



## Board of County Commissioners December 14, 2021 - Regular Meeting

### **SUBJECT**

EVALUATION OF COUNTY ADMINISTRATOR

### **Category**

REGULAR

### **Briefings**

All

### **Contact and/or Presenter Information**

William Clague, County Attorney

### **Action Requested**

No action required.

### **Enabling/Regulating Authority**

Florida Statute 125.01; Florida Statute 125.73

### **Background Discussion**

On May 25, 2021, the Board appointed Dr. Scott Hopes as County Administrator pursuant to an Employment Contract, which provides that the BOARD will review and appraise the job performance of the ADMINISTRATOR on or before November 1, 2021, and thereafter at intervals deemed appropriate by the BOARD.

In accordance with this requirement, Dr. Hopes submitted a self-evaluation to the Board via email on October 3, 2021. Six of seven Board members subsequently completed written evaluations on forms provided by the County Administrator. By email of October 27, 2021, Chairperson Vanessa Baugh requested that the County Attorney collect the evaluations, and summarize and present them to the Board in the same manner as the evaluations of the Executive Director of the Manatee County Port Authority.

### **Attorney Review**

Other (Requires explanation in field below)

**Other (if applicable)**

This is a County Attorney item.

**Instructions to Board Records**

N/A

**Cost and Funds Source Account Number and Name**

N/A

**Amount and Frequency of Recurring Costs**

N/A

**BCC Meeting: 12/14/21, Item 62 – Evaluation of County Administrator – Dr. Scott Hopes – District 1 – Commissioner Satcher**

Commissioner Satcher stated he did not complete a written Annual Performance Evaluation Form, but met with Dr. Hopes separately.

**BCC Meeting: 12/14/21, Item 62 – Evaluation of County Administrator – Dr. Scott Hopes – District 2 – Commissioner Bellamy**

Commissioner Bellamy stated he did not complete a written Annual Performance Evaluation Form, but met with Dr. Hopes separately.



# ANNUAL PERFORMANCE EVALUATION FORM

## County Administrator 2021

**Mission:** Manatee County Government's mission is to provide efficient, effective, responsive government that is always mindful of our sensitive natural environment while achieving the Commission's vision for the County: a premier place in which to live and work and play.

**County Administrator's Name:** Dr. Scott L. Hopes

**Date:** 11/29/2021

**Evaluator's Name:** Kevin Van Ostenbridge

**Fiscal Year:** 2020-21

**Board Commissioners' Evaluation Date:**

### EVALUATION PROCESS:

In accordance with the County Administrator's Employment Contract, RESOLUTION R-21-108, approved by the Board of County Commissioners on May 25, 2021, Section A 3 states the County Administrator will provide the Board with a self-evaluation of job performance by October 1, 2021.

### 2020-21 EVALUATION TIMELINE:

Due Dates	Evaluation Activities
By October 1, 2021	The County Administrator submits a self-appraisal using the evaluation form.
October 1-November 1, 2021	Commissioners will complete the evaluation and meet with the County Administrator individually to discuss progress on goals and the evaluation.
November 1, 2021	Commissioners submit completed evaluations and scoring worksheets to the County Attorney.
TBD	The County Attorney will tally the score.
TBD	The County Attorney will provide the Commissioners with the combined results of the annual evaluation.



**EVALUATION PROCEDURES:**

1. County Commissioners and the County Administrator utilize the agreed upon on performance goals, evaluation form, format, and process. Prior to the submission of the annual evaluation, each County Commission member meets with the County Administrator individually to discuss the goals and progress in meeting the goals.
2. The County Commission should consider the following, but not limited to, the County Administrator’s input, work products, evidence and artifacts, decision-making, management of staff, stakeholder input, and observations. The County Commissioners use the Scoring Rubric (Highly Effective- 4 points, Effective- 3 points, Needs Improvement- 2 points and Unsatisfactory- 1 point) to determine the appropriate rating for each of the performance goals. County Commissioners should not rate each indicator on the evaluation, but rather, consider the indicators in determining the overall rating for each performance goal.
3. Each County Commission member’s evaluation will indicate an overall rating based on the scores and the weight of each of the four goals. A scoring worksheet is provided to assist in the calculation of the score. The weight of each goal is as follows:
  - Goal 1: Leadership/Management 40%
  - Goal 2: Budget and Capital Improvement Plan 25%
  - Goal 3: Continuous Improvement 20%
  - Goal 4: Effective Communication 15%
4. In accordance with the established timeline, the County Administrator submits a self-appraisal using the evaluation form. The County Administrator provides evidence and artifacts as documentation to support his ratings.
5. In accordance with the established timeline, County Commissioners complete the evaluation and the scoring worksheet and review with the County Administrator. Following the review with the County Administrator the evaluation will be submitted to the County Attorney.
6. The County Attorney will combine the results of the evaluations for presentation to the County Commission.
- 7.

**SCORING RUBRIC:**

County Commissioners will consider the County Administrator’s attainment of each performance goal. County Commissioners should not rate each indicator on the evaluation, but rather, consider the indicators in determining the overall rating for each performance goal.

Rating/Value	Description
Highly Effective (4 points)	Performance consistently exceeds expectations. Performance demonstrates outstanding aptitude and proficiency.
Effective (3 points)	Performance consistently meets expectations. Performance demonstrates skillful competence and proficiency.
Needs Improvement (2 points)	Performance inconsistently meets expectations. Performance needs attention and development. If this rating is used, specific reference to the performance concerns must be indicated.
Unsatisfactory (1 point)	Performance is consistently unacceptable. Performance does not adequately meet expectations or fulfill responsibilities. If this rating is used, specific reference to the performance concerns must be indicated. A written plan, including a timeline, for improving the performance indicator(s) may be requested by the County Commission.

**OVERALL PERFORMANCE RATING:**

The following mutually-agreed upon scale will be used by each County Commission member to determine the overall performance rating:

Overall Performance Rating	Rating Scale
Highly Effective	3.400-4.000
Effective	2.450-3.399
Needs Improvement	1.450-2.449
Unsatisfactory	1.000-1.449





