



**EXECUTIVE COMMITTEE
MEETING AGENDA
May 10, 2023 – 4:00 p.m.**

333 Chestnut Street
Clearwater, FL 33756
The Palm Room

THE PLANNING COUNCIL AND METROPOLITAN PLANNING ORGANIZATION FOR PINELLAS COUNTY

1. **CALL TO ORDER**

2. **DISCUSSION AND APPROVAL OF EXECUTIVE DIRECTOR ANNUAL REVIEW PROCESS AND TIMELINE**

3. **ADJOURNMENT**

Public participation is solicited without regard to race, color, national origin, age, sex, religion, disability, or family status. Persons who require special accommodations under the Americans with Disabilities Act or persons who require translation services (free of charge) should contact the Office of Human Rights, 400 South Fort Harrison Avenue, Suite 300, Clearwater, Florida 33756; [(727) 464-4062 (V/TDD)] at least seven days prior to the meeting.

Appeals: Certain public meetings result in actions taken by the public board, commission or agency that may be appealed; in such case persons are advised that, if they decide to appeal any decision made at a public meeting/hearing, they will need a record of the proceedings, and, for such purposes, they may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based.

POTENTIAL PROCESS FOR EXECUTIVE DIRECTOR ANNUAL PERFORMANCE REVIEW 2023 WITH STAFF CLIMATE ASSESSMENTS:

Tasks	Time to Completion	Responsible Party
Executive Committee meeting to approve process with any recommendations for changes from previous evaluations and timeline (public meeting)	One Day (May 10, 2023)	Executive Committee
Make any suggested modifications to the staff climate assessment and board surveys (if needed)	One week (Goal: By May 17 th)	Tina/Maria Roberts
Send out staff climate assessments via SurveyMonkey	One day (Goal: By May 22 nd)	Tina/Maria Roberts
Complete staff climate assessments	One Week (Goal: By May 30 th)	Staff Members
Work with HR to compile staff assessment data	Two Weeks (Goal: By June 16 th)	Tina/Maria Roberts
Send board evaluations out via SurveyMonkey to board members (with results of staff climate assessment)	One Day (Goal: June 19 th)	Tina/Maria Roberts
Board evaluations completed	Two Weeks (Goal: By July 7 th)	Board Members
Work with HR to compile board survey results	Three Weeks (Goal: By July 28 th)	Tina/Maria Roberts
Whit meet with Executive Committee for results and recommendations (public meeting)	One Day in early August TBD	Executive Committee
Executive Committee announce results and make recommendation to the full board	One Day (September board meeting)	Forward Pinellas Board

Both the staff climate assessment and the board member evaluations will be completed in SurveyMonkey again this year. The staff climate assessment questions from 2020 and board survey questions from 2021 are attached for modifying as deemed appropriate.

**POTENTIAL PROCESS FOR EXECUTIVE DIRECTOR
ANNUAL PERFORMANCE REVIEW 2023 WITHOUT STAFF
CLIMATE ASSESSMENTS:**

Tasks	Time to Completion	Responsible Party
Executive Committee meeting to approve process with any recommendations for changes from previous evaluations and timeline (public meeting)	One Day (May 10, 2023)	Executive Committee
Make any suggested modifications to the board surveys (if needed)	One week (Goal: By May 17 th)	Tina/Maria Roberts
Send board evaluations out via SurveyMonkey to board members	One Day (Goal: May 22 nd)	Tina
Board evaluations completed	Two Weeks (Goal: By June 5 th)	Board Members
Work with HR to compile board survey results	Three Weeks (Goal: By June 26 th)	Tina/Maria Roberts
Publish agenda for July 12 th Executive Committee meeting with all materials	One Day (Goal: By July 6 th)	Tina
Whit meet with Executive Committee for results and recommendations (public meeting)	One Day (July 12 th before regular board meeting)	Executive Committee
Executive Committee announce results and make recommendation to the full board	One Day (August or September board meeting)	Forward Pinellas Board

The board member evaluations will be completed in SurveyMonkey again this year. The board survey questions from 2021 are attached for modifying as deemed appropriate.

April 16, 2020

FORWARD PINELLAS

2020 CLIMATE ASSESSMENT SURVEY ANALYSIS

Human Resources
Helping U Succeed

Ralph O. Reid
Organizational & Talent Development Specialist
Pinellas County Human Resources

Key Findings

- There were noteworthy improvements in all metrics from the 2018 survey to the 2020 survey.
- The greatest measurable improvement occurred in question 4 (*Is responsive to issues and follows through*) with respondents overall scoring this area on average 43% more positively than on the 2018 survey.
- The greatest strengths identified for the organization include the employees and their skilled expertise.
- The greatest area for improvement identified for the organization includes communication, both internally (between employees and management, and employees and their peers) and externally (between the organization and the public).
- A concern of what may hinder improvement efforts includes a lack of resources.

Multiple Choice Questions:

Question 1

In 2020, there was a significant increase in the average rating on *Q1 Encourages teamwork, innovation, and effective problem solving among the staff members* from the ratings received on the 2018 survey. The average ratings on this question in 2020 were around **15% higher** than those on the 2018 survey. Additionally, no respondents rated Mr. Blanton 'below average' in 2020 (and there was one 'below average' rating in 2018), and the majority of respondents (73%) rated his performance on this question as 'above average' or 'outstanding' compared to only around 59% that said the same in 2018. This shows great improvement in this area. One team member remarked that "Whit is... open, encouraging and approaching. I see his leadership style as one that would rather have conversation with his staff rather than ordering staff to do certain tasks. In this way he encourages creativity and innovation, and also a sense of mutual respect."

Question 2

In 2020 the average rating from survey respondents to *Q2 Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operations at the executive level* shows marked improvement over the ratings received on the 2018 survey. In 2020, respondents on average rated this **32% higher** than in 2018. Significantly fewer respondents rated this attribute 'below average' (13% in 2020; 24% in 2018), and two-thirds rated it as 'above average' or better (versus only 29% that did so in 2018). This highlights dramatic enhancements for the agency that were reflected in the comments as well. One respondent observed that a strength of the department was "teamwork! Forward Pinellas runs like a well-oiled machine! This is due to our incredible staff and the leadership that guides it."

Question 3

Responses to *Q3 Communicates effectively and efficiently so that all staff are clear on initiatives and directives*, remain one of the weaker ranked selections on the survey. However, in 2020 respondents still rated this item **10% more favorably** than they did in 2018. The results suggest

that while this area stands out as an area for improvement, improvements have been made. In terms of comments submitted on the survey, one person critical of this competency said: “Inside communication is somewhat lacking. Not everyone is privy to the important decisions made about FP. Some workers abilities are not recognized by superiors, but there is a great emphasis and encouragement on training and development with an abundance of opportunities.”

