

PERFORMANCE EVALUATION SUB-COMMITTEE

AGENDA

FEBRUARY 24, 2015

Committee Members: Supervisors Taylor, Monroe, Vanselow, Seeber and Girard

- I. Committee meeting called to order by Chairman
- II. Motion to approve the minutes of the prior meeting
- III. Action Agenda/New Business Items:
None
- IV. Referrals/Pending Items:
None
- V. Discussion Items:
 1. Discussion to continue regarding the preparation of a Performance Evaluation Form for the County Administrator position.
- VI. Privilege of the Floor to discuss any additional items to come before the Sub-Committee
- VII. Motion to adjourn

Attachments:

Performance Evaluation Form for County Administrator prepared by Human Resources Director

**Warren County New York
County Administrator
Performance Management System**

Drafted February 2015

Contents...

Introduction	Page 3
Evaluation Process	Page 3
Evaluation Objectives	Page 3
Evaluation Structure	Page 4
Evaluation Frequency	Page 4
Evaluation Process Overview for a New Administrator	Page 4
Setting Performance Expectations	Page 5
Goal Development Basics	Page 5
Competencies	Page 6
Executive Committee Instructions	Page 6
Communication during the Performance Cycle	Page 7
Preparing for the Annual Evaluation Meeting – The Administrator	Page 7
Preparing for the Annual Evaluation Meeting – The EC	Page 7
Preparing the Evaluation Meeting	Page 8

Introduction

This package has been developed to assist the Board of Supervisor's (BOS) in conducting the County Administrator's annual performance evaluation. The goal of the evaluation process is to remain objective and focus on performance rather than personalities or personal bias.

Evaluation Process

An effective evaluation process helps ensure that everyone is working toward common organizational purpose and achieving goals that support our purpose.

As the Warren County BOS develops a County-wide Vision, Mission Statement and Goals, it is imperative that the County Administrator be part of that process. The Administrator plays a key role in the organization's structure and serves as the BOS catalyst in channeling the energies of the Departments toward results. As the BOS is an elected body on a 2-year election cycle, the Administrator provides consistency and continuity of organizational purpose throughout those cycles and provides stability through the tides of change.

The County Administrator as an individual and leader needs direction and support to carry out the Vision, Mission and Goals of the BOS. This annual evaluation can provide the direct feedback needed on performance results to plan. Because of the enormity of the Administrator's role, it is vital that feedback be specific and sufficient to recognize, reward, change course, or course-correct behavior. Further a performance evaluation process eliminates the subjectivity that can occur when an organization is not goal-focused or performance-focused.

The guidelines contained within this package are intended to be a resource for the BOS and the Administrator so that all can feel confident in carrying out the enormous responsibilities that come with these roles of doing the work of the citizens of Warren County.

Evaluation Objectives

1. Provide feedback to the County Administrator on how well expectations are being met, and how well leadership competencies are being demonstrated.
2. Ensure a clear and mutual understanding of the duties, responsibilities, goals and expected accomplishments for the performance cycle.
3. Provide a tool to implement plans; short-range, long-range, strategic, operational and tactical.
4. Inspire achievement within the Administrator, because the work matters.
5. Facilitate communication.
6. Provide unbiased performance information and documentation to support compensation decisions.
7. Provide a basis for the on-going training and development of the Administrator.
8. Provide a consistent structure for Administrator and the BOS.

Evaluation Structure

The County Administrator's performance evaluation should be conducted by a small subset of the greater BOS. If the group is too large it can impede conducting an effective performance evaluation.

The Executive Committee (EC) should include the Chairman of the BOS, the Budget Officer, Chairman of the Personnel Committee, Chairman of the Finance Committee and Chairman of the Support Services Committee.

The Chairman of the BOS should lead the annual process and ensure that the Administrator provides a self-evaluation and supplemental data before the evaluation begins at the BOS level. This will allow the Chairman to disseminate the information to the EC so that they can each; independently evaluate the Administrator using separate forms. *If the Chairman desires, they may include the entire BOS in the process by soliciting their inputs.*

The EC then comes together to complete a single evaluation. The Chairman compiles the inputs gathered through consensus into the final evaluation document that will receive final EC approval before delivery. The Chairman will facilitate the evaluation meeting with the Administrator and the EC. The Chairman also reports the evaluation process and outcomes to the entire BOS in an Executive Session.

