



Leon County Board of County Commissioners
Performance Evaluation
County Administrator
for
October 1, 2020 to September 30, 2021

**County Administrator Performance Evaluation and Annual Reporting Process
Policy No. 11-6**

1. PROFESSIONAL SKILLS AND STATUS	Performance Rating
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- | | |
|---|---|
| a. Knowledgeable of current developments affecting the management field and affecting county governments. | 5 |
| b. Respected in management profession. | 5 |
| c. Has a capacity for and encourages innovation. | 5 |
| d. Anticipates problems and develops effective approaches for solving them. | 5 |
| e. Willing to try new ideas proposed by Board Members or staff. | 5 |
| f. Interacts with the Board in a collegial and straightforward manner. | 5 |

2. RELATIONS WITH BOARD OF COUNTY COMMISSIONERS	Performance Rating
--	---------------------------

- | | |
|--|---|
| a. Carries out directives of the Board as a whole rather than those of any one Board member. | 5 |
| b. Assists the Board on resolving problems at the administrative level to avoid unnecessary Board action.. | 5 |
| c. Assists the Board in establishing policy, while acknowledging the ultimate authority of the Board. | 5 |
| d. Responds to requests for information or assistance by the Board. | 5 |

3. POLICY EXECUTION	Performance Rating
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- | | |
|--|---|
| a. Implements Board action in accordance with the intent of the Board. | 5 |
| b. Supports the actions of the Board after a decision has been reached, both inside and outside the organization. | 5 |
| c. Enforces County policies. | 5 |
| d. Understands County's laws and ordinances. | 5 |
| e. Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness. | 5 |
| f. Offers workable alternatives to the Board for changes in the law when an ordinance or policy proves impractical in actual administration. | 5 |

4. REPORTING	Performance Rating
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- | | |
|--|---|
| a. Provides the Board with reports concerning matters of importance to the County. | 5 |
| b. Reports are accurate, comprehensive and produced in a timely manner. | 5 |
| c. Prepares a sound agenda which prevents trivial administrative matters from being reviewed by the Board. | 5 |
| d. Produces and handles reports in a way to convey the message that affairs of the organization are open to public scrutiny. | 5 |

5. CITIZEN RELATIONS	Performance Rating
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- | | |
|--|---|
| a. Responsive to complaints from citizens. | 5 |
| b. Demonstrates a dedication to service to the community and its citizens. | 5 |
| c. Skillful with the news media, avoiding political positions and partisanship. | 5 |
| d. Has the capacity to listen to others and to recognize their interests. | 5 |
| e. Willing to meet with members of the community to discuss their real concerns. | 5 |

6. STAFFING	Performance Rating
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- | | |
|---|-----|
| a. Recruits and retains competent personnel for County positions. | 5 |
| b. Aware of staff weaknesses and works to improve their performance. | N/R |
| c. Accurately informed and concerned about employee relations. | 5 |
| d. Professionally manages the compensation and benefits plan. | N/R |
| e. Promotes training and development opportunities for employees at all levels of the organization. | N/R |

7. SUPERVISION	Performance Rating
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- | | |
|---|-----|
| a. Employs a professional, knowledgeable staff. | 5 |
| b. Maintains a healthy and productive organizational culture. | 5 |
| c. Employees are recognized for best practices in the industry. | 5 |
| d. Employees have training, pay equity and professional growth opportunities within the organization. | N/R |
| e. Encourages teamwork, innovation, and effective problem-solving among the staff members. | 5 |
| f. Institutes in employees a culture that is focused on customer service and responsible stewardship. | 5 |

8. FISCAL MANAGEMENT	Performance Rating
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- | | |
|---|---|
| a. Prepares a balanced budget to provide services at a level directed by the Board. | 5 |
| b. Makes the best possible use of available funds, conscious of the need to operate the County efficiently and effectively. | 5 |
| c. Prepared budget is in an intelligent but readable format. | 5 |

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- d. Possesses awareness of the importance of financial planning and control. 5
- e. Appropriately monitors and manages the fiscal activities of the organization. 5

9. COMMUNITY	Performance Rating
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- a. Engages with community partners on local initiatives. 5
- b. Avoids unnecessary controversy. 5
- c. Respected as a community leader. 5

8. What strengths has the County Administrator demonstrated (management skills, knowledge, abilities) which have been most helpful to you as a Commissioner during this evaluation period (feel free to be general or include specific issues or projects which benefitted from the Administrator's leadership)?

The County Administrator has shown and continues to demonstrate strong leadership and management skills not only to Leon County but to County Administrators throughout the State of Florida and the nation . His leadership throughout the COVID-19 pandemic has been stellar and his recognition for the protection of first responders and all county employees has been lauded.

9. What performance areas would you identify as needing improvement? Why? What constructive, positive ideas offer the County Administrators to improve these areas?

None observed at this time.

10. Other comments?

Greatest Administrator on Planet Earth.

