

Executive Director Name: _____

Evaluated By: _____

Evaluation Period: _____ to _____

General Responsibility of the Executive Director:

To serve as the chief operating officer of the Florida Keys Council of the Arts in Monroe County; report to the Chair and the Board of Directors; direct and administer all programs, operations and policies; supervise professional staff; and manage the annual budget.

Rating Scale:

1. **Significantly below standard**--unsatisfactory performance, seriously fails to meet established standards, cannot perform without direction
2. **Below standard**--inconsistent performance, rarely exceeds established standards, requires supervision
3. **Standard**--satisfactory performance, consistently meets but rarely exceeds established standards, requires assistance when major problems occur
4. **Above standard**--above average performance, usually exceeds established standards, does not require direction, can anticipate and deal with problems independently
5. **Significantly above standard**--exceptional performance, exceeds established standards, in full command of all aspects of the position

SECTION A: RELATIONS with the BOARD of DIRECTORS

- | | | | | | |
|---|---|---|---|---|---|
| 1. Communicates necessary information openly and honestly in a timely and organized fashion. | 1 | 2 | 3 | 4 | 5 |
| 2. Establishes and maintains positive and effective working relationships with each member and each committee of the Board. | 1 | 2 | 3 | 4 | 5 |
| 3. Conforms to Board policies and directives. | 1 | 2 | 3 | 4 | 5 |
| 4. Demonstrates an understanding of differences between the administrative role of Executive Director and the policy-making role of the Board. | 1 | 2 | 3 | 4 | 5 |
| 5. Synthesizes information and frames issues and questions in a manner for the board to make appropriate decisions | 1 | 2 | 3 | 4 | 5 |
| 6. Makes periodic reports to the Board regarding all important aspects of the organization's functions and operations, highlighting both achievements and areas of concern. | 1 | 2 | 3 | 4 | 5 |

Comments, Section A:

SECTION B: STRATEGIC PLANNING

- | | | | | | |
|--|---|---|---|---|---|
| 1. Works with the Board to develop a Long Range Plan every 5 years. | 1 | 2 | 3 | 4 | 5 |
| 2. Oversees the strategic planning process. | 1 | 2 | 3 | 4 | 5 |
| 3. Oversees development of annual action plans for Board approval. | 1 | 2 | 3 | 4 | 5 |
| 4. Implements new programs and services growing out of the strategic planning process. | 1 | 2 | 3 | 4 | 5 |

Comments, Section B: _____

SECTION C: PROGRAM DEVELOPMENT & MANAGEMENT

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|---|---|---|---|---|---|
| 1. Develops, implements and supervises programs and services that are Consistent with the organization's mission and strategic plan. | 1 | 2 | 3 | 4 | 5 |
| 2. Develops, implements and supervises programs and services that meet the needs of the organization's constituents and the community. | 1 | 2 | 3 | 4 | 5 |
| 3. Ensures accessibility of services to the organization's constituencies. | 1 | 2 | 3 | 4 | 5 |
| 4. Ensures ongoing program supervision and training for all program staff. | 1 | 2 | 3 | 4 | 5 |
| 5. Maintains a system of quality program record-keeping and documentation of all activities. | 1 | 2 | 3 | 4 | 5 |
| 6. Encourages and supports all staff in updating their skills and knowledge necessary to ensure the most appropriate and effective services possible. | 1 | 2 | 3 | 4 | 5 |

Comments, Section C: _____

SECTION D: FINANCIAL MANAGEMENT

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|---|---|---|---|---|---|
| 1. Oversees development of and works with the board to finalize the annual budget. | 1 | 2 | 3 | 4 | 5 |
| 2. Oversees the preparation of regular reports to the Board regarding the financial condition and fiscal operation of the organization. | 1 | 2 | 3 | 4 | 5 |
| 3. Oversees the development and management of the organization's funds and financial strategies in conjunction with the Board. | 1 | 2 | 3 | 4 | 5 |

- | | | | | | |
|---|---|---|---|---|---|
| 4. Ensures adequate financial oversight in filing IRS 990's and the annual audit. | 1 | 2 | 3 | 4 | 5 |
| 5. Ensures that the organization's business is operated in accordance with Generally Accepted Accounting Principles and procedures; takes actions to improve business practices based on annual recommendations from auditor. | 1 | 2 | 3 | 4 | 5 |
| 6. Seeks and coordinates funding from the Monroe County Board of County Commissioners, the Tourist Development Council, the State of Florida Division of Cultural Affairs and all other grant sources. | 1 | 2 | 3 | 4 | 5 |

Comments, Section D: _____

SECTION E: FUND DEVELOPMENT

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|---|---|---|---|---|---|
| 1. Oversees the development and management of all fundraising strategies as agreed upon by the Board. | 1 | 2 | 3 | 4 | 5 |
| 2. Oversees development and execution of a long-range fund raising and resource development plan. | 1 | 2 | 3 | 4 | 5 |
| 3. Oversees development of and monitors an annual fund development plan. | 1 | 2 | 3 | 4 | 5 |
| 4. Meets and otherwise communicates with funders as needed. | 1 | 2 | 3 | 4 | 5 |

