


9.24.15 #34

MEMORANDUM



TO: Members, Pinellas County Commission

FROM: John Morroni, Chairman
Pinellas County Commission 

RE: County Administrator's Annual Performance Review

DATE: September 24, 2015

Attached is the County Administrator's Annual Performance Review with the combined scores from all of the commissioners. Also included are the individual reviews of the County Administrator. The reviews will be on the September 24th agenda.

Attachments

ADMINISTRATOR'S FUNCTIONAL COMPETENCIES

- 1. Professional Skills & Characteristics
- 2. Relations with the Board of County Commissioners
- 3. Policy Execution
- 4. Budget/Financial Management
- 5. Communications and Reporting

1 Total Score

BOARD STRATEGIC PLAN

- 6. Create a Quality Workforce in a Positive, Supportive Org
- 7. Ensure Public Health Safety and Welfare
- 8. Practice Superior Environmental Stewardship
- 9. Foster Continual Economic Growth and Vitality
- 10. Delivering First Class Services

2 Total Score

Note. Enter data in green shaded cells. If there is no rating, leave blank.

Morrone	Max	Eggers	Max	Welch	Max	Justice	Max	Seel	Max	Gerard	Max	Long	Max	Score	Max Total	%	Check 400 Point Scale Equiv. Pts.
3	3	3	3	3	3	3	3	2	3	3	3	3	3	20	21	95%	76.2
3	3	3	3	3	3	3	3	2.5	3	3	3	3	3	20.5	21	98%	78.1
3	3	3	3	3	3	3	3	2	3	3	3	3	3	20	21	95%	76.2
3	3	3	3	3	3	3	3	3	3	3	3	3	3	21	21	100%	80.0
2	3	2	3	3	3	2	3	2.5	3	3	3	3	3	17.5	21	83%	66.7
14	15	14	15	15	15	14	15	12	15	15	15	15	15	99	105	94%	188.6
Morrone	Max	Eggers	Max	Welch	Max	Justice	Max	Seel	Max	Gerard	Max	Long	Max	Score	Max Total	%	
2	3	2	3	2	3	1	3	2	3	2	3	2	3	13	21	62%	49.5
3	3	3	3	3	3	2	3	2.5	3	3	3	3	3	19.5	21	93%	74.3
3	3	2	3	3	3	2	3	2.5	3	3	3	3	3	18.5	21	88%	70.5
2	3	2	3	3	3	2	3	2.5	3	3	3	2	3	16.5	21	79%	62.9
3	3	3	3	3	3	2	3	2	3	3	3	3	3	19	21	90%	72.4
13	15	12	15	14	15	0	15	11.6	15	14	15	13	15	86.5	105	82%	164.8
Totals														185.5	210	88%	353.3
														Score	Max Total		400
																	88%

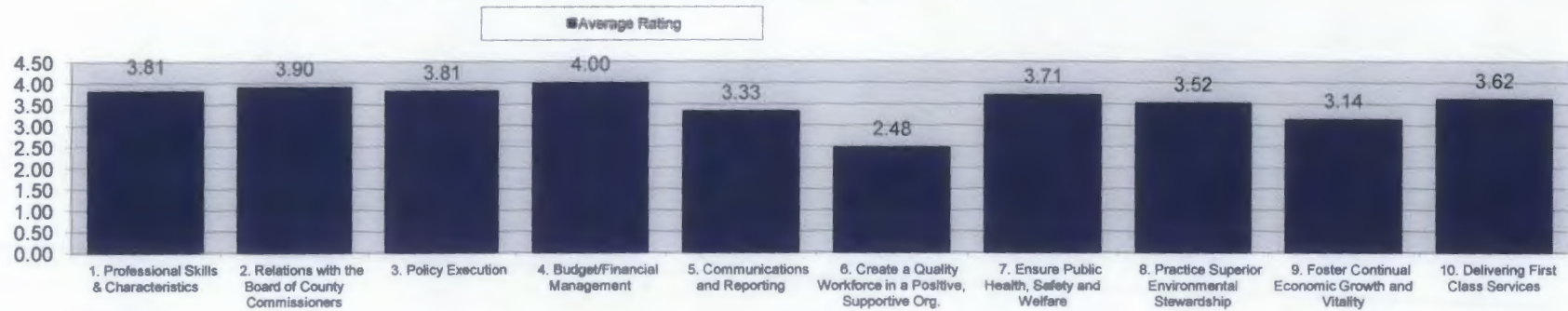
OMB staff has taken the scores and converted them to a four (4) point scale. The aggregate score has been extrapolated to relate to the 400-point scale used by the Unified Personnel System for rating employee performance.

**Pinellas County Administrator
2015 Annual Performance Review**

<u>Competencies</u>	<u>Average Rating</u>	<u>400-point Scale Equivalent</u>
1. Professional Skills & Characteristics	3.81	76.2
2. Relations with the Board of County Commissioners	3.90	78.1
3. Policy Execution	3.81	76.2
4. Budget/Financial Management	4.00	80.0
5. Communications and Reporting	3.33	66.7
6. Create a Quality Workforce in a Positive, Supportive Org.	2.48	49.5
7. Ensure Public Health, Safety and Welfare	3.71	74.3
8. Practice Superior Environmental Stewardship	3.52	70.5
9. Foster Continual Economic Growth and Vitality	3.14	62.9
10. Delivering First Class Services	3.62	72.4
Overall Score		353.3

OMB staff has taken the scores and converted them to a four (4) point scale. The aggregate score has been extrapolated to relate to the 400-point scale used by the Unified Personnel System for rating employee performance.

County Administrator Annual Performance Review - Compiled Data



County Administrator's Annual Performance Review Criteria

Evaluation period: 8/2014 to 8/2015

John Morini
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)

Mark never loses his cool. He works calmly and professional through all issues we tackle.

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 does an excellent job in this area. It is always to work well with 7 determined, strong willed elected officials is not a easy job!

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 represents the Board well after a discussion + decision is made. He is not afraid to offer a solution if he sees Board could be deadlocked.

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 excelled in this category - definitely his specialty!

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)

Communicate is good - all of us can continue to improve our communicate with the community. However, he is always available & gets each quickly when a message is left for him.

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)

This is still a work in progress for Mark as he completes his staff and administrative. He has done a great job in getting with all employees.

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.
- 45. • Develops initiatives to enhance pedestrian and bicycle safety.

Comments related to this category. (Optional)

Mark has done a great job in this area! Has worked extremely well with the Sheriff and also helped find dollars for increased Veterans Services. More work needed on #5 bullet point

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)

I know Mark takes very serious on bullet #5. We all have to work hard on protecting our environment.

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)

We need to work very hard on this issue. Other than public safety which is #1 priority, this is right behind it. We need to continue to make good public policy decisions & do more to enhance our economic growth in Pinellas.

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)

Mark knows how important this is to all 7 of us. We are all here to provide #1 services to our Pinellas constituents. Worked hard to improve relationships with our partners, city, etc.

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?

in comments

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

in comments

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

in comments.

Thank you for providing feedback.

John Morain
Evaluator's Signature

9/13/15
Date

County Administrator's Annual Performance Review Criteria

Evaluation period: November 2014 to August 2015

Commissioner 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)

Is very prepared for rigors of County Administrator position. Handles himself very professionally and yet seems very approachable as he executes his day to day responsibilities. Composure and attitude critical for developing trust with employees.

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)

Seeks Board direction on major initiatives while allowing some latitude to invest some preliminary time on individual Commissioner's directions. As discussed, above, except Bullet #5, Mark exceeded expectations. To #5, too early to tell, but hopeful.

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)

Ensures that policy decisions are implemented as scheduled and budgeted and does seem very at ease for presenting alternatives when needed. As discussed, however, except Bullet #4, Mark exceeds expectations. To #4, too early to tell about proactive reviews of ordinances.

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)

Though I was new to this budget process, there seemed to be a very smooth process followed, developed, and presented. There was no shortage of communications mostly accomplished through budget policy meetings. A little cleaner picture of capital budget flexibility for review might have been helpful to me. Overall, I believe Mark managed the budget well.

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)

Seems to be very timely and organized and effective at disseminating information proactively and reactively, when called for. Always room to improve on responses to emergencies, but still acceptable.

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)

Manages a very dedicated workforce, who seem very responsive to residents' needs. Recognized workforce for exceptional efforts and has hired a knowledgeable and strong leadership team, though somewhat short on diversity. There seems to be some undercurrent of uncertainty and therefore, discontent. Some is to be expected, but changes should not be prolonged.

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)

Hired a strong administrator to help implement his/our goals and strategy. Look for leadership on facilitating public safety whether in review/establishment of water safety plan and ongoing review of how fire and EMS services are delivered. Also, would like to see discussion on public safety issues on Huber and Lyft. Also, has developed and now implementing plans for two new CRAs in unincorporated and incorporated areas of Pinellas County.

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)

Assuming all of this area being addressed as directed. Certainly, appreciate north county collection center as a service available to all residents. Waste to Energy Plant and South Cross plants very progressed on technology and sensitivity to the environment.

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 see more work done in communicating recruitment successes locally and regionally as it relates to attracting/retaining business. Would like to see more publicity on efforts to make our county more business friendly in whatever manor chosen.

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)

Is very approachable and amenable to working with government partners. Would like to see SWOT for Pinellas County and how collaboration with our partners (internal/external county) could ensure more effective and efficient delivery of service, through operational changes and capital expenditures.

