

The review process for the Authority executive director and its member governments' county administrators is summarized below.

PRMRWSA

Each Director completes an evaluation form and submits to the Chairman. The Chairman reviews and meets with the Executive Director and develops any appropriate recommendations to be presented for consideration by the Board. The Employment Agreement for Executive Director provides 'Employer agrees to increase said salary of Employee as the Board may determine that is desirable to do so on the basis of an annual salary review...'

Charlotte County

Each Commissioner completes an evaluation form and meets with the County Administrator individually to review within a specific time frame. Once this is complete the final evaluations are placed on the agenda for discussion.

DeSoto County

Each Commissioner completes an evaluation form and meets with the County Administrator individually. Once this is complete a copy goes in the County Administrators personnel file.

Manatee County

There is no formal review process.

Sarasota County

Each Commissioner completes an evaluation form and submitted to the County Administrator. Once this is complete formal review occurs during a regularly scheduled BOCC meeting.

Authority

Performance Review: Patrick Lehman, Executive Director
Peace River Manasota Regional Water Supply Authority

Period of Review: 2015/2016

Please rate the individual for all below listed competencies that you have observed or know to be true	Below Expectations	Achieves	Somewhat Exceeds	Exceeds Expectations
Strategic Skills				
Decision Quality: Makes good decisions based upon a mixture of analysis, wisdom, experience and judgment.				
Creative Management: Is good at bringing the creative ideas of others to market; has good judgment about which creative ideas and suggestions will work.				
Perspective: Looks forward the broadest possible view of an issue/challenge; can easily post future scenarios; can think globally.				
Strategic Planning: Sees ahead clearly; can anticipate future consequences and trends accurately; has broad knowledge and perspective; is future oriented; can articulately paint credible picture and vision of possibilities and likelihoods.				
Intellectual Horsepower: Deals with concepts and complexity comfortably; described as intellectually sharp and capable.				
Dealing with Ambiguity: Can effectively cope with change; can decide and act without having the total picture.				
Communication with Board: Provides information timely and completely; shares vision and future plans; helps Board feel an integral part of strategic planning.				

Please rate the individual for all below listed competencies that you have observed or know to be true	Below Expectations	Achieves	Somewhat Exceeds	Exceeds Expectations
Operating Skills				
Priority Setting: Spends his/her time and the time of others on what's important; quickly zeros in on the critical few and puts the trivial many aside; can quickly sense what will help or hinder accomplishing a goal.				
Delegation: Clearly and comfortably delegates both routine and important tasks and decisions; broadly shares both responsibility and accountability.				
Informing: Provides the information people need to know to do their jobs and to feel good about being a member of the team, unit and/or organization; provides individual information so that they can make accurate decision; is timely with information.				
Relations with Others				
Communication Skills: Doesn't hold back from anything that needs to be said; provides current, direct, complete and "actionable" positive and corrective feedback to others; faces up to people problems on any person or situation quickly and directly.				
Communication with Member Administrators: Provides frequent, direct and complete information; gives opinions; listens to feedback; develops relationship of trust and credibility.				
Communication with Counterparts: Is respected by peers; represents Authority in positive manner.				
Communication with Board Members: Updates Board Members regularly; explains issues fully.				
Political Savvy: Can maneuver through complex political situations effectively and quietly; is sensitive to how people and organizations function; anticipates where the land mines are and plans his/her approach accordingly.				

Please rate the individual for all below listed competencies that you have observed or know to be true	Below Expectations	Achieves	Somewhat Exceeds	Exceeds Expectations
Personal & Interpersonal Skills				
Ethics and Values: Adheres to an appropriate and effective set of core values and beliefs during both good and bad times; acts in line with those values; rewards the right values and disapproves of others; practices what he/she preaches.				
Integrity and Trust: Is widely trusted; is seen as a direct, truthful individual; can present the unvarnished truth in an appropriate and helpful manner; keeps confidences; admits mistakes; does not misrepresent him/herself for personal gain.				
Composure: Is cool under pressure; does not become defensive or irritated when times are tough; is considered mature; can be counted on to hold things together during tough times.				

