



AGENDA COVER MEMO

Memorandum Date: August 22, 2024

Order Date: August 27, 2024

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 2023-2024 Annual Performance Evaluation Rating and Goals for the Upcoming Year

I. MOTION

Move approval of order 24-08-27-02 In the Matter of Documenting the County Administrator's 2023-2024 Annual Performance Evaluation Rating and Goals for the Upcoming Year.

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 2023-2024 evaluation period. It also documents his goals for the upcoming year as determined by the employee and the board.

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.”

On August 21, 2024, 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 tenth annual performance evaluation as “Successful.”

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 21, 2024.

- Employee's 360 Degree Feedback Executive Summary
- Employee's 360 Feedback Report
- 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.
- County Administrator Mokrohisky's Employment Agreement.

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 72 reviewers with 39 returned: a 54% Response Rate.

• Community Partner	10 Responses	26% of total responses
• Peer/Colleague within LC	13 Responses	33% of total responses
• Direct Report	6 Responses	15% of total responses
• Other	7 Response	18% of total responses
• Blank - Did not answer question	3 Responses	8% 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

Themes in the area of Passion to Serve.

Commitment to Public Service and Community

- Passionate representation of the County's mission.
- True heart for public service.
- Energy and engagement in community partnerships.

Leadership and Inspiration

- Genuine, thoughtful leadership.
- Rare ability to inspire and motivate.
- Fosters a culture of appreciation and excellence.
- Role model and mentor.

Respect, Empathy, and Listening Skills

- Respectful and compassionate service to all.
- Excellent listener, considerate of all viewpoints.
- Strives to serve everyone equally with respect and empathy.

Engagement and Connection

- Demonstrates connection to the workplace and community.
- Supports a workforce where everyone belongs and feels valued.
- Engages with state and national leaders, representing the county well.

Innovation and Transparency

- Understands the complexities of the work.
- Works in the best interest of the community with innovative solutions and transparent leadership.

Passion and Sincerity

- Sincere, passionate, and engaging leadership.
- Demonstrates care for both the organization and the community.

Themes in the area of Driven to Connect.

Resilience and Dedication

- Powers through roadblocks.
- Strategic decisions combined with empathetic leadership and unwavering dedication.
- Always available.

Engagement and Presence

- Internal involvement in meetings has declined—needs to be more present.
- Declining effort to connect regularly, though he is pulled in many directions.
- Effective and professional engagement with community partners.
- Prioritizes relationship-building and actively seeks essential connections.

Team Support and Leadership

- Supports and encourages teamwork.
- Provides staff with the support and tools needed for success.
- Fosters a culture of servant leadership, encouraging thoughtful feedback.
- Impact on the team is profound and far-reaching.

Equity and Inclusion

- Embraces equity, respect, and diverse viewpoints.
- Seeks and values different voices in decision-making.
- Demonstrated commitment to partnerships, volunteering, and equity work.

Collaboration and Community Connectivity

- Great collaborator with strong connections in the community.
- Understands the power of engaging everyone and their opinions.
- Solid and successful connections with community partners.

Themes in the area of Focused on Solutions.

Commitment to Improvement and Excellence

- Continuously seeks ways to improve how the County's mission and objectives are achieved.
- Unwavering commitment to excellence and navigating complexities.

Thoughtful Problem-Solving and Innovation

- Thoughtful and strategic approach to problem-solving.
- Encourages new ideas and is open to improvement.
- Creative, innovative, and tenacious in addressing challenges.

Strategic Leadership and Results Orientation

- Results-driven, strategic, and solution-oriented.
- Willing to try new approaches and acknowledges missteps.

Integrity and Accountability

- Operates with integrity and builds trust with both internal and external stakeholders.
- Accepts responsibility rather than assigning blame—practices extreme ownership.

Curiosity and Thought Leadership

- Naturally curious, always searching for solutions that best serve the community.
- Listens well, considers complexities, and is a thought leader in navigating difficult issues.

Themes in the area of People Leadership.

Leadership and Inspiration

- Inspiring leader who pushes for high achievement while demonstrating care and concern.
- Very passionate about the County and excels in reinforcing critical messages.
- Inspires the best in people, encouraging teamwork and innovation.

Support and Mentorship

- Strongly supports staff and is always willing to mentor and invest in their professional development.
- Serves as a role model, showing support and respect for others.

Engagement and Focus

- Inconsistent focus due to being pulled in many directions.
- Actively working to be more engaged and present in meetings.

Innovation and Risk-Taking

- Promotes innovation, encourages risk-taking, and supports "failing forward."

Professional Development and Community Investment

- Cares deeply about the professional development of employees and investing in the community.

Themes in the area of Business Leadership.

Expertise and Business Acumen

- Expert in his field with outstanding business leadership skills.
- Strong business acumen, including listening, asking probing questions, and providing guidance.
- Tremendous understanding of a wide range of issues.

Strategic Vision and Operational Insight

- Ability to see the higher-level view while understanding the impact of line-level process changes.
- Maintains a high bar for performance and models a high-performance work style.

Knowledge and Continuous Learning

- Focused on knowledge acquisition and consistently seeks to expand his expertise.

Mentorship and Influence

- Highly valued as a mentor for his keen business perspective.
- A point of reference for many County Administrators across the country.

Integrity and Trust

- Deeply respected and trusted for his integrity.
- Consistently excels in maintaining high ethical standards and integrity in his work.

Themes in the area of Thought Leadership.