Question 4

Of all the questions asked on the survey, Q4 Is responsive to issues and follows through, showed the most dramatic improvement in 2020 when compared to the results on the 2018 survey. In 2020, there was a **43% increase** in favorable response, demonstrating a dramatic change in the organization in this area. In 2018, over 40% of survey-takers rated their responses to this question as ‘below average’. In 2020, only a single person rated this area ‘below average’ (under 7% of the responses). This improvement is perhaps most demonstrated by a commenter who observed that one of the things that should not change is “the way in which we rely heavily on teams for projects. So many projects I have worked on that I thought were great on their own were improved tenfold by having a team to help me better improve my work and assist me while doing so. That is something I find so valuable in the workplace. Forward Pinellas delegates and works in unison to produce stellar finished products that help better serve the county as a whole.”

Comment Box Questions:

Question 5

Q5 What is working well for the leadership at Forward Pinellas and what could be improved?

Generally, survey respondents indicated in their feedback that their felt that **leadership is making improvements** and is doing a good job at developing, cultivating, and expressing ideas. It seems that there is a great deal of **pride and satisfaction with the overall culture and team environment** in the organization. Some areas that were noted as areas for improvement largely centered on **communication**, particularly when it comes to communication between management/leadership and the remaining employees.

Question 6

Q6 What do you consider to be the strengths and positive aspects in the department?

Overall, the most commonly mentioned strength of the department was **the employees and the work that they are performing**. Respondents mentioned that there is a strong team environment with highly competent, highly dedicated, and very experienced people that work well together. The work environment is viewed as collaborative and people were laser-focus on the tasks at hand.

Question 7

Q7 In your opinion, what needs to improve in the department?

The most commonly mentioned area for improvement in the comments was for **communication**. This includes communication between employees, between the department and the public, and between employees and leadership/management. With improved

communication could also come improved workload balancing and operational efficiency, which were also mentioned by some commenters.

Question 8

Q8 What do you think might get in the way of making these improvements?

The most significant factor that might get in the way of making improvements, according to survey respondents, is simply a **lack of capacity and resources** to address current operational needs, let alone increase capacity. As one person noted, there is “a wealth of other work that comes up on a day-to-day basis that makes it harder for certain projects to get the same level of detail and attention as more pressing needs.” Another commented, “our ambition as an agency exceeds staff capacity. We can't do everything.”

Question 9

Q9 What talents, resources, or opportunities could we draw from to make those improvements?

In response to this question, many employees re-emphasized that the **people** that worked in Forward Pinellas were a significant advantage for the organization. One person commented that “we're hiring good people. We need more of them. But that will probably not be possible now that we're in a recession.” The comments reinforced many of the previous comments on the survey about concerns of a possible lack of capacity and resources in support of the great talent pool at the organization and areas for improvement like communication. For example, one commenter stated, “the agency staff has great ideas and a strong desire to see us all succeed. If given consistent direction, we can all get to where we need and want to be. There was hope from one individual that the “new communications person will bring some new ideas to the table.”

Question 10

Q10 What do you feel strongly about that should not be changed about how things work in the department?

The thing the people seemed to feel most strongly about not changing was the **culture** of the organization. Some highlighted this by mentioning how they enjoyed the “flat organization where everyone feels empowered.” Others mentioned “the collaborative atmosphere is what helps our agency succeed the most. That should be sustained and strengthened.” Of importance to some were the “flexible work schedules and a collaborative work environment” and “the board in the back” as important items to protect. Ultimately, while each person had unique aspects of the organization that they enjoyed, they all ultimately come down to the culture the Forward Pinellas has built.

Question 11

Q11 Is there anything else you would like to share for the good of Forward Pinellas?

Some items mentioned here included concern about the **effect of a recession** on the organization and **silos** that perpetuate through our current organizational structure. Several employees also commented that they were happy or to **keep up the good work**.



Employee Climate Assessment

Your feedback is essential for a continuous focus on improvement within the department. It allows the organization to focus on where the needs are and leverage its strengths. Please answer all of the following questions to the best of your ability. Your identity will remain anonymous. The aggregate answers will be summarized and presented to the Forward Pinellas Board.



Forward Pinellas Leadership

On a scale from 1 to 4, please rate your Executive Director on the following (select one for each):

1. Encourages teamwork, innovation, and effective problem solving among the staff members.

2. Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operations at the executive level.

3. Communicates effectively and efficiently so that all staff are clear on initiatives and directives.

4. Is responsive to issues and follows through.

5. What is working well for the leadership at Forward Pinellas and what could be improved?



Forward Pinellas Organization

6. What do you consider to be the strengths and positive aspects in the department?

7. In your opinion, what needs to improve in the department?

8. What do you think might get in the way of making these improvements?

9. What talents, resources, or opportunities could we draw from to make those improvements?

10. What do you feel strongly about that should not be changed about how things work in the department?

11. Is there anything else you would like to share for the good of Forward Pinellas?



**FORWARD
PINELLAS**
Integrating Land Use & Transportation

Forward Pinellas Climate Assessment 2020

Thank you for taking the time to complete this survey!



Forward Pinellas
Annual Performance Evaluation for
Whit Blanton, Executive Director

SUMMARY OF RESULTS

EVALUATION PERIOD: July 1, 2019 - June 30, 2020

4	Excellent (Outstanding)	Consistently exceeds performance expectations
3	Commendable (Above Average)	Frequently exceeds performance expectations
2	Satisfactory (Average)	Meets performance expectations
1	Marginal (Below Average)	Usually does not meet performance expectations
N/A	Not applicable or unobservable	

Overall Scores

Board Member	Raw Score	Percentage	Score to Scale
David Allbritton	Unsubmitted	Unsubmitted	Unsubmitted
Darden Rice	148/148	100	4.0
Janet Long	102/148	68.9	2.8
Dave Eggers	131/148	88.5	3.5
Karen Seel	106/140	75.7	3.0
Julie Ward Bujalski	Unsubmitted	Unsubmitted	Unsubmitted
Kenneth Welch	138/148	93.2	3.7
Michael Smith	148/148	100	4.0
Joanne Kennedy	Unsubmitted	Unsubmitted	Unsubmitted
Brandi Gabbard	134/136	98.5	3.9
Sandra Bradbury	Unsubmitted	Unsubmitted	Unsubmitted
Suzy Sofer	145/148	98	3.9
Connor Donovan	Unsubmitted	Unsubmitted	Unsubmitted
Average		90	3.6

