

## County Administrator's Annual Performance Review Criteria

Evaluation period: Sept. 2015 to September 2016

**Charlie Justice**

\_\_\_\_\_  
Evaluator's Name

### INSTRUCTIONS

This evaluation form presents ten categories of rating criteria. Each category contains statements describing competencies or strategic goals related to that category. For each category, use the scale below to indicate your rating of the Administrator's performance.

This evaluation form also contains the option of entering comments related to each of the categories. These comments may include responses to specific questions and any observations you believe appropriate and pertinent to the rating period.

Separately, this evaluation form contains an optional narrative evaluation offering the opportunity to provide additional feedback.

**1 = Needs Improvement:**

The incumbent does not consistently meet the performance expectations and/or demonstrates only a moderate level of proficiency in the required competency. Additional training or commitment is required. *This rating describes the employee who meets only the very minimum position requirements and whose performance needs improvement through development, experience and/or application.*

**2 = Meets Expectations:**

The incumbent consistently meets and may occasionally exceed performance expectations while demonstrating proficiency in the required competency. *This rating describes the employee whose overall performance is satisfactory, and consistently meets the expectations of the Board.*

**3 = Exceeds Expectations:**

The incumbent consistently exceeds performance expectations while demonstrating a high level of proficiency in the required competency. *This rating is used as recognition for extraordinary accomplishments that have significant impact on the organization.*

When completed, please sign and date the form and forward it to the Board Chairman. The results will be summarized and placed on the agenda at a future meeting. The individual forms, accompanying summary, and other agenda materials will be included in the public record.

**For the rater's convenience, the rating scale appears in the header on each of the following pages.**

## SECTION 1: ADMINISTRATOR'S FUNCTIONAL COMPETENCIES

Considering the competencies listed, please note your score for each category in the space provided to the right of the category heading.

### 1. Professional Skills and Characteristics

Score: 3

- Invests sufficient effort toward being diligent and thorough in the discharge of duties.
- Understands the impact and implications of decisions on the community and stakeholders.
- Anticipates problems and develops effective approaches for solving them.
- Demonstrates knowledge of current developments affecting local government management.
- Exhibits composure, appearance, attitude and demeanor appropriate for executive position.

#### *Comments related to this category.* (Optional)

Mr. Woodard is fully aware of the skills necessary and characteristics needed to properly fulfil this position. He has worked his career toward developing the technical skills and appropriate temperament to be successful.

### 2. Relations With The Board of County Commissioners

Score: 3

- Carries out directives of the Board as a whole rather than those of any one Board member.
- Assists the Board in resolving problems at the administrative level in order to avoid unnecessary Board action.
- Supports the actions of the Board after a decision has been reached.
- Assists the Board in establishing policy while acknowledging the ultimate authority of the Board.
- Receptive to constructive criticism and advice.

#### *Comments related to this category.* (Optional)

Mr. Woodard is aware of the diverse personalities and leadership styles of each Commissioner. He balances that diversity in a measured, skilled manner.

**3. Policy Execution**

**Score: 3**

- Implements Board actions in accordance with the intent of Board.
- Ensures that policies are implemented on time, on budget and to expectations.
- Understands and provides for enforcement of county laws and ordinances.
- Reviews ordinances and procedures periodically to suggest improvements to their effectiveness.
- Offers workable alternatives to the Board for changes in law or policy when an existing policy or ordinance is no longer practical.

***Comments related to this category.*** (Optional)

One of Mr. Woodard's greatest strengths is his recognition of the impact of County actions on our community as a whole as well as the impact on particular community members or entities. These impacts are taken into account constantly and especially when significant policy decisions are pondered.

**4. Budget/Financial Management**

**Score: 3**

- Prepares a balanced budget to provide services at a level intended by the Board.
- Makes the best possible use of available funds, conscious of the need to operate the County efficiently and effectively.
- Presents the budget and budgetary recommendations in an intelligent and accessible format.
- Ensures that actions and decisions reflect an appropriate level of responsibility for financial planning and accountability.
- Monitors and manages fiscal activities of the organization appropriately.
- Ensures projects in the Capital Improvement Program are accomplished on time and within budget.

***Comments related to this category.*** (Optional)

Budgets are balanced. Short term and long term financial implications are taken into account when the budget is prepared, proposed and passed.

Rating Scale: 1 = Needs Improvement, 2 = Meets Expectations, 3 = Exceeds Expectations

**5. Communications and Reporting**

**Score: 3**

- Provides regular information and reports to the Board concerning matters of importance to the County.
- Disseminates complete and accurate information equally to all members in a timely manner.
- Responds in a timely manner to requests from the Board for information or special reports.
- Takes the initiative to provide information, advice, and recommendations to the Board on matters that are non-routine and not administrative in nature.
- Produces reports that are accurate and comprehensive.

***Comments related to this category.*** (Optional)

Complex, sometimes controversial, matters are boiled down to measured communication tools that are effective in Commission understanding but also for sharing with the public – the most important part of the communication network.

**SECTION 2: BOARD STRATEGIC PLAN**

**6. Create a Quality Workforce in a Positive, Supportive Organization**

**Score: 1**

- Recruits, selects and retains diverse and competent personnel for County positions.
- Leverages, promotes and expands opportunities for workforce growth and development, and maintains a succession plan.
- Is accurately informed and appropriately concerned about employee relations.
- Makes workforce safety and wellness a priority.
- Maintains a fair and competitive total compensation package.

***Comments related to this category.*** (Optional)

The Administrator has made great progress in employing talented new managers and administrators. There remains need in succession planning and clear identification of a strong lead Assistant County Administrator.

**7. Ensure Public Health, Safety, and Welfare**

**Score: 3**

- Provides planning, coordination, prevention, and protective services to ensure a safe and secure community.
- Ensures that the County is a facilitator, convener, and purchaser of services for those in need.
- Provides comprehensive services to connect our veterans and dependents to the benefits they have earned.
- Provides support to programs that seek to prevent and remedy the causes of homelessness and move individuals and families from homelessness to permanent housing.
- Develops initiatives to enhance pedestrian and bicycle safety.

***Comments related to this category.*** (Optional)

The Administrator works with our Sheriff, Constitutional Officers and countless community partners to make sure that Pinellas is a willing, able and influential partner when public health, safety and welfare issues are decided and policy is implemented.

**8. Practice Superior Environmental Stewardship**

**Score: 2**

- Implements green technologies and practices where practical.
- Ensures appropriate preservation and management of environmental lands, beaches, parks, and historical assets.
- Ensures the protection and improvement of the quality of our water, air, and other natural resources.
- Implements programs to reduce/reuse/recycle resources including energy, water, and solid waste.
- Complies with State, federal, and county health and environmental regulations.

***Comments related to this category.*** (Optional)

The Administrator is committed to progressively pushing Pinellas in the right direction when it comes to practicing superior environmental stewardship.