**Goals/Indicators**

**Scoring Rubric**

<p><b>Goal 1: Leadership/Management (40%)</b>                      Ensure a high-functioning county government through quality leadership and collaboration with the County Commission, staff, and stakeholders. Create conditions that result in strategically reimagining the county's vision, mission, and goals to ensure that every resident and visitor enjoys high quality service from its government.</p>	<p><b>Highly Effective 4 points</b></p>	<p><b>Effective 3 points</b></p>	<p><b>Needs Improvement 2 points</b></p>	<p><b>Unsatisfactory 1 point</b></p>
<p>Maintain a climate that promotes open dialog with deputy county administrators, directors, residents, and staff on issues of county government services.</p>	<p><b>Comments:</b>                      Administrator demonstrates a clear understanding of his job and of the county government. He shows strong leadership skills and is respected by most employees. Administrator has taken direction from BOCC well and has made necessary difficult administrative changes. A strong and diverse administrative team is being assembled.                       I recognize that the administrator has shown improvement in his communication with the BOCC. These efforts are appreciated.                       Administrator has done an exceptional job dealing with the conflicting personalities and personal agendas of the BOCC. Despite efforts from within to derail his administration, our administrator has stayed his course.                       Administrator shows strong leaderships skills in reacting to unforeseen events and sudden change situations.                       While showing signs of improvement, responsiveness and communication remain a concern among multiple members of the BOCC.</p>			
<p>Provide vision and strategic direction to the Commission.</p>				
<p>Lead in an encouraging, participatory, and team-focused manner.</p>				
<p>Leverage talent of newly appointed staff in key roles to build effective leadership capacity in our organization.</p>				
<p>Demonstrate an understanding of organizational leadership.</p>				
<p>Demonstrate an understanding of current legal, regulatory, and emerging issues and trends affecting the county</p>				
<p>Improve public trust and confidence in the organization and strengthen the focus on our core mission.</p>				
<p>Delegate appropriate authority to staff and monitor their follow-through.</p>				
<p>Accurately evaluate senior staff performance to include ongoing commendations and constructive suggestions, and when appropriate, disciplinary measures.</p>				
<p>Respond timely and appropriately when faced with unforeseen events.</p>				
<p>Promote acquisition of legislative funding, grants, innovation and technological advancements that enhance level of county service, employee performance and effective operations.</p>				
<p>Keep Commissioners informed of issues, needs, and operation of Manatee County Government in a timely manner.</p>				
<p>Appropriately interpret and execute the intent of Commission policy.</p>				
<p>Create and maintain professional working relationship with Board of Commissioners.</p>				
<p>Continue collaboration with employees and the public.</p>				

**Leadership/Management Suggested Evidence and Artifacts:**

- Strategic Plan and progress of the plan, including the articulation, implementation, stewardship and promotion of the strategic plan
- Development and attainment of partnerships, grants and other resources to support initiatives
- Results from outreach and collaboration with employees.
- Presentations to internal and external stakeholders
- Involvement in state and national organizations to provide input and influence local, state and national policy decisions
- Consistent and regular one-on-one meetings with Commissioners
- Consistent communication apprising Commissioners of critical issues at Commission Sessions, Commission Meetings and through other communication tools

<b>Goal 2. Budget and Capital Improvement Plan (25%)</b> Prepare and present a recommended Annual Budget and 5 years Capital Improvement Plan aligned with Commissioners' priorities	<b>Highly Effective</b> 4 points	<b>Effective</b> 3 points	<b>Needs Improvement</b> 2 points	<b>Unsatisfactory</b> 1 point
	3.8			
Manage government operations within approved budget and CIP	<p><b>Comments:</b>                      Budget season was immediately upon this administrator after hire. Administrator shows a solid understanding of the budget process. He had very little time to prepare. As a result my grade comes on a curve. Administrator did a superior job of consulting with individual BOCC members on district needs. Administrator gets high marks for working with staff to find creative ways to finance all CIP wants and needs.</p> <p>In the future I want to see more open debate on line items within the CIP. I will not favor the process of broad approval and removal by amendment at a later date.</p>			
Apply effective methods of providing, monitoring, evaluating, and reporting Financial performance				
Promote financial strategies that include acceleration of capital projects				
Propose a budget that effectively invests stabilization and excess reserve funds into projects and programs which improve the quality of life in Manatee County				
Implementation of financial and administrative evaluation systems focused on improving Director financial management practices.				
Improve outcomes for all students while reducing achievement gaps among subgroups, especially young Black male students.				

**Budget and Capital Improvement Plan Suggested Evidence and Artifacts:**

-

<b>Goal 3. Continuous Improvement (20%)</b> Align resources and develop an organizational structure that supports operational effectiveness and efficiency to implement the County Commission priorities focused on improving business processes.	<b>Highly Effective</b> <b>4 points</b>	<b>Effective</b> <b>3 points</b>	<b>Needs Improvement</b> <b>2 points</b>	<b>Unsatisfactory</b> <b>1 point</b>
Update and implement the County's strategic plan that will serve as a system framework focused on comprehensive Implement automated travel approval system. Continue to improve on position vacancies Make improvements in the Departments. Assess programs and organizational functions to redirect resources to maximize performance improvement and focus on critical functions. Continue a quality strategic planning process that will forge critical partnerships, community and government relationships, translating the strategic plan into reality. Implement appropriate leadership and performance management techniques to define roles, assign functions, and to determine accountability for attaining organizational goals. Work collaboratively with the Commission and appropriate staff to determine priorities for balancing the budget and for effective allocation of resources. Demonstrate budget management including financial forecasting, planning, cash flow management, account auditing, and monitoring. Develop, implement, promote, and monitor continuous improvement processes.	<b>3.9</b>			
<p><b>Comments:</b></p> <p>It is too early in the administrators term to determine if the goal of continuous improvement is being met. However, the administrator has hit the ground running in terms of making needed improvements to the government. I have been very pleased with changes that have been implemented thus far. I anticipate these improvements will continue at a pace that the organization can tolerate. Administrator must be cautious not to push too much change too quickly as government services are already showing signs of stress.</p>				

**Continuous Improvement Suggested Evidence and Artifacts:**

- Strategic Plan and progress of the plan, including the articulation, implementation, stewardship and promotion of the strategic plan
- Development and implementation of a performance management system
- Improved budget process incorporating enhanced planning, communication, and resource distribution
- Analysis and recommendations for improvements to the organizational structure
- Use of audits to improve practices and accountability

<b>Goal 4: Effective Communication (15%)</b> Increase the effectiveness of internal and external communication with stakeholders to improve the County's image, as well as marketing initiatives that will lead to greater understanding and trust among and between, all facets of the Manatee County Government, Constitutional Officers, community, and the County Commission.	<b>Highly Effective</b> 4 points	<b>Effective</b> 3 points	<b>Needs Improvement</b> 2 points	<b>Unsatisfactory</b> 1 point
	3.2			
Promote stakeholder involvement while establishing a communication system that effectively conveys County Government	<p>Communication with the BOCC has been an ongoing struggle for this administrator. I graded him on a curve in this category because some BOCC members have intentionally made aspects of communication difficult. As the administrator has built relationships with BOCC members he has improved in this area. The addition of a BOCC/administrator one way text thread has improved communication with the BOCC. I recommend weekly "state of the county" 15 min meetings with each BOCC member. The administrator should have weekly 1 on 1 face time with every BOCC member.</p> <p>The administrator has been very effective at communicating with the public. The administrator's newsletter is a great example of this. The administrator is also a skilled orator and is highly effective in a press conference setting.</p> <p>The administrator has done a great job of helping BOCC members to communicate with their constituents as well. IE: the addition of PSA videos.</p>			
Develop formal and informal techniques to obtain external and internal perceptions of the County by means of surveys, listening tours, and personal contacts.				
Promote and communicate system priorities using a variety of communication tools.				
Design and implement a comprehensive communications plan.				
Solicit opinions/feedback from stakeholder groups and individuals and adjust actions as appropriate.				
Develop and maintain meaningful, respectful and cooperative relationships with the media, municipality, school district, cities community, state government and legislative representatives.				
Provide a visible presence throughout the county and the community.				

