

**Thurston Regional Planning Council
Executive Director Evaluation Subcommittee**
March 3, 2017 – 11:00 am – 12:00 noon
2424 Heritage Court SW, Suite A
Olympia, WA 98502

1. **Call to Order**
Chair Tom Oliva
2. **Executive Director Evaluation Materials** **DISCUSSION**
3. **Executive Director Initiatives** **DISCUSSION**
4. **Six-month Evaluation Process** **DISCUSSION**
5. **ADJOURN** **DISCUSSION**

Attachments: Meeting Materials

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MEMBERS:

- City of Lacey
- City of Olympia
- City of Rainier
- City of Tenino
- City of Tumwater
- City of Yelm
- Confederated Tribes of the Chehalis Reservation
- Nisqually Indian Tribe
- Town of Bucoda
- Thurston County
- North Thurston Public Schools
- Olympia School District
- Intercity Transit
- LOTT Clean Water Alliance
- Port of Olympia
- PUD No. 1 of Thurston County

ASSOCIATE MEMBERS:

- Lacey Fire District #3
- Puget Sound Regional Council
- The Evergreen State College
- Thurston Economic Development Council
- Timberland Regional Library

MEMORANDUM

TO: Executive Director Evaluation Subcommittee

FROM: R. Veena Tabbutt, Research & Data Director

DATE: February 24, 2017

SUBJECT: Executive Director Evaluation Materials

PURPOSE

Review Executive Director Evaluation Materials and Discuss Six-Month Evaluation Process.

Summary:

- The new Executive Director will have two evaluations in his first year, a six-month evaluation and an annual evaluation.
- There currently is no process for a six-month evaluation.
- The four steps to the annual appraisal process are as follows:
 - At the beginning of the evaluation period, the subcommittee establishes the initiatives for the Executive Director to accomplish.
 - TRPC members and staff are given the opportunity to provide comments on the Executive Director’s past year’s performance.
 - The subcommittee reviews TRPC and staff comments, and evaluates that year’s set initiatives for completion with the Director.
 - After review of this additional information and subcommittee evaluation, the subcommittee makes merit recommendations to the full Council for review and consideration.
- In January 2000, the Council adopted an Executive Director Performance Appraisal Policy.
- Staff have received feedback that the annual review and evaluation procedures would benefit from a refresh.

REQUESTED ACTION

Discussion of the Executive Director Evaluation.



Marc Daily
Executive Director

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BACKGROUND

This year the subcommittee will undertake five separate tasks. Tasks 1 through 3 will be discussed at your March 2017 meeting.

- Task 1: review the evaluation material and make recommendations to Council regarding any necessary updates.
- Task 2: develop 2017 initiatives for the Executive Director.
- Task 3: develop a six-month evaluation process for the new Executive Director.
- Task 4: undertake the Executive Director's six-month evaluation, with a report back to Council in September, 2017.
- Task 5: undertake the Executive Director's annual evaluation, with a recommendation to be presented to Council at their March 2018 meeting.

TASK 1: Evaluation materials

- **Attachment 1: Executive Director Performance Appraisal Policy:** This is the overall policy for the Executive Director evaluation.
- **Attachment 2: Executive Director Performance Evaluation Form:** This survey is sent out to Council members and staff to solicit feedback. In 2015 it was administered through an online survey. It solicits feedback on the behavioral aspects of the evaluation criteria.
- **Attachment 3: Survey Grade Form:** The subcommittee uses this form to summarize responses from the Performance Evaluation Form/Survey.
- **Attachment 4: Yearly Initiatives Performance Evaluation Form:** The subcommittee uses this form to rate the Executive Director on achieving the yearly initiatives.
- **Attachment 5: Annual Appraisal of Executive Director Numeric Summary:** The subcommittee uses this form to summarize individual subcommittee member results. It covers both the Initiatives (see Task 2) and Behavioral expectations for the Executive Director.

Staff are suggesting some minor changes to the Performance Appraisal Policy (shown in track changes). These changes are housekeeping in nature.

In addition, staff have heard concerns that there is confusion between:

1. The numeric grading on the Executive Director Performance Evaluation Form: 1 (lowest) through 5 (highest).
2. The grading system on the Yearly Initiatives Performance Evaluation Form (A, B, C, D, F).
3. The Evaluation Rating Matrix in the Performance Appraisal Policy used to determine merit pay (A, B+, B, C+, C, D, F).

TASK 2: Initiatives

Each year the subcommittee develops a set of initiatives for the Executive Director. The 2015 Executive Director Initiatives are attached for subcommittee's reference (Attachment 6)

TASK 3: Six-month evaluation process

Discussion of a six-month evaluation process.

