



**Executive Committee
December 5, 2018 – 11:30am
Land of Sky Regional Council
339 New Leicester Highway, Suite 140, Asheville, North Carolina 28806**

AGENDA

1. Call to Order (11:30am)

2. Consent Agenda

Consent Agenda items are considered routine and noncontroversial in nature, and are considered and approved by a single motion and vote. If any member of the Executive Committee requests an item be removed from the Consent Agenda for separate consideration and action, that item will be placed under the Business, Updates and Discussion section of the agenda.

- A. October 24, 2018 Executive Committee Meeting Minutes
- B. Appointments to the Senior Tar Heel Legislature
- C. Transportation Demand Management Resolution
- D. Employee Holiday Bonuses

3. Business, Updates and Discussion

- A. Finance Director Position Update
- B. Strategic Plan Update
- C. Human Resources Operations/Craft HR Solutions Update
- D. 2019 Executive Director Performance Review Process

4. Other Items

5. Adjournment



AGENDA ITEM SUMMARY

- Item:** October 24, 2018 Executive Committee Meeting Minutes – 2A
- Nature of Item:** Executive Committee Action Requested (as part of Consent Agenda)
- Attachment(s):** Draft October 24, 2018 Executive Committee Meeting Minutes
- Background:** Attached are the draft minutes for the September 26 Executive Committee meeting.
- Suggested Motion:** Move to approve consent agenda.

**Land of Sky Regional Council
Executive Committee
October 24, 2018**

Minutes

Land of Sky Regional Council's Executive Committee held a meeting on October 24, 2018 at the offices of Land of Sky Regional Council (LOSRC) located in Asheville, NC. Present for the meeting was Chair Larry Harris, Mike Hawkins, Charles Dickens, and Patrick Fitzsimmons. Land of Sky staff present included Justin Hembree, Danna Stansbury, LeeAnne Tucker, Vicki Jennings, and Zia Rifkin (Recording).

Call to Order – Chair Harris called the meeting to order at approximately 11:00am.

Approval of Consent Agenda – The Consent Agenda, including item A. September 26, 2018 Executive Committee Meeting Minutes; B. Money Follows the Person Demonstration Project; and, C. Fiscal Year 2018/2019 Budget Amendment #2 were presented for consideration of approval.

Charles Dickens moved to approve the consent agenda as presented. Mike Hawkins seconded and the motion carried as all were in favor.

New Business, Discussion & Updates

Finance Director Position

Justin Hembree shared an updated on the finance director position, which as been advertised with the NC League of Municipalities, the League of Counties, etc. The closing date for applications is November 5. Moving forward after that date, Justin Hembree communicated that he would like to have a selection committee made up of Board and Executive Committee members, Leadership staff/department heads, etc. to interview selected applicants. Chair Harris suggested Alison Alexander and Jonathan Kanipe be a part of the interview team, if they were available. He also suggested that other members of the Executive Committee could let Justin know if they would like to be a part of the application review and interview team.

Justin Hembree communicated that if the Executive Committee were willing, he would suggest that he be appointed as Interim Finance Director. He noted, as well, that previously, he and Danna Stansbury were formally appointed as Deputy Finance Directors. Additionally, he requested reconfirmation of the appointment of Danna as Deputy Associate Finance Director and the appointment of Arlene Wilson to the same Deputy Associate Finance Director position. Justin Hembree shared that this could be important as a way of providing three sets of eyes to review financial documents (time sheets, contracts, invoices, etc.) He also shared that his signature is already on LOSRC checks. The finance director hand signs checks. Under the suggested scenario, Justin Hembree would handle required pre-audits, Danna Stansbury would sign checks and Arlene Wilson would be the third person who reviews pre-audits and checks. Obviously, when a new finance director is hired the financial structure would revert to normal. He also explained that Arlene Wilson was the finance director when Bob Shepherd was executive director of LOSRC. Justin Hembree shared about Wanda Clark, who has been processing payroll since Rose Sabo retired at the end of September. His second request to the Executive Committee was for temporary pay increases for Arlene Wilson and Wanda Clark during the interim finance director period. The third request is to authorize the Executive Director to hire temporary staff as needed. Justin Hembree explained that the temporary staff would be hired to backfill to assist Zia Rifkin as she may be called upon to assist with Workforce financials. Chair Harris suggested holding off on hiring any temporary staff.

Patrick Fitzsimmons moved to authorize Justin Hembree as Interim Finance Director and to appoint Danna Stansbury and Arlene Wilson as Deputy Assistant Finance Directors. In addition, the motion included authorization for temporary pay raises of 15% for Arlene Wilson and Wanda Clark during the interim finance director period. Mike Hawkins seconded the motion.

Discussion occurred about suggestions that Vickie Thomas had shared during her exit interview, which included back filling some capacity on the Workforce funding side of things. Justin Hembree noted that as the organization moves forward after a new finance director is hired, the organization is at a point where a very insightful conversation could occur with candidates for the finance director position.

The motion carried upon a vote.

Justin Hembree clarified that he does exit interviews for leadership level staff and there is a formal exit interview process, which Danna conducts for staff at other levels. Chair Harris shared it might be good to take a peek at the formal exit interview process and to request that Vickie Thomas complete that process. Chair Harris also wondered if by signing off on a hold harmless clause as part of the exit interview, that the organization would be covered against liability. Justin Hembree offered to run this by Drew Pollick with Craft HR Solutions when he meets with him next. Discussion occurred that HR opinions would be sought and any changes necessary to the process would be implemented.

Strategic Plan

Justin Hembree shared that essentially the draft strategic plan is the skeleton of what could become the strategic plan. The strategic planning committee met on October 23 and reviewed the draft, which is a working plan with strategies and goals. Moving forward, indicators of success could be added to the final strategic planning document. Justin Hembree noted that the committee has recommended that the draft be shared today with the full board and that they be requested to provide their input no later than November 9. During the same time, input is going to be gathered from leadership and staff. The other thing that the committee has suggested is to set up a process for the January Board meeting for the full Board to break out into smaller groups and have a facilitated discussion of the strategic plan document, with the goal of the full Board taking action at the February meeting. Justin Hembree affirmed that the committee would be meeting in November (after the 9th). He also noted that input has been received from various levels at this point.

Chair Harris communicated that it could be beneficial to create a communications committee to assist the Board in determining presenters for Board meetings, etc. Charles Dickens shared a concern that the components of LOSRC have their own strategic plans and he wondered if the various plans recognize the existence of these other plans? Chair Harris noted that the goal is to have that recognition. Charles Dickens continued that with the Aging Department, there are many advisory committees, who may or may not interact or have reasonable knowledge of each other. Patrick Fitzsimmons noted that the strategic plans should be complimentary to each other, making sure those do not compete or contradict each other. Justin Hembree noted that Leadership staff could pay particular attention to this issue when reviewing the LOSRC strategic plan. Charles Dickens noted that the AAA Aging Plan is dependent upon the State Aging Plan, which does not provide flexibility to the local agencies to not use it. Chair Harris communicated that it may be beneficial to have a permanent, long-range planning committee, who could review the strategic plan annually. Justin Hembree noted that it would take continuous work to keep the plan aligned and on task. Chair Harris concurred that there was a need to keep Leadership on board with the strategic planning. He noted too, that it would be good to put the strategic plan on the agenda every 6 months. Justin Hembree shared that this relates to organization capacity. Mike Hawkins communicated that every agenda item that goes before the Transylvania County Commission ties to some part of the County's strategic plan.

