

CHNEP EXECUTIVE DIRECTOR EVALUATION

EXECUTIVE DIRECTOR'S NAME: Jennifer Hecker

POLICY COMMITTEE MEMBER'S NAME: Elizabeth Sweigert on behalf of the Policy Committee

Evaluation Period: 9/26/25 **to** 9/17/26 **Date:** 9/17/26

EVALUATION INSTRUCTIONS:

- **PERFORMANCE CATEGORIES**

The Performance Categories that comprise this evaluation tool may be considered subjective, but they are closely aligned with the duties that are performed regularly by the incumbent. With each Performance Category are listed a few key elements for the evaluator to consider. Please score each Performance Category based on the elements listed and other relevant criteria.

Rating Scale for Quality of Performance:

The following rating scale should be used to rate each specific statement under each of the performance dimensions of the Personnel Performance Assessment and Evaluation, and to rate overall performance in each of the categories.

- 5 **EXCELLENT:** The incumbent consistently demonstrates performance that significantly surpasses reasonable expectations related to the performance dimension.
- 4 **GOOD:** The incumbent consistently demonstrates performance that often surpasses reasonable expectations related to the performance dimension. The individual demonstrates no appreciable performance deficiencies.
- 3 **SATISFACTORY:** The incumbent consistently achieves the reasonable expectations related to the performance dimension. The individual demonstrates an acceptable degree of competence and performance.
- 2 **FAIR:** The incumbent achieves the minimum of expectations related to the performance dimension. The individual requires development in specific areas in order to meet the reasonable expectations for the performance dimension.
- 0-1 **UNSATISFACTORY:** The incumbent occasionally achieves minimum expectations related to the performance dimension and may be unsuited for the position.

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1. ABILITY TO COMMUNICATE

Provides effective level of communications to CHNEP Policy Committee and the public and follow up regarding issues and services.

- Expresses information orally in a clear and concise manner when making presentations to groups or individuals
- Ensures open lines of communication with the CHNEP Policy Committee and all levels of the organization by providing updates related to policy changes, project status, and other items of importance
- Maintains effective communications with the media, and is proactive in providing information that is important to the public

OVERALL RATING FOR ABILITY TO COMMUNICATE	4.9
ED Comments: Examples of a successful ability to communicate are the in-person presentations and discussions at the Management Committee meetings, where CHNEP update and other Executive Director (ED) presentations take place. Additionally, have served as CHNEP spokesperson in communicating collective CHNEP accomplishments to policymakers in the CHNEP area, to demonstrate the continued need and efficacy of funding to the CHNEP. This was evidenced by successfully getting every CHNEP Congressional House member to sign on the NEP annual Congressional Appropriation sign-on letter (except Congressman Franklin who sits on Appropriations, who submitted our Programmatic Funding Request for us). This is in addition to other examples under the following Organizational Representation criteria comments.	
Evaluator Comments: Well-articulated and timely communication. (Kilraine) Jennifer consistently demonstrates performance that significantly surpasses reasonable expectations related to this performance dimension. (Stanley) The Executive Director is an effective communicator verbally and in written medium. (Keene) Jennifer consistently demonstrates exceptional communication skills across a wide range of audiences, including the Policy Committee, Management Committee, partner organizations, elected officials, agency staff, and the public. She effectively communicates complex scientific, policy, and organizational information in a clear and accessible manner, ensuring stakeholders have the information needed to make informed decisions. Her regular Executive Director updates, committee presentations, and well-prepared meeting materials promote transparency and meaningful discussion regarding organizational priorities, project implementation, funding opportunities, and emerging environmental issues. Jennifer has also demonstrated outstanding external communication and advocacy on behalf of CHNEP. Her engagement with Congressional offices, policymakers, regional partners, and community stakeholders has elevated the Partnership's visibility and strengthened support for the National Estuary Program. Her successful outreach efforts, including securing broad Congressional support for continued NEP funding, reflect strong relationship-building and strategic communication skills. Through presentations, educational events, regional conferences, and public outreach efforts, Jennifer effectively serves as a credible spokesperson for CHNEP and its mission. Her communication skills have strengthened partnerships, increased awareness of CHNEP's accomplishments, and supported continued investment in the Partnership's work. (Sweigert)	

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2. LEADERSHIP

Provides leadership and supervision for employees under their authority to insure accountability and productivity.

