



**Agenda Item Number
8.
Annual Review of Executive Director**

Date: June 27, 2019

Presenter: Joshua Burstein, HR Manager

Action Recommended: None. Information Only

Background:

This year, for the annual review of LCOG Executive Director Brenda Wilson, three surveys were conducted.

Survey #1 was sent to Community Partners. It consisted of eight questions:

Question 1 –What is currently working well at LCOG?

Question 2 – Is anything not currently working well at LCOG?

Question 3 - What is the current image of LCOG?

Question 4 - What changes, if any, are needed to improve the performance of LCOG?

Question 5 - What other services would you like to see LCOG provide?

Question 6 - How can LCOG better help your agency or the region?

Question 7 – How well does the Executive Director interact with its regional partners?

Question 8 – Under the Executive Director’s leadership, how well does LCOG meet the needs of its members?

Survey #2 was sent to LCOG managers. It consisted of the 14 questions from the newly-update annual review form that will be used for all LCOG employees’ reviews. It was decided to have the Executive Director be the

first. The first 12 questions were in check-box format, asking about particular Performance Factors:

- 1 – Job Knowledge
- 2 – Quality of Work
- 3 – Quantity of Work
- 4 – Work Habits
- 5 – Analysis and Decision-Making
- 6 – Initiative and Creativity
- 7 – Interpersonal Relations
- 8 – Communication
- 9 – Dependability and Responsibility
- 10 – Professionalism and Customer Service
- 11 – Project Management
- 12 - Supervision

For each category, three options were offered: (1) Needs Improvement, (2) Meets Job Requirements, or (3) Exceeds Job Requirements (plus a fourth choice of Not Applicable if the reviewer could not evaluate that category).

The final two questions were broad with open-ended comment boxes:

- 13 – Employee’s Successes
- 14 - Opportunities for Growth

Finally, Survey #3 was sent to the LCOG Board of Directors. It consisted of all 22 questions (the eight from Survey #1 and the 14 from Survey #2).

Surveys were distributed via SurveyMonkey on May 20, 2019 with a deadline of May 28, 2019. There were 14 responses from Community Partners out of 53 invitations (last year, it was 13 out of 84), 8 responses from LCOG managers out of 24 invitations (last year, it was 13 out of 25), and 12 responses from the Board of Directors out of 31 invitations (last year it was 11 out of 35). The total response rate therefore was 34 out of 108, which is 31% (last year, it was 26%).

These materials were presented to the Executive Committee on June 11, 2019, in executive session.

Analysis and Context:

In general, very positive

Most respondents throughout all three surveys spoke very highly of Brenda. One comment from a Board Member spoke for many: “Brenda has (again) done an outstanding job, leading and managing LCOG. Her commitment and dedication to work of the COG is outstanding. She [is] knowledgeable of the details as well as the big ‘30,000’ foot view of the work of the LCOG. She has proven to be a[n] able, competent, skillful leader in a number of high profile and potential controversial events over the past year; for example the successful transition of the phone system and hiring staff to fill the leadership role at S&DS.”

Another Board Member said, “Brenda continues to amaze in the successes that she takes on...I’m not even sure how she could improve, she’s absolutely an amazing woman. LCOG is very blessed to have her.”

A Community Partner noted, “Brenda does a great job! She has always been open to input. In fact, she seeks input and has done so ever since she was named director.” Another one, when asked what currently is working well at LCOG, said, “Excellent Leadership.”

Another Community Partner, when asked how well the Executive Director interacts with LCOG’s regional partners, said, “Very well. I am always confident with the thoroughness of the direction and suggestions I receive from Brenda. Her strong contacts throughout outside agencies is obvious.” Another response to the same question was, “Brenda is amazing and we are very pleased with her leadership and efforts.” And another, “Brenda is a fantastic partner – reliable, professional, smart, and always willing to collaborate. Brenda’s leadership is welcomed and needed. She is easily a 10/10 on any scale.” And another: “I am always impressed by Brenda’s clarity about issues, her capacity to articulate solutions, and her open approach to listening to what people have to say.”

Another example is a comment from an LCOG manager: “Brenda continues to navigate complicated territory between budgetary constraints, complex partner relations, and a diverse and talented workforce.” Another manager noted, “Brenda has an exceptional ability to work with Staff to resolve conflict when others lose compassion. She is pragmatic and direct

while still maintaining compassion and demonstrating interest in the best outcome for the agency.”

For the check-boxes, she received mainly Exceeds Job Requirements and some Meets Job Requirements.

Areas for potential improvement:

There were a couple of comments that Brenda and LCOG could do more work for smaller cities and entities around the region. One Community Partner asked for more “Outreach and support to small communities” and another commented, “Better communicate work being performed on the region[']s behalf. Don’t forget to ask if the smaller cities would like to participate in things like high resolution mapping, even [if] it’s at an additional cost, and even if we’ve never done it before. By asking we might say yes – often we don’t know services and higher level options are available because it is assumed we wouldn’t want it, need it or could afford it. We would like the option to say yes.”

Another responded to the question of how LCOG could better help their agency or the region with, “Spend more time/resources with smaller agencies.”

In response to how well she interacts with LCOG’s regional partners, another said, “Fairly well. Could be better with smaller agencies.” Another suggested that “it would be great if she could attend one board meeting of each of her member agencies each year to be introduced and provide 5 minutes on LCOG and the great work that’s being done on a regional basis.”

One Community Partner, however, seemed quite happy with the approach to one particular small city: “LCOG’s assistance to Oakridge has been phenomenal during this last year.” Another said, in response to the same question (what currently is working well at LCOG), “Great response to needs of small cities.”

A Board Member added as a goal to “keep on top of member needs and to keep their costs down.” Others suggested, “Try to do more outreach to educate the community on all LCOG offers” and “Perhaps a short memo of

all the benefits LCOG has – vs. – all the items we would like to add/subtract and see what is left LCOG could or could not do.”

Another Board Member noted that some growth already is planned: “Brenda has identified some additional training that the Board has approved for her to attend that will provide additional regional support utilizing her knowledge as a resource.”

One LCOG manager focused on self-care for Brenda, saying, “Take pay raises to recognize accomplishment (and avoid pay compression), identify needs for more executive resource and fill them, and delegate more workload to have more productive and healthful work life.”

Note that at the Executive Committee executive session, one Committee member noted that while most check-box questions resulted in mainly Exceeds Job Requirements with a few Meets Job Requirements, the results for Q8: Communication, defined as “Effectively communicates (oral and written) and keeps others appropriately informed,” provided different results from LCOG managers. There, half of the managers said Meets and half said Exceeds. Note that this was a 4-4 split, so it was a small sample size. (One other category also was split 4-4 – Q11: Project Management). Conversation revolved around how Brenda can balance showing a greater presence internally without causing concern (“Brenda is on our floor!” or “Why is Brenda in our building?”)

More generally, a few other areas mentioned as desires/goals were: more funding for S&DS (while recognizing that “the budget is not locally controlled”), re-instating an LCOG/S&DS office in Creswell, an LTD connection to Oakridge and better service to local rural cities, “more tech services” (it was not clear if that meant for members and partners or internally to LCOG), helping the community address climate change, helping coordinate deeper earthquake and resilience efforts in rural areas, and an alternative day (not on a weekend) for the annual awards ceremony.

Conclusion: Overall, this review was very positive. It also provided a few areas of potential improvement.

Attachments: A - Self Evaluation
 B - Contract