2019-2020 Comparison: Overall and Section Scores		
Section	2019 Average Score	2020 Average Score
Partnerships	3.6	3.6
External Communications	3.8	3.6
Leadership Effectiveness	3.6	3.6
Fiscal management	3.6	3.7
Internal Communications & Reporting	3.8	3.4
Overall Score	3.7	3.6

Scoring Detail

PARTNERSHIPS

Average Rating

- 3.6**
_____ A. Coordinates work with staff from other agencies or County departments in a collaborative manner in order to accomplish goals
- 3.8**
_____ B. Effectively builds and leverages relationships with the local governments
- 3.4**
_____ C. Effectively builds and leverages relationships within the private sector
- 3.6**
_____ D. Maintains awareness of developments and plans potentially affecting the vision for Pinellas County and the region
- 3.8**
_____ E. Willingly participates with other governmental entities in sharing resources
- 3.6**
_____ F. Initiates and collaborates with other regional, state and federal government agencies

Overall Section Average: 3.6

<p>Comments related to this section:</p> <p>Continues to collaborate with partners well - D. Eggers</p> <p>A larger focus on the regional aspect of improving our community and the region. – J. Long</p> <p>Whit, is an excellent collaborator and is known and respected throughout the region. – B. Gabbard</p> <p>The partnerships that I have seen the staff build has been very professional and has given Forward Pinellas added value to our Board. – S. Sofer</p> <p>I enjoy what Whit and Forward Pinellas staff have been doing with working in partnership with region. Looking forward to many more ways Largo & Forward Pinellas can partner. Thank you! – M. Smith</p> <p>Coordinating complete streets with most cities – K. Seel</p> <p>Whit Blanton is a model visionary CEO who also has deft management abilities to lead a governmental agency which deals with multifaceted strategies, stakeholders, competing needs, and constrained resources. – D. Rice</p>
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EXTERNAL COMMUNICATIONS/MESSAGING

Average Rating

- 3.8
_____ A. Answers the issues presented and is able to communicate opinions precisely
- 3.9
_____ B. In written communications (including strategic planning documents), has proper organization, clarity, conciseness, precision and grammar
- 3.9
_____ C. In oral communication, has the ability to speak clearly, concisely and persuasively
- 3.8
_____ D. Makes a positive impression on citizens and is respected within Pinellas County
- 3.6
_____ E. Is willing to meet with members of the community and discuss areas of concern
- 3.3
_____ F. Has appropriate visibility in the community
- 3.8
_____ G. Maintains a positive image of Forward Pinellas representing professionalism while enhancing the identity of the organization

Overall Section Average: 3.6

Comments related to this section:

Enhances reputation of Forward Pinellas while communicating well externally– D. Eggers

There is an obvious inability to grow because of limited funding. This probably needs to be discussed again given the current restraints on budget as a result of the pandemic. – J. Long

Whit has an excellent reputation and is a great communicator and voice for FP. I am not sure about his engagement with the general public as much just because I haven't witnessed him in that arena. – B. Gabbard

I have never been on a Board that has been so prepared with their presentations. The homework involved with each item represented to the Board always shows a clear direction. If there are any questions, the staff makes sure to get those answers immediately. – S. Sofer

Addressing staff comments. Day to Day Manager? Internal administration and communication – K. Seel

Whit Blanton is highly respected as a capable, organized, and strategic leader. Good communicator on complex issues. – D. Rice

LEADERSHIP EFFECTIVENESS

Average Rating

3.5
_____ A. Works effectively with Forward Pinellas Board Members, agency heads, staff, and the public

3.6
_____ B. Is flexible in day-to-day duties

3.5
_____ C. Is dependable and volunteers to do more on own initiative

3.6
_____ D. Follows up to ensure decisions are implemented

3.9
_____ E. Has strong work ethic and desire for professional excellence

3.8
_____ F. Demonstrates forward thinking and strategic planning ability

3.6
_____ G. Performs executive duties in a timely fashion to permit the Forward Pinellas Board and staff to meet established deadlines

3.6
_____ H. Professionally and competently implements Forward Pinellas Board decisions

3.5
_____ I. Maintains an organization that is efficient, helpful and courteous to the public and its employees

3.7
_____ J. Creates a quality workforce in a positive, supportive organization

3.6
_____ K. Demonstrates understanding and maintains compliance with statutory requirements

3.5
_____ L. Able to build consensus amongst board members and other key stakeholders

Overall Section Average: 3.6

Comments related to this section:

Gives concise clear direction to the board for policy making decisions – D. Eggers

Would suggest that another strategic planning session could be necessary to re-think moving forward given we will not have referendum dollars to address some of our needs. – J. Long

Whit is a good team builder and player. He does a great job with his staff from what I can see as a board member. Seems to have a great relationship with them and is really good at honoring them when they do good work. I don't see him in daily activities however when I interact with him and his staff outside of board duties it is always a positive experience. – B. Gabbard

It's a pleasure to serve on a Board that is so very well organized. – S. Sofer

Whit Blanton's high marks here speak to his strong command of urban planning issues and funding strategies, as well as a sense of practicality and vision. – D. Rice

FISCAL MANAGEMENT

Average Rating

3.6
_____ A. Prepares a balanced budget to carry out the initiatives and projects at a level intended by the board with consideration for a reasonable planning period

3.8
_____ B. Presents the budget and budgetary recommendations in an intelligent and accessible format

3.6
_____ C. Expends funds within budgeted amounts and takes appropriate corrective action when unexpected budget issues develop

3.7
_____ D. Creates a working environment that encourages responsibility, decision-making, and fiscal accountability within the agency

3.8
_____ E. Monitors and manages fiscal activities of the organization appropriately

Overall section average: 3.7

Comments related to this section:

Does well to maintain fiscal health of organization while keeping cost increases only when important to implementing board decisions and vision. – D. Eggers

Again, this section will be very difficult to manage without significant changes to projected budget, etc. through no fault of the Executive Director or Board. Suggest another strategic planning session. – J. Long

I believe that Whit is an excellent steward of the dollars he is given. Leads with an air of accountability and responsibility. I feel confident that he guides our board on the best use of the funds we have and is a great advocate for how we can get more funding into our county. – B. Gabbard

Since we all have our own passions for where we want the money to be spent on our own area projects, this area cannot be given 100%. – S. Sofer

Blanton brings issues to the board well in advance and makes strong suggestions for finding alternative funds, making necessary cuts, and staying in budget. – D. Rice

INTERNAL COMMUNICATIONS AND REPORTING

Average Rating

3.5
_____ A. Provides regular information and reports to the board concerning matters of importance (including potential opportunities and threats facing the organization)