THURSTON REGIONAL PLANNING COUNCIL
Executive Director Performance Appraisal Policy

INTRODUCTION

Thurston Regional Planning Council (TRPC) is committed to delivering high quality public service to its citizens. This policy outlines the ~~TRPC~~ process for identifying the performance accomplishments of the Executive Director's position and a consistent standard to provide a merit award based on performance and outstanding service. Thurston Regional Planning Council is a public agency that is governed by a council comprised of elected and appointed officials from jurisdictions and organizations in the Thurston region. The agency – as well as the council – are often referred to as “TRPC.” To distinguish between the two, this document will use “TRPC” when referring to the organization, and the term “Council” when referring to the elected and appointed members of TRPC. This policy shall be effective January 1, 2001.

I. PHILOSOPHY

Thurston Regional Planning Council recognizes that, effective communication of TRPC's goals and objectives to the Executive Director is vital to ensure effective public service. The Council desires to retain and recognize a Director who demonstrates high ethical standards, team orientation, a willingness to accept responsibility for their performance, and to provide overall leadership for the agency.

II. POLICY STATEMENT

It is the policy of the Thurston Regional Planning Council to support and motivate a well-qualified and productive Executive Director, and to encourage and recognize activities that make a positive difference in the lives of the regional residents. Therefore, the Council endorses the use of this Executive Director annual performance appraisal process as a management tool. This tool is to provide a fair and effective method of communicating job performance, expectations, results, and motivation towards the achievement of TRPC goals.

III. PERFORMANCE APPRAISAL FORMS

All Executive Director performance appraisals must be submitted on the standard *Merit Pay Performance Appraisal Form* or a customized version of that form with the same rating factors and scale. No other form shall be acceptable documentation for compensation recommendations.

IV. DEFINITIONS: *(Definitions of performance ratings are illustrative and are not intended to be inclusive nor exclusive of all rating criteria).*

Exceeds Standards (Rating = 4, 3.5, 3)

The performance of the Executive Director reflects work of high achiever to very high achiever for the classification. The Executive Director:

- Makes a contribution to the overall mission success and sets a positive example, which reflects the values of the organization.

- Exceeds the normal scope of the job requirement.;
- Effectively applies advanced or innovative problem-solving techniques.;
- Works independently in a highly competent and reliable manner, requiring little or no supervision.;
- Is sought out by peers, subordinates, and supervisors for advice and opinions, within the scope of the Executive Director's responsibility.;
- Willingly participates in and contributes to successful team efforts, typically becoming the formal or informal team leader.;
- Effectively delegates and develops subordinates/peers, thereby increasing the output of the group.

Meets Standards (Rating = 2.5, 2)

The performance of the Executive Director ranges from that of fully developed achiever, operating with minimal supervision and meeting well-stated objectives to one who makes a solid contribution in response to well-defined instructions and guidance. At this level of performance, the Executive Director:

- Consistently supports the mission and values.
- Performs major aspects of the job well.
- Consistently meets the normal scope of the job's requirements; can occasionally exceed or fall short.
- May apply effective or innovative problem-solving techniques to a job identified as important.
- Generally works as an integral part of a team and contributes effectively as a team member.
- Delegates work and trains or ensures training for subordinates appropriately.

Below Standards (Rating = 1, 0)

The performance of the Executive Director does not consistently meet all job requirements, and the Executive Director needs more supervision than should be required for someone with similar job functions and responsibilities. At this level of performance, the Executive Director:

- Does not perform in a manner that consistently supports the Thurston Regional Planning Council mission and values.
- Consistently performs one or more aspects of the job below expectations and established standards.
- Does not consistently apply problem-solving techniques to situations.
- Requires an unusual amount of supervisory follow-up or monitoring.
- May have difficulty working as part of a team.
- Does not effectively delegate and develop subordinates.

V. COMPENSATION PAYMENT:

This merit evaluation process will occur for the Executive Director's position annually on the individual's anniversary hire date.

Following the end of the evaluation period, the Council shall re-assess the Executive Director's achievements and develop new initiatives (major tasks) and performance standards for the upcoming year. These new standards will be the performance measures for the Executive Director's merit the upcoming year.

Implementation: the Executive Director shall be eligible for a *maximum* award of 3.25 percent of annual salary paid in a lump sum according to the following matrix in this policy. This amount will not be included or added to the Executive Director's base salary.