Evaluation Frequency

The County Administrator should be evaluated at least once annually. It is advised that the Chairman of the BOS and EC meet with the Administrator at the six-month time frame to visit progress to plans/goals. If the meeting is held at the six month increment, contemporaneous documentation is advised so that it can be included in the Administrator's evaluation folder for future reference during the construction of the annual evaluation document.

Evaluation Process Overview for a New Administrator

Through the recruiting process for a new County Administrator the EC will likely lead the process and include the entire BOS. The EC should ensure that performance expectations are clearly described during pre-hire discussions. Once an offer is extended and accepted and the new Administrator begins their tenure, the EC should provide the new Administrator with a performance evaluation that together they will populate. During an initial meeting and subsequent meetings it is imperative that the new Administrator and EC work together to set goals, objectives, identify major job activities and deliverables with time frames.

Once the evaluation document is populated with agreed upon outcomes, then the EC should be meeting regularly with the new Administrator to ensure they remain on track and are getting the resources they need to succeed. It is advisable that monthly meetings be set up at the onset,

moving to quarterly and then bi-annually and then annually. This structure is advised because of the magnitude of the responsibilities of this position. It is expected that the learning curve for an executive at this level would be 2 years.

Setting Performance Expectations

The Administrator will usually take the lead in formulating their goals, which will be used as a discussion document to facilitate process and decide on outcomes.

Identifying key performance objectives and defining standards for measuring success is vital. This normally happens at the beginning of the evaluation period and for this position the timing should be at year-end, before the beginning of the new fiscal year. This timeframe coincides with the passing of next year's budget, which usually occurs at either the November or December BOS meeting.

Once the budget process is complete, both the BOS and the Administrator have engaged in considerable planning and strategic discussion (*which has happened in August, September and October*) so that formulation of performance expectations for the year to come should be seamless.

The EC and the Administrator should agree on the final goals (key deliverables) before year-end so that goals are set before the January BOS organizational meeting, when there may potentially be new members of the BOS. Further, there are generally no Committee meetings scheduled for January and the Administrator will be leading the organization, channeling energy and building momentum among Department Heads and staff for goal achievement in the next business cycle. January's activities are important in setting the tone for the remainder of the year.

Goal Development Basics

For the County Administrator, which is an executive-level role, goals are usually very strategic. These are the big-picture items that need to be accomplished and will usually be broken down into component parts and then delegated broadly across all departments.

SMART goals, which are generally accepted business practice, are defined as:

<u>S</u> pecific	(exact, precise, detailed)
<u>M</u> easurable	(quantifiable measurements, computable)
<u>A</u> chievable	(reachable, possible, realistic)
<u>R</u> esults-oriented	(focused on outcomes, relevance to Vision, Mission, and Goals)
<u>T</u> imely	(reasonable time frames for accomplishment, with resources available)

Competencies

Competencies are measurable characteristics of a person that is related to success in job performance. They may be behaviorally-based, technically-based or a perspective.

The number of competencies measured is dependent upon the job and the organizational culture. There are many options to choose from, for example:

Leadership	Change-Orientation	Communication
Financial Acumen	Compliance	Decision Making
Dependability	Developing Others	Initiative
Innovation	Judgment	Organizational Skills
Planning	Project Management	Quality
Relationships	Self-Development	Team Skills

The EC and Administrator should select the competencies most appropriate with the goals of the organization and expectations for the performance period. Considerations like the organizations strategic goals and the Administrators skill level and tenure with the organization.

Executive Committee Instructions

At the beginning of the performance period the EC should be prepared to discuss fully the Administrator's responsibilities and the County's Vision, Mission and Goals as proposed by the Administrator to ensure that everyone has the same understanding of the key performance objectives. The Administrator is responsible for driving overall performance and vital systems.

This can be an enlightening process as the EC may discover that the Administrator is focusing on areas that they are not aware of, or there may be BOS expectations that the Administrator is not aware of.

Each goal set for the Administrator should clearly identify the performance criteria or standards and record them on the appraisal form; being specific. The goals should contain quantitative measurements, such as specific outcomes and impacts. The discussion will ensure that all parties have the opportunity to verify and clarify goals and measurements.

