



Date: June 14, 2022
To: Executive Committee
Subject: Executive Director Evaluation
Action Recommended: Accept Evaluation
Presenter: Joshua Burstein, Human Resources Manager

BACKGROUND:

The annual review of Executive Director Brenda Wilson for 2022 had three parts.

First there was a survey of managers and management/confidential employees. Second, Brenda provided a Self-Evaluation. You have been provided both of these documents already.

The third and final piece was a Survey of Board Members. Human Resources sent out surveys to 29 individuals and had a 27.6% response rate. This is up from last year's 23% rate.

Results and Comments:

The results for the survey are attached with the average response score for each question. The verbatim comments from the Survey are also attached, including comments provided in each evaluation section and comments provided to the open-ended questions at the end.

THIS IS A COPY OF THE QUESTIONS FROM THE SURVEY. NEXT TO EACH QUESTION IS THE AVERAGE NUMERICAL ANSWER, BASED ON THE 1 TO 5 SCALE.



LCOG Executive Director Performance Evaluation

July 2021 – June 2022

- 5 → EXEMPLARY** Consistently performed in a manner demonstrating an exceptional level of knowledge and skill exceeding what is normally expected in performing this function and merits recognition.
- 4 → EXCEEDS EXPECTATIONS** Consistently performed in a manner that meets and frequently exceeds expectations. The performance is distinctly better than what is normally expected in performing this function.
- 3 → EFFECTIVE** Consistently meets normal expectations and is performed in a competent and skilled manner. Performance is fully satisfactory in its performance without any significant exceptions.
- 2 → DEVELOPING** Performed at a level that is expected of a person who is learning and gaining experience in this function. Skill and performance are near or steadily approaching full proficiency.
- 1 → IMPROVEMENT NEEDED** Improvements are needed to bring performance to a consistent and effective level to meet expectations.
- N/A → DON'T KNOW** Did not observe this area.
-

ADVISING/ASSISTING THE BOARD OF DIRECTORS

4.86

- Preparation for Board meetings – Agenda and supporting materials
- Quality of content and clarity of the Board Reports
- The adequacy and timeliness of presentations of major plans and programs, along with alternative courses of action for Board review and action
- The quality of assistance in getting answers and resolving problems brought to the attention by individual Board members
- Reports progress and outcomes to the Board and offers strategies for mid-course corrections and adjustments as necessary

MANAGEMENT

Fiscal Management

5.0

- Develops LCOG programs, resource plans, and budgets for projects and divisions
- Monitors expenditures and resources to ensure spending is within budget or makes appropriate modifications

Risk Management

5.0

- Takes actions in which the benefits in efficiency and effectiveness in service and reliability are weighed against potential risks
- Establishes internal controls which address potential risks of inefficiency, ineffectiveness, fraud, abuse, or mismanagement

Performance Management

5.0

Works with employees to set and communicate performance standards. Provides specific performance feedback

- Supports and corrects employee efforts to achieve agency's goals
- Clarifies responsibilities, authority and expectations
- Provides timely guidance and feedback to help employees accomplish tasks or solve problems

Problem Solving

5.0

- Approaches problems by determining their significance, collecting data and making sound decisions

Change Management

5.0

- Demonstrates support for innovation and organization changes needed to improve the agency's effectiveness
- Develops, plans and follows through on change initiatives

VISION/MISSION

Communications

5.0

- Ensures the Board is kept informed about developments, issues and plans
- Ensures that important information is shared with employees and others as appropriate

Thinks Strategically

4.86

- Formulates strategies that are achievable, cost-effective and meet agency goals and mission
- Provides analysis of policy issues; develops proposals and develops plans that address consumer and stakeholder concerns

Long Term Vision

4.29

- Communicates clear and relevant information of where the agency should be in 3, 5, 10, or 20 years

ACCOUNTABILITY

Building Trust

4.86

- Understands others interests, needs and concerns
- Develops, maintains and strengthens partnerships with others inside and outside the agency

The Community

5.0

- Makes consumers and stakeholders and their needs a primary focus
- Develops and sustains positive regional relationships

Credibility / Ethics

5.0

- When confronted with ethical dilemmas, acts in a way that reflects relevant law, policy and procedures, agency values and personal values
- Meets commitments and takes responsibility for actions

