goal for Bill.

**17. Other Comments:**

Bill is an exceptional administrator and continues to do excellent work, driven by his need to do what is best for the organization. I continue to admire Bill's dedication and loyalty to Lane County. He has and is continuing to work proactively to address the pending deficit. Bill strives to grow and improve as an administrator and has been very successful in that area. I have great respect for Bill and am fortunate to work for Lane County while he has been administrator. He is a pleasure to work with.

**18. Overall Rating**

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[x] 9[ ]	8[ ] 7[ ]	6[ ] 5[ ]	4[ ] 3[ ]	2[ ] 1[ ]
During past year has: Improved[x ]      Remained About the Same[ ]      Declined[ ]				

Rated by: *je gilstrap*

Date: *12/10/03*