- Leads by example by adhering to CHNEP's and the County's established policies, rules, and procedures, and ensuring that subordinates do the same
- Gains commitment from others on new or unpopular policies, methods, and procedures
- Capable and composed in high pressure situations

OVERALL RATING FOR LEADERSHIP	4.9
ED Comments: Demonstrated external leadership in serving on the SFWMD Resiliency Coordination team, on the SWFWMD Environmental Advisory Board, and on the Science Coordination Group to the South Florida Ecosystem Restoration Task Force. Also, now serve on the board of the Science and Environment Council (serving Manatee and Sarasota Counties). An example of internal leadership is being capable and composed in high-pressure situation of having two significant staff changes this year (i.e. 8-year employee who moved to a sister NEP and a 5-year employee moving away due to husband's job transfer). This involved having to fill in to do those positions tasks as well as hire and train staff, while maintaining all core operations and project managing an unprecedented number of technical projects.	
Evaluator Comments: Invariably pursues increasing standards leading the organization to continuous improvement. (Kilraine) Jennifer consistently demonstrates performance that significantly surpasses reasonable expectations related to this performance dimension. (Stanley) The Executive Director provides outstanding leadership to her staff and to the groups where she serves. (Keene) Jennifer demonstrates exceptional leadership both within CHNEP and throughout the broader environmental and water resource community. She has established herself as a respected regional leader through service on numerous interagency boards, advisory committees, and collaborative initiatives, including the South Florida Water Management District Resiliency Coordination Team, Southwest Florida Water Management District Environmental Advisory Committee, the Science Coordination Group supporting the South Florida Ecosystem Restoration Task Force, and the Science and Environment Council. These roles reflect the confidence that partner organizations place in her expertise and collaborative leadership while strengthening CHNEP's regional influence and coordination efforts. Internally, Jennifer has provided steady and effective leadership during a period of significant organizational change. Despite the departure of two experienced staff members, she maintained continuity of operations, supported recruitment and training of new staff, and ensured continued progress on restoration projects, scientific initiatives, outreach efforts, and grant-funded activities. Her ability to remain composed under pressure, prioritize effectively, and maintain organizational momentum demonstrates strong leadership and management skills. Jennifer leads by example through her professionalism, commitment to CHNEP's mission, and collaborative approach. She consistently builds confidence among committee members, partner agencies, local governments, and stakeholders while fostering a culture of accountability and service. Her ability to guide CHNEP through complex challenges and advance its mission is a significant organizational strength. (Sweigert)	

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3. INTEGRITY

Builds credibility, confidence, and a reputation for professionalism with the public, co-workers, and Commissioners.

- Sets and adheres to high ethical standards of behavior, both personally and professionally
- Leads the organization by example in adhering to CHNEP's and the County's established policies, rules, and procedures, and ensuring that subordinates do the same
- Ensures that all business conducted by the CHNEP is free of conflicts of interest or practices that might be construed as illegal, unethical, or unprofessional