COMMUNICATIONS

Conflict Management

5.0

- Recognizes differences of opinion, brings them out into the open for discussion and looks for, if possible, win-win solutions

Communicating in Writing

4.86

- Presents information, analysis, ideas and positions in writing in a clear manner to the Board and others within and outside the agency

Communicating Verbally

4.86

- Makes clear and informational oral presentations to the Board and others within and outside the Agency

Listening

4.86

- Responds to statements and comments of others in a way that reflects understanding of the content and intent

Facilitation

4.86

- Uses facilitation skills to lead a group to consensus, effectively solving problems and accomplishing tasks

STAFF DEVELOPMENT/SUCCESSION PLANNING

Delegation

4.5

- Assigns decision-making and work functions to maximize agency and individual effectiveness

Develops Employees

5.0

- Shares information, advice and suggestions to help employees and others to be more successful; promotes training and educational opportunities
- Collaboratively works and meets with direct reports to set performance objectives and discuss progress

Provides Support

5.0

- Recognizes and rewards employees for their achievements
- Acknowledges and thanks employees for their contributions in completing work and meeting patron needs

PERSONAL DEVELOPMENT

Initiative

4.71

- Identifies what needs to be done and takes action

Flexibility

5.0

- Makes effective decisions and achieves desired results when unplanned changes occur

Emotional Intelligence

5.0

- Exhibits consideration of the feelings of others
- Demonstrates an appreciation of the differences in people and opinions

Performing Under Stress

5.0

- Keeps functioning effectively under critical and tight deadlines, heavy workloads and/or other pressures
- Can effectively handle several challenging problems or tasks concurrently

LEADERSHIP

5.0

- Demonstrates support for the Board and its direction to the Management Team and employees, consumers and outside stakeholders/agencies
- Appropriately challenges and engages in healthy dialogue with the Board regarding matters in which there were dissenting opinions
- Appropriately demonstrates support for the Management Team in their recommendations and management of their divisions, departments, and with stakeholders/agencies and/or consumers
- Accepts personal responsibility and accountability for agency decisions, initiatives and results to employees, external stakeholders/agencies and consumers.

BOARD GOALS - Does the Executive Director's performance support and promote LCOG's Values, Mission, and Board Goals?

- Keep LCOG nimble and continually look for innovative and enterprising ways to support member agencies and the citizens they serve in this dynamic, change-centric environment.

5.0

- Balance budget and maintain services amid COVID-19 recovery.

5.0

- Build LGPS into a sustainable program.

5.0

- Continue to look at Business Loan consolidation possibilities.

4.83

- Look at how LCOG could broker cost points for members post COVID-19.

5.0

- Continue integrating and building upon equity and diversity work.

5.0

- Continue management training.

5.0

- Look at telework for future work model
5.0
- Revise the Park Place Building Preservation and Maintenance Schedule
5.0

Review of Executive Director Brenda Wilson, 2022

The annual review of Executive Director Brenda Wilson for 2022 had three parts.

First there was a survey of managers and management/confidential employees. Second, Brenda provided a Self-Evaluation. You have been provided both of these documents already.

The third and final piece was a Survey of Board Members. Human Resources sent out surveys to 29 individuals and had a 27.6% response rate.

NUMERICAL SURVEY RESULTS

See attached document for this information.

COMMENTS

The following are the verbatim comments from the Survey, including comments provide in each evaluation section and comments provided to the open-ended questions at the end.

ADVISING/ASSISTING THE BOARD OF DIRECTORS

I'm not sure there is an organized systematic orientation program for new board members. If there isn't, I think LCOG would benefit from one.

Brenda is always on top of board meetings and each item on the agenda

Brenda does an incredible job supporting the Board.

Brenda is capable and responsive to the Board.

Brenda is always prepared and anticipates and discloses any potential issues or challenges. Very transparent, clear information, right content.

Provides information in a very understandable manner

MANAGEMENT

Fiscal Management, Risk Management, Performance Management, Problem Solving, Change Management

This last year has been all about change and transition both individually and collectively. This is a big challenge for most public agencies to make in a relatively short amount of time. LCOG provides a lot of diverse services and it could have been easy to have one drop in all the turmoil of covid-19 but she hasn't let that happen. That helps keep our members more stable as they navigated through covid as well. Great job, Brenda!