Comments:

Completed by:

Date:

Charlotte County

COUNTY ADMINISTRATOR EVALUATION

ADMINISTRATOR'S NAME: _____

COMMISSIONER'S NAME: _____

Evaluation Period: _____ to _____ Date: _____

EVALUATION INSTRUCTIONS:

- **PERFORMANCE CATEGORIES**

The Performance Categories that comprise this evaluation tool may be considered subjective, but they are closely aligned with the duties that are performed regularly by the incumbent. With each Performance Category are listed a few key elements for the evaluator to consider. Please score each Performance Category based on the elements listed and other relevant criteria.

Rating Scale for Quality of Performance:

The following rating scale should be used to rate each specific statement under each of the performance dimensions of the Personnel Performance Assessment and Evaluation, and to rate overall performance in each of the categories.

- 5 **EXCELLENT:** The incumbent consistently demonstrates performance that significantly surpasses reasonable expectations related to the performance dimension.
- 4 **GOOD:** The incumbent consistently demonstrates performance that often surpasses reasonable expectations related to the performance dimension. The individual demonstrates no appreciable performance deficiencies.
- 3 **SATISFACTORY:** The incumbent consistently achieves the reasonable expectations related to the performance dimension. The individual demonstrates an acceptable degree of competence and performance.
- 2 **FAIR:** The incumbent achieves the minimum of expectations related to the performance dimension. The individual requires development in specific areas in order to meet the reasonable expectations for the performance dimension.
- 0-1 **UNSATISFACTORY:** The incumbent occasionally achieves minimum expectations related to the performance dimension and may be unsuited for the position.

ADMINISTRATION

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1. ABILITY TO COMMUNICATE

Provide effective level of communications to Commissioners and the public and follow up regarding issues and services.

- Expresses information orally in a clear and concise manner when making presentations to groups or individuals
- Ensures open lines of communication with the Commissioners and all levels of the organization by providing updates related to policy changes, project status, and other items of importance
- Maintains effective communications with the media, and is proactive in providing information that is important to the public

OVERALL RATING FOR ABILITY TO COMMUNICATE	
Comments:	

2. LEADERSHIP

Provide leadership and supervision for Departments under my authority to insure accountability and productivity.

- Leads by example by adhering to the County's established policies, rules, and procedures, and ensuring that subordinates do the same
- Motivates people, sparks others to take action, and takes action himself to achieve goals and policies of the Board of County Commissioners
- Gains commitment from others on new or unpopular policies, methods, and procedures
- Capable and composed in high pressure situations

OVERALL RATING FOR LEADERSHIP	
Comments:	

ADMINISTRATION

3. INTEGRITY

Build credibility, confidence, and a reputation for professionalism with the public, co-workers, and Commissioners.

- Sets and adheres to high ethical standards of behavior, both personally and professionally
- Leads the organization by example in adhering to the County's established policies, rules, and procedures, and ensuring that subordinates do the same
- Ensures that all business conducted by the County is free of conflicts of interest or practices that might be construed as illegal, unethical, or un-professional

OVERALL RATING FOR INTEGRITY	
Comments:	

4. ORGANIZATIONAL AND PROJECT OVERSIGHT

Provide oversight and insure progress continues toward completing high priority capital projects.

- Establishes a sense of purpose
- Follows through on issues
- Structures direct reports work appropriately
- Brings people together successfully around tasks
- Manages the process of decision making well; knows who to involve on what issue
- Sets priorities and manages time well

OVERALL RATING FOR ORGANIZATIONAL AND PROJECT OVERSIGHT	
Comments:	

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5. INTERGOVERNMENTAL RELATIONS AND INTERACTIONS WITH OTHERS

Establish and maintain productive Intergovernmental Relationships (IGR).