OVERALL RATING FOR INTEGRITY	4.8
ED Comments: An accomplishment related to integrity is continuing to build the overall good reputation of the organization and its work to carry out the Comprehensive Conservation and Management Plan together with its members. The recognition of the good reputation of the organization bringing added value was evidenced this past year with the City of Bartow increasing its contribution and Highlands County becoming a new CHNEP contributing member this year. Additionally, continue to exemplify high ethical and professional standards in supporting all of the Partnership members, as well as ensuring that all business conducted by CHNEP and its staff is free from conflicts and adheres to CHNEP's and County's established policies and procedures.	
Evaluator Comments: Impeccable. (Kilraine) Jennifer consistently demonstrates performance that significantly surpasses reasonable expectations related to this performance dimension. (Stanley) The ED is recognized by her direct reports, her peers and the public for adherence to high ethical standards. (Keene) Jennifer consistently demonstrates a high level of professionalism, ethical conduct, and accountability in carrying out her responsibilities as Executive Director. She has built a strong reputation for integrity among CHNEP's Policy Committee members, partner organizations, funding agencies, and the communities served by the Partnership. Under her leadership, CHNEP continues to operate as a trusted, science-based organization that effectively brings together diverse partners to implement the Comprehensive Conservation and Management Plan. Jennifer ensures that CHNEP business is conducted in a transparent, responsible, and professional manner. She demonstrates sound stewardship of public resources, maintains compliance with grant and organizational requirements, and promotes a culture of accountability among staff and partners. The continued confidence of CHNEP member governments, including increased support from existing partners and the addition of new contributing members, reflects the credibility and trust she has helped foster throughout the region. Jennifer's consistent professionalism, ethical leadership, and commitment to responsible organizational management provide confidence that CHNEP's resources and responsibilities are being managed appropriately. Her performance in this area consistently meets and often exceeds expectations, with no identified deficiencies. (Sweigert)	

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4. ORGANIZATIONAL AND PROJECT OVERSIGHT

Provides oversight and ensure progress continues toward completing high priority projects.

- Establishes a sense of purpose
- Follows through on issues
- Structures direct reports work appropriately and brings people together successfully around tasks
- Sets priorities and manages time well

OVERALL RATING FOR ORGANIZATIONAL AND PROJECT OVERSIGHT	4.7
ED Comments: Examples of Organizational and Project Oversight accomplishments are setting up interlocal agreements with Town of Fort Myers Beach, City of Cape Coral, City of North Port to fund projects for them, as well as starting new projects including Lee County Seascapes, Warm Mineral Springs Restoration, Hendry County Pollywog Creek Restoration, and completing the Lee Pine Island Restoration project. We also started an Adaptation Action Areas (AAA) Planning Project with Sarasota County, and Adaptation Plan implementation projects in Lee County (Town of Fort Myers Beach) and Manatee County, as well as are finishing Vulnerability Assessment and Adaptation Action Planning projects in Polk, Hardee, Highlands, DeSoto and Charlotte Counties. This is in addition to our annual projects, such as the Water Atlas, and outreach projects. Currently, CHNEP is internally successfully managing a record amount of federally-funded projects.	
Evaluator Comments: Good project management with recognition that improvement in execution can be further advanced. (Kilraine) Jennifer consistently demonstrates performance that significantly surpasses reasonable expectations related to this performance dimension. (Stanley) The AAA projects are well underway and the water atlas is a well-organized, up to date tool. (Keene) Jennifer has demonstrated exceptional organizational and project oversight by successfully managing an increasingly complex portfolio of restoration, resilience, planning, and scientific initiatives while maintaining CHNEP's core programs and priorities. During the evaluation period, CHNEP expanded its project portfolio through new partnerships and interlocal agreements with multiple local governments, advancing projects across the region focused on habitat restoration, watershed planning, climate adaptation, vulnerability assessments, and implementation of the Comprehensive Conservation and Management Plan. Jennifer has effectively managed an unprecedented level of federally funded projects while ensuring continued delivery of core programs, including the Water Atlas, technical assistance, scientific initiatives, and public outreach efforts. Her ability to establish priorities, coordinate numerous partners and contractors, maintain project momentum during staff transitions, and adapt to changing organizational demands reflects strong planning, leadership, and operational effectiveness. The breadth and complexity of CHNEP's accomplishments during this evaluation period demonstrate Jennifer's ability to successfully translate regional priorities into funded, actionable projects. Through effective collaboration with local governments, state and federal agencies, nonprofit organizations, and technical partners, she has substantially expanded CHNEP's capacity to deliver meaningful environmental outcomes and advance the Partnership's long-term goals. (Sweigert)	

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5. INTERGOVERNMENTAL RELATIONS AND INTERACTIONS WITH OTHERS

Establishes and maintains productive Intergovernmental Relationships (IGR).