3.5
_____ B. Keeps the Forward Pinellas Board and staff apprised of administrative decisions affecting the agency and its environment

3.6
_____ C. Helps the board understand policy and legislative initiatives and their impacts to the agency's work programs

3.1
_____ D. Disseminates complete and accurate information equally to all members in a timely manner

3.5
_____ E. Responds in a timely manner to requests from the board for information or special reports

3.5
_____ F. Takes the initiative to provide information, advice, and recommendations to the board on matters that are non-routine and not administrative in nature

3.5
_____ G. Produces reports that are accurate and comprehensive

Overall section average: 3.4

Comments related to this section:

Internal communicating with board is very good – D. Eggers

Have no updated information on where we might be without projections and/or budget given this current crisis. – J. Long

Whit makes things very easy to understand and takes the time to really explain and be transparent with issues before our board. I would have no frame of reference to know if he disseminates that information timely to all but my assumption because of my trust level is that he does. - B. Gabbard

I cannot thank Tina Jablon enough for making sure that I was very well prepared in Tallahassee to express our concerns against the Cross-Walk bill. It was a pleasure to represent Forward Pinellas and I feel cheated on my last year with this world-wide pandemic. – S. Sofer

NARRATIVE EVALUATION

What would you identify as the Executive Director's greatest strength(s), expressed in terms of the principal accomplishments during this rating period?

Strategic, well prepared, and good communicator - D. Rice

The strategic plan put forth a few months ago. - J. Long

He continues to communicate, articulate and lead within the community and regionally among the many governmental agencies. - D. Eggers

Bicycle and pedestrian plans - K. Seel

Visioning, Technical expertise, Leadership, Collaboration - K. Welch

His passion for the goals Forward Pinellas has outlined. He's willingness to look for dialogue with cities, citizens, and partners. – M. Smith

I would say that his greatest strength is how transparent he is and how great he is at building relationships. - B. Gabbard

Whit has made long term relationships/partnerships with elected officials, neighboring communities, residents of the community and State Board etc. FEMA. Because of his "forward" thinking, Forward Pinellas has advanced in many areas. - S. Sofer

NARRATIVE EVALUATION

What constructive suggestions or recommendations can you offer the Executive Director to enhance performance?

Create action plan to address employee feedback about internal communication - D. Rice

As already stated, the need for a follow up to the strategic plan given the Pandemic situation which was not known a few months ago. - J. Long

Continue working on improving internal communication with staff and better communicate with the public our mission and benefits to the community. - D. Eggers

Perhaps scheduling a workshop when a new concept is being presented. It would allow more time for discussion and questions. - K. Seel

Continue to focus on internal communications - K. Welch

Whit is very passionate about a lot of issues which as a passionate person myself, I appreciate. I think the only thing that I could recommend would be to be mindful of how that passion is translated through body language and facial expression when the decision or conversation is taking a turn opposite his recommendations. - B. Gabbard

I believe Whit manages himself very well and I truly do not have anything to add. - S. Sofer

NARRATIVE EVALUATION

Overall, how do you feel about the performance of the Executive Director this rating period as compared to the last?

Excellent and getting better - D. Rice

Very positive. I do think there needs to be a better system for organizing the meetings. They are now and for as long as I can remember, unbelievably long. - J. Long

There has been significant improvement on staff issues and continues to excell externally and with the board. - D. Eggers

Same - K. Seel

Excellent job by Mr. Blanton. - K. Welch

Great! Looking forward to more. – M. Smith

I feel as though he has not only maintained the same level of work but the passion and advocacy during critical times over the last year has been a real value to the agency. Thank you for all you do! - B. Gabbard

He has exceeded my expectations!! - S. Sofer

NARRATIVE EVALUATION

What comments do you have for the Executive Director (e.g. priorities, expectations, goals, or objectives) for the next rating period?

see answer to #44. The Covid-19 crisis provides an opportunity to improve some processes and we will have to figure operating with new financial projections and revisit assumptions - D. Rice

I would appreciate hearing Whit's thoughts with regard to next steps given that the Transportation Referendum has been tabled. - J. Long

Improve outward facing message for our residents so more people know our true value-added presence to each of them. - D. Eggers

When will strategic plan be presented to the Board for guidance and feedback? - K. Seel

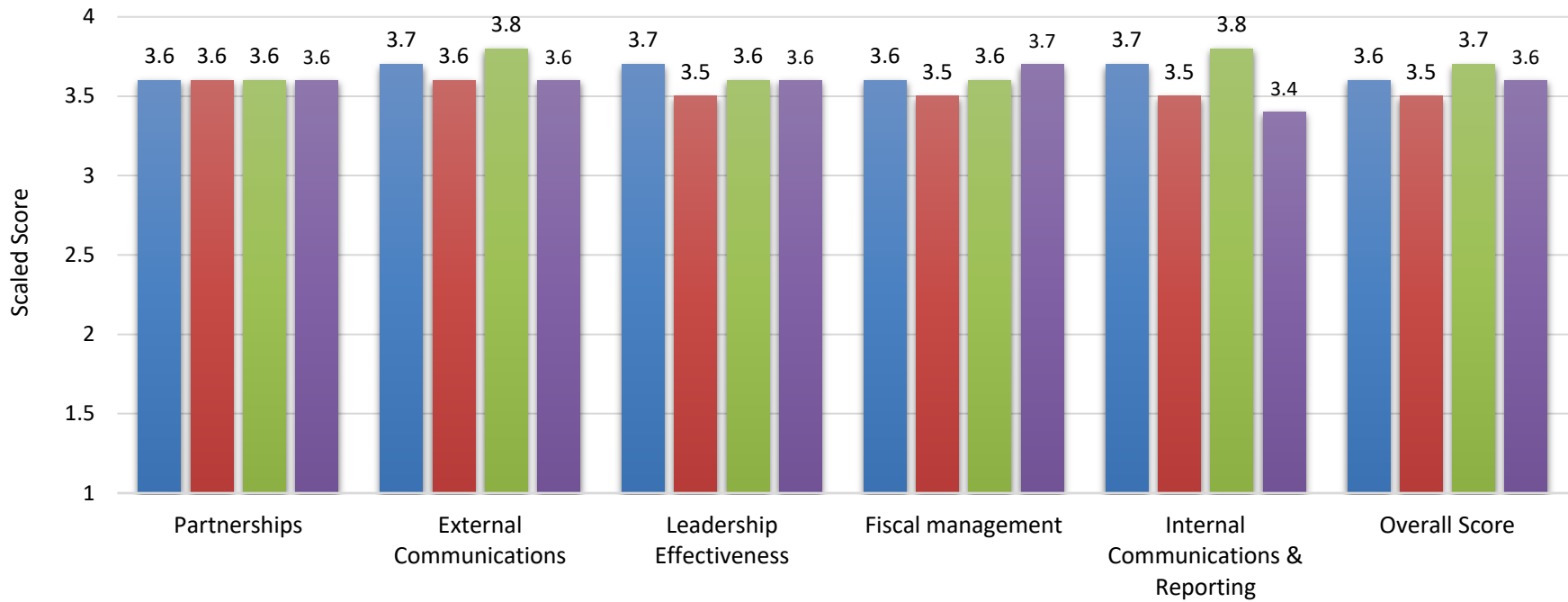
Refocus on Transportation funding options in for 2022. - K. Welch

