



MEMORANDUM

AGENDA ITEM #IV.F

DATE: SEPTEMBER 27, 2021
TO: COUNCIL MEMBERS
FROM: STAFF
SUBJECT: EXECUTIVE DIRECTOR ANNUAL REVIEW

Section 1.9.3 of the agreement between the Council and the Executive Director states that the Governing Body of the Council, or an Executive Committee with the delegated function, shall perform an annual evaluation and review of the Executive Director.

The Executive Director is customarily reviewed by the Executive Committee prior to the September Council Meeting. This year this Annual Review will be held at an Executive Committee meeting at 9:30 a.m. held immediately prior to the regular Council meeting. The review form is provided herewith for your information. All Councilmembers are welcome to attend.

The three-year contract with the Executive Director terminates on November 24, 2021.

Recommendation

Assess the Executive Director's performance.



**AGREEMENT BETWEEN THE
SOUTH FLORIDA REGIONAL PLANNING COUNCIL
AND
ISABEL COSIO CARBALLO
PROVIDING FOR EMPLOYMENT
AS EXECUTIVE DIRECTOR**

Contract period: November 24, 2018 – November 24, 2021

Excerpt discussing the Annual Review (1.9.3)

1.9 To provide increases in compensation to the EXECUTIVE DIRECTOR on the following basis:

1.9.1 Merit Increases: At the option of the Executive Committee of the SFRPC, to provide a merit increase to the EXECUTIVE DIRECTOR on an annual basis coinciding with the annual adoption of the budget from the date of employment hereof, subject to a vote of the Governing Body of the SFRPC of not less than a majority of the members present at a regular meeting or a special meeting called for that purpose.

1.9.2 Cost of Living Increases: At the option of the Executive Committee of the SFRPC of the SFRPC to annually adjust the existing salary based upon cost of living increases if otherwise provided to State of Florida employees, subject to a vote of the Governing Body of the SFRPC of not less than a majority of the members present at a regular meeting or a special meeting called for that purpose.

1.9.3 To annually review and evaluate the EXECUTIVE DIRECTOR based upon performance standards, attached hereto as Exhibit "A" and incorporated herein, and as may be amended from time to time by the Governing Body of the SFRPC or the Executive Committee of the SFRPC with the delegated function of performing such evaluation and review, subject to a vote of the Governing Body of the SFRPC of not less than a majority of the members present at a regular meeting or a special meeting called for that purpose.

EXHIBIT "A"

PERFORMANCE STANDARDS - EXECUTIVE DIRECTOR

General Responsibilities: Direct the activities of the South Florida Regional Planning Council staff. Establish the Council work program and complete the work program in a timely manner. Manage the operation of the agency.

Objectives of the position:

1. Anticipate emerging issues within the region and articulate an agency mission statement which reflects these emerging issues.
2. Set long and short-term agency objectives that are responsive to the agency mission.
3. Assure that the organization is staffed and structured for effective mission accomplishment.
4. Maintain effective communication with all Council Members and member unit local governments.
5. Implement an objective performance agreement system by which Regional Planning Council staff will be assessed.
6. Ensure the statutory responsibilities of the agency are carried out in a timely and complete manner.
7. Develop and maintain good organizational relationships with other relevant organizations.
8. Assist all Council officers in performing their duties.
9. Prepare an adequate annual budget and operate the agency within that budget.

An agency work program will be prepared. At the end of the appraisal period, the record of progress will provide a measure of whether the Director met, failed to meet or exceeded expectations.

South Florida Regional Planning Council

Assessment of the Executive Director

How to Complete the Questionnaire

This questionnaire is designed to help you, your board colleagues, and the Executive Committee assess the Executive Director’s performance. It should take you 30 to 60 minutes to complete. To encourage candor, the questionnaire does not ask for your name. Your confidential responses, along with the responses of your colleagues, will be summarized and shared with the Executive Director at a meeting of the Executive Committee.

Each section begins with a brief description of an important area of responsibility. Please read it and then answer the questions that follow. The questions measure your level of satisfaction with how the Executive Director is carrying out various aspects of each responsibility. Check off the number representing the degree to which you are satisfied or not satisfied with the Executive Director’s performance in each responsibility mentioned. The answer you mark can range on a scale of 1 to 4, with 1 representing “Unsatisfactory”, 2 representing “Needs Improvement”, 3 representing “Good”, and 4 representing “Excellent.”

It is understood that some members may not be able to answer all questions due to lack of interaction with the Executive Director in all areas. For those instances, you may use:

Not Personally Observed

Comment lines, as below, have been provided and may be used at your discretion.

Comment:

1. Vision, Mission, and Strategies*

The Executive Director’s role has both strategic and operational components. Working with the board, the Executive Director must develop a shared vision for the future of the organization, build understanding around the current mission, and develop appropriate goals and strategies to advance that mission.

1-1 The Executive Director has worked with the board to develop a clear vision for the organization and understands his or her own leadership role?

- 1. Unsatisfactory
- 2. Needs Improvement
- 3. Good
- 4. Excellent
- 5. Not personally observed

Comment:

1-2 The Executive Director has a sense of what must change and what must remain the same in order to accomplish the organization’s mission and realize its vision?