No action requested at this time- informational item only.

March 2019 Officer and Executive Committee Elections/Nominating Committee

Justin Hembree shared that he and Chair Harris have conversed about beginning the process of developing the Nominating Committee; this would give plenty of time to give consideration to whom would be good to serve on the committee. Justin Hembree clarified that in the past, the Immediate Past Chair, the Chair and another member of Executive Committee would get together to put forth a slate of officers for the annual meeting in March. Chair Harris said it would be good to determine that process during today's meeting. He continued that if someone would like to serve with him on the Nominating Committee, to approach some of the new faces who have been very involved, it would be good to begin the conversations sooner rather than later. Chair Harris reviewed the by-laws, which provide the structure for the Executive Committee. Clarification was provided that Executive Committee terms were one-year; however, it is not uncommon for the Chair or other Officers to serve consecutive terms. Charles Dickens confirmed he would roll-off the Executive Committee, as he is no longer the Aging Services rep.

Discussion occurred if Mike Hawkins and Patrick Fitzsimmons were willing to continue, which they affirmed. Justin Hembree shared that John Mitchell is willing to continue, but he could also want someone else to assume the position he has filled. Justin Hembree suggested that the Executive Committee could authorize Larry Harris as the Chair of the Nominating Committee, who could seek out additional Delegates for the committee. Chair Harris suggested Mike Hawkins and Patrick Fitzsimmons assist him on the committee, which they affirmed they were willing to undertake. Justin Hembree shared the agenda for the Board meeting could be modified to add the Nominating Committee under New Business.

Patrick Fitzsimmons moved that the recommendation to the Board be that the Executive Committee serve as the Nominating Committee. Mike Hawkins seconded and the motion carried without further discussion.

Fiscal Year 2018/2019 Pay Adjustments Clarification

Justin Hembree shared that the pay adjustments approved at the September meeting, authorizing staff to implement year two of the Council's Pay and classification plan in compliance with the Policy Statement inadvertently omitted part-time employees, which are long-term employees who are very valuable to the work of LOSRC. Today's policy statement clarifies that these permanent part-time employees be included in the 2% pay raise.

Mike Hawkins moved to approve the Revised Fiscal Year 2018/2019 Employee Pay Adjustments Policy Statement and to authorize staff to implement year two of the Council's Pay and Classification Study in compliance with the policy statement. Charles Dickens seconded and the motion carried as all were in favor.

Parrish, Campbell, & Shepherd Awards

Justin Hembree shared that the December Board of Delegates meeting has been set aside as a time to recognize this year's recipients of the Parrish, Campbell and Shepherd Awards. Traditionally, nominations are accepted from the Board of Delegates and those nomination forms are in their meeting packet today. The Executive Committee normally has conversations identifying folks who may become the recipients of these awards if nominations are not forthcoming from Delegates. Justin Hembree noted that a deadline to return nominations would be set at the Board meeting today. Chair Harris suggested the Friday before Thanksgiving as the deadline for receiving nominations. Justin Hembree shared that would provide sufficient time to finalize nominations and for the awards to be procured. Mike Hawkins requested that a list of previous awardees be shared.

No action requested at this time- information only.

Other Items

Draft financial statements should be available for Justin Hembree and Arlene Wilson to review within the next week. After that, the audit would be presented to the Local Government Commission (LGC) for their review and approval. Valerie Kiger, with Cannon and Company would give a presentation of the audit to Executive Committee and the full Board once the LGC has approved it.

Justin Hembree noted that Buncombe County has approved the amended lease. He noted that he would share the draft statements with Executive Committee. The deadline for the audit to go to the LGC is October 31. Once the LGC has reviewed the audit they would issue a letter saying the audit has been accepted by the LGC. Discussion occurred if the Board should have an audit committee to review the draft financial statements. Chair Harris requested that Justin Hembree clarify whether or not Executive Committee would need to approve the draft audit report, which he communicated he would do.

Mike Hawkins moved to enter closed session to discuss a personnel matter. Patrick Fitzsimmons seconded and the motion carried without further discussion.

Closed session

Adjournment

Upon entering regular session, once again, Chairman Harris adjourned the meeting, as there was no further business.



AGENDA ITEM SUMMARY

- Item:** Appointments to the Senior Tar Heel Legislature – 2B
- Nature of Item:** Executive Committee Action Requested (as part of Consent Agenda)
- Attachment(s):** Background Information and Recommendation from LeeAnne Tucker, AAA Director
- Background:** Each of the 100 North Carolina counties is entitled to one Delegate and one Alternate to the Senior Tar Heel Legislature (STHL). All Delegates and Alternates must be at least 60 years of age and be residents of their respective counties.
- Suggested Motion:** Move to approve consent agenda.

Senior Tar Heel Legislature (STHL)

Background

Each of the 100 North Carolina counties is entitled to one Delegate and one Alternate to the Senior Tar Heel Legislature (STHL). All Delegates and Alternates must be at least 60 years of age and be residents of their respective counties.

The Area Agencies on Aging are responsible for the selection of the Delegates and Alternates working closely with the counties for their input and suggestions. Based on the applications received, the Area Agency on Aging recommends the following to represent Region B in the Senior Tar Heel Legislature for the 2019-2020:

County	Delegate	Alternate
Buncombe County	Gene Knoefel	Susan Schiemer
Henderson County	Don Streb	Ruthie Rosauer
Madison County	Jan Lounsbury	Sherrye Perry
Transylvania County	Pat Roberts	Vacant

Request

We request the Executive Committee approve the above applicants for the 2019-2020 North Carolina Senior Tar Heel Legislature.

Submitted by,

LeeAnne Tucker
Director, Area Agency on Aging



AGENDA ITEM SUMMARY

- Item:** Transportation Demand Management Resolution – 2C
- Nature of Item:** Executive Committee Action Requested (as part of Consent Agenda)
- Attachment(s):** Background Information and Recommendation from Erica Anderson, Economic and Community Development Director; Transportation Demand Management FY19 Program Resolution
- Background:** In January 2015, Council approved the initial TDM Program funding which utilized \$37,500 in NCDOT funding with a local match of \$37,500 provided with STP-DA set aside funds through the French Broad River MPO. The project continues today and we have reached the three year anniversary of GO Mountain Commuting.
- At this time, Council is being requested to authorize LOSRC to make the annual TDM grant application to NCDOT. NCDOT has \$45,000 available for State TDM funding for the FBRMPO region (Buncombe, Haywood, Henderson, Madison and Transylvania Counties). The local match will be provided with STP-DA funding at a level of \$50,000 per year for three years (making local funding for the program available through FY2019).
- Suggested Motion:** Move to approve consent agenda.

Subject: Transportation Demand Management Program Grant

Item Number: Consent Agenda

Responsible Party: Erica Anderson Director of Economic and Community Development

Attachment(s): Transportation Demand Management Program Resolution

Background: In January 2015, Council approved the initial TDM Program funding which utilized \$37,500 in NCDOT funding with a local match of \$37,500 provided with STP-DA set aside funds through the French Broad River MPO. The project continues today and we have reached the three year anniversary of GO Mountain Commuting.

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Staff Recommendation: Approval

Suggested Motion(s): If not pulled, the NC Dept. of Transportation Resolution for the TDM Program will be accepted as part of the motion to approve the consent agenda.

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TRANSPORTATION DEMAND MANAGEMENT FY 19 PROGRAM RESOLUTION

Applicant seeking permission to apply for Transportation Demand Management Program (TDM) funding, enter into agreement with the North Carolina Department of Transportation, provide the necessary assurances, and the required local match

A motion was made by _____ and seconded by _____
_____ for the adoption of the following resolution, and upon being put to a vote was duly adopted.