Brenda was stretched thin during the pandemic, as was everyone, but she has managed LCOG in an excellent fashion nonetheless.

Brenda budgets conservatively and also sets the organization up to be sustainable and within budget. If there are budget changes they are clearly communicated and are often in response to emerging opportunities.

Appears to be always looking down the road to anticipate any upcoming issues

VISION/MISSION

Communications, Thinks Strategically, Long Term Vision

Brenda communicates very well with the board and clearly thinks strategically. I wouldn't mind being able to see the long term vision annually and compare it with previous years.

Appears to be always looking down the road to anticipate any upcoming issues

LCOG's mission and vision are in good hands with Brenda.

Brenda always sets the organization up for long term success. I only marked a 4 for the long term vision as I think we haven't discussed a 10 or 20 year plan, but do believe that could be worthwhile to think about after we believe we have recovered from the COVID shock.

ACCOUNTABILITY

Building Trust, The Community, Credibility/Ethics

Brenda leads with integrity and can always be counted on to make the ethical decision.

Highly ethical, trustworthy, transparent, and always has the interest of the community, organization, staff, and board in mind.

COMMUNICATIONS

Conflict Management, Communicating in Writing, Communicating Verbally, Listening, Facilitation

Dealing with a large board can be tough on an Executive Director, but she does it well. She has the trust of her board and helps us through some very complicated issues.

Brenda excels at clear and effective communication.

While I haven't directly witnessed Brenda's conflict management, I generally get the sense that she is skilled in this arena due to the outcomes she successfully achieves.

STAFF DEVELOPMENT/SUCCESSION PLANNING

Delegation, Develops Employees, Provides Support

As a board member, I am not privy to how she works with staff, other than when other staff present to us. Therefore, I'm unable to comment on this section.

While Brenda always seems to be working, she also does a remarkable job of delegating to and empowering her staff. I haven't witnessed this directly, so I would look to the staff reviews (if applicable) to garner this feedback.

PERSONAL DEVELOPMENT

Initiative, Flexibility, Emotional Intelligence, Performing Under Stress

Brenda is an inspiration!

Brenda has always persevered during challenging times. She is creative, a skilled negotiator, doesn't take no for an answer and seems to find unique solutions in seemingly helpless situations.

LEADERSHIP

Does a very good job managing a 70 million dollar a year organization

Brenda demonstrates excellent leadership in the performance of her job.

LCOG is fortunate to have Brenda Wilson at the helm!

Brenda gives the board the right amount and type of information so that we can make informed decisions. She always gives us the highlights, pitfalls, and any challenges she perceives on the horizon. While there has rarely been the need, I do believe that Brenda would be the first to acknowledge personal responsibility for negative outcomes and would share in the gratitude for positive team outcomes.

Does a very good job managing a 70 million dollar a year organization

BOARD GOALS

Does the Executive Director's performance support and promote LCOG's Values, Mission, and Board Goals?

several items above would not allow me to enter a score: Diversity Equity and Inclusion (the prompt said "diversion" I assume it was intended to say "diversity" - my rating is NA. Management Training - my rating is NA.

The form doesn't let me click all the boxes, not sure if that is what was intended.

I am a new addition to the LCOG board so haven't had the experiences to properly evaluate Brenda. She seems to be a strong leader with a good command of what is the job entails. I think her own reflections, as well as the input from staff, will be her best guide for improvement moving forward.

Three points above were all connected for some reason, so I could only give feedback on one. I am not sure what " Look at how LCOG could broker cost points for members post COVID-19" means.

Questions at end:

What do you feel are the Executive Director's strengths?

Brenda is a highly regarded and well respected leader in the community. She has earned that reputation through years of hard work and reliability. She is highly organized, communicates with confidence and authority while remaining humble and approachable, and she is knowledgeable and learns quickly. She seems to have an excellent grasp of the most complex government programs and bureaucracies with an eye toward how our region might benefit from them.

Brenda is smart, tenacious, strong, and not easily overwhelmed. Her compassion shows in her work and her leadership style is seeds trust.