**Effective Communication Suggested Evidence and Artifacts:**

- Climate Surveys
- Comprehensive communications plan
- Outreach efforts to increase input and involvement
- Outreach efforts to engage the community and businesses
- Outreach efforts and collaboration with municipalities, universities, businesses, and legislative groups
- Communication tools that enhance communication and customer service
- Newsletters and public engagement documents designed to strengthen connections to the community

**OVERALL PERFORMANCE COMMENTS:**

---

---

---

---

---

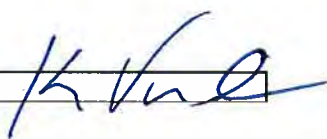
---

---

---

**Overall Interim Performance Evaluation Rating:**

Circle One: **Highly Effective** (3.400-4.000)      Effective (2.450-3.399)      Needs Improvement (1.450-2.449)      Unsatisfactory (1.000-1.449)

County Commissioner Signature:  Date: 11/29/2021

County Administrator Signature:  Date: Click or tap to enter a date.

I acknowledge I have received and reviewed this Leadership Performance Evaluation and that it has been reviewed with me. My signature indicates neither agreement nor disagreement with the content of the evaluation.

**County Administrator Comments (Optional):**

---

---

---

---

---

---

---

---



Goals/Indicators

Scoring Rubric

<b>Goal 1: Leadership/Management (40%)</b> Ensure a high-functioning county government through quality leadership and collaboration with the County Commission, staff, and stakeholders. Create conditions that result in strategically reimagining the county's vision, mission, and goals to ensure that every resident and visitor enjoys high quality service from its government.	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
	$\frac{3.7}{3.7}$			

Maintain a climate that promotes open dialog with deputy county administrators, directors, residents, and staff on issues of county government services.

Provide vision and strategic direction to the Commission.

Lead in an encouraging, participatory, and team-focused manner.

Leverage talent of newly appointed staff in key roles to build effective leadership capacity in our organization.

Demonstrate an understanding of organizational leadership.

Demonstrate an understanding of current legal, regulatory, and emerging issues and trends affecting the county

Improve public trust and confidence in the organization and strengthen the focus on our core mission.

Delegate appropriate authority to staff and monitor their follow-through.

Accurately evaluate senior staff performance to include ongoing commendations and constructive suggestions, and when appropriate, disciplinary measures.

Respond timely and appropriately when faced with unforeseen events.

Promote acquisition of legislative funding, grants, innovation and technological advancements that enhance level of county service, employee performance and effective operations.

Keep Commissioners informed of issues, needs, and operation of Manatee County Government in a timely manner.

Appropriately interpret and execute the intent of Commission policy.

Create and maintain professional working relationship with Board of Commissioners.

Continue collaboration with employees and the public.

**Comments:**  
 Additional documents are attached that provide evidence to Goal 1.

Dr. Hopes is a dynamic leader who is very strong in organizational skills. His work ethic is excellent and through his leadership skills he led Manatee County through Piney Point which hit crisis level on Day 2 of ~~the~~ accepting the position.

I look forward to his continued efforts to build trust with the community, including the business community, & the residents.

I really like the use of the text/vote mail system to inform all Commissioners of major items at the same time. Consistent communication of less important matters to all Commissioners is difficult, but important and I hope he continues to refine a system.





## ANNUAL PERFORMANCE EVALUATION FORM County Administrator 2021

**Mission:** Manatee County Government's mission is to provide efficient, effective, responsive government that is always mindful of our sensitive natural environment while achieving the Commission's vision for the County: a premier place in which to live and work and play.

**County Administrator's Name:** Dr. Scott L. Hopes

**Date:**

**Evaluator's Name:**

**Fiscal Year:** 2020-21

**Board Commissioners' Evaluation Date:**

### EVALUATION PROCESS:

In accordance with the County Administrator's Employment Contract, RESOLUTION R-21-108, approved by the Board of County Commissioners on May 25, 2021, Section A 3 states the County Administrator will provide the Board with a self-evaluation of job performance by October 1, 2021.

### 2020-21 EVALUATION TIMELINE:

Due Dates	Evaluation Activities
By October 1, 2021	The County Administrator submits a self-appraisal using the evaluation form.
October 1-November 1, 2021	Commissioners will complete the evaluation and meet with the County Administrator individually to discuss progress on goals and the evaluation.
November 1, 2021	Commissioners submit completed evaluations and scoring worksheets to the County Attorney.
TBD	The County Attorney will tally the score.
TBD	The County Attorney will provide the Commissioners with the combined results of the annual evaluation.

**Goals/Indicators**

**Scoring Rubric**

<p><b>Goal 1: Leadership/Management (40%)</b>                      Ensure a high-functioning county government through quality leadership and collaboration with the County Commission, staff, and stakeholders. Create conditions that result in strategically reimagining the county's vision, mission, and goals to ensure that every resident and visitor enjoys high quality service from its government.</p>	<p><b>Highly Effective 4 points</b></p>	<p><b>Effective 3 points</b></p>	<p><b>Needs Improvement 2 points</b></p>	<p><b>Unsatisfactory 1 point</b></p>
<p>Maintain a climate that promotes open dialog with deputy county administrators, directors, residents, and staff on issues of county government services.</p>	<p><b>Comments:</b></p>			
<p>Provide vision and strategic direction to the Commission.</p>				
<p>Lead in an encouraging, participatory, and team-focused manner.</p>				
<p>Leverage talent of newly appointed staff in key roles to build effective leadership capacity in our organization.</p>				
<p>Demonstrate an understanding of organizational leadership.</p>				
<p>Demonstrate an understanding of current legal, regulatory, and emerging issues and trends affecting the county</p>				
<p>Improve public trust and confidence in the organization and strengthen the focus on our core mission.</p>				
<p>Delegate appropriate authority to staff and monitor their follow-through.</p>				
<p>Accurately evaluate senior staff performance to include ongoing commendations and constructive suggestions, and when appropriate, disciplinary measures.</p>				
<p>Respond timely and appropriately when faced with unforeseen events.</p>				
<p>Promote acquisition of legislative funding, grants, innovation and technological advancements that enhance level of county service, employee performance and effective operations.</p>				
<p>Keep Commissioners informed of issues, needs, and operation of Manatee County Government in a timely manner.</p>				
<p>Appropriately interpret and execute the intent of Commission policy.</p>				
<p>Create and maintain professional working relationship with Board of Commissioners.</p>				
<p>Continue collaboration with employees and the public.</p>				

