

Agenda Item #: 6C-2

**PALM BEACH COUNTY
BOARD OF COUNTY COMMISSIONERS**

AGENDA ITEM SUMMARY

Meeting Date: June 3, 2025 ☐ Consent ☒ Regular
 ☐ Ordinance ☐ Public Hearing

Department: Department of Human Resources

Submitted By: County Administration

I. EXECUTIVE BRIEF

Motion and Title: Staff recommends motion to:

A) approve the Performance Reviews for the following Contractual Employees: the County Attorney and the County Internal Auditor conducted by the Board of County Commissioners (BCC); and

B) authorize the Department of Human Resources to file a copy of the results into the prospective employee file.

Summary: On March 11, 2025, the BCC approved a tool, timeline, and process to evaluate the performance for the Contractual Employees, which included the County Administrator, the County Attorney and the County Internal Auditor. This process included completing the approved tool and submitting the information at a Public BCC meeting. In keeping with the process, staff is recommending approval of the Performance Reviews; and authorization for the Department of Human Resources to file a copy of the results with the prospective employee's file. The former County Administrator was exempt from the Performance Review process for 2025, as a result of retiring from Palm Beach County effective May 31, 2025. Countywide (DO)

Background and Policy Issues: On March 11, 2025, the BCC approved a tool, timeline, and process to evaluate the performance for the Contractual Employees, which included the County Administrator, the County Attorney and the County Auditor.

Attachments:

1. Performance Reviews
-

Recommended by:  May 21, 2025
 Department Director Date

Approved By:  5/30/25
 Assistant County Administrator Date

II. FISCAL IMPACT ANALYSIS

A. Five-Year Summary of Fiscal Impact:

Fiscal Years	2025	2026	2027	2027	2029
Capital Expenditures					
Operating Costs					
External Revenues					
Program Income(County)					
In-Kind Match(County)					
NET FISCAL IMPACT					
#ADDITIONAL FTE					
POSITIONS (CUMULATIVE)					

Is Item Included in Current Budget? Yes ☐ No ☒
 Is this item using Federal Funds? Yes ☐ No ☒
 Is this item using State Funds? Yes ☐ No ☒

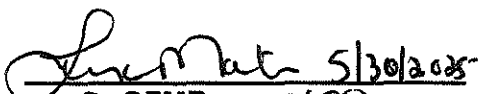
Budget Account No:
 Fund Dept Unit

B. Recommended Sources of Funds/Summary of Fiscal Impact

C. Departmental Fiscal Review:

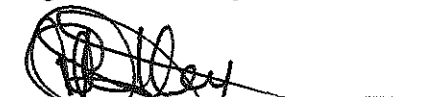
III. REVIEW COMMENTS:

A. OFMB Fiscal and/or Contract Dev. and Control Comments:


 OFMB 5/30/25
 5/30


 Contract Dev. & Control 5/30/25

B. Legal Sufficiency


 Assistant County Attorney

C. Other Department Review

 Department Director

(THIS SUMMARY IS NOT TO BE USED AS A BASIS FOR PAYMENT.)



Performance Evaluation Summary

David Zamora, County Internal Auditor

JUNE 3, 2025
PALM BEACH COUNTY
301 North Olive Avenue, West Palm Beach, FL 33401



This form is a summary of the performance evaluations completed by each member of the PBC Board to evaluate the County Internal Auditor’s performance. Performance levels are based on the following scale:

- 5 – Excellent (consistently exceeds expectations and performs at a very high standard)
- 4 – Above average (generally exceeds performance expectations)
- 3 – Satisfactory (meets performance expectations)
- 2 – Below average (generally does not meet performance expectations)
- 1 – Unsatisfactory (consistently always fails to meet minimum performance expectations)

EVALUATION PERIOD: through March 1, 2025

	Average Rating
1. TEAM MANAGEMENT	
a. Exhibits an ability to understand the overall needs and priorities of County government and the community at large.	4.4
b. Maintains a proper perspective on their role and is sensitive to completing needs of the Board.	4.5
c. Works effectively and positively with County Staff	4.5
Comments:	
<ul style="list-style-type: none">“I think Mr. Zamora does a great job in the task that he is responsible for completing.”“As we progress, I would like to request the implementation of job performance reviews for all employees within your department. Ensuring transparency and accountability across all departments is essential to our continued success.”“The frequency of the meetings could be improved. Maybe scheduled quarterly?”	
2. MANAGEMENT REPORTING	
a. Exhibits an ability to submit complete and accurate information to the Board on major issues and projects.	4.3
b. Monitors the progress of matters of concern and keeps the Board informed of departures from schedule.	4.0
Comments:	
<ul style="list-style-type: none">“The quarterly Internal Auditor Reports are comprehensive and provide a great snapshot of the work that Mr. Zamora performs.”“Departures or delays have been reported but after the fact. There has been improvement on timing more recently.”	



3. ADMINISTRATIVE AND LEGISLATIVE COMMUNICATION

- a. Interactions with Board Members are appropriate and professional at all times. **4.6**

Comments:

- “On the occasions that I have dealt with Mr. Zamora he has demonstrated a wealth of knowledge and is an excellent professional.”
- “Appreciate straight talk.”