**9. Foster Continual Economic Growth and Vitality**

**Score: 2**

- Proactively attracts and retains businesses with targeted jobs to the county and the region.
- Invests in communities that need the most.
- Provides a catalyst for redevelopment through planning and regulatory programs.
- Invests in infrastructure to meet current and future needs.
- Builds support for a vibrant community with recreation, arts, and culture to attract residents and visitors.

***Comments related to this category.*** (Optional)

I believe that Pinellas has a strong Economic Development department with committed staff. I would like to see continued improvement in the connection between our Economic Development and Community Planning departments to target attraction of jobs to the communities with the most need. This is improving but should continue to grow as a priority.

**10. Delivering First Class Services**

**Score: 3**

- Maximizes partner relationships and public outreach.
- Actions reflect responsible stewardship of the public's resources.
- Ensures effective and efficient delivery of county services and support.
- Strives to exceed customer expectations.
- Collaborates with other government agencies and community partners.

***Comments related to this category.*** (Optional)

Mr. Woodard has made successful partnerships the cornerstone of his tenure. And it has been a success. Repairing and cultivating relationships with our municipal, government district, health care and non-profit partners is a lot of work. We reap the successes of Mr. Woodard's efforts every day.

Rating Scale: 1 = Needs Improvement, 2 = Meets Expectations, 3 = Exceeds Expectations

## NARRATIVE EVALUATION (optional)

What would you identify as the Administrator's strength(s), expressed in terms of the principal results achieved during the rating period?

Mr. Woodard has embraced the servant leadership model. This has translated to improved relationships with multiple community partners which has translated to successes across a range of issues. This would include nonprofit services, Fire & EMS delivery, and overall contractual relationships with our municipal partners.

What constructive suggestions or recommendations can you offer the Administrator to enhance performance?

As mentioned above, succession planning, administrator training and expanded empowerment should strengthen the Administrator's staff and service delivery.

What comments do you have for the Administrator (e.g., priorities, expectations, goals, or objectives for the new rating period)?

Mr. Woodard has done an outstanding job balancing the many roles and responsibilities wrapped up in his position as County Administrator. Continuing that balance while preparing the organization for the future will be a great challenge but one that he has the skills to successfully complete.

Thank you for providing feedback.

  
\_\_\_\_\_  
Evaluator's Signature

10/14/2016  
\_\_\_\_\_  
Date

## County Administrator's Annual Performance Review Criteria

Evaluation period: September 2015 to October 2016

\_\_\_Janet C. Long\_\_\_  
Evaluator's Name

### INSTRUCTIONS

This evaluation form presents ten categories of rating criteria. Each category contains statements describing competencies or strategic goals related to that category. For each category, use the scale below to indicate your rating of the Administrator's performance.

This evaluation form also contains the option of entering comments related to each of the categories. These comments may include responses to specific questions and any observations you believe appropriate and pertinent to the rating period.

Separately, this evaluation form contains an optional narrative evaluation offering the opportunity to provide additional feedback.

#### 1 = Needs Improvement:

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#### 2 = Meets Expectations:

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#### 3 = Exceeds Expectations:

The incumbent consistently exceeds performance expectations while demonstrating a high level of proficiency in the required competency. *This rating is used as recognition for extraordinary accomplishments that have significant impact on the organization.*

When completed, please sign and date the form and forward it to the Board Chairman. The results will be summarized and placed on the agenda at a future meeting. The individual forms, accompanying summary, and other agenda materials will be included in the public record.

**For the rater's convenience, the rating scale appears in the header on each of the following pages.**



## SECTION 1: ADMINISTRATOR'S FUNCTIONAL COMPETENCIES

Considering the competencies listed, please note your score for each category in the space provided to the right of the category heading.

### 1. Professional Skills and Characteristics

Score: 3

- Invests sufficient effort toward being diligent and thorough in the discharge of duties.
- Understands the impact and implications of decisions on the community and stakeholders.
- Anticipates problems and develops effective approaches for solving them.
- Demonstrates knowledge of current developments affecting local government management.
- Exhibits composure, appearance, attitude and demeanor appropriate for executive position.

#### *Comments related to this category. (Optional)*

Mark Woodard absolutely excels in all of these categories and exceeds and excels consistently and with a real commitment to excellence. Because of his demeanor, he has been able to truly rebuild relationships across our region to benefit our citizens.

### 2. Relations With The Board of County Commissioners

Score: 3

- Carries out directives of the Board as a whole rather than those of any one Board member.
- Assists the Board in resolving problems at the administrative level in order to avoid unnecessary Board action.
- Supports the actions of the Board after a decision has been reached.
- Assists the Board in establishing policy while acknowledging the ultimate authority of the Board.
- Receptive to constructive criticism and advice.

#### *Comments related to this category. (Optional)*

Mark is one of those rare individuals who has the ability to accept criticism and advice with maturity and respect. He takes time to respond with reflection and thoughtfulness and does not give knee jerk reactions off the cuff, ever. He is very disciplined, conducts himself with dignity and is clear about his position in the County and the region, as well. He is a true dedicated public servant in the real sense of the term.

**3. Policy Execution**

**Score: 3**

- Implements Board actions in accordance with the intent of Board.
- Ensures that policies are implemented on time, on budget and to expectations.
- Understands and provides for enforcement of county laws and ordinances.
- Reviews ordinances and procedures periodically to suggest improvements to their effectiveness.
- Offers workable alternatives to the Board for changes in law or policy when an existing policy or ordinance is no longer practical.

*Comments related to this category. (Optional)*

Mark excels in all of these categories. His persistence to position us to approve the CRA for Lealman, his effort to work with all the Mayors and the City Managers, our fire departments and our neighboring counties are good examples of his leadership and managerial skills and abilities.

**4. Budget/Financial Management**

**Score: 3**

- Prepares a balanced budget to provide services at a level intended by the Board.
- Makes the best possible use of available funds, conscious of the need to operate the County efficiently and effectively.
- Presents the budget and budgetary recommendations in an intelligent and accessible format.
- Ensures that actions and decisions reflect an appropriate level of responsibility for financial planning and accountability.
- Monitors and manages fiscal activities of the organization appropriately.
- Ensures projects in the Capital Improvement Program are accomplished on time and within budget.

*Comments related to this category. (Optional)*

Mark has totally revamped the County budget to insure transparency. The Commissioners have direct input into the budget as it is being developed and our priorities are woven into the budget as we move through the year with a constant reference to our strategic plan. This was not the case four years ago. Mark gets high marks for this very needed and strategic change. After almost 30 years in his former position as the Budget Chief, Mark knows where every penny is in our County budget.

Rating Scale: 1 = Needs Improvement, 2 = Meets Expectations, 3 = Exceeds Expectations

**5. Communications and Reporting**

**Score: 3**

- Provides regular information and reports to the Board concerning matters of importance to the County.
- Disseminates complete and accurate information equally to all members in a timely manner.
- Responds in a timely manner to requests from the Board for information or special reports.
- Takes the initiative to provide information, advice, and recommendations to the Board on matters that are non-routine and not administrative in nature.
- Produces reports that are accurate and comprehensive.