WHEREAS, Article 2B of Chapter 136 of the North Carolina General Statutes and the Governor of North Carolina have designated the North Carolina Department of Transportation (NCDOT) as the agency responsible for administering federal and state public transportation funds; and

WHEREAS, the North Carolina Department of Transportation receives funds from the North Carolina General Assembly to provide assistance for TDM programs; and

WHEREAS, the purpose of these transportation funds is to provide grant monies to local agencies for the provision of TDM program services and activities;

WHEREAS, Land of Sky Regional Council hereby assures and certifies that it will comply with the state Statutes, regulations, executive orders, and all administrative requirements related to the applications made to and grants received from the North Carolina Department of Transportation;

NOW, THEREFORE, be it resolved that the Executive Director, or designee of Land of Sky Regional Council is hereby authorized to submit a grant application for state funding, provide the required local match, make the necessary assurances and certifications and be empowered to enter into an agreement with the NCDOT to provide TDM management services and activities.

I, _____, _____, do hereby certify that the above is a true and correct copy of an excerpt from the minutes of a meeting of the Land of Sky Regional Council duly held on the ____ day of _____.

Signature of Certifying Official

***Note that the authorized official, certifying official, and notary public should be three separate individuals.**

Seal Subscribed and sworn to me (date) _____

*Notary Public **

Seal

Printed name and address

My commission expires (date) _____



AGENDA ITEM SUMMARY

- Item:** Employee Holiday Bonuses – 2D
- Nature of Item:** Executive Committee Action Requested (as part of Consent Agenda)
- Attachment(s):** Background Information and Recommendation from Justin Hembree, Executive Director
- Background:** Each December the Executive Committee approves holiday bonuses for employees. The attached information details the calculation method for the bonuses and shows the bonus amount for each employee. The holiday bonus program was included as part of the benefit analysis for the most recent pay and classification study and this year's bonuses are included in the adopted FY 18/19 budget.
- Suggested Motion:** Move to approve consent agenda.

MEMORANDUM

TO: Executive Committee
FROM: Justin Hembree, Executive Director
DATE: December 5, 2018

SUBJECT: Holiday Bonus

The Council has paid holiday bonuses given out near Christmas for many years. In 1991, a progressive system was established to determine the amount of bonus for each employee based on his or her years of service as follows:

Less than 3 years	\$ 50.00
3 years but less than 5	\$ 75.00
5 years +	\$100.00

The Council pays both the employer's and the employee's share of FICA taxes so that the net amount of the check is equal to the amount listed above.

Based on the above system, bonuses for 2018 would cost the Council approximately \$4,487.56 (\$3,850.00 plus employee FICA of \$318.78 and employer FICA of \$318.78).

For others who serve the Council directly, gift certificates have been given to express appreciation of their contributions to LOSRC. The following are recommended for this form of recognition at the amount shown:

Terry Albrecht	WRP Program Mgr	\$ 50.00
Joe Bell	Maintenance	\$ 50.00
Leslie Clay	Maintenance	\$ 50.00
Allison Climo	Aging Contractor	\$ 50.00
Marilyn De Marino	Aging	\$ 50.00
Chris Dobbins	ECD/WRP	\$ 50.00
Amy Fisher	Aging Intern	\$ 50.00
Barbara Henderson	Aging	\$ 50.00
Jean Keen	Finance	\$ 50.00
Linda Kendall	Aging Contractor	\$ 50.00
Tom Kimmel	WRP	\$ 50.00
Mar Littlejohn	Aging	\$ 50.00
Jim Meyer	Aging Volunteer	\$ 50.00
Tracy Wahl	Brownfields Program	\$ 50.00
Sandra Steers	Aging	\$ 50.00
TOTAL		\$750.00

Recommendation: Approval

Staff Responsible: Justin Hembree

Hire Date	Years at	First, MI	Last Name	Check	Gross	FICA	LOS	total	Calculated
	12/19/2018	Name					FICA	expense	FICA
5/13/1977	41.63	Wanda M.	Clark	100.00	108.28	8.28	8.28	116.56	8.28
3/23/1981	37.77	William M.	Eaker	100.00	108.28	8.28	8.28	116.56	8.28
7/1/1981	37.49	Arlene W.	Wilson	100.00	108.28	8.28	8.28	116.56	8.28
6/20/1998	20.51	Geraldine	Ballew	100.00	108.28	8.28	8.28	116.56	8.28
11/1/1998	20.15	Carol A.	McLimans	100.00	108.28	8.28	8.28	116.56	8.28
5/22/2000	18.59	Lesa L.	Tucker	100.00	108.28	8.28	8.28	116.56	8.28
9/2/2003	15.31	Stacy H.	Friesland	100.00	108.28	8.28	8.28	116.56	8.28
9/8/2003	15.29	Jonathan E.	Beck	100.00	108.28	8.28	8.28	116.56	8.28
7/5/2005	13.47	Christina M.	Giles	100.00	108.28	8.28	8.28	116.56	8.28
8/18/2005	13.35	Sherry J.	Christenson	100.00	108.28	8.28	8.28	116.56	8.28
3/27/2006	12.74	Danna L.	Harrell-Stansbury	100.00	108.28	8.28	8.28	116.56	8.28
3/5/2007	11.80	Rose M.	Sabo	100.00	108.28	8.28	8.28	116.56	8.28
1/21/2008	10.92	Howard R.	Jordan	100.00	108.28	8.28	8.28	116.56	8.28
3/31/2008	10.73	Jan	Foster	100.00	108.28	8.28	8.28	116.56	8.28
2/14/2009	9.85	Dolores K.	Hanak	100.00	108.28	8.28	8.28	116.56	8.28
2/16/2009	9.84	Victoria M.	Jennings	100.00	108.28	8.28	8.28	116.56	8.28
3/16/2009	9.77	Patricia M.	Hilgendorf	100.00	108.28	8.28	8.28	116.56	8.28
3/24/2010	8.75	Erica M.	Anderson	100.00	108.28	8.28	8.28	116.56	8.28
4/18/2011	7.68	Lyubov I.	Zuyeva	100.00	108.28	8.28	8.28	116.56	8.28
5/2/2011	7.64	Zia	Rifkin	100.00	108.28	8.28	8.28	116.56	8.28
1/1/2012	6.97	Barbara N.	Darby	100.00	108.28	8.28	8.28	116.56	8.28
5/21/2012	6.58	Justin B.	Hembree	100.00	108.28	8.28	8.28	116.56	8.28
10/6/2012	6.21	Vicki L.	Eastland	100.00	108.28	8.28	8.28	116.56	8.28
1/1/2013	5.97	Nancy J.	Hogan	100.00	108.28	8.28	8.28	116.56	8.28
1/1/2013	5.97	Ruth E.	Price	100.00	108.28	8.28	8.28	116.56	8.28
7/1/2014	4.47	Julia T.	Gibson	75.00	81.21	6.21	6.21	87.42	6.21
8/18/2014	4.34	Tristan E.	Winkler	75.00	81.21	6.21	6.21	87.42	6.21
9/8/2014	4.28	Stephanie M.	Stewart	75.00	81.21	6.21	6.21	87.42	6.21
2/23/2015	3.82	Martha A.	Whisenhunt	75.00	81.21	6.21	6.21	87.42	6.21
3/23/2015	3.75	Lawrence D.	Lytle	75.00	81.21	6.21	6.21	87.42	6.21
3/26/2015	3.74	Kimberly W.	Ward	75.00	81.21	6.21	6.21	87.42	6.21
3/30/2015	3.73	Zachary M.	Schmitt	75.00	81.21	6.21	6.21	87.42	6.21
8/17/2015	3.34	Shante T.	Menken	75.00	81.21	6.21	6.21	87.42	6.21
1/1/2016	2.97	Nathan C.	Ramsey	50.00	54.14	4.14	4.14	58.28	4.14
3/15/2016	2.76	Richard F.	Rozzelle	50.00	54.14	4.14	4.14	58.28	4.14
4/25/2016	2.65	Glenda L.	Brown	50.00	54.14	4.14	4.14	58.28	4.14
4/28/2017	1.64	Carol	Allison	50.00	54.14	4.14	4.14	58.28	4.14
5/17/2017	1.59	Charles I.	Lee	50.00	54.14	4.14	4.14	58.28	4.14
5/22/2017	1.58	Heather N.	Sickle	50.00	54.14	4.14	4.14	58.28	4.14
10/23/2017	1.16	Mary J.	Roderick	50.00	54.14	4.14	4.14	58.28	4.14
12/11/2017	1.02	Adrienne D.	Isenhower	50.00	54.14	4.14	4.14	58.28	4.14
1/3/2018	0.96	Nicholas W.	Kroncke	50.00	54.14	4.14	4.14	58.28	4.14
1/17/2018	0.92	Tanya A.	Carver	50.00	54.14	4.14	4.14	58.28	4.14
6/11/2018	0.52	Melissa R.	Wright	50.00	54.14	4.14	4.14	58.28	4.14
7/2/2018	0.47	Gail J.	Hickman	50.00	54.14	4.14	4.14	58.28	4.14
7/2/2018	0.47	Sara H.	Nichols	50.00	54.14	4.14	4.14	58.28	4.14
8/9/2018	0.36	Cori M.	Search	50.00	54.14	4.14	4.14	58.28	4.14
10/15/2018	0.18	Sandra L.	Fore	50.00	54.14	4.14	4.14	58.28	4.14
				3,850.00	4168.78	318.78	318.78	4487.56	318.91