Always thinking and planning for what changes are coming. Keeps Board informed and provide information to city officials

Organizational Skills, Leadertship Skills, Communication Skills, Commitment to LCOG

Brenda is highly organized and has an excellent knowledge of the different facets of her position. She listens to others and works hard to provide answers to questions.

Compassion, true listening, strategic thinking, sense of humor, willingness to be vulnerable, decision making ability.

Transparent, solution oriented, skilled problem solver, conservative budgeting, multitasker extraordinare.

Organizational Skills, Leadership Skills, Communication Skills, Commitment to LCOG

What do you feel are the Executive Director's areas for growth?

I don't have much of a sense of Brenda's vision for the agency, what she might like to see improved/changed, or her thoughts about the future of LCOG.

Making sure staff is sustainable for the future

I don't have enough information to make that judgement.

Continue to delegate.

Given that Brenda is so skilled at what she does and has such a deep knowledge and experience, sometimes when ideas are presented that are contrary to her idea of the path forward, there is a little resistance, though she tries to hide the discomfort and be open, it is apparent when there is some disdain for the idea presented. Very minor point, just the only item that I could think of to be aware of when soliciting ideas from a group.

Additional Comments:

I've served on multiple public agency boards. I have less connection with Brenda than I've had with any other CEO with which I have served. I'm not quite sure why, but the lack of connection makes me feel less involved than I am accustom to as a board member, less sure of what is going on, and like the board is less involved with the agency.

I always have the sense that Brenda is very busy, but I don't have a feel for what it is that keeps her so busy. This is different from other public agency boards on which I have served. I have the sense that Brenda is sort of in emergency management mode most of the time, putting out fires with less effort spent on how to prevent fires

SURVEY RESPONSES

2022 Executive Director Annual Review
Manager and Management Confidential

#1

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Thursday, April 28, 2022 3:03:20 PM
Last Modified: Thursday, April 28, 2022 3:23:14 PM
Time Spent: 00:19:54

Page 1

Q1

What do you think are Brenda's most positive contributions to her job?

She conveys leadership, depth of experience, knowledge and dedication.

Q2

What changes in performance, style, approach, etc., would you suggest Brenda make to enhance her effectiveness in her position?

The administration of more positive feedback through management; Acknowledge what is going well more so than just focusing on what needs to be improved. Build on the successes - big and small.

Q3

Are you confident in the overall effectiveness of Brenda as a manager?

Yes.

Q4

Do you think Brenda is responsive to ideas, requests, suggestions, and concerns from staff?

Yes.

Q5

Does Brenda treat everyone on staff fairly?

Yes.

Q6

Is Brenda accessible and approachable?

Yes.

Q7

Does Brenda create an open and trusting environment?

Yes.

Q8

Do you think the Agency is managed well as a whole?

Yes.

Q9

How informed does management keep you with Agency matters?

Medium -> Well.

Q10

Are there any other comments you think would be helpful?

Thank you.

#2

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Thursday, April 28, 2022 3:06:38 PM
Last Modified: Thursday, April 28, 2022 3:41:11 PM
Time Spent: 00:34:32

Page 1

Q1

What do you think are Brenda's most positive contributions to her job?

A supportive and empowering leadership style. In my experience of her in meetings with managers from various departments, she cultivates engagement by listening to and encouraging their ideas and demonstrates trust in their abilities to exercise independent judgment, carry out new initiatives, etc. Brenda is never threatened by anyone's brains, ambition or ability; she makes clear that people have her authority to manage their respective projects and challenges using their own skills and judgment. When judging difficult matters, she invites and considers other perspectives, is very thoughtful - but is still decisive and firm with her final position.

Q2

What changes in performance, style, approach, etc., would you suggest Brenda make to enhance her effectiveness in her position?

If I shadowed Brenda for a whole month, I imagine I'd find some thing(s) she could do better, but what I see is an executive who believes hers is a 24-hour a day job who is utterly devoted to the mission. I'm unaware of her ever saying "No" to solving a new problem or finding an answer to a new need in LCOG's jurisdiction.

Q3

Are you confident in the overall effectiveness of Brenda as a manager?

Very much so.