EVALUATION RATING MATRIX

A	4.00	EXCEEDS
B+	3.50	EXCEEDS
B	3.00	EXCEEDS
C+	2.50	MEETS
C	2.00	MEETS
D	1.00	BELOW
F	0.00	BELOW

RATER AVERAGING MERIT PAY MATRIX

<u>Value Range</u>	<u>Merit Increase</u>
4.00	3.25%
3.50 – 3.99	3.00%
3.00 – 3.49	2.75%
2.50 – 2.99	2.50%
2.00 – 2.49	2.00%
1.00 – 1.99	0.00%
0.00 - 0.99	0.00%

Thurston Regional Planning Council
EXECUTIVE DIRECTOR EVALUATION SURVEY GRADE FORM

Use this form to compile "grade" based on the responses to the online survey – both Council and Staff. Committee responses from this form are used in the "Behavioral Expectations" section of Summary Form.

FINANCIAL ANALYSIS

Grade: _____

The excellent manager interprets financial information to assess short and long term fiscal conditions of the community, determines cost-effectiveness of programs and compares alternative strategies.

BUDGET ANALYSIS & IMPLEMENTATION

Grade: _____

The excellent manager supervises an effective budget through analysis and implementation of responsible financial practices. He or she is able to accomplish the objectives of the Council within the limits of the budget.

INTEGRITY

Grade: _____

The excellent manager bases decisions on sound principles of honesty, transparency, forthrightness, and openness; deals with issues in a straightforward manner; strives for continuous professional and personal improvement; provides dedicated and dependable service; stays focused on the Council mission; and strives to honor the Council's values.

RESOURCE MANAGEMENT

I. In General - The excellent manager takes time to make accurate, timely decisions and to reach sound conclusions, stays focused on long-range goals, is able to accurately forecast resource requirements and is adept at managing daily details. He or she scans national and international trends and identifies relevant opportunities and threats for our region, bringing these to the attention of the Council with guidance and options. He or she conducts routine gap analyses and alerts the Council to emerging changes in local conditions. In consultation with the Council, he or she convenes expert and financial resources to understand and plan for dynamic situations.

Grade: _____

II. Productivity - Organizational Management - The excellent manager provides leadership based upon clearly communicated expectations; develops an organization that uses all available resources; and sets high standards. The excellent manager delegates appropriately and effectively; maintains an awareness of subordinates' performance; inspires confidence and communicates clear goals, direction, standards, and deadlines.

Grade: _____

III. Project Management - The excellent manager uses good judgment in selection of team members; designs workable plans; sets realistic goals; identifies project issues; stimulates creative ideas from others; and conducts effective and efficient meetings. He or she understands and exhibits leadership while planning, organizing, implementing, delegating and controlling separate project phases.

Grade: _____

RELATIONSHIP OF COUNCIL TO STAFF

Grade: _____

The excellent manager facilitates and fosters a relationship with the Council. He or she aligns staff work to the Council's objectives redirecting efforts in order to implement the Council's policies.

SUPPORTS AGENCY DIVERSITY

Grade: _____

The excellent manager understands and values the differences among individuals and communities, and fosters respect for all people and perspectives, internally and externally. He or she creates a safe and welcoming environment for staff, council and guests. He or she uses diversity in outreach, perspectives and the workforce to improve the council's decision making and its representation of the community at large.

IMPLEMENTATION OF COUNCIL STRATEGIC OBJECTIVES

I. In General - The excellent manager works with the Council to develop strategic objectives which include goals, work plans, policies, and the legislative agenda. He or she works with Council members, elected officials, and department directors to successfully implement the Council's strategic objectives. He or she monitors progress and keeps the Council apprised.

Grade: _____

II. Media Relations – The excellent manager communicates information to the media to increase public understanding of Council supported issues and activities. He or she builds a positive relationship with the media.

Grade: _____

COMMUNICATION WITH COUNCIL & COMMUNITY

I. In General - The excellent manager works effectively with the Council and with the greater community. He or she **has** the ability to explain complex subjects in a simple and informative manner. He or she represents the objectives of the Council in the community.

Grade: _____

II. Organizational Participation and Communication - The excellent manager facilitates the flow of ideas, information and understanding between and among individuals, including local elected officials, local public managers (county manager, city managers and administrators, Intercity Transit general manager, Port of Olympia executive director, school superintendents, special purpose governments, etc), local planning directors and agency department directors. He or she coordinates with state agencies, especially WSDOT, regarding transportation.

Grade: _____

III. Customer Satisfaction - The excellent manager understands the importance of satisfying both internal (within the organization) and external customers (members of the public). He or she seeks to better understand and continuously improve processes and makes good use of customer feedback. He or she measures quality against predetermined standards which are continuously modified by customer feedback. The resourceful manager earns the respect of staff and others.