AGENDA ITEM SUMMARY

- Item:** Finance Director Position Update – 3A
- Nature of Item:** Update/No Action Requested
- Attachment(s):** None
- Background:** Staff will provide an update on the recruitment and selection process for the Finance Director position.
- Suggested Motion:** No action requested.



AGENDA ITEM SUMMARY

- Item:** Strategic Plan Update – 3B
- Nature of Item:** Update/No Action Requested
- Attachment(s):** Strategic Plan Working Draft (updated after last Strategic Planning Committee meeting)
- Background:** Staff will provide an update on the development of the strategic plan.
- Suggested Motion:** No action requested.

Land of Sky Regional Council
Strategic Plan
2019 – 2024
Working Draft Document

Our Vision: To be a catalyst for increasing the economic competitiveness and quality of life for our region, while being recognized as a leading regional development organization in the nation.

Our Mission: To partner with our local governments to identify and address relevant and emerging issues in Buncombe, Henderson, Madison, and Transylvania counties, while providing creative solutions and excellence service in the delivery of programs for our region.

Our Core Values: **Service** – We exist to serve our local governments.

Collaboration – We work as a team to assist our local governments and key partners in meeting their challenges, and strive to bring the region together to face challenges in a unified way.

Accountability – We take responsibility for our actions as a team and as individuals.

Resiliency – We face challenges head-on with determination and optimism.

Trust – We build trust through transparency.

Innovation – We always seek out new ways to address challenges, old or new, internal or external.

- Strategic Priorities:**
- 1) Evaluate, improve, and expand services based on input from local governments and key partners.
 - 2) Foster existing partnerships and build new relationships with local government leaders, regional allies, state officials, and federal partners.
 - 3) Evaluate, expand, and build organizational capacity.

Strategic Priority 1: Evaluate, improve, and expand services based on input from local governments and key partners.

Goal 1.1: Develop and implement a comprehensive process for informing and obtaining input from all of the region's local governments concerning Land of Sky's value, relevance, services, and partnership opportunities.

Strategy 1.1.1: Conduct face-to-face interviews with elected and senior appointed officials from the 20 local government jurisdictions in the region.

Strategy 1.1.2: Design and distribute a survey instrument to all local elected and senior appointed officials in the region.

Strategy 1.1.3: Design and implement a method for receiving continuous feedback from all local elected and senior appointed officials in the region.

Indicators of Success: Example: x number of face-to-face interviews within x months;

Goal 1.2: Develop and implement a comprehensive process for obtaining input from regional partners concerning Land of Sky's value, relevance, services, and partnership opportunities.

Strategy 1.2.1: Identify key regional partners.

Strategy 1.2.2: Conduct face-to-face interviews with identified regional partners.

Strategy 1.2.3: Design and distribute a survey instrument to all regional partners.

Strategy 1.2.4: Design and implement a method for receiving continuous feedback from all regional partners.

Indicators of Success:

Goal 1.3: Based on input from local governments and regional partners, conduct a comprehensive assessment of Land of Sky's services and programs.

Strategy 1.3.1: Identify programs and services that should be expanded.

Strategy 1.3.2: Identify needed program and service improvements.

Strategy 1.3.3: Identify programs and services that should be scaled back or eliminated.

Strategy 1.3.4: Identify new programs and services that should be offered.

Indicators of Success:

Strategic Priority 2: Foster existing partnerships and build new relationships with local government leaders, regional allies, state officials, and federal partners.

Goal 2.1: Enhance communications with local governments and regional organizations.

Strategy 2.1.1: Develop and implement a comprehensive strategy for outreach, marketing, and engagement.

Strategy 2.1.2: Design and implement a process for informing local governments and regional partners about possible or anticipated emerging issues and, in turn, for obtaining feedback concerning such issues.

Strategy 2.1.3: Increase the number of and involvement with affiliate Council members.

Indicators of Success:

Goal 2.2: Improve experiences for those attending Board of Delegates meetings and work to increase attendance numbers for the meetings.

Strategy 2.2.1: Create a Program and Communications Committee made up of Board of Delegates members to assist staff with meeting agendas, publications, and activities.

Strategy 2.2.2: Develop and implement a system for continuously soliciting input from local governments for ways to improve Board of Delegates meetings.

Strategy 2.2.3: Create and implement a new Council orientation program.

Strategy 2.2.3: Implement technology that allows for remote participation in meetings.

Indicators of Success:

Goal 2.3: Take a more active role in relationship building and advocacy efforts at the state and federal levels.

Strategy 2.3.1: Create a Legislative Relations Committee.

Strategy 2.3.2: Take steps to ensure broad attendance by state and federal officials at the Council's annual barbecue event.

Strategy 2.3.3: Collaboratively develop a regional legislative priority list.

Indicators of Success:

Strategic Priority 3: Evaluate, expand, and build organizational capacity.

Goal 3.1: Evaluate Council operations to ensure internal capacity is adequate for current and future program requirements.

Strategy 3.1.1: Work to identify efficiencies through examining work processes to capitalize on individual strengths, technology, and creativity.

Strategy 3.1.2: Ensure administrative and finance capacity are at adequate levels to ensure organizational programmatic compliance.

Strategy 3.1.3: Evaluate future space needs to ensure program expansion needs can be met.

Strategy 3.1.4: Evaluate the current organizational structure and make necessary changes to enhance effectiveness and efficiency.

