

BOARD OF COUNTY COMMISSIONERS OFFICE



Office of Commissioner Kenneth T. Welch, Chairman

Pinellas Board of County Commissioners

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Clearwater, Florida 33756-5165

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Fax: (727) 464-3022

MEMORANDUM

TO: The Members of the Pinellas Board of County Commissioners
Bob Lasala, County Administrator

FROM: Kenneth T. Welch, Chairman

CC:

SUBJECT: Administrator's Evaluation

DATE: April 21, 2013

Attached please find the Administrator's consolidated evaluation. We will review under agenda item 17 on Tuesday.

**Pinellas County
County Administrator Annual Performance Review 2013-Compiled Data**

	<u>Average rating</u>	<u>400-point scale equivalent</u>	
1. Policy Facilitation	2.52	31.5	
2. Service Delivery Management	3.02	50.3	
3. Strategic Leadership	3.25	54.2	
4. Responsiveness	2.83	35.4	
5. Organizational Planning and Management	3.29	41.1	
6. Communication	2.70	44.9	
7. Integrity	3.17	39.6	
		297.0	74%



Ratings have been converted to a four (4) point scale. The aggregate score has been extrapolated to relate to the 400-point scale used by the Unified Personnel System for rating employee performance.

KTW

COUNTY ADMINISTRATOR

2013 ANNUAL PERFORMANCE REVIEW CRITERIA

1. Policy Facilitation

Helping County Board and other community stakeholders identify, work toward, and achieve common goals and objectives

A. Facilitative Leadership: Building cooperation and consensus among and within diverse groups; helping them identify common goals and act effectively to achieve them; recognizing interdependent relationships and multiple causes of community issues; and anticipating the consequences of policy decisions.

1 = Needs Attention *KN*

2 = Satisfactory

3 = Good

4 = Excellent

EMS PRESENTS A CONTINUING CHALLENGE IN TERMS OF BOARD DIRECTION AND POLICY. RECOMMENDATION OF IPS OPERATIONALIZATION ONLY IS PROBLEMATIC. BOB AND I HAVE DISCUSSED, AND I LOOK FOR PROGRESS IN THIS AREA.

B. Facilitating County Board Effectiveness: Helping elected officials develop a policy agenda that can be implemented effectively and that serves the best interest of the community.

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C. Mediation/Negotiation: Acting as a neutral party in the resolution of policy disputes.

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SEE EMS COMMENTS ABOVE

2. Service Delivery Management

Ensuring that County government services are provided to citizens effectively, efficiently, and responsively.

A. Function/Operational Expertise: Understanding the basic principles of service delivery in functional areas – e.g., public safety, Community and Economic Development, Human and Social Services, administrative services, Public Works

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CONSOLIDATION AND EFFICIENCY EFFORTS HAVE BEEN EXCELLENT, INCLUDING DEF, BTS, GIS, ETC.

B. Operational Planning: Anticipating future needs, organizing work operations, and establishing timetables for work units or projects.

1 = Needs Attention 2 = Satisfactory 3 = Good 4 = Excellent

C. Citizen Service: Determining citizens' needs and providing responsive, equitable services to the community

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D. Quality Assurance: Maintaining a consistently high level of quality in staff work, operational procedures, and service delivery.

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3. Strategic Leadership

Setting an example that urges the organization and the community toward experimentation, change, creative problem solving, and prompt action.

A. Initiative and Risk Taking: Demonstrating a personal orientation toward action and accepting responsibility for the results; resisting the status quo and removing stumbling blocks that delay progress toward goals and objectives

1 = Needs Attention 2 = Satisfactory 3 = Good 4 = Excellent

B. Vision: conceptualizing an ideal future state, and communicating it to the organization and the community

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BUDGET AND ECONOMIC FORECAST IS AN INVALUABLE TOOL.