3.5

**Leadership/Management Suggested Evidence and Artifacts:**

- Strategic Plan and progress of the plan, including the articulation, implementation, stewardship and promotion of the strategic plan
- Development and attainment of partnerships, grants and other resources to support initiatives
- Results from outreach and collaboration with employees.
- Presentations to internal and external stakeholders
- Involvement in state and national organizations to provide input and influence local, state and national policy decisions
- Consistent and regular one-on-one meetings with Commissioners
- Consistent communication apprising Commissioners of critical issues at Commission Sessions, Commission Meetings and through other communication tools

<b>Goal 2: Budget and Capital Improvement Plan (25%)</b> Prepare and present a recommended Annual Budget and 5 years Capital Improvement Plan aligned with Commissioners' priorities	<b>Highly Effective</b> <b>4 points</b>	<b>Effective</b> <b>3 points</b>	<b>Needs Improvement</b> <b>2 points</b>	<b>Unsatisfactory</b> <b>1 point</b>
Manage government operations within approved budget and CIP		3 3.5		
Apply effective methods of providing, monitoring, evaluating, and reporting Financial performance	<p><b>Comments:</b></p> <p>Budget process very good, give a monthly update individually to each commissioner on finances. The budget process was excellent and handled most professionally.</p> <p>Again weekly meetings individually with all commissioners to update on all aspects of government.</p> <p>Be sure and be forthcoming with Commissioners and NOT saying what you think they want to hear. Also,, most important is whatever is discussed with you by any Commissioner in confidence does not get discussed with staff under any circumstances. If this should happen again, it could be grounds for dismissal.</p>			
Promote financial strategies that include acceleration of capital projects				
Propose a budget that effectively invests stabilization and excess reserve funds into projects and programs which improve the quality of life in Manatee County				
Implementation of financial and administrative evaluation systems focused on improving Director financial management practices.				
Improve outcomes for all students while reducing achievement gaps among subgroups, especially young Black male students.				

<b>Goal 3. Continuous Improvement (20%)</b> Align resources and develop an organizational structure that supports operational effectiveness and efficiency to implement the County Commission priorities focused on improving business processes.	<b>Highly Effective</b> <b>4 points</b>	<b>Effective</b> <b>3 points</b>	<b>Needs Improvement</b> <b>2 points</b>	<b>Unsatisfactory</b> <b>1 point</b>
Update and implement the County's strategic plan that will serve as a system framework focused on comprehensive		3.5		
Implement automated travel approval system.	<b>Comments:</b> We have not had a strategic plan as if yet and that needs to be done to make sure we have a plan with a path for success  Do an evaluation on all departments on go over it with all Commissioners, there is a great need for improvement in all aspects of the departments with changes, etc. more positions are not necessarily the answer until we are sure of where we are with what we have. This is very important as you have witnessed the weak points yourself and know the need to get them all under control asap			
Continue to improve on position vacancies				
Make improvements in the Departments.				
Assess programs and organizational functions to redirect resources to maximize performance improvement and focus on critical functions.				
Continue a quality strategic planning process that will forge critical partnerships, community and government relationships, translating the strategic plan into reality.				
Implement appropriate leadership and performance management techniques to define roles, assign functions, and to determine accountability for attaining organizational goals.				
Work collaboratively with the Commission and appropriate staff to determine priorities for balancing the budget and for effective allocation of resources.				
Demonstrate budget management including financial forecasting, planning, cash flow management, account auditing, and monitoring.				
Develop, implement, promote, and monitor continuous improvement processes.				

**Continuous Improvement Suggested Evidence and Artifacts:**

- Strategic Plan and progress of the plan, including the articulation, implementation, stewardship and promotion of the strategic plan
- Development and implementation of a performance management system
- Improved budget process incorporating enhanced planning, communication, and resource distribution
- Analysis and recommendations for improvements to the organizational structure
- Use of audits to improve practices and accountability

<p><b>Goal 4: Effective Communication (15%)</b>                      Increase the effectiveness of internal and external communication with stakeholders to improve the County's image, as well as marketing initiatives that will lead to greater understanding and trust among and between, all facets of the Manatee County Government, Constitutional Officers, community, and the County Commission.</p>	<p><b>Highly Effective</b> 4 points</p>	<p><b>Effective</b> 3 points</p>	<p><b>Needs Improvement</b> 2 points</p>	<p><b>Unsatisfactory</b> 1 point</p>
<p>Promote stakeholder involvement while establishing a communication system that effectively conveys County Government</p> <p>Develop formal and informal techniques to obtain external and internal perceptions of the County by means of surveys, listening tours, and personal contacts.</p> <p>Promote and communicate system priorities using a variety of communication tools.</p> <p>Design and implement a comprehensive communications plan.</p> <p>Solicit opinions/feedback from stakeholder groups and individuals and adjust actions as appropriate.</p> <p>Develop and maintain meaningful, respectful and cooperative relationships with the media, municipality, school district, cities community, state government and legislative representatives.</p>		<p>3.5</p>		
<p>Provide a visible presence throughout the county and the community.</p>	<p>This has been your weakest link in my opinion. You started out with the right idea but it got lost in the shuffle. Weekly meetings with all Commissioners were agreed but it has not happened. Time management comes into play with your Assistant at making sure those appointments take precedence. Nothing should be more important than a good solid communication with Commissioners.</p> <p>Also, do not tell a Commissioner something just because you think that is what they want to hear. This has been an issue, also, make sure truth is told to Commissioners, this has been a problem.</p> <p>It looks as though you feel you are an equal to a Commissioner however, you are not, you are a partner but a Commissioner is at the top always.</p> <p>Your job is not to deal with the school district or others, it is strictly to work with County Government. You do not have the authority to make "deals" with other municipalities without the authority from the BOCC as a whole.</p> <p>You are not the leader, the BOCC is</p>			

**Effective Communication Suggested Evidence and Artifacts:**

- Climate Surveys
- Comprehensive communications plan
- Outreach efforts to increase input and involvement
- Outreach efforts to engage the community and businesses
- Outreach efforts and collaboration with municipalities, universities, businesses, and legislative groups
- Communication tools that enhance communication and customer service
- Newsletters and public engagement documents designed to strengthen connections to the community

**OVERALL PERFORMANCE COMMENTS:**

**Overall performance on a scale of 1 to 10 is an 8, you have dealt with more than anyone should have to in just beginning your employment. You have aced emergencies with great ease, however, the daily routine needs adjustments and I am full confidence that you are very capable of doing so. Lets work together to help make better communication and results together which will ease your daily responsibilities as well as be a better result for all commissioners.**

**You must be willing to listen and adjust, not let your ego or temper take charge.. I feel very comfortable in extending a 3 year contract with a 30 day termination with semi annual performance evaluation being done for the first 24 months.**

---

---

---

---

---


---

---

---

**Overall Interim Performance Evaluation Rating:**

<b>Circle One: Highly Effective</b> (3.400-4.000)	<b>Effective</b> (2.450-3.399)	<b>Needs Improvement</b> (1.450-2.449)	<b>Unsatisfactory</b> (1.000-1.449)
--	-----------------------------------	---	--

County Commissioner **Signature:**  **Date:** Click or tap to enter a date.

