

# County Administrator Annual Review – Self Appraisal

**Employee Name:** Steve Mokrohisky **Position:** County Administrator **Date:** June 2017  


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**Department:** County Administration **Reviewer:**

**LANE COUNTY VALUES**

1 = Unsuccessful    2 = Needs Improvement    3 = Successful Performance    4 = Exceeds Expectations

Value	Describe how the employee’s performance supports Lane County’s Values.	Rating
<p><b>Integrity, Open &amp; Accountable:</b> We are open and accountable for our actions, acting with integrity every day.</p>	<p><u>Employee Comments:</u> We continue to work hard to foster an open, accountable and high integrity culture throughout our organization. Over the past three years we have made many changes to increase openness and transparency by making information easily accessible to all people. A new unity statement approved by the Board and supported by numerous community stakeholders was created by Lane County as part of our response to incidents of hate in the community in late 2016. A new Lane County website was launched in 2016 that creates easy access to important information, including making Board meetings available for live streaming on mobile devices. We also developed core values for our courthouse project that identify openness and accountability as key components of that effort. We have sought to partner with members of the public on important issues such as large events, parks master planning, equity, public safety, poverty, homelessness, mental health and other issues.</p>	
<p><b>Customer Service &amp; Public Engagement</b> We are engaged with our community, providing excellent customer service inside and out, representing Lane County to the best of our ability</p>	<p><u>Employee Comments:</u> We continue to improve customer service and engage the public in new and important ways. We have made significant strides in improving customer service in various areas, including planning and building permit timeliness, waste management credit card payments, and facility improvements at the Public Services Building. When various residents and parks advocates expressed concerns about the Parks Master Plan update process, we listened and adjusted course to be responsive to the needs of our customers. We are also very pleased with the launch a new Lane County website last summer that has significantly improved quality and access to information and services online for our residents.</p>	
<p><b>Pursuit of Excellence &amp; Stewardship</b> We strive for excellence and innovation and value the trust the community places in us to be stewards of their resources.</p>	<p><u>Employee Comments:</u> Lane County’s strategic plan, which was adopted by the Board of Commissioners in 2014, updated quarterly and revised annually, continues to guide our work and focus our efforts on the priorities, objectives and goals established by the Board. We have successfully completed over 18 goals and are now working to achieve additional goals on the revised plan. In addition to quarterly strategic plan updates, we also provide quarterly financial updates with local economic indicators and the status of major funds. Most significantly, we proposed, the Budget Committee unanimously approved and the Board of Commissioners unanimously adopted the Fiscal Year 2017-18 budget that creates long term financial stability and enhances critical services. We closed a \$6 million structural gap in the General Fund and Road Fund with no layoffs or critical service reductions, and no use of reserves for the first time in seven years. Over the past three years we have invested in enhancements to the public safety system, including mental health and supervision services in the jail and prosecution of low level felonies. Additionally, we allocated additional funding for improved customer service in Assessment and Taxation, and funded a new position that will focus on improving equity and access in Lane County, as well as a new procurement coordinator to standardize purchasing. The results of our work to bring greater financial stability are reflected in the announcement by the Oregon Secretary of State’s Office in 2016 to remove Lane County from the state watch list of “high</p>	

	risk” counties in Oregon, a designation Lane County has had since 2012, as well as Moody’s upgrade of Lane County’s bond rating to its highest in history.	
<b>Diversity, Respect &amp; Empathy</b> We value diversity and inclusion, treating all with empathy and respect.	<u>Employee Comments:</u> We pride ourselves on treating others with respect, kindness and understanding. We are listening to different perspectives, working to be responsive to the needs of our residents and forging solutions that address the challenges our community faces. Our equity and human rights plan, that includes five strategies and is supported by the Board of Commissioners, is a highlight of our work in this area. We have hired a new recruitment coordinator who is focused on improving outreach to the community and increasing diversity of applicant pools. We have created and are recruiting for a new equity and access position that will lead a new advisory board, coordinate internal trainings and improve engagement in the community. We have implemented a new requirement for all County employees to complete at least three hours of equity training per year. Also, we have incorporated diversity, respect and empathy as a value that all employees will be rated on as part of annual performance evaluations. Lane County led the way in late 2016 with a community statement of unity that was signed by nearly all cities in Lane County and various community partners in response to incidents of hate and discrimination.	
<b>TOTAL – Add the Ratings</b>		
<b>DIVIDE BY 4 =</b>		

**ROLE BASED COMPETENCIES - Leadership**

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These competencies represent how an employee carries out their role and key skills that are needed to be successful overall in the position.

