

## County Administrator's Annual Performance Review Criteria

Evaluation period: \_\_\_\_ 2016 \_\_\_\_\_ to \_\_\_\_ 2017 \_\_\_\_\_

### Commissioner Kenneth Welch

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.

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

**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)

### **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)

**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)

Excellent job developing FY18 budget, particularly in light of Hyperion issues.

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: 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)

The county should continue to support opportunity and diversity in the workforce, particularly in management. I look forward to continued progress in this area.

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: 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?

Communication with board and other partners; development of significant partnerships and key initiatives aligned with the strategic plan.

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

Continue to expand partnerships to make community impact, ensure equal opportunity and diversity within the organization, ensure strong management team/succession plan.

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

The county has flourished under Mark's leadership. He should make sure that the County is positioned to withstand any challenge that may hinder our long term progress, including storms, climate change, legislative impacts (homestead), etc.

Thank you for providing feedback.



Evaluator's Signature

10/16/17

Date

## County Administrator's Annual Performance Review Criteria

Evaluation period: September 2016 to September 2017

Dave Eggers  
Evaluator's Name

### INSTRUCTIONS

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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:

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: 2

- 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 possesses skill sets to meet expectations for his position at County Administrator.

However, between anticipating problems, outside developments or his demeanor, he missed the opportunity to protect taxpayers and current employees by not 'freezing' employee hiring for 2018 in anticipation of next year's potential 'tax cut'.

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

Score: 2

- 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)

I believe Mark Woodard meets expectations when carrying out the directive of the board and tends to resolve problems before they reach the Board. Would prefer a more straight forward approach when getting briefed on issues, especially those issues dealing the partners and employees.

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.
- 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 Woodard meets expectations for executing Board policy, but has not been responsive to assisting in the bifurcation of Land Use/Zoning cases. The debris removal process and setting the expectation levels of our residents has been a disappointment.

### 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)

Mark Woodard meets/exceeds budget/financial management expectations. Would like to see more direction/limitation (provide more reality) for Commission when developing Decision Packages.

I think providing perspective at each budget meeting where we are in the process and what the next steps are would be helpful to residents to know better when/how to weigh in on specific discussion points.

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

## 5. Communications and Reporting

Score: 1.5

- 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 Woodard meets expectation on reporting, but sincerely believe needs improvement on communications with employees, partners and Commission. Sometimes what is not said is as important or revealing as what is said. Sometimes I feel as though I am not getting all of the "backup or staffing" needed especially when dealing with partners.

## 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)

As with most County hiring, Mark Woodard hires strong leaders in Director positions and in turn has developed a very strong workforce for our residents. As a whole, employee workforce is professional, hardworking, and much more than competent. Mark needs to develop a management style that supports and builds trust with his employees and to encourage interaction (at the Director level and above) with Commission. He has often encouraged that with me, and yet every time I approach a Director, they tell me to work that through MW. That control needs to lie with his employees and not with MW.

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)

Mark Woodard has strong personnel with conviction and expertise to carry out the Board's policies on Public Safety, Health, and Welfare. I was glad to see Community Health Services included in part of that plan as well as the "nurse in every school" program implemented. Would like to have seen alternative fiscal scenarios presented for a more phased approach for the nursing program. Also his employees performed excellently before, during and after Hurricane Irma.

**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)

With direction from the Board, Mark Woodard implemented a countywide taskforce on sewer related issues facing all cities and the county. Continued leadership and commitment will be needed. A more aggressive approach is needed for pipeline condition mapping for sewers and water. This has been slow to complete. Infrastructure priority is a must. We've had too many spills and breaks resulting in a much higher cost than if we were to replace the pipes before they break.

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

**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)

Would like to start to see a more contractor friendly approach – consistency, clarity, simplification, and even more business outreach.

As a suggestion, perhaps touring of businesses as Oldsmar tours facilities with leadership and elected officials would be good. Recognizing businesses at BOCC meetings was excellent.

**10. Delivering First Class Services**

**Score: 2**

- 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)

There seems/seemed to be a lot of confusion with partners regarding debris pickup. (Learn from Oldsmar and Safety Harbor). I believe resident's expectations of County services are low, so meeting them should not be difficult. We need to improve.

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?

Negotiating skills, top down directing, and ensuring Commission protection are Mark Woodard's strengths.

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

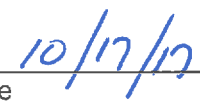
I would like Mark Woodard to be more self-confident thus improving relationships with employees. I would also like for him to "fully vet" key issues before bringing a recommendation to the Commission. Finally, I would like to see him encourage his employees (Director level and up) to have unfettered access to and to build constructive relationships with Commissioners.

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

In the coming year, I would hope that Mark Woodard continues developing his personnel, produces a more fiscally conservative budget and is extremely helpful as we transition to a new County Administrator.

Thank you for providing feedback.