Strategy 3.1.5: Identify other regional councils to serve as a benchmark for Land of Sky.

Indicators of Success:

Goal 3.2: Design and implement a formal staff development system.

Strategy 3.2.1: Implement a comprehensive performance evaluation process for all staff.

Strategy 3.2.2: Implement a system to develop custom professional improvement plans for each staff member.

Indicators of Success:

Goal 3.3: Explore options for diversifying revenue streams.

Strategy 3.3.1: Examine the formation of a non-profit.

Strategy 3.3.2: Examine forging relationships with private foundations.

Strategy 3.3.3: Examine the expansion of existing and creation of new fee-for-service activities.

Indicators of Success:

Goal 3.4: Implement and continuously update processes and procedures to ensure accountability and transparency for Land of Sky operations and transactions.

Strategy 3.4.1: Identify and monitor specific operations and transactions that should receive oversight beyond local, state and/or federal compliance regulations.

Strategy 3.4.2: Develop and implement a system of checks and balances for specific operations and transactions that should receive additional oversight.

Strategy 3.4.3: Create a process to periodically review operations and transactions to determine if additional operations and transactions should be added to the oversight list.

Indicators of Success:



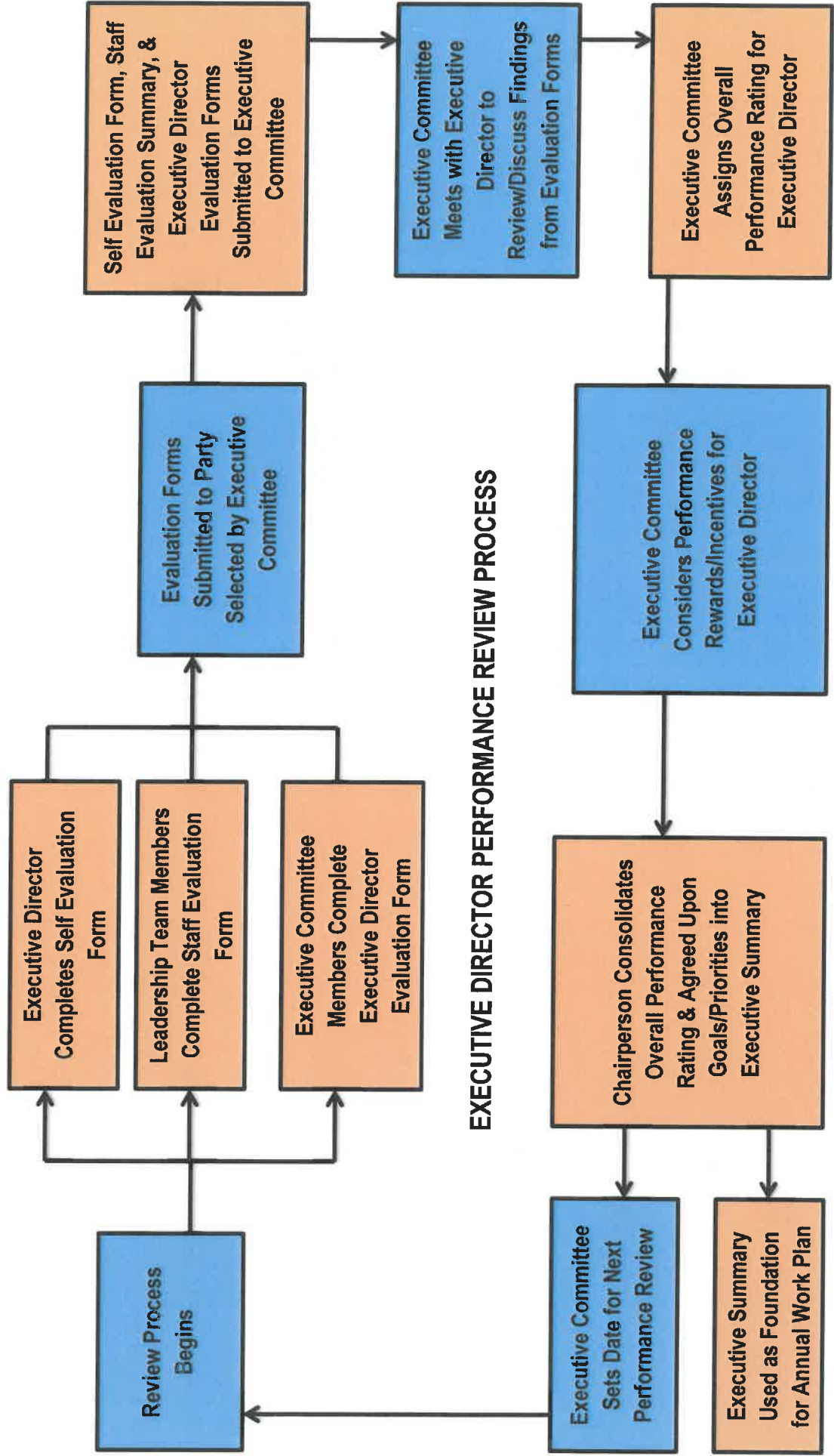
AGENDA ITEM SUMMARY

- Item:** Human Resources Operations/Craft HR Solutions Update – 3C
- Nature of Item:** Update/No Action Requested
- Attachment(s):** None
- Background:** Staff will provide an update on the organization's human resources operations and work with Craft HR Solutions.
- Suggested Motion:** No action requested.



AGENDA ITEM SUMMARY

- Item:** 2019 Executive Director Performance Review Process – 3D
- Nature of Item:** Information/No Action Specific Requested
- Attachment(s):** Performance Review Forms and Documents
- Background:** The Executive Committee will continue discussions concerning the Executive Director's performance review for 2019.
- Suggested Motion:** No specific action requested.



**Land of Sky Regional Council
Executive Director Performance Evaluation Form**

SECTION 1 – BEHAVIORS

<p>1. Collaboration: Develops and maintains cooperative and trusting relationships with LOSRC member governments, elected officials, regional public and private organizations, and state and federal officials and agencies. Supports and provides leadership in regional collaborative initiatives for inclusive and comprehensive planning and problem solving, forging of alliances, creating a shared vision, and mobilizing resources to meet the needs of LOSRC member governments in the region.</p>	
Performance Level Descriptors	Performance Level (Circle One)
<p>Fails to establish consistent dialogue with other entities. Unable to provide effective leadership and planning which creates doubt and uncertainty as to direction that is being taken. Develops few relationships with other entities and places existing relationships at risk. Fails to secure support by other entities of shared goals and vision.</p> <p>Uses current procedures and processes to maintain a competent dialogue with other entities. Demonstrates willingness to share information. Maintains cooperative relationships with regional interests. Sees the “whole picture” and considers the best interests of all concerned parties. Succeeds on a consistent basis in maintaining current relationships and joining collaborative initiatives.</p> <p>Initiates communications and fosters developing relationships with member governments, LOSRC Council members, elected officials, and regional public/private organizations. Provides strong, supportive leadership and identification of collaborative problem solving techniques. Seeks out and fosters new relationships. Sought by others to provide direction in bringing parties together to accomplish common regional goals or resolve complex problems.</p>	<p>Ineffective</p> <p>Moderately Effective</p> <p>Effective</p> <p>Highly Effective</p> <p>Exceptionally Effective</p>
Supporting Statements, Comments, Examples	

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2. Commitment to the Region: Continuously acts to maintain and enhance the quality of place for the region through effective planning and management of LOSRC services, programs, and functions. Ensures actions taken and results achieved are consistent with the culture and environment desired by LOSRC member governments. Assists the Executive Committee and Council in devising plans and initiatives to promote and serve LOSRC member governments and the region's interests, and effectively responds to changing circumstances without negatively impacting the region's quality of place.

