



## Select Board

# Meeting Agenda

**The Provincetown Select Board will hold a remote public meeting on Monday, April 5, 2021, at 5:00 p.m.**

In keeping with Governor Baker's Executive Order of March 12, 2020; "Order Suspending Certain Provisions of the Open Meeting Law" – All Participation for Town Residents will be by Remote Access. If the audio becomes unavailable, the meeting will be paused until it can be restored, or the meeting will end.

**TO JOIN THE MEETING:** To listen and participate in this meeting, dial **(833) 579-7589**. When prompted, enter the following Conference ID number: **583 811 628** When prompted, state your name, then press #.

### To Participate:

- Keep your phone muted at all times when not talking (\*6 to mute & unmute your phone)
  - Do not use speakerphone
  - Do not use Bluetooth devices
  - Mute all background noises
  - Mute PTV on the television or computer and use only the phone audio
- Please do not speak until the chair or the meeting moderator asks for public comments or questions.

1. Finalize and approve Town Manager Alex Morse's 6-month goals (Votes May Be Taken)

Posted Town Hall: [www.provincetown-ma.gov](http://www.provincetown-ma.gov), 03/31/2021, 3:25 pm AR



**Provincetown Select Board**  
**AGENDA ACTION REQUEST**  
**Monday, April 5, 2021**

**1**

**REVIEW AND FINALIZE**

Incoming Town Manager's 6 Month Goals

**Requested by:** Chair David Abramson

**Action Sought:** Discussion

**Proposed Motion(s)**

Move that the Select Board vote to approve the Town Manager's 6-Month Performance Evaluation Policy and form as [presented][revised].

**Additional Information**

- Please see attached documents.
- At their March 25, 2021 Select Board adopted the Town Manager's Performance Evaluation Policy and form and discussed 6-month goals for incoming Town Manager Alex Morse.
- The Board will be discussing and approving the finalized draft form.

**Board Action**

<i>Motion</i>	<i>Second</i>	<i>Yea</i>	<i>Nay</i>	<i>Abstain</i>	<i>Disposition</i>

## Performance Evaluation Policy

The Performance Evaluation Policy for the Town Manager includes the following:

1. Establishment of measurable objectives which the Town Manager can achieve for the next review period for up to 5 goals which reflect the areas which the town and the Board expect him or her to exercise leadership.
2. Opportunity for regular as well as annual written feedback from the Board to the Town Manager on goals, priorities, and performance, as well as regular informal feedback. Each year, the Secretary to the Select Board will assist the entire Board with the performance evaluation process.
3. A formal evaluation of performance of the Town Manager in meeting the objectives for these goals, to be done by each Board member, using the attached Performance Evaluation Form.
4. An annual salary review which includes both (a) any change in base salary determined by contract or by negotiation, and (b) any merit increase based upon the performance evaluation, *as set forth below*.

## Performance Evaluation Schedule

The following schedule describes the formal process to be followed each year to establish objectives for and to review the performance of the Town Manager.

### **6 Month Probationary Period**

#### **April 2021**

The Board will establish **4 first** year goals for the Town Manager.

#### **August 2021**

The Secretary to the Select Board and Human Resource Manager will initiate the Evaluation Process. The Select Board will complete their individual reviews and submit them to the Secretary of the Select Board for the Chair to compile and review.

#### **September 2021**

The Select Board will meet with the Town Manager to review his or her evaluations and determine whether an extension needs to be granted.

#### **October 2021**

The probationary period expires.

### **Annual Review**

#### **February and March.**

A formal evaluation is done by each Board member, including written feedback and recommendations for improvement for the next review period.

An informal review of the annual performance evaluation - including any measures to improve performance, and professional development objectives for the next year - should be conducted by two members of the Board with the Town Manager before the ratings are presented at and voted on at a formal Board meeting. The overall performance rating should be presented to the

public using the definitions which the Board selected (“meets expectations”, etc.), rather than the numerical score.

The annual salary review should be discussed at a later formal Board meeting. Depending upon the terms of the contract with the Town Manager, any increase in base salary may consist of either or both (a) any change in base salary determined by contract or by negotiation, and (b) any merit increase based upon the overall performance rating.