The arears where the County Administrator was given a N/R (not rated) are the areas where this Commissioner was not in a position to observe interactions, issues or resolutions, if any.

Performance Evaluation Results submitted by: Commissioner Cummings

Total Factors Rated: 40 / 44

Total All Points: 200

Average Rating: 5.00

Signature: Commissioner _____ **Date** _____

Signature: County Administrator _____ **Date** _____



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1. PROFESSIONAL SKILLS AND STATUS	Performance Rating
a. Knowledgeable of current developments affecting the management field and affecting county governments.	5
b. Respected in management profession.	5
c. Has a capacity for and encourages innovation.	5
d. Anticipates problems and develops effective approaches for solving them.	4
e. Willing to try new ideas proposed by Board Members or staff.	5
f. Interacts with the Board in a collegial and straightforward manner.	5
2. RELATIONS WITH BOARD OF COUNTY COMMISSIONERS	Performance Rating
a. Carries out directives of the Board as a whole rather than those of any one Board member.	5
b. Assists the Board on resolving problems at the administrative level to avoid unnecessary Board action..	5
c. Assists the Board in establishing policy, while acknowledging the ultimate authority of the Board.	5
d. Responds to requests for information or assistance by the Board.	5
3. POLICY EXECUTION	Performance Rating
a. Implements Board action in accordance with the intent of the Board.	4
b. Supports the actions of the Board after a decision has been reached, both inside and outside the organization.	5
c. Enforces County policies.	5
d. Understands County's laws and ordinances.	5
e. Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness.	5
f. Offers workable alternatives to the Board for changes in the law when an ordinance or policy proves impractical in actual administration.	5
4. REPORTING	Performance Rating

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- | | |
|--|---|
| a. Provides the Board with reports concerning matters of importance to the County. | 5 |
| b. Reports are accurate, comprehensive and produced in a timely manner. | 5 |
| c. Prepares a sound agenda which prevents trivial administrative matters from being reviewed by the Board. | 5 |
| d. Produces and handles reports in a way to convey the message that affairs of the organization are open to public scrutiny. | 5 |

5. CITIZEN RELATIONS	Performance Rating
-----------------------------	---------------------------

- | | |
|--|-----|
| a. Responsive to complaints from citizens. | 5 |
| b. Demonstrates a dedication to service to the community and its citizens. | 5 |
| c. Skillful with the news media, avoiding political positions and partisanship. | 5 |
| d. Has the capacity to listen to others and to recognize their interests. | 5 |
| e. Willing to meet with members of the community to discuss their real concerns. | N/R |

6. STAFFING	Performance Rating
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- | | |
|---|-----|
| a. Recruits and retains competent personnel for County positions. | 5 |
| b. Aware of staff weaknesses and works to improve their performance. | N/R |
| c. Accurately informed and concerned about employee relations. | N/R |
| d. Professionally manages the compensation and benefits plan. | 5 |
| e. Promotes training and development opportunities for employees at all levels of the organization. | N/R |

7. SUPERVISION	Performance Rating
-----------------------	---------------------------

- | | |
|---|---|
| a. Employs a professional, knowledgeable staff. | 5 |
| b. Maintains a healthy and productive organizational culture. | 5 |
| c. Employees are recognized for best practices in the industry. | 5 |
| d. Employees have training, pay equity and professional growth opportunities within the organization. | 4 |
| e. Encourages teamwork, innovation, and effective problem-solving among the staff members. | 5 |
| f. Institutes in employees a culture that is focused on customer service and responsible stewardship. | 5 |

8. FISCAL MANAGEMENT	Performance Rating
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- | | |
|---|---|
| a. Prepares a balanced budget to provide services at a level directed by the Board. | 5 |
| b. Makes the best possible use of available funds, conscious of the need to operate the County efficiently and effectively. | 5 |
| c. Prepared budget is in an intelligent but readable format. | 5 |

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- d. Possesses awareness of the importance of financial planning and control. 5
- e. Appropriately monitors and manages the fiscal activities of the organization. 5

9. COMMUNITY	Performance Rating
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- a. Engages with community partners on local initiatives. 5
- b. Avoids unnecessary controversy. 5
- c. Respected as a community leader. 5

8. What strengths has the County Administrator demonstrated (management skills, knowledge, abilities) which have been most helpful to you as a Commissioner during this evaluation period (feel free to be general or include specific issues or projects which benefitted from the Administrator's leadership)?

9. What performance areas would you identify as needing improvement? Why? What constructive, positive ideas offer the County Administrators to improve these areas?

