



## AGENDA COVER MEMO

Memorandum Date: September 15, 2023

Order Date: September 26, 2023

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TO: Board of County Commissioners

DEPARTMENT: Human Resources

PRESENTED BY: Alana Holmes, Chief Human Resources Officer

AGENDA ITEM TITLE: In the Matter of Documenting the County Administrator's 2022-2023 Annual Performance Evaluation Rating, Goals for the Upcoming Year and Updated Employment Agreement

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### I. MOTION

Move approval of order 23-09-26-XX In the Matter of Documenting the County Administrator's 2022-2023 Annual Performance Evaluation Rating, Goals for the Upcoming Year and Updated Employment Agreement.

### II. AGENDA ITEM SUMMARY

The purpose of this item is to document the performance evaluation rating for County Administrator Steve Mokrohisky's performance rating during the 2022-2023 evaluation period. It also documents his goals for the upcoming year as determined by the employee and the board and includes his updated employment agreement.

The Board is being asked to adopt this Order.

### III. BACKGROUND/IMPLICATIONS OF ACTION

#### A. Board Action and Other History

An employment agreement with Mr. Mokrohisky was signed on March 12, 2014, and was effective on May 5, 2014.

On June 23, 2015, the Board met with Mr. Mokrohisky to conduct his first annual performance evaluation and that evaluation was deemed "successful."

On June 28, 2016, the Board met with Mr. Mokrohisky to conduct the employee's

second annual performance evaluation and that evaluation was deemed “successful.”

On June 13, 2017, the Board met with Mr. Mokrohisky to conduct the employee’s third annual performance evaluation and that evaluation was deemed “successful.”

On July 24, 2018, the Board met with Mr. Mokrohisky to conduct the employee’s fourth annual performance evaluation and that evaluation was deemed “Exceeds Expectations.”

On June 13, 2019, the Board met with Mr. Mokrohisky to conduct the employee’s fifth annual performance evaluation and that evaluation was deemed “Exceeds Expectations.”

On March 17, 2020, the Board passed Order 20-03-17-05 (In the Matter of Adopting an Annual Performance Review Process for Employees Who Report Directly to the Board of County Commissioners) which outlines the performance review process for Board Employees going forward. Mr. Mokrohisky’s employment agreement was amended in 2020 to take into account the revised performance review process and timeline.

On August 18, 2020, the Board met with Mr. Mokrohisky to conduct the employee’s sixth annual performance evaluation and that evaluation was deemed “Exceeds Expectations.”

On August 10, 2021, the Board met with Mr. Mokrohisky to conduct the employee’s seventh annual performance evaluation and that evaluation was deemed “Exceeds Expectations.”

On August 30, 2022, the Board met with Mr. Mokrohisky to conduct the employee’s eighth annual performance evaluation and that evaluation was deemed “Exceeds Expectations.”

On August 23, 2023, the Board met in Executive Session to discuss the County Administrator’s performance and summarized their feedback in a public session that followed. The Board deemed Mr. Mokrohisky’s ninth annual performance evaluation as “Exceeds Expectations.”

### **Evaluation Materials**

The following items were provided to the Board to aid in their discussion of the employee’s performance in Executive Session on August 23, 2023.

- Employee’s self-assessment covering Lane County’s Core Behaviors, Leadership Competencies and the employee’s perspective on their goals and achievements in the past year.
- Summary of a 360 Degree Feedback Survey regarding the employee’s performance on Lane County’s Core Behaviors and Leadership Competencies.

### 360 Degree Feedback Survey

Feedback was sought regarding the employee's performance over the past year from a broad and diverse group of stakeholders.

Evaluations were sent to 67 reviewers with 26 returned; a 39% Response Rate.

|                                   |             |                        |
|-----------------------------------|-------------|------------------------|
| • Community Partner               | 5 Responses | 19% of total responses |
| • Customer                        | 0 Responses | 0% of total responses  |
| • Peer/Colleague within LC        | 6 Responses | 23% of total responses |
| • Direct Report                   | 6 Responses | 23% of total responses |
| • Other                           | 6 Response  | 23% of total responses |
| • Blank - Did not answer question | 3 Responses | 12% of total responses |

Individuals provided feedback on Lane County's Core Behaviors and Leadership Competencies.