Continuous Learning and Growth

- Voracious learner committed to continuous learning, reflection, and personal growth.
- Always striving to innovate and problem-solve.

Trend Awareness and Connectivity

- Actively connects with and researches the latest trends at national, regional, and local levels.
- Keeps up with emerging trends to stay informed and relevant.

Leadership and Influence

- Demonstrates unwavering dedication to leadership through influence rather than title.
- Brings a strong focus on the future, coupled with curiosity, creativity, and optimism.

Innovation and Creativity

- Innovative by nature, consistently exploring new ideas and approaches.
- A fun and collaborative partner in developing strategic approaches.

Themes in the area of Communication Effectiveness.

Communication Skills

- Strong overall communicator, with communication being a standout skill.
- Excellent at conveying ideas clearly and articulately.
- Able to explain complex issues in simple, understandable ways.

Feedback and Interaction

- Easy to talk to and provides valuable feedback.
- Thoughtful in communication, maintaining an open and approachable style.

Emotional Intelligence

- High emotional intelligence, making him a pleasure to work with.

Public Speaking

- Great speaker who delivers with passion and enthusiasm.

Vision and Style

- Excels in communication, vision, and style, ensuring messages are effectively conveyed.

Themes in the area of Additional Comments

Leadership Excellence

- Outstanding County Administrator; recognized for his exceptional leadership.
- Nationally respected and considered one of the best in his field.

Integrity and Personal Qualities

- Demonstrates integrity, adaptability, perseverance, intelligence, and a strong commitment to excellence.
- Kind, caring, authentic, with a high level of discernment.

Engagement and Connection Building

- Wonderful at building connections, making others feel valued and noticed.
- Remembers little details that make interactions personal and meaningful.

Public Speaking and Audience Engagement

- Skilled at engaging audiences during public speaking events.

Mentorship and Role Modeling

- Serves as a role model and mentor, admired for his forward-focused leadership.

Themes in the area of Opportunities for Improvement

Conflict Resolution

- Step into conflict resolution sooner.

Leadership Cohesion

- Foster a more cohesive leadership approach.

Workload Management and Accessibility

- Continue to monitor the heavy load of commitments while maintaining accessibility when needed.

Board Discussion of Performance

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

- The Board shared appreciation and congratulations to Steve for 10 years of service to the County.
- The Board appreciates the complexity and burden of Steve's position and continues to be impressed with his wealth of knowledge regarding the County's operations and initiatives.
- The Board appreciates Steve's approach to his work, doing it with grace, humility, and diplomacy.
- The Board recognizes that more clarity regarding roles and responsibilities would benefit all parties and lead to better communications and expectation.

The County Administrator and the Board have agreed to the following goals for the 2024-2025 performance period:

1. Refining the rhythm for how Steve connects with each member of the Board.
2. Review the onboarding program for new Commissioners, clarity of roles of the County Administrator and the role of the Board.
3. Maintain/strengthen relationships with regional partners.
4. Continue to advance the County's strategic initiatives, to include the Deflection Program, Public Safety Task Force, Lane Use Evaluation, and the Strategic Planning process.
5. Balance the needs of the organization with the resources available.
6. Create touch points over the next few months to discuss and further refine goals and establish clear expectations from Commissioners on what the Administrator should

focus efforts on in the next year.

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, this year Human Resources reviewed 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.

E. Health Implications

None

F. Analysis

Based on the feedback shared and discussed during the August 27, 2024, Board of County Commissioners Meeting, the County Administrator’s performance rating for 2023-2024 is deemed “Successful”.

G. Alternatives/Options

Option 1: Accept the review as being rated “Successful” for the July 1, 2023 – June 30, 2024, performance review period.

Option 2: The Board can choose to not accept the performance review rating for the County Administrator and substitute a different rating.

IV. RECOMMENDATION

Option 1: Rating of Successful for the July 1, 2023 – June 30, 2024, performance review period.

V. TIMING/IMPLEMENTATION

The County Administrator’s contract renewal will be administered in alignment with the automatic renewal date of November 1, 2024.

VI. ATTACHMENTS

A. Board Order 24-08-27-02

BEFORE THE BOARD OF COMMISSIONERS OF LANE COUNTY, OREGON

ORDER AND RESOLUTION
NO: 24-08-27-02

In the Matter of Documenting the County
Administrator's 2023-2024 Annual
Performance Evaluation Rating and Goals for
the Upcoming Year

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, the Board of Commissioners has conducted Mr. Mokrohisky's tenth annual performance evaluation in August 2024 and that evaluation was deemed Successful; 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 and RESOLVES** as follows:

1. That Steve Mokrohisky continues his employment with Lane County in the position of County Administrator.
2. That the record reflects the annual performance evaluation for Mr. Mokrohisky was completed and is rated as Successful.
3. That the record reflect Mr. Mokrohisky's goals for the coming year are:
 - Refining the rhythm for how Steve connects with each member of the Board.
 - Review the onboarding program for new Commissioners, clarity of roles of the County Administrator and the role of the Board.
 - Maintain/strengthen relationships with regional partners.
 - Continue to advance the County's strategic initiatives, to include the Deflection Program, Public Safety Task Force, Land Use Evaluation, and the Strategic Planning process.
 - Balance the needs of the organization with the resources available.
 - Create touch points over the next few months to discuss and further refine goals and establish clear expectations from Commissioners on what the Administrator should focus efforts on in the next year.

ADOPTED this 27th day of August 2024.

Laurie Trieger, Chair
Lane County Board of Commissioners