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?

Developing work program and matching resources and talents with needs of county residents. Also, very at ease in addressing short term implementation of county budget and long term planning for county strategic direction.

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

Would like to see a calmed workforce and strengthening relationship with Charter/Constitutionals at highest levels.

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

Overall, I feel fortunate for the residents to have Mark Woodard as our County Administrator. Would continue to encourage Mark to develop any weaknesses of employees, develop SWOT on Pinellas County, develop a more interactive (short & long term) relationship with county governments (including MPO/PPC & PSTA) and other inter county governments.

Thank you for providing feedback.


Evaluator's Signature

9/8/15
Date

County Administrator's Annual Performance Review Criteria

Evaluation period: 2014 to 2015



Evaluator's Name

INSTRUCTIONS

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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)

Mark's professionalism, strategic thinking, problem solving skills, and awareness of current trends and best practices is a great asset to the County and the BoCC.

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 has excelled in board communication, facilitation and policy implementation.

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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)

The budget process has been improved, providing more time for board input and discussion of priorities. The budget document, website and strategic alignment are exceptional.



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)

Board/Public communication and information responses are timely and proactive when required.

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)

Staff diversity is an area of concern. I look forward to progress in this area as Mark builds the organization.



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's work in this area has been outstanding, and includes the resolution of Veterans Svcs, EMS, Sheriff's budget, health and human service provider issues, and the development of poverty-reduction focused CRAs.

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?

Leadership, facilitation, strategic and critical thinking, direct communication with BoCC members, respect and appreciation for county staff.

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

Workforce diversity, particularly in upper management. Mark has inherited a challenge in this area from previous administrative personnel actions before he became administrator. I look forward to progress in this area.

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

Mark has provided and should continue to prioritize excellent fiscal oversight, and focus on strategic priorities, including workforce diversity. Board /Administrator relations are very good in my view. I'm very pleased with Mark's overall performance as our County Administrator - he is doing a tremendous job in leading the organization.

Thank you for providing feedback.


Evaluator's Signature

2015-09-10
Date

County Administrator's Annual Performance Review Criteria

Evaluation period: August 2014 to August 2015

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)

MARK'S CALM PARTNERSHIP BUILDING APPROACH
PAYS DIVIDENDS ACROSS THE SPECTRUM OF
COMMUNITY STAKEHOLDERS

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: 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)

MARC IS WILLING TO CONSIDER POLICY, ACTION
ALTERNATIVES IN ORDER TO REACH THE
BOARD'S ULTIMATE GOALS

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: 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)

CLEAR EFFECTIVE COMMUNICATOR

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)

GREAT HIRING. SUCCESSION PLAN A WORK IN PROGRESS.

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

7. Ensure Public Health, Safety, and Welfare

Score: 2

- 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

- 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

- 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

- 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)

MARK IS A TRUE BELIEVER IN THE
GOAL OF SETTING THE STANDARD
FOR PUBLIC SERVICE.

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?

POSITIVE RELATIONSHIP BUILDER
• EMS
• NON-PROFIT PARTNERS
• MUNICIPAL PARTNERS

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)?

CONTINUAL BALANCE OF FOREST + TREES VISION +
WORK PLAN.
SUCCESSION + STAFF PLANS.

Thank you for providing feedback.



Evaluator's Signature

9-2-15

Date

County Administrator's Annual Performance Review Criteria

Evaluation period: 8/14 to 8/15

Karen Steel
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.

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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.

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)

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

- 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: 2.5

- 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)

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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)

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

7. Ensure Public Health, Safety, and Welfare

Score: 2.5

- 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: 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

- 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?

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

9/9/15
Date

County Administrator's Annual Performance Review Criteria

Evaluation period: _____ August 2014 _____ to _____ August 2015 _____

____ 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.

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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.*

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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)

Mark has all the skills necessary to be successful in this position. He is knowledgeable, on top of things, a good communicator, cognizant of local government relations, and represents the county well.

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 listens to the board as a whole, considers individual opinions, coalesces viewpoints to determine actions and supports the board's decisions. I have never felt that Mark was withholding information to influence my opinion in any way. He is refreshingly forthright.

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)

No concerns.

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 takes a conservative and long term approach to the budget and accommodates the will of the board as much as possible.

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)

Mark is meticulous about keeping the board informed and presenting the same information to all board members. He communicates well and produces requested information in a timely manner.

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)

County staff appear to appreciate the lack of "drama" in Mark's style. Hopefully, he will focus on having more diversity in the leadership team as he replaces key department heads and prepares the organization for the future.

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 a very practical approach to providing needed human and public safety services. He has initiated partnerships to provide some services better provided by non-profit agencies.

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)

No concerns.

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)

Mark is very supportive of the economic development efforts in the community and a move to a less regulatory role for county planning staff and the PPC.