Performance Level Descriptors	Performance Level (Circle One)
<p>Does not seek out opportunities to improve services and programs. Is not prepared or willing to entertain suggestions for improvement. Allows needs of one constituency to overshadow broader regional quality of place concerns. Does not consider input from LOSRC member governments or other stakeholders in devising plans and actions.</p> <p>Evaluates areas for improvement on a continual basis. Fosters involvement of LOSRC member governments, elected officials, and staff in implementing regional quality of place initiatives. Supports and implements regional quality of place enhancements through effective management of time and resources.</p> <p>Foresees changes necessary to maximize work efficiency in completing tasks for maintaining and enhancing regional quality of place. Provides integral support to LOSRC member governments in devising innovative plans and strategies to better serve the region. Devises creative means to supplement and stretch resources and improves management of services and programs to promote regional quality of place. Promotes pride and ownership for regional quality of place among all stakeholders.</p>	<p>Ineffective</p> <p>Moderately Effective</p> <p>Effective</p> <p>Highly Effective</p> <p>Exceptionally Effective</p>

Supporting Statements, Comments, Examples

<p>3. Communications: Demonstrates ability to convey information to others clearly and concisely in a written and/or verbal manner on a timely basis. Serves as an effective advocate in communicating support for LOSRC programs and plans. Continually evaluates and enhances methods to provide information to the widest audience possible through effective use of resources and technology. Employs knowledge of interpersonal and group communication principles and skills and abilities in listening and persuasion in order to maintain and foster positive relationships with a variety of individuals, staff, organizations, and agencies both within and outside the region.</p>	
Performance Level Descriptors	Performance Level (Circle One)
<p>Fails to communicate issues on a timely and/or consistent basis. Fails to provide information to those who need it, and provides too much information to those who do not. Communications are often not credible or unpersuasive, or create confusion and misunderstanding. Communications are poorly organized and ill-prepared, inaccurate, and inconsistent. Poor advocate for LOSRC and the region as a whole.</p>	<p>Ineffective</p>
<p>Consistently presents information in a clear, well-organized, and effective manner. Written and oral presentations are well conceived and logical. Gives and receives information and feedback to promote open communication. Listens and responds well to others with necessary consideration and sensitivity. Recognized advocate for LOSRC and the region as a whole.</p>	<p>Moderately Effective</p>
<p>Excellent listener and exceptional communicator. Communications are sound, effective, and often creative. Absorbs and synthesizes information and skillfully articulates complex ideas and concepts. Masterful at dialogue and discussion. Responds to difficult or sensitive situations with appropriate diplomacy. Seeks out opportunities to serve as a speaker or moderator in presenting and advocating LOSRC plans and programs.</p>	<p>Effective</p>
	<p>Highly Effective</p>
	<p>Exceptionally Effective</p>
Supporting Statements, Comments, Examples	

<p>4. Policy Facilitation: Evaluates LOSRC policies and programs, services, and budgets to identify appropriate changes to improve outcomes and perceptions of LOSRC interests. Facilitates LOSRC effectiveness by assisting in the development of policy agendas. Recognizes interdependence of LOSRC with key actors in the region, and builds cooperation and consensus among and within diverse groups by helping to identify common goals.</p>	
Performance Level Descriptors	Performance Level (Circle One)
<p>Fails to conduct consistent or concrete evaluation of policies, programs, services, and budgets. Develops new policy alternatives only as directed. Ineffective in providing assistance in the development of policy agendas. Does not seek input of affected groups on current or proposed policies and programs. Inhibits LOSRC's ability to evaluate and set policies by failing to provide sound information.</p> <p>Uses appropriate levels of analysis in evaluating existing and proposed policies, generating ideas, and selecting actions. Solicits and uses advice from others, and promotes involvement of key regional actors in identifying ways to meet regional needs. Recognizes emerging issues and need for change. Develops and implements appropriate plans to improve operations and services. Ensures LOSRC member governments are well informed on current plans and resulting outcomes. Ensures LOSRC member governments receive sound advice and information for the evaluation of policy initiatives.</p> <p>Uses ongoing and systematic approaches to identify opportunities for policy enhancements to promote continuous improvement in programs and services. Able to create consensus and support for policy initiatives among diverse groups with sometimes differing view points. Is recognized as a key resource and advisor in devising policy changes and program enhancements. Devises strategies that anticipate all likely problems and issues to ensure successful implementation of policy initiatives.</p>	<p>Ineffective</p> <p>Moderately Effective</p> <p>Effective</p> <p>Highly Effective</p> <p>Exceptionally Effective</p>
<p>Supporting Statements, Comments, Examples</p>	

<p>5. Resource Management: Ensures resources – human, material, and fiscal – are used wisely, and resource use is monitored and controlled effectively. Regularly explores opportunities for cost reduction and revenue enhancement. Considers financial impact before decisions are made.</p>	
Performance Level Descriptors	Performance Level (Circle One)
<p>Fails to use controls to influence efficiency of cost effectiveness. Consistently shows significant budget variances without acceptable justification. Often wastes resources by not carefully analyzing impact of decisions. Fails to follow up when resources are not properly used.</p> <p>Uses available controls and procedures to monitor resource use effectively, and devises appropriate and timely corrective actions as necessary. Efficiently uses resources by evaluating alternatives. Budget variances are within acceptable limits.</p> <p>Develops and implements innovative methods to enhance effectiveness in planning, monitoring, and controlling resources. Aggressively seeks out methods to enhance efficiency and cost reduction. Conducts innovative and comprehensive analyses of resource impacts during all decision making processes.</p>	<p>Ineffective</p> <p>Moderately Effective</p> <p>Effective</p> <p>Highly Effective</p> <p>Exceptionally Effective</p>
<p>Supporting Statements, Comments, Examples</p>	

6. Responsiveness: Demonstrates attitude of respect and openness to LOSRC member governments, elected officials, public/private organizations, and other key holders. Facilitates the flow of ideas. Develops appropriate responses to meet the best interests of LOSRC member governments and the region as a whole.

Performance Level Descriptors	Performance Level (Circle One)
<p>Is discourteous, unhelpful or abrasive to LOSRC member governments and other key stakeholders. Regularly is the source of complaints regarding poorly handled situations. Creates suspicion and distrust. Works against good governance by impeding active participation of others through failure to share information.</p> <p>Is courteous, sincere, and positive in attitude and responses to LOSRC member governments and key stakeholders. Shows willingness to be helpful and responds promptly and effectively to inquiries and requests. Regularly participates in forums to promote understanding of LOSRC policies and programs. Promotes active participation in good governance.</p> <p>Consistently displays diplomacy and tact when responding to others. Displays a positive attitude toward others and desire to serve is contagious. Takes initiative in seeking out opportunities to promote understanding and support of LOSRC. Welcomes input and even criticism from others, and regards such as important in planning and developing responses to best meet the needs of LOSRC member governments and the region as a whole.</p>	<p>Ineffective</p> <p>Moderately Effective</p> <p>Effective</p> <p>Highly Effective</p> <p>Exceptionally Effective</p>
Supporting Statements, Comments, Examples	