10. Other comments?

Performance Evaluation Results submitted by: Commissioner Dozier

Total Factors Rated: 40 / 44

Total All Points: 197

Average Rating: 4.93

Signature: Commissioner _____ **Date** _____

Signature: County Administrator _____ **Date** _____



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1. PROFESSIONAL SKILLS AND STATUS	Performance Rating
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- | | |
|---|---|
| a. Knowledgeable of current developments affecting the management field and affecting county governments. | 5 |
| b. Respected in management profession. | 5 |
| c. Has a capacity for and encourages innovation. | 5 |
| d. Anticipates problems and develops effective approaches for solving them. | 5 |
| e. Willing to try new ideas proposed by Board Members or staff. | 5 |
| f. Interacts with the Board in a collegial and straightforward manner. | 5 |

2. RELATIONS WITH BOARD OF COUNTY COMMISSIONERS	Performance Rating
--	---------------------------

- | | |
|--|---|
| a. Carries out directives of the Board as a whole rather than those of any one Board member. | 5 |
| b. Assists the Board on resolving problems at the administrative level to avoid unnecessary Board action.. | 5 |
| c. Assists the Board in establishing policy, while acknowledging the ultimate authority of the Board. | 5 |
| d. Responds to requests for information or assistance by the Board. | 5 |

3. POLICY EXECUTION	Performance Rating
----------------------------	---------------------------

- | | |
|--|---|
| a. Implements Board action in accordance with the intent of the Board. | 5 |
| b. Supports the actions of the Board after a decision has been reached, both inside and outside the organization. | 5 |
| c. Enforces County policies. | 5 |
| d. Understands County's laws and ordinances. | 5 |
| e. Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness. | 5 |
| f. Offers workable alternatives to the Board for changes in the law when an ordinance or policy proves impractical in actual administration. | 5 |

4. REPORTING	Performance Rating
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- | | |
|--|---|
| a. Provides the Board with reports concerning matters of importance to the County. | 5 |
| b. Reports are accurate, comprehensive and produced in a timely manner. | 5 |
| c. Prepares a sound agenda which prevents trivial administrative matters from being reviewed by the Board. | 5 |
| d. Produces and handles reports in a way to convey the message that affairs of the organization are open to public scrutiny. | 5 |

5. CITIZEN RELATIONS	Performance Rating
-----------------------------	---------------------------

- | | |
|--|---|
| a. Responsive to complaints from citizens. | 5 |
| b. Demonstrates a dedication to service to the community and its citizens. | 5 |
| c. Skillful with the news media, avoiding political positions and partisanship. | 5 |
| d. Has the capacity to listen to others and to recognize their interests. | 4 |
| e. Willing to meet with members of the community to discuss their real concerns. | 5 |

6. STAFFING	Performance Rating
--------------------	---------------------------

- | | |
|---|---|
| a. Recruits and retains competent personnel for County positions. | 5 |
| b. Aware of staff weaknesses and works to improve their performance. | 5 |
| c. Accurately informed and concerned about employee relations. | 5 |
| d. Professionally manages the compensation and benefits plan. | 5 |
| e. Promotes training and development opportunities for employees at all levels of the organization. | 5 |

7. SUPERVISION	Performance Rating
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- | | |
|---|---|
| a. Employs a professional, knowledgeable staff. | 5 |
| b. Maintains a healthy and productive organizational culture. | 5 |
| c. Employees are recognized for best practices in the industry. | 5 |
| d. Employees have training, pay equity and professional growth opportunities within the organization. | 5 |
| e. Encourages teamwork, innovation, and effective problem-solving among the staff members. | 5 |
| f. Institutes in employees a culture that is focused on customer service and responsible stewardship. | 5 |

8. FISCAL MANAGEMENT	Performance Rating
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- | | |
|---|---|
| a. Prepares a balanced budget to provide services at a level directed by the Board. | 5 |
| b. Makes the best possible use of available funds, conscious of the need to operate the County efficiently and effectively. | 5 |
| c. Prepared budget is in an intelligent but readable format. | 5 |

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- d. Possesses awareness of the importance of financial planning and control. 5
- e. Appropriately monitors and manages the fiscal activities of the organization. 5

9. COMMUNITY	Performance Rating
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- a. Engages with community partners on local initiatives. 5
- b. Avoids unnecessary controversy. 5
- c. Respected as a community leader. 5

8. What strengths has the County Administrator demonstrated (management skills, knowledge, abilities) which have been most helpful to you as a Commissioner during this evaluation period (feel free to be general or include specific issues or projects which benefitted from the Administrator's leadership)?

Outstanding communication skills.

9. What performance areas would you identify as needing improvement? Why? What constructive, positive ideas offer the County Administrators to improve these areas?
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10. Other comments?