Some goals, objectives, projects and assignments are easily quantified, while others are more subjective. For each goal the EC and Administrator should identify the target performance level.

At the conclusion of these discussions the Administrators should be given a clean copy of the performance evaluation populated with the key goals and objectives so that it can be referred to during the performance period.

Communication during the Performance Cycle

It is important for the EC and the Administrator to communicate throughout the year. In Warren County we have regularly scheduled Committee meetings from February through December and a monthly BOS meeting. In each interaction between the BOS and the Administrator, the Administrator is being evaluated. It is therefore important that there be regular dialog on the Administrator's performance throughout the year.

Having regular conversations regarding performance will ensure that there are no surprises at the end of the performance period. As suggested earlier, for a new Administrator feedback should begin monthly, and then move to quarterly, then bi-annually and then annually. For a more seasoned Administrator, quarterly feedback sessions are recommended. However, if quarterly sessions are not possible, then bi-annual is necessary.

Preparing for the Annual Evaluation Meeting – The Administrator

Before the meeting at year-end the Administrator will review their performance and submit a summary of accomplishments in a self-evaluation document (Exhibit A). This document contains:

- An objective assessment of key accomplishment during the performance period.
- Details on performance expectation deliverables.
- Explanations of performance expectations not met.
- A summary of drafted goals for next/upcoming performance period.
- Any additional information the Administrator feels the EC should know. For example a SWOT analysis of the organization.

Preparing for the Annual Evaluation Meeting – The EC

At the end of the performance period, but before developing final ratings and comments to populate the performance evaluation form (Exhibit C), each member of the EC should receive all information relating to the Administrator's performance, including the self-appraisal, information from quarterly performance feedback sessions (kept by the Chairman of the BOS) *and perhaps performance feedback from the entire BOS (see Exhibit B)*. EC members should use all these inputs and their personal observations to complete the evaluation form before coming together as a group to discuss the Administrator's annual performance.

The Chairman will set the agenda for the meeting and lead the meeting. The self-evaluation will be reviewed and discussed. Competency ratings and competency feedback will be discussed. Decisions on outcomes for the entire performance period (ratings need to be consistent with deliverables) will then need to be wrapped up into a final document to deliver and discuss with the Administrator. The form will provide an opportunity to summarize the overall performance period and is an opportunity to point out significant accomplishments, strengths and the recognition of behavior that the BOS want repeated.

Preparing the Evaluation Meeting

The Chairman will invite the Administrator to a meeting with the EC to discuss the performance evaluation. The Administrator should be provided a copy of the completed evaluation in advance of the meeting. The evaluation discussion should be an exchange of information and based on that discussion the final evaluation document can be amended (for example: a rating change or a change in goals for the next performance period).

Once the Final evaluation document is complete, it should be sent to the Administrator for final review, commentary and signature. The Chairman is responsible for obtaining all signatures on the final document, which will then be forwarded to either the Director of Human Resources or Clerk of the Board for filing. The completed appraisal can be placed in a sealed envelope if confidentiality is a concern. A second copy should be secured in a separate confidential file maintained by the County Attorney. This copy can be passed on to a new Chairman of the BOS if there is a leadership change during the election cycle and/or at the January organizational meeting.

**WARREN COUNTY ADMINISTRATOR
SELF- EVALUATION FORM**

The response to the questions on this form should be completed and provided to the Chairman of the Board of Supervisors. Additional pages may be added as needed. Your comments on these self-evaluation questions will be attached to the year-end performance evaluation.

1. What progress have you made in accomplishing your goals and/or work assignments since your last evaluation?

2. What other job related accomplishments have you had that were not part of the goals set at your last evaluation?

3. What obstacles or setbacks did you encounter during the year?

4. What do you see as your major goals for this next evaluation period?

5. What can the Board of Supervisors do to help you accomplish these goals?

6. What suggestions do you have for improving the effectiveness between you and the Board of Supervisors?

7. Do you have specific training needs which the Board of Supervisors can facilitate, and how will these needs help you in meeting your goals?