Comments, Section E: _____

SECTION F: STAFF MANAGEMENT AND RELATIONS and Leadership with Staff

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|---|---|---|---|---|---|
| 1. Sets clear performance expectations and goals for team members through positive and effective working relationships. | 1 | 2 | 3 | 4 | 5 |
| 2. Establishes clear patterns of authority, responsibility, supervision and communication with staff, including periodic staff meetings, staff planning retreats, and individual supervision. | 1 | 2 | 3 | 4 | 5 |
| 3. Delegates authority and monitors evidence of teamwork and collaboration. | 1 | 2 | 3 | 4 | 5 |
| 4. Communicates necessary information in a timely and organized manner and invites and responds to staff needs and feedback in a timely manner. | 1 | 2 | 3 | 4 | 5 |
| 5. Facilitates learning and development by mentoring and finding suitable external opportunities for the staff. | 1 | 2 | 3 | 4 | 5 |
| 6. Provides coaching and feedback that promotes individual responsibilities. | 1 | 2 | 3 | 4 | 5 |
| 7. Develops and utilizes an effective set of personnel policies and procedures. | 1 | 2 | 3 | 4 | 5 |
| 8. Develops and utilizes an effective system of performance appraisal for all staff. | 1 | 2 | 3 | 4 | 5 |
| 9. Develops and utilizes a well-planned, fair and effective system for hiring, motivating and maintaining a highly qualified staff. | 1 | 2 | 3 | 4 | 5 |
| 10. Provides an open-door environment where team members are comfortable discussing their concerns, proactive innovative thinking and solutions. | 1 | 2 | 3 | 4 | 5 |
| 11. Oversees and utilizes a fair process of progressive disciplinary actions when warranted by employee actions and identifies and deals with personnel issues quickly and effectively. | 1 | 2 | 3 | 4 | 5 |
| 12. Models behaviors and attitudes which promote individual responsibility, programmatic and professional excellence and creative initiative. | 1 | 2 | 3 | 4 | 5 |
| 13. Shares knowledge with others and delivers on commitments. | 1 | 2 | 3 | 4 | 5 |

Comments, Section F: _____

SECTION G: COMMUNITY RELATIONS

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|---|---|---|---|---|---|
| 1. Develops effective working relationships within the arts and cultural community to ensure that the organization remains a significant player within the community. | 1 | 2 | 3 | 4 | 5 |
| 2. Develops effective working relationships and a presence within the non-arts and cultural community to ensure that the arts are represented in the community-at-large and for the constituencies the organization serves. | 1 | 2 | 3 | 4 | 5 |
| 3. Maintains affiliation with professional associations relevant and beneficial to the successful operation of the arts council. | 1 | 2 | 3 | 4 | 5 |
| 4. Serves as the chief spokesperson for the organization. | 1 | 2 | 3 | 4 | 5 |
| 5. Leads the communications effort with the organization's many constituencies. | 1 | 2 | 3 | 4 | 5 |
| 6. Ensures the Arts Council is marketed and positioned properly to help it achieve its mission. | 1 | 2 | 3 | 4 | 5 |

Comments, Section G: _____

SECTION H: ARTS ADVOCACY

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|---|---|---|---|---|---|
| 1. Represents the needs of the organization and advocates for the needs of its constituencies to funding and regulatory bodies at the local, state, and | 1 | 2 | 3 | 4 | 5 |
| 2. Communicates effectively about, and advocates for, issues affecting the arts, the organization and the community. | 1 | 2 | 3 | 4 | 5 |
| 3. Takes active steps to educate the local public regarding issues relating to the organization's activities. | 1 | 2 | 3 | 4 | 5 |
| 4. Encourages liaison activities by all staff with representatives of government, other providers, community members and members of | 1 | 2 | 3 | 4 | 5 |
| 5. Actively works to promote cooperative activities between the arts council and others. | 1 | 2 | 3 | 4 | 5 |
| 6. Participates in community, state and federal professional organizations, boards, and societies. | 1 | 2 | 3 | 4 | 5 |

Comments, Section H: _____

SECTION I: CONDUCT OF BUSINESS

1. Ensures that the organization conducts all business at the highest standard of integrity and ethics.
2. Ensures that the organization, its staff and its programs operate in compliance with all applicable local, state, and federal laws and regulations.
3. Develops, maintains, and fulfills contracts with other organizations when required and/or

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

Comments, Section I: __________
_____**OVERALL RATING:**

1 2 3 4 5

GOALS FOR THE COMING YEAR:

1. _____

2. _____

3. _____

JOB-RELATED STRENGTHS:

1. _____

2. _____

3. _____

PLANS TO STRENGTHEN PERFORMANCE:

1. _____

2. _____