County Administrator **Signature:**  **Date:** Click or tap to enter a date.

I acknowledge I have received and reviewed this Leadership Performance Evaluation and that it has been reviewed with me. My signature indicates neither agreement nor disagreement with the content of the evaluation.

County Administrator Comments (Optional):

---

---

---

---

---





# ANNUAL PERFORMANCE EVALUATION FORM

## County Administrator

**Mission:** Manatee County Government's mission is to provide efficient, effective, responsive government that is always mindful of our sensitive natural environment while achieving the Commission's vision for the County: a premier place in which to live and work and play.

County Administrator's Name: Dr. Scott L. Hopes

Date: October 2021

Evaluator's Name: Self Evaluation

*Scott Whitmore*

Fiscal Year: 2020-21

Board Commissioners' Evaluation Date:

*10-23-21 Revised*

### EVALUATION PROCESS:

In accordance with the County Administrator's Employment Contract, RESOLUTION R-21-108, approved by the Board of County Commissioners on May 25, 2021, Section A 3 states the County Administrator will provide the Board with a self-evaluation of job performance by October 1, 2021.

### 2020-21 EVALUATION TIMELINE:

Due Dates	Evaluation Activities
By October 1, 2021	The County Administrator submits a self-appraisal using the evaluation form.
October 1-November 1, 2021	Commissioners will complete the evaluation and meet with the County Administrator individually to discuss progress on goals and the evaluation.
November 1, 2021	Commissioners submit completed evaluations and scoring worksheets to the Agency Clerk.
TBD	The Agency Clerk will submit to the Director of Human Resources to tally the score.
TBD	The Agency Clerk will post the combined results of the annual evaluation.



**EVALUATION PROCEDURES:**

1. County Commissioners and the County Administrator utilize the agreed upon on performance goals, evaluation form, format, and process. Prior to the submission of the annual evaluation, each County Commission member meets with the County Administrator individually to discuss the goals and progress in meeting the goals.
2. The County Commission should consider the following, but not limited to, the County Administrator’s input, work products, evidence and artifacts, decision-making, management of staff, stakeholder input, and observations. The County Commissioners use the Scoring Rubric (Highly Effective- 4 points, Effective- 3 points, Needs Improvement- 2 points and Unsatisfactory- 1 point) to determine the appropriate rating for each of the performance goals. County Commissioners should not rate each indicator on the evaluation, but rather, consider the indicators in determining the overall rating for each performance goal.
3. Each County Commission member’s evaluation will indicate an overall rating based on the scores and the weight of each of the four goals. A scoring worksheet is provided to assist in the calculation of the score. The weight of each goal is as follows:
  - Goal 1: Leadership/Management 40%
  - Goal 2: Budget and Capital Improvement Plan 25%
  - Goal 3: Continuous Improvement 20%
  - Goal 4: Effective Communication 15%
4. In accordance with the established timeline, the County Administrator submits a self-appraisal using the evaluation form. The County Administrator provides evidence and artifacts as documentation to support his ratings.
5. In accordance with the established timeline, County Commissioners complete the evaluation and the scoring worksheet and review with the County Administrator. Following the review with the County Administrator the evaluation will be submitted to the to the Agency Clerk.
6. The Director of Research, Assessment, and Accountability will combine the results of the evaluations for discussion at a County Commission Work Session or Commission Meeting in December.

**SCORING RUBRIC:**

County Commissioners will consider the County Administrator’s attainment of each performance goal. County Commissioners should not rate each indicator on the evaluation, but rather, consider the indicators in determining the overall rating for each performance goal.

Rating/Value	Description
Highly Effective (4 points)	Performance consistently exceeds expectations. Performance demonstrates outstanding aptitude and proficiency.
Effective (3 points)	Performance consistently meets expectations. Performance demonstrates skillful competence and proficiency.
Needs Improvement (2 points)	Performance inconsistently meets expectations. Performance needs attention and development. If this rating is used, specific reference to the performance concerns must be indicated.
Unsatisfactory (1 point)	Performance is consistently unacceptable. Performance does not adequately meet expectations or fulfill responsibilities. If this rating is used, specific reference to the performance concerns must be indicated. A written plan, including a timeline, for improving the performance indicator(s) may be requested by the County Commission.

**OVERALL PERFORMANCE RATING:**

The following mutually-agreed upon scale will be used by each County Commission member to determine the overall performance rating:

Overall Performance Rating	Rating Scale
Highly Effective	3.400-4.000
Effective	2.450-3.399
Needs Improvement	1.450-2.449
Unsatisfactory	1.000-1.449

Goals/Indicators

Scoring Rubric

<p><b>Goal 1: Leadership/Management (40%)</b>                      Ensure a high-functioning county government through quality leadership and collaboration with the County Commission, staff, and stakeholders. Create conditions that result in strategically reimagining the county's vision, mission, and goals to ensure that every resident and visitor enjoys high quality service from its government.</p>	<p>Highly Effective 4 points</p>	<p>Effective 3 points</p>	<p>Needs Improvement 2 points</p>	<p>Unsatisfactory 1 point</p>
<p>Maintain a climate that promotes open dialog with deputy county administrators, directors, residents, and staff on issues of county government services.</p>	<p>3.7</p>	<p>3.2</p>		
<p>Provide vision and strategic direction to the Commission.</p>				
<p>Lead in an encouraging, participatory, and team-focused manner.</p>				
<p>Leverage talent of newly appointed staff in key roles to build effective leadership capacity in our organization.</p>				
<p>Demonstrate an understanding of organizational leadership.</p>				
<p>Demonstrate an understanding of current legal, regulatory, and emerging issues and trends affecting the county</p>				
<p>Improve public trust and confidence in the organization and strengthen the focus on our core mission.</p>				
<p>Delegate appropriate authority to staff and monitor their follow-through.</p>				
<p>Accurately evaluate senior staff performance to include ongoing commendations and constructive suggestions, and when appropriate, disciplinary measures.</p>				
<p>Respond timely and appropriately when faced with unforeseen events.</p>				
<p>Promote acquisition of legislative funding, grants, innovation and technological advancements that enhance level of county service, employee performance and effective operations.</p>				
<p>Keep Commissioners informed of issues, needs, and operation of Manatee County Government in a timely manner.</p>				
<p>Appropriately interpret and execute the intent of Commission policy.</p>				
<p>Create and maintain professional working relationship with Board of Commissioners.</p>				
<p>Continue collaboration with employees and the public.</p>				

**Comments:**  
 Additional documents are attached that provide evidence to Goal 1.

Scott has been here 6 months. We have a fix'd Boce & many issues out of his control. Has had no one assist running a large County Govt. vs. his private sector experience. Gov. Employees are protected & there is a important legal processes that must be followed. Scott needs to work close with our legal Dept.

Needs to improve communication across the board in all Dept's. Needs to be willing to learn & not dismissive to those that have knowledge.

Leadership Succeeds by Leading & trusting your dept. Deputies & Directors to do their jobs with your direction & not micromanage.