Performance Evaluation Results submitted by: Commissioner Jackson
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Total Factors Rated: 44 / 44

Total All Points: 219

Average Rating: 4.98

Signature: Commissioner _____ Date _____

Signature: County Administrator _____ Date _____



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1. PROFESSIONAL SKILLS AND STATUS	Performance Rating
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- | | |
|---|---|
| a. Knowledgeable of current developments affecting the management field and affecting county governments. | 5 |
| b. Respected in management profession. | 5 |
| c. Has a capacity for and encourages innovation. | 5 |
| d. Anticipates problems and develops effective approaches for solving them. | 5 |
| e. Willing to try new ideas proposed by Board Members or staff. | 5 |
| f. Interacts with the Board in a collegial and straightforward manner. | 5 |

2. RELATIONS WITH BOARD OF COUNTY COMMISSIONERS	Performance Rating
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- | | |
|--|---|
| a. Carries out directives of the Board as a whole rather than those of any one Board member. | 5 |
| b. Assists the Board on resolving problems at the administrative level to avoid unnecessary Board action.. | 5 |
| c. Assists the Board in establishing policy, while acknowledging the ultimate authority of the Board. | 5 |
| d. Responds to requests for information or assistance by the Board. | 5 |

3. POLICY EXECUTION	Performance Rating
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- | | |
|--|---|
| a. Implements Board action in accordance with the intent of the Board. | 5 |
| b. Supports the actions of the Board after a decision has been reached, both inside and outside the organization. | 5 |
| c. Enforces County policies. | 5 |
| d. Understands County's laws and ordinances. | 5 |
| e. Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness. | 5 |
| f. Offers workable alternatives to the Board for changes in the law when an ordinance or policy proves impractical in actual administration. | 5 |

4. REPORTING	Performance Rating
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- | | |
|--|---|
| a. Provides the Board with reports concerning matters of importance to the County. | 5 |
| b. Reports are accurate, comprehensive and produced in a timely manner. | 5 |
| c. Prepares a sound agenda which prevents trivial administrative matters from being reviewed by the Board. | 5 |
| d. Produces and handles reports in a way to convey the message that affairs of the organization are open to public scrutiny. | 5 |

5. CITIZEN RELATIONS	Performance Rating
-----------------------------	---------------------------

- | | |
|--|---|
| a. Responsive to complaints from citizens. | 5 |
| b. Demonstrates a dedication to service to the community and its citizens. | 5 |
| c. Skillful with the news media, avoiding political positions and partisanship. | 5 |
| d. Has the capacity to listen to others and to recognize their interests. | 5 |
| e. Willing to meet with members of the community to discuss their real concerns. | 5 |

6. STAFFING	Performance Rating
--------------------	---------------------------

- | | |
|---|---|
| a. Recruits and retains competent personnel for County positions. | 5 |
| b. Aware of staff weaknesses and works to improve their performance. | 5 |
| c. Accurately informed and concerned about employee relations. | 5 |
| d. Professionally manages the compensation and benefits plan. | 5 |
| e. Promotes training and development opportunities for employees at all levels of the organization. | 5 |

7. SUPERVISION	Performance Rating
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- | | |
|---|---|
| a. Employs a professional, knowledgeable staff. | 5 |
| b. Maintains a healthy and productive organizational culture. | 5 |
| c. Employees are recognized for best practices in the industry. | 5 |
| d. Employees have training, pay equity and professional growth opportunities within the organization. | 5 |
| e. Encourages teamwork, innovation, and effective problem-solving among the staff members. | 5 |
| f. Institutes in employees a culture that is focused on customer service and responsible stewardship. | 5 |

8. FISCAL MANAGEMENT	Performance Rating
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- | | |
|---|---|
| a. Prepares a balanced budget to provide services at a level directed by the Board. | 5 |
| b. Makes the best possible use of available funds, conscious of the need to operate the County efficiently and effectively. | 5 |
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- d. Possesses awareness of the importance of financial planning and control. 5
- e. Appropriately monitors and manages the fiscal activities of the organization. 5

9. COMMUNITY	Performance Rating
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- a. Engages with community partners on local initiatives. 5
- b. Avoids unnecessary controversy. 5
- c. Respected as a community leader. 5

8. What strengths has the County Administrator demonstrated (management skills, knowledge, abilities) which have been most helpful to you as a Commissioner during this evaluation period (feel free to be general or include specific issues or projects which benefitted from the Administrator's leadership)?

Professional, informative, competent

9. What performance areas would you identify as needing improvement? Why? What constructive, positive ideas offer the County Administrators to improve these areas?
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N/A

10. Other comments?

Performance Evaluation Results submitted by: Commissioner Maddox

Total Factors Rated: 44 / 44

Total All Points: 220

Average Rating: 5.00

Signature: Commissioner _____ **Date** _____

Signature: County Administrator _____ **Date** _____



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|---|---|
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| d. Anticipates problems and develops effective approaches for solving them. | 5 |
| e. Willing to try new ideas proposed by Board Members or staff. | 5 |
| f. Interacts with the Board in a collegial and straightforward manner. | 5 |

2. RELATIONS WITH BOARD OF COUNTY COMMISSIONERS	Performance Rating
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| a. Carries out directives of the Board as a whole rather than those of any one Board member. | 5 |
| b. Assists the Board on resolving problems at the administrative level to avoid unnecessary Board action.. | 5 |
| c. Assists the Board in establishing policy, while acknowledging the ultimate authority of the Board. | 5 |
| d. Responds to requests for information or assistance by the Board. | 5 |