Thank you for all you do! - B. Gabbard

If Whit stays on the path he has already forged, he will meet all of the Boards expectations and goals for the future. - S. Sofer

Annual Performance Evaluation 2017 - 2020

■ 2017 Average Score ■ 2018 Average Score ■ 2019 Average Score ■ 2020 Average Score



Source: Forward Pinellas BOD Survey

Executive Summary PPC

October 2021

Background and Introduction

This is the fifth biennial online employee survey conducted of Unified Personnel System (UPS) employees. A third-party consultant, Empact Solutions, Inc. was utilized to field the 2021 study to ensure transparency and separation between Pinellas County and the raw data; no raw data was handled by the county at any point during the study or analysis.

Methodology

The survey launched on August 2, 2021 and closed at the end of the day August 26, 2021. During that time, Empact Solutions encouraged employees via several email reminder blasts to participate. Additionally, Empact Solutions conducted several in person sessions and virtual sessions to allow for the opportunity for questions from the employees prior to the launch of the survey.

Survey Content

Employees were asked to offer ratings of Pinellas County in general as an employer, as well as rate their department, workgroup, supervisor, and Appointing Authority on a series of 60 metrics. The questions measured satisfaction, engagement, retention, workplace culture and communication.

The metrics each reflected one of the dimensions from The Great Place to Work[®] Trust Index[®], an industry tool used to assess and rate workplace culture through an employee perspective:

- Credibility (14 metrics)
- Respect (19 metrics)
- Pride (7 metrics)
- Camaraderie (9 metrics)
- Fairness (11 metrics)

There were no changes made to the questions in 2021 to preserve the trending capabilities of the data.

Analysis Notes

The tables that follow, highlight overall PPC results from 2021. Base calculations reflect all responses, including “Don’t Know” responses but excluding respondents who refused to answer a given question. Tables that offer side-by-side comparisons to prior results also include “Don’t Know” responses, for fair comparison. Please note: all figures are displayed as whole numbers; therefore, the year-over-year change reflects the underlying decimal data.

Columns within the report that reference “Positive Ratings” reflect the combination of the following, depending upon the question scale, again including “Don’t Know” within the base calculation:

- The respondent selected “Very Likely” or “Somewhat Likely”
- The respondent selected “Strongly Agree” or “Somewhat Agree”
- The respondent selected “Excellent” or “Good”

Columns within the report that reference “Negative Ratings” reflect the combination of the following, depending upon the question scale:

- The respondent selected “Very Unlikely” or “Somewhat Unlikely”
- The respondent selected “Strongly Disagree” or “Somewhat Disagree”
- The respondent selected “Fair” or “Poor”

Key Findings

100% of PPC employees took the 2021 survey.

100% of PPC employees are likely to recommend working for Pinellas County. This is the same as in 2019.

The highest rated metrics at 100% in 2021 were:

- *Overall, I feel positive about working for PINELLAS COUNTY (100%)*
- *I feel positively challenged in my current job (100%)*
- *I know what is expected of me at work (100%)*
- *I have the opportunity to do what I do best every day (100%)*
- *Maintaining a work environment that is free of violence (100%)*
- *Maintaining a work environment that is free of drug and alcohol abuse (100%)*
- *Maintaining a work environment that is free of harassment (100%)*
- *Work schedule flexibility (100%)*
- *Providing individual and group workspaces to do the job effectively (100%)*
- *Coaching or mentoring employees (100%)*
- *Communicating expectations of employees (100%)*
- *Accessibility of supervisor to address questions or concerns (100%)*

The lowest rated metrics in 2021 were:

- *Communication among all members of my department (76%)*
- *Compensation (salary and benefits) compared with similar opportunities (76%)*
- *Opportunities to develop a career path (76%)*

How likely or unlikely are you to recommend working for Pinellas County to someone who asks?		PPC Positive Rating 2021	PPC Positive Rating 2019	PPC Positive Rating 2017	Change from 2019	Metric Type
		%	%	%	%	
1	Level of recommendation	100%	100%	100%	0%	Pride
Please rate the extent to which you agree or disagree with the following statements about your job working for PINELLAS COUNTY.		PPC Positive Rating 2021	PPC Positive Rating 2019	PPC Positive Rating 2017	Change from 2019	Metric Type
		%	%	%	%	
2	Overall, I am satisfied with my job	94%	100%	89%	-6%	Pride
3	Overall, I feel positive about working for PINELLAS COUNTY	100%	100%	94%	0%	Pride
5	I plan on working for this organization a year from now	88%	93%	83%	-5%	Camaraderie
6	I feel positively challenged in my current job	100%	93%	83%	7%	Pride
7	I have good friends at work	94%	87%	83%	7%	Camaraderie
8	I know what is expected of me at work	100%	100%	83%	0%	Respect
9	I have the opportunity to do what I do best every day at work	100%	100%	89%	0%	Pride
10	My values match or fit with the values of this organization	82%	87%	94%	-5%	Camaraderie
26	I receive competitive benefits overall (vacation, sick leave, health care, retirement plan, etc.)	94%	93%	78%	1%	Fairness
27	There is a connection between compensation and performance	82%	47%	44%	35%	Fairness
11	I have received recognition or praise for doing good work in the last quarter	94%	87%	72%	7%	Respect
12	In the last quarter, someone at work has talked to me about my progress	94%	60%	67%	34%	Respect
Please rate the quality of each of the following aspects of working for your DEPARTMENT.		PPC Positive Rating 2021	PPC Positive Rating 2019	PPC Positive Rating 2017	Change from 2019	Metric Type
		%	%	%	%	
14	The working relationships in my department overall	88%	80%	72%	8%	Camaraderie
64	Fostering a culture of inclusion	94%	73%	61%	21%	Respect
15	Communication among all members of my department	76%	53%	39%	21%	Credibility
16	The work being done at my department overall	94%	100%	94%	-6%	Pride
17	Overall staff morale	88%	53%	56%	35%	Respect
18	A respectful atmosphere	94%	80%	78%	14%	Respect
19	Communicating standards of ethical behavior	94%	80%	83%	14%	Credibility
20	Modeling standards of ethical behavior	94%	80%	78%	14%	Credibility