8. Are there any other issues or comments you wish to share?

County Administrator Signature

Date

**WARREN COUNTY
COUNTY ADMINISTRATOR
BOARD of SUPERVISORS PERFORMANCE EVALUATION INPUT FORM**

For the year of: 2015

Completed by: _____

**Please rate the County Administrator
on the following categories and provide commentary
to support your rating being behavior-specific.**

◆◆◆

Exceeds Standards: *Consistently exceeds objectives. Contributions significantly above expectations.*

Meets Standards: *Fully successful. Accomplishments meet the need. Solid leader and manager of systems/process.*

Does Not Meet Standards: *Inconsistent results. Deliverables missed. Needs improvement.*

- 1. Communication with Board of Supervisors, including effective written and verbal presentation as well as a demonstrated openness to Chairperson and Board of Supervisors feedback or direction.**

_____ Exceeds Standards _____ Meets Standards _____ Does Not Meet Standards

Comments:

- 2. Implementation of policy and assisting the Board of Supervisors in the development of annual and long-range goals.**

_____ Exceeds Standards _____ Meets Standards _____ Does Not Meet Standards

Comments:

- 3. Completed staff work for the Board of Supervisors; managing projects, anticipating obstacles, making recommendations and providing reports.**

_____ Exceeds Standards _____ Meets Standards _____ Does Not Meet Standards

Comments:

4. Staff relations; demonstrates leadership, promotes professionalism and focuses organizational energy on performance.

_____ Exceeds Standards _____ Meets Standards _____ Does Not Meet Standards

Comments:

5. Fiscal management, planning and administration; prepares and administers annual budget, which maintains a multi-year focus.

_____ Exceeds Standards _____ Meets Standards _____ Does Not Meet Standards

Comments:

6. Personal/professional development, strives to continuously improve knowledge and skill levels.

_____ Exceeds Standards _____ Meets Standards _____ Does Not Meet Standards

Comments:

7. Effective delivery of County services and facilitation of positive community relations.

_____ Exceeds Standards _____ Meets Standards _____ Does Not Meet Standards

Comments:

8. Intergovernmental relationships at the state and local levels.

_____ Exceeds Standards _____ Meets Standards _____ Does Not Meet Standards

Comments:

9. Overall evaluation of Administrator's performance.

_____ Exceeds Standards _____ Meets Standards _____ Does Not Meet Standards

Comments:

10. Accomplishments: Has the County Administrator accomplished or worked toward accomplishing the goals established by the Board of Supervisors? Yes / No. Why or Why not?

Comments:

11. Strengths: Based upon your overall evaluation of the County Administrator, what areas would you list as managerial strong points as a leader?

Comments:

12. Improvements suggested: Based upon your evaluation, what areas would you suggest the County Administrator work on to improve skills and to be more effective?

Comments:

13. Goals for next year: What are the major goals on which the County Administrator needs to focus in the coming year?

Comments:

14. Additional Comments:

**WARREN COUNTY New York
Annual Performance Evaluation – County Administrator**

Employee Information	
Employee Name: Paul Dusek	Date: Year-End 2015
Job Title: County Administrator	Self-Evaluation: Yes / No
Department: Fiscal and Administrative Services	Review Period: 2015
Supervisor: Chairman, County Board of Supervisors	

Competency Assessment – Section I

RATING DEFINITIONS...

- Exceeds: Consistently exceeds objectives. Contributions significantly above expectations.
- Meets: Fully successful. Accomplishments meet the need. Solid leader and manager of systems/process.
- Does Not Meet: Inconsistent results. Deliverables missed. Needs improvement.

ABBREVIATION DEFINITIONS...

WC=Warren County CA=County Administrator BOS=Board of Supervisors DNM=Does Not Meet