- Consistently acts in a manner that is courteous and professional, including attendance at meetings, returning phone calls/messages, and adhering to scheduled appointments
- Maintains effective working relationships with members of the CHNEP Policy Committee, with citizens, community leaders, other outside agencies, and the media

OVERALL RATING FOR INTERGOVERNMENTAL RELATIONS AND INTERACTIONS WITH OTHERS	4.7
ED Comments: Successfully demonstrated intergovernmental relations in planning and facilitating the CHNEP Committee meetings— where governmental staff and elected leaders from across a 10-county area meet every four months to cover regional topics and form consensus on natural resource management goals and priorities. Partnership Committee meetings ensure that there is awareness, discussion, and coordination of respective natural resource efforts between all levels of government in the region. Also met with every CHNEP Congressional office in DC, providing personal updates and informational fact sheets. This is evidenced by same aforementioned examples under the Ability to Communicate category.	
Evaluator Comments: Works well with other agencies and entities. (Kilraine) Jennifer consistently demonstrates performance that significantly surpasses reasonable expectations related to this performance dimension. (Stanley). The ED continues to provide effective interaction with the policy committee members, outside agencies, community leaders and citizens alike. (Keene) Jennifer consistently demonstrates exceptional skill in developing and maintaining intergovernmental relationships that are essential to CHNEP's success. She effectively serves as a trusted convener, bringing together local governments, state and federal agencies, elected officials, nonprofit organizations, academic institutions, and community stakeholders to advance regional environmental priorities through collaboration and consensus. Under Jennifer's leadership, CHNEP's Policy Committee, Management Committee, Technical Advisory Committee, and Citizens Advisory Committee continue to provide effective forums for communication, coordination, and informed decision-making across the ten-county region. Her proactive engagement with elected officials, including regular outreach to Congressional offices, has strengthened awareness of CHNEP's accomplishments and contributed to continued support for the National Estuary Program. The broad network of partnerships and sustained participation of stakeholders reflects the trust and credibility she has built for the organization. Jennifer consistently represents CHNEP with professionalism, respect, and a collaborative approach. Her ability to foster productive relationships among diverse partners has strengthened CHNEP's role as a regional leader in estuary conservation, resilience, and natural resource management, while creating opportunities for expanded partnerships and successful project implementation. (Sweigert)	

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6. BUDGET PLANNING AND OVERSIGHT

Organizes and presents recommendations to the CHNEP Policy Committee to meet financial requirements and to address challenges facing the organization.

- Ensures that the annual budget process meets the operational needs of the organization, and is submitted in a timely manner that allows appropriate review and modification
- Develops effective monitoring mechanisms to ensure that the organization is meeting its committed deadlines and timetables

OVERALL RATING FOR BUDGET PLANNING AND OVERSIGHT	4.7
ED Comments: Examples of successful Budget Planning and Oversight accomplishments are preparing FY26 Work Plan and Budget and FY27 Work Plan and Budget, both of which were submitted on time. The FY26 was approved by CHNEP Policy Committee, US EPA, and implemented since. The FY27 was approved by CHNEP Policy Committee and has been submitted to US EPA with CHNEP's FY27 EPA grant application. CHNEP remains within budgets for EPA, FDEP, and SWFWMD FY26 grant agreement - with the FY26 SWFWMD grant already successfully closed out for this year.	
Evaluator Comments: Budget prepared on time and reviewed as necessary. (Keene) Very good and akin to project management, can always reach for improvement. (Kilrairie) Jennifer consistently demonstrates performance that significantly surpasses reasonable expectations related to this performance dimension. (Stanley) Jennifer consistently demonstrates strong performance in budget planning, financial oversight, and grant administration. She effectively develops annual work plans and budgets that align CHNEP's operational needs with available resources and ensures timely, accurate submission for review and approval by the CHNEP Policy Committee and funding agencies. During the evaluation period, Jennifer successfully prepared and advanced the FY26 and FY27 Work Plans and Budgets while maintaining alignment with CHNEP's Comprehensive Conservation and Management Plan priorities. She has effectively overseen multiple funding sources, including grants from the U.S. Environmental Protection Agency, Florida Department of Environmental Protection, and Southwest Florida Water Management District, ensuring compliance with grant requirements, successful closeouts, and responsible stewardship of public funds. Jennifer's sound fiscal judgment, attention to detail, and effective monitoring of budgets, grant obligations, and project commitments have supported CHNEP's continued financial stability and operational success. Her performance in this area consistently meets and often exceeds expectations, providing the Policy Committee and organization with reliable financial management and oversight. (Sweigert)	

