

# Local Government Personnel Institute (LGPI)

## 2014 – 2015 Strategic Plan

### Background

The Local Government Personnel Institute (LGPI) is a membership-based organization that offers Human Resources and Labor Relations assistance to cities, counties, and special districts throughout Oregon. LGPI was founded in 1971 as a joint venture between the League of Oregon Cities (LOC) and the Association of Oregon Counties (AOC). LGPI is governed by a five-member Board of Directors and employs 10 full- and part-time staff members. The Executive Directors of AOC and LOC are permanent members of the Board and alternate the chairmanship on an annual basis. The other three Directors - representatives of a county, a city, and a special district - serve three-year terms.

### Services

LGPI offers a variety of services to cities, counties and special districts in Oregon. LGPI members receive no-cost technical assistance, and a discounted rate on LGPI consulting services. Many services are also available to non-members at a higher hourly rate. Available services include:

<p><b>No Cost Technical Assistance</b></p> <ul style="list-style-type: none"> <li>• Answers to FLSA, FMLA, OFLA, labor relations, hiring, job classification, and employment policy etc.</li> <li>• Grievance and discipline/discharge assessment</li> <li>• Find available resources on specific topics</li> <li>• Organized information on how local governments handle specific issues</li> <li>• Sample position descriptions</li> </ul>	<p><b>Policy Development</b></p> <ul style="list-style-type: none"> <li>• Job Analysis/job description development</li> <li>• Internal-affairs investigation services</li> <li>• Performance measurement system development</li> <li>• Background checks</li> <li>• Compensation surveys</li> <li>• Organizational structure review and design</li> <li>• Human resources audits</li> <li>• Dispute resolution/mediation</li> <li>• Policy development</li> </ul>
<p><b>Information and Training</b></p> <ul style="list-style-type: none"> <li>• Monthly newsletters for members</li> <li>• Members-only website</li> <li>• Annual Conference</li> <li>• Statewide training sessions</li> <li>• Sexual Harassment Training</li> </ul>	<p><b>Labor Relations</b></p> <ul style="list-style-type: none"> <li>• Labor contract negotiation, analysis/consultation and arbitration/mediation</li> <li>• Contract/discipline grievances and arbitrations</li> <li>• Interest/grievance arbitration</li> <li>• ERB matters, including ULPs and union-formation matters</li> </ul>

## Context

LGPI has grown significantly - in revenue, members, reputation, reach across the state, and the services it offers - since its founding in 1971. Over the past 13 years, revenues have more than doubled and the demand for services has increased.

	Consulting Revenue	Membership Revenue	Miscellaneous Revenue	Total Revenue
2000-01 (actual)	\$ 162,249	\$ 113,109	\$ 149,177	\$ 424,538
2012-13 (actual)	\$ 765,047	\$ 197,857	\$ 90,063	\$ 1,052,967
2013-2014 (projected)	\$ 883,220	\$ 211,157	\$ 50,028	\$ 1,094,405

During this period of rapid growth, the Institute focused on keeping and retaining staff that have the skills and professional expertise to service members and building the capacity to provide the services and projects that LGPI clients want and deliver these in a quality way. As a result of this focus some of the necessary policies and procedures to provide effective management and oversight of an organization LGPI's size were never fully developed and clear roles and responsibilities of the Board and the Executive Director were not clearly articulated. Another unintentional outcome of rapid expansion is the potential for inadvertent competition with the parent organizations or CIS in providing training, education, and other services to mutual clients.

LGPI has been successful in growing its membership, expanding to meet the needs of its member organizations and providing quality and timely services to clients. The strategic opportunity and goal is to sustain the success LGPI has achieved by instituting sound management and oversight practices and making sure the proper governance structure and roles and responsibilities have been defined.

## Vision

The vision for the Local Government Personnel Institute is to be the premiere organization providing labor relations and human resources assistance to cities, counties and special districts throughout Oregon. LGPI will achieve this vision through:

- An effective governance structure and financial oversight created by the two parent organizations – The League of Oregon Cities (LOC) and the Association of Oregon Counties (AOC).
- Services that meet the growing needs of the members of AOC and LOC who utilize the services of LGPI.
- Enhanced collaboration with the parent organizations and with Citycounty Insurance Services (CIS) to meet the needs of AOC and LOC members and special districts.
- Generating the necessary revenue to be self-supporting.

## Strategic Goals

The vision for LGPI will be realized by successfully achieving the following goals. The measures for each of the goals will be used to evaluate the performance of the Executive Director.