SECTION 2 – PERFORMANCE OBJECTIVES/GOALS

Goal 1:				
Measures & Standards	<p>A.</p> <p>B.</p> <p>C.</p>			
Performance Achieved (Narrative Description):				
Performance Level (Circle One):				
Ineffective	Moderately Effective	Effective	Highly Effective	Exceptionally Effective

Goal 2:				
Measures & Standards	<div style="display: flex; flex-direction: column; justify-content: space-around; align-items: center;"> A. B. C. </div>			
Performance Achieved (Narrative Description):				
Performance Level (Circle One):				
Ineffective	Moderately Effective	Effective	Highly Effective	Exceptionally Effective

Goal 3:				
Measures & Standards	A. B. C.			
Performance Achieved (Narrative Description):				
Performance Level (Circle One):				
Ineffective	Moderately Effective	Effective	Highly Effective	Exceptionally Effective

SECTION 3 – PERFORMANCE SUMMARY

Behaviors:

	Performance Level	Comments
1. Collaboration		
2. Commitment to Quality of Place		
3. Communications		
4. Policy Facilitation		
5. Resource Management		
6. Responsiveness		

Performance Objectives/Goals:

	Performance Level	Comments
Goal 1		
Goal 2		
Goal 3		

Overall Performance Level Achieved (Circle One):

Ineffective Moderately Effective Effective Highly Effective Exceptionally Effective

Summary Discussion:

Signatures:

Chair, Land of Sky Regional Council

Date

Executive Director, Land of Sky Regional Council

Date

Land of Sky Regional Council Executive Director Self Evaluation Form

SECTION 1 – NARRATIVE

1. What progress have you made in accomplishing Executive Committee/Council mandated goals?
2. In the absence of Executive Committee/Council mandated goals, what goals have you set and what progress have you made in accomplishing these goals?
3. What other accomplishments have you had that were not part of the goals set at your last evaluation?
4. What obstacles or setbacks did you encounter during the year?
5. What do you see as your major goals for the next evaluation period?
6. What can the Executive Committee/Council do to help you accomplish these goals?
7. What suggestions do you have for improving the effectiveness of the relationship between you and the Executive Committee/Council?
8. Do you have specific training needs that the Executive Committee/Council can facilitate? How will this training help in meeting your goals?
9. Are there other issues you wish to address or comments you wish to share? criticisms

SECTION 2 – BEHAVIORS

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	<p>Highly Effective</p>
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<p>Supporting Statements, Comments, Examples</p>	

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Supporting Statements, Comments, Examples

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Supporting Statements, Comments, Examples	

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Supporting Statements, Comments, Examples	

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Supporting Statements, Comments, Examples	

**Land of Sky Regional Council
Executive Director Staff Evaluation Form**

SECTION 1 – DAY TO DAY MANAGEMENT

<u>Action</u>	Performance Level (Circle One)				
Gives clear direction and instructions.	Always	Almost Always	At Times	Rarely	Never
Plans, organizes, and monitors staff schedules and workloads so that adjustments can be made when necessary.	Always	Almost Always	At Times	Rarely	Never
Understands my job.	Always	Almost Always	At Times	Rarely	Never
Gives timely feedback on my performance.	Always	Almost Always	At Times	Rarely	Never
Gives constructive feedback on my performance.	Always	Almost Always	At Times	Rarely	Never
Delegates duties and responsibilities to me based on my skills.	Always	Almost Always	At Times	Rarely	Never
Involves me in identifying and solving problems.	Always	Almost Always	At Times	Rarely	Never
Encourages creativity and innovation.	Always	Almost Always	At Times	Rarely	Never
Fosters an environment that supports constructive risk taking.	Always	Almost Always	At Times	Rarely	Never
Is open to alternative strategies, methods, and/or techniques for achieving results.	Always	Almost Always	At Times	Rarely	Never
Respects an individual's method to achieve results as long as the methods do not conflict with LOSRC policies.	Always	Almost Always	At Times	Rarely	Never
Holds me responsible for my performance.	Always	Almost Always	At Times	Rarely	Never
Seems to hold others responsible for their performance.	Always	Almost Always	At Times	Rarely	Never
Supports LOSRC goals, objectives, and adopted policies.	Always	Almost Always	At Times	Rarely	Never
Effectively uses available resources.	Always	Almost Always	At Times	Rarely	Never

<u>Action</u>	Performance Level (Circle One)				
Emphasizes quality customer service as a top priority.	Always	Almost Always	At Times	Rarely	Never
Recognizes staff who provide good customer service.	Always	Almost Always	At Times	Rarely	Never
Makes decisions that are consistent with LOSRC policies and values.	Always	Almost Always	At Times	Rarely	Never
Is accessible, visible, and available.	Always	Almost Always	At Times	Rarely	Never
Is a good listener.	Always	Almost Always	At Times	Rarely	Never
Promotes a two way flow of information and communication.	Always	Almost Always	At Times	Rarely	Never
Is responsive and flexible in addressing my concerns.	Always	Almost Always	At Times	Rarely	Never
Explains the reasons for decisions made.	Always	Almost Always	At Times	Rarely	Never
Is effective with verbal communication.	Always	Almost Always	At Times	Rarely	Never
Is effective with written communication.	Always	Almost Always	At Times	Rarely	Never
Reacts calmly and appropriately to situations.	Always	Almost Always	At Times	Rarely	Never
Is honest.	Always	Almost Always	At Times	Rarely	Never
Treats individuals with respect and dignity.	Always	Almost Always	At Times	Rarely	Never
Resolves conflicts in the workplace.	Always	Almost Always	At Times	Rarely	Never
Acts to a non-discriminatory and harassment-free workplace.	Always	Almost Always	At Times	Rarely	Never
Seeks objective solutions to problems.	Always	Almost Always	At Times	Rarely	Never

<u>Action</u>	Performance Level (Circle One)				
Is fair and equitable.	Always	Almost Always	At Times	Rarely	Never
Sets an example for commitment to LOSRC's values.	Always	Almost Always	At Times	Rarely	Never
Provides recognition and positive reinforcement.	Always	Almost Always	At Times	Rarely	Never
Makes personnel decisions based on equity and fairness.	Always	Almost Always	At Times	Rarely	Never
Demonstrates a personal commitment to teamwork.	Always	Almost Always	At Times	Rarely	Never
Is sensitive to cultural differences.	Always	Almost Always	At Times	Rarely	Never
Effectively uses my skills and talents to accomplish LOSRC's work.	Always	Almost Always	At Times	Rarely	Never
Knows my career goals.	Always	Almost Always	At Times	Rarely	Never
Helps identify the training I need to improve my skills.	Always	Almost Always	At Times	Rarely	Never
Assists in obtaining the training or opportunities I need to improve my skills.	Always	Almost Always	At Times	Rarely	Never
Has sufficient technical expertise to assist in solving work-related problems.	Always	Almost Always	At Times	Rarely	Never
Makes periodic visits to my office.	Always	Almost Always	At Times	Rarely	Never
Keeps me informed on LOSRC initiatives, direction, and policies.	Always	Almost Always	At Times	Rarely	Never
Makes individuals feel a part of the LOSRC Team.	Always	Almost Always	At Times	Rarely	Never

SECTION 2 – STRENGTHS AND AREAS FOR IMPROVEMENT

Strengths: Based on your experience, what areas would you consider as the Executive Director's strongest professional attributes?

Suggested Improvements: Based on your experience, what areas would you suggest the Executive Director work to improve in order to be a more effective leader?

