
**Alachua County Board of County Commissioners
Performance Evaluation**

Administrating Official

This form shall be completed by each member of the Board to evaluate the designated Administrating Official's performance in each of the areas noted below. Performance levels can be noted based on the following scale:

5- Excellent (almost always exceeds expectations and performs at very high standard)

4- Above average (generally exceeds performance expectations)

3- Satisfactory (meets performance expectations)

2- Below average (generally does not meet performance expectations)

1 -Unsatisfactory (almost always fails to meet minimum performance expectations).

Each member of the Board should sign the form and forward it to the Human Resources Director.

EVALUATION PERIOD: 10/1/20¹⁹~~18~~ to 9/30/2020

| 1. | PROFESSIONAL SKILLS AND STATUS | 5 | 4 | 3 | 2 | 1 |
|----|--|---|---|---|---|---|
| a. | Knowledgeable of current developments affecting the management field and county governments. | ✓ | | | | |
| b. | Respected in management profession. | ✓ | | | | |
| c. | Has a 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 the Board in a collegial and straightforward manner. | ✓ | | | | |

| 2. | RELATIONS WITH BOARD OF COUNTY COMMISSIONERS | 5 | 4 | 3 | 2 | 1 |
|----|--|---|---|---|---|---|
| a. | Carries out directives of the Board as a whole rather than those of any one Board member. | ✓ | | | | |
| b. | Assists the Board on 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. | ✓ | | | | |
|----|--|---|--|--|--|--|

| | | | | | | |
|----|--|---|---|---|---|---|
| 3. | POLICY EXECUTION | 5 | 4 | 3 | 2 | 1 |
| a. | Implements Board action in accordance with the intent of the Board. | | ✓ | | | |
| b. | Supports the actions of the Board after a decision has been reached, both inside and outside the organization. | ✓ | | | | |
| c. | Enforces County policies. | ✓ | | | | |
| d. | Understands County's laws and ordinances. | ✓ | | | | |
| e. | Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness. | ✓ | | | | |
| f. | Professionally executes Board policies and programs through county workforce. | ✓ | | | | |

| | | | | | | |
|----|---|---|---|---|---|---|
| 4. | REPORTING | 5 | 4 | 3 | 2 | 1 |
| a. | Provides the Board with reports concerning matters of importance to the County. | | ✓ | | | |
| b. | Reports are accurate, comprehensive and produced in a timely manner. | ✓ | | | | |
| c. | Prepares an agenda which reflects accurate and timely policy analysis and offers sound recommendations. | ✓ | | | | |
| d. | Promotes transparency in the documents and affairs of the County government. | ✓ | | | | |

| | | | | | | |
|----|--|---|---|---|---|---|
| 5. | SUPERVISION | 5 | 4 | 3 | 2 | 1 |
| a. | Employs a professional, knowledgeable staff. | ✓ | | | | |
| b. | Maintains a healthy and productive organizational culture. | ✓ | | | | |
| c. | Employees are recognized for best practices in the industry. | | ✓ | | | |
| d. | Employees have training and professional growth opportunities within the organization | ✓ | | | | |
| e. | Encourages teamwork, innovation, and effective problemsolving among the staff members. | ✓ | | | | |
| f. | Institutes in employees a culture that is focused on customer service and responsible stewardship. | ✓ | | | | |

| | | | | | | |
|----|--|---|---|---|---|---|
| 6. | FISCAL MANAGEMENT | 5 | 4 | 3 | 2 | 1 |
| a. | Prepares a balanced budget to provide services at a level directed by the Board. | ✓ | | | | |
| b. | Makes the best possible use of available funds, to operate the County efficiently and effectively. | ✓ | | | | |
| c. | Prepares a budget which is well formatted. | ✓ | | | | |
| d. | Fiscal management reflects sound financial planning and controls. | ✓ | | | | |

| | | | | | | |
|----|--|---|--|--|--|--|
| e. | Appropriately monitors and manages the fiscal activities of the organization | ✓ | | | | |
|----|--|---|--|--|--|--|

| | | | | | | |
|----|---|---|---|---|---|---|
| 7. | CITIZEN/COMMUNITY RELATIONS | 5 | 4 | 3 | 2 | 1 |
| a. | Responsive to complaints from citizens. | | ✓ | | | |
| b. | Demonstrates a dedication to service to the community and its citizens. | ✓ | | | | |
| c. | Skillful with the news media, avoiding political positions and partisanship. | ✓ | | | | |
| d. | Actively engages citizens in programs, events and initiatives to encourage citizenship and co-creation. | ✓ | | | | |
| e. | Willing to meet with members of the community to discuss their concerns. | | ✓ | | | |
| f. | Engages with community partners on local initiatives. | ✓ | | | | |
| g. | Avoids unnecessary controversy. | | ✓ | | | |
| h. | Respected as a community leader. | ✓ | | | | |

Total All Points: 188 Divide Total by: 39 (#of categories) Average: 4.8

8. What strengths has the County Manager 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 benefited from the Administrator's leadership)?

Michele Lieberman is an exceptional County Manager. During the first seven months of the pandemic, as Chair of the BoCC, I have met with her and the County's upper level management an unprecedented number of times (3-5 times per week). I have watched Ms. Lieberman respond with creativity, flexibility, compassion, and courage to the events of this year, even while her personal life was in turmoil. She has coached and cajoled her direct reports into a high performing team who interact freely and support one another as they attempt to solve the difficult problems 2020 has thrown at our community. Michele and her team have delivered an austerity budget, have supported employees, and are responding to the needs of our citizens. The number of complicated relationships that the County Manager must maintain, with constitutional officers, surrounding local governments, numerous state and federal agencies/institutions, businesses and non-profits, labor unions, etc. is truly mind-boggling, and Michele has become a respected partner with all of them. Her management style is one of openness to good ideas, transparency, accountability, and fiscal responsibility.

9. What performance areas would you identify as needing improvement? Why?

What constructive, positive ideas can you offer the County Manager to improve these areas?

With significant changes coming to the membership of the BoCC, Ms. Lieberman will need to adjust her, and the County staff's expectations, of what future Commission's priorities will be. In many ways, this will be like starting a new job, and so Michele should internalize the last three tenets of the *Druid's Vow of Friendship*:

- I hold no cherished outcome
- I will not negotiate by withholding
- I am not subject to disappointment

10. Other comments?

The County Commission has been fiscally reserved in our compensation of the Manager to the point that she is well below what somebody of her caliber is worth in the marketplace of public officials. I strongly support a substantial raise, both in recognition of her value to the community and in the hope she will not be enticed to leave.

Signature: 

Date: 9-30-2020