3. POLICY EXECUTION	Performance Rating
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|--|---|
| a. Implements Board action in accordance with the intent of the Board. | 5 |
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4. REPORTING	Performance Rating
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|--|---|
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5. CITIZEN RELATIONS	Performance Rating
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|--|---|
| a. Responsive to complaints from citizens. | 5 |
| b. Demonstrates a dedication to service to the community and its citizens. | 5 |
| c. Skillful with the news media, avoiding political positions and partisanship. | 5 |
| d. Has the capacity to listen to others and to recognize their interests. | 5 |
| e. Willing to meet with members of the community to discuss their real concerns. | 5 |

6. STAFFING	Performance Rating
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- | | |
|---|---|
| a. Recruits and retains competent personnel for County positions. | 5 |
| b. Aware of staff weaknesses and works to improve their performance. | 5 |
| c. Accurately informed and concerned about employee relations. | 5 |
| d. Professionally manages the compensation and benefits plan. | 5 |
| e. Promotes training and development opportunities for employees at all levels of the organization. | 5 |

7. SUPERVISION	Performance Rating
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- | | |
|---|---|
| a. Employs a professional, knowledgeable staff. | 5 |
| b. Maintains a healthy and productive organizational culture. | 5 |
| c. Employees are recognized for best practices in the industry. | 5 |
| d. Employees have training, pay equity and professional growth opportunities within the organization. | 5 |
| e. Encourages teamwork, innovation, and effective problem-solving among the staff members. | 5 |
| f. Institutes in employees a culture that is focused on customer service and responsible stewardship. | 5 |

8. FISCAL MANAGEMENT	Performance Rating
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- | | |
|---|---|
| a. Prepares a balanced budget to provide services at a level directed by the Board. | 5 |
| b. Makes the best possible use of available funds, conscious of the need to operate the County efficiently and effectively. | 5 |
| c. Prepared budget is in an intelligent but readable format. | 5 |

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- d. Possesses awareness of the importance of financial planning and control. 5
- e. Appropriately monitors and manages the fiscal activities of the organization. 5

9. COMMUNITY	Performance Rating
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- a. Engages with community partners on local initiatives. 5
- b. Avoids unnecessary controversy. 5
- c. Respected as a community leader. 5

8. What strengths has the County Administrator demonstrated (management skills, knowledge, abilities) which have been most helpful to you as a Commissioner during this evaluation period (feel free to be general or include specific issues or projects which benefitted from the Administrator's leadership)?

Throughout this evaluation period, Leon County’s government has continued to face a multitude of challenges stemming from global and national issues: protecting citizens and the economy during the COVID-19 pandemic, ensuring racial equity and equal justice, navigating the heightened political divisions and disruption within state and federal government, etc. As such, the demands upon local government are greater than they’ve been in many years. In my assessment, our County Administrator and his staff continue to do an exceptional job serving the citizens of Leon County and assisting the Board of County Commissioners in making some very difficult decisions. Highlights of the County Administrator’s performance this year include:

1. **PROFESSIONAL SKILLS AND STATUS** - Since becoming a Commissioner in 2018, I’ve spoken at length with Commissioners from other counties and it remains clear that our County Administrator is among the best in the State of Florida. His historical knowledge of Leon County’s government is invaluable in providing context during these very challenging times. His many years of service to this community help him understand the value of proven, long-standing best practices, but he continually seeks new, innovative approaches that enable the County government to adapt to changing conditions.

The County Administrator’s professional skills were readily apparent during the early negotiations involving Amazon, the property owner, and County staff. With initial planning now finalized, the Amazon fulfillment center project will bring a capital investment of \$200 million, generate more than 1,000 full-time jobs paying \$15/hour or more, and lead to an annual economic impact of \$100 million.

2. **RELATIONS WITH BOARD OF COUNTY COMMISSIONERS** – Responding to the diverse priorities of the Board’s seven County Commissioners is perhaps the most challenging part of Mr. Long’s role, yet he consistently excels in working with the Board’s members to develop effective policies and a coherent strategic plan. In my experience, he does a good job assisting individual Commissioners with their policy ideas, while recognizing that only the full Board has authority to approve them.

3. **POLICY EXECUTION** – The County Administrator has a deep knowledge of Leon County’s policies and ordinances. In addition, Mr. Long and his staff are particularly effective at analyzing trends – such as those within the recycling or waste management industries, for example – and offering solutions that adjust to new realities.

One of the most significant examples during this evaluation period was the implementation of Leon CARES and the Emergency Rental Assistance Program. These programs efficiently distributed federal COVID-19 relief funds to local businesses, families, and non-profits that were in dire need of assistance. The County Administrator and his team were so successful in program execution that Leon County was recognized as the number one county in Florida at distributing emergency relief during the pandemic.

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4. REPORTING - Frequent, clear communication during the COVID-19 pandemic has been essential and the County Administrator and his staff have excelled in this area. Since the Emergency Operations Center was activated more than 560 days ago, he and his staff have been sending frequent updates on the County's COVID-19 response. For example, as of September 24, 2021, the Board has received COVID-19 email update #320. This type of information is essential in providing context to the Board.