Grade: _____

PRESENTATION SKILLS

Grade: _____

The excellent manager conveys ideas or information effectively to others. Has knowledge of presentation techniques and options. He or she is able to tailor presentations to fit diverse audiences.

Thurston Regional Planning Council
EXECUTIVE DIRECTOR YEARLY INITIATIVES PERFORMANCE EVALUATION FORM

This form is used to “grade” performance based upon yearly initiatives and Director’s self-evaluation. Committee responses from this form are used in the “Initiative” section of the Summary Form.

Employee: Lon Wyrick **Position Title:** Executive Director **Evaluation Period:** January 2015 to December 2015
Type: Progressive Review ___ Annual X Other ___ **Evaluators:** TRPC Chair Virgil Clarkson, Councilmembers Sandra Romero, Alan Vanell, Cynthia Pratt, Dennis McVey, Tom Oliva, Nathaniel Jones

DESCRIPTION OF ASSIGNMENT, BASIC DUTIES AND RESPONSIBILITIES:

Assumes major responsibility for coordinating, approving, and executing policy methods and procedures related to overall agency budget, personnel, planning activities, programs, and projects.

INITIATIVES/ACCOMPLISHMENTS

<u>Instructions</u>	<u>Rating Scale</u>
The Council has approved the following initiative as standards for the Executive Director’s performance in this evaluation period. Please rate the Director’s performance and provide comments in the spaces provided.	A, B = Exceeds Standards C = Meets Standards D, F = Below Standards
Initiative (Major Task)	Rating
General Agency Management <ul style="list-style-type: none"> Develop and establish the 2015 Budgets and work programs as approved by the Council. Organize, assign and develop the staff resources to implement the 2015 programs and develop a staffing resource strategy. Review, negotiate and establish all necessary contracts (office lease, equipment leases, grant agreements, maintenance, inter local agreements, etc.) for 2015. Manage and implement agency Personnel Policies and operating procedures. Oversee closeout of 2014 budget. 	_____
2016 Agency Budget Development <ul style="list-style-type: none"> Coordinate the development of the draft 2016 budgets and work programs for Council review. Present the draft 2016 budget and work programs to the Council, member jurisdictions and other organizations. 	_____
Development and Monitoring of Work Plans <ul style="list-style-type: none"> Direct and monitor 2015 project activities and budget to assure program progress and completion. Ongoing management and fiscal analysis of the 2015 project budgets to assure stewardship and effective use. 	_____
New Program Development/Implementation <ul style="list-style-type: none"> Coordinate the venue preparations and facilitate Council planning on a retreat theme, subject areas and regional issues for a Council retreat for the spring of 2015. Develop necessary work Programs and budgets to implement directions, projects and programs established by the Council at the retreat. (Hopefully “community innovation” idea will spring from retreat discussion.) Develop an ongoing discussion looking at what may be the future innovative community and regional programs, projects or issues the Council should be cultivating and addressing in future work programs. Incorporated and implemented council actions and direction into the development of 2016 budget and work program. Continue to implement, under Council direction, 2015 initiatives (Grant consortium, Functional collaboration...) in 2016 work program. Continue to search for funding and other resources to maintain and implement the products of the Regional Sustainability Plan and the action items from the Department of Energy grant. Establish a more dynamic process for membership input into program development and implementation throughout the year. Continue to grow the agency’s role on JBLM issues and corridor planning efforts as well as managing the UPWP, TIP and other corridor initiatives. Foster, develop and support high value community planning efforts in the region’s smaller jurisdictions. Work with the Council (or Council subcommittee) in reviewing the roles, responsibilities and relationship of the Executive Director and the Council and their formal interaction. 	_____
Agency External Communication and Coordination <ul style="list-style-type: none"> Continue to reinforce agency’s role as a regional convener, facilitator and coordinator. Continue to provide regional leadership in the development of data/statistical information. Enhance the availability and access of the information to the general public through meetings, web site, public presentations. Continue membership outreach program with staff visits, presentations and attendance at member jurisdictions’ meetings and provide input and assistance to them as requested. Initiate new efforts in building stronger relationships with our tribal members and work with them to bring their issues more to the regional table. Undertake a new effort with the Council to identify possible new member’s agencies and grow the regional table in number and diversity. Attend regional, state and federal meetings/conferences representing the agency and Council to build regional knowledge, coordination with other efforts, and to build professional contacts. Continue refining the approach and format of the annual legislative regional information document. Assist the Chair in establishing a legislative subcommittee to develop a Council driven process which results in identification of important regional legislative issues. Maintain and update the Council member orientation document that describes a brief history, organization structure, committee relationships, membership roles and responsibilities and staff structure. This document is to be used each year for formal presentation to new Council members. In coordination with the Chair, act as primary media contact and coordinate agency and Council informational releases. 	_____