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7. ORGANIZATIONAL REPRESENTATION

Publicly represents the CHNEP effectively, highlighting CHNEP's mission and work.

OVERALL RATING FOR ORGANIZATIONAL REPRESENTATION	4.7
ED Comments: Examples of organizational representation was hosting the 2025 Southwest Florida Resiliency Summit, being invited speaker at Southwest Florida Water Management District Resiliency Forum, participating in interagency South Florida Ecosystem Restoration Task Force Meetings on the Science Coordination Group (for Everglades Restoration), etc. This is in addition to the aforementioned examples under Ability to Communicate criteria comments.	
Evaluator Comments: Excellent. (Kilraine) Jennifer consistently demonstrates performance that significantly surpasses reasonable expectations related to this performance dimension. (Stanley) Highly effective representative of the CHNEP. (Keene) Jennifer is an outstanding ambassador for CHNEP and consistently represents the organization with professionalism, credibility, and a strong commitment to its mission. Through engagement with local governments, state and federal agencies, elected officials, scientific organizations, and community partners, she has elevated CHNEP's visibility and strengthened its reputation as a regional leader in estuary protection, watershed management, and climate resilience. During the evaluation period, Jennifer represented CHNEP through numerous leadership opportunities, including hosting the 2025 Southwest Florida Resiliency Summit, serving as an invited speaker at the Southwest Florida Water Management District Resiliency Forum, and participating in the South Florida Ecosystem Restoration Task Force's Science Coordination Group. Her proactive outreach to policymakers, including Congressional engagement, has increased awareness of CHNEP's accomplishments and helped advance continued support for the National Estuary Program. Jennifer consistently communicates CHNEP's mission effectively through presentations, conferences, committee meetings, and public events. Her ability to build strategic relationships and advocate for the Partnership has strengthened CHNEP's credibility, expanded its influence, and supported successful implementation of its conservation and resilience goals. (Sweigert)	

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8. JUDGMENT AND DECISION MAKING

Exercises sound judgment and decision-making

- Appropriately determines those issues that should appropriately be submitted to the CHNEP Policy Committee for consideration or approval
- Makes logical decisions based on a thorough review of available information and soliciting input from appropriate sources, but is also able to effectively make decisions rapidly in situations where information is limited, and the outcome might be uncertain
- Assumes command of tasks presenting difficult or unusual circumstances and effectively assumes charge of situations or incidents as necessary. Able to discern when to assume charge or provide guidance and support.