#### County Core Behaviors

Passion to Serve

Driven to Connect

Focused on Solutions

#### Leadership Competencies

People Leadership

Business Leadership

Thought Leadership

Communication Effectiveness

Examples of comments in the area of Passion to Serve.

- Steve excels in this area. His passion to serve is evident in the work he puts in everyday connecting with community partners, staff and elected officials. He is respectful and has provided a great deal of empathy and support for colleagues and staff when needed in a variety of circumstances.
- Steve is an exceptional leader and a great role model for public service. He addresses this core behavior in his interactions with staff and stakeholders on a daily basis. It's included in his communications, his conversations with partners and the Board and a frequent tool for framing assignments and solving problems.
- I appreciate Steve's personal commitment to creating a positive work environment and his openness to feedback. Taking feedback can be hard and he is a role model for how to do that well and demonstrates interest in continuing to learn and grow.

Examples of comments in the area of Driven to Connect.

- Steve connects with community, staff and citizens on a regular basis. He has created an environment where employees feel connected to the mission of the County and valued for the work they do by the County Administrator.
- Steve is nuanced in his approach to relationships and is reflective on how those interactions can be improved. I have witnessed Steve circle back to conversations or comments that need to be unpacked a bit more, and I deeply appreciate that.

- I see Steve as a good listener and someone who invites others into conversations and decision making. He is a partner to organizations who value equity and diversity.

Examples of comments in the area of Focused on Solutions.

- This is Steve's strongest area. He always encourages us to bring solutions to any issue or problem we share with him. He believes strongly in fostering an environment where autonomy and mastery are valued, thus driving employees to innovate and build confidence in their portfolio.
- I have always been impressed by Steve's ability to work within a political system, without becoming mired in the politics of the day. He is focused on making Lane County the best that it can be, finding avenues and allies from all sides of the political spectrum.
- I very much appreciate Steve's dynamic positive energy directed towards solutions - as an employee, I feel safe with Steve at the helm, I have confidence that our organization is well-managed, I am proud to be on staff here.

Examples of comments in the area of People Leadership.

- Steve guides, develops, and inspires his team. I appreciate both his praise and his criticism. He is the type of leader that people want to follow because he demonstrates that he cares, he trusts with responsibility, and he is generous with his time and support.
- Always appreciate Steve's feedback. He does this in a thoughtful, productive manner. His perspective helps me to sit back and think of things in a different light.
- I saw Steve manage a situation where a contractor had some challenges and was not performing at the level expected. His leadership skills resulted in a win-win for both the contractor and the organization. I was very impressed with how skillfully he managed a tough situation.

Examples of comments in the area of Business Leadership.

- Steve is tremendously talented as a business leader. He has been instrumental at ensuring the County is in as healthy a fiscal position as possible. He manages with purpose, clarity and discipline. He's not afraid to make, articulate and defend tough decisions. He helps his leadership team stay current and leading in our various fields and supports innovation and thoughtful and strategic creativity and risk-taking.
- Steve is great at seeing the big picture. He understands complexity and the nuanced political nature of local government. He makes smart decisions for the benefit of the organization, employees, and the community.
- Steve has masterfully steered our organization through many different challenges

and always helps us come out on top - he's a master at the business of running a County.

Examples of comments in the area of Thought Leadership.

- Steve is consistently pushing this organization forward to achieve more and do better. We often say Lane County is the "tip of the spear" when it comes to comparable counties and that is due to Steve's leadership and proactive thinking.
- Thought leadership is very high amongst his many strengths. He inspires innovation and creativity. I think the work done related to our "Fail Forward" initiatives continue to pay dividends. He's excellent at sharing his learning and passing on information related to cutting edge innovations.
- Steve is never satisfied with good enough. He seeks out ways for continual improvement and praises creativity.

Examples of Communication Effectiveness.