*Comments related to this category. (Optional)*

Again, Mark excels in this category. He is so incredibly thorough that even the most mundane question does not faze him. Attention to detail is one of Mark's greatest strengths in an ever changing, very complex, challenging environment. This particular characteristic is very much appreciated by me.

**SECTION 2: BOARD STRATEGIC PLAN**

**6. Create a Quality Workforce in a Positive, Supportive Organization**

**Score: 3**

- Recruits, selects and retains diverse and competent personnel for County positions.
- Leverages, promotes and expands opportunities for workforce growth and development, and maintains a succession plan.
- Is accurately informed and appropriately concerned about employee relations.
- Makes workforce safety and wellness a priority.
- Maintains a fair and competitive total compensation package.

*Comments related to this category. (Optional)*

While I have given Mark a 3 in this category, in my opinion there is room for improvement in this area. Please see narrative.

**7. Ensure Public Health, Safety, and Welfare**

**Score: 3**

- Provides planning, coordination, prevention, and protective services to ensure a safe and secure community.
- Ensures that the County is a facilitator, convener, and purchaser of services for those in need.
- Provides comprehensive services to connect our veterans and dependents to the benefits they have earned.
- Provides support to programs that seek to prevent and remedy the causes of homelessness and move individuals and families from homelessness to permanent housing.
- Develops initiatives to enhance pedestrian and bicycle safety.

*Comments related to this category. (Optional)*

The work that has been done in this category over the past couple of years is nothing but extraordinary and Mark deserves a solid 3. This can be directly attributed to the folks that Mark has hired to oversee these operations. From our work with the homeless, to the Lealman Community, and the support for Veterans and their families – we are miles ahead of where we were and I could not be more proud.

**8. Practice Superior Environmental Stewardship**

**Score: 3**

- Implements green technologies and practices where practical.
- Ensures appropriate preservation and management of environmental lands, beaches, parks, and historical assets.
- Ensures the protection and improvement of the quality of our water, air, and other natural resources.
- Implements programs to reduce/reuse/recycle resources including energy, water, and solid waste.
- Complies with State, federal, and county health and environmental regulations.

*Comments related to this category. (Optional)*

These goals have all been a focus within our budgetary constraints as spelled out in our strategic plan and rate a 3, as well. They will continue to be a major primary focus over the next decade.

**9. Foster Continual Economic Growth and Vitality**

**Score: 3** \_\_\_\_\_

- Proactively attracts and retains businesses with targeted jobs to the county and the region.
- Invests in communities that need the most.
- Provides a catalyst for redevelopment through planning and regulatory programs.
- Invests in infrastructure to meet current and future needs.
- Builds support for a vibrant community with recreation, arts, and culture to attract residents and visitors.

*Comments related to this category. (Optional)*

Mark has done an excellent job helping us to focus on the priorities outlined in our strategic plan which have really become our guiding roadmap year to year. It forces us to keep our eyes on the big picture and to not get caught in the weeds. Our added focus on Lealman, Tierra Verde and North County are good examples of this stewardship.

**10. Delivering First Class Services**

**Score: 3** \_\_\_\_\_

- Maximizes partner relationships and public outreach.
- Actions reflect responsible stewardship of the public's resources.
- Ensures effective and efficient delivery of county services and support.
- Strives to exceed customer expectations.
- Collaborates with other government agencies and community partners .

*Comments related to this category. (Optional)*

We are doing and accomplishing so much more than 4 years ago – all primarily because we have embraced the philosophy of ‘with partners we can do more’ and so we are...all over the County. Mark gets a solid 3 in this category, as well.

Rating Scale: 1 = Needs Improvement, 2 = Meets Expectations, 3 = Exceeds Expectations

## **NARRATIVE EVALUATION (optional)**

What would you identify as the Administrator's strength(s), expressed in terms of the principal results achieved during the rating period?

Disciplined, mature, patient, calm, articulate, measured. Good listener and goal oriented. Receptive to new ideas, strategic, focused, knowledgeable, highly respected, very detail oriented. Best characteristic of all, Mark has a fabulous sense of humor and has no problem at laughing at himself.

What constructive suggestions or recommendations can you offer the Administrator to enhance performance?

Obviously, Mark has sent a tone of openness, candor and good will within our County and especially with our partners – he could capitalize on that good work by a renewed focus on opportunities for advancement from within and an acknowledgement to everyone that we really do have a career ladder in County Government.

What comments do you have for the Administrator (e.g., priorities, expectations, goals, or objectives for the new rating period)?

There has been a lot of re-organization of departments since Mark became Administrator. A new organizational chart would be very helpful. The County could also benefit from a revamp of our travel reimbursement policies and procedures as well as a strong look at why it takes such a long time to fill open positions. Secondly, while there is a sense of openness and goodwill within our County employee population – more attention to those trouble spots could be helpful. Lastly, Mark works very hard, long hours. Taking time for himself and his family could be beneficial and allow his staff to grow and develop. It could also be helpful to Mark if he would attend some of the Florida Association of Counties development workshops for County Manager.

Thank you for providing feedback.

Rating Scale: 1 = Needs Improvement, 2 = Meets Expectations, 3 = Exceeds Expectations

  
Evaluator's Signature

10/17/16  
Date

## County Administrator's Annual Performance Review Criteria

Evaluation period: OCT 2015 to OCT 2016

John Maurini  
Evaluator's Name

### INSTRUCTIONS

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## SECTION 1: ADMINISTRATOR'S FUNCTIONAL COMPETENCIES

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### 1. Professional Skills and Characteristics

Score: 3

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- Anticipates problems and develops effective approaches for solving them.
- Demonstrates knowledge of current developments affecting local government management.
- Exhibits composure, appearance, attitude and demeanor appropriate for executive position.

*Comments related to this category.* (Optional)

### 2. Relations With The Board of County Commissioners

Score: 3

- Carries out directives of the Board as a whole rather than those of any one Board member.
- Assists the Board in resolving problems at the administrative level in order to avoid unnecessary Board action.
- Supports the actions of the Board after a decision has been reached.
- Assists the Board in establishing policy while acknowledging the ultimate authority of the Board.
- Receptive to constructive criticism and advice.

*Comments related to this category.* (Optional)

Rating Scale: 1 = Needs Improvement, 2 = Meets Expectations, 3 = Exceeds Expectations

**3. Policy Execution**

Score: 2

- Implements Board actions in accordance with the intent of Board.
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- Reviews ordinances and procedures periodically to suggest improvements to their effectiveness.
- Offers workable alternatives to the Board for changes in law or policy when an existing policy or ordinance is no longer practical.

*Comments related to this category.* (Optional)

**4. Budget/Financial Management**

Score: 3

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- Ensures that actions and decisions reflect an appropriate level of responsibility for financial planning and accountability.
- Monitors and manages fiscal activities of the organization appropriately.
- Ensures projects in the Capital Improvement Program are accomplished on time and **within** budget.