**April of each year.**

Each outgoing Board should prepare a letter to the Town Manager which summarizes the annual performance review and the priorities they see for the next year. The outgoing Board should also prepare recommendations for goals which should carry over to the next year, to be provided to the incoming Board. The Town Manager should prepare a draft of his or her objectives for the next evaluation period, including any areas for improvement which were identified.

**May and June.**

The incoming Board should set its policy goals for the next year, taking into account recommendations from the outgoing Board for goals which carry over. The incoming Board should work with the Town Manager to finalize the objectives for the next year, based upon the goals set by the Board and the draft objectives prepared by the Town Manager.

**June through February.**

An informal review of progress towards meeting the objectives should be made at mid-year for improvement or major project goals.

---

---

---

---

---

**Annual Performance Evaluation Form<sup>1</sup>**

Town Manager: Alex Morse Evaluation period: 6 Month

Each Board member should complete this evaluation form, sign it in the space below, and return it to **Elizabeth Paine, Secretary to the Select Board**. The deadline for submitting this performance evaluation is                     . Evaluations will be summarized by the Chairman and distributed to all members in accordance with the Board's Policy on Performance Evaluations.

Board Member's Signature \_\_\_\_\_ Date Submitted \_\_\_\_\_

Review Period Covered: Annual \_\_\_\_\_ Mid-year \_\_\_\_\_ Other \_\_\_\_\_

**A. PERFORMANCE CATEGORY SCORING**

This evaluation form presents ten categories of evaluation criteria. Each category contains a statement to describe a behavior standard in that category. For each statement in categories 1 - 10, use this scale to indicate your rating of the Town Manager.

**5 = Excellent** (almost always exceeds the performance standard)

**4 = Above average** (generally exceeds the performance standard)

**3 = Average** (generally meets the performance standard)

**2 = Below average** (usually does not meet the performance standard)

**1 = Poor** (rarely meets the performance standard)

Any item left blank will be interpreted as a score of "3 = Average"

**1. INDIVIDUAL CHARACTERISTICS**

\_\_\_\_\_ Diligent and thorough in the discharge of duties, "self-starter"

\_\_\_\_\_ Exercises good judgment

\_\_\_\_\_ Displays enthusiasm, cooperation, and willingness to adapt

\_\_\_\_\_ Exhibits mental and physical stamina appropriate for the position

\_\_\_\_\_ Exhibits composure, appearance, and attitude appropriate for executive position

Add the values from above and enter the subtotal \_\_\_\_\_ ÷ 5 = \_\_\_\_\_ score for this category

<sup>1</sup> Adapted from City Manager Performance Evaluation, University of Tennessee Institute for Public Service.

**2. PROFESSIONAL SKILLS AND STATUS**

- \_\_\_\_\_ Maintains knowledge of current developments affecting the practice of local government management
- \_\_\_\_\_ Demonstrates a capacity for innovation and creativity
- \_\_\_\_\_ Anticipates and analyzes problems to develop effective approaches for solving them
- \_\_\_\_\_ Willing to try new ideas proposed by the Select Board ~~of Selectmen~~ and/or staff
- \_\_\_\_\_ Sets a professional example by handling affairs of the public office in a fair and impartial manner

Add the values from above and enter the subtotal \_\_\_\_\_ ÷ 5 = \_\_\_\_\_ score for this category

**3. RELATIONS WITH MEMBERS OF THE ELECTED BODY**

- \_\_\_\_\_ Carries out directives of the Select Board ~~of Selectmen~~ as a whole as opposed to those of any one member or minority group
- \_\_\_\_\_ Sets meeting agendas that reflect the guidance of the Board and avoids unnecessary involvement in administrative actions
- \_\_\_\_\_ Disseminates complete and accurate information equally to all members in a timely manner
- \_\_\_\_\_ Assists by facilitating decision making without usurping authority
- \_\_\_\_\_ Responds well to requests, advice, and constructive criticism

Add the values from above and enter the subtotal \_\_\_\_\_ ÷ 5 = \_\_\_\_\_ score for this category