MULTIFACTOR PERFORMANCE COMPETENCIES ASSESSMENT	Exceeds	Meets	DNM
Planning <i>Works with the BOS to support achievement of the Vision and Mission of Warren County. Provides leadership in developing the annual goals of the County and then collaborates on project plans for goal implementation.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Finance <i>Effectively manages the financial resources of the County. Manages the annual budget process, keeping all parties focused on yearly and multi-year plans. Regularly keeps the BOS informed of budget performance to adopted budget.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Compliance <i>Assures County compliance with Federal and State laws, rules, regulations, grant requirements and best practices.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication - Written <i>Creates and implements effective communication strategies with messages that support accomplishment of the County Vision, Mission and Goals. Messages inspire confidence.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication - Verbal <i>Clearly and professionally articulates thoughts. Employs active listening, formulates good questions, provides sound advice, and anticipates the needs of different audiences.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organization <i>Ensures standardized internal management practices so that rules, resolutions, policies and procedures are clearly understood and applied. Fosters an austerity culture; keeping focus on efficient use of time, resources and finances.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Judgment - Decision Making <i>Ability to gather information, weigh/consider options, make decisions and anticipate potential impacts to make sound decisions that solve problems.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Judgment - Crisis Response <i>In crisis situations, assesses and takes appropriate action to resolve problems. Acts according to policy/protocols.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Project Management <i>Works with stakeholders to plan, implement and control projects to meet goals. Manages people and process to keep projects on target and within budgets.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership <i>Provides consistent management of the County's business systems to deliver services. Provides direction/support to Department Heads and staff, fosters good Community Relations as well as inter-municipal cooperation at the State and Local levels.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Continuing Professional Education <i>Keeps abreast of new developments and trends in managing County government. Engages in professional development activities to build knowledge and skill that will improve County operations, service and financial performance.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OVERALL RATING:	Exceeds	Meets	DNM

Goal Results – Section II

Goal results from the performance period of January 1, 2015 through December 31, 2015:

Goal Area #1 Leadership [3]

[Exceeded / Met / Did Not Meet]

Develop a succession plan for County Management positions.

Objectives for this goal...

- To allow for continuity in operations and smooth transitions within County government thereby causing less disruption to staff and less time coming up to speed by managers and improve employee morale.

Strategies for accomplishment of this goal...with specific

1. Activities
2. Due dates for those activities
3. Deliverables (finished product)
4. Quantifiable measurements (defining success/failure/intermediate achievement)
5. Impacts (what changed and why it is better than what pre-existed)

Work with BOS to develop and implement a multi-year strategic plan which will set forth the vision, mission, values, goals, objectives and strategies for Warren County as a whole and establish the framework for Departments operating within the County.

Objectives for this goal...

- A comprehensive strategic plan will allow the County to identify and prioritize the future County infrastructure needs and services that will be provided to the public
- Ideally this will provide a base for the BOS to determine the best utilization of available County resources (funds staff, infrastructure, etc.) at any given point-in-time and take into consideration the future goals.
- A well-developed strategic plan will allow for establishment of goals, objectives and strategies throughout the management structure of the County thereby also paving the way for the effective implementation of performance evaluations of key management staff.

Strategies for accomplishment of this goal...with specific

1. Activities
2. Due dates for those activities
3. Deliverables (finished product)
4. Quantifiable measurements (defining success/failure/intermediate achievement)
5. Impacts (what changed and why it is better than what pre-existed)

Work towards coordination of County government plans and actions with County leaders and the various organizations that support the County and its residents such as the EDC, the Local Chamber Associations, Transportation Planning Council, IDA and other agencies.

Objectives for this goal...

- Enhancing the probability of success on a County-wide basis of the Strategic Plan.

Strategies for accomplishment of this goal...with specific

1. Activities
2. Due dates for those activities
3. Deliverables (finished product)
4. Quantifiable measurements (defining success/failure/intermediate achievement)
5. Impacts (what changed and why it is better than what pre-existed)

Goal Area #2 Fiscal Management [1]

[Exceeded / Met / Did Not Meet]

Provide up-to-date and reliable advice to the BOS regarding the County's financial viability, ways to improve the same and monitor contingency funds and unapproved fund balance.

Objectives for this goal...

- To reduce cost of government while maintaining adequate and satisfactory levels of service with outstanding customer service.
- Identify sources of revenues for activities and projects desired by the BOS to offset the need for increase in property taxes (with the further objective being to lower the property tax increases and eventually get to zero increase).
- To protect against the need to borrow cash for flow purposes.
- To provide for unanticipated emergency expenses.
- To plan and protect against sudden any unexpected drops in revenue.

Strategies for accomplishment of this goal...with specific

1. Activities
2. Due dates for those activities
3. Deliverables (finished product)
4. Quantifiable measurements (defining success/failure/intermediate achievement)
5. Impacts (what changed and why it is better than what pre-existed)

Goal Area #3 Organization/Culture [2]

[Exceeded / Met / Did Not Meet]

Efficient, effective and standardized internal management of County operations.