Thurston Regional Planning Council
ANNUAL APPRAISAL OF EXECUTIVE DIRECTOR NUMERICAL SUMMARY

Period:

Evaluators:

Initiative	Rater's Grades						Overall Rating*
General Agency Management							
Agency Budget							
Development and Monitoring of Work Programs							
New Program Development / Implementation							
Agency External Communication and Coordination							
Behavioral Expectations	Rater's Grades						Overall Rating
Financial Analysis							
Budget Analysis & Implementation							
Integrity							
Resource Management – In General							
Resource Management – Productivity							
Resource Management – Project Management							
Relationship of Council to Staff							
Supports Agency Diversity							
Implementation of Council Strategic Objectives – In General							
Implementation of Council Strategic Objectives – Media Relations							
Communication with Council & Community – In General							
Communication with Council & Community – Organizational Participation & Communication							
Communication with Council & Community – Customer Satisfaction							
Presentation Skills							
TOTAL							

*The overall rating is the combined Score values by the raters divided by the number of raters. This figure is then utilized in the averaging matrix to establish the merit increase (see next page).

EXECUTIVE DIRECTOR - 2015 INITIATIVES

1. General Agency Management

- a) Develop and establish the 2015 Budgets and work programs as approved by the Council.
- b) Organize, assign and develop the staff resources to implement the 2015 programs and develop a staffing resource strategy.
- c) Review, negotiate and establish all necessary contracts (office lease, equipment leases, grant agreements, maintenance, interlocal agreements, etc.) for 2015.
- d) Manage and implement agency Personnel Policies and operating procedures.
- e) Oversee closeout of 2014 budget.

2. 2015 Agency Budget Development

- a) Coordinate the development of the draft 2016 budgets and work programs for Council review.
- b) Present the draft 2016 budget and work programs to the Council, member jurisdictions and other organizations.

3. Development and Monitoring of Work Plans

- a) Direct and monitor 2015 project activities and budget to assure program progress and completion.
- b) Ongoing management and fiscal analysis of the 2015 project budgets to assure stewardship and effective use.

4. New Program Development/Implementation

- a) Coordinate the venue preparations and facilitate Council planning on a retreat theme, subject areas and regional issues for a Council retreat for the spring of 2015.
- b) Develop necessary work Programs and budgets to implement directions, projects and programs established by the Council at the retreat. (Hopefully "community innovation" idea will spring from retreat discussion.)
- c) Develop an ongoing discussion looking at what may be the future innovative community and regional programs, projects or issues the Council should be cultivating and addressing in future work programs.
- d) Incorporated and implemented council actions and direction into the development of 2016 budget and work program.
- e) Continue to implement, under Council direction, 2015 initiatives (Grant consortium, Functional collaboration...) in 2016 work program.
- f) Continue to search for funding and other resources to maintain and implement the products of the Regional Sustainability Plan and the action items from the Department of Energy grant.
- g) Establish a more dynamic process for membership input into program development and implementation throughout the year.
- h) Continue to grow the agency's role on JBLM issues and corridor planning efforts as well as managing the UPWP, TIP and other corridor initiatives.
- i) Foster, develop and support high value community planning efforts in the region's smaller jurisdictions.
- j) Work with the Council (or Council subcommittee) in reviewing the roles, responsibilities and relationship of the Executive Director and the Council and their formal interaction.

5. Agency External Communication and Coordination

- a) Continue to reinforce agency's role as a regional convener, facilitator and coordinator.
- b) Continue to provide regional leadership in the development of data/statistical information. Enhance the availability and access of the information to the general public through meetings, web site, public presentations.
- c) Continue membership outreach program with staff visits, presentations and attendance at member jurisdictions' meetings and provide input and assistance to them as requested.
- d) Initiate new efforts in building stronger relationships with our tribal members and work with them to bring their issues more to the regional table.
- e) Undertake a new effort with the Council to identify possible new member's agencies and grow the regional table in number and diversity.
- f) Attend regional, state and federal meetings/conferences representing the agency and Council to build regional knowledge, coordination with other efforts, and to build professional contacts.
- g) Continue refining the approach and format of the annual legislative regional information document. Assist the Chair in establishing a legislative subcommittee to develop a Council driven process which results in identification of important regional legislative issues.
- h) Maintain and update the Council member orientation document that describes a brief history, organization structure, committee relationships, membership roles and responsibilities and staff structure. This document is to be used each year for formal presentation to new Council members.
- i) In coordination with the Chair, act as primary media contact and coordinate agency and Council informational releases.