**4. POLICY EXECUTION**

- \_\_\_\_\_ Implements Select Board ~~of Selectmen~~ actions in accordance with the intent of the Board
- \_\_\_\_\_ Supports the actions of the Board, both inside and outside the organization, after a decision has been reached
- \_\_\_\_\_ Understands, supports, and enforces local government's laws, policies, and bylaws
- \_\_\_\_\_ Reviews bylaw and policy procedures periodically to suggest improvements to their effectiveness
- \_\_\_\_\_ Offers workable alternatives to the Board for changes in law or policy when an existing policy or bylaw is no longer practical

Add the values from above and enter the subtotal \_\_\_\_\_ ÷ 5 = \_\_\_\_\_ score for this category

**5. REPORTING**

- \_\_\_\_\_ Provides regular information and reports to the Select Board ~~of Selectmen~~ concerning matters of importance to the local government, using the charter as guide
- \_\_\_\_\_ Responds in a timely manner to requests from the Board for special reports
- \_\_\_\_\_ Takes the initiative to provide information, advice, and recommendations to the Board on matters that are non-routine and not administrative in nature
- \_\_\_\_\_ Produces reports that are accurate, comprehensive, concise, and written to their intended audience
- \_\_\_\_\_ Produces and handles reports so as to convey the message that affairs of the town are open to public scrutiny

Add the values from above and enter the subtotal \_\_\_\_\_ ÷ 5 = \_\_\_\_\_ score for this category

**6. CITIZEN RELATIONS**

- \_\_\_\_\_ Is responsive to requests from citizens
- \_\_\_\_\_ Demonstrates a dedication to service to the town and its citizens
- \_\_\_\_\_ Maintains a nonpartisan approach in dealing with the news media
- \_\_\_\_\_ Meets with and listens to members of the community to discuss their concerns, and strives to understand their interests
- \_\_\_\_\_ Makes an appropriate effort to maintain citizen satisfaction with services

Add the values from above and enter the subtotal \_\_\_\_\_ ÷ 5 = \_\_\_\_\_ score for this category

**7. STAFFING**

- \_\_\_\_\_ Recruits and retains competent personnel for staff positions
- \_\_\_\_\_ Applies an appropriate level of supervision to improve any areas of substandard performance
- \_\_\_\_\_ Stays accurately informed and appropriately concerned about employee relations
- \_\_\_\_\_ Manages the compensation and benefits plan professionally
- \_\_\_\_\_ Promotes training and development opportunities for employees at all levels of the organization

Add the values from above and enter the subtotal \_\_\_\_\_ ÷ 5 = \_\_\_\_\_ score for this category

## 8. SUPERVISION

- \_\_\_\_\_ Encourages heads of departments to make decisions within their jurisdictions with minimal manager involvement, yet maintains general control of operations by providing the right amount of communication to the staff
- \_\_\_\_\_ Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operations at the department level
- \_\_\_\_\_ Develops and maintains a friendly and informal relationship with the staff and workforce in general, yet maintains the professional dignity of the office of ~~Finance Director~~ the Town Manager
- \_\_\_\_\_ Sustains or improves staff performance by evaluating the performance of staff members at least annually, setting goals and objectives for them, periodically assessing their progress, and providing appropriate feedback
- \_\_\_\_\_ Encourages teamwork, innovation, and effective problem solving among the staff members

Add the values from above and enter the subtotal \_\_\_\_\_ ÷ 5 = \_\_\_\_\_ score for this category

## 9. FISCAL MANAGEMENT

- \_\_\_\_\_ Prepares a balanced budget to provide services at a level directed by the Select Board of ~~Selectmen~~
- \_\_\_\_\_ Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively
- \_\_\_\_\_ Prepares a budget and budgetary recommendations in an intelligent and accessible format
- \_\_\_\_\_ Ensures that actions and decisions reflect an appropriate level of responsibility for financial planning and accountability
- \_\_\_\_\_ Monitors and manages fiscal activities of the town appropriately

Add the values from above and enter the subtotal \_\_\_\_\_ ÷ 5 = \_\_\_\_\_ score for this category