Q4

Do you think Brenda is responsive to ideas, requests, suggestions, and concerns from staff?

Yes, very much so. She doesn't at all suffer from thinking that only her ideas are good ideas.

Q5

Does Brenda treat everyone on staff fairly?

To the extent that I have personally witnessed, yes.

Survey of Managers and M/C for Executive Director Review 2022

Q6

Is Brenda accessible and approachable?

I've never had a boss more accessible and approachable.

Q7

Does Brenda create an open and trusting environment?

In my experience of her leadership, yes, very much so.

Q8

Do you think the Agency is managed well as a whole?

Very much so.

Q9

How informed does management keep you with Agency matters?

Management keeps me reasonably well informed.

Q10

Are there any other comments you think would be helpful?

Brenda's reputation among leaders in Lane County and beyond is very high; her leadership skills are in constant demand. How she hasn't been "cherry picked" to become the chief executive at a public or private entity five to ten times the size, diversity and budget of LCOG is beyond me. She's been ready to do so for years now. My comment to the Board: enjoy her leadership while you can.

#3

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Monday, May 02, 2022 12:59:22 PM
Last Modified: Monday, May 02, 2022 1:33:51 PM
Time Spent: 00:34:29

Page 1

Q1

What do you think are Brenda's most positive contributions to her job?

Caring about our budget and consumers

Q2

What changes in performance, style, approach, etc., would you suggest Brenda make to enhance her effectiveness in her position?

be more present, she has kind of faded out of the picture. Some of our new staff hardly know her.

Q3

Are you confident in the overall effectiveness of Brenda as a manager?

Yes, I think she really cares about our community, consumers and agency.

Q4

Do you think Brenda is responsive to ideas, requests, suggestions, and concerns from staff?

I know when I have reached out to her she has been responsive, do I always hear what I want to hear, no, but I respect her for hearing me out and helping make a decision. I do feel that HR needs to have the same standards of follow through that the rest of us have, and own up to errors when they make one. Makes us feel less valued when only our faults or errors are brought to meetings.

Q5

Does Brenda treat everyone on staff fairly?

I think she goes the extra mile to make sure if there are disciplinary issues that she look at all angles and makes sure the right decisions are being made. It's not an easy job! I do feel there is a different standard when it comes to LCOG staff and S&DS staff standards.

Q6

Is Brenda accessible and approachable?

I believe so, I have not found her to not be both.

Q7

Does Brenda create an open and trusting environment?

There are at times when bring something really hard to discuss to Brenda, that fear can take over, but overall I think she is fair and tries to have a trusting environment.

Q8

Do you think the Agency is managed well as a whole?

Usually, I think having so many open vacancies in each department and struggling to have staff cover everything is stressful and falls on the managers to try and help staff understand that there is nothing we can do except keep advertising for our open positions and hope they get filled. The whole Cohort is a nightmare. It can at times feel like managers are overlooked, we have those that work hard everyday to meet deadlines, then we have those that do what is needed to skim by. Eval feed back does not seem to make a difference. if a survey monkey was put out, I think you would find out how things are really going as a whole.

Q9

How informed does management keep you with Agency matters?

great question, I feel we are on a need to know bases. Feels like things have shifted and things are not shared with managers or staff like they were in the past. It makes our staff often distrust us when we say, "I honestly do not know" (why something happened or changed).

Q10

Are there any other comments you think would be helpful?

We have so many protocols to follow, like getting our EIS forms in 2 weeks early, then comes the day new staff start and not have the updates done the day new staff start is frustrating. Feels like deadlines are only for S&Ds staff only. We rely on everyone being team players, no matter what office you work in.

#4

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Monday, May 02, 2022 1:26:26 PM
Last Modified: Monday, May 02, 2022 1:38:06 PM
Time Spent: 00:11:39

Page 1

Q1

What do you think are Brenda's most positive contributions to her job?

I appreciate how dedicated Brenda is to her job as Director and us as her Staff. She is energetic, honest, and hard working and yet she really cares about how everyone is treated. She is a balance of firmness and compassion.

Q2

What changes in performance, style, approach, etc., would you suggest Brenda make to enhance her effectiveness in her position?

I have not suggestions at this time.

