

VERBATIM RESPONSES



LCOG Executive Director

Performance Evaluation

July 2022 – June 2023

ADVISING/ASSISTING THE BOARD OF DIRECTORS

Brenda is always well prepared and comes to meetings in an organized, thoughtful and professional manner.

Brenda consistently demonstrates exemplary performance across all criteria. She excels in preparing for Board meetings with well-organized agendas and supporting materials. Her Board Reports are of exceptional quality, providing clear and concise information. Timely presentations of major plans and programs, along with alternative courses of action, showcase her proactive approach. Brenda offers effective assistance to individual Board members, resolving problems promptly. She reports progress transparently and provides strategic recommendations for mid-course corrections. Overall, her professionalism, commitment to excellence, and valuable contributions make her an invaluable asset to the organization.

Brenda is always prepared for meetings and responsive to questions.

Brenda does an excellent job.

I am relatively new to the BOD and have not had much exposure to the agenda and packet. Brenda is very proactive in managing the BOD and providing support.

Brenda tries to inform the board of everything LCOG does, but there is so much, that I think it is challenging for us to understand it all in the few times a year we meet as a full board.

i feel this past year the board meetings have not been as productive as before. need more interactive from board and more time spent on new members of board, all appear in person

MANAGEMENT

Brenda is a responsible fiscal manager who is forward thinking. Her problem solving skills are well honed and she has proven herself very adaptable to changing conditions. Brenda's legal background and experiencing of working in government have helped her to develop strong skills in risk and contingency management. I have not been in a position to evaluate her in performance management but based on my experience in working with Brenda in these and other areas, I'm confident that she is strong in this area as well.

Brenda has demonstrated exceptional financial acumen, effectively managing the organization's resources and ensuring sound fiscal practices. Brenda's proactive approach to risk management has mitigated potential threats and safeguarded the organization's interests. She consistently sets high performance standards, effectively manages staff performance, and fosters a culture of accountability. Brenda's problem-solving skills have been instrumental in addressing challenges, while her adeptness in change management has facilitated smooth transitions. Her exemplary performance in these areas showcases her expertise and valuable contributions to the organization's success.

During these challenging times, Brenda has continued to manage LCOG effectively.

In the short time observing Brenda's performance, she has demonstrated strong fiscal acumen, a genuine concern for subordinates, and effective management skills.

Except for one review management seems to appreciate Brenda's style, tactics, and drive to help others in and outside of the organization and community.

The very best in these area, know her stuff

VISION/MISSION

Brenda is very strong in all of these areas.

I don't have much of a sense for this.

Brenda's communication abilities are excellent, as she effectively conveys information to various stakeholders, fostering transparency and engagement. Brenda's strategic thinking enables her to identify opportunities and challenges, and she formulates well-informed plans to achieve the organization's goals. Moreover, her long-term vision ensures the organization stays forward-thinking and adaptable to evolving needs. Brenda's ability to communicate, think strategically, and maintain a long-term vision contributes significantly to the organization's success and ensures its continued growth and impact.

Again, during the challenging past few years, Brenda has still kept an eye on our long term vision.

I think Brenda always has the best interests of the organization in mind and does a remarkable job handling challenges and cleaning up others messes when she brings a new program into the fold. The only thing that I don't think we have covered as a board is the long term vision for the organization.

spend more time in this area

ACCOUNTABILITY

I can say with complete confidence that Brenda is one of the most trusted leaders within our local government region.

Brenda's ability to build trust is commendable, as she establishes open and transparent communication channels with stakeholders, nurturing strong relationships. Brenda actively engages with the community, seeking their input and addressing their needs, ensuring their voices are heard and valued. Her unwavering commitment to credibility is evident in her consistent delivery of accurate information and dependable decision-making. Additionally, Brenda's unwavering adherence to ethical principles serves as a strong foundation for her leadership, inspiring trust and confidence among both the community and staff.

As always, Brenda is amazing with her level of community support and can be relied upon to act ethically.

the community knows and trusts her

COMMUNICATIONS

I believe my scores speak for themselves.

Brenda's adeptness in conflict management enables her to navigate challenging situations with professionalism and empathy, promoting resolution and fostering positive relationships. Brenda's written communication skills are exceptional, as she consistently delivers clear, concise, and impactful messages. Her verbal communication is persuasive and engaging, effectively conveying complex ideas to diverse audiences. Brenda's active listening skills demonstrate her genuine interest in understanding others, fostering a collaborative and inclusive environment. Furthermore, her facilitation skills create an atmosphere conducive to productive discussions and effective decision-making. Brenda's exemplary communication skills contribute significantly to the organization's success and collaborative culture.

Brenda is an effective communicator, including listening.

I haven't witnessed conflict management first-hand but have seen the outcome of Brenda's involvement resulting in resolved issues time and again.

excellent

STAFF DEVELOPMENT/SUCCESSION PLANNING

Brenda places emphasis on building and developing her team and interaction with LCOG employees has reinforced my perception. She also talks about employee development, appropriate levels of delegation and succession.

I don't have a way to assess these items. Feedback from employees is generally positive.

Brenda's ability to delegate tasks efficiently empowers and motivates her team members, enabling them to grow and take ownership of their responsibilities. She often takes on many responsibilities herself, and sets an example as a doer. Brenda excels in developing employees, providing mentorship, training, and opportunities for professional growth, ensuring a skilled and capable workforce. Moreover, her unwavering support for her staff, both personally and professionally, creates a nurturing and inclusive work environment. Brenda's dedication to staff development and succession planning enhances the organization's capacity and paves the way for future success.