- Consistently acts in a manner that is courteous and professional, including attendance at meetings, returning phone calls/messages, and adhering to scheduled appointments
- Maintains effective working relationships with members of the County Commission, with citizens, community leaders, other outside agencies and the media
- Acknowledges the efforts of others, and gives appropriate credit for their accomplishments
- Works effectively with others over whom he has no direct authority
- Skilled at relating to many different types of people

OVERALL RATING FOR INTERGOVERNMENTAL RELATIONS AND INTERACTIONS WITH OTHERS	
Comments:	

6. BUDGET PLANNING AND OVERSIGHT

Organize and present recommendations to the Board of County Commissioners to meet financial challenges facing the organization.

- Ensures that the annual budget process meets the operational needs of the organization, and is submitted in a timely manner that allows appropriate review and modification
- Develops effective monitoring mechanisms to ensure that the organization is meeting its committed deadlines and timetables

OVERALL RATING FOR BUDGET PLANNING AND OVERSIGHT	
Comments:	

7. SUPPORT OF COUNTY COMMISSION FOCUS AREAS AND OVERALL GOALS

Support the County Commission priority focus areas and overall goals.

- Attached are the eight Board of County Commissioners focus areas

OVERALL RATING FOR SUPPORT OF COUNTY COMMISSION FOCUS AREAS AND OVERALL GOALS	
Comments:	

8. JUDGMENT AND DECISION MAKING

- Exercises sound judgment in determining those issues that should appropriately be submitted to the Commission for consideration or approval
- Makes logical decisions based on a thorough review of available information and soliciting input from appropriate sources, but is also able to effectively make decisions rapidly in situations where information is limited and the outcome might be uncertain
- Assumes command of tasks presenting difficult or unusual circumstances and effectively assumes charge of field situations or incidents, when necessary. Able to discern when it is necessary to assume charge of situations that would normally be handled by a subordinate; and when it is necessary to only provide guidance and support.

OVERALL RATING FOR JUDGMENT AND DECISION MAKING	
Comments:	

ADMINISTRATION

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SUMMARY SHEET

Communication	Leadership	Integrity and Professionalism	Organizational and Project Oversight	Intergovernmental Relations/Interaction with others	Budget Planning and Oversight	Support of BCC Focus Areas	Judgment and Decision Making
OVERALL SCORE							

EVALUATOR'S COMMENTS: (if any)

Evaluator's Signature: _____ **Date:** _____

ADMINISTRATOR'S COMMENTS: (if any)

Administrator's Signature: _____ **Date:** _____

DeSoto County

DeSoto County BOCC

County Administrator Performance Review Form



Employee Information	
Name:	Evaluation Prepared by:
Job Title: County Administrator	Date:
Department: Administration	Review Period: 08/29/2014 To

Performance Ratings					
(Points)	1 = Unsat	2 = Fair	3 = Sat	4 = Good	5 = Excellent
Quality of Work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments:</i>					
Quantity of Work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments:</i>					
Initiative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments:</i>					
Judgment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments:</i>					
Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments:</i>					
Participates in Professional Organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments:</i>					
Innovation Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments:</i>					
Follows Board Directions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments:</i>					
Communicates with Board Members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments:</i>					
Management Skills & Abilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments:</i>					
Leadership/Direction to Directors and Staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments:</i>					
Effective in Creating Efficient Government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments:</i>					
Overall Rating <i>(total checked boxes above):</i>					Out of 60 Points

AREAS OF STRENGTH:	

AREAS NEEDING IMPROVEMENT:	

COMMENTS:	

Verification of Review

By signing this form, you confirm that you have discussed this review in detail with the Commissioner. Administrator by signing this form it does not necessarily indicate that you agree with this evaluation.

Administrator Signature:

Date:

Commissioner Signature:

Date:

Manatee County

Sarasota County



County Administrator Performance Evaluation

Evaluation Period: February 2014 to September 2014

Performance Levels:

- Unsatisfactory (U) - Does not meet expectations
- Below Average (D) - Below expectations
- Satisfactory (C) - Meets performance expectations.
- Above Average (B) - Generally exceeds expectations.
- Excellent (A) - Almost always exceeds expectations and performs at a very high standard.
- Not observed (N/O) - Insufficient information to evaluate.

