



Select Board

Date: October 4, 2024

To: Ryan McLane
Town Administrator – Town of Carlisle

From: Travis J. Snell
Chair – Carlisle Select Board

2024 Town Administrator Performance Evaluation

Background

Carlisle's town government relies on professional and dedicated public employees who are supported, trained, and motivated to provide the highest level of service. The performance feedback and review process was developed to provide a workable and uniform practice of performance management for municipal employees throughout the Town's departments and organizations. This performance feedback and review has been modified slightly to reflect the public facing review of the Town Administrator by the Select Board.

Definitions

Using the same metrics as applied to town employees, the following scale was used to rate the Town Administrator's performance in all categories.

5 – Outstanding	Performance is clearly extraordinary; results almost always exceed requirements.
4 – Exceeds Expectations	Results often exceed standards.
3 – Successful, Meets Expectations	Performance is at the level expected of experienced individuals.
2 – Needs Improvement	Performance is partly below the level expected of experienced individuals.
1 – Unsatisfactory	Performance fails to meet position requirements; an improvement plan is necessary.

Performance Evaluation

This is the formal appraisal of the Town Administrator's complete performance record for the previous year by the Select Board. The evaluation included the Town Administrator's own self-evaluation, an assessment of the performance goals (level of achievement) as well as a final assessment of the uniform performance criteria. The final evaluation includes the average score on each category. In addition, this Performance Evaluation includes an attachment with the unedited written comments provided to the Chair of the Select Board by each Select Board Member.

Performance Categories

Staff Management/Leadership/Teamwork

This evaluation category targets the employee's managerial skills and ability to work as a member of a team.

Attitude/Judgement/Dependability/Creativity

This evaluation category targets the employee's overall approach to their position, their decision-making skills and their value to the organization within their job description and when applicable, beyond their assigned duties.

Communication Skills (Verbal, Written, Presentation)

This evaluation category targets the employee's communications skills as described in their job description. This includes internal staff communication, their relationship with any applicable boards, and their interactions with the public.

Resident/Customer Service

This evaluation category targets the employee's interaction with the public as described in their job description. If the employee does not work directly with the public, we evaluate how their work products impact town residents.

Job Knowledge/Ability to Learn

This evaluation category targets the employee's demonstration of knowledge for duties described in their job description. Comments relating to the employee's ability to influence the organization outside of their job description. The category also targets the employee's ability to learn skills within and outside of their job description

Goals

This evaluation category targets the Town Administrator's follow-through in working toward and achieving the goals the Town Administrator and the Select Board jointly determined for the previous year. Recognizing that the priorities of various goals change over time due to external circumstances, achieving these goals should be evaluated in the context of the Town Administrator's authority and direction (or redirection of priority) from the Select Board. The following were the mutually agreed to goals:

1. Finance Sustainability
 - Publish 5-Year Finance Forecast and Capital Plan to inform annual budget process
 - Publish full set of DOR recommended financial policies by June 30
2. Carlisle Character
 - Procure police and fire station conceptual plans for town consideration
 - Publicly propose Carlisle 2030 staff alignment goals
3. Environmental Stewardship
 - Complete municipal EV transition plan
 - Solidify fulltime staff support with Town Planner to support ESC workplan
4. Connectivity and Access
 - Fully implement townwide communication plan to increase participation
 - Create a public records digitization plan to implement by FY26
5. Caring Community
 - Advance townwide ADA assessment and recommendations for FY25 capital plan
 - Embed MVP recommendations into FY25-26 capital planning
6. Staff Goals
 - Master Plan: Codify quarterly All Board meetings and volunteer training program
 - Department: Publish and commit to more community hours (AMA, coffee, town hall in the park)
 - Personal: Outline and start three-year process to receive ICMA certification.

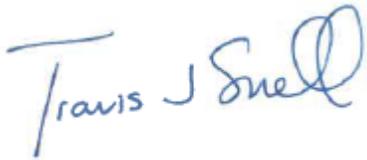
Each Select Board member met with the Town Administrator individually to provide his or her individual non-public performance review using the criteria provided above. These individual evaluations were then sent to the Chair who has taken the individual scores provided by each Select Board member and compiled an Overall Performance Average by taking the average of the scores supplied to the Chair.

OVERALL PERFORMANCE AVERAGE:

Category	Score
Leadership/Management/Teamwork	4.6
Attitude/Judgement/Dependability/Creativity	4.8
Resident/Customer Service	4.8
Communication Skills	4.6
Job Knowledge/Ability to Learn New Skills	4.6
Goals	4.6
Sub total	28
Divide by # ranked	6
Overall average	4.7

In summary, the Chair would like to express the Select Board's sincere appreciation for the excellent overall performance by our Town Administrator Ryan McLane. As the overall score of 4.7 out of 5.0 indicates, Ryan is a top performer and is well respected by the Select Board. He objectively exhibits top marks in the qualities that the Select Board seeks to measure, and he holds himself to high standards of achievement. Ryan not only has the technical skills of a highly qualified administrator, but also possesses the essential interpersonal skills needed to succeed in the public role as town administrator. We are grateful for his continued service to our town.

This Town Administrator Performance Evaluation is respectfully submitted by the Chair of the Select Board to the Town Administrator, and to the residents of the Town of Carlisle.

A handwritten signature in blue ink that reads "Travis J. Snell". The signature is written in a cursive style with a large, stylized initial 'T'.

Travis J. Snell
Chair – Carlisle Select Board

Attachment: Select Board Written Comments

Select Board Written Comments

Included as part of the Town Administrator's Performance Evaluation are the unedited comments by all other Select Board Members as follows:

Barney Arnold – Vice Chair

Ryan was hired as our Town Administrator just 25 months ago and immediately tackled some opportunities and challenges. He's done an outstanding job, and I want to highlight one area in which he demonstrates the qualities of an effective leader.

Today there is a noticeable difference in the Town Hall culture and staff professionalism since his arrival. Ryan is responsible, with help from others, for:

- providing a desk for every TH employee and more efficient use of office space
- upgrading the functionality and appearance of Town Hall, both public and non-public spