

## Attachment A - Executive Director Self-Assessment

### BACKGROUND:

I have been the LCOG Executive Director since July 2012. LCOG has faced many challenges over the past seven years and it has been a privilege working with the Board to address those challenges. Getting LCOG's finances in order was a top priority for the Board and what became the basis for nearly every decision I have made in the past seven years.

All of the actions I take are intended to be directed toward positive results for the organization and our region. I know LCOG is a more relevant, vibrant, and sustainable organization than it was in 2012. But I also know that I have room for improvement and I am always seeking input on how, what, and where I can make those improvements.

### CURRENT YEAR:

This year has presented both challenges and opportunities. Overall, this has been a positive year, with several key projects and initiatives completed or started. Below are significant accomplishments LCOG can show as successes under my leadership this year.

- Completed the upgrade and transition to the new **VoIP Telecom System**. This project was delayed due to a significant change in circumstances; but we re-grouped and came up with a new plan which we were able to implement on time and within budget. I also undertook a PR campaign to make sure we could show the success of this project and the importance of regional partnerships.
- Successfully negotiated a Settlement Agreement with Lane County to resolve issues over LCOG's **Telecom Reserve**. The County was claiming ~\$450,000, and the final Agreement was a \$7,000 payment to the County.
- Re-opened the **Cottage Grove S&DS branch office**. When we closed the office in 2017, there were no other available spaces, but I continued to reach out to community members to be ready should a space open up and when it did, we were able to move quickly.

- Conducted a nation-wide search for a new **S&DS Director** which was successful in the hiring of Emily Farrell. During this transition, I also created the position of Deputy Director which has served the Division and our consumers well.
- Developed a long-term **Preservation and Maintenance Strategy for the Park Place Building**. This started with a full analysis of the facility.
- Created a **Comprehensive Annual Financial Report (CAFR)** document in line with the comments from the previous year and submitted for GFOA award consideration.
- Fully funded the **Operations Contingency Account** in accordance with Board policy.
- Funded the **Capital Contingency Account** to a level where the replacement of the elevators can be paid for from that account without having to move or borrow funds.
- Created a monthly **newsletter** to share LCOG and regional news with member agencies, elected officials and regional partners.
- Reorganized the **Fiscal Unit** to streamline processes, centralize the financial work, and create stronger fiscal controls.
- Reorganized **S&DS** to streamline programs and provide better support for staff.
- Worked with LTD on a downtown Eugene **on-demand shuttle service** idea to address ongoing parking issues; agreed to take on the management of the pilot project.
- Developed and implemented one of the first **Infants-at-Work Program** in the state, without having to go through bargaining, allowing employees to bring their baby (age of 6 weeks to 6 months; non-crawling) to work with them. This program supports a positive work/life balance, honors the employee's contribution to the agency, and encourages parent and infant bonding, parental well-being, and healthy infant development.

- Hosted and Moderated a **Legislative Town Hall** focusing on Senior and Disability Services issues.
- Coordinated and hosted several **Time Management seminars** for staff and community partners, as requested by members.
- Balanced the **budget** once again for the sixth year in a row.
- Took the lead on the Lane County **Complete Count Coordinating Committee** in partnership with the U.S. Census Bureau.
- Strengthened partnership with the **League of Oregon Cities**; which resulted in an invitation to participate in a Podcast to showcase Councils of Governments and their role in regional cooperation and partnership.
- As a member of the leadership committee for **Connect Lane**, I worked to get the first route signed in Cottage Grove.
- I used my advance knowledge of PERS to draft a bill to address a **PERS Death Benefit** issue and worked with the City of Eugene to get the bill passed.
- Continued to be a supportive part of the region as a participant or volunteer with several organizations, initiatives, or projects, including but not limited to: Leadership committees for the Equity and Community Consortium, Veteran's Housing Project, Connect Lane, and Lane STEM; participated on hiring panels for key regional positions including the Planning Director for the City of Eugene; served as part of discussion group for several initiatives including Eugene Public Safety discussion; volunteered with 15<sup>th</sup> Night and Veteran's Legacy project.

## **CHALLENGES:**

- The **Telecom Project** created some challenges. There was a lot of distrust and miscommunication. I made sure to support staff, address their concerns, and document all issues. I recently met with the County Administrator to discuss the issues and make sure he understood the issues as I see them and that I, and LCOG staff, are

available to assist the County with their project and that I value our partnership with the County.

- Some of LCOG's members still do not know or understand the breadth of the **services LCOG provides**. I am continuing to work on how to best convey this information.
- **Time Management** is an ongoing issue. In order to obtain new tools to better organize my time, I worked with a Time Management expert and will continue to look for resources to better manage my time.
- I am aware that some people are not comfortable with my **style of communication**; I tend to be very direct. I continue to work on my communication skills, looking for training opportunities to better my communication style.
- We continue to review our **financials**, updating our processes and creating better controls, to better manage our resources, especially in S&DS.
- **Capacity, leadership, and skill building** has been put on the back burner for the last seven years. I am trying to take time to build my skill set and connect with other leaders and managers around the state.

## **GOALS:**

My objectives for the coming year include:

- Complete the upgrade of the **Park Place Building elevators**.
- Develop a marketing strategy for **RLID**.
- Balance the **FY20 Budget**. Because we will not have the S&DS allocation from the state until late fall, careful monitoring of the budget and expenses will be vital.
- Receive the GFOA Award for Excellence in Financial Reporting for the FY19 **Comprehensive Annual Financial Report (CAFR)**.
- Lead Lane County in an accurate and **complete count of our population** in partnership with the U.S. Census Bureau.

- Prioritizing **training of management staff** on critical leadership skills to increase their confidence and ability to manage and lead staff to achieve our goals.
- Attend the Harvard **Strategies for Building and Learning Diverse Organizations Program**.

## **CONCLUSION:**

I am grateful and honored to be able to lead LCOG on your behalf. I truly enjoy my work and being able to see the positive impact LCOG has on our region.

I could not have been successful this year if it weren't for the amazing work that each member of the LCOG management team and all of LCOG's employees has been able to accomplish each and every day. LCOG continues to experience challenges, but I believe in the past seven years we have handled those challenges in a positive and productive way, moving LCOG towards being more relevant, vibrant, and sustainable.