C. Creativity and Innovation: Developing new ideas or practices; applying existing ideas and practices to new situations

1 = Needs Attention 2 = Satisfactory 3 = Good 4 = Excellent

THE BUDGET STABILIZATION FUND, COMBINED WITH BUDGET FORECAST, HAS FACILITATED BOARD PLANNING AND STRATEGIC, SUSTAINABLE BUDGETING

D. Technological Literacy: Demonstrating an understanding of information technology, and ensuring that it is incorporated appropriately in plans to improve service delivery, information sharing, organizational communication, and citizen-access

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4. **Responsiveness**

Demonstrating a commitment to democratic principles by respecting elected officials, community interest groups, and the decision-making process; educating citizens about local government; and acquiring knowledge of the social, economic, and political history of the community.

A. Advocacy: Fostering the values and integrity of representative government and local democracy through action and example; ensuring the effective participation of local government in the intergovernmental system

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B. Diversity: Understanding and valuing the differences among individuals and fostering these values throughout the organization and the community

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5. **Organizational Planning and Management**

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BUDGET FORECAST + STRATEGIC VISIONING INITIATIVE HAVE BEEN INVALUABLE TOOLS FOR DECISION MAKING & POLICY DEVELOPMENT.

6. Communication

Facilitating the flow of ideas, information, and understanding between and among individuals; advocating effectively in the County's interest

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OVERALL, I AM PLEASED WITH THE ADMINISTRATOR'S PERFORMANCE, PARTICULARLY IN THE AREAS OF FINANCIAL & STRATEGIC PLANNING, BUSINESS PROCESS IMPROVEMENT, AND MANAGEMENT DIVERSITY/OPPORTUNITY. I CONTINUE TO HAVE CONCERNS REGARDING THE ADMINISTRATOR'S WILLINGNESS TO FULLY EXPLORE ALL OPTIONS FOR RESOLVING THE EMS ISSUE, AND HAVE DISCUSSED SAME WITH THE ADMINISTRATOR. BOB HAS LED THE ORGANIZATION THROUGH A DIFFICULT TIME, AND HIS OVERALL PERFORMANCE IS VERY GOOD.

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4/3/13

Bob,

This is the first time I have given a perfect "excellent" review. The reason is you deserve it! I appreciate all of your hard work & dedication to your position these last few years & really appreciate you getting through almost half the year with me. Your ability to organize a great team has helped the county get through some tough & lean years. Keep up the great work & thanks again! Sincerely, John

COUNTY ADMINISTRATOR

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we don't have a process to include our municipal partners in our long range strategic planning. Will discuss in-depth when we meet.

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Providing for the short-term and long-term acquisition, allocation, and analysis of financial and human resources

A. Budgeting: Preparing and administering the budget.

1 = Needs Attention

2 = Satisfactory

3 = Good

4 = Excellent

Long

B. Financial Analysis: Interpreting financial information to assess the fiscal condition of the County, determine the cost-effectiveness of programs, and compare alternative strategies

1 = Needs Attention 2 = Satisfactory 3 = Good 4 = Excellent

C. Strategic Planning: Positioning the organization and the County for events and circumstances that are anticipated in the future

1 = Needs Attention 2 = Satisfactory 3 = Good 4 = Excellent

6. **Communication**

Facilitating the flow of ideas, information, and understanding between and among individuals; advocating effectively in the County's interest

A. Advocacy: Communicating personal support for policies, programs, or ideals that serve the best interests of the County

1 = Needs Attention 2 = Satisfactory 3 = Good 4 = Excellent

B. Presentation Skills: Conveying ideas or information effectively to others

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The county has been very remiss in terms of educating our citizens about the necessity for systemic changes in delivery of EMS and hardly any talk at all about necessity for stormwater management.

D. Interpersonal Communication: Exchanging verbal and written messages with others in a way that demonstrates respect for the individual and furthers organizational and County objectives

1 = Needs Attention 2 = Satisfactory 3 = Good 4 = Excellent

will give specific examples to Bob when we meet.