OVERALL RATING FOR JUDGMENT AND DECISION MAKING	4.8
ED Comments: Examples of judgement and decision-making are selecting topics for Management and Policy Committee meetings that members have expressed are of interest and value to them, working the past ten years to start and build an organizational financial reserve account that currently now covers one year of basic organizational operational costs to help the organization be more stable and secure going forward, redeveloping the CHNEP Water Atlas over the past eight years to now serve as a centralized hub for information and a conditions assessment of CHNEP waterways, and equitably distributing added Infrastructure and Investments Jobs Act Funds to now have CCMP and resiliency projects completed or underway in all 10 counties CHNEP serves. Additionally, continue to navigate through external challenges and operational hurdles including hurricanes and recovery, host move of entire organizational operations, doubling of budget and workload with same staffing levels, funding uncertainties and unexpected funding changes, etc.; while maintaining operational responsibilities and programmatic work progress in all four priority actions outlined in the collective CHNEP CCMP. All of these have required extensive judgement and making difficult decisions.	
Evaluator Comments: Excellent. (Kilraine) Jennifer consistently demonstrates performance that significantly surpasses reasonable expectations related to this performance dimension. (Stanley) The ED continues to demonstrate outstanding judgement. Her ability to make difficult decisions is to be admired. (Keene) Jennifer consistently demonstrates sound judgment and thoughtful decision-making in both the strategic direction and day-to-day management of CHNEP. She effectively evaluates complex issues, seeks input from appropriate committees and partners, and provides well-informed recommendations to the Policy Committee while recognizing when matters require broader discussion or formal approval. Jennifer's strategic decisions have strengthened CHNEP's long-term sustainability and effectiveness. Her efforts to establish and maintain a financial reserve have improved organizational resilience, while continued enhancement of the CHNEP Water Atlas and strategic distribution of Infrastructure Investment and Jobs Act funding have expanded the Partnership's technical capacity and advanced Comprehensive Conservation and Management Plan priorities throughout the region. These decisions reflect careful consideration of regional needs, equity, and long-term environmental outcomes. Jennifer has also demonstrated the ability to make effective decisions under challenging circumstances, including hurricane recovery, organizational transitions, staffing changes, increased workload, and evolving funding requirements. Her ability to balance careful planning with flexibility has maintained organizational stability, preserved progress on priority initiatives, and strengthened confidence among the Policy Committee, partners, and stakeholders. (Sweigert)	

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9. ORGANIZATIONAL MANAGEMENT & OPERATIONS

To maintain/strengthen CHNEP administration, while ensuring sufficient operational capacity.

OVERALL RATING FOR ORGANIZATIONAL MANAGEMENT & OPERATIONS	4.8
ED Comments: Example of successful Org. Management and Operations are accomplishing the finance, grants, budgeting, outreach, 2 websites, management of two dozen plus contracted projects and associated contractors, organizing a dozen plus partnership meetings and events, and other responsibilities with a 5-person team. Successful CHNEP management and operations was affirmed in CHNEP's 5-year EPA Program Evaluation conducted last year, where CHNEP went through an in-depth in-person evaluation by six EPA Headquarters and Region IV officials as well as a NEP Peer Reviewer over three days of site visits. Continued program updates at Committee meetings and grant reports detail CHNEP administration, finance, grants and other operation activities that are taken to maintain organizational management and operations.	
Evaluator Comments: Consistently meets the challenges. (Kilraine) Jennifer consistently demonstrates performance that significantly surpasses reasonable expectations related to this performance dimension. (Stanley) Jennifer has demonstrated exceptional organizational management by effectively leading a highly productive organization with a lean staff while overseeing an increasingly complex portfolio of programs, grants, contracts, and regional initiatives. She successfully balances strategic leadership with the administrative responsibilities necessary to ensure CHNEP operates efficiently, remains responsive to partners and funding agencies, and continues to advance its mission. During the evaluation period, Jennifer successfully managed CHNEP's financial administration, grant compliance, budgeting, communications, outreach efforts, committee coordination, consultant oversight, and implementation of numerous technical and restoration projects. Despite increased responsibilities, staffing transitions, and a growing portfolio of federally and state-funded projects, CHNEP has continued to meet grant obligations, maintain program performance, and deliver effective technical assistance and regional coordination across its ten-county service area. A significant indicator of Jennifer's effectiveness is CHNEP's successful five-year U.S. Environmental Protection Agency program evaluation, which affirmed the strength of the Partnership's management, operations, and program implementation. Her leadership has strengthened CHNEP's organizational capacity, ensured effective stewardship of resources, and created an operational structure that allows the organization to consistently deliver on its mission. (Sweigert)	

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10. ORGANIZATIONAL OUTREACH

To enhance CHNEP website, public outreach, and social media efforts.