SECTION 3 – BEHAVIORS

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Supporting Statements, Comments, Examples	

2. Commitment to the Region: Continuously acts to maintain and enhance the quality of place for the region through effective planning and management of LOSRC services, programs, and functions. Ensures actions taken and results achieved are consistent with the culture and environment desired by LOSRC member governments. Assists the Executive Committee and Council in devising plans and initiatives to promote and serve LOSRC member governments and the region's interests, and effectively responds to changing circumstances without negatively impacting the region's quality of place.

Performance Level Descriptors	Performance Level (Circle One)
<p>Does not seek out opportunities to improve services and programs. Is not prepared or willing to entertain suggestions for improvement. Allows needs of one constituency to overshadow broader regional quality of place concerns. Does not consider input from LOSRC member governments or other stakeholders in devising plans and actions.</p> <p>Evaluates areas for improvement on a continual basis. Fosters involvement of LOSRC member governments, elected officials, and staff in implementing regional quality of place initiatives. Supports and implements regional quality of place enhancements through effective management of time and resources.</p> <p>Foresees changes necessary to maximize work efficiency in completing tasks for maintaining and enhancing regional quality of place. Provides integral support to LOSRC member governments in devising innovative plans and strategies to better serve the region. Devises creative means to supplement and stretch resources and improves management of services and programs to promote regional quality of place. Promotes pride and ownership for regional quality of place among all stakeholders.</p>	<p>Ineffective</p> <p>Moderately Effective</p> <p>Effective</p> <p>Highly Effective</p> <p>Exceptionally Effective</p>

Supporting Statements, Comments, Examples

<p>3. Communications: Demonstrates ability to convey information to others clearly and concisely in a written and/or verbal manner on a timely basis. Serves as an effective advocate in communicating support for LOSRC programs and plans. Continually evaluates and enhances methods to provide information to the widest audience possible through effective use of resources and technology. Employs knowledge of interpersonal and group communication principles and skills and abilities in listening and persuasion in order to maintain and foster positive relationships with a variety of individuals, staff, organizations, and agencies both within and outside the region.</p>	
<p>Performance Level Descriptors</p>	<p>Performance Level (Circle One)</p>
<p>Fails to communicate issues on a timely and/or consistent basis. Fails to provide information to those who need it, and provides too much information to those who do not. Communications are often not credible or unpersuasive, or create confusion and misunderstanding. Communications are poorly organized and ill-prepared, inaccurate, and inconsistent. Poor advocate for LOSRC and the region as a whole.</p>	<p>Ineffective</p>
<p>Consistently presents information in a clear, well-organized, and effective manner. Written and oral presentations are well conceived and logical. Gives and receives information and feedback to promote open communication. Listens and responds well to others with necessary consideration and sensitivity. Recognized advocate for LOSRC and the region as a whole.</p>	<p>Moderately Effective</p>
<p>Excellent listener and exceptional communicator. Communications are sound, effective, and often creative. Absorbs and synthesizes information and skillfully articulates complex ideas and concepts. Masterful at dialogue and discussion. Responds to difficult or sensitive situations with appropriate diplomacy. Seeks out opportunities to serve as a speaker or moderator in presenting and advocating LOSRC plans and programs.</p>	<p>Effective</p>
	<p>Highly Effective</p>
	<p>Exceptionally Effective</p>
<p>Supporting Statements, Comments, Examples</p>	

<p>4. Policy Facilitation: Evaluates LOSRC policies and programs, services, and budgets to identify appropriate changes to improve outcomes and perceptions of LOSRC interests. Facilitates LOSRC effectiveness by assisting in the development of policy agendas. Recognizes interdependence of LOSRC with key actors in the region, and builds cooperation and consensus among and within diverse groups by helping to identify common goals.</p>	
Performance Level Descriptors	Performance Level (Circle One)
<p>Fails to conduct consistent or concrete evaluation of policies, programs, services, and budgets. Develops new policy alternatives only as directed. Ineffective in providing assistance in the development of policy agendas. Does not seek input of affected groups on current or proposed policies and programs. Inhibits LOSRC's ability to evaluate and set policies by failing to provide sound information.</p> <p>Uses appropriate levels of analysis in evaluating existing and proposed policies, generating ideas, and selecting actions. Solicits and uses advice from others, and promotes involvement of key regional actors in identifying ways to meet regional needs. Recognizes emerging issues and need for change. Develops and implements appropriate plans to improve operations and services. Ensures LOSRC member governments are well informed on current plans and resulting outcomes. Ensures LOSRC member governments receive sound advice and information for the evaluation of policy initiatives.</p> <p>Uses ongoing and systematic approaches to identify opportunities for policy enhancements to promote continuous improvement in programs and services. Able to create consensus and support for policy initiatives among diverse groups with sometimes differing view points. Is recognized as a key resource and advisor in devising policy changes and program enhancements. Devises strategies that anticipate all likely problems and issues to ensure successful implementation of policy initiatives.</p>	<p>Ineffective</p> <p>Moderately Effective</p> <p>Effective</p> <p>Highly Effective</p> <p>Exceptionally Effective</p>
<p>Supporting Statements, Comments, Examples</p>	

5. Resource Management: Ensures resources – human, material, and fiscal – are used wisely, and resource use is monitored and controlled effectively. Regularly explores opportunities for cost reduction and revenue enhancement. Considers financial impact before decisions are made.	
Performance Level Descriptors	Performance Level (Circle One)
<p>Fails to use controls to influence efficiency of cost effectiveness. Consistently shows significant budget variances without acceptable justification. Often wastes resources by not carefully analyzing impact of decisions. Fails to follow up when resources are not properly used.</p> <p>Uses available controls and procedures to monitor resource use effectively, and devises appropriate and timely corrective actions as necessary. Efficiently uses resources by evaluating alternatives. Budget variances are within acceptable limits.</p> <p>Develops and implements innovative methods to enhance effectiveness in planning, monitoring, and controlling resources. Aggressively seeks out methods to enhance efficiency and cost reduction. Conducts innovative and comprehensive analyses of resource impacts during all decision making processes.</p>	<p>Ineffective</p> <p>Moderately Effective</p> <p>Effective</p> <p>Highly Effective</p> <p>Exceptionally Effective</p>
Supporting Statements, Comments, Examples	

<p>6. Responsiveness: Demonstrates attitude of respect and openness to LOSRC member governments, elected officials, public/private organizations, and other key holders. Facilitates the flow of ideas. Develops appropriate responses to meet the best interests of LOSRC member governments and the region as a whole.</p>	
Performance Level Descriptors	Performance Level (Circle One)
<p>Is discourteous, unhelpful or abrasive to LOSRC member governments and other key stakeholders. Regularly is the source of complaints regarding poorly handled situations. Creates suspicion and distrust. Works against good governance by impeding active participation of others through failure to share information.</p>	<p>Ineffective</p>
<p>Is courteous, sincere, and positive in attitude and responses to LOSRC member governments and key stakeholders. Shows willingness to be helpful and responds promptly and effectively to inquiries and requests. Regularly participates in forums to promote understanding of LOSRC policies and programs. Promotes active participation in good governance.</p>	<p>Moderately Effective</p>
<p>Consistently displays diplomacy and tact when responding to others. Displays a positive attitude toward others and desire to serve is contagious. Takes initiative in seeking out opportunities to promote understanding and support of LOSRC. Welcomes input and even criticism from others, and regards such as important in planning and developing responses to best meet the needs of LOSRC member governments and the region as a whole.</p>	<p>Effective</p> <p>Highly Effective</p> <p>Exceptionally Effective</p>
Supporting Statements, Comments, Examples	