*Comments related to this category.* (Optional)

Rating Scale: 1 = Needs Improvement, 2 = Meets Expectations, 3 = Exceeds Expectations

**5. Communications and Reporting**

Score: 3

- Provides regular information and reports to the Board concerning matters of importance to the County.
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- Produces reports that are accurate and comprehensive.

*Comments related to this category.* (Optional)

**SECTION 2: BOARD STRATEGIC PLAN**

**6. Create a Quality Workforce in a Positive, Supportive Organization**

Score: 2.5

- Recruits, selects and retains diverse and competent personnel for County positions.
- Leverages, promotes and expands opportunities for workforce growth and development, and maintains a succession plan.
- Is accurately informed and appropriately concerned about employee relations.
- Makes workforce safety and wellness a priority.
- Maintains a fair and competitive total compensation package.

*Comments related to this category.* (Optional)

*good improvement from last year*

Rating Scale: 1 = Needs Improvement, 2 = Meets Expectations, 3 = Exceeds Expectations

**7. Ensure Public Health, Safety, and Welfare**

Score: 3

- Provides planning, coordination, prevention, and protective services to ensure a safe and secure community.
- Ensures that the County is a facilitator, convener, and purchaser of services for those in need.
- Provides comprehensive services to connect our veterans and dependents to the benefits they have earned.
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- Develops initiatives to enhance pedestrian and bicycle safety.

*Comments related to this category. (Optional)*

*great work on the Zika information in the community*

**8. Practice Superior Environmental Stewardship**

Score: 2.5

- Implements green technologies and practices where practical.
- Ensures appropriate preservation and management of environmental lands, beaches, parks, and historical assets.
- Ensures the protection and improvement of the quality of our water, air, and other natural resources.
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**9. Foster Continual Economic Growth and Vitality**

Score: 3

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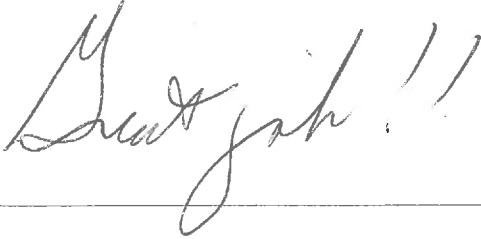
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**10. Delivering First Class Services**

Score: 3

- Maximizes partner relationships and public outreach.
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- Strives to exceed customer expectations.
- Collaborates with other government agencies and community partners.

*Comments related to this category.* (Optional)



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## NARRATIVE EVALUATION (optional)

What would you identify as the Administrator's strength(s), expressed in terms of the principal results achieved during the rating period?

What constructive suggestions or recommendations can you offer the Administrator to enhance performance?

What comments do you have for the Administrator (e.g., priorities, expectations, goals, or objectives for the new rating period)?

Thank you for providing feedback.

\_\_\_\_\_  
Evaluator's Signature

\_\_\_\_\_  
Date

## County Administrator's Annual Performance Review Criteria

Evaluation period: 8/2015 to October 2016

Karen Seel  
Evaluator's Name

### INSTRUCTIONS

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## SECTION 1: ADMINISTRATOR'S FUNCTIONAL COMPETENCIES

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### **1. Professional Skills and Characteristics**

Score: 3

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- Demonstrates knowledge of current developments affecting local government management.
- Exhibits composure, appearance, attitude and demeanor appropriate for executive position.

*Comments related to this category.* (Optional)

### **2. Relations With The Board of County Commissioners**

Score: 2.5

- Carries out directives of the Board as a whole rather than those of any one Board member.
- Assists the Board in resolving problems at the administrative level in order to avoid unnecessary Board action.
- Supports the actions of the Board after a decision has been reached.
- Assists the Board in establishing policy while acknowledging the ultimate authority of the Board.
- Receptive to constructive criticism and advice.

*Comments related to this category.* (Optional)



Rating Scale: 1 = Needs Improvement, 2 = Meets Expectations, 3 = Exceeds Expectations

**3. Policy Execution**

**Score: 2.5**

- Implements Board actions in accordance with the intent of Board.
- Ensures that policies are implemented on time, on budget and to expectations.
- Understands and provides for enforcement of county laws and ordinances.
- Reviews ordinances and procedures periodically to suggest improvements to their effectiveness.
- Offers workable alternatives to the Board for changes in law or policy when an existing policy or ordinance is no longer practical.

*Comments related to this category.* (Optional)

**4. Budget/Financial Management**

**Score: 3**

- Prepares a balanced budget to provide services at a level intended by the Board.
- Makes the best possible use of available funds, conscious of the need to operate the County efficiently and effectively.
- Presents the budget and budgetary recommendations in an intelligent and accessible format.
- Ensures that actions and decisions reflect an appropriate level of responsibility for financial planning and accountability.
- Monitors and manages fiscal activities of the organization appropriately.
- Ensures projects in the Capital Improvement Program are accomplished on time and within budget.

*Comments related to this category.* (Optional)

Rating Scale: 1 = Needs Improvement, 2 = Meets Expectations, 3 = Exceeds Expectations

**5. Communications and Reporting**

**Score: 3**

- Provides regular information and reports to the Board concerning matters of importance to the County.
- Disseminates complete and accurate information equally to all members in a timely manner.
- Responds in a timely manner to requests from the Board for information or special reports.
- Takes the initiative to provide information, advice, and recommendations to the Board on matters that are non-routine and not administrative in nature.
- Produces reports that are accurate and comprehensive.

*Comments related to this category.* (Optional)

**SECTION 2: BOARD STRATEGIC PLAN**

**6. Create a Quality Workforce in a Positive, Supportive Organization**

**Score: 1.5**

- Recruits, selects and retains diverse and competent personnel for County positions.
- Leverages, promotes and expands opportunities for workforce growth and development, and maintains a succession plan.
- Is accurately informed and appropriately concerned about employee relations.
- Makes workforce safety and wellness a priority.
- Maintains a fair and competitive total compensation package.

*Comments related to this category.* (Optional)

Rating Scale: 1 = Needs Improvement, 2 = Meets Expectations, 3 = Exceeds Expectations

**7. Ensure Public Health, Safety, and Welfare**

**Score: 3**

- Provides planning, coordination, prevention, and protective services to ensure a safe and secure community.
- Ensures that the County is a facilitator, convener, and purchaser of services for those in need.
- Provides comprehensive services to connect our veterans and dependents to the benefits they have earned.
- Provides support to programs that seek to prevent and remedy the causes of homelessness and move individuals and families from homelessness to permanent housing.
- Develops initiatives to enhance pedestrian and bicycle safety.

*Comments related to this category.* (Optional)

**8. Practice Superior Environmental Stewardship**

**Score: 3**

- Implements green technologies and practices where practical.
- Ensures appropriate preservation and management of environmental lands, beaches, parks, and historical assets.
- Ensures the protection and improvement of the quality of our water, air, and other natural resources.
- Implements programs to reduce/reuse/recycle resources including energy, water, and solid waste.
- Complies with State, federal, and county health and environmental regulations.