Objectives for this goal...

- To create an environment where rules, policies and operating procedures are clearly understood and applied thereby resulting in a thorough understanding of how the organization is managed and operated, as well as developing consistency in a manner in which employees handle business and other matters of County government.
- This will provide less room for error or misunderstanding, savings of cost and decrease workloads thereby allowing employee services to be utilized in other areas or saved through attrition or some other means.

- A well thought out plan will also provide for changes to be made as the BOS determines appropriate.
- This will also eliminate or reduce the natural tendency of County government to operate in departmental or bureaucratic silos.

Strategies for accomplishment of this goal...with specific

1. Activities
2. Due dates for those activities
3. Deliverables (finished product)
4. Quantifiable measurements (defining success/failure/intermediate achievement)
5. Impacts (what changed and why it is better than what pre-existed)

Improve emergency response and preparedness for emergency situations involving County staff and visitors to public buildings and property.

Objectives for this goal...

- To ensure the safety and well-being of County staff and visitors to the County buildings and property and to avoid or limit property damages and expenses.

Strategies for accomplishment of this goal...with specific

1. Activities
2. Due dates for those activities
3. Deliverables (finished product)
4. Quantifiable measurements (defining success/failure/intermediate achievement)
5. Impacts (what changed and why it is better than what pre-existed)

Goal Area #4 Compliance [1]

[Exceeded / Met / Did Not Meet]

Assure County compliance with Federal and State laws, rules, regulations, grant requirements and accepted best practices.

Objectives for this goal...

- To comply with required laws, rules, grant conditions to avoid loss of funds, unnecessary liability and foster a compliant organization utilizing best practices.

Strategies for accomplishment of this goal...with specific

1. Activities
2. Due dates for those activities
3. Deliverables (finished product)
4. Quantifiable measurements (defining success/failure/intermediate achievement)
5. Impacts (what changed and why it is better than what pre-existed)

Goal Area #5 Communication [3]

[Exceeded / Met / Did Not Meet]

Improving communications, systems thinking and focus on desired outcomes across the organization (department and staff).

Objectives for this goal...

- To enhance likelihood of success of prior stated objectives.

Strategies for accomplishment of this goal...with specific

1. Activities
2. Due dates for those activities
3. Deliverables (finished product)
4. Quantifiable measurements (defining success/failure/intermediate achievement)
5. Impacts (what changed and why it is better than what pre-existed)

Improving communications and the provision of timely information to members of the BOS.

Objectives for this goal...

- Be sure all members of the BOS have a thorough understanding of the organization, rules and procedures, proposed actions by Committees and the Board and are generally well informed.

Strategies for accomplishment of this goal...with specific

1. Activities
2. Due dates for those activities
3. Deliverables (finished product)
4. Quantifiable measurements (defining success/failure/intermediate achievement)
5. Impacts (what changed and why it is better than what pre-existed)

Improve communications and availability of information regarding County operations, initiatives and projects to interested residents and members of the public.

Objectives for this goal...

- Provide information to interested residents, foster transparency and encourage public input.

Strategies for accomplishment of this goal...with specific

1. Activities
2. Due dates for those activities
3. Deliverables (finished product)
4. Quantifiable measurements (defining success/failure/intermediate achievement)
5. Impacts (what changed and why it is better than what pre-existed)

Goal Area #6 Initiative [1]

[Exceeded / Met / Did Not Meet]

Improving Warren County's visibility to business, tourists and potential residents that may be interested in coming to Warren County.

Objectives for this goal...

- To encourage growth and development in Warren County.

Strategies for accomplishment of this goal...with specific

1. Activities
2. Due dates for those activities
3. Deliverables (finished product)
4. Quantifiable measurements (defining success/failure/intermediate achievement)
5. Impacts (what changed and why it is better than what pre-existed)

Goal Area #7 Project Management [1]

[Exceeded / Met / Did Not Meet]

Effectively and efficiently carrying out BOS directions concerning operations and activities and in particular advance the following projects adopted by the BOS; Court Expansion, Airport Extension and Development, Sale of Westmount, Railroad Economic Development Project, Security for the County Municipal Center, and Wellness Committee.

Objectives for this goal...

- To be sure the BOS directives are efficiently and effectively acted upon.