Q3

Are you confident in the overall effectiveness of Brenda as a manager?

Yes. I believe things run well at LCOG because she leads by example and empowers people to make good decisions and holds us accountable for our actions but is also understanding and reasonable.

Q4

Do you think Brenda is responsive to ideas, requests, suggestions, and concerns from staff?

Yes. I have seen that she has made changes based on recommendations from staff that made sense and were in the best interest of LCOG and its employees.

Q5

Does Brenda treat everyone on staff fairly?

Yes.

Q6

Is Brenda accessible and approachable?

Brenda is beyond busy, but I have never had any problems approaching her. She is quick to respond by email, or in person and I feel she is very approachable.

Q7

Does Brenda create an open and trusting environment?

Yes.

Q8

Do you think the Agency is managed well as a whole?

Yes.

Q9

How informed does management keep you with Agency matters?

I feel very informed. I appreciate the updates on changes occurring within the agency that are usually done via email.

Q10

Are there any other comments you think would be helpful?

I appreciate Brenda Wilson as a person and as a leader. I really like her leadership style and look forward to working with her for years to come.

#5

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Monday, May 02, 2022 12:49:11 PM
Last Modified: Monday, May 02, 2022 2:28:37 PM
Time Spent: 01:39:25

Page 1

Q1

What do you think are Brenda's most positive contributions to her job?

Brenda is decisive, savvy and has knowledge and experience that is helpful for me in my position. She also is willing to step-in and help when an issue arises.

Q2

What changes in performance, style, approach, etc., would you suggest Brenda make to enhance her effectiveness in her position?

I have no opinion on this as of now.

Q3

Are you confident in the overall effectiveness of Brenda as a manager?

Yes.

Q4

Do you think Brenda is responsive to ideas, requests, suggestions, and concerns from staff?

Yes. Brenda has been very open to ideas, suggestion and questions.

Q5

Does Brenda treat everyone on staff fairly?

Yes

Q6

Is Brenda accessible and approachable?

Yes

Q7

Does Brenda create an open and trusting environment?

I feel she does with higher-level staff. I think many staff find her elusive but that has not been my experience.

Q8

Do you think the Agency is managed well as a whole?

Yes

Q9

How informed does management keep you with Agency matters?

Well informed.

Q10

Respondent skipped this question

Are there any other comments you think would be helpful?

#6

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Wednesday, May 04, 2022 9:20:22 AM
Last Modified: Wednesday, May 04, 2022 10:57:34 AM
Time Spent: 01:37:11

Page 1

Q1

What do you think are Brenda's most positive contributions to her job?

I think Brenda is a good macromanager. She allows staff to carry out their responsibilities independently and is available and willing to listen when they ask for help. She is also good at delegating tasks so that we can work with her as a team. She makes herself available to member organizations that need our help.

Q2

What changes in performance, style, approach, etc., would you suggest Brenda make to enhance her effectiveness in her position?

Remind staff how they can submit items to her suggestion box. Maybe stop in at division, department, or unit meetings to say hello when she is available for a few minutes to give updates and/or answer questions.

Q3

Are you confident in the overall effectiveness of Brenda as a manager?

Yes

Q4

Do you think Brenda is responsive to ideas, requests, suggestions, and concerns from staff?

Yes

Q5

Does Brenda treat everyone on staff fairly?

Yes

Q6

Is Brenda accessible and approachable?

Yes. Despite her schedule being packed, she does her best to make sure staff needs are taken care of.

Q7

Does Brenda create an open and trusting environment?

Yes

Q8

Do you think the Agency is managed well as a whole?

Yes

Q9

How informed does management keep you with Agency matters?

Fairly well.

Q10

Are there any other comments you think would be helpful?

No

#7

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Thursday, April 28, 2022 12:19:57 PM
Last Modified: Tuesday, May 10, 2022 4:06:08 PM
Time Spent: Over a week

Page 1

Q1

What do you think are Brenda's most positive contributions to her job?

Highly regarded locally and across the state, she is a strong, determined, savvy leader. She is supportive, open to new ideas and has a good sense of humor. I appreciate and acknowledge her commitment and practice she to meet individually with each new employee as a welcome to LCOG.