While our community has been very fortunate not to have had a major hurricane during this evaluation period, Leon County's after-action reporting in response to natural disasters continues to serve as a model for other governments throughout the state.

7. SUPERVISION - Leon County's staff is highly professional, talented, and dedicated to serving this community. The County Administrator has done an exceptional job recruiting, retaining, and training his staff. He's also cultivated positive, productive working environments among his teams.

8. FISCAL MANAGEMENT - Despite rising costs and the continued impact of the pandemic, Leon County's commitment to maximizing efficiency enables us to hold our property tax millage rate constant for the tenth year in a row. This is a testament to exceptional fiscal management and decision-making by the County Administrator and his staff, in conjunction with the County Commission.

The current fiscal year has been difficult, but the responsible allocation of federal COVID-19 relief has been essential for accelerating this community's economic recovery and, in turn, laying the groundwork for a more robust FY21-22. For example, the CARES Act provided essential relief for local businesses and families, and the American Recovery Plan Act (ARPA) helped Leon County's government provide critical services while addressing declining revenues. Our local economy and our County government are rebounding much more quickly because of the efficient, strategic use of these federal relief funds. The County Administrator and his team deserve a significant share of the credit for this communitywide success.

9. COMMUNITY - Since the pandemic began, the County Administrator and his staff have been in regular communication with a multitude of community partners: the Florida Department of Health in Leon County, FSU, FAMU, TCC, TMH, CRMC, our three Chambers of Commerce, etc. He and his staff have maintained highly professional, value-added, no-nonsense relationships that have maximized collaboration on the entire community's COVID-19 response.

9. What performance areas would you identify as needing improvement? Why? What constructive, positive ideas offer the County Administrators to improve these areas?

In my view, we're in the midst of a major transformation in how the public interacts with its local governments. Here in Leon County, social media has changed citizens' expectations of accessibility to Board members, and the innate urgency of key issues — the pandemic, racial and economic disparities, affordable housing, and climate change, to name a few — are generating greater interest in our public meetings.

Greater involvement is a good thing and I believe that, over the coming months and years, both the Board and the County Administrator will need to seek ways that enhance collaboration with citizens on policy matters. By doing so, we can better understand what our citizens are experiencing, explain our own reasoning, minimize misinformation, and build upon public feedback to improve policy decisions.

10. Other comments?

County Administrator Performance Evaluation and Annual Reporting Process
Policy No. 11-6

Performance Evaluation Results submitted by: Commissioner Minor

Total Factors Rated: 44 / 44

Total All Points: 220

Average Rating: 5.00

Signature: Commissioner _____ Date _____

Signature: County Administrator _____ Date _____



Leon County Board of County Commissioners
Performance Evaluation
County Administrator
for
October 1, 2020 to September 30, 2021

**County Administrator Performance Evaluation and Annual Reporting Process
Policy No. 11-6**

1. PROFESSIONAL SKILLS AND STATUS	Performance Rating
--	---------------------------

- | | |
|---|---|
| a. Knowledgeable of current developments affecting the management field and affecting county governments. | 5 |
| b. Respected in management profession. | 5 |
| c. Has a capacity for and encourages innovation. | 5 |
| d. Anticipates problems and develops effective approaches for solving them. | 5 |
| e. Willing to try new ideas proposed by Board Members or staff. | 5 |
| f. Interacts with the Board in a collegial and straightforward manner. | 5 |

2. RELATIONS WITH BOARD OF COUNTY COMMISSIONERS	Performance Rating
--	---------------------------

- | | |
|--|---|
| a. Carries out directives of the Board as a whole rather than those of any one Board member. | 5 |
| b. Assists the Board on resolving problems at the administrative level to avoid unnecessary Board action.. | 5 |
| c. Assists the Board in establishing policy, while acknowledging the ultimate authority of the Board. | 5 |
| d. Responds to requests for information or assistance by the Board. | 5 |

3. POLICY EXECUTION	Performance Rating
----------------------------	---------------------------

- | | |
|--|---|
| a. Implements Board action in accordance with the intent of the Board. | 5 |
| b. Supports the actions of the Board after a decision has been reached, both inside and outside the organization. | 5 |
| c. Enforces County policies. | 5 |
| d. Understands County's laws and ordinances. | 5 |
| e. Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness. | 5 |
| f. Offers workable alternatives to the Board for changes in the law when an ordinance or policy proves impractical in actual administration. | 5 |

4. REPORTING	Performance Rating
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**County Administrator Performance Evaluation and Annual Reporting Process
Policy No. 11-6**

- | | |
|--|---|
| a. Provides the Board with reports concerning matters of importance to the County. | 5 |
| b. Reports are accurate, comprehensive and produced in a timely manner. | 5 |
| c. Prepares a sound agenda which prevents trivial administrative matters from being reviewed by the Board. | 5 |
| d. Produces and handles reports in a way to convey the message that affairs of the organization are open to public scrutiny. | 5 |