4. ANALYSIS

- a. Clearly identifies issues; develops full range of possible alternatives, considers potential impacts or consequences; (quantifying variables where reasonable). **4.3**

Comments:

- “I believe that he does a good job in this category, but I really don't have enough information to decipher between good and great.”
- “It is not always clear when a finding is deemed significant and should be addressed immediately or just a ‘finding.’”

5. DECISION-MAKING/JUDGMENT

- a. Final results of analytical process tested against judgment, experience or intuition. **4.4**

- b. Appropriate timing: avoids procrastination and avoids acting precipitously without adequate information. **4.3**

Comments:

- “I can attest that Mr. Zamora seems to be thorough in his work.”
- “It seems the committee does not bring findings to the board and only when it has become significant does the board find out.”

6. EMOTIONAL INTELLIGENCE

- a. Even-tempered, dependable, consistent. **4.4**

- b. Candidly admits problems when they occur and pursues corrective action. **4.3**

Comments:

- n/a

7. RESULTS ORIENTATION

- a. Emphasis on solving problems; acceptance of responsibility; independently recognizes potential problems and seeks solutions. **4.4**



- b. Motivated, high energy; strong desire to succeed; positive, diligent, impartial and objective. 4.4

Comments:

- n/a

8. PROFESSIONALISM AND ETHICS

- a. Represents the County in a professional and ethical manner. 4.6

Comments:

- n/a

9. REVIEW OF INTERNAL AUDIT COMMITTEE EVALUATION

- a. Review of Internal Audit Committee’s Evaluation findings are consistent with your experience. 4.6

- b. Internal Auditor aided in driving a continuous improvement Culture of Excellence to achieve a higher level of efficiency within the county. 4.7

Comments:

- “I don't have auditing experience, however, from my interactions with Mr. Zamora his experience is consistent.”
- “I am not sure I always see change resulting from Audit findings. This may be perception or not enough communication to be made aware.”
- “Audit review committee evaluates on different items not really relevant.”

Total Average	4.42
---------------	------

10. What strengths has the County Internal Auditor demonstrated (management skills, knowledge, abilities) which have been most helpful to you as a commissioner during this evaluation period?

- “Mr. Zamora has demonstrated consistency and a level of persistence that is necessary to be a great Internal Auditor. He is knowledgeable and passionate.”
- “He serves a purpose. Have not seen strengths.”
- “David has consistently demonstrated his knowledge of the Audit function and looking for ways for the various county departments that were reviewed too improve some operations while insuring policies are being adhered to.”
- “Excellent skills in analysis and communication.”
- “He has identified problems and presented solutions.”
- “The auditor has a deep understanding of the process. This is important for us to know when there are statutes and ordinances we should be using to judge a finding.”
- “Demonstrates clear and timely communication. Shows a proactive willingness to address and correct deficiencies across departments.”



11. What performance areas, if any, would you identify as needing improvement? Why? What constructive, positive ideas can you offer the County Internal Auditor to improve these areas?

- "I believe he does a great job, I don't know if there is much that I would ask that he improve on."
- "More frequent meetings."
- "The Auditor needs to take responsibility. From day 1, problems have been someone else's, never his."
- "I encourage greater in-office presence to enhance collaboration, communication, and team engagement."
- "I would like to have more in person meetings with the auditor. I am not always able to read the full report, nor do I always fully comprehend the report without having questions. His perspective would be helpful."

12. Other comments:

- "Not interested in replacing him at this time as he is evolving with the job but needs to work more often with the County Attorney and the County Administrator. This would help when problems arise."
- "Our meetings are usually very productive for me, my only complaint would be there are not enough."
- "Should be retained."



Performance Evaluation Summary

Denise Coffman, County Attorney

JUNE 3, 2025
PALM BEACH COUNTY
301 North Olive Avenue, West Palm Beach, FL 33401



This form is a summary of the performance evaluations completed by each member of the PBC Board to evaluate the County Attorney’s performance. Performance levels are based on the following scale:

- 5 – Excellent (consistently exceeds expectations and performs at a very high standard)
- 4 – Above average (generally exceeds performance expectations)
- 3 – Satisfactory (meets performance expectations)
- 2 – Below average (generally does not meet performance expectations)
- 1 – Unsatisfactory (consistently always fails to meet minimum performance expectations)

EVALUATION PERIOD: through March 1, 2025

	Average Rating
1. PROFESSIONAL SKILLS AND STATUS	
a. Legal advice provided has proven to be accurate and technically correct.	3.6
b. Possesses an efficient and effective knowledge of the County’s Code of Ordinances, Laws, Regulations, State Statutes, and Federal Laws.	4.0
c. Possesses an efficient and effective knowledge of case law and government regulations regarding local governments and issues facing the County.	4.0
d. Represents the County in a professional and ethical manner.	3.6
e. Creative, insightfulness, willingness to take calculated risks.	3.3
f. Motivated, high energy; strong desire to succeed; positive, diligent, impartial and objective.	3.1
Comments:	
• “The Attorney certainly demonstrates an excellent level of professional skills and status.”	
• “I encourage you to uphold the highest standards of professionalism and impartiality at all times, especially in the context of public meetings.”	
2. RELATIONS WITH BOARD OF COUNTY COMMISSIONERS	
a. Interactions with Board Members are appropriate and professional at all times.	3.4
b. Responds in a timely manner to requests made by the Board.	4.1
c. Proactively anticipates and identifies potential legal consequences to proposed Board actions.	4.0
d. Maintains the Board’s and County staff’s confidence in the performance of duties.	3.9