Competency	Describe and provide specific examples of how an employee demonstrates the following competencies	Rating
<p><b>People Leadership</b></p> <ul style="list-style-type: none"> <li>• Ensures depth of talent (Developing Others)</li> <li>• Invest personally in people</li> <li>• Is an inspiring role model</li> </ul>	<p><u>Employee Comments:</u>                      We have recruited, retained and advanced a strong team of leaders and staff throughout the organization. We have successfully hired a new Director and Assistant Director of Public Works, Director of Operations, Public Information Officer, Land Management Division Manager, Road Maintenance Division Manager, County Engineer, Youth Services Manager, Chief Medical Officer, IS Network and Security managers, Benefits and Wellness Manager, Recruitment Coordinator and Economic Development Manager. Turnover in Public Works, due to the VSIP and retirements, has created a need and opportunity to create a strong leadership team, including a new director and assistant director. I am very pleased with the work of our new Public Works Director and the new Assistant Director he has hired from Coburg. We have implemented a new Lanegenuity program and recognized eight employees and teams for ingenious improvements. We regularly recognize outstanding employees and teams at Board meetings. We have launched a new online employee training program (LEAP) which has bolstered the quality and ease of trainings. We are creating a new leadership development and workforce planning program for employees interested in moving into leadership positions across the organization. We also held the first annual Leadership Summit in December 2016 to great success. While challenges ahead include recruiting and hiring new directors to lead Health and Human Services, and Human Resources, given our track record of success I am confident we will find outstanding individuals to lead those departments. I am pleased to report that to date I have a 100 percent retention rate for all of the positions that report to me over the past three years – retirement is the only reason any of the individuals who work for me have left service.</p>	
<p><b>Business Leadership</b></p> <ul style="list-style-type: none"> <li>• Cultivates high performance</li> <li>• Delivers outstanding results</li> <li>• Demonstrates strong business acumen</li> </ul>	<p><u>Employee Comments:</u>                      When I began service to Lane County in 2014, we committed to creating long term financial stability, while also maintaining and enhancing critical service levels by focusing on reducing internal cost drivers and shifting revenues to align with priorities. I am very pleased that after three years of focused and diligent effort, we have achieved this critical goal. Our continued focus on controlling and reducing health insurance costs has resulted in significant budget savings over the past two years. Shifting to a self-funded health plan, opening a new employee health clinic and negotiating changes to employee contracts have resulted in zero percent increase in health insurance rates over the past three years. Our focus on using one-time resources to pay off one-time expenses, such as debt reduction, has reduced interest rate costs, freed up annual operating resources to invest in services and impacted the Secretary of State’s decision to remove Lane County from the “high risk” watch list and improve our bond rating to a historic level. We have also focused efforts on reducing vehicle and computer costs to save money and not impact services. At the same time that we are working reduce internal expenses, we are also investing in enhanced services that make our community safer, healthier and more vibrant.</p>	

<p><b>Communication Effectiveness</b></p> <ul style="list-style-type: none"> <li>• Communicates effectively</li> <li>• Demonstrates flexibility, agility</li> <li>• Displays a high level of resilience</li> </ul>	<p><u>Employee Comments:</u>  We continue to have a strong focus on ensuring open, honest and effective communication with our employees and the public. We have implemented a number of significant improvements, including a new key communicator network that provides updates on important issues to key stakeholders in the community; regular videos that highlight County services, employees and issues; a monthly electronic employee newsletter; and monthly lunches in departments to ensure direct outreach and engagement. Over the past year, I have spoken at numerous community groups including the Eugene and Springfield chamber local government committees, the Tri-City Chamber of Commerce, Leadership Eugene-Springfield, EWEB, University of Oregon PPPM Leadership class, and the city councils in Florence, Oakridge, Cottage Grove, Coburg and Westfir.</p>	
<p><b>Thought Leadership</b></p> <ul style="list-style-type: none"> <li>• Is mentally curious</li> <li>• Stays ahead of the game, looking forward</li> <li>• Inspires innovation and creativity</li> </ul>	<p><u>Employee Comments:</u>  Our countywide strategic plan and department strategic plans are intended to focus our efforts on short and long range priorities, strategies and goals that make our community safer, healthier and more vibrant. We have developed and launched a new rural prosperity initiative that refocuses our economic development efforts on partnering with rural communities in Lane County. Our nearly two years of developing a detailed needs assessment for a new courthouse facility, as well as securing approximately \$1.4 million in state planning funding and extensive coordination, has led to timely discussions about a number of promising options for the future of the courthouse, city hall and farmers market facilities – and now negotiations on a purchase and sale agreement. We are making several important investments in recruiting, retaining and advancing a quality workforce, including appropriate compensation adjustments based on county comparisons, targeting efforts to reduce health insurance and other internal costs, and leadership development and succession planning. We are pursuing solutions to community challenges through partnership and innovation, as well as continuing to push the limits of what is possible with limited resources.</p>	
<b>TOTAL – Add the Ratings</b>		
<b>DIVIDE BY 4 =</b>		