**Goal #1: Develop and implement the administrative and financial policies appropriate and necessary for the sound and effective management of an organization of LGPI's size and responsibilities.** The resulting set of policies will cover: budget/finance, audit, personnel, purchasing authority and contracting, and sexual harassment. The LGPI Executive Director will research and identify "sample" policies from sources such as the parent organizations, CIS, individual county governments and the Lane Council of Governments and draft policies for consideration, refinement and approval by the LGPI Board of Directors.

**Performance Measures:** To achieve this goal the LGPI Executive Director will draft the following policies for the Board to refine and approve:

- By [date]: Draft Personnel and Sexual Harassment Policies
- By [date]: Draft Budget/Financing Policy and Salary Plan
- By [date]: Draft Purchasing/Contracting Policy
- By [date]: Draft Audit Policy

**Goal #2: Conduct an annual assessment of member needs and provide the Board with recommendations and alternatives for how to best meet the identified needs.** This assessment should include evaluation and analysis of how effectively members' needs are being met within the existing offering of services, members' level of satisfaction with the services provided, any gaps, and options/alternative for addressing identified gaps in services or service quality.

**Performance Measures:** To achieve this goal LGPI Executive Director will create a draft of the evaluation and submit it to the Board for review and approval before conducting the evaluation. The evaluation will be conducted according to the following schedule:

- By [date]: Submit draft evaluation to the Board for review and approval
- By [date]: Complete the data gathering
- By [date]: Report results of the evaluation to the Board and any recommendations for addressing gaps
- By [date]: Incorporate strategies/actions for addressing the gaps into the LGPI budget request and resulting financial plan

**Goal #3: Collaborate with AOC, LOC, and CIS to minimize duplication of services and training offerings and to enhance the quality of services provided to all members.** This collaborative effort should include: 1) on-going conversations with the Executive Directors or their designees assigned to manage training efforts of CIS, AOC and LOC when LGPI identifies an emerging labor/human resources training need and/or ideas for new labor/human resources training or services are suggested or requested by members, and 2) an annual meeting between the LGPI, AOC, LOC, and CIS Executive Directors to discuss and collaboratively plan for member training needs.

**Performance Measures:** To achieve this goal the LGPI Executive Director will:

- Participate in conversations with Executive Directors of AOC, LOC, and CIS (or their designees assigned to manage training) annually prior to the development of annual training schedules and the development of the LGPI budget to discuss and decide how the collective needs of members for labor and human resources training (and other services) will be met and the role each organization will play.
- Contact the AOC, LOC and CIS Executive Directors (or their designees assigned to manage training) to discuss and decide the appropriate response and vehicle for meeting any emerging labor and human resources training needs identified by the LGPI Executive Director and/or LGPI staff, LGPI members, and AOC/LOC members.

**Goal 4: Educate the members of AOC and LOC about the value of what LGPI provides.** This goal includes visibility and a strong presence of LGPI at the annual conferences of CIS, LOC, AOC and OCCMA and any other appropriate venues for reaching this audience.

**Performance Measures:** The LGPI Executive Director will:

- In advance of each organization's annual conference, plan and coordinate with conference planning staff in AOC, LOC, and CIS to determine how best to present and feature LGPI's services.
- Present the proposed approach to featuring LGPI's services at annual conference to the LGPI Board of Directors and seek input/feedback on the approach.
- Execute the approved approach at each annual conference.

**Goal # 5: Prepare a Position Description for LGPI Board Members and a comprehensive orientation packet to help new Board Members understand the organization and their roles and responsibilities.** The information on roles and responsibilities found in Appendix 2 of this plan can be used a beginning point for developing the Position Description. The orientation packet should include: the Interagency Agreement, the LGPI strategic plan, financial/budget information, membership rosters, minutes from the previous year of Board meetings, bios of other board members. The information on roles and responsibilities included in Appendix 2 can be used as a beginning point.

**Performance Measures:** To achieve this goal, the LGPI Executive Director will:

- By [date]: Develop a draft Board member position description that defines roles, responsibilities, and expectations of LGPI Board members and refine with the Board's input. (Note: This will need to include whatever may come from the intergovernmental agreement between AOC and LOC regarding roles and responsibilities.)
- By [date]: Finalize the Board Member orientation packet.

**Goal # 6: Review and update the Position Description for the LGPI Executive Director and make commensurate changes to the method(s) and/or criteria for evaluating the performance of the Executive Director.** The Board can use the information on roles and responsibilities in Appendix 2 as a starting point for updating the position description. Performance evaluation criteria should align with the responsibilities and duties defined in the position description, as well as the measures identified in the Strategic Plan.

