



**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
- Tumwater 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:** Thurston Regional Planning Council

**FROM:** TRPC Executive Director Evaluation Subcommittee  
 Nathaniel Jones, Chair  
 Cynthia Pratt, Secretary  
 Carolyn Cox  
 EJ Zita  
 LG Nelson

**DATE:** February 22, 2019

**SUBJECT:** Executive Director Annual Evaluation

Program Area	Mission Statement
MPO/RTPO	
X Core Services	D, E
Contract Services	
Grant Services	

**PURPOSE**

Facilitate council member input on the Executive Director's annual evaluation.

**Summary:**

- Council policy requires an Annual evaluation of the Executive Director
- The Executive Director Evaluation Committee developed a process that provides the opportunity for full council and Transportation Policy Board input on the Executive Director's performance. TRPC staff were also invited to provide input
- Marc prepared his self-evaluation to assist the Council's evaluation
- Council member and Transportation Policy Board evaluation forms were due by February 19, 2019
- The evaluation subcommittee will meet on February 22, 2019
- The Council will hold an executive session at the March 1, 2019, meeting to finalize the evaluation

**REQUESTED ACTION**

Review the subcommittee's evaluation recommendations and finalize the Executive Director's annual performance evaluation.



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 Executive Director

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## BACKGROUND

At the January 2019 meeting the Council appointed an Executive Director Evaluation Committee comprised of Chair – Nathaniel Jones, Secretary – Cynthia Pratt, Carolyn Cox, EJ Zita, and LG Nelson. The evaluation process uses the procedures updated by the 2018 Executive Director Evaluation Committee (see attached).

Per the policy, Council and Transportation Policy Board members were invited to fill out an evaluation form by February 19, 2019. TRPC staff were also invited to complete an evaluation form. The Executive Director Evaluation Committee will meet on February 22, 2019, to review the evaluation forms and develop a recommendation for the full Council. At the March 1<sup>st</sup> meeting, the Council will hold an executive session to discuss the evaluation and then reconvene in the public meeting to finalize the Executive Director's one-year evaluation.

Attachment: Performance & Initiatives Plan

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**Thurston Regional Planning Council  
EXECUTIVE DIRECTOR - 2019 YEARLY PERFORMANCE & INITIATIVES PLAN**

**GENERAL EXECUTIVE DIRECTOR PERFORMANCE EXPECTATIONS**

1. **Budget Management** - The excellent manager develops and strategically uses the budget to accomplish the objectives of the Council.
2. **Integrity** - 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.
3. **Vision** - The excellent manager is constantly looking to the future and strategizing next steps. 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.
4. **Effectiveness** - 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.
5. **Leadership** - The excellent manager uses good judgment in selection of staff and team members; designs workable plans; sets realistic goals; 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 the work of the agency. He or she develops staff ability, cross-trains for resilience and plans for succession. He or she earns the respect of staff, members, and the community.
6. **Council Engagement** - The excellent manager seeks feedback and fosters input from Council members. He or she aligns staff work to the Council's objectives redirecting agency efforts in to implement the Council's goals and strategies.
7. **Diversity** - 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.
8. **Strategic Planning and Action** - 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.
9. **Community Engagement** - The excellent manager works effectively with the greater community. He or she explains complex subjects in a simple and informative manner and tailor presentations to fit diverse audiences. He or she represents the objectives of the Council in the community. He or she builds a positive relationship with the media. He or she coordinates with state agencies, especially WSDOT, regarding transportation.

**10. Communication** - The excellent manager facilitates the flow of ideas, information and understanding between and among individuals, groups and organizations. He or she seeks to better understand and continuously improve communication, and effectively provides and receives feedback. The excellent manager clearly communicates in oral and written communications and is proficient in modern communication methods (e.g., social media).

## **SPECIFIC 2019 EXPECTATIONS AND INITIATIVES**

### **1. Budget and Fiscal Management**

- a) Develop and establish the 2019 Budgets and work programs as approved by the Council.
- b) Review, negotiate and establish all necessary contracts (office lease, equipment leases, grant agreements, maintenance, interlocal agreements, etc.) for 2019.
- c) Ongoing management and fiscal analysis of the 2019 project budgets to assure stewardship and effective use
- d) Coordinate the development of the draft 2020 budgets and work programs for Council review.
- e) Present the draft 2020 budget and work programs to the Council, member jurisdictions and other organizations.
- f) Oversee closeout of 2018 finances.
- g) Continue close budget management to help ensure a second year of an even or positive balance by 2019 closeout.**
- h) Near the end of 2019, begin lease negotiations with current building owner. Review office space requirements and assess whether moving offices would be beneficial to the agency from a budget and operations perspective.**

### **2. Development and Monitoring of Work Plans and Staffing**

- a) Direct and monitor 2019 project activities and budget to assure program progress and completion.
- b) Organize, assign and develop the staff resources to implement the 2019 programs and develop a staffing plan.
- c) Manage and implement agency Personnel Policies and operating procedures.
- d) By May of 2019, complete all necessary requirements (at no cost to the agency) to maintain Project Management Professional (PMP) certification from the Project Management Institute.**
- e) Continue to monitor and refine agency project management processes to ensure efficient, effective delivery of high quality products.**

### **3. New Program Development/Implementation**

- a) 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.
- b) Incorporate and implement council actions and direction into the development of 2019 budget and work program.
- c) 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.
- d) Establish a more dynamic process for membership input into program development and implementation throughout the year.
- e) 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.
- f) Foster, develop and support high value community planning efforts in the region's smaller jurisdictions.

- g) **Coordinate the venue preparations and facilitate Council planning on a retreat theme, subject areas and regional issues for a Council retreat in July 2019. Complete a strategic plan update following the Council retreat.**
- h) **Work with Council officers to ensure that Council agendas have opportunities for members to ask questions and interact – as opposed to agendas that are too full with presentations.**
- i) **Continue working with partners and WSDOT to secure funding to evaluate congestion and estuary habitat issues associated with I-5 through north Thurston County.**

#### **4. 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) 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.
- f) 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.
- g) In coordination with the Chair, act as primary media contact and coordinate agency and Council informational releases.
- h) **Continue to represent the Regional Transportation Planning Organizations at the Secretary of Transportation's Practical Solutions Roundtable.**
- i) **Continue to participate in the Secretary of Transportation's Cooperative Automated Transportation Infrastructure Workgroup and bring lessons learned to the TPB and Council.**