5. CITIZEN RELATIONS	Performance Rating
-----------------------------	---------------------------

- | | |
|--|---|
| a. Responsive to complaints from citizens. | 5 |
| b. Demonstrates a dedication to service to the community and its citizens. | 5 |
| c. Skillful with the news media, avoiding political positions and partisanship. | 5 |
| d. Has the capacity to listen to others and to recognize their interests. | 5 |
| e. Willing to meet with members of the community to discuss their real concerns. | 5 |

6. STAFFING	Performance Rating
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- | | |
|---|---|
| a. Recruits and retains competent personnel for County positions. | 5 |
| b. Aware of staff weaknesses and works to improve their performance. | 5 |
| c. Accurately informed and concerned about employee relations. | 5 |
| d. Professionally manages the compensation and benefits plan. | 5 |
| e. Promotes training and development opportunities for employees at all levels of the organization. | 5 |

7. SUPERVISION	Performance Rating
-----------------------	---------------------------

- | | |
|---|---|
| a. Employs a professional, knowledgeable staff. | 5 |
| b. Maintains a healthy and productive organizational culture. | 5 |
| c. Employees are recognized for best practices in the industry. | 5 |
| d. Employees have training, pay equity and professional growth opportunities within the organization. | 5 |
| e. Encourages teamwork, innovation, and effective problem-solving among the staff members. | 5 |
| f. Institutes in employees a culture that is focused on customer service and responsible stewardship. | 5 |

8. FISCAL MANAGEMENT	Performance Rating
-----------------------------	---------------------------

- | | |
|---|---|
| a. Prepares a balanced budget to provide services at a level directed by the Board. | 5 |
| b. Makes the best possible use of available funds, conscious of the need to operate the County efficiently and effectively. | 5 |
| c. Prepared budget is in an intelligent but readable format. | 5 |

**County Administrator Performance Evaluation and Annual Reporting Process
Policy No. 11-6**

- d. Possesses awareness of the importance of financial planning and control. 5
- e. Appropriately monitors and manages the fiscal activities of the organization. 5

9. COMMUNITY	Performance Rating
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- a. Engages with community partners on local initiatives. 5
- b. Avoids unnecessary controversy. 5
- c. Respected as a community leader. 5

8. What strengths has the County Administrator demonstrated (management skills, knowledge, abilities) which have been most helpful to you as a Commissioner during this evaluation period (feel free to be general or include specific issues or projects which benefitted from the Administrator's leadership)?

The administrator has had an exceptional year especially in the context of his handling of Covid-19 expenditures and coordinating public information related to Covid-19 and orchestrating personnel to comply with social distancing and our need to allow employees to have flexibility during the pandemic. He was flawless in the sense there was no playbook to go by. I am well pleased with his tremendous efforts to maintain our community's stability.

9. What performance areas would you identify as needing improvement? Why? What constructive, positive ideas offer the County Administrators to improve these areas?

The county must remain woke with regard to its racial diversity in senior administration and promoting Black employees. The county must also double its efforts to respect our WMBE spending policies.

10. Other comments?

This was Vince Long's finest year as a county administrator. His vaccinate or terminate approach was the first in the state of Florida to my awareness. After Vince made his announcement in Leon County then other entities followed such as Walmart, Delta Airlines, and Disney among many others. The context of being county administrator expanded this year without a revisement of Vince's job description. However, as challenge after challenge arose, he continued to expand and adapt to all situations. Vince is no ordinary talent but a superb administrator. He is at the height of his career and he is widely respected and sought after for his acumen and insights. Leon County is fortunate that he serves us with unflinching grace, courage, and with solid resolve.

Performance Evaluation Results submitted by: Commissioner Proctor

Total Factors Rated: 44 / 44

Total All Points: 220

Average Rating: 5.00

County Administrator Performance Evaluation and Annual Reporting Process
Policy No. 11-6

Signature: Commissioner _____ **Date** _____

Signature: County Administrator _____ **Date** _____



Leon County Board of County Commissioners
Performance Evaluation

County Administrator
for

October 1, 2020 to September 30, 2021

County Administrator Performance Evaluation and Annual Reporting Process
Policy No. 11-6

1. PROFESSIONAL SKILLS AND STATUS	Performance Rating
-----------------------------------	--------------------

- | | |
|---|---|
| a. Knowledgeable of current developments affecting the management field and affecting county governments. | 5 |
| b. Respected in management profession. | 5 |
| c. Has a capacity for and encourages innovation. | 4 |
| d. Anticipates problems and develops effective approaches for solving them. | 5 |
| e. Willing to try new ideas proposed by Board Members or staff. | 5 |
| f. Interacts with the Board in a collegial and straightforward manner. | 5 |