*Comments related to this category.* (Optional)

Rating Scale: 1 = Needs Improvement, 2 = Meets Expectations, 3 = Exceeds Expectations

**9. Foster Continual Economic Growth and Vitality**

**Score: 2.5**

- Proactively attracts and retains businesses with targeted jobs to the county and the region.
- Invests in communities that need the most.
- Provides a catalyst for redevelopment through planning and regulatory programs.
- Invests in infrastructure to meet current and future needs.
- Builds support for a vibrant community with recreation, arts, and culture to attract residents and visitors.

*Comments related to this category.* (Optional)

**10. Delivering First Class Services**

**Score: 2.5**

- Maximizes partner relationships and public outreach.
- Actions reflect responsible stewardship of the public's resources.
- Ensures effective and efficient delivery of county services and support.
- Strives to exceed customer expectations.
- Collaborates with other government agencies and community partners.

*Comments related to this category.* (Optional)

Rating Scale: 1 = Needs Improvement, 2 = Meets Expectations, 3 = Exceeds Expectations

## **NARRATIVE EVALUATION (optional)**

What would you identify as the Administrator's strength(s), expressed in terms of the principal results achieved during the rating period?

Partnerships, creative solutions and problem resolution.

What constructive suggestions or recommendations can you offer the Administrator to enhance performance?

What comments do you have for the Administrator (e.g., priorities, expectations, goals, or objectives for the new rating period)?

Thank you for providing feedback.

\_\_\_\_\_  
Evaluator's Signature

\_\_\_\_\_  
Date



## County Administrator's Annual Performance Review Criteria

Evaluation period: **Sept 2015**\_\_\_\_\_ to **Sept 2016**\_\_\_\_\_

Evaluator's Name: **Commissioner Kenneth T. Welch**

### INSTRUCTIONS

This evaluation form presents ten categories of rating criteria. Each category contains statements describing competencies or strategic goals related to that category. For each category, use the scale below to indicate your rating of the Administrator's performance.

This evaluation form also contains the option of entering comments related to each of the categories. These comments may include responses to specific questions and any observations you believe appropriate and pertinent to the rating period.

Separately, this evaluation form contains an optional narrative evaluation offering the opportunity to provide additional feedback.

#### 1 = Needs Improvement:

The incumbent does not consistently meet the performance expectations and/or demonstrates only a moderate level of proficiency in the required competency. Additional training or commitment is required. *This rating describes the employee who meets only the very minimum position requirements and whose performance needs improvement through development, experience and/or application.*

#### 2 = Meets Expectations:

The incumbent consistently meets and may occasionally exceed performance expectations while demonstrating proficiency in the required competency. *This rating describes the employee whose overall performance is satisfactory, and consistently meets the expectations of the Board.*

#### 3 = Exceeds Expectations:

The incumbent consistently exceeds performance expectations while demonstrating a high level of proficiency in the required competency. *This rating is used as recognition for extraordinary accomplishments that have significant impact on the organization.*

When completed, please sign and date the form and forward it to the Board Chairman. The results will be summarized and placed on the agenda at a future meeting. The individual forms, accompanying summary, and other agenda materials will be included in the public record.

**For the rater's convenience, the rating scale appears in the header on each of the following pages.**



## SECTION 1: ADMINISTRATOR'S FUNCTIONAL COMPETENCIES

Considering the competencies listed, please note your score for each category in the space provided to the right of the category heading.

### 1. Professional Skills and Characteristics

Score: 3

- Invests sufficient effort toward being diligent and thorough in the discharge of duties.
- Understands the impact and implications of decisions on the community and stakeholders.
- Anticipates problems and develops effective approaches for solving them.
- Demonstrates knowledge of current developments affecting local government management.
- Exhibits composure, appearance, attitude and demeanor appropriate for executive position.

*Comments related to this category.* (Optional)

Mark is focused, strategic and collaborative in the discharge of his duties as Administrator.

### 2. Relations With The Board of County Commissioners

Score: 3

- Carries out directives of the Board as a whole rather than those of any one Board member.
- Assists the Board in resolving problems at the administrative level in order to avoid unnecessary Board action.
- Supports the actions of the Board after a decision has been reached.
- Assists the Board in establishing policy while acknowledging the ultimate authority of the Board.
- Receptive to constructive criticism and advice.

*Comments related to this category.* (Optional)

Mark's board relations are professional and highly effective.



**3. Policy Execution**

**Score: 3**

- Implements Board actions in accordance with the intent of Board.
- Ensures that policies are implemented on time, on budget and to expectations.
- Understands and provides for enforcement of county laws and ordinances.
- Reviews ordinances and procedures periodically to suggest improvements to their effectiveness.
- Offers workable alternatives to the Board for changes in law or policy when an existing policy or ordinance is no longer practical.

*Comments related to this category.* (Optional)

**4. Budget/Financial Management**

**Score: 3**

- Prepares a balanced budget to provide services at a level intended by the Board.
- Makes the best possible use of available funds, conscious of the need to operate the County efficiently and effectively.
- Presents the budget and budgetary recommendations in an intelligent and accessible format.
- Ensures that actions and decisions reflect an appropriate level of responsibility for financial planning and accountability.
- Monitors and manages fiscal activities of the organization appropriately.
- Ensures projects in the Capital Improvement Program are accomplished on time and within budget.

*Comments related to this category.* (Optional)

The Pinellas budget development process continues to set the standard for transparency, outreach and strategic alignment.





**5. Communications and Reporting**

**Score: 3**

- Provides regular information and reports to the Board concerning matters of importance to the County.
- Disseminates complete and accurate information equally to all members in a timely manner.
- Responds in a timely manner to requests from the Board for information or special reports.
- Takes the initiative to provide information, advice, and recommendations to the Board on matters that are non-routine and not administrative in nature.
- Produces reports that are accurate and comprehensive.

*Comments related to this category.* (Optional)

Mark's communication is excellent. I'm looking forward to Mark's planned enhancement of community outreach and engagement through the Communications department.

**SECTION 2: BOARD STRATEGIC PLAN**

**6. Create a Quality Workforce in a Positive, Supportive Organization Score: 2**

- Recruits, selects and retains diverse and competent personnel for County positions.
- Leverages, promotes and expands opportunities for workforce growth and development, and maintains a succession plan.
- Is accurately informed and appropriately concerned about employee relations.
- Makes workforce safety and wellness a priority.
- Maintains a fair and competitive total compensation package.

*Comments related to this category.* (Optional)

Workforce Diversity, particularly in senior management, should remain an area of focus.