OVERALL RATING FOR ORGANIZATIONAL OUTREACH	4.6
ED Comments: Examples of organizational outreach are continuing to provide internal and external outreach and educational events this past year and getting the 2026 Calendar printed and distributed on time. Additionally, the CHNEP Water Atlas continues to be enhanced with added new tools and information to serve as a living report card to natural resource managers and the public on the conditions of the various CHNEP waterbodies, basins, and watersheds. All outreach analytics continue to track upwards including those related to the CHNEP website, YouTube, Facebook, and Instagram accounts which are all management in-house.	
Evaluator Comments: Outreach through the annual calendar, educational events, well maintained website and the water atlas serve as great resources. (Keene) Very good interaction engendering educational opportunities.(Kilraine) Jennifer consistently demonstrates performance that significantly surpasses reasonable expectations related to this performance dimension. (Stanley) Jennifer consistently demonstrates strong performance in advancing CHNEP's organizational outreach, public education, and communication efforts. Under her leadership, CHNEP has continued to enhance public-facing resources, expand access to environmental information, and effectively communicate the Partnership's mission, accomplishments, and opportunities for engagement. During the evaluation period, CHNEP continued to provide educational materials, outreach events, and communication tools that support awareness of estuary protection, watershed management, and regional environmental priorities. Jennifer has also overseen improvements to CHNEP's digital outreach platforms, including the website, YouTube channel, Facebook, and Instagram accounts, while continuing to enhance the CHNEP Water Atlas as a valuable resource for technical users, decision-makers, and the public. Through these efforts, Jennifer has strengthened CHNEP's visibility, accessibility, and connection with stakeholders. Her leadership ensures that outreach and education remain integrated into the Partnership's mission and that CHNEP effectively communicates its work and accomplishments throughout the region. (Sweigert)	

Any Additional Evaluator Comments:

Jennifer continues to do an excellent job as the Executive Director of CHNEP. (Doherty) Jennifer is doing a great job. (Smith) Jennifer does an amazing job in all of the categories. It has always been a pleasure to work with her and I am confident that she will continue to lead with integrity and professionalism. The only reason I gave her a 4.5 in each category and not a 5 is that it is my belief that we all have a little room for improvement in life. (Kirouac) Jennifer does an exceptional job managing and promoting the CHNEP within the many counties and agencies in the CHNEP area. This rating is a reflection of the outstanding job that she does. (Stanley) Valuation based on attending two meetings. (Petrosky) Jennifer Hecker consistently demonstrates outstanding leadership, professionalism, and communication. She is always quick to respond with accurate, thoughtful, and valuable information and works exceptionally well with the teams she collaborates with. Jennifer is approachable, open to new ideas, and is proactive in finding solutions while representing CHNEP in a positive and professional manner. She excels at follow-up, ensuring projects and initiatives run smoothly and efficiently. Her presentations are informative, engaging, and well-prepared, and the CHNEP Summits continue to be outstanding educational opportunities. Through my interactions with Jennifer, I have found her to be fair, thoughtful, and capable of making sound decisions based on the information available. Her attention to detail is evident in CHNEP's brochures, website, and overall communications, reflecting a high standard of excellence. Jennifer's dedication to organizational outreach and public engagement has strengthened CHNEP's visibility and impact throughout the region, making her an exceptional Executive Director deserving of the highest evaluation. (Lux) Jennifer Hecker has demonstrated...

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exceptional leadership and performance as Executive Director of the Coastal & Heartland National Estuary Partnership. During the evaluation period, she has effectively advanced CHNEP's mission through strong communication, strategic decision-making, effective project oversight, successful intergovernmental coordination, and sound organizational management. Under her leadership, CHNEP has expanded its regional partnerships, successfully managed an increasing portfolio of restoration and resilience projects, maintained strong fiscal and operational performance, and strengthened its reputation as a trusted regional leader in estuary protection and natural resource management. Jennifer consistently represents CHNEP with professionalism, integrity, and dedication, while guiding the organization through staffing transitions, funding challenges, and increasing demands. Her performance reflects a high level of competence, commitment, and effectiveness, with particularly notable strengths in organizational leadership, collaboration, and advancing the Partnership's long-term goals. (Sweigert) As a result of Ms. Hecker's continued excellent performance (4.8 across categories), she is being awarded a 3% raise.

Evaluator's Signature: _____ **Date:** _____

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