**INDIVIDUAL GOALS**

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Each person should have between 3-5 job related goals. Goals should cascade from the County’s current strategic priorities: (1) Infrastructure, (2) Vibrant Communities and (3) Safe, Healthy County. These goals represent the job responsibilities, key projects and the scope of the work an employee is responsible for. Goals are specific and measurable.

Goal	Describe using specific results and examples an employee’s accomplishments towards their goals.	Rating
<p><b>Goal 1</b> Develop a balanced budget for FY17-18 that maintains critical services, including investments in the public safety system, while addressing long-term expense pressures created by PERS, health insurance and other costs</p>	<p><u>Employee Comments:</u> The County Administrators Proposed FY17-18 Budget was balanced with no layoffs, no reductions in services and no use of reserves. We have worked collaboratively over the past three years, as a dedicated team of elected and appointed leaders and in partnership with employees and taxpayers, to create long term financial stability through a structurally balanced budget. Over the past two years we have not only balanced the budget without cuts in services, but we have also made targeted investments in strategic priority areas, such as three new mental health positions and a probation officer in the jail to work with offenders and reduce the cycle of crime; a new equity and access position; a new recruitment coordinator to improve quality and diversity of hiring; and a new procurement coordinator to standardize purchasing and improve outreach to local businesses. Our efforts to reduce expenses through a focus on internal costs have been very positive, including three years in a row of no increase in health insurance rates, lowering workers compensation and general liability costs, reducing fleet and computer costs, and reducing debt expenses. As a result of these efforts, Lane County was removed from the Secretary of State’s Office watch list in 2016 and our bond rating was increased to the highest level on record by Moody’s in 2017.</p>	
<p><b>Goal 2</b> Coordinate and advocate for Lane County’s interests in Salem and Washington, DC, seeking to secure state and federal funding for the public safety and health systems, transportation infrastructure, and other critical public services while collaborating with local municipalities, neighbor counties and stakeholders to identify opportunities for meaningful, strategic partnerships</p>	<p><u>Employee Comments:</u> I continue to be actively involved in local, state and federal advocacy for Lane County. As a member of the board of directors for the National Association of County Administrators, as well as the Association of Oregon Counties county administrator network, I have participated in numerous meetings in Washington, DC at the NACo Legislative Conference, as well as the AOC annual conference focused on federal lands management, transportation infrastructure funding, low income housing, mental health services, and health care funding. I have also worked to advocate for Lane County’s interests in Salem with the Governor and Legislature, focused on funding for a future courthouse, as well as transportation, public safety, and health and human service funding. Additionally, I meet regularly with officials from cities throughout Lane County. In addition to regular meetings with Eugene, Springfield and other metro area partners through groups such as SEL and Greater Eugene, Inc, I am also very proud of our efforts to improve relationships with the ten cities outside the metro area and in our rural communities through our new Rural Prosperity Initiative. The joint elected officials meeting in Florence in early 2017 was a wonderful example of continued efforts to reach out to all officials and residents in our community to provide support and leadership for important projects.</p>	
<p><b>Goal 3</b> Support the implementation of Community Health Improvement Plan (CHIP) goals, including partnering with the Poverty and Homelessness Board and key stakeholders to develop supportive housing and emergency shelter solutions</p>	<p><u>Employee Comments:</u> We continue to make progress in focusing our efforts through our strategic plan and Community Health Improvement Plan 2.0. The recent adoption of CHIP 2.0 was a positive step toward cross-disciplinary collaboration between health, human service, transportation and economic development teams. We also continue to make progress on developing supportive housing solutions, including ongoing efforts to site and design long term supportive housing units at Lane County’s MLK campus. We are also supporting additional emergency shelter funding in the FY17-18 budget.</p>	