Rating Scale: 1 = Needs Improvement, 2 = Meets Expectations, 3 = Exceeds Expectations

*KTW*  
Score: 3

**7. Ensure Public Health, Safety, and Welfare**

- Provides planning, coordination, prevention, and protective services to ensure a safe and secure community.
- Ensures that the County is a facilitator, convener, and purchaser of services for those in need.
- Provides comprehensive services to connect our veterans and dependents to the benefits they have earned.
- Provides support to programs that seek to prevent and remedy the causes of homelessness and move individuals and families from homelessness to permanent housing.
- Develops initiatives to enhance pedestrian and bicycle safety.

*Comments related to this category.* (Optional)

**8. Practice Superior Environmental Stewardship**

Score: 3

- Implements green technologies and practices where practical.
- Ensures appropriate preservation and management of environmental lands, beaches, parks, and historical assets.
- Ensures the protection and improvement of the quality of our water, air, and other natural resources.
- Implements programs to reduce/reuse/recycle resources including energy, water, and solid waste.
- Complies with State, federal, and county health and environmental regulations.

*Comments related to this category.* (Optional)



**9. Foster Continual Economic Growth and Vitality**

**Score: 3**

- Proactively attracts and retains businesses with targeted jobs to the county and the region.
- Invests in communities that need the most.
- Provides a catalyst for redevelopment through planning and regulatory programs.
- Invests in infrastructure to meet current and future needs.
- Builds support for a vibrant community with recreation, arts, and culture to attract residents and visitors.

*Comments related to this category.* (Optional)

**10. Delivering First Class Services**

**Score: 3**

- Maximizes partner relationships and public outreach.
- Actions reflect responsible stewardship of the public's resources.
- Ensures effective and efficient delivery of county services and support.
- Strives to exceed customer expectations.
- Collaborates with other government agencies and community partners .

*Comments related to this category.* (Optional)

Rating Scale: 1 = Needs Improvement, 2 = Meets Expectations, 3 = Exceeds Expectations



## NARRATIVE EVALUATION (optional)

What would you identify as the Administrator's strength(s), expressed in terms of the principal results achieved during the rating period?

Mark's strengths include leadership, ethical conduct, collaboration, communication and strategic thinking.

What constructive suggestions or recommendations can you offer the Administrator to enhance performance?

Workforce Diversity, particularly in senior management, should remain an area of focus.

What comments do you have for the Administrator (e.g., priorities, expectations, goals, or objectives for the new rating period)?

Mark has led the organization in excellent fashion, aligned work efforts with strategic priorities, and has positioned the County for long term success. Challenges in infrastructure planning (with respect to climate change), diversity and transportation will require Mark's strategic and effective approach.

Thank you for providing feedback.

Evaluator's Signature

Date

## County Administrator's Annual Performance Review Criteria

Evaluation period: 10/1/15 to 9/30/16

Dave Eggers  
Evaluator's Name

### INSTRUCTIONS

This evaluation form presents ten categories of rating criteria. Each category contains statements describing competencies or strategic goals related to that category. For each category, use the scale below to indicate your rating of the Administrator's performance.

This evaluation form also contains the option of entering comments related to each of the categories. These comments may include responses to specific questions and any observations you believe appropriate and pertinent to the rating period.

Separately, this evaluation form contains an optional narrative evaluation offering the opportunity to provide additional feedback.

#### 1 = Needs Improvement:

The incumbent does not consistently meet the performance expectations and/or demonstrates only a moderate level of proficiency in the required competency. Additional training or commitment is required. *This rating describes the employee who meets only the very minimum position requirements and whose performance needs improvement through development, experience and/or application.*

#### 2 = Meets Expectations:

The incumbent consistently meets and may occasionally exceed performance expectations while demonstrating proficiency in the required competency. *This rating describes the employee whose overall performance is satisfactory, and consistently meets the expectations of the Board.*

#### 3 = Exceeds Expectations:

The incumbent consistently exceeds performance expectations while demonstrating a high level of proficiency in the required competency. *This rating is used as recognition for extraordinary accomplishments that have significant impact on the organization.*

When completed, please sign and date the form and forward it to the Board Chairman. The results will be summarized and placed on the agenda at a future meeting. The individual forms, accompanying summary, and other agenda materials will be included in the public record.

**For the rater's convenience, the rating scale appears in the header on each of the following pages.**

Rating Scale: 1 = Needs Improvement, 2 = Meets Expectations, 3 = Exceeds Expectations

## SECTION 1: ADMINISTRATOR'S FUNCTIONAL COMPETENCIES

Considering the competencies listed, please note your score for each category in the space provided to the right of the category heading.

### **1. Professional Skills and Characteristics**

Score: 3

- Invests sufficient effort toward being diligent and thorough in the discharge of duties.
- Understands the impact and implications of decisions on the community and stakeholders.
- Anticipates problems and develops effective approaches for solving them.
- Demonstrates knowledge of current developments affecting local government management.
- Exhibits composure, appearance, attitude and demeanor appropriate for executive position.

#### *Comments related to this category. (Optional)*

Reacts well as issues arise and handles their solutions professionally.

Good relationship with partners. Has respect from City Managers and has created a welcoming approach to listening to their local problems.

### **2. Relations With The Board of County Commissioners**

Score: 3

- Carries out directives of the Board as a whole rather than those of any one Board member.
- Assists the Board in resolving problems at the administrative level in order to avoid unnecessary Board action.
- Supports the actions of the Board after a decision has been reached.
- Assists the Board in establishing policy while acknowledging the ultimate authority of the Board.
- Receptive to constructive criticism and advice.

#### *Comments related to this category. (Optional)*

Reacts well to Board direction and helps provide solutions ahead of Board decisions. Seems receptive to individual constructive criticism and advice

Rating Scale: 1 = Needs Improvement, 2 = Meets Expectations, 3 = Exceeds Expectations

**3. Policy Execution**

**Score: 3**

- Implements Board actions in accordance with the intent of Board.
- Ensures that policies are implemented on time, on budget and to expectations.
- Understands and provides for enforcement of county laws and ordinances.
- Reviews ordinances and procedures periodically to suggest improvements to their effectiveness.
- Offers workable alternatives to the Board for changes in law or policy when an existing policy or ordinance is no longer practical.

***Comments related to this category. (Optional)***

From inception of the Budget Planning process and Strategic Planning retreat through to the adoption of the new Budget and implementation of the current budget, MW conducts the organization in a relatively efficient and effective manner

**4. Budget/Financial Management**

**Score: 2.5**

- Prepares a balanced budget to provide services at a level intended by the Board.
- Makes the best possible use of available funds, conscious of the need to operate the County efficiently and effectively.
- Presents the budget and budgetary recommendations in an intelligent and accessible format.
- Ensures that actions and decisions reflect an appropriate level of responsibility for financial planning and accountability.
- Monitors and manages fiscal activities of the organization appropriately.
- Ensures projects in the Capital Improvement Program are accomplished on time and within budget.

***Comments related to this category. (Optional)***

Excellent and openly interactive process to the budgeting efforts. Would like to see more critical issue and greatest challenges identified with realistic solutions by department.