- 1. Unsatisfactory
- 2. Needs Improvement
- 3. Good
- 4. Excellent
- 5. Not personally observed

Comment:

2. Accomplishment of Management Objectives

Working with the board, the Executive Director establishes operational objectives that support the strategic plan. The Executive Director is responsible for leading the staff in the implementation of this Plan.

2-1 The Executive Director selects and cultivates qualified senior staff, models effective behaviors and skills, and builds morale among staff and volunteers?

- 1. Unsatisfactory
- 2. Needs Improvement
- 3. Good
- 4. Excellent
- 5. Not personally observed

Comment:

3. Program Management

The South Florida Regional Planning Council carries out its mission by offering specific programs and services. The Executive Director leads the staff in managing and administering these programs and services. This requires a thorough knowledge of the organization’s mission areas as well as an understanding of technical, operational, and ethical issues.

3-1 The Executive Director demonstrates substantive knowledge regarding the organization’s programs and services?

- 1. Unsatisfactory
- 2. Needs Improvement
- 3. Good
- 4. Excellent
- 5. Not personally observed

Comment:

3-2 The Executive Director, through effective oversight and staffing, sets high standards of high quality for the organization's programs?

- 1. Unsatisfactory
- 2. Needs Improvement
- 3. Good
- 4. Excellent
- 5. Not personally observed

Comment:

4. Effectiveness in Fund Raising and Resource Development

The Executive Director, in partnership with the board and appropriate staff, is responsible for developing and implementing appropriate financial development strategies. The Executive Director and board use their combined strengths, knowledge, and relationships to help the organization achieve in objectives.

4-1 The Executive Director has a clear understanding of the current and future financial resources needed to realize the organization's mission?

- 1. Unsatisfactory
- 2. Needs Improvement
- 3. Good
- 4. Excellent
- 5. Not personally observed

Comment:

4-2 The Executive Director is effective and works well with staff, board members, and legislature to secure adequate funding commitments for the organization?

- 1. Unsatisfactory
- 2. Needs Improvement
- 3. Good
- 4. Excellent
- 5. Not personally observed

Comment:

5. Fiscal Management

Ensuring that resources are managed wisely is especially important for a nonprofit organization operating in the public trust. It is the role of the Executive Director to see that solid planning and budgeting systems are in place and that the organization's goals and strategic plan serve as the basis for sound financial planning. In addition, it is the Executive Director's responsibility to ensure that qualified staff are hired to accurately monitor, assess, and manage the financial health of the nonprofit.

5-1 The Executive Director is knowledgeable regarding planning and budget management of the organization?

- 1. Unsatisfactory
- 2. Needs Improvement
- 3. Good
- 4. Excellent
- 5. Not personally observed

Comment:

5-2 The Executive Director presents financial reports to the board on a regular basis and submits an annual budget for board review, revision, and approval?

- 1. Unsatisfactory
- 2. Needs Improvement
- 3. Good
- 4. Excellent
- 5. Not personally observed

Comment:

6. Operations Management

The Executive Director is responsible for day-to-day management. The Executive Director works with staff to develop, maintain, and use the systems and resources that facilitate the effective operation of the organization.

6-1 The Executive Director is knowledgeable regarding the operation of an effective office environment?

- 1. Unsatisfactory
- 2. Needs Improvement
- 3. Good
- 4. Excellent
- 5. Not personally observed

Comment:

6-2 The Executive Director ensures compliance with all legal and regulatory requirements?

- 1. Unsatisfactory
- 2. Needs Improvement
- 3. Good
- 4. Excellent
- 5. Not personally observed

Comment:

7. The Board/Staff Relationship

Because many organizational issues require a partnership of board and staff to be addressed effectively, the Executive Director should work to create opportunities for senior staff to interact with board members and to ensure that board and staff have a good working relationship.

7-1 The Executive Director and staff have built effective working relationships with the board and committee chairs who are responsible for specific aspects of organizational governance?

- 1. Unsatisfactory
- 2. Needs Improvement
- 3. Good
- 4. Excellent
- 5. Not personally observed

Comment:

7-2 The Executive Director raises issues, asks questions, and provides adequate information to inform board discussions?

- 1. Unsatisfactory
- 2. Needs Improvement
- 3. Good
- 4. Excellent
- 5. Not personally observed

Comment:

8. External Liaisons and Public Image

The Executive Director and board members are key players in establishing and maintaining positive relationships with the many groups that support the work of the Council.

8-1 The Executive Director maintains a positive professional reputation in the local community and is a good ambassador?

- 1. Unsatisfactory
- 2. Needs Improvement
- 3. Good
- 4. Excellent
- 5. Not personally observed

Comment:

8-2 The Executive Director is an articulate and knowledgeable spokesperson?

- 1. Unsatisfactory
- 2. Needs Improvement
- 3. Good
- 4. Excellent
- 5. Not personally observed

Comment:

8-3 The Executive Director is well regarded by his or her professional peers in the organization's area of focus?

- 1. Unsatisfactory
- 2. Needs Improvement
- 3. Good
- 4. Excellent
- 5. Not personally observed

Comment:

Open Ended Questions -- (OPTIONAL)

1. What are the three major strengths of the Executive Director?

2. Are there any limitations in the Executive Director's performance?

3. What have been the most significant achievements of the Executive Director over the last year?

4. What are areas in which the board could provide better support to the Executive Director?

5. Additional comments:
