



## EXECUTIVE COMMITTEE MEETING AGENDA FOR MARCH

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**Date:** Tuesday, March 12, 2024

**Time:** 5:30 p.m.

**Location:** Join Zoom Meeting

<https://us06web.zoom.us/j/84384472616?pwd=VlangDbnBa7gRhKW5pY10hfZ3qjj44.1>

**Meeting ID:** 843 8447 2616

**Passcode:** 008304

**Contact:** Brenda Moore, (541) 682-4395

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\* Denotes Packet Attachment

### Policy / Action Items

- 1.\* Budget Committee Member – Select
- 2.\* Executive Director's Annual Evaluation – Provide direction

### Information Items:

3. Annual Dinner Report and Feedback



March 12, 2024

**To:** Executive Committee

**From:** Brenda Wilson

**Subject:** Budget Committee Members

**Action Recommended:** Appoint Budget Committee Member

**Background:**

LCOG's Bylaws call for a six-person Budget Committee comprised of three Board members and three citizen members. We currently have two citizen members: Brenda Holt and Steve Wheeler. We need one more citizen member.

We published a notice for a new member and we received one application, from Stacy Koos. Stacy is a Senior Vice President at Summit Bank. They have been a resident in Lane County for 4.5 years and they hold a Master's degree in business administration with 28 years in banking with the majority of career in commercial lending and finance. They have community volunteer experience including experience with finance committees, treasurer roles and board of director positions in healthcare, community social services organizations and economic development and business civic groups.

In response to our questions about the reason for their interest in our budget committee, they stated: *I believe in LCOG's mission and understand how important the role the organization plays within*

*the four service areas. My interest to serve on the budget committee is to help support those efforts by understanding funding sources and assist as appropriate with fiduciary decisions that will benefit the community as a whole.*

**Suggested Action:**

Recommend Appointment of Stacy Koos to the Budget Committee.



March 12, 2024

**To:** Executive Committee

**From:** Brenda Wilson

**Subject:** Executive Director Review and Contract

**Action Recommended:** Provide Direction

**Background:**

I have been the LCOG Executive Director for 12 years now. Over those years, LCOG has faced many challenges and it has been a privilege working with the Board to address those challenges. Through every challenge, I have taken actions intended to be in the best interest of 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 the organization – and myself - have room for improvement, and I am always seeking input on how, what, and where I can make those improvements.

The past year has been the most difficult for a number of reasons. It seems people are suffering from a long form of “fatigue” and are very brittle. I am working with our Division Directors to address the workforce issues we are seeing and will continue to look for ways to improve.

**Contract:**

My current contract does not expire until June 30, 2025, so no action is required on the contract this year.

## **Evaluation History:**

I have received ten annual evaluations since starting with LCOG, all different ranging from a 360-Degree Review to self-evaluations. Last year, the Executive Committee decided to use the same process as the previous two years and continue to discuss a process for the annual evaluation of the Executive Director going forward. The process consisted of a survey sent to my management team and an evaluation form sent to Board members, both of which are attached. I also completed a Self-evaluation. The template for the survey was based on executive Evaluations from member agencies. I think using the same process can provide for metrics over years, but I have some suggestions to make the evaluation more relevant and specific.

This agenda item is to discuss options and get direction.

**Recommended Action:** Provide Direction

Attachments: A. Board Survey

B. Questions Sent to Managers



## LCOG Executive Director Performance Evaluation

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<b>5 → EXEMPLARY</b>	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.
<b>4 → EXCEEDS EXPECTATIONS</b>	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.
<b>3 → EFFECTIVE</b>	Consistently meets normal expectations and is performed in a competent and skilled manner. Performance is fully satisfactory in its performance without any significant exceptions.
<b>2 → DEVELOPING</b>	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.
<b>1 → IMPROVEMENT NEEDED</b>	Improvements are needed to bring performance to a consistent and effective level to meet expectations.
<b>N/A → DON'T KNOW</b>	Did not observe this area.

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### ADVISING/ASSISTING THE BOARD OF DIRECTORS

N/A ☒ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1 ☐

- 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

Comments:

## MANAGEMENT

### Fiscal Management

N/A ☒ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1 ☐

- 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

N/A ☒ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1 ☐

- 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

N/A ☒ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1 ☐

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

N/A ☒ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1 ☐

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

### Change Management

N/A ☒ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1 ☐

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

**Comments:**

## VISION/MISSION

### Communications

N/A ☒ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1 ☐

- 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

N/A ☒ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1 ☐

- 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

N/A ☒ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1 ☐

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

### Comments:

## ACCOUNTABILITY

### Building Trust

N/A ☒ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1 ☐

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

### The Community

N/A ☒ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1 ☐

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

### Credibility / Ethics

N/A ☒ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1 ☐

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



Comments:

## COMMUNICATIONS

### Conflict Management

N/A ☒ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1 ☐

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

### Communicating in Writing

N/A ☒ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1 ☐

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

### Communicating Verbally

N/A ☒ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1 ☐

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

### Listening

N/A ☒ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1 ☐

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

### Facilitation

N/A ☒ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1 ☐

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

Comments:

## STAFF DEVELOPMENT/SUCCESSION PLANNING

### Delegation

N/A ☒ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1 ☐

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

### Develops Employees

N/A ☒ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1 ☐

- 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

N/A ☒ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1 ☐

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

**Comments:**

## PERSONAL DEVELOPMENT

### Initiative

N/A ☒ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1 ☐

- Identifies what needs to be done and takes action

### Flexibility

N/A ☒ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1 ☐

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

### Emotional Intelligence

N/A ☒ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1 ☐

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

### Performing Under Stress

N/A ☒ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1 ☐

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

Comments:

LEADERSHIP

N/A ☒ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1 ☐

- 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.

Comments:

**Comments:**

**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.

N/A      5      4      3      2      1

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

N/A      5      4      3      2      1

- Build LGPI into a sustainable program.

N/A      5      4      3      2      1

- Continue to look at Business Loan consolidation possibilities.

N/A      5      4      3      2      1

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

N/A      5      4      3      2      1

- Complete the Census work.

N/A 5 4 3 2 1

- Continue integrating and building upon equity and diversion work.

N/A      5      4      3      2      1

- Continue management training.

N/A      5      4      3      2      1

- Look at telework for future work model.

N/A      5      4      3      2      1

- **Revise the Park Place Building Preservation and Maintenance schedule.**

N/A      5      4      3      2      1

**Comments:**

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

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

**Additional Comments:**

## **LCOG Executive Director Performance Evaluation - Managers**

June 2023 – July 2024

- Q1. What do you think are Brenda's most positive contributions to her job?
- Q2. What changes in performance, style, approach, etc. would you suggest Brenda make to enhance her effectiveness in her position?
- Q3. Are you confident in the overall effectiveness of Brenda as a manager?
- Q4. Do you think Brenda is responsive to ideas, requests, suggestions, and concerns from staff?
- Q5. Does Brenda treat everyone on staff fairly?
- Q6. Is Brenda accessible and approachable?
- Q7. Does Brenda create an open entrusting environment?
- Q8. Do you think the agency is managed well as a whole?
- Q9. How long form does 'management' keep you with agency matters?
- Q10. Are there any other comments you think would be helpful?