

Alachua County Board of County Commissioners Performance Evaluation

Administrating Official

Name: Michele Lieberman	Title: County Manager
Evaluation Period: 11/22 to 9/23	

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 exceed 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.

1. PROFESSIONAL SKILLS AND STATUS

- a. Knowledgeable of current developments affecting the management field and county governments.
- b. Respected in the 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.

PERFORMANCE LEVEL				
1	2	3	4	5
			✓	
			✓	
			✓	
		✓		
		✓		
		✓		

2. RELATIONS WITH BOARD OF COUNTY COMMISSIONERS

- 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.

PERFORMANCE LEVEL				
1	2	3	4	5
		✓		
		✓		
		✓		
		✓		

3. POLICY EXECUTION

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

PERFORMANCE LEVEL				
1	2	3	4	5
			✓	
		✓		
			✓	
				✓
		✓		
			✓	

4. REPORTING

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

PERFORMANCE LEVEL				
1	2	3	4	5
		✓		
		✓		
			✓	
	✓			

5. SUPERVISION

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

PERFORMANCE LEVEL				
1	2	3	4	5
			✓	
		✓		
				✓
			✓	
			✓	
			✓	

6. FISCAL MANAGEMENT

- 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.

PERFORMANCE LEVEL				
1	2	3	4	5
			✓	
		✓		
				✓
				✓
			✓	

7. **CITIZEN / COMMUNITY RELATIONS**

- 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.
Actively engages citizens in programs, events and initiatives to encourage
- d. 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.

PERFORMANCE LEVEL				
1	2	3	4	5
			✓	
			✓	
		✓		
		✓		
		✓		
			✓	
			✓	
			✓	

Total All Points: _____ **Divide Total by: 39 categories** **Average:** _____

8. What strengths has the Administrating Official 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)?

Addressing issues promptly, works to provide immediate action when issues are brought to her attention, I have had agenda review with other staff members and it is not at all as informative or helpful as it is with the county manager present. She does seem to have all the answers and when she doesn't, she understands the questions I have and generally gets me the right answer promptly. I don't have that experience with others. She makes decisive and generally thoughtful actions when necessary and shares her thoughts appropriately and openly when asked.

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

There are ongoing problems with follow up on issues brought by the commission. It appears that she follows up more effectively on issues that she is more interested in, or that she has prioritized as being more important. She isn't always forthright about staff's progress on issues. I have requested a spreadsheet on the issues to be followed up on, but that has not been provided.

She seems to have favorite departments, and does not appear to prioritize some public facing, critical departments (like code enforcement, that, if supported could have more positive community impact). I would like to see departments that can function in an innovative effective way be given the management and resources so that those things can happen. She does not hold all staff to the same high performance standards and assigns responsibilities to staff that are not qualified to take on those responsibilities. I am still very concerned about the Infrastructure Surtax Board as an example. The function and work of that board is of critical importance and I feel it is not prioritized.

Most importantly, is transparency. For the World Masters, the Manager first found out about the opportunity in February, and met with the US Masters to discuss. In April it was brought to the board, in a hurry, to request the funding for the application (without full disclosure of the financial requirements of the event). Then, soon after, writes a letter to both Senator Perry and representative Clemons, on the County Manager's letterhead, requesting additional funding (that was not shared with the commission - either the letters or the financial obligation). Then, in May, a Chair's letter of support was asked of the board. At that time some of the requirements were shared with the board. I feel like I was manipulated and railroaded into the decision making. I spoke with other staff that also did not seem to be fully informed of the event that would typically be heavily involved in decisions like this. I spent quite a lot of time looking back at these previous meetings, looking at contracts, applications, and other communications to find all of this out. I don't have time to do this for all the items brought before us and I need to be able to trust that the manage is fully open about all processes and is sharing all of the information. I believe that this carries over into other departments as well. I can't believe, for instance, that the idea of the county taking over street outreach from Grace is the result of a Sunday afternoon epiphany. And if it was a Sunday afternoon epiphany, it would be appropriate to spend a bit more time doing the analysis on that rather than disrupting the relationship the county has in a trusted community partner. Finally I am bothered by the her close relationships with some of our legislative delegation. I appreciate that she can have more open discussions with them because of her differing political party, but that also makes me very suspect of those same conversations. I feel similarly about her relationship with certain developers that work with the county. Nothing untoward may be happening, but I feel uncomfortable with the relationships.

10. Other comments?

I enjoy Michelle, she is fun and friendly. Typically she performs well. I put a lot of thought into these evaluations.

Signature:

A handwritten signature in cursive script, appearing to read "Mary C. Alford".

Date: 9/29/23

Print name: Mary C. Alford