- Steve is an excellent communicator. He ensures his audience is heard and understands what is being communicated. He is constantly using a high degree of emotional intelligence in uncomfortable situations. He has the trust of his employees and that can be difficult for the top leader of a governmental organization.
- Steve is excellent at delivering compelling messages and engaging people with relevant content. I also see him regularly listening and working to up his game, especially around listening sessions with staff.
- From watching him at budget committee, public sessions and media interviews he reflects very positively on Lane County which is shown with the County having an extremely high employee favorability rating.

A sampling of other comments provided at the end of the assessment regarding Steve's strengths include:

- The organization needs his inspiration and attention right now. Teams appreciate it when he includes them in his thinking, and they have a chance to hear his insights firsthand. He provides a level of confidence that encourages people to give their best effort.
- We are fortunate to have Steve at Lane County. The work he has done with our strategic plan, our budget, relationships with our community partners, unions, staff and other organizations is unparalleled. We need to do all we can to ensure he remains with Lane County for years to come.
- I admire Steve's ability to push back on positions he disagrees with, without damaging relationships. In this day and age, it is a unique skill set to disagree with

someone without causing anger and driving away the other person. Steve excels at this and I try to follow his example in my own interactions.

### **Board Discussion of Performance**

The Board of Commissioners discussed the County Administrator's performance and in summary:

- Steve is exceptionally focused on solutions, operating in a dynamic environment with thoughtful use of resources.
- The Board believes Steve is a fantastic Administrator and manager and is appreciative that he continues to be committed to our organization.
- The Board is appreciative of the heavy load Steve carries as the Administrator and is impressed with wealth of knowledge he brings and his grasp on the County's operations.
- The Board appreciates Steve's approach to his work, doing it with grace, humility, and diplomacy.

The County Administrator and the Board have agreed to the following goals for the 2023-2024 performance period:

1. Ensuring the highest and best use of Lane County properties, facilities, resources and partnerships.
2. Continue building a positive and supportive workplace culture and model healthy work/life balance practices.
3. Lead budget resiliency and prepare for future challenges.
4. Capitalize on County Administration reorganization to identify the County Administrator's highest and best use of time for Commissioners, staff, and external partners.
5. Lead strategic planning for future funding models of public safety.

### **B. Policy Issues**

On March 17, 2020, the Board passed Order 20-03-17-05 (*In the Matter of Adopting an Annual Performance Review Process for Employees Who Report Directly to the Board of County Commissioners*) which outlines the performance review process for Board Employees.

Per the Order, the performance review must be conducted no later than August 31 of each year in accordance with the Board Order and employment agreement.

C. Board Goals

The annual performance evaluation process and feedback relates to the Lane County Strategic Plan “Strategic Priority 4, Our People and Organizational Health: Invest in our employees who are the backbone of our organization and invest in our systems and organizational health so that employees can thrive and residents can experience a more effective government.”

D. Financial and/or Resource Considerations

As per Mr. Mokrohisky’s employment agreement, Human Resources coordinated an external review with a consultant of the County Administrator’s compensation for market competitiveness against the County’s five comparator counties (Washington, Deschutes, Jackson, Clackamas and Marion). The review reflected the County Administrator’s compensation was within market of our comparator counties. As a result of Mr. Mokrohisky’s performance rating of exceeds expectations, Mr. Mokrohisky will move to step 9 on the approved wage scale.

Mr. Mokrohisky will continue to receive any Cost-of-Living Adjustment (COLA) increases approved for non-represented employees.

E. Health Implications

None

F. Analysis

Based on the feedback shared and discussed during the August 23, 2023, Board of County Commissioners Meeting, the County Administrator’s performance rating for 2022-2023 is deemed “Exceeds Expectations”.

G. Alternatives/Options

Option 1: Accept the review as being rated “Exceeds Expectations” for the July 1, 2022 – June 30, 2023, performance review period and approve the goals for the upcoming year, the merit increase and contract renewal for the County Administrator.

Option 2: The Board can choose to not accept the performance review rating, goals for the upcoming year, the merit increase, and contract renewal for the County Administrator and substitute a different rating.

IV. RECOMMENDATION

Option 1 is supported by the Board's discussion and the 360 feedback survey results.