Strategies for accomplishment of this goal...with specific

1. Activities
2. Due dates for those activities
3. Deliverables (finished product)
4. Quantifiable measurements (defining success/failure/intermediate achievement)
5. Impacts (what changed and why it is better than what pre-existed)

Comments on County Administrator's Key Accomplishments – Section III**General Comments/Feedback on Annual Performance...which should explain ratings above...**

Hopefully you have been keeping a file on the Administrator's performance over the performance period from the quarterly or bi-annual performance discussions. If so, you can confidently write the evaluation. Otherwise, you have a creative writing project ahead. Use the Administrator's self-evaluation as a tool.

You can (*and should*) include a narrative which covers...

- ✓ Noteworthy or strong areas of performance (recognition)
- ✓ Areas requiring improved job performance (course-correction)
- ✓ How the individual has improved performance from the previous evaluation
- ✓ How successful they were in accomplishing goals set from the last evaluation
- ✓ How effectively they were in working collaboratively to get results
- ✓ Developmental plans for future growth and opportunities for job enlargement.

Summary / Concluding Thoughts...

Wrap-up the annual performance cycle with a summary; It is the conclusion of the Executive Committee's narrative and should wrap-up commentary and lead into the goals for the next performance period, which are in the next section. A list of the most significant accomplishments of the Administrator during the performance period is recommended.

Goals for the Next Performance Period - Section IV

Goals for the performance period of January 1, 2016 through December 31, 2017:

Goal Area #1 Leadership [?]

Description....

Objectives for this goal...

- To ...

Strategies for accomplishment of this goal...with specific

1. Activities
2. Due dates for those activities
3. Deliverables (finished product)
4. Quantifiable measurements (defining success/failure/intermediate achievement)
5. Impacts (what changed and why it is better than what pre-existed)

Goal Area #2 Fiscal Leadership [?]

Description.

Objectives for this goal...

- To ...

Strategies for accomplishment of this goal...with specific

1. Activities
2. Due dates for those activities
3. Deliverables (finished product)
4. Quantifiable measurements (defining success/failure/intermediate achievement)
5. Impacts (what changed and why it is better than what pre-existed)

Goal Area #3 Organization/Culture [?]

Description.

Objectives for this goal...

- To ...

Strategies for accomplishment of this goal...with specific

1. Activities
2. Due dates for those activities
3. Deliverables (finished product)
4. Quantifiable measurements (defining success/failure/intermediate achievement)
5. Impacts (what changed and why it is better than what pre-existed)

Goal Area #4 Compliance [?]

Description.

Objectives for this goal...

- To ...

Strategies for accomplishment of this goal...with specific

1. Activities
2. Due dates for those activities
3. Deliverables (finished product)
4. Quantifiable measurements (defining success/failure/intermediate achievement)
5. Impacts (what changed and why it is better than what pre-existed)

Goal Area #5 Communication [?]

Description.

Objectives for this goal...

- To ...

Strategies for accomplishment of this goal...with specific

1. Activities
2. Due dates for those activities
3. Deliverables (finished product)
4. Quantifiable measurements (defining success/failure/intermediate achievement)
5. Impacts (what changed and why it is better than what pre-existed)

Goal Area #6 Initiative [?]

Description.

Objectives for this goal...

- To

Strategies for accomplishment of this goal...with specific

1. Activities
2. Due dates for those activities
3. Deliverables (finished product)
4. Quantifiable measurements (defining success/failure/intermediate achievement)
5. Impacts (what changed and why it is better than what pre-existed)

Goal Area #7 Project Management [?]

Description.

Objectives for this goal...

- To ...

Strategies for accomplishment of this goal...with specific

1. Activities
2. Due dates for those activities
3. Deliverables (finished product)
4. Quantifiable measurements (defining success/failure/intermediate achievement)
5. Impacts (what changed and why it is better than what pre-existed)

Verification of Performance Evaluation

By signing this form:

1. *You confirm that you have discussed this evaluation in detail with the Chairman of the BOS and Executive Committee.*
2. *You have had the opportunity to provide written comment.* *Comments included: YES NO*
3. *You have discussed and agreed on goals for the next performance period.*

Chairman of the Warren County Board of Supervisors Signature

Date

Warren County Administrator Signature

Date