6 months & many emergencies have occurred i.e. Piney Point, hurricane, Covid et... Protect message to Public as "We not I"

**Leadership/Management Suggested Evidence and Artifacts:**

- Strategic Plan and progress of the plan, including the articulation, implementation, stewardship and promotion of the strategic plan
- Development and attainment of partnerships, grants and other resources to support initiatives
- Results from outreach and collaboration with employees.
- Presentations to internal and external stakeholders
- Involvement in state and national organizations to provide input and influence local, state and national policy decisions
- Consistent and regular one-on-one meetings with Commissioners
- Consistent communication apprising Commissioners of critical issues at Commission Sessions, Commission Meetings and through other communication tools

<b>Goal 2. Budget and Capital Improvement Plan (25%)</b> Prepare and present a recommended Annual Budget and 5 years Capital Improvement Plan aligned with Commissioners' priorities	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
	3.8	3.8		
Manage government operations within approved budget and CIP	<p><b>Comments:</b></p> <p>Did well with Budget. Took Advice of Jan Brewer, followed Board's Direction when they led direction to ↓ millage.</p> <p>Changing Dept's, Not Communicating Security in our area &amp; all the money being spent with no impact from Boce is not good Fiscal Practice.</p>			
Apply effective methods of providing, monitoring, evaluating, and reporting Financial performance				
Promote financial strategies that include acceleration of capital projects				
Propose a budget that effectively invests stabilization and excess reserve funds into projects and programs which improve the quality of life in Manatee County				
Implementation of financial and administrative evaluation systems focused on improving Director financial management practices.				
Improve outcomes for all students while reducing achievement gaps among subgroups, especially young Black male students.				

Budget and Capital Improvement Plan Suggested Evidence and Artifacts:

•  
Good Job & Knowledge of  
The budget.

Goal 3. Continuous Improvement (20%)	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
Align resources and develop an organizational structure that supports operational effectiveness and efficiency to implement the County Commission priorities focused on improving business processes.	3.5	3.5		
Update and implement the County's strategic plan that will serve as a system framework focused on comprehensive	<p><b>Comments:</b></p> <ul style="list-style-type: none"> <li>• Strategic Plan Development, introduction sessions with Directors</li> <li>• Continuous improvement on position vacancies – see attached data.</li> <li>• CIP Project Progress and status: Implemented a project tracking system and analytics. Commissioners, staff and leadership, are able to access, review and track projects affecting their Districts and departments.</li> <li>• PowerBI reports to supplement monthly budget amendments.</li> <li>• New reports being created in PowerBI to improve processes and accountability.</li> </ul> <p><i>Do this, I think, but not communication to all of BoCC. I get impression those below him are not sure what his direction is.</i></p>			
Implement automated travel approval system.				
Continue to improve on position vacancies				
Make improvements in the xxxxxx				
Assess programs and organizational functions to redirect resources to maximize performance improvement and focus on critical functions.				
Continue a quality strategic planning process that will forge critical partnerships, community and government relationships, translating the strategic plan into reality.				
Implement appropriate leadership and performance management techniques to define roles, assign functions, and to determine accountability for attaining organizational goals.				
Work collaboratively with the Commission and appropriate staff to determine priorities for balancing the budget and for effective allocation of resources.				
Demonstrate budget management including financial forecasting, planning, cash flow management, account auditing, and monitoring.				
Develop, implement, promote, and monitor continuous improvement processes.				

**Continuous Improvement Suggested Evidence and Artifacts:**

- Strategic Plan and progress of the plan, including the articulation, implementation, stewardship and promotion of the strategic plan
- Development and implementation of a performance management system
- Improved budget process incorporating enhanced planning, communication, and resource distribution
- Analysis and recommendations for improvements to the organizational structure
- Use of audits to improve practices and accountability

Goal 4: Effective Communication (15%) Increase the effectiveness of internal and external communication with stakeholders to improve the County's image, as well as marketing initiatives that will lead to greater understanding and trust among and between, all facets of the Manatee County Government, Constitutional Officers, community, and the County Commission.	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
	3.3		2.9	
Promote stakeholder involvement while establishing a communication system that effectively conveys County Government	<p><b>Comments:</b></p> <ul style="list-style-type: none"> <li>• Developed and distributed biweekly Administrator's Newsletter to Commissioners</li> <li>• In first 5 days, implemented multi-modality communications and messages to Commissioners and other elected officials of important communications. Simultaneous Voice call, Text Message and Email, to ensure everyone got the same information at the same time.</li> </ul> <p>Additional documents are attached that provide evidence to Goal 4.</p> <p><i>Scotts weakest link &amp; should be strongest.</i></p> <p><i>Hiring a PR firm from Tallahassee is inappropriate. To improve 9th floor image &amp; send a consistent message is our job. Trying to make 7 Boce members happy is not working. We are not all getting same info. Different Board members find out important info &amp; may not even be from their District. Many important staff &amp; Directors left for various reasons &amp; some Boce knew &amp; others didn't. Recently Dep. Adm. has sent info out but only on my request. We need to make sure every briefing that we get some info &amp; figure out way to document we are all informed.</i></p>			
Develop formal and informal techniques to obtain external and internal perceptions of the County by means of surveys, listening tours, and personal contacts.				
Promote and communicate system priorities using a variety of communication tools.				
Design and implement a comprehensive communications plan.				
Solicit opinions/feedback from stakeholder groups and individuals and adjust actions as appropriate.				
Develop and maintain meaningful, respectful and cooperative relationships with the media, municipality, school district, cities community, state government and legislative representatives.				
Provide a visible presence throughout the county and the community.				

**Effective Communication Suggested Evidence and Artifacts:**

- Climate Surveys
- Comprehensive communications plan
- Outreach efforts to increase input and involvement
- Outreach efforts to engage the community and businesses
- Outreach efforts and collaboration with municipalities, universities, businesses, and legislative groups
- Communication tools that enhance communication and customer service
- Newsletters and public engagement documents designed to strengthen connections to the community

Scott can do better. With Communication  
If he focuses ~~on~~ carrying out Policy & being  
Ducked in Seven different directions. Not  
This is a team Sport, Not "I".

OVERALL PERFORMANCE COMMENTS:

I support Scott as I know these first six months have been rough for many justifiable reasons. He has to trust his team & realize they may make mistakes. A leader works with staff - mistake to do better - no blame. If Scott's works towards following Board policies, work better with our legal & trust's the advice we will do well. Support your Deputy & Directors & allow them to do their job on Police Board has set under your direction

Overall Interim Performance Evaluation Rating:

Circle One: **Highly Effective** (3.400-4.000) **Effective** (2.450-3.399) Needs Improvement (1.450-2.449) Unsatisfactory (1.000-1.449)

3.37

County Commissioner Signature: 

Date: Click or tap to enter a date.

County Administrator Signature: \_\_\_\_\_

Date: Click or tap to enter a date.

I acknowledge I have received and reviewed this Leadership Performance Evaluation and that it has been reviewed with me. My signature indicates neither agreement nor disagreement with the content of the evaluation.