Rating Scale: 1 = Needs Improvement, 2 = Meets Expectations, 3 = Exceeds Expectations

**5. Communications and Reporting**

**Score: 2**

- Provides regular information and reports to the Board concerning matters of importance to the County.
- Disseminates complete and accurate information equally to all members in a timely manner.
- Responds in a timely manner to requests from the Board for information or special reports.
- Takes the initiative to provide information, advice, and recommendations to the Board on matters that are non-routine and not administrative in nature.
- Produces reports that are accurate and comprehensive.

***Comments related to this category. (Optional)***

Weekly meeting helps keep information flow productive. Have asked repeatedly for more details at times and more open contact with staff on issues relevant to north district. Improving but still need more staff interaction at critical times.

**SECTION 2: BOARD STRATEGIC PLAN**

**6. Create a Quality Workforce in a Positive, Supportive Organization**

**Score: 1**

- Recruits, selects and retains diverse and competent personnel for County positions.
- Leverages, promotes and expands opportunities for workforce growth and development, and maintains a succession plan.
- Is accurately informed and appropriately concerned about employee relations.
- Makes workforce safety and wellness a priority.
- Maintains a fair and competitive total compensation package.

***Comments related to this category. (Optional)***

Some concerns here

- 1) Would like to see more open transparent recruiting at the highest levels allowing us the possibility of being exposed to talent that otherwise we don't get to see
- 2) Would like to see a more cooperative attitude with other county offices. Attorneys/HR
- 3) Would like to see a working culture that is more open to suggestions and feedback from employees and encourages independent action and thought w/o repercussions. Less



Rating Scale: 1 = Needs Improvement, 2 = Meets Expectations, 3 = Exceeds Expectations

intimidation and micromanaging control is preferred.

**7. Ensure Public Health, Safety, and Welfare**

**Score: 3**

- Provides planning, coordination, prevention, and protective services to ensure a safe and secure community.
- Ensures that the County is a facilitator, convener, and purchaser of services for those in need.
- Provides comprehensive services to connect our veterans and dependents to the benefits they have earned.
- Provides support to programs that seek to prevent and remedy the causes of homelessness and move individuals and families from homelessness to permanent housing.
- Develops initiatives to enhance pedestrian and bicycle safety.

*Comments related to this category. (Optional)*

Partnerships on health and welfare have been critical to the successes. Would like to see more open dialogue with our safety partners on an array of issues.

**8. Practice Superior Environmental Stewardship**

**Score: 2**

- Implements green technologies and practices where practical.
- Ensures appropriate preservation and management of environmental lands, beaches, parks, and historical assets.
- Ensures the protection and improvement of the quality of our water, air, and other natural resources.
- Implements programs to reduce/reuse/recycle resources including energy, water, and solid waste.
- Complies with State, federal, and county health and environmental regulations.

*Comments related to this category. (Optional)*

Rating Scale: 1 = Needs Improvement, 2 = Meets Expectations, 3 = Exceeds Expectations

Would like to see a much clearer picture of the status of our transmission lines with a clearer understanding of the scope of our challenges and a plan for the improvement of that condition especially of our sewer lines.

**9. Foster Continual Economic Growth and Vitality**

**Score: 2.5**

- Proactively attracts and retains businesses with targeted jobs to the county and the region.
- Invests in communities that need the most.
- Provides a catalyst for redevelopment through planning and regulatory programs.
- Invests in infrastructure to meet current and future needs.
- Builds support for a vibrant community with recreation, arts, and culture to attract residents and visitors.

***Comments related to this category.*** (Optional)

Feel like there is a great deal of activity within Economic Development and our Tourist Development group and only familiar with the entire STORY in a fragmented way. Maybe just an update to the Commission with a reaffirmation of the current direction: programs, facilities, partnerships, federal/state and other funding, etc.

Would also like to see or hear more about how in Building Services we interact with the development community (developers, contractors, engineers, architects) to review codes, processes for improvements or reaffirmations to assist our small businesses and developers in our redevelopment climate.

**10. Delivering First Class Services**

**Score: 3**

- Maximizes partner relationships and public outreach.
- Actions reflect responsible stewardship of the public's resources.
- Ensures effective and efficient delivery of county services and support.
- Strives to exceed customer expectations.
- Collaborates with other government agencies and community partners.

***Comments related to this category.*** (Optional)

Rating Scale: 1 = Needs Improvement, 2 = Meets Expectations, 3 = Exceeds Expectations

Would like to see even more collaboration with our cities with respect to dealing with problems and opportunities facing each of us.

## **NARRATIVE EVALUATION (optional)**

What would you identify as the Administrator's strength(s), expressed in terms of the principal results achieved during the rating period?

Demand excellence and has accomplished good results; those good results are probably even more comparatively apparent to longer serving Commissioners.

What constructive suggestions or recommendations can you offer the Administrator to enhance performance?

I would like to see how HR can assist with helping open dialogue and a culture of receptivity to constructive criticisms/changes for employees. There needs to be a way for employees to vent or raise issues or perhaps even "whistle blow" without fear of retaliation.

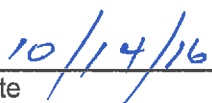
What comments do you have for the Administrator (e.g., priorities, expectations, goals, or objectives for the new rating period)?

Rating Scale: 1 = Needs Improvement, 2 = Meets Expectations, 3 = Exceeds Expectations

Continue encouraging to develop more value added for our municipal partners, more occasional strategic focus on our MSTU (Pinellas Community), more exploration on employee relations as to work place culture and finally to keep up the great work he has maintained the first full two years as our County Administrator.

Thank you for providing feedback.

  
Evaluator's Signature

  
Date

## County Administrator's Annual Performance Review Criteria

Evaluation period: 2015 to 2016

Pat Gerard  
Evaluator's Name

### INSTRUCTIONS

This evaluation form presents ten categories of rating criteria. Each category contains statements describing competencies or strategic goals related to that category. For each category, use the scale below to indicate your rating of the Administrator's performance.

This evaluation form also contains the option of entering comments related to each of the categories. These comments may include responses to specific questions and any observations you believe appropriate and pertinent to the rating period.

Separately, this evaluation form contains an optional narrative evaluation offering the opportunity to provide additional feedback.

#### 1 = Needs Improvement:

The incumbent does not consistently meet the performance expectations and/or demonstrates only a moderate level of proficiency in the required competency. Additional training or commitment is required. *This rating describes the employee who meets only the very minimum position requirements and whose performance needs improvement through development, experience and/or application.*

#### 2 = Meets Expectations:

The incumbent consistently meets and may occasionally exceed performance expectations while demonstrating proficiency in the required competency. *This rating describes the employee whose overall performance is satisfactory, and consistently meets the expectations of the Board.*

#### 3 = Exceeds Expectations:

The incumbent consistently exceeds performance expectations while demonstrating a high level of proficiency in the required competency. *This rating is used as recognition for extraordinary accomplishments that have significant impact on the organization.*

When completed, please sign and date the form and forward it to the Board Chairman. The results will be summarized and placed on the agenda at a future meeting. The individual forms, accompanying summary, and other agenda materials will be included in the public record.

