

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: **OCTOBER 1, 2023 THROUGH SEPTEMBER 30, 2024**

**Performance Level**  
(Directions – for each item, click on “Performance Level” and Choose one of the drop down items on the right)

1.	<b>PROFESSIONAL SKILLS AND STATUS</b>	
a.	Knowledgeable of current developments affecting the management field and county governments.	5 - Excellent
	<b>Comment 1.a.</b> Click or tap here to enter text.	
b.	Respected in management profession.	5 - Excellent
	<b>Comment 1.b.</b> Michelle is active in FAC and NACO and has been elected to leadership positions. She is well known and respected in her field.	
c.	Has a capacity for and encourages innovation.	5 - Excellent
	<b>Comment 1.c.</b> She has an open mind for creative solutions and encourages departments to work outside of silos to achieve the best possible outcomes.	
d.	Anticipates problems and develops effective approaches for solving them.	5 - Excellent
	<b>Comment 1.d.</b> Click or tap here to enter text.	
e.	Willing to try new ideas proposed by Board Members or staff.	5 - Excellent

	<b>Comment 1.e.</b> <a href="#">Click or tap here to enter text.</a>	
f.	Interacts with the Board in a collegial and straightforward manner.	5 - Excellent
	<b>Comment 1.f.</b> <b>This year as Chair I had the opportunity to interact with Michelle even more than I had previously. I appreciate her relationship with all of us, which has never been less than collegial and is always straightforwards and friendly.</b>	

<b>2.</b>	<b>RELATIONS WITH BOARD OF COUNTY COMMISSIONERS</b>	
a.	Carries out directives of the Board as a whole rather than those of any one Board member.	5 - Excellent
	<b>Comment 2.a.</b> <a href="#">Click or tap here to enter text.</a>	
b.	Assists the Board on resolving problems at the administrative level to avoid unnecessary Board action.	5 - Excellent
	<b>Comment 2.b.</b> <a href="#">Click or tap here to enter text.</a>	
c.	Assists the Board in establishing policy, while acknowledging the ultimate authority of the Board.	5 - Excellent
	<b>Comment 2.c.</b> <a href="#">Click or tap here to enter text.</a>	
d.	Responds to requests for information or assistance by the Board.	4 - Above Average
	<b>Comment 2.d.</b> <b>This is a very high maintenance board and we often look to staff for support and information. Almost always we receive the help and support that we need. Occasionally a request gets lost in the shuffle or we don't know when we will have an answer to a question. I wish there were a better way for the commission to know when items will be brought back to the board or where we stand on a particular issue. There are SO MANY different irons in the fire I am not sure how staff keep up with them all, because I certainly lose track of issues myself, but it would be great to have some sort of tracking system that the BOCC could access.</b>	

<b>3.</b>	<b>POLICY EXECUTION</b>	
a.	Implements Board action in accordance with the intent of the Board.	5 - Excellent
	<b>Comment 3.a.</b> <a href="#">Click or tap here to enter text.</a>	
b.	Supports the actions of the Board after a decision has been reached, both inside and outside the organization.	5 - Excellent
	<b>Comment 3.b.</b> <a href="#">Click or tap here to enter text.</a>	
c.	Enforces County policies.	5 - Excellent
	<b>Comment 3.c.</b> <a href="#">Click or tap here to enter text.</a>	
d.	Understands County's laws and ordinances.	5 - Excellent
	<b>Comment 3.d.</b> <a href="#">Click or tap here to enter text.</a>	
e.	Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness.	5 - Excellent
	<b>Comment 3.e.</b> <b>I have been particularly pleased with the work to address DEI issues in our ordinances and procedures this year.</b>	
f.	Professionally executes Board policies and programs through county	5 - Excellent

	workforce.	
	<b>Comment 3.f.</b> I appreciate the work done to address the deficiency in Court Services and I look forward to a more effective Court Services department under new leadership in the coming years.	

<b>4.</b>	<b>REPORTING</b>	
a.	Provides the Board with reports concerning matters of importance to the County.	5 - Excellent
	<b>Comment 4.a.</b> Click or tap here to enter text.	
b.	Reports are accurate, comprehensive and produced in a timely manner.	5 - Excellent
	<b>Comment 4.b.</b> Click or tap here to enter text.	
c.	Prepares an agenda which reflects accurate and timely policy analysis and offers sound recommendations.	5 - Excellent
	<b>Comment 4.c.</b> Click or tap here to enter text.	
d.	Promotes transparency in the documents and affairs of the County government.	5 - Excellent
	<b>Comment 4.d.</b> Click or tap here to enter text.	