2. RELATIONS WITH BOARD OF COUNTY COMMISSIONERS	Performance Rating
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- | | |
|--|---|
| a. Carries out directives of the Board as a whole rather than those of any one Board member. | 5 |
| b. Assists the Board on resolving problems at the administrative level to avoid unnecessary Board action.. | 5 |
| c. Assists the Board in establishing policy, while acknowledging the ultimate authority of the Board. | 5 |
| d. Responds to requests for information or assistance by the Board. | 5 |

3. POLICY EXECUTION	Performance Rating
---------------------	--------------------

- | | |
|--|---|
| a. Implements Board action in accordance with the intent of the Board. | 5 |
| b. Supports the actions of the Board after a decision has been reached, both inside and outside the organization. | 5 |
| c. Enforces County policies. | 5 |
| d. Understands County's laws and ordinances. | 5 |
| e. Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness. | 5 |
| f. Offers workable alternatives to the Board for changes in the law when an ordinance or policy proves impractical in actual administration. | 5 |

4. REPORTING	Performance Rating
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**County Administrator Performance Evaluation and Annual Reporting Process
Policy No. 11-6**

- | | |
|--|---|
| a. Provides the Board with reports concerning matters of importance to the County. | 5 |
| b. Reports are accurate, comprehensive and produced in a timely manner. | 5 |
| c. Prepares a sound agenda which prevents trivial administrative matters from being reviewed by the Board. | 5 |
| d. Produces and handles reports in a way to convey the message that affairs of the organization are open to public scrutiny. | 5 |

5. CITIZEN RELATIONS	Performance Rating
-----------------------------	---------------------------

- | | |
|--|---|
| a. Responsive to complaints from citizens. | 5 |
| b. Demonstrates a dedication to service to the community and its citizens. | 5 |
| c. Skillful with the news media, avoiding political positions and partisanship. | 5 |
| d. Has the capacity to listen to others and to recognize their interests. | 5 |
| e. Willing to meet with members of the community to discuss their real concerns. | 5 |

6. STAFFING	Performance Rating
--------------------	---------------------------

- | | |
|---|-----|
| a. Recruits and retains competent personnel for County positions. | 5 |
| b. Aware of staff weaknesses and works to improve their performance. | N/R |
| c. Accurately informed and concerned about employee relations. | N/R |
| d. Professionally manages the compensation and benefits plan. | 5 |
| e. Promotes training and development opportunities for employees at all levels of the organization. | 5 |

7. SUPERVISION	Performance Rating
-----------------------	---------------------------

- | | |
|---|---|
| a. Employs a professional, knowledgeable staff. | 5 |
| b. Maintains a healthy and productive organizational culture. | 5 |
| c. Employees are recognized for best practices in the industry. | 5 |
| d. Employees have training, pay equity and professional growth opportunities within the organization. | 5 |
| e. Encourages teamwork, innovation, and effective problem-solving among the staff members. | 5 |
| f. Institutes in employees a culture that is focused on customer service and responsible stewardship. | 5 |

8. FISCAL MANAGEMENT	Performance Rating
-----------------------------	---------------------------

- | | |
|---|---|
| a. Prepares a balanced budget to provide services at a level directed by the Board. | 5 |
| b. Makes the best possible use of available funds, conscious of the need to operate the County efficiently and effectively. | 5 |
| c. Prepared budget is in an intelligent but readable format. | 5 |

**County Administrator Performance Evaluation and Annual Reporting Process
Policy No. 11-6**

- d. Possesses awareness of the importance of financial planning and control. 5
- e. Appropriately monitors and manages the fiscal activities of the organization. 5

9. COMMUNITY	Performance Rating
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- a. Engages with community partners on local initiatives. 5
- b. Avoids unnecessary controversy. 5
- c. Respected as a community leader. 5

8. What strengths has the County Administrator demonstrated (management skills, knowledge, abilities) which have been most helpful to you as a Commissioner during this evaluation period (feel free to be general or include specific issues or projects which benefitted from the Administrator's leadership)?

I appreciate Mr. Long's knowledge of the inner workings of the organization from top to bottom. He is very well informed and knowledgeable about how to help me achieve my individual goals for serving the community. I also appreciate his counsel and professionalism in regards to how he engages with our board to achieve our collective goals for the community. Mr. Long is clearly an expert in local government, from budgeting to operations and has his hand on the pulse of the community's needs both present and future. His handling of the Amazon recruitment is to be particularly commended, in addition to his management of the Covid pandemic. Leon CARES is the result of an unprecedented effort in efficiency and management skill that is the envy of our state. It would be hard to find another administrator capable of these successes, in such an unprecedented situation.

9. What performance areas would you identify as needing improvement? Why? What constructive, positive ideas offer the County Administrators to improve these areas?

10. Other comments?

Performance Evaluation Results submitted by: Commissioner Welch

Total Factors Rated: 42 / 44
Total All Points: 209
Average Rating: 4.98

Signature: Commissioner _____ **Date** _____

Signature: County Administrator _____ **Date** _____