

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, 2024 THROUGH SEPTEMBER 30, 2025**

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

1.	PROFESSIONAL SKILLS AND STATUS	
a.	Knowledgeable of current developments affecting the management field and county governments.	5 - Excellent
	Comment 1.a. This is a tough time to serve in government. I find that our manager is aware of current developments and well prepared to address those developments as they arise.	
b.	Respected in management profession.	5 - Excellent
	Comment 1.b. Michelle is well known across the state and nationally and has served in multiple leadership positions.	
c.	Has a capacity for and encourages innovation.	5 - Excellent
	Comment 1.c. She approaches innovative ideas cautiously but embraces innovation in a thoughtful way. She not only considers innovative ideas brought forward by others but also introduces creative solutions to problems.	
d.	Anticipates problems and develops effective approaches for solving them.	5 - Excellent
	Comment 1.d.	

	When informed of challenges or as we are faced with challenges as a commission, I am typically pleased to find that Michelle has already considered the options and has proposed direction we should consider as a board or as a county. We don't always agree, but I find her considered analysis very valuable as we move forward on whatever path we choose to take.	
e.	Willing to try new ideas proposed by Board Members or staff.	5 - Excellent
	Comment 1.e. I am pleased with the culture of continuous improvement at the county.	
f.	Interacts with the Board in a collegial and straightforward manner.	5 - Excellent
	Comment 1.f. I can always expect a straightforward response from Michelle, and her communication style is friendly but professional.	

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.	5 - Excellent
	Comment 2.a. Michele follows the protocol and procedures as appropriate to the directive.	
b.	Assists the Board on resolving problems at the administrative level to avoid unnecessary Board action.	5 - Excellent
	Comment 2.b. Michele has worked to streamline processes and procedures to make our meetings effective and efficient.	
c.	Assists the Board in establishing policy, while acknowledging the ultimate authority of the Board.	5 - Excellent
	Comment 2.c. I have seen a concerted effort this past year to clarify board direction in order to develop policy in accordance with the boards wishes.	
d.	Responds to requests for information or assistance by the Board.	4 - Above Average
	Comment 2.d. While we have a spreadsheet of action items staff is working on, which I appreciate, I have found that the spreadsheet is not always up to date and that some items linger without action.	

3. POLICY EXECUTION		
a.	Implements Board action in accordance with the intent of the Board.	5 - Excellent
	Comment 3.a. I appreciate Michele's efforts to clarify board direction and to provide updates as policy is being developed to verify that direction is consistent with the Board's wishes (which, frankly, can change over time as situations develop or as information is gathered or as the community weighs in).	
b.	Supports the actions of the Board after a decision has been reached, both inside and outside the organization.	5 - Excellent
	Comment 3.b. Click or tap here to enter text.	
c.	Enforces County policies.	5 - Excellent
	Comment 3.c. This is a tough time to enforce many of our county's policies. I appreciate Michele's careful approach to maintaining our unique values and culture in Alachua County.	
d.	Understands County's laws and ordinances.	5 - Excellent
	Comment 3.d. Michele's background as an attorney is very useful.	
e.	Reviews ordinance and policy procedures periodically to suggest	5 - Excellent

	improvements to their effectiveness.	
	Comment 3.e. We are currently in the process of updating multiple policies and procedures.	
f.	Professionally executes Board policies and programs through county workforce.	5 - Excellent
	Comment 3.f. I find Michele to be professional and appropriate as she executes her role as County Manager.	

4.	REPORTING	
a.	Provides the Board with reports concerning matters of importance to the County.	5 - Excellent
	Comment 4.a. Michelle keeps us up to date in matters of importance in a timely way.	
b.	Reports are accurate, comprehensive and produced in a timely manner.	4 - Above Average
	Comment 4.b. While reports are as not as timely as we would like them to be, frankly this commission is very demanding in what we ask of staff.	
c.	Prepares an agenda which reflects accurate and timely policy analysis and offers sound recommendations.	5 - Excellent
	Comment 4.c. Staff recommendations are well thought out and appropriate. We typically accept staff recommendations while asking for extra steps or an adjusted timeline because we have great confidence in our County staff and the work they do.	
d.	Promotes transparency in the documents and affairs of the County government.	5 - Excellent
	Comment 4.d. I believe our County government is extraordinarily transparent and works to maintain that transparency. I do not know of any other County (or City) that is more transparent in the information provided to citizens.	