V. TIMING/IMPLEMENTATION

The County Administrator's contract renewal will be administered in alignment with the automatic renewal date of November 1, 2023, with the merit increase effective the first full pay period following his employment anniversary date of May 5, 2023.

VI. ATTACHMENTS

A. Board Order 23-09-26-XX

B. Updated Employment Agreement

BEFORE THE BOARD OF COMMISSIONERS OF LANE COUNTY, OREGON

ORDER NO: 23-09-26-04

In the Matter of Documenting the County Administrator's 2022-2023 Annual Performance Evaluation Rating, Goals for the Upcoming Year and Updated Employment Agreement

**WHEREAS**, the Board of Commissioners entered into an employment agreement with Steve Mokrohisky for the position of County Administrator effective May 5, 2014; and

**WHEREAS**, the Board of Commissioners conducted Mr. Mokrohisky's first annual evaluation on June 23, 2015 and that evaluation was deemed successful; and

**WHEREAS**, the Board of Commissioners conducted Mr. Mokrohisky's second annual evaluation on June 28, 2016, and that evaluation was deemed successful; and

**WHEREAS**, the Board of Commissioners conducted Mr. Mokrohisky's third annual evaluation on June 13, 2017, and that evaluation was deemed successful; and

**WHEREAS**, the Board of Commissioners conducted Mr. Mokrohisky's fourth annual evaluation on July 24, 2018, and that evaluation was deemed Exceeds Expectations; and

**WHEREAS**, the Board of Commissioners conducted Mr. Mokrohisky's fifth annual evaluation on June 13, 2019, and that evaluation was deemed Exceeds Expectations; and

**WHEREAS**, On March 17, 2020, the Board passed Board Order 20-03-17-05 (*In the Matter of Adopting an Annual Performance Review Process for Employees Who Report Directly to the Board of County Commissioners*) which outlines the performance review process for Board Employees going forward; and

**WHEREAS**, the Board of Commissioners conducted Mr. Mokrohisky's sixth annual evaluation in August 2020 and that evaluation was deemed Exceeds Expectations; and

**WHEREAS**, the Board of Commissioners conducted Mr. Mokrohisky's seventh annual evaluation in August 2021 and that evaluation was deemed Exceeds Expectations; and

**WHEREAS**, the Board of Commissioners conducted Mr. Mokrohisky's eighth annual evaluation in August 2022 and that evaluation was deemed Exceeds Expectations; and

**WHEREAS**, the Board of Commissioners has reviewed Mr. Mokrohisky's performance for the July 1, 2022 - June 30, 2023, review period and amended the County Administrator's annual goals as deemed appropriate; and

**WHEREAS** it is proposed that performance reviews and goal setting continue to be accomplished on an annual basis.

**NOW, THEREFORE,** the Board of County Commissioners of Lane County **ORDERS** as follows:

1. That Steve Mokrohisky continue his employment with Lane County in the position of County Administrator.
2. That the record reflect the annual performance evaluation for Mr. Mokrohisky was completed and is rated as Exceeds Expectations.
3. That the record reflect the Mr. Mokrohisky's Employment Agreement has been updated.
4. That the record reflect Mr. Mokrohisky's goals for the coming year are:
  - Ensuring the highest and best use of Lane County properties, facilities, resources and partnerships.
  - Continue building a positive and supportive workplace culture and model healthy work/life balance practices.
  - Lead budget resiliency and prepare for future challenges.
  - Capitalize on County Administration reorganization to identify the County Administrator's highest and best use of time for Commissioners, staff, and external partners.
  - Lead strategic planning for future funding models of public safety.

**ADOPTED** this 26<sup>th</sup> day of September 2023.

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Pat Farr, Chair  
Lane County Board of Commissioners

## EMPLOYMENT AGREEMENT

This Agreement is entered into between Lane County (“County”) and Steve Mokrohisky (“County Administrator” or “Administrator”).

