

March 25, 2026

TO: CRA Board of Directors

FROM: Michael Johnson FRA-RP
Executive Director

SUBJECT: Approval of Resolution 2026-CRA-R-8 Adopting Executive Director Performance Evaluation System

1. RECOMMENDATION

Staff recommends that the CRA Board of Directors:

Approve the Resolution adopting a standardized Executive Director Performance Evaluation System, including:

- Evaluation Form
- Evaluation Criteria and Narrative Guide
- Evidence-Based Scoring Standards
- Board Evaluation Process
- Excel Scoring Tool and Dashboard

2. BACKGROUND

The Community Redevelopment Agency (CRA) is responsible for implementing the adopted Redevelopment Plan pursuant to **Part III, Chapter 163, Florida Statutes**, with a primary focus on eliminating blight, stimulating economic development, and reinvesting Tax Increment Financing (TIF) revenues into the redevelopment area.

The CRA Executive Director serves as the chief administrative officer responsible for:

- Fiscal management and administration of CRA funds
- Implementation of redevelopment programs and capital projects
- Economic development activities, including business attraction and retention
- Property acquisition and redevelopment activities
- Coordination with public and private stakeholders
- Ensuring compliance with applicable laws and redevelopment plan requirements

These duties are outlined in the adopted job description for the position .

3. PURPOSE AND NEED

The CRA Board currently lacks a **standardized, evidence-based evaluation system** that ensures:

- Consistent evaluation across Board members
- Alignment with the CRA Redevelopment Plan
- Accountability for the use of TIF funds
- Objective, defensible performance assessments

This item addresses those gaps by establishing a **formal, structured evaluation framework**.

4. SUMMARY OF PROPOSED EVALUATION SYSTEM

The proposed system introduces a **comprehensive and structured evaluation process** with the following key components:

A. Alignment with CRA Redevelopment Plan

All evaluation categories are directly tied to the priorities identified in the CRA Plan, including:

- Economic development
- Infrastructure improvements
- Blight reduction
- Property redevelopment
- Community engagement

B. Emphasis on TIF Accountability

The system prioritizes financial stewardship by:

- Assigning the highest weight to **TIF accountability and transparency**
- Requiring clear linkage between expenditures and redevelopment outcomes
- Evaluating leveraging of public and private investment

C. Integration of Job Description Duties

Each evaluation category incorporates the Executive Director's core responsibilities, including:

- Fiscal operations and budgeting
- Project and infrastructure management
- Redevelopment plan implementation
- Business development and economic activity
- Property acquisition and management
- Staff supervision and organizational leadership

D. Evidence-Based Scoring Requirements

The system requires:

- All scores be supported by **documented evidence**, including data, reports, and measurable outcomes
- Board members cite specific sources (e.g., financial reports, project updates, audit results)
- Unsupported scores may be deemed invalid

E. Standardized Evaluation Tools

The system includes:

- A structured **Word evaluation form** with required evidence fields
- A controlled **Excel scoring tool** with:
 - Weighted scoring
 - Validation checks
 - Board member tracking
 - Automated calculations

F. Formal Evaluation Process

The process includes:

1. Individual Board member evaluations
2. Submission of evidence-supported scores
3. Compilation and review of results
4. Board discussion in a public meeting
5. Adoption of a final evaluation rating

5. BENEFITS

Adoption of this evaluation system will:

- Improve **accountability and transparency**
- Ensure **consistent and objective evaluations**
- Strengthen **financial oversight of TIF funds**
- Align performance with **redevelopment outcomes**
- Provide a **defensible record** for personnel decisions
- Enhance public trust in CRA operations

6. FISCAL IMPACT

There is **no direct fiscal impact** associated with adopting this evaluation system.

Indirect benefits include improved oversight of TIF expenditures and more effective allocation of CRA resources.

7. LEGAL CONSIDERATIONS

The evaluation system is consistent with:

- Part III, Chapter 163, Florida Statutes (Community Redevelopment Act)
- Applicable Town policies and procedures
- Public records and transparency requirements

The system strengthens compliance by requiring documentation and evidence for all evaluations.

8. IMPLEMENTATION

Upon approval:

- The evaluation system will be used for the next Executive Director evaluation cycle
- Board members will receive guidance on completing evaluations
- Staff will coordinate distribution, collection, and compilation of evaluation materials

9. ATTACHMENTS

1. Resolution Adopting Evaluation System
2. Executive Director Evaluation Form (Evidence-Based)
3. Evaluation Criteria and Narrative Guide
4. Excel Scoring Tool (Controlled System)

10. CONCLUSION

The proposed evaluation system establishes a **modern, structured, and accountable approach** to evaluating the CRA Executive Director, ensuring alignment with the CRA Plan, responsible use of TIF funds, and consistent Board decision-making.

EXECUTIVE SUMMARY

Executive Director Performance Evaluation System

PURPOSE

To adopt a **standardized, evidence-based evaluation system** for the CRA Executive Director that ensures:

- Accountability for **Tax Increment Financing (TIF)** funds
- Alignment with the **CRA Redevelopment Plan**
- Consistent and objective Board evaluations

WHY THIS IS NEEDED

The current evaluation approach lacks:

- Standardized criteria
- Consistent scoring across Board members
- Required documentation to support ratings

This creates risk in:

- Financial oversight
- Public accountability
- Defensibility of personnel decisions

WHAT IS BEING ADOPTED

A **comprehensive evaluation system** including:

- ✓ Evaluation Form (with required evidence fields)
- ✓ Evaluation Criteria & Narrative Guide
- ✓ Evidence-Based Scoring Standards
- ✓ Board Evaluation Process
- ✓ Excel Scoring Tool with validation and dashboard

KEY FEATURES

◆ TIF ACCOUNTABILITY (TOP PRIORITY)

- Highest weighted category (25%)
- Requires clear linkage between spending and redevelopment outcomes
- Ensures transparency and proper use of CRA funds

◆ EVIDENCE-BASED SCORING

- All scores must be supported by:
 - Financial reports
 - Project data
 - Measurable outcomes
- Unsupported scores may be invalid

◆ ALIGNMENT WITH CRA PLAN

Evaluation directly tied to:

- Economic development
- Infrastructure improvements
- Blight reduction
- Property redevelopment

◆ JOB DUTY INTEGRATION

Performance evaluated based on:

- Actual responsibilities of the Executive Director
- Measurable results from those duties

◆ CONTROLLED SCORING SYSTEM

Excel tool enforces:

- No score without evidence
- Weighted scoring
- Validation flags
- Board member tracking

BOARD PROCESS

1. Board members complete **individual evaluations**
2. Scores must include **supporting evidence**
3. Results are compiled
4. Board discusses and adopts **final rating**

BENEFITS

- ✓ Improves accountability and transparency
- ✓ Strengthens oversight of TIF funds
- ✓ Ensures consistent evaluations across Board members
- ✓ Aligns performance with CRA Plan outcomes
- ✓ Provides a defensible public record

FISCAL IMPACT

No direct cost.

Improves oversight of CRA funds and resource allocation.

RECOMMENDATION

Approve the Resolution adopting the Executive Director Performance Evaluation System.

ATTACHMENTS

- Resolution
- Evaluation Form
- Criteria & Scoring Guide
- Excel Scoring Tool

Respectfully Submitted,

Michael A. Johnson

Michael Johnson, FRA-RP
Executive Director