Q2

What changes in performance, style, approach, etc., would you suggest Brenda make to enhance her effectiveness in her position?

The time and opportunity for greater visibility and connection with staff at all levels, acknowledgement of LCOG successes and strengths, what we are doing well.

Q3

Are you confident in the overall effectiveness of Brenda as a manager?

Yes!

Q4

Do you think Brenda is responsive to ideas, requests, suggestions, and concerns from staff?

Yes, that is my experience. She listens. She asks pointed, relevant questions and she delivers honest feedback.

Q5

Does Brenda treat everyone on staff fairly?

Yes, that is my experience.

Q6

Is Brenda accessible and approachable?

Yes, that is my experience, regardless of how busy she is, she makes time.

Q7

Does Brenda create an open and trusting environment?

Yes, overall, that is my experience.

Q8

Do you think the Agency is managed well as a whole?

Yes

Q9

How informed does management keep you with Agency matters?

Reasonably well in matters most directly impacting my division.

Q10

Are there any other comments you think would be helpful?

Thank you.



May 24, 2022

To: LCOG Board Members
From: Brenda Wilson
Subject: Executive Director Self-evaluation

As I enter into my 11th year with LCOG, I am taking a moment to reflect on this past year, but more importantly, I am looking forward to where we are headed as an agency. Our work environment continues to be unpredictable, with the impacts of the Pandemic affecting how we work, the needs of our members and consumers, and priorities for our staff. While many facets of the workplace seem to have changed permanently, many tenets of our agency remain unchanged. In the face of these uncertainties, we continue to grow and expand our capabilities to serve our region and clients and deliver quality services and invest in our employees.

When this year started, I knew it wouldn't be an easy year. This year has been unique in so many ways and has included significant trials around multiple emergencies and significant HR issues to navigate on a large scale. Our Government Services Division Director retired and while a national search resulted in an excellent hire from our own region, the transition took several months. Our Senior and Disability Services Division Director was offered a new position in our region and while I am grateful we have an excellent and capable Program Manager who has agreed to fill the position in the interim, the transition is still a challenge.

And leading the organization through the Pandemic has been the hardest challenge of my 35+ year in management. LCOG's greatest asset is the people providing service to our consumers, members, and the region. While we had impacts to much of our work force, we faced a significant challenge this past year enforcing the Governor's vaccination mandate which applied to several groups of LCOG employees, resulting in some very difficult conversations and decisions and the loss of several long-time employees.

As I reflect on the past year, I must acknowledge the incredible work LCOG's staff did in the face of difficult and sometimes overwhelming circumstances. I am grateful for such a strong team and I know the challenges have made us stronger and ready to take on whatever the upcoming year wants to throw at us.

STAFF FEEDBACK: As part of my Self-evaluation, Human Resources sent out a survey to management staff as I work most closely with those staff members. The survey results are attached, but there were several themes that appeared throughout the survey responses. While I wish more had responded, I am hopeful that is because there are not issues with my leadership that need to be pointed out.

Overall, I am incredibly humbled by the input and comments. I have worked hard to be a servant leader - encouraging diversity of thought, creating a culture of trust, having an unselfish mindset (it's not about me), and fostering leadership in others. The comments show I am reflecting those qualities. Those that responded feel I am a strong, dedicated, and effective leader who is fair and open to ideas and suggestions, treats staff fairly, is accessible and supportive, and strives to empower staff. They also feel like the agency is managed well as whole.

There are definitely areas where I think I could have done better over the last year that will be areas I focus on in the upcoming year:

- More visible presence - The Pandemic definitely impacted how I interact with staff. While I have continued to meet new staff after their first month with LCOG, it has been more difficult to meet with staff in person due to time challenges and with many staff still working remotely part of the time. Having said that, I think I could have done a better job of connecting with employees - and partners - in person, without a specific purpose. As it become safer to gather, I will make more of an effort to become more of a presence in person.
- More communication about what is going on in the agency and why. There was mention of more communication on agency matters and from me. I admit, over the past year, I have communicated to staff through the Emergency Operations Committee on which I sit. I felt as we continued to move through the Pandemic, that staff hear from the EOC as a whole so we could provide a united voice on the many decisions that had to be made on a weekly, if not daily, basis. As we

move out of the emergency of the Pandemic, I will return to more direct communication with staff.