<b>5.</b>	<b>SUPERVISION</b>	
a.	Employs a professional, knowledgeable staff.	5 - Excellent
	<b>Comment 5.a.</b> I particularly appreciate the opportunities Michele has given to staff for personal development, both inside and peripheral to their particular fields.	
b.	Maintains a healthy and productive organizational culture.	5 - Excellent
	<b>Comment 5.b.</b> Click or tap here to enter text.	
c.	Employees are recognized for best practices in the industry.	5 - Excellent
	<b>Comment 5.c.</b> The number of Alachua County employees that hold leadership positions in FAC, NACO, and other professional organizations has to be a record. I am continually impressed and amazed at how our County employees work effectively here in Alachua County yet provide leadership in other state and national organizations.	
d.	Employees have training and professional growth opportunities within the organization	5 - Excellent
	<b>Comment 5.d.</b> Several employees have spoken to me about the opportunities they have had for personal and professional growth. Recently a valuable employee was frustrated by being "at the top" of her development in her field and Michele provided a significant growth opportunity in order to keep this valuable employee part of our team.	
e.	Encourages teamwork, innovation, and effective problem- solving among the staff members.	5 - Excellent
	<b>Comment 5.e.</b> I am pleased that silos between departments are broken down to provide the best innovation and knowledge sharing in solving problems. This is particularly important as we address climate disruption and resiliency.	
f.	Institutes in employees a culture that is focused on customer service and responsible stewardship.	5 - Excellent
	<b>Comment 5.f.</b> Click or tap here to enter text.	

<b>6.</b>	<b>FISCAL MANAGEMENT</b>	
a.	Prepares a balanced budget to provide services at a level directed by the Board.	5 - Excellent
	<b>Comment 6.a.</b> I am more than proud of the fiscal responsibility and management of the financial resources of the County.	
b.	Makes the best possible use of available funds, to operate the County efficiently and effectively.	5 - Excellent
	<b>Comment 6.b.</b> <a href="#">Click or tap here to enter text.</a>	
c.	Prepares a budget which is well formatted.	5 - Excellent
	<b>Comment 6.c.</b> <a href="#">Click or tap here to enter text.</a>	
d.	Fiscal management reflects sound financial planning and controls.	5 - Excellent
	<b>Comment 6.d.</b> <a href="#">Click or tap here to enter text.</a>	
e.	Appropriately monitors and manages the fiscal activities of the organization	5 - Excellent
	<b>Comment 6.e.</b> <a href="#">Click or tap here to enter text.</a>	

<b>7.</b>	<b>CITIZEN/COMMUNITY RELATIONS</b>	
a.	Responsive to complaints from citizens.	5 - Excellent
	<b>Comment 7.a.</b> This year we had a particularly challenging complaint by a citizen that proved to be mostly unwarranted. It involved harassment of county employees and could have posed a danger to county staff and potentially the public. I appreciate that Michele approached this issue with compassion towards our employees and with concern for their safety. I appreciate that new procedures and physical safety measures were initiated to protect everyone.	
b.	Demonstrates a dedication to service to the community and its citizens.	5 - Excellent
	<b>Comment 7.b.</b> <a href="#">Click or tap here to enter text.</a>	
c.	Skillful with the news media, avoiding political positions and partisanship.	5 - Excellent
	<b>Comment 7.c.</b> <a href="#">Click or tap here to enter text.</a>	
d.	Actively engages citizens in programs, events and initiatives to encourage citizenship and co-creation.	5 - Excellent
	<b>Comment 7.d.</b> I am pleased that we are working to recognize the contributions of citizens when they volunteer for advisory boards and for other county endeavors. I am very pleased with our new citizen engagement policies and efforts.	
e.	Willing to meet with members of the community to discuss their concerns.	5 - Excellent
	<b>Comment 7.e.</b> <a href="#">Click or tap here to enter text.</a>	
f.	Engages with community partners on local initiatives.	5 - Excellent
	<b>Comment 7.f.</b> <a href="#">Click or tap here to enter text.</a>	
g.	Avoids unnecessary controversy.	5 - Excellent
	<b>Comment 7.g.</b> <a href="#">Click or tap here to enter text.</a>	

h.	Respected as a community leader.	5 - Excellent
<b>Comment 7.h.</b> Our board is on display on multiple media during board meetings. My one comment is that Michele often multi-tasks during meetings and is not always engaged in the board business at hand during the meeting. This was recently pointed out by a couple of community members. I understand that Michele often has A LOT going on at any point in time so I am still keeping the rating at a 5, because she “catches up” pretty quick and is always ready with appropriate responses and comments.		

Total All Points: [Click or tap here to enter TOTAL POINTS](#) Divide Total by **39** (#of categories)  
Average: 5

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)?

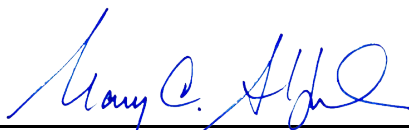
Michele is almost always available to talk through an issue with me and help me understand what is happening, why it is happening, if it is good or bad, and what needs to change to make it better in the future. This attention to the root causes of issues is important to me, as well as her commitment to continuous improvement and transparency. I listed some specifics in the body of this evaluation.

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?

The only suggestion I would have might be to switch out with another staff member if Michele has another pressing task to attend to during a meeting.

10. Other comments?

I am pleased and happy to have Michele as our County Manager. I believe she is liked and respected by staff and does an exemplary job of managing a large and complex organization. When I sit down to meet with Michele I feel comfortable that I will receive good and accurate information, that issues will be addressed with compassion but also with the administrative efficiency required in the position. We have very little staff turnover – and that tells me that people are happy and fulfilled in their careers with the County. I know that I can speak frankly to her about issues and that she hears what I am saying and will talk through the issue and find a solution. On a personal note, I appreciate Michele’s easygoing attitude and her sense of humor. I like that our offices are happy places even when dealing with serious issues.

Signature: 

Date: 10/2/2024\_\_\_\_\_

Printed Name: Mary Alford\_\_\_\_\_