**Performance Measures:** To achieve this goal, the Board of Directors will:

- By [date]: update the LGPI Executive Director Position Description and recommend any changes to the performance evaluation criteria and methods that are warranted.

## Appendix 1 – SWOT Analysis

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• High quality, cost effective labor representation to local government</li> <li>• Capability of positively impacting the overall management of local government entities</li> <li>• Effective at delivering education and training</li> <li>• Proactive in identifying potential risks and liabilities</li> <li>• Broad reach across the state</li> <li>• Positive reputation</li> <li>• Cloud-based data collection that allows for systemic approach</li> <li>• Well trained, highly professional staff that are loyal to LGPI and its clients</li> <li>• Diverse client base</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to retain staff</li> <li>• Inadequate capacity to staff all of the services and projects that clients want</li> <li>• Managing growth of the organization and providing services to clients/members in a timely manner</li> <li>• Lack of Board understanding of the breadth of what LGPI does for its clients/members</li> <li>• Lack of all the needed policies and procedures for managing the organization in its expanded state</li> <li>• Balancing/increasing the Executive Director’s organizational management role with her role in providing professional services to clients/members</li> </ul>

<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Conduct unemployment insurance hearings</li> <li>• Conduct background investigations</li> <li>• Exploit opportunities to do things remotely/virtually with clients</li> <li>• Move forward technologically to keep pace with clients</li> <li>• Sit down with CIS and work on areas of overlap and possible duplication</li> <li>• Continue to expand client base</li> <li>• Expand training offerings (i.e. how to deal with discipline and performance management within a labor contract)</li> </ul>	<ul style="list-style-type: none"> <li>• Balancing the Executive Director’s dual role</li> <li>• Recruitment and retention of the right staff</li> <li>• Competition from Portland law firms for talent and business</li> <li>• Growing/expanding too quickly</li> <li>• Duplicating what other organizations are offering to clients/members</li> <li>• Unintentionally or inadvertently competing with other entities in providing training, education and other services to mutual clients</li> </ul>

## Appendix 2 – Roles and Responsibilities of the Board and Executive Director

Board of Directors	Executive Director
<p><b>Legal Oversight</b></p> <ul style="list-style-type: none"> <li>Ensures organization is operating in accordance with mission/purpose</li> <li>Protects assets</li> <li>Ensures legal and ethical integrity</li> <li>Maintains accountability</li> </ul> <p><b>Management Oversight</b></p> <ul style="list-style-type: none"> <li>Ensures organization is running well</li> <li>Selects the Executive Director (ED)</li> <li>Supports the ED and assesses performance</li> <li>Recruits, hires, fires the ED</li> </ul> <p><b>Financial Oversight</b></p> <ul style="list-style-type: none"> <li>Sets and approves annual budget</li> <li>Ensures financial resources are available, well managed, and accounted for</li> </ul> <p><b>Services Oversight</b></p> <ul style="list-style-type: none"> <li>Ensures services are in place to fulfill organization’s mission</li> <li>Monitors/evaluates services to ensure their effectiveness</li> </ul> <p><b>Board Structure and Competency</b></p> <ul style="list-style-type: none"> <li>Articulates prerequisites for Board candidates*</li> <li>Defines the board composition*</li> <li>Defines selection process within each of the parent organizations*</li> <li>Orients new members</li> <li>Evaluates its own performance</li> </ul> <p>* Responsibility and prerogative of the parent organizations (AOC and LOC)</p>	<p><b>Staff Management</b></p> <ul style="list-style-type: none"> <li>Hires</li> <li>Supervises</li> <li>Develops and motivates staff</li> </ul> <p><b>Organizational Development</b></p> <ul style="list-style-type: none"> <li>Markets and promotes services to members</li> <li>Refines and expands services to serve members’ needs per the agreed upon strategic direction</li> </ul> <p><b>Development of Policies and Services</b></p> <ul style="list-style-type: none"> <li>Works with staff to develop policies to manage the organization</li> <li>Works with staff to develop services that fulfill the organization’s purpose</li> </ul> <p><b>Operations</b></p> <ul style="list-style-type: none"> <li>Oversees day-to-day activities and responsibilities of the organization</li> <li>Makes day-to-day decisions per the agreed upon budget and strategy</li> </ul> <p><b>Staff Liaison to Board of Directors</b></p> <ul style="list-style-type: none"> <li>Keeps Board informed of what the organization is doing</li> <li>Attends board meetings and maintains open communication</li> </ul>