

Dispute Resolution Center OF THURSTON COUNTY

Performance Review Self-Assessment:

Jody Suhrbier, Executive

DISPUTE RESOLUTION CENTER – THURSTON COUNTY EXECUTIVE DIRECTOR PERFORMANCE EVALUATION

PART I NARRATIVE

1. What three (or more) program efforts/accomplishments in the past year would you consider the most successful in advancing the DRC mission?

My interest in raising the organization's visibility and sustainability within the community, while also ensuring its relevance, are all essential elements of mission implementation. Specific accomplishments of 2018 are:

- Service delivery growth in mediations as a whole, workplace mediations in particular, and an increase in the diversity of the caseload;
- The organizational move to a larger, welcoming and logistically supportive location which has significantly increased the percentage of mediations happening onsite, thereby creating better opportunity to see and support volunteers while better branding the organization for mediation and training clients; and,
- An increased number of Leadership Circle donor households from 17 to 24.

2. What three (or more) leadership efforts/accomplishments in the past year would you consider the most successful in staff development?

I continue to believe and see evidenced that team development among both staff and volunteers requires attention to aligning the right people, with the right commitment, with the right ability to be/come competent. Key ways in which I supported this effort in 2018 are:

- Transitioning the YES program to new leadership and a more integrated team, allocating more time and presence within the organization and at local schools;
- Modeling my own interest in remaining open to learning and continual growth (via 45+ hours of mission-specific training as well as an additional 27+ hours of community partnership training) and encouraging others to allocate time and attention in this manner;

- Ensuring clarity, connection and commitment to shared organizational short-term and long-term goals rooted in the annual operations plan as well as the 5-year Strategic Plan.

3. What would you/did you most appreciate about the DRC organization, staff, volunteers and/or Board over the past year?

The DRC 'family' of staff, Board of Directors, mediators and other volunteers were nearly unanimous in their support leading up to, during, and post-transition to a new location. What could have been perceived as a traumatic event within an organization that has already been engaged in a great deal of change was largely embraced as the right next step for an organization writing the next chapter of its existence.

4. Is there an area or areas of your leadership that would benefit from additional focus/training?

I remain interested in participating in Leadership Thurston County's leadership development program. My formal degree and additional training in development, marketing, and governance is all still valid and useful, so this sort of networking and leadership training is a good next step. I have applied and await a decision.

PART II.

1. Please identify three or more goals for yourself as Executive Director to focus upon in the next year.

- Implement a grants review panel and develop internal staff support for grants management in order to meet the revenue and programmatic growth goals of the coming year;
- Support the organization through the transformational process of a thorough cultural assessment;
- Strategize with Thurston County Court partners to identify an area of expanded service support via a new contract or other mode of revenue generation, whether it be in support of small claims, juvenile rehabilitation or family and juvenile court onsite support, all of which the agency has been asked to consider.

2. Please identify the areas you would like to see the staff focus on in the next year, and what special challenges might the staff face in the next year?

- 2019 is a key year in which to create a succession plan for the training department;
- This is also the year in which all legacy mediators will need to meet the recertification requirements adopted by Resolution Washington member centers and implemented within this organization beginning in January of 2017;
- Programmatically and financially, it remains essential that the organization continue to increase the number of facilitations, workplace mediations, and multi-party mediations in order to see further caseload diversification and ensure community visibility and indispensability.

3. What would you most like to see the Board accomplish/or focus upon in the next year?

- Commit to leading an organization that lives its values via an honest and authentic engagement with a cultural assessment;
- Remain in perpetual low-level recruitment mode, always seeking, identifying, and cultivating potential new members to provide energy and perspective to the group.
- Continue to allocate focused time at Board meetings to have generative discussions about the purpose and implementation of services in order to contribute effectively in ways that have both personal and organizational meaning.

4. Please provide any other comments or observations

There remains some need to manage expectations around the way things used to be and acceptance of how things are now within the organization. This is a two-way street of course, so there are parts that I work to acknowledge and let go of and look forward to when the same is true for others within the organization. The most challenging element of this has been the delineation, both perceived and experienced between what is personal and what is professional. Examples include an informal gathering to recognize Bruce Bergquist's legacy upon his passing; organizational protocol questions routed to former staff; and the ambiguity of potential hurt feelings lingering for changes to paying training department volunteers with the association of being my decision. This is a normal component of change management so recognizing it is part of letting it go and staying focused on what is feasible for my time and attention.