I. PERFORMANCE EVALUATION AND ACHIEVEMENTS:							
1. PROFESSIONAL SKILLS AND STATUS	U	D	C	B	A	N/O	
a. Knowledgeable of current developments affecting the management field and affecting county governments.							
b. Respected in management profession.							
c. Has capacity for and encourages innovation.							
d. Anticipates problems and develops effective approaches for solving them.							
e. Willing to try new ideas proposed by Board members or staff.							
f. Interacts with BCC in a direct and straight forward manner.							
2. RELATIONS WITH CHAIR/BOARD	U	D	C	B	A	N/O	
a. Carries out directives of the Board as a whole rather than those of any one Board member.							
b. Assists the Board in resolving problems at the administrative level to avoid unnecessary Board action.							
c. Assists the Board in establishing policy, while acknowledging the ultimate authority of the Board.							
d. Responds to requests for information or assistance by the Board.							
e. Informs the Board of administrative developments.							
f. Accepts directions/instructions in a positive manner.							

3.	POLICY EXECUTION	U	D	C	B	A	N/O
a.	Implements Board action in accordance with the direction of the Board.						
b.	Supports the actions of the Board after a decision has been reached.						
c.	Enforces County policies.						
d.	Communicates County's laws and ordinances to staff and public.						
e.	Reviews enforcement procedures periodically to improve effectiveness.						
4.	REPORTING	U	D	C	B	A	N/O
a.	Provides the Board with reports concerning matters of importance to the County.						
b.	Reports are accurate and comprehensive.						
c.	Reports are produced through own initiative rather than only when requested by the Board.						
d.	Prepares a reasonable agenda which prevents trivial administrative matters from being reviewed by the Board.						
5.	CITIZEN RELATIONS	U	D	C	B	A	N/O
a.	Responds to complaints from citizens.						
b.	Dedicated to the community and its citizens.						
c.	Skillful with the news media, avoiding political positions and partisanship.						
d.	Has the capacity to listen to others and to recognize their interests - works well with others.						
e.	Willing to meet with members of the community to discuss their real concerns.						
f.	Cooperates with neighboring communities.						
g.	Cooperates with County, State and Federal governments.						
h.	Cooperates with other organizations within the County, such as the 4 municipalities, School District, Water Districts, local						
6.	STAFFING	U	D	C	B	A	N/O
a.	Recruits and retains competent personnel for County positions.						
b.	Aware of staff weaknesses and works to improve their performance.						
c.	Accurate informed and concerned about employee relations.						
d.	Professionally administers the personnel system.						
7.	SUPERVISION	U	D	C	B	A	N/O

a.	Encourages directors to make decisions within their jurisdictions without Co Administrator approval, yet maintains control of						
b.	Instills confidence and initiative in subordinates and emphasizes support rather than restrictive controls for their programs.						
c.	Developes a friendly and informal relationship with the work force as a whole, yet maintains the prestige and dignity of the						
d.	Evaluates personnel periodically, and points out management weaknesses and strengths.						
8.	FISCAL MANAGEMENT	U	D	C	B	A	N/O
a.	Prepares a balanced budget to provide services at a level directed by the Board.						
b.	Makes the best possible use of available funds, conscious of the need to operate the County efficiently and effectively.						
c.	Prepared budget is in an intelligent but readable format.						
d.	Possesses awareness of the importance of financial planning and control.						

Comments:

II. ACHIEVEMENTS FOR THIS EVALUATION PERIOD:

III. IMPROVEMENT NEEDED IN THE FOLLOWING AREAS:

IV. SUMMARY RATING:

Overall Performance Rating - Considering the results obtained against established performance standards as well as overall job performance, the following rating is provided:

Satisfactory

Above Average

Excellent

Date: _____

Signature: _____