<p><b>Goal 4</b> Implement the rural economic development plan, including identifying investments in rural community priorities</p>	<p><u>Employee Comments:</u> We have launched the Rural Economic Development Plan, created a new rural coordinator and hired a new person to fill that role. Great progress is being made to support efforts from the Coast to the Cascades, including the Revision Florence effort, outdoor recreation in Oakridge and up the McKenzie River, and along the I-5 corridor. We are also connecting internal resources in various departments in Lane County to ensure that we support cross-functional understanding and capacity to respond and support for the needs of our rural residents.</p>	
<p><b>Goal 5</b> Invest in redevelopment opportunities in Eugene, Springfield and unincorporated Lane County that create jobs, enhance community and raise the median income</p>	<p><u>Employee Comments:</u> I am actively involved with the Greater Eugene, Inc effort and serve as a board member along with Commissioner Leiken in that regional approach to economic development in Lane County. I continue to work with our team to focus our economic development efforts on targeted redevelopment of key corridors, including Goshen, Glenwood and a new courthouse and farmers market in downtown Eugene.</p>	
<p><b>Goal 6</b> Implement the equity and access plan, including improved access to services for underrepresented communities, improved recruitment efforts, engagement with community partners, and creation of a new advisory board.</p>	<p><u>Employee Comments:</u> We created and filled a new Equity Coordinator position, launched the new Equity and Access Advisory Board, and responded to several incidents in our community with support and encouragement through messages of unity and values of respect and inclusion. We have significantly increased the diversity of applicants for positions in Lane County over the past year. Women serve in 50 percent of the leadership roles in Lane County – the highest percentage in the past five years. We created a new purchasing and procurement coordinator position in the FY17-18 budget that will ensure standardization in purchasing practices, reach out to local, minority and women owned businesses, and ensure that taxpayers get the best value and price for services.</p>	
<p><b>Goal 7</b> Secure a location and refine plans for new courthouse development project</p>	<p><u>Employee Comments:</u> We have made great progress over the past year in our efforts to identify and secure the most suitable location for a future courthouse. We successfully facilitated discussion and direction from the Board of Commissioners and Eugene City Council, and are currently in negotiations on a purchase and sale agreement with the City of Eugene for downtown properties for a courthouse, city hall and farmers market. We anticipate that final direction from the Board and Council will be sought by July. I have been actively involved in these discussions and lead a weekly briefing to discuss progress and next steps. I have also been actively involved in discussions with the State of Oregon at the executive, legislative and judicial branches to secure funding for next steps in the project.</p>	
<p><b>Goal 8</b> Develop workforce planning and leadership development programs</p>	<p><u>Employee Comments:</u> We have developed a new leadership training program that provides core functions of leaders for new supervisors. We also launched the first annual Leadership Summit in December 2016 and had approximately 200 supervisors, managers and directors in attendance. This was a wonderful opportunity for leaders throughout Lane County departments to network, share experiences and grow professionally. Additionally, we are in the process of planning for changes in our workforce in the future, including development of a mentoring program that matches aspiring leaders in the organization with established leaders to grow talent from within.</p>	

<p><b>Goal 9</b> Continue to enhance internal and external communications, focusing on openness, accessibility and responsiveness</p>	<p><u>Employee Comments:</u> We continue to reach out to employees and community stakeholders with facts about what is happening in Lane County. Our monthly employee newsletter covers various policy, planning and operational issues. Our key communicator network continues to expand its reach and receives positive feedback from community members. We also produce regular video updates on important issues, such as the annual budget, elections process, youth services, waste management, parks, roads, mental health, public safety and other areas. In addition to numerous news releases, radio, television and print interviews, we are now conducting a monthly radio show on KNDD in Cottage Grove to update on important local issues and will look to expand this model to other rural communities if possible.</p>	
<b>TOTAL – Add the Ratings</b>		
<b>DIVIDE BY NUMBER OF GOALS SET =</b>		

**ADDITIONAL COMMENTS:**

<p><b>Employee Comments:</b></p>	<p>It continues to be a great privilege to serve as Lane County Administrator. I am very pleased with the positive progress we are making as an organization and community, though many challenges remain ahead. I am grateful for the support, collaboration and commitment of the Board of Commissioners, elected and appointed department heads, managers, supervisors and staff throughout the organization, as well as our community partners, residents and taxpayers.</p>
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