## 10. COMMUNITY

- \_\_\_\_\_ Shares responsibility for addressing the difficult issues facing the town
- \_\_\_\_\_ Avoids unnecessary controversy
- \_\_\_\_\_ Cooperates with neighboring communities and the county
- \_\_\_\_\_ Helps the Select Board of ~~Selectmen~~ address future needs and develop adequate plans to address long-term trends
- \_\_\_\_\_ Cooperates with other regional, state, and federal government agencies



TOWN OF PROVINCETOWN - TOWN MANAGER PERFORMANCE EVALUATION

Add the values from above and enter the subtotal \_\_\_\_\_ ÷ 5 = \_\_\_\_\_ score for this category

**PERFORMANCE CATEGORY**

ENTER CATEGORY SCORES

\_\_\_\_\_ + \_\_\_\_\_ + \_\_\_\_\_ + \_\_\_\_\_ + \_\_\_\_\_ + \_\_\_\_\_ + \_\_\_\_\_ + \_\_\_\_\_ + \_\_\_\_\_ + \_\_\_\_\_ = \_\_\_\_\_

SUBTOTAL SCORE \_\_\_\_\_ ÷ 10 = \_\_\_\_\_

- What performance area(s) would you identify as most critical for improvement?

❖

❖

❖

❖

- What constructive suggestions or assistance can you offer the Town Manager to enhance performance? Particularly areas that scores a 1 or 2.

❖

❖

❖

❖

**B. GOALS / OBJECTIVES – ACHIEVEMENT**

For each goal/objective, use the following scale to indicate your rating of the Town Manager's progress:

**3 = Achieved**

**2 = Partially achieved**

**1 = Not achieved**

- Development of a 2-3 year Select Board Strategic/Vision Plan ~~First goal/objective~~ subtotal value = \_\_\_\_\_.  
Comments:
  
- Development of a phased Recovery and Reentry Plan (related to the Coronavirus Pandemic) ~~Second goal/objective~~ subtotal value = \_\_\_\_\_.  
Comments:
  
- Development of a Communication Plan ~~Third goal/objective~~ subtotal value = \_\_\_\_\_.  
Comments:
  
- Initiate efforts to update plans to construct a new Police Station facility at 16 Jerome Smith Road ~~Fourth goal/objective~~ subtotal value = \_\_\_\_\_.  
Comments:
  
- Review and report back to the Select Board on the current housing ~~Fifth goal/objective~~ subtotal value = \_\_\_\_\_.  
Comments:
  
- Finalize the building needs assessment study for the Fire Department subtotal value = \_\_\_\_\_.  
Comments:

**GOALS / OBJECTIVES ACHIEVEMENT**

ENTER CATEGORY SCORES

\_\_\_\_\_ + \_\_\_\_\_ + \_\_\_\_\_ + \_\_\_\_\_ + \_\_\_\_\_ = \_\_\_\_\_

SUBTOTAL SCORE \_\_\_\_\_ ÷ 5 = \_\_\_\_\_

**OVERALL SCORE**

PERFORMANCE CATEGORY SUBTOTAL \_\_\_\_\_

GOALS/OBJECTIVES CATEGORY SUBTOTAL \_\_\_\_\_

**OVERALL SCORE** \_\_\_\_\_

**EVALUATION CRITERIA FOR ~~ANNUAL MERIT INCREASE (ANNUALLY IN APRIL)~~**

~~At the 6 Month~~ Evaluation an Overall Score of:

Score 9 – 10 : Exceeds Expectations

Score 6 – 8 : Meets Expectations

Score 3 – 5 : Needs Improvement

Score 0 – 2 : Not Meeting Expectations  
(Create an action plan)

**ANNUAL MERIT INCREASE (ANNUALLY IN APRIL)**

At the Annual Evaluation an Overall Score of:

Score 9 – 10 : 4%

Score 6 – 8 : 2.5%

Score 3 – 5 : 1%

Score 0 – 2 : No Merit increase

\*Merit increase must be incorporated into the budgeting process

\*\*Merit increases only occur after an Annual Evaluation. There shall be no merit increase after the 6 month probationary period or at the mid-year review.

**FINAL COMMENTS**

What other comments do you have for the Town Manager (e.g., priorities, expectations, goals, or objectives for the new fiscal year)?