1. **Position, duties and term:** The County has employed Steve Mokrohisky as its Chief Administrative Officer and the County Administrator since May 5, 2014. Pursuant to the original employment agreement between the parties dated March 12, 2014 and the updated agreement dated October 12, 2020, the County and Steve Mokrohisky agree to a new employment agreement. Steve Mokrohisky hereby continues to accept the position of Lane County Administrator under the following terms and conditions:
  - 1.1 **Position:** The Administrator is an employee of the County and reports directly to the Lane County Board of Commissioners (“Board”) and is subject to all Lane County rules, policies, and procedures unless specifically modified in writing by this Agreement.
  - 1.2 **Term:** The Administrator's original term of employment commenced on May 5, 2014 and continued as an annual agreement thereafter.
  - 1.3 **Extension of term:** Unless the Administrator’s employment is terminated pursuant to sections 1.5, 1.6 or 1.7 of this Agreement, it automatically renews for one (1) year upon completion of the annual review as required by Section 3 of this Agreement. Should the evaluation be delayed by more than thirty (30) days after the Administrator’s agreement renewal date, the evaluation will be presumed to be successful. The presumption of a successful rating will result in a merit increase for the Administrator to the next step of the approved pay scale with a retroactive effective date back to the first full pay period following the Administrator’s employment anniversary date of May 5.
  - 1.4 **Adjustment of Term:** Beginning July 1<sup>st</sup>, 2020 the Agreement term was adjusted as follows:
    - July 1, 2020 – October 31, 2020
    - November 1, 2020 – October 31, 2021
    - Annually thereafter
  - 1.5 **Election not to Extend Term:** Either party may elect not to automatically extend this Agreement for an additional year by providing written notice to the other party no less than sixty (60) days prior to the November 1<sup>st</sup> renewal date

of the applicable year.

1.6 Early Termination:

1.6.1 *With cause:* The County may terminate this Agreement for cause at any time upon 15 days' notice to the Administrator. In that event, the Administrator will receive a lump sum payment of two (2) weeks' salary and Time Management payouts as set out in the then applicable provision of the Lane County Administrative Procedures Manual or other applicable Lane County regulation. The County must give written notice of its desire to terminate the Administrator for cause at least fifteen (15) days before the effective date of termination for cause. Notice must be given in accordance with Section 1.8 below. If the Administrator is terminated with cause, the Administrator is not entitled to receive the severance pay specified in 1.6.3 of this Agreement.

1.6.2 *Definition of cause:* For purposes of this Agreement, termination with cause is defined as conduct that constitutes a crime, except for misdemeanor traffic citations, or conduct that constitutes a knowing and willful violation of a law governing the conduct of public officers or employees, or any act of misconduct by the employee as defined by Lane County policy or rule.

1.6.3 *Without cause:* If the termination is without cause, as defined in section 1.6.2 of this Agreement, the County agrees to pay the Administrator the full value of one-year's salary and benefits, including value of PERS payments, and all accrued Time Management.

1.7 Early Resignation: The Administrator may terminate this Agreement at any time by providing notice to the County at least sixty (60) days prior to the effective resignation date. If the Administrator resigns, Time Management payouts will occur as set out in the Lane County Administrative Procedures Manual (APM).

1.8 Notices: Notices required by this Agreement must be in writing and must be personally delivered to the Human Resources Director for the County, or to the Administrator, as applicable. In the event personal delivery is not possible, written notice must be given in the manner most likely to provide actual notice.

2 Compensation and benefits:

2.1 The Administrator's salary will be reviewed annually by the Lane County Human Resources Department for market competitiveness with the following

five comparator organizations: Washington County, Deschutes County, Jackson County, Clackamas County and Marion County. The Administrator's compensation will be reviewed by an external source every two (2) years for the same purpose and with the same comparators. The County shall make the recommended annual adjustments necessary to maintain the market competitiveness of the Administrator's salary.