Part III

Jody Suhrbier, Executive Director Performance Evaluation Narrative by Executive Board Members

Feedback for 2018-2019

Jody has taken the DRC to a new level of presence and excellence. She exhibits high levels of professionalism in her role as Executive Director and focuses on continuous improvement and growth to DRC's effectiveness internally and presence in meeting the needs of the greater community. The following represent a non-exhaustive list of her many accomplishments for the DRC:

- Creating and monitoring an Operations Plan for each calendar year. 2017-2018 focused on stability and presence for the DRC. The 2019 focuses on Capacity—individual and organizational sustainability. The Operations Plan is serving as primary guidance for the agency's Strategic Plan.
- Secured the leasing of new offices for the DRC on the Westside of Olympia in professional office complex--the move was well planned, executed and under budget. The new location represents a professional, confidential and responsive climate to the staff, volunteers, visitors and the board.
- Maintains positive staff climate; able to recruit and attract quality staff members for the DRC.
- Developed and updated core business functions systems for efficiency—technology, budgeting and updating practices within the agency.
- Increasing the presence of the DRC in the greater South Sound and beyond.

- Provided leadership and support to Resolution WA through strategic advocacy and developing alliances with partners in the legislative and K-12 education sectors.
- Masterful at providing Board support to serve in a more advisory role— board portal for efficient access and retrieval of key documents, moving to a consent agenda model for board meetings, supporting board committee structures and templates for agenda.
- Securing new board members—three this year, and providing guidance and support as they learn their new roles
- Communicating with staff and the board the priorities of the agency operations with a focus on accountability, efficacy & efficient and continuous learning.
- Representing the DRC in the greater community with in her calm, confident and competent manner

Review and Recognition of 2018-2019 Goals:

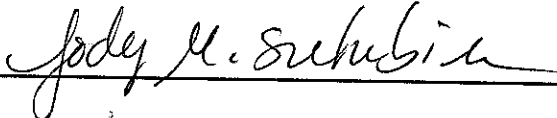
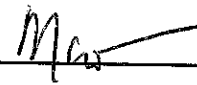

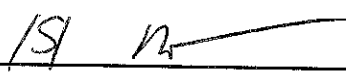

- 1. Revenue Generation:** By creating and strengthening relationships with diverse sectors in the community, such as the Chamber of Commerce and the State Legislature, Jody has created opportunities for marketing the services such as custom training and mediation. She has increased the budget amount in dollars and expanded the base and prioritized writing and receiving grants.
- 2. Strategic growth:** Her operations plan meshes seamlessly with SBP; she orchestrated the move and improved access and environment. Jody seems to be attracting exactly what we need within the organization with new staff and support for the volunteers. Continue to do that great work. Jody has clearly aligned day-to-day activities to the strategic plan in a way that staff see how what they do connect with the long-range vision of the DRC. That connection boosts morale and will help to retain talented staff.
- 3. Professional Development:** She has successfully integrated the ResWa best practices and standards into the DRC. Jody also seems to be continually looking ahead to prepare the organization, staff and the Board for training in places that will support us in living up to our potential. Jody ensures staff, volunteers and the board receive training and clear expectations.

Recommended Goal Areas for 2019-2020

1. Continue to focus on **financial stability and revenue generation** to grow the organization into its new “growing edge” while filling in the actions needed to make those things a reality.
1. Develop a **succession planning tool/ strategy** for all core staff
2. Develop an **emergency response plan** in the event of natural or physical disaster from staff welfare check to records retention
3. **Professional leadership development:** With likely success in joining the 2019-20 cohort of Leadership Thurston County (LTC), continue to network and increase your own skills while expanding the Center’s presence in the community.

Additional Comments:

The following signatures represent the Executive Director and Executive Board Members’ concurrence with the Annual Performance Review at a review meeting: **April 23, 2019**

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|  _____ | Jody Suhrbrier, Executive Director |
|  _____ | Mary Barrett, President |
|  _____ | Robin Campbell, Treasurer |
|  _____ | Beth Hyer, Secretary |
|  _____ | Mickey Lahmann, Vice-President |