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)

Mark is clearly committed to providing quality services to our community and makes that expectation clear to all staff. He has been responsible for greatly improving relationships with other government agencies and community partners in his relatively short time in this role.

, 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 has been very good at building relationships at all levels. He is also quite good at evaluating staff and encouraging staff who seem to be a "bad fit" to move on to other opportunities.

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

Diversity in leadership.

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

I look forward to the year ahead with Mark at the helm.

Thank you for providing feedback.

Pat Gerard
Evaluator's Signature

9/2/15
Date

County Administrator's Annual Performance Review Criteria

Evaluation period: _____ August 2014 _____ to August 2015

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.

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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:

Rating Scale: 1 = Needs Improvement, 2 = Meets Expectations, 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 COMPETENCE

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 is an example of the consummate professional. He is very diligent and thoughtful on a daily basis. Mark consistently demonstrates and acts upon his deep and thorough understanding of local and County government.

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.

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

- Receptive to constructive criticism and advice.

Comments related to this category. (Optional)

Mark does an exemplary job of referencing board action on issues. He is quick to respond to questions, concerns or problems and will often align his answers right back to where they fit in our strategic plan, goals and objectives.

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 consistently meets or exceeds all of the measurements in this category.

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)

This area is one of Mark's greatest strengths. Because of his lengthy experience as Budget Director for the County, Mark is able to demonstrate where every penny goes. He also has a gift for explaining the very complicated government accounting requirements in a way that is understandable to a lay person. The new process set up by him immediately after becoming the Administrator has given the Commission immediate and direct involvement in the budget process from the very beginning each year. This process holds everyone accountable.

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)

Mark's response to questions or concerns has been impressive. He gets answers back to us almost immediately with good detail and always follows up. It is refreshing not to have problems, questions or concerns fall into a big black hole with no answers or solutions or feedback.

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)

This is an area in which I think there could be some improvement. I'm anxious to see some stability on the sixth floor as well as more diversity. Mark is doing a terrific job of empowering staff at all levels of government to learn and grow in an effort to create a knowledgeable bench of workers poised to move into upper management positions. There are a large number of our senior staff who are on the verge of retiring and I would like to see a more robust internship program to encourage young people to come into County government with an eye towards making public service and County government a career path. It takes time, but we have to begin somewhere if we want a quality workforce to be sustained in the future.

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)

This is an area that brings me special pride in terms of the movement this Commission with Mark's support has been able to accomplish. We are finally addressing long term neglect in the South part of our County as well as in the Lealman area. Our Dept of Health and Human Services has been reorganized under Mark's leadership to really focus on issues important to our veterans and to those who are medically needy. There has been a shift in the culture of the organization from a burdensome process of top down control to a flat line focus of doing the work and getting things done.

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)

A shining example of this effort is the new Public Safety Complex, the new Chiller plant and our new health care facility - all built to state of the art green technologies and safety standards.

9. Foster Continual Economic Growth and Vitality

Score: 2

- Proactively attracts and retains businesses with targeted jobs to the county and the region.

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

- 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)

It would be helpful to focus County wide on our economic development opportunities. We really need to start thinking in a more regional way to insure that we will continue to be competitive in this new global economy. With the activity at the Port and the expansion of Tampa International, we can do a better job of enticing International business and world class corporations to relocate in Pinellas. A new vision for transit solutions would really propel us forward. As an example, embracing ferry service across the Bay would be an innovative new way to take advantage of our natural waterways. I'm also anxious to reinvent in some way, how the County moves forward with a new and more proactive Creative Pinellas so that we truly focus on vibrant art and culture attractions.

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)

In this area, Mark has excelled beyond anyone's expectations. He has managed to rebuild all of the relationships throughout Pinellas County and the region with regard to working with Pinellas County Government. We have developed the most positive relationship with our Cities that we have ever had. As a result, we are beginning to accomplish new and innovative opportunities throughout the entire County and the region. For the first time in 35 years, we have a sustainable plan for our fire & EMS departments that will allow us to provide the quality service our citizens have come to expect without having to raise taxes

- 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?

In my opinion, Mark's greatest strength is his temperament. He is calm, thoughtful, and respectful of everyone. He has a wonderful sense of humor and is quick to laugh at himself. His knowledge of our budget and how it affects quality of life is impressive. He listens. He is a very good leader!

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

The one area that I would recommend improvement in Mark's work ethic is to take more time for himself. It's important to create some balance between work, family and quiet.

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

The best thing that Mark can do going forward is to build on the enormous good will he has created internally. His reputation throughout the community and throughout Tampa Bay is stellar and makes us all proud that we chose him to be the Administrator of Pinellas County Government.

Thank you for providing feedback.


Evaluator's Signature

August 31, 2015

Date *Aug. 31, 2015*