I have long had concerns that Brenda takes on too much herself. During these difficult times, with an organization as large and diverse as LCOG is, it is likely impossible to provide the level of support that each employee might like - and that Brenda would like to be able to provide.

Based on interpretation on the managers' feedback.

yes

PERSONAL DEVELOPMENT

Brenda is a mature and experienced manager/leader. She has demonstrated repeatedly her ability to operate under pressure. Specific examples include her performance during the COVID-19 pandemic, wildland fires and operating under a constrained budget due to the above and inflation.

Brenda's initiative is outstanding, as she consistently takes proactive steps to identify opportunities and address challenges, driving the organization's success. Her flexibility enables her to adapt to changing circumstances and embrace new ideas, fostering a culture of innovation. Brenda's exceptional emotional intelligence allows her to understand and empathize with others, promoting positive relationships and effective collaboration. Brenda performs exceptionally well under stress, maintaining composure, and making sound decisions in high-pressure situations. Her commitment to personal development greatly contributes to her leadership effectiveness and the overall success of the organization.

Despite the pandemic and its myriad (ongoing) challenges, Brenda continues to show up and get the job done.

Have no idea how Brenda manages so many different programs so effectively. She must have a few extra hours in her day than everyone else.

LEADERSHIP

As indicated above, I see Brenda as a strong, competent and capable leader. She is forward thinking and continually demonstrates a positive and proactive mindset.

Brenda consistently demonstrates strong support for the Board's vision and effectively communicates it to the Management Team, employees, consumers, and external stakeholders. She actively engages in constructive dialogue with the Board, fostering healthy discussions even in cases of differing opinions. Brenda consistently supports and empowers the Management Team in their decision-making processes and fosters positive relationships with stakeholders and consumers. She takes personal responsibility for the agency's decisions, initiatives, and outcomes, ensuring transparency and accountability to all involved parties. Her remarkable leadership skills contribute to a cohesive and successful organization.

Brenda is an effective leader. There is always room for even more communication.

Phenomenal leader, who is humble, caring, strategic, passionate, and highly skilled.

BOARD GOALS

I responded under the assumption in bullet six that "diversion" was a typo and intended to be "diversity." Brenda has shared these goals with the LCOG Board and has a plan for achieving them. I feel that these goals are practical and appropriate.

I don't sense much emphasis from LCOG on Diversity Equity and Inclusion.

Brenda's exceptional performance aligns seamlessly with the values, mission, and board goals of LCOG. Her demonstrated support for the Board and effective

communication of their vision promotes the core values of collaboration, transparency, and accountability within the organization. By engaging in healthy dialogue with the Board and supporting the Management Team, Brenda fosters a culture of open communication and teamwork, in line with the mission of LCOG. Her emphasis on personal responsibility and accountability further reinforces the organization's commitment to delivering high-quality services and outcomes. Brenda's performance exemplifies the values, advances the mission, and helps achieve the board goals of LCOG, contributing to its overall success.

Brenda is an Outstanding Director who has served and continues to serve LCOG Very Well. I continue to be impressed with Her depth of knowledge over all the issues and areas that she is involved in. As a Board, LCOG is very lucky to have someone like Brenda as our Director.

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

Honesty, integrity, work ethic, competence, knowledge, skills and abilities. Brenda also reads the room well and knows how to work effectively with different personalities and units of government. She is a highly skilled and adept leader!

Highly regarded in the community - has earned a high level of respect.

Approaches her job seriously but maintains a sense of humor

I have appreciated LCOG's ability to go virtual but am glad we are back to meeting in person while retaining the virtual option.

Brenda, possesses exceptional strengths that contribute to her effectiveness in leading the Lane Council of Governments (LCOG). Her outstanding communication skills, both written and verbal, enable her to engage stakeholders, foster collaboration, and convey complex ideas with clarity. Brenda's strong leadership abilities are evident through her support for the Board, management team, and employees, promoting a cohesive and collaborative work environment. She demonstrates remarkable initiative, adaptability, and emotional intelligence, allowing her to navigate challenges and drive innovation. Brenda's commitment to personal and staff development, as well as her accountability for decisions, showcases her exemplary leadership qualities. Overall, her strengths lie in

effective communication, strategic thinking, and fostering a positive and accountable organizational culture.

An apparently limitless ability to be present and respond to whatever needs attention.

She does an excellent job and is respected by others

1. Effective management
2. Extensive experience and knowledge
3. Fiscal acumen

Brilliant, caring, driven, effective at leading staff and managing for results.

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

Although Brenda is doing a great job, I think a challenge for all local governments is to continue building organizational bench strength and successorship.

I don't think Brenda asked Board members to stand/wave at the annual dinner. It's always a good idea to let people in attendance know who represents them on the board.

Brenda certainly is excellent at identifying areas for personal growth. It is always important to connect with front line staff frequently to maintain their buy in and support for organizational goals. Staff town halls or listening sessions are great tools just to allow internal stakeholders to feel they are being heard. I'm sure Brenda has already identified this as an area to focus on during this post-COVID era.

Ensuring that she takes care of herself so that she can continue to take care of LCOG.

1. Communication "drumbeat" with the BOD to keep them apprised of LCOG business

No recommendations at this time.

ADDITIONAL COMMENTS

We are very fortunate to have Brenda Wilson leading the LCOG organization!

I don't think Brenda asked Board members to stand/wave at the annual dinner. It's always a good idea to let people in attendance know who represents them on the board.

Brenda is simply an exceptional leader that LCOG is lucky to have serving as our Executive Director.

Brenda is kind, competent, and effective. LCOG is fortunate to have her as our ED.

Again, I am new to the BOD and have only attended a couple meetings. But with my limited observation, Brenda is a gifted ED.