5.	SUPERVISION	
a.	Employs a professional, knowledgeable staff.	5 - Excellent
	Comment 5.a. I believe our staff is probably some of the best in the country.	
b.	Maintains a healthy and productive organizational culture.	5 - Excellent
	Comment 5.b. I really appreciate the continuous improvement culture.	
c.	Employees are recognized for best practices in the industry.	5 - Excellent
	Comment 5.c. Many of our staff are recognized at the state and national levels. When I tell colleagues at FAC and NACO that I am from Alachua County, I find that we are known for innovation and effectiveness.	
d.	Employees have training and professional growth opportunities within the organization	5 - Excellent
	Comment 5.d. We regularly recognize employees for extraordinary accomplishments and I believe we have excellent job retention rates, which speaks to people's ability to advance and grow	
e.	Encourages teamwork, innovation, and effective problem- solving among the staff members.	5 - Excellent
	Comment 5.e. Click or tap here to enter text.	
f.	Institutes in employees a culture that is focused on customer service and responsible stewardship.	5 - Excellent

	<p>Comment 5.f. I have recently had positive interactions with citizens about a couple of county departments (building department and codes enforcement) that typically are complained about. We have been working hard to improve animal resources and I have been hearing more positive feedback. We have a demanding and exacting community and I appreciate our staff's work to address concerns and issues.</p>
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6.	FISCAL MANAGEMENT	
a.	Prepares a balanced budget to provide services at a level directed by the Board.	5 - Excellent
	<p>Comment 6.a. I am very proud of our fiscal policies and procedures and our execution of those policies and procedures.</p>	
b.	Makes the best possible use of available funds, to operate the County efficiently and effectively.	5 - Excellent
	<p>Comment 6.b. I believe we manage taxpayer dollars carefully and well.</p>	
c.	Prepares a budget which is well formatted.	5 - Excellent
	<p>Comment 6.c. Managing taxpayer dollars is our primary directive as a commission and Michele and Tommy make it easy to analyze and understand.</p>	
d.	Fiscal management reflects sound financial planning and controls.	5 - Excellent
	<p>Comment 6.d. Click or tap here to enter text.</p>	
e.	Appropriately monitors and manages the fiscal activities of the organization	5 - Excellent
	<p>Comment 6.e. Click or tap here to enter text.</p>	
7.	CITIZEN/COMMUNITY RELATIONS	
a.	Responsive to complaints from citizens.	5 - Excellent
	<p>Comment 7.a. When I forward citizen concerns or alert staff to citizen complaints, I am pleased at the quickness and thoroughness of the responses, even when those complaints are misdirected or unfounded.</p>	
b.	Demonstrates a dedication to service to the community and its citizens.	5 - Excellent
	<p>Comment 7.b. Click or tap here to enter text.</p>	
c.	Skillful with the news media, avoiding political positions and partisanship.	5 - Excellent
	<p>Comment 7.c. Click or tap here to enter text.</p>	
d.	Actively engages citizens in programs, events and initiatives to encourage citizenship and co-creation.	5 - Excellent
	<p>Comment 7.d. I am particularly pleased with the Forward Focus initiative and with our more focused community engagement efforts.</p>	
e.	Willing to meet with members of the community to discuss their concerns.	5 - Excellent
	<p>Comment 7.e. Whenever I ask staff to meet with me to address a citizen's concerns, I find that staff is willing and come to scheduled meetings prepared and with respect.</p>	
f.	Engages with community partners on local initiatives.	5 - Excellent

	Comment 7.f. Click or tap here to enter text.	
g.	Avoids unnecessary controversy.	4 - Above Average
	Comment 7.g. Controversy is inevitable and I find that staff are very good at anticipating issues and are prepared to address community concerns when they arise. When there is an issue (such as during a recent hiring), staff is willing to look at processes and consider improvements to address community concerns.	
h.	Respected as a community leader.	5 - Excellent
	Comment 7.h. Michele is respected in the community.	

Total All Points: 192 Divide Total by **39** (#of categories) Average: 4 . 9

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)?

As this commission has faced scrutiny from the State (as evidenced by the recent DOGE visits as well as by continuously changing policies and attacks on home rule) I have found Michele's strategic focus on maintaining our County's unique values and culture to be smart and effective.

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?

I appreciate the spreadsheet of initiatives we receive monthly or so but wish that the spreadsheet was more comprehensive and up to date.

10. Other comments?

I enjoy working with Michele and I do not ever hesitate to reach out, to ask questions, to offer suggestions or to just talk about current events. I am truly grateful to have the amazing and talented staff that she has recruited and maintained in Alachua County.

Signature: 

Date: 9/8/25 _____

Printed Name: Mary Alford _____