- 2.2 Cost of Living: County shall pay the Administrator any cost of living increases and benefits that are provided to County non-represented employees.
- 2.3 Stipends: County shall provide the Administrator with a vehicle and phone stipend in an amount as provided by Lane County policy.
- 2.4 Parking: County shall provide the Administrator with a parking space or pay for the Administrator's monthly parking pass.
- 2.5 Deferred Compensation: County shall provide the Administrator a 7% payment into a Deferred Compensation account for the Administrator. County shall match the Administrator's contribution into the Deferred Compensation account up to an additional 3% for a total maximum County contribution of 10%.
- 2.6 For all non-salary compensation, unless otherwise specified in this Agreement, the benefits may only be taken in the form it is offered, and may not be converted to cash without Board approval and a written amendment to this Agreement.
- 2.7 Public Employee Retirement System (PERS): County shall make PERS payments into the Administrator's account consistent with PERS payments for other non-represented employees and Oregon law.
- 2.8 Time Management: County shall provide the Administrator with Time Management accrual in accordance with the Administrative Procedures Manual with the following exception.
  - 2.8.1 The Administrator is credited with 60 months (5 years) of service for purposes of determining Time Management accrual.

### 3. **Performance Review:**

- 3.1 The Administrator's annual review period is July 1 to June 30 of each year. The evaluation process will include:
  - 3.1.1 Self Assessment: County Administrator completes a self-assessment and returns that to the Board for their review. The self-assessment should also include draft

goals for the coming year so the Board and County Administrator can begin the goal setting discussion for the coming year.

3.1.2 360 Degree Feedback:

3.1.2.1 County Administrator will prepare their list of names for the 360 feedback survey and review the names with the Board.

3.1.2.2 The list should include all direct reports (if applicable) and other participants familiar with County Administrator's work such as other key staff within the County, outside partners, staff from other jurisdictions if relevant, and key constituents/customers.

3.1.2.3 The Board and County Administrator will have a conversation about any suggestions for additional names and will arrive at a mutually agreed upon list. If the Board and County Administrator cannot mutually agree on a particular name or group of names, the Board will retain the final decision authority based on majority vote.

3.1.2.4 To be consistent with Lane County's Performance Review process, 360 feedback is gathered on Core Behaviors and Leadership Competencies. There is also a general comments field.

3.1.2.5 Human Resources will produce an executive summary of the ratings and key trends from the 360 feedback to provide to the Board.

3.1.3 Evaluation: Each Commissioner reviews the self-assessment information, 360 Feedback, and County Administrator's performance related to the goals/responsibilities.

3.1.3.1 Each individual Commissioner reviews the information provided, and gathers their feedback to share in the review meeting.

3.1.3.2 The Board then conducts a discussion with County Administrator and HR Director in Executive Session to arrive at the overall performance rating using the data provided.

3.1.3.3 Based on the Board's discussion, and 360 survey results the Human Resources Director will recommend a performance rating of Exceeds, Successful, Needs Improvement, or Unsatisfactory.

3.1.3.4 The Board and County Administrator will begin the discussion of goals for the upcoming year.

3.1.3.5 The Board comes out into a Public Session to summarize the

performance evaluation and award merit increase if applicable.

3.1.4 Documentation:

- 3.1.4.1 At the next available Board Meeting, a Board Order will be prepared to:
- Document the performance of County Administrator and performance rating.
  - Document any merit increase if applicable.

3.1.4.2 County Administrator and the Board will finalize and document the goals for the following year. County Administrator and Board should meet periodically throughout the year to discuss progress towards goals, share feedback and make adjustments as necessary.

- 3.2 The County Administrator will be evaluated using the priorities, goals and expectations and procedure established in section 3.1. If the evaluation is scored as Successful or better, the County Administrator's salary will be moved to the next step listed in the approved salary schedule with a retroactive effective date back to the first full pay period following the Administrator's employment anniversary date of May 5.
- 3.3 Each year, during the months of July and August, the Board will review and evaluate County Administrator's performance, completing the review no later than the end of August each year. This allows for the sixty (60) day notice period described in section 1.5.
- 3.4 The County Administrator will schedule the evaluation in accordance with Section 3.3. The Board will evaluate the County Administrator's performance based on the priorities, goals, and expectations developed as provided in Sections 3.1 and 3.2 above.

This Agreement is effective as of the last date below.

Lane County  
Board of County Commissioners

Lane County Administrator

\_\_\_\_\_  
Pat Farr  
Chair, Lane County Board of Commissioners

\_\_\_\_\_  
Steve Mokrohisky

Date: \_\_\_\_\_

Date: \_\_\_\_\_