- Work with Central Services, like Human Resources, to make sure staff are getting the support they need and expect. There was mention of the Divisions being treated differently, which is not acceptable whether real or perceived and I will work on making sure this is corrected in the upcoming year.

CURRENT YEAR: Below are some notable accomplishments LCOG can show as successes under my leadership this year. I would be remiss if I did not state that none of the accomplishments below were completed by my hand alone, these achievements are noted because of the hard work of the dedicated professionals here at LCOG for which I have the honor of leading:

- Balanced the **Budget once again for the ninth year in a row** and maintained services amid COVID-19 recovery.
- Received the **GFOA Award** for Excellence in Financial Reporting for the FY21 Annual Comprehensive Financial Report (ACFR).
- Continued to prioritize **training of management staff** on critical leadership skills.
- Built a **strategy for office space** to include teleworking.
- Began facilitation of the **Eugene/Springfield Fire Departments'** future.
- Continued to build **Local Government Personnel Services (LGPS)** into a sustainable program by adding new programs like Executive Evaluations.
- Successfully negotiated the strategy for \$2.1 million in **Coronavirus Response and Relief Supplemental Appropriation Act (CRRSAA) funds**, along with LCOG's \$838,000 share.
- Negotiated a new **Collective Bargaining Agreement** with the Service Employees International Union (SEIU) for Senior and Disability Services staff.

There are a number of projects that are continuing:

- Upgrade of the **Park Place Building HVAC System** and revise the **Preservation and Maintenance Strategy**.
- Develop a **marketing strategy for RLID**.

- Improve **organizational culture** so LCOG is a diverse, equitable, and welcoming workplace.
- Determine role, composition, and charge of **Lane Economic Committee**.
- Establish standards as well as a process for an **annual formal performance evaluation of the Executive Director**.
- Further refine the continuity of operations plan for broader implementation of our **emergency/disaster preparedness and response**.
- Explore **refinancing the mortgage** on the Park Place Building.
- Revising our **Contingency Account Policies, including stabilizing S&DS funding**.
- Attend the Harvard Kennedy School to complete my **Executive Education Certificate**.

OVERARCHING GOALS FOR FY23: In addition to addressing the ongoing projects and challenges, one area that I intend to focus on this year, in light of the ongoing changes in leadership within the Divisions, is continually reinforcing our shift to a more proactive and positive culture. We have been in triage mode for the past two years and we have the opportunity to start some active building and growth.

Recruitment and retention has impacted LCOG like many businesses and organizations. We need to find ways to attract and keep qualified staff and we need to assist our members in doing so as well. The transition from remote work to returning to the office was challenging for some staff and resulted in many issues. We will continue to learn from the challenges and incorporate those lessons into our updated Teleworking Program.

I am also excited to work with our new Government Services Director on the many opportunities coming up in the next year. I will also work with the Interim Senior and Disability Services Director to determine the best way to fill that very important position. We will also work to build training manuals for all leadership positions to allow longer term continuity in the event of employee transitions.

We have lost some of our connection to some of LCOG's members and regional partners over the past two years and need to rebuild and strengthen those relationships. We also need to make sure LCOG is providing services our members need and want.

We will continue to refine our internal processes and build greater efficiency so that our teams can focus more of their time on providing high level services throughout our region.

I will continue to seek knowledge, listen in an active way, remain open to new ideas, and provide accurate and informative information. I attempt to lead by example and will continue to do the right thing and do those things in the right way. I have high expectations for myself and LCOG and will continue to support staff in accomplishing the commitments made to our region.

CONCLUSION:

This past year has been challenging but I am grateful for the dedicated LCOG staff who have continued to provide such a high level of service through many challenges. I am also thankful for your leadership and support as well as the trust you have extended to me to lead this organization on your behalf.

Finally, it has been both an honor and a rewarding challenge to serve the Board, LCOG's members and consumers, and this region over the past ten years and I look forward to the opportunity to continue to serve this region. While we have financial challenges ahead and many unknowns, I'm confident that LCOG will continue to serve the region in a way that meets your expectations.

Respectfully Submitted,

Brenda Wilson, Executive Director