County Administrator Comments (Optional):

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_





# ANNUAL PERFORMANCE EVALUATION FORM

## County Administrator 2021

**Mission:** Manatee County Government's mission is to provide efficient, effective, responsive government that is always mindful of our sensitive natural environment while achieving the Commission’s vision for the County: a premier place in which to live and work and play.

**County Administrator’s Name:** Dr. Scott L. Hopes

**Date:**

**Evaluator’s Name:** George W Kruse

**Fiscal Year:** 2020-21

**Board Commissioners’ Evaluation Date:**

**November 1, 2021**

### EVALUATION PROCESS:

In accordance with the County Administrator’s Employment Contract, RESOLUTION R-21-108, approved by the Board of County Commissioners on May 25, 2021, Section A 3 states the County Administrator will provide the Board with a self-evaluation of job performance by October 1, 2021.

### 2020-21 EVALUATION TIMELINE:

Due Dates	Evaluation Activities
By October 1, 2021	The County Administrator submits a self-appraisal using the evaluation form.
October 1-November 1, 2021	Commissioners will complete the evaluation and meet with the County Administrator individually to discuss progress on goals and the evaluation.
November 1, 2021	Commissioners submit completed evaluations and scoring worksheets to the County Attorney.
TBD	The County Attorney will tally the score.
TBD	The County Attorney will provide the Commissioners with the combined results of the annual evaluation.



**EVALUATION PROCEDURES:**

1. County Commissioners and the County Administrator utilize the agreed upon on performance goals, evaluation form, format, and process. Prior to the submission of the annual evaluation, each County Commission member meets with the County Administrator individually to discuss the goals and progress in meeting the goals.
2. The County Commission should consider the following, but not limited to, the County Administrator’s input, work products, evidence and artifacts, decision-making, management of staff, stakeholder input, and observations. The County Commissioners use the ScoringRubric (Highly Effective- 4 points, Effective- 3 points, Needs Improvement- 2 points and Unsatisfactory- 1 point) to determine the appropriate rating for each of the performance goals. County Commissioners should not rate each indicator on the evaluation, butrather, consider the indicators in determining the overall rating for each performance goal.
3. Each County Commission member’s evaluation will indicate an overall rating based on the scores and the weight of each of the four goals. A scoring worksheet is provided to assist in the calculation of the score. The weight of each goal is as follows:
  - Goal 1: Leadership/Management 40%
  - Goal 2: Budget and Capital Improvement Plan 25%
  - Goal 3: Continuous Improvement 20%
  - Goal 4: Effective Communication 15%
4. In accordance with the established timeline, the County Administrator submits a self-appraisal using the evaluation form. TheCounty Administrator provides evidence and artifacts as documentation to support his ratings.
5. In accordance with the established timeline, County Commissioners complete the evaluation and the scoring worksheet and review with the County Administrator. Following the review with the County Administrator the evaluation will be submitted to the to the County Attorney.
6. The County Attorney will combine the results of the evaluations for presentation to the County Commission.

7.  
**SCORING RUBRIC:**

County Commissioners will consider the County Administrator’s attainment of each performance goal. County Commissioners should not rate each indicator on the evaluation, but rather, consider the indicators in determining the overall rating for each performance goal.

Rating/Value	Description
Highly Effective (4 points)	Performance consistently exceeds expectations. Performance demonstrates outstanding aptitude and proficiency.
Effective (3 points)	Performance consistently meets expectations. Performance demonstrates skillful competence and proficiency.
Needs Improvement (2 points)	Performance inconsistently meets expectations. Performance needs attention and development. If this rating is used, specific reference to the performance concerns must be indicated.
Unsatisfactory (1 point)	Performance is consistently unacceptable. Performance does not adequately meet expectations or fulfill responsibilities. If this rating is used, specific reference to the performance concerns must be indicated. A written plan, including a timeline, for improving the performance indicator(s) may be requested by the County Commission.

**OVERALL PERFORMANCE RATING:**

The following mutually-agreed upon scale will be used by each County Commission member to determine the overall performance rating:

Overall Performance Rating	Rating Scale
Highly Effective	3.400-4.000
Effective	2.450-3.399
Needs Improvement	1.450-2.449
Unsatisfactory	1.000-1.449



Goals/Indicators

Scoring Rubric

Goal 1: Leadership/Management (40%) Ensure a high-functioning county government through quality leadership and collaboration with the County Commission, staff, and stakeholders. Create conditions that result in strategically reimaging the <b>county's</b> vision, mission, and goals to ensure that every resident and visitor enjoys high quality service from its government.	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
Maintain a climate that promotes open dialog with deputy county administrators, directors, residents, and staff on issues of county government services.	<p><b>Comments:</b></p> <p>I believe a vast majority of the items to the left are very capably accomplished by Dr. Hopes. He s making great strides with leveraging our talented staff and delegating authority. From a CEO of Manatee County perspective, I would rate him Highly Effective. I ve elected to stick with a score of Effective primarily due to two items that I believe need to be improved.</p> <p>1. The last item listed is "collaboration with public". While Dr. Hopes' primary role is as the leader of County staff, he's still one of the primary faces of this government in the public. Agree or disagree with someone, we all need to understand that the public has a vested interest in this County and needs to be worked with at all times, from the head of a company to the private citizen that comes in to speak for three minutes. The County Administrator should be open to spending time at the casual neighborhood event talking with the public as much as the CA is open to spending time at an Annual Dinner with elected officials and industry leaders.</p> <p>2. Many of these items relate to staff involvement and execution. Those are the roles and responsibilities of the County Administrator. I feel that there is still a bit of a disconnect between policy maker and policy executioner. This may just be a mental adjustment that takes time as Dr. Hopes recently came from setting policy on the School Board and that's a tough adjustment to make, but one that needs to be made. The BOCC is told we need to not engage staff, direct actions or provide input on hires, as that's not our role. The reverse is also true, however. At times, sometimes many times, it feels as if the BOCC is negotiating or debating with the CA on the dais over policy issues when the CA should simply be taking notes and only interjecting to clarify staffing or other operational issues.</p> <p>I believe Dr Hopes can, and will, be highly effective as a leader and manager. I know it's early and the learning curve, and mental adjustment, is steep. I trust this will be a strong suit for the County Administrator over time.</p>			
Provide vision and strategic direction to the Commission.				
Lead in an encouraging, participatory, and team-focused manner.				
Leverage talent of newly appointed staff in key roles to build effective leadership capacity in our organization.				
Demonstrate an understanding of organizational leadership.				
Demonstrate an understanding of current legal, regulatory, and emerging issues and trends affecting the county				
Improve public trust and confidence in the organization and strengthen the focus on our core mission.				
Delegate appropriate authority to staff and monitor their follow-through.				
Accurately evaluate senior staff performance to include ongoing commendations and constructive suggestions, and when appropriate, disciplinary measures.				
Respond timely and appropriately when faced with unforeseen events.				
Promote acquisition of legislative funding, grants, innovation and technological advancements that enhance level of county service, employee performance and effective operations.				
Keep Commissioners informed of issues, needs, and operation of Manatee County Government in a timely manner.				
Appropriately interpret and execute the intent of Commission policy.				
Create and maintain professional working relationship with Board of Commissioners.				
Continue collaboration with employees and the public.				

Leadership/Management Suggested Evidence and Artifacts:

- Strategic Plan and progress of the plan, including the articulation, implementation, stewardship and promotion of the strategic plan
- Development and attainment of partnerships, grants and other resources to support initiatives
- Results from outreach and collaboration with employees.
- Presentations to internal and external stakeholders
- Involvement in state and national organizations to provide input and influence local, state and national policy decisions
- Consistent and regular one-on-one meetings with Commissioners
- Consistent communication apprising Commissioners of critical issues at Commission Sessions, Commission Meetings and through other communication tools

Goal 2. Budget and Capital Improvement Plan (25%) Prepare and present a recommended Annual Budget and 5 years Capital Improvement Plan aligned with Commissioners' priorities	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
	3.8			
Manage government operations within approved budget and CIP	<p><b>Comments:</b></p> <p>Dr. Hopes has shown a dedication to creating budget efficiencies many of us pledged to find within Manatee County. In his first year as CA, he has trimmed the excessive reserves, facilitated the first millage decrease in eight years and provided much-needed funds for the Sheriff and his organization. There seemed to be a real effort to base it on what the Board prioritized with a focus on what's "needed" vs what's "nice to have". I also commend Dr. Hopes on finally creating the much-needed CFO position and promoting Jan Brewer to this position.</p> <p>To date, I have focused my evaluation less on his creating real efficiencies and more on the belief in creating them long-term as Dr. Hopes has only been in the position for a short period of time. In 2022, I will be looking for some of these efficiencies to come to fruition. Additionally, I'd look for CA support and direction to allow Deputy Director Brewer to gain more autonomy over the departments to really take on the CFO role for the County.</p>			
Apply effective methods of providing, monitoring, evaluating, and reporting Financial performance				
Promote financial strategies that include acceleration of capital projects				
Propose a budget that effectively invests stabilization and excess reserve funds into projects and programs which improve the quality of life in Manatee County				
Implementation of financial and administrative evaluation systems focused on improving Director financial management practices.				
Improve outcomes for all students while reducing achievement gaps among subgroups, especially young Black male students.				

Budget and Capital Improvement Plan Suggested Evidence and Artifacts:

-

Goal 3. Continuous Improvement (20%) Align resources and develop an organizational structure that supports operational effectiveness and efficiency to implement the County Commission priorities focused on improving business processes.	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
	3.4			
Update and implement the County's strategic plan that will serve as a system framework focused on comprehensive	<p><b>Comments:</b></p> <p>This year was a great start that gives me lots of hope and anticipation for continuous improvements in 2022 and beyond. The creation of a CFO position (and potentially a CIO position) is much-needed and will create many benefits in the future. With the expanded roster of Deputy Administrators, I'll be looking to see how the next level or two of the County organizational chart is developed to create efficiencies in both dollars and time. If this was laid out, I could consider the future plans for the evaluation. As this process of change is in its infancy, however, I'll stick with a very-acceptable 3.4 this year. If these initial changes start to meaningfully develop next year, that would jump quickly.</p>			
Implement automated travel approval system.				
Continue to improve on position vacancies				
Make improvements in the Departments.				
Assess programs and organizational functions to redirect resources to maximize performance improvement and focus on critical functions.				
Continue a quality strategic planning process that will forge critical partnerships, community and government relationships, translating the strategic plan into reality.				
Implement appropriate leadership and performance management techniques to define roles, assign functions, and to determine accountability for attaining organizational goals.				
Work collaboratively with the Commission and appropriate staff to determine priorities for balancing the budget and for effective allocation of resources.				
Demonstrate budget management including financial forecasting, planning, cash flow management, account auditing, and monitoring.				
Develop, implement, promote, and monitor continuous improvement processes.				



Continuous Improvement Suggested Evidence and Artifacts:

- Strategic Plan and progress of the plan, including the articulation, implementation, stewardship and promotion of the strategic plan
- Development and implementation of a performance management system
- Improved budget process incorporating enhanced planning, communication, and resource distribution
- Analysis and recommendations for improvements to the organizational structure
- Use of audits to improve practices and accountability

Goal 4: Effective Communication (15%) Increase the effectiveness of internal and external communication with stakeholders to improve the <b>County's</b> image, as well as marketing initiatives that will lead to greater understanding and trust among and between, all facets of the Manatee County Government, Constitutional Officers, community, and the County Commission.	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
3.8				
Promote stakeholder involvement while establishing a communication system that effectively conveys County Government	<p>Along with our budget, I believe this to be Dr. Hopes' strongest attribute. His existing relationships with various officials, sectors and influencers both in Manatee County and Tallahassee have been, and will continue to be, a huge asset to the BOCC and the County as a whole. I've asked many people, formally and informally, and every one has had positive things to say about their interactions with Dr. Hopes during his brief tenure. His continued focus on finding new and innovative ways to disseminate information has been a great start. This includes his newsletter, an increase in work sessions to get more information out to the public and the newly-started Commissioner videos.</p>			
Develop formal and informal techniques to obtain external and internal perceptions of the County by means of surveys, listening tours, and personal contacts.				
Promote and communicate system priorities using a variety of communication tools.				
Design and implement a comprehensive communications plan.				
Solicit opinions/feedback from stakeholder groups and individuals and adjust actions as appropriate.				
Develop and maintain meaningful, respectful and cooperative relationships with the media, municipality, school district, cities community, state government and legislative representatives.				
Provide a visible presence throughout the county and the community.				

Effective Communication Suggested Evidence and Artifacts:

- Climate Surveys
- Comprehensive communications plan
- Outreach efforts to increase input and involvement
- Outreach efforts to engage the community and businesses
- Outreach efforts and collaboration with municipalities, universities, businesses, and legislative groups
- Communication tools that enhance communication and customer service
- Newsletters and public engagement documents designed to strengthen connections to the community

**OVERALL PERFORMANCE COMMENTS:**

It's been a short, but eventful, first year for Dr. Hopes. I'm looking forward to seeing what a full year can accomplish.

---

---

---

---

---

---

---

---

Overall Interim Performance Evaluation Rating:

Circle One: Highly Effective (3.400-4.000)      Effective (2.450-3.399)      Needs Improvement (1.450-2.449)      Unsatisfactory (1.000-1.449)

County Commissioner **Signature:** 

**Date:** 11/1/21 Click or tap to enter a date.

**County Administrator Signature:**

**Date:** Click or tap to enter a date.

I acknowledge I have received and reviewed this Leadership Performance Evaluation and that it has been reviewed with me. My signature indicates neither agreement nor disagreement with the content of the evaluation.

County Administrator Comments (Optional):

---

---

---

---

---

---

---

---