**For the rater's convenience, the rating scale appears in the header on each of the following pages.**

Rating Scale: 1 = Needs Improvement, 2 = Meets Expectations, 3 = Exceeds Expectations

## SECTION 1: ADMINISTRATOR'S FUNCTIONAL COMPETENCIES

Considering the competencies listed, please note your score for each category in the space provided to the right of the category heading.

### 1. Professional Skills and Characteristics

Score: 3

- Invests sufficient effort toward being diligent and thorough in the discharge of duties.
- Understands the impact and implications of decisions on the community and stakeholders.
- Anticipates problems and develops effective approaches for solving them.
- Demonstrates knowledge of current developments affecting local government management.
- Exhibits composure, appearance, attitude and demeanor appropriate for executive position.

*Comments related to this category. (Optional)*

Mark is professional at all times, speaks respectfully to and about others, and understands the impact of our decisions.

### 2. Relations With The Board of County Commissioners

Score: 3

- Carries out directives of the Board as a whole rather than those of any one Board member.
- Assists the Board in resolving problems at the administrative level in order to avoid unnecessary Board action.
- Supports the actions of the Board after a decision has been reached.
- Assists the Board in establishing policy while acknowledging the ultimate authority of the Board.
- Receptive to constructive criticism and advice.

*Comments related to this category. (Optional)*

Mark responds quickly to requests from the board for information or clarification. He accommodates all points of view and seeks resolution when necessary.

Rating Scale: 1 = Needs Improvement, 2 = Meets Expectations, 3 = Exceeds Expectations

**3. Policy Execution**

**Score: 3** \_\_\_\_\_

- Implements Board actions in accordance with the intent of Board.
- Ensures that policies are implemented on time, on budget and to expectations.
- Understands and provides for enforcement of county laws and ordinances.
- Reviews ordinances and procedures periodically to suggest improvements to their effectiveness.
- Offers workable alternatives to the Board for changes in law or policy when an existing policy or ordinance is no longer practical.

*Comments related to this category. (Optional)*

He sometimes has to remind us of what action we took before but always does so graciously.

**4. Budget/Financial Management**

**Score: 3** \_\_\_\_\_

- Prepares a balanced budget to provide services at a level intended by the Board.
- Makes the best possible use of available funds, conscious of the need to operate the County efficiently and effectively.
- Presents the budget and budgetary recommendations in an intelligent and accessible format.
- Ensures that actions and decisions reflect an appropriate level of responsibility for financial planning and accountability.
- Monitors and manages fiscal activities of the organization appropriately.
- Ensures projects in the Capital Improvement Program are accomplished on time and within budget.

*Comments related to this category. (Optional)*

With the Commission's input, Mark seeks to tweak a process that will give enough but not too much information on a very complex budget.

Rating Scale: 1 = Needs Improvement, 2 = Meets Expectations, 3 = Exceeds Expectations

**5. Communications and Reporting**

**Score: 3**

- Provides regular information and reports to the Board concerning matters of importance to the County.
- Disseminates complete and accurate information equally to all members in a timely manner.
- Responds in a timely manner to requests from the Board for information or special reports.
- Takes the initiative to provide information, advice, and recommendations to the Board on matters that are non-routine and not administrative in nature.
- Produces reports that are accurate and comprehensive.

*Comments related to this category. (Optional)*

I appreciate Mark's weekly briefings that go over the next agenda but also update on ongoing issues and give us a "heads up" on upcoming issues. Very helpful.

**SECTION 2: BOARD STRATEGIC PLAN**

**6. Create a Quality Workforce in a Positive, Supportive Organization**

**Score: 2.5**

- Recruits, selects and retains diverse and competent personnel for County positions.
- Leverages, promotes and expands opportunities for workforce growth and development, and maintains a succession plan.
- Is accurately informed and appropriately concerned about employee relations.
- Makes workforce safety and wellness a priority.
- Maintains a fair and competitive total compensation package.

*Comments related to this category. (Optional)*

Mark has made some excellent hires, including women and minorities and is conscious that we can never have enough diversity. I'm not as confident of the succession plan



Rating Scale: 1 = Needs Improvement, 2 = Meets Expectations, 3 = Exceeds Expectations

**7. Ensure Public Health, Safety, and Welfare**

**Score: 3**

- Provides planning, coordination, prevention, and protective services to ensure a safe and secure community.
- Ensures that the County is a facilitator, convener, and purchaser of services for those in need.
- Provides comprehensive services to connect our veterans and dependents to the benefits they have earned.
- Provides support to programs that seek to prevent and remedy the causes of homelessness and move individuals and families from homelessness to permanent housing.
- Develops initiatives to enhance pedestrian and bicycle safety.

*Comments related to this category. (Optional)*

I very much like the approach of partnering with outside agencies to carry out some services. Human Services are a particular interest of mine and Mark is supportive of efforts in that arena.

**8. Practice Superior Environmental Stewardship**

**Score: 2.5**

- Implements green technologies and practices where practical.
- Ensures appropriate preservation and management of environmental lands, beaches, parks, and historical assets.
- Ensures the protection and improvement of the quality of our water, air, and other natural resources.
- Implements programs to reduce/reuse/recycle resources including energy, water, and solid waste.
- Complies with State, federal, and county health and environmental regulations.

*Comments related to this category. (Optional)*

Rating Scale: 1 = Needs Improvement, 2 = Meets Expectations, 3 = Exceeds Expectations

**9. Foster Continual Economic Growth and Vitality**

**Score: 2.5**

- Proactively attracts and retains businesses with targeted jobs to the county and the region.
- Invests in communities that need the most.
- Provides a catalyst for redevelopment through planning and regulatory programs.
- Invests in infrastructure to meet current and future needs.
- Builds support for a vibrant community with recreation, arts, and culture to attract residents and visitors.

*Comments related to this category.* (Optional)

**10. Delivering First Class Services**

**Score: 3**

- Maximizes partner relationships and public outreach.
- Actions reflect responsible stewardship of the public's resources.
- Ensures effective and efficient delivery of county services and support.
- Strives to exceed customer expectations.
- Collaborates with other government agencies and community partners .

*Comments related to this category.* (Optional)

Partner relationships much improved. Active public outreach is no doubt a big part of that.

Rating Scale: 1 = Needs Improvement, 2 = Meets Expectations, 3 = Exceeds Expectations

## NARRATIVE EVALUATION (optional)

What would you identify as the Administrator's strength(s), expressed in terms of the principal results achieved during the rating period?

Building relationships and partnerships

Steady leadership

Integrity and professionalism

What constructive suggestions or recommendations can you offer the Administrator to enhance performance?

None at this time

What comments do you have for the Administrator (e.g., priorities, expectations, goals, or objectives for the new rating period)?

None at this time

Thank you for providing feedback.

  
\_\_\_\_\_  
Evaluator's Signature

10-17-16  
Date