



TO: Board of County Commissioners
FROM: Gary Schmidt, County Administrator
RE: **Performance Review of County Administrator and County Counsel**
DATE: September 3, 2025

REQUEST: Approve an Administrator and Counsel performance review process.

BACKGROUND: The County has used a variety of processes and staff to conduct annual performance reviews for the County Administrator and County Counsel.

Previous Performance Review Processes

Prior to 2017

- Human Resources (HR) Director compiled feedback from each Commissioner, some years also from peers and subordinates
- Administrator and Counsel each prepared a report on their accomplishments and progress towards goals
- Board used Executive Session, including with HR Director, to review documentation and establish goals for the upcoming period

2017-2018

- Board hired an external consultant, *HR Answers*, to facilitate the process (\$11,025 for first year, \$8,820 for the second)
- Performance evaluation and pay increase decisions occurred separately
- Performance evaluation summarized progress made on previous year's goals and established new goals based on Performance Clackamas, Core Values and stakeholder feedback gathered by *HR Answers*
- *HR Answers* presented documentation at Executive Session

2019-2020

- Board brought process in house (without consultant)
- Performance evaluation and pay increase decisions continued to be separate
- HR administered stakeholder feedback survey and summarized results
- 6-month check in at Executive Session on progress and updates to expectations
- Board Chair established timeline and reminders for the process

2021-2024

- Similar to 2019 process, with updates to responsibilities (Attachment #1)
- HR-administered stakeholder feedback survey was adjusted yearly through coordination with Chair, Administrator, and Counsel
- HR and Board Chair together established timeline and roles for the process

External Options for Consideration:

The Board requested research on external consultants to conduct the performance review processes for Administrator and Counsel. HR received two replies:

Vendor	Services	Price Estimate
Executive Forum	Facilitated analysis of Skillscope + Compass online stakeholder with self-assessment survey tool and/or interviews, summary, development-focused coaching session	\$6,240 - \$9,360, plus travel
Prothman	Stakeholder feedback via electronic forms, provides summary of results, facilitates Executive Session(s)	\$19,000 plus travel (est. \$700-\$875 per trip)

Other Jurisdictions

The Board asked how other Oregon jurisdictions conduct performance reviews. Attachment #2 provides comparisons from those who responded.

RECOMMENDATION: No recommendation.

Respectfully Submitted,

Gary Schmidt, County Administrator

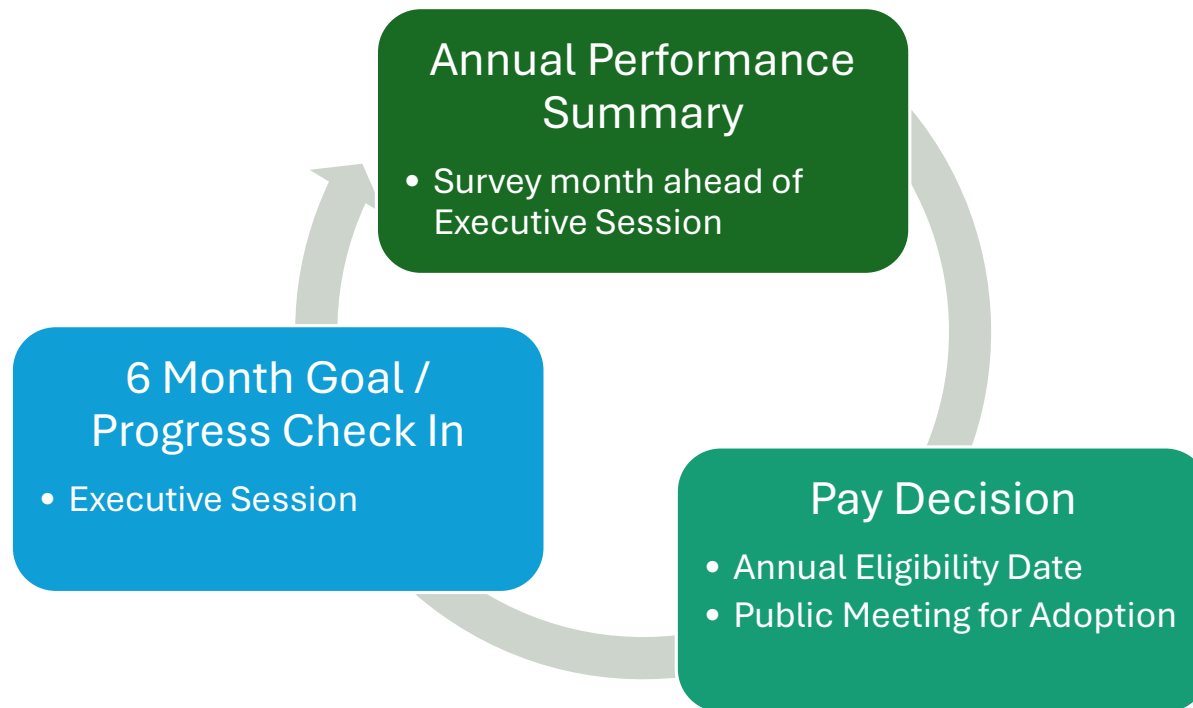
ATTACHMENTS:

Attachment #1: 2024 Process Chart

Attachment #2: Processes of Other Oregon Jurisdictions

Process Flow 2024

County Administrator & County Counsel



Performance Review

County Administrator and County Counsel

Other Jurisdiction Processes, August 2025

Jurisdiction/Positions	Process	Coordination	Satisfaction Level
City of Bend City Manager	<ul style="list-style-type: none"> Human Resources (HR) initiates stakeholder feedback survey evaluation for direct and indirect reports to elected officials. The Mayor and Council divide the employees for stakeholder feedback and work together to prepare the evaluation. This is facilitated by the Chief People Officer 	In-house, HR	High
Clatsop County County Manager County Counsel	<ul style="list-style-type: none"> Every year there is a self-evaluation based performance review. Every other year they expand the process to stakeholder feedback survey review where they ask the Clerk of the Board to facilitate a survey with department heads. 	In-house, Clerk to Board	Unknown
Deschutes County County Administrator County Counsel	<ul style="list-style-type: none"> County Administrator and County Counsel prepare self-evaluation in relation to performance and previous goals A new set of goals is drafted This is reviewed with the BCC often influences final goals 	In-house, BCC	Low
Jackson County County Administrator	<ul style="list-style-type: none"> Senior Administrative Assistant to Commissioners compiles input from each Commissioner, creates one Performance Evaluation document County Administrator chooses to have review in open session, with Board Chair Facilitating or in a weekly staff meeting 	In-house, BCC	Medium
Lane County County Administrator County Counsel Lane County, Cont.	<ul style="list-style-type: none"> County Administrator and County Counsel complete self-assessment on 3 core behaviors: Passion to Serve, Driven to Connect, and Focused on Solutions (document available) County Administrator and County Counsel and Board agree on list to compete stakeholder feedback survey (via SurveyMonkey) , administered by HR on 4 leadership competencies: People Leadership, Business Leadership, Thought Leadership, and Communication Effectiveness. 	In-house, HR	Medium - High

Jurisdiction/Positions	Process	Coordination	Satisfaction Level
	<ul style="list-style-type: none"> • HR prepares summary of 360 feedback; presents this and self-evaluation to each Commissioner • Board, County Administrator and County Counsel, and HR Director meet in Executive Session to discuss performance. HR Director recommends a rating • Board, County Administrator and County Counsel, HR Director come into public session to summarize employee's performance and determine rating and merit if any is due 		
Multnomah County	<ul style="list-style-type: none"> • No formal review process though BCC may do ad hoc check-ins • HR does not formally track these check-ins 	N/A	N/A
Wasco County County Administrator	<ul style="list-style-type: none"> • The rest of the county prepares a narrative-based, pass/fail, self-evaluation to be reviewed with their manager. This may or may not be tied to a step-increase. • County Administrator and County Counsel are asked to follow this process however, most of the time, the step increase is approved without the evaluation. 	N/A	N/A
Washington County County Administrator County Counsel	<ul style="list-style-type: none"> • County Administrator and County Counsel performance evaluations are facilitated by 3rd party vendor Blue Tiger Leadership. • They facilitate a stakeholder feedback survey and assessment is based on leadership criteria agreed upon by the Board. • Pricing: \$425 per hour, not to exceed \$30,000 	Consultant	High