21	Maintaining a work environment that is free of violence	100%	93%	100%	7%	<i>Fairness</i>
21	Maintaining a work environment that is free of harassment	100%	87%	83%	13%	<i>Fairness</i>
22	Maintaining a work environment that is free of drug or alcohol abuse	100%	100%	94%	0%	<i>Fairness</i>
23	Clarity of staff roles and responsibilities	82%	57%	44%	25%	<i>Fairness</i>
25	Compensation (salary and benefits) compared with similar opportunities	76%	60%	56%	16%	<i>Fairness</i>
30	Defining department performance objectives	82%	60%	56%	22%	<i>Credibility</i>
32	Supporting continual learning and development	88%	73%	94%	15%	<i>Respect</i>
35	Opportunities to develop a career path	76%	47%	50%	29%	<i>Respect</i>
36	Work schedule flexibility (e.g., flex-time, alternative work schedule, etc.)	100%	87%	89%	13%	<i>Respect</i>
37	Availability of necessary materials, resources and equipment to do the job effectively	88%	93%	89%	-5%	<i>Respect</i>
39	Providing individual and group work spaces to do the job effectively	100%	80%	67%	20%	<i>Respect</i>
<i>Please rate each of the following aspects of your WORKGROUP.</i>		<i>PPC Positive Rating 2021</i>	<i>PPC Positive Rating 2019</i>	<i>PPC Positive Rating 2017</i>	<i>Change from 2019</i>	<i>Metric Type</i>
		<i>%</i>	<i>%</i>	<i>%</i>	<i>%</i>	
40	The working relationships in my workgroup overall	94%	100%	83%	-6%	<i>Camaraderie</i>
41	Communication among all staff in my workgroup overall	94%	73%	61%	21%	<i>Credibility</i>
42	The distribution of work among team members in my workgroup	94%	67%	67%	27%	<i>Fairness</i>
43	The quality of the working relationships between sections or workgroups in this organization	88%	80%	72%	8%	<i>Respect</i>
44	The quality of work being done in my workgroup overall	94%	100%	94%	-6%	<i>Pride</i>
45	Overall staff morale in my workgroup	94%	93%	72%	1%	<i>Camaraderie</i>

Please rate each of the following aspects of your SUPERVISOR'S performance.		PPC Positive Rating 2021	PPC Positive Rating 2019	PPC Positive Rating 2017	Change from 2019	Metric Type
		%	%	%	%	
46	Fostering an atmosphere of mutual trust and confidence	94%	71%	76%	23%	<i>Credibility</i>
47	Promoting a positive working relationship among workgroup members	94%	71%	82%	23%	<i>Respect</i>
28	Dealing with low-performing employees	88%	36%	65%	52%	<i>Fairness</i>
29	Rewarding/recognizing high-performing employees	82%	64%	71%	18%	<i>Fairness</i>
31	Applying discipline fairly and consistently	94%	71%	53%	23%	<i>Fairness</i>
34	Coaching or mentoring employees	100%	50%	59%	50%	<i>Respect</i>
48	Providing specific, constructive feedback that helps improve performance	88%	50%	76%	38%	<i>Credibility</i>
49	Working together with employees to set goals	94%	57%	82%	37%	<i>Credibility</i>
50	Communicating expectations of employees	100%	50%	71%	50%	<i>Credibility</i>
51	Encouraging employees to make decisions concerning their work	94%	86%	76%	8%	<i>Respect</i>
52	Informing employees about decisions that impact work	88%	57%	71%	33%	<i>Respect</i>
54	Treating employees with respect	88%	93%	88%	-5%	<i>Respect</i>
55	Welcoming employee involvement in decision-making	94%	71%	71%	23%	<i>Camaraderie</i>
65	Accessibility of supervisor to address questions and concerns	100%	79%	94%	21%	<i>Credibility</i>

Please rate the quality of each of the following aspects of your organization's EXECUTIVE LEADERSHIP, i.e. your Appointing Authority		PPC Positive Rating 2021	PPC Positive Rating 2019	PPC Positive Rating 2017	Change from 2019	Metric Type
		%	%	%	%	
56	Clarity of strategic direction, goals and objectives	94%	53%	63%	41%	Credibility
57	Communicating information in a timely manner	88%	52%	56%	25%	Credibility
58	Communicating information that helps employees to understand the problems and issues facing Pinellas County	94%	67%	63%	27%	Credibility
59	Encouraging employees to come up with innovative solutions to problems	83%	87%	81%	-4%	Camaraderie
60	Welcoming employee involvement in decision-making	83%	80%	63%	3%	Camaraderie
61	Listening to employee opinions	83%	80%	63%	3%	Respect
62	Promoting a climate of mutual understanding and respect among members of different groups	88%	73%	69%	15%	Respect
63	Overall level of confidence in the leadership of my top leadership	88%	80%	56%	8%	Credibility

Metrics by Dimension:

	Average of PPC Positive Rating 2021	Average of PPC Positive Rating 2019	Average of PPC Positive Rating 2017
Camaraderie	89%	86%	78%
Credibility	91%	65%	68%
Fairness	90%	70%	69%
Pride	97%	99%	92%
Respect	92%	75%	73%

56	Clarity of strategic direction, goals and objectives	9	53%	7	41%	1	6%	0	0%	0	0%	16	94%	1	6%
57	Communicating information in a timely manner	10	59%	5	29%	1	6%	1	6%	0	0%	15	88%	2	12%
58	Communicating information that helps employees to understand the problems and issues facing Pinellas County	9	53%	7	41%	1	6%	0	0%	0	0%	16	94%	1	6%
59	Encouraging employees to come up with innovative solutions to problems	12	71%	2	12%	3	18%	0	0%	0	0%	14	83%	3	18%
60	Welcoming employee involvement in decision-making	11	65%	2	12%	3	18%	0	0%	1	6%	14	83%	3	18%
61	Listening to employee opinions	9	53%	4	24%	3	18%	0	0%	1	6%	14	83%	3	18%
62	Promoting a climate of mutual understanding and respect among members of different groups	8	47%	7	41%	2	12%	0	0%	0	0%	15	88%	2	12%
63	Overall level of confidence in the leadership of my top leadership	9	53%	6	35%	2	12%	0	0%	0	0%	15	88%	2	12%