  
Evaluator's Signature

  
Date

## County Administrator's Annual Performance Review Criteria

Evaluation period: 10/16/16 to 10/16/17

Karen Seel  
Evaluator's Name

### INSTRUCTIONS

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#### 1 = Needs Improvement:

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## 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)

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

Score: 2

- 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.
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- Reviews ordinances and procedures periodically to suggest improvements to their effectiveness.
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*Comments related to this category. (Optional)*

**4. Budget/Financial Management**

**Score:** 2.5

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- 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: 2

- Provides regular information and reports to the Board concerning matters of importance to the County.
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- 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)*

*Prefer face to face meetings.*

**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.
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Score: 3

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

**Score:** 2.5

- Proactively attracts and retains businesses with targeted jobs to the county and the region.
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*Comments related to this category. (Optional)*

**10. Delivering First Class Services**

**Score:** 2.5

- Maximizes partner relationships and public outreach.
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- 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?

Creative solutions and problem solving.  
Extensive knowledge and always prepared.

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.

Karen Seel

Evaluator's Signature

10/16/17

Date

## County Administrator's Annual Performance Review Criteria

Evaluation period: October 2016\_\_ to \_\_October 2017\_\_\_\_\_

\_\_Pat Gerard\_\_\_\_\_  
Evaluator's Name

### INSTRUCTIONS

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

Score: 3

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- 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 works hard to carry out his duties as County Administrator and to anticipate problems before they occur. He is a good problem solver and has the right temperament for the job.

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

Score: 2

- 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)*

I think Mark tries hard to balance the wishes of the entire board but it is not always possible to represent all perspectives.

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)

Mark is very good at offering workable alternatives and suggesting improvements.

**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 and his staff did an amazing job this year in pulling the budget together with the BTS issues, and working with the Commission to incorporate additional items as requested.



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 our weekly briefings and “heads up” calls when something is happening. Very helpful and makes for smooth running meetings (as much as possible). I feel Mark is very accessible.

**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)*

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)*

Mark has done a great job of building relationships in the community and being a true partner with municipalities, non-profits and others in the community.

**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)*

Looking forward to seeing and discussing in a work session the sea level rise study.

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

**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)*

I don't know how successful we are in attracting businesses but I do think that the county balances immediate needs of the residents with the economic growth and sustainability of the community as a whole.

**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)*

With partners we are doing more.

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?

Conservative, common sense budgeting. Integrity. Professionalism. Intelligence.

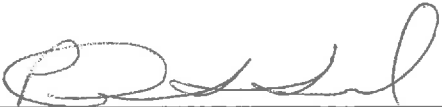
What constructive suggestions or recommendations can you offer the Administrator to enhance performance?

Remain aware that some board members do appear to have more sway over his decision making than others.

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

- I would like to see us pursue some sort of support/incentives for people to upgrade their homes to more sustainable technology, in addition to PACE loans that may not be in some peoples' best interest.
- I would like have at least an annual presentation on our redevelopment district in Lealman.

Thank you for providing feedback.

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

10-4-17  
\_\_\_\_\_  
Date

## County Administrator's Annual Performance Review Criteria

Evaluation period: October 18, 20016 to October 2017

COMMISSIONER 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:

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)

Thoughtful responses to inquiries and questions. Has an incredible grasp of the dynamics of the region and Pinellas County. Understands the importance of working with partners and getting things done. His composure and demeanor have enabled us to create a foundation for this County to grow and succeed for many years to come.

### 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 very professional, respectful and thoughtful. It's an added bonus that he has a terrific sense of humor. He is well versed at gaining consensus and knowing when to compromise for the betterment of the organization.

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)

**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)

Incredible and comprehensive historical knowledge of policy. Consistently provides pathways forward in executing policy direction given to him by the Board. Tremendous job by our OMB staff to deliver budget on time and to expectations given the difficulties with our BTS contractors this fiscal year.

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)*

Consistent and regular information is provided by Mark through email and phone calls. Hiring of Barbra Hernandez as Communications Director and expanding our Communications Department to include Marketing was a smart and welcomed strategic move as well.

**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)*

It takes way too much time for decisions to be made and change to happen in difficult personnel issues. The impact on staff who are working in these situations is very stressful and hinders the ability of being the best we can be. A stronger sense of urgency on this issue would be appreciated.



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)*

The work being accomplished with partner relationships remains a highlight of this Administration and Commission and is very much appreciated throughout the County. The fire departments and municipalities' relationship with County Government are better than they have ever been.

**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: 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)*

Continued work to position Pinellas as a successful and progressive convener and collaborator throughout our Tampa Bay Region.

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 is very informed and in touch with issues throughout our County and our region. He is intelligent, knowledgeable, and strategic. Mark has a servant leadership style that has been a great addition for our County and our partners. His work before, during, and after the hurricane was exemplary.