- | | |
|--|-----|
| e. Exhibits ability to submit complete and accurate information to the Board on major issues and projects. | 3.7 |
|--|-----|

Comments:

- “While I understand the difficulty in keeping a neutral expression and tone when discussing heated issues, we have to strive for neutrality.”

3. LEGAL REPRESENTATION

- | | |
|---|-----|
| a. Aggressively represents the County’s interests as directed by the Board. | 4.3 |
| b. Impartially and objectively performs duties and responsibilities. | 3.7 |
| c. Regularly provides the scope of legal expertise necessary to meet the County’s needs on issues arising, either, through staff, or other available resources. | 4.0 |
| d. Maintains confidentiality with regards to all matters discussed with the Board and County Staff. | 4.0 |
| e. Adherence to legal ethics. Including avoiding conflicts of interest, prosecuting or defending cases impartially, and following due process. | 4.0 |

Comments:

- “She and her team are certainly working diligently to represent the interest of PBC. I believe she meets all of this criteria.”
- “There are times I wish the attorney would weigh in on an issue without the prompting of a board member, especially when warranted.”

4. STAFFING

- | | |
|---|-----|
| a. Recruits and retains competent personnel. | 4.2 |
| b. Informed and concerned about employee relations. | 4.0 |

Comments:

- “The staff who I have met thus far have been competent and the County Attorney appears to care about her staff and their development.”

5. REPORTING

- | | |
|---|-----|
| a. Provides the Board with updates concerning matters of importance to the County. | 3.4 |
| b. Reports are accurate, comprehensive, and produced in a timely manner. | 3.3 |
| c. Exhibits an ability to submit complete and accurate information to the Board on major issues and projects. Monitors the progress of matters of concern and keeps the Board informed of departures from schedule. | 3.3 |



Comments:

- “We do not get updates on a regular basis on major projects and issues. Additionally, we are not engaged on potential negotiated settlements.”

6. SUPERVISION

- a. Even-tempered, dependable, consistent; candidly admits problems when they occur and pursues corrective action. 3.5

Comments:

- “Certainly works hard to admit problems when she sees them including problems that could impact the BCC.”
- “Dealing with 7 board member personalities is a challenge but it is important while being direct not to allow emotions to get in the way of presenting the facts and sometimes hard truths while not being perceived as disrespectful.”
- “Generally even tempered but is disrespectful when issues of disagreement arise.”
- “My own experience has been excellent, I am only marking new improvement because of interactions I have witnessed with other BCC.”

7. FISCAL MANAGEMENT

- a. Estimates of legal impact(s) are reasonable and accurate on a regular basis. 4.0

Comments:

- “We are not updated on this issue enough to comment.”

Total Average	3.76
---------------	------

8. What strengths has the County Attorney demonstrated (management skills, knowledge, abilities) which have been most helpful to you as a Commissioner during this evaluation period? Please provide specific issue(s) or project(s) which benefited from the County Attorney’s leadership?

- “The County Attorney has a great staff and she knows who should be responsible for what area of law or issues within the County.”
- “The ability to look at a problem from all angles. Not worried about fallout from giving an unwelcomed advice.”
- “Direct communication on legal matters or policy/procedural questions, especially arising during meetings have benefited me from Denise’s expertise.”
- “Takes our concerns seriously and gets us requested information timely.”
- “Pleasant personality and accessible.”
- “The attorney is a trusted advisor. I feel confident is seeking counsel in private and during BCC public meetings. The advice is always weighted with pros and cons and with a historical legal knowledge I find extremely valuable.”



9. What performance areas, if any, would you identify as needing improvement? Why? What constructive, positive ideas can you offer the County Attorney to improve in these areas?

- "I think she does a fine job."
- "More of a poker face."
- "Regular one on one meetings to understand outstanding cases and/or issues on a quarterly or bi-annual basis."
- "Areas of improvement would consist of having more communication in person. Regular updates on projects and cases. More involvement in negotiating settlements."
- "The Attorney needs to provide independent counsel pursuant to the law and not necessarily to particular issues."
- "I would like to see the attorney continue to speak up when the board may be steering into troublesome areas. Although it may be difficult we need legal counsel to help keep us working within state and federal regulations and most importantly our County Charter."
- "As we progress, I would like to request the implementation of job performance reviews for all employees within your department. Ensuring transparency and accountability across all departments is essential to our continued success."

10. Other comments:

- "The attorney's role is complex. Protection of the County business/assets and Board of County Commissioners is paramount. Information needs to be shared even if it is not what the Board may want to hear."
- "Continue to speak up. Be bold but be calm. Help us focus on our Charter."