PPC Employee Responses

How likely or unlikely are you to recommend working for Pinellas County to someone who asks?		UPS Positive Rating 2021	PPC Positive Rating 2021	UPS Positive Rating 2019	PPC Positive Rating 2019	UPS Positive Rating 2017	PPC Positive Rating 2017
		%	%	%	%	%	%
1	Level of recommendation	87%	100%	88%	100%	89%	100%

Please rate the extent to which you agree or disagree with the following statements about your job working for PINELLAS COUNTY.		UPS Positive Rating 2021	PPC Positive Rating 2021	UPS Positive Rating 2019	PPC Positive Rating 2019	UPS Positive Rating 2017	PPC Positive Rating 2017
		%	%	%	%	%	%
2	Overall, I am satisfied with my job	85%	94%	83%	100%	83%	89%
3	Overall, I feel positive about working for PINELLAS COUNTY	88%	100%	87%	100%	87%	94%
5	I plan on working for this organization a year from now	86%	88%	87%	93%	89%	83%
6	I feel positively challenged in my current job	79%	100%	79%	93%	78%	83%
7	I have good friends at work	82%	94%	85%	87%	86%	83%
8	I know what is expected of me at work	88%	100%	90%	100%	90%	83%
9	I have the opportunity to do what I do best every day at work	80%	100%	81%	100%	80%	89%
10	My values match or fit with the values of this organization	83%	82%	84%	87%	85%	94%
26	I receive competitive benefits overall (vacation, sick leave, health care, retirement plan, etc.)	85%	94%	89%	93%	87%	78%
27	There is a connection between compensation and performance	42%	82%	37%	47%	35%	44%
11	I have received recognition or praise for doing good work in the last quarter	72%	94%	72%	87%	75%	72%
12	In the last quarter, someone at work has talked to me about my progress	68%	94%	68%	60%	70%	67%

Please rate the quality of each of the following aspects of working for your DEPARTMENT.		UPS Positive Rating 2021	PPC Positive Rating 2021	UPS Positive Rating 2019	PPC Positive Rating 2019	UPS Positive Rating 2017	PPC Positive Rating 2017
		%	%	%	%	%	%
14	The working relationships in my department overall	71%	88%	70%	80%	70%	72%
64	Fostering a culture of inclusion	63%	94%	62%	73%	60%	61%
15	Communication among all members of my department	55%	76%	56%	53%	56%	39%
16	The work being done at my department overall	81%	94%	81%	100%	82%	94%
17	Overall staff morale	53%	88%	53%	53%	53%	56%
18	A respectful atmosphere	70%	94%	71%	80%	70%	78%
19	Communicating standards of ethical behavior	74%	94%	73%	80%	72%	83%
20	Modeling standards of ethical behavior	72%	94%	71%	80%	71%	78%
21	Maintaining a work environment that is free of violence	92%	100%	91%	93%	91%	100%
21	Maintaining a work environment that is free of harassment	83%	100%	78%	87%	78%	83%
22	Maintaining a work environment that is free of drug or alcohol abuse	92%	100%	93%	100%	92%	94%
23	Clarity of staff roles and responsibilities	68%	82%	64%	57%	66%	44%
25	Compensation (salary and benefits) compared with similar opportunities	52%	76%	49%	60%	46%	56%
30	Defining department performance objectives	67%	82%	65%	60%	67%	56%
32	Supporting continual learning and development	75%	88%	73%	73%	72%	94%
35	Opportunities to develop a career path	61%	76%	53%	47%	52%	50%
36	Work schedule flexibility (e.g., flex-time, alternative work schedule, etc.)	74%	100%	71%	87%	70%	89%
37	Availability of necessary materials, resources and equipment to do the job effectively	80%	88%	77%	93%	77%	89%
39	Providing individual and group work spaces to do the job effectively	82%	100%	76%	80%	76%	67%

Please rate each of the following aspects of your WORKGROUP.		UPS Positive Rating 2021	PPC Positive Rating 2021	UPS Positive Rating 2019	PPC Positive Rating 2019	UPS Positive Rating 2017	PPC Positive Rating 2017
		%	%	%	%	%	%
40	The working relationships in my workgroup overall	82%	94%	78%	100%	78%	83%
41	Communication among all staff in my workgroup overall	76%	94%	71%	73%	71%	61%
42	The distribution of work among team members in my workgroup	71%	94%	65%	67%	67%	67%
43	The quality of the working relationships between sections or workgroups in this organization	72%	88%	67%	80%	67%	72%
44	The quality of work being done in my workgroup overall	87%	94%	85%	100%	87%	94%
45	Overall staff morale in my workgroup	66%	94%	64%	93%	63%	72%

Please rate each of the following aspects of your SUPERVISOR'S performance.		UPS Positive Rating 2021	PPC Positive Rating 2021	UPS Positive Rating 2019	PPC Positive Rating 2019	UPS Positive Rating 2017	PPC Positive Rating 2017
		%	%	%	%	%	%
46	Fostering an atmosphere of mutual trust and confidence	79%	94%	69%	71%	68%	76%
47	Promoting a positive working relationship among workgroup members	79%	94%	72%	71%	71%	82%
28	Dealing with low-performing employees	52%	88%	43%	36%	43%	65%
29	Rewarding/recognizing high-performing employees	62%	82%	53%	64%	50%	71%
31	Applying discipline fairly and consistently	59%	94%	55%	71%	53%	53%
34	Coaching or mentoring employees	67%	100%	62%	50%	61%	59%
48	Providing specific, constructive feedback that helps improve performance	71%	88%	65%	50%	66%	76%
49	Working together with employees to set goals	69%	94%	65%	57%	64%	82%
50	Communicating expectations of employees	73%	100%	69%	50%	69%	71%
51	Encouraging employees to make decisions concerning their work	77%	94%	72%	86%	73%	76%
52	Informing employees about decisions that impact work	74%	88%	68%	57%	70%	71%
54	Treating employees with respect	82%	88%	77%	93%	77%	88%

55	Welcoming employee involvement in decision-making	74%	94%	67%	71%	67%	71%
65	Accessibility of supervisor to address questions and concerns	81%	100%	78%	79%	78%	94%
Please rate the quality of each of the following aspects of your organization's executive leadership, i.e. your Appointing Authority							
		<i>UPS Positive Rating 2021</i>	<i>PPC Positive Rating 2021</i>	<i>UPS Positive Rating 2019</i>	<i>PPC Positive Rating 2019</i>	<i>UPS Positive Rating 2017</i>	<i>PPC Positive Rating 2017</i>
		%	%	%	%	%	%
56	Clarity of strategic direction, goals and objectives	67%	94%	58%	53%	63%	63%
57	Communicating information in a timely manner	65%	88%	59%	53%	60%	56%
58	Communicating information that helps employees to understand the problems and issues facing Pinellas County	57%	94%	57%	67%	59%	63%
59	Encouraging employees to come up with innovative solutions to problems	59%	83%	58%	87%	59%	81%
60	Welcoming employee involvement in decision-making	50%	83%	49%	80%	49%	63%
61	Listening to employee opinions	53%	83%	53%	80%	51%	63%
62	Promoting a climate of mutual understanding and respect among members of different groups	61%	88%	59%	73%	60%	69%
63	Overall level of confidence in the leadership of my top leadership	61%	88%	60%	80%	62%	56%



Evaluation Period: July 1, 2020 through June 30, 2021

The evaluation of the Executive Director is designed to be a communication and learning process. The Forward Pinellas Board and the Executive Director can learn more about the strengths and weaknesses in the relationship between the two.