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

Improved hiring process especially as it relates to senior staff. Still have not received a succession plan and I believe that is vital for the overall sustainability of the work being done in all of the Departments. Better communication is needed with what positions are vacant, who reports to who, and the overall organizational structure of Assistant County Administrators, Directors, and other critical staff. The intergovernmental relations position has been vacant for almost a year. As we strive to be better partners to everyone in our community, it is disappointing that such a vital position has been left unfilled for so long.

Improved and expedited reorganization process for VSPC. Issues still surround the organizational structure of VSPC and the length of time it has taken to address them. The cumbersome process, similar to the process we undertook in the BCC Commission offices to revamp the staff positions/descriptions, that is still under way is troublesome as we as a County attempt to stay competitive and ahead of the pack in our largest industry, tourism. A vital senior position has been vacant for a long time and has yet to be advertised.

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

Priorities moving forward should include an increased sense of urgency to focus on the issues revolving around climate change, regional transportation solutions, and audit/review of storm preparedness recommendations. Increased opportunities for executive growth for his staff and ours would be welcome.

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

Thank you for providing feedback.

Janet C. Long  
Evaluator's Signature

10-17-17  
Date

## County Administrator's Annual Performance Review Criteria

Evaluation period: September 2016 to September 30, 2017

**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.

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

**1. Professional Skills and Characteristics**

**Score: 2**

- 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 remains calm, delivers solid leadership and represents the Commission and the County well. He has a more than thorough understanding of the duties required in his position.

**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 balances the demands of seven Board members with the implementation of policy and organization activities better than most.

**3. Policy Execution**

**Score: 2**

- Implements Board actions in accordance with the intent of Board.

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

- 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)

Mr. Woodard offers constructive advice and counsel in aiding commissioner and policy goals. He also brings alternatives to the Board in order to ultimately meet the desired outcomes.

#### **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)

Mr. Woodard delivers an effective and efficient and realistic budget for the Board to consider in meeting the needs of the citizens of Pinellas County.

#### **5. Communications and Reporting**

**Score: 2**

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

- 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: 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)

Mr. Woodard has made improving employee safety and compensation a priority.

A long term succession plan still remains in question.

### 7. Ensure Public Health, Safety, and Welfare      Score: 2



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

- 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)

Mr. Woodard has brought Pinellas forward as an effective facilitator, convener or purchaser of services. This is a critical shift from the unrealistic goals of in house provider. This has improved community relationships and made budgetary sense.

**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 preservation and management of historical assets has received needed prioritization under Mr. Woodard's leadership.

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

**Score: 2**

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

- 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)

Mr. Woodard and Pinellas have partnered with our municipalities to ensure attraction and retention of businesses. I would still like to see emphasis on economic development in the unincorporated area specifically the Lealman community.

**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 is incredibly effective at developing and cultivating partnerships to deliver solid services to our citizens. He has made Pinellas a successful collaborator in our community.

**NARRATIVE EVALUATION (optional)**

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

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

- Continued strengthening of relationships with key community partners
- Recognition of opportunities that must be acted upon immediately necessitating creativity and flexibility
- Strong planning and response to emergency situations
- Delivering on promise of needed focus on Lealman & previously underserved portions of Pinellas

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

- Succession planning.
- Executive employee growth and opportunity (or communication thereof)

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

- Continued focus on Lealman. Not just the Community Redevelopment Area goals. But high level development. We are making incredible strides. I would like to see it continue and multiply.

Thank you for providing feedback.

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

10-16-2017  
\_\_\_\_\_  
Date

10/17/17



**ORIGINAL**

**PINELLAS COUNTY BOARD OF COUNTY COMMISSIONERS**  
**Office of Commissioner Janet C. Long**

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**M E M O R A N D U M**

**TO:** Pinellas County Board of County Commissioners

**FROM:** Commissioner Janet C. Long, Chair  
Pinellas County Board of County Commissioners

**SUBJECT:** County Administrator Annual Evaluation

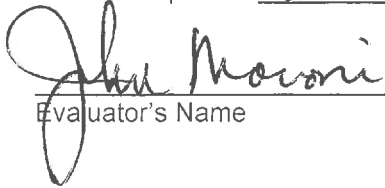
**DATE:** September 25, 2017

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See the attached Annual Performance Evaluation form for the County Administrator. Please complete and return to my office by Monday, October 16, 2017 at 5:00 P.M. Should you have any questions please don't hesitate to contact my office.

## County Administrator's Annual Performance Review Criteria

Evaluation period: Oct 2016 to Oct 2017

  
\_\_\_\_\_  
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:

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.*

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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)

### 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

Score: 2.5

**3. Policy Execution**

- 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: 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)*



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: 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: 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)

*Good job again this year. The Budget process was very open again & happy with the progress you have made with our citizens EMS & Firefighters. We need to continue the Board's goals of providing an exceptional quality of life for our citizens. Looking forward to one more year with all of you!*

*John M.*

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?

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