Long

7. Integrity

Demonstrative fairness, honesty, and ethical and legal awareness in personal and professional relationships and activities

A. Personal Integrity: Demonstrating accountability for personal actions; conducting personal relationships and activities fairly and honestly

1 = Needs Attention

2 = Satisfactory

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B. Professional Integrity: Conducting professional relationships and activities fairly, honestly, and legally

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C. Organizational Integrity: Fostering ethical behavior throughout the organization through personal example, management practices, and training

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Because this is only a six month working relationship with Bob, more in depth evaluation of Bob and his abilities and skill as a manager tasked with so much responsibility would be unfair.

Overall, Bob does a better than average job to insure the County is financially sound and services are provided effectively and efficiently.

David C. Long

COUNTY ADMINISTRATOR

2013 ANNUAL PERFORMANCE REVIEW CRITERIA

1. Policy Facilitation

Helping County Board and other community stakeholders identify, work toward, and achieve common goals and objectives

- A. Facilitative Leadership: Building cooperation and consensus among and within diverse groups; helping them identify common goals and act effectively to achieve them; recognizing interdependent relationships and multiple causes of community issues; and anticipating the consequences of policy decisions.

1 = Needs Attention ② = Satisfactory 3 = Good 4 = Excellent

- B. Facilitating County Board Effectiveness: Helping elected officials develop a policy agenda that can be implemented effectively and that serves the best interest of the community.

1 = Needs Attention X^{1.5} 2 = Satisfactory 3 = Good 4 = Excellent

- C. Mediation/Negotiation: Acting as a neutral party in the resolution of policy disputes.

1 = Needs Attention X^{1.5} 2 = Satisfactory 3 = Good 4 = Excellent

2. Service Delivery Management

Ensuring that County government services are provided to citizens effectively, efficiently, and responsively.

- A. Function/Operational Expertise: Understanding the basic principles of service delivery in functional areas – e.g., public safety, Community and Economic Development, Human and Social Services, administrative services, Public Works

1 = Needs Attention 2 = Satisfactory ③ = Good 4 = Excellent

B. Operational Planning: Anticipating future needs, organizing work operations, and establishing timetables for work units or projects.

1 = Needs Attention ^{1.5} X 2 = Satisfactory 3 = Good 4 = Excellent

C. Citizen Service: Determining citizens' needs and providing responsive, equitable services to the community

1 = Needs Attention (2) = Satisfactory 3 = Good 4 = Excellent

D. Quality Assurance: Maintaining a consistently high level of quality in staff work, operational procedures, and service delivery.

1 = Needs Attention (2) = Satisfactory 3 = Good 4 = Excellent

3. Strategic Leadership

Setting an example that urges the organization and the community toward experimentation, change, creative problem solving, and prompt action.

A. Initiative and Risk Taking: Demonstrating a personal orientation toward action and accepting responsibility for the results; resisting the status quo and removing stumbling blocks that delay progress toward goals and objectives

1 = Needs Attention (2) = Satisfactory 3 = Good 4 = Excellent

B. Vision: conceptualizing an ideal future state, and communicating it to the organization and the community

1 = Needs Attention (2) = Satisfactory 3 = Good 4 = Excellent

C. Creativity and Innovation: Developing new ideas or practices; applying existing ideas and practices to new situations

1 = Needs Attention (2) = Satisfactory 3 = Good 4 = Excellent

D. Technological Literacy: Demonstrating an understanding of information technology, and ensuring that it is incorporated appropriately in plans to improve service delivery, information sharing, organizational communication, and citizen-access

1 = Needs Attention 2 = Satisfactory 3 = Good X^{3.5} 4 = Excellent

4. Responsiveness

Demonstrating a commitment to democratic principles by respecting elected officials, community interest groups, and the decision-making process; educating citizens about local government; and acquiring knowledge of the social, economic, and political history of the community.

A. Advocacy: Fostering the values and integrity of representative government and local democracy through action and example; ensuring the effective participation of local government in the intergovernmental system

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B. Diversity: Understanding and valuing the differences among individuals and fostering these values throughout the organization and the community

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C. Citizen Participation: Recognizing the right of citizens to influence local decisions, and promoting active citizen-involvement in local governance

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~~Latvala~~
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