The evaluation form is completed by the individual members of the board and discussed with the Executive Director.

The evaluation consists of five sections for quantitative responses. Within each section are listed a few key elements for the evaluator to consider. Next to each element, please indicate the appropriate rating that best captures the Executive Director's performance level.

The form also contains the option of entering comments related to each of the sections. These comments may include responses to specific questions and/or any observations the evaluator believes appropriate and pertinent to the rating period. The last section is for Narrative Evaluation to elicit qualitative responses from each evaluator.

Please complete this evaluation survey by April 12.

In order to comply with Florida's Sunshine Laws, you must include your name in the space provided at the end of the survey.

Thank you!



Partnerships

Performance levels should be based on the following scale:

- 4 Excellent** (outstanding) - Consistently exceeds performance expectations
- 3 Commendable** (above average) - Frequently exceeds performance expectations
- 2 Satisfactory** (average) - Meets performance expectations
- 1 Marginal** (below average) - Usually does not meet performance expectations
- N/A** (not applicable or unobservable)

1. Coordinates work with staff from other agencies or County departments in a collaborative manner in order to accomplish goals

2. Effectively builds and leverages relationships with the local governments

3. Effectively builds and leverages relationships within the private sector

4. Maintains awareness of developments and plans potentially affecting the vision for Pinellas County and the region

5. Willingly participates with other governmental entities in sharing resources

6. Initiates and collaborates with other regional, state and federal government agencies

7. Comments related to this section:



External Communications/Messaging

Performance levels should be based on the following scale:

- 4 Excellent** (outstanding) - Consistently exceeds performance expectations
- 3 Commendable** (above average) - Frequently exceeds performance expectations
- 2 Satisfactory** (average) - Meets performance expectations
- 1 Marginal** (below average) - Usually does not meet performance expectations
- N/A** (not applicable or unobservable)

8. Answers the issues presented and is able to communicate opinions precisely

9. In written communications (including strategic planning documents), has proper organization, clarity, conciseness, precision and grammar

10. In oral communication, has the ability to speak clearly, concisely and persuasively

11. Makes a positive impression on citizens and is respected within Pinellas County

12. Is willing to meet with members of the community and discuss areas of concern

13. Has appropriate visibility in the community

14. Maintains a positive image of Forward Pinellas representing professionalism while enhancing the identity of the organization

15. Comments related to this section:



Leadership Effectiveness

Performance levels should be based on the following scale:

- 4 Excellent** (outstanding) - Consistently exceeds performance expectations
- 3 Commendable** (above average) - Frequently exceeds performance expectations
- 2 Satisfactory** (average) - Meets performance expectations
- 1 Marginal** (below average) - Usually does not meet performance expectations
- N/A** (not applicable or unobservable)

16. Works effectively with Forward Pinellas Board Members, agency heads, staff, and the public

17. Is flexible in day-to-day duties

18. Is dependable and volunteers to do more on own initiative

19. Follows up to ensure decisions are implemented

20. Has strong work ethic and desire for professional excellence

21. Demonstrates forward thinking and strategic planning ability

22. Performs executive duties in a timely fashion to permit the Forward Pinellas Board and staff to meet established deadlines

23. Professionally and competently implements Forward Pinellas Board decisions

24. Maintains an organization that is efficient, helpful and courteous to the public and its employees

25. Creates a quality workforce in a positive, supportive organization

26. Demonstrates understanding and maintains compliance with statutory requirements

27. Able to build consensus amongst board members and other key stakeholders

28. Comments related to this section:



Fiscal Management

Performance levels should be based on the following scale:

- 4 Excellent** (outstanding) - Consistently exceeds performance expectations
- 3 Commendable** (above average) - Frequently exceeds performance expectations
- 2 Satisfactory** (average) - Meets performance expectations
- 1 Marginal** (below average) - Usually does not meet performance expectations
- N/A** (not applicable or unobservable)

29. Prepares a balanced budget to carry out the initiatives and projects at a level intended by the board with consideration for a reasonable planning period

30. Presents the budget and budgetary recommendations in an intelligent and accessible format

31. Expends funds within budgeted amounts and takes appropriate corrective action when unexpected budget issues develop

32. Creates a working environment that encourages responsibility, decision-making, and fiscal accountability within the agency

33. Monitors and manages fiscal activities of the organization appropriately

34. Comments related to this section:



Internal Communications and Reporting

Performance levels should be based on the following scale:

- 4 Excellent** (outstanding) - Consistently exceeds performance expectations
- 3 Commendable** (above average) - Frequently exceeds performance expectations
- 2 Satisfactory** (average) - Meets performance expectations
- 1 Marginal** (below average) - Usually does not meet performance expectations
- N/A** (not applicable or unobservable)

35. Provides regular information and reports to the board concerning matters of importance

(including potential opportunities and threats facing the organization)

36. Keeps the Forward Pinellas Board and staff apprised of administrative decisions affecting the agency and its environment

37. Helps the board understand policy and legislative initiatives and their impacts to the agency's work programs

38. Disseminates complete and accurate information equally to all members in a timely manner

39. Responds in a timely manner to requests from the board for information or special reports

40. Takes the initiative to provide information, advice, and recommendations to the board on matters that are non-routine and not administrative in nature

41. Produces reports that are accurate and comprehensive

42. Comments related to this section:



Narrative Evaluation

43. What would you identify as the Executive Director's greatest strength(s), expressed in terms of the principal accomplishments during this rating period?

44. What constructive suggestions or recommendations can you offer the Executive Director to enhance performance?

45. Overall, how do you feel about the performance of the Executive Director this rating period as compared to the last?

46. What comments do you have for the Executive Director (e.g. priorities, expectations, goals, or objectives) for the next rating period?



Thank you for providing feedback.

47. Please type your name to serve as your digital signature showing who completed this evaluation.

Name

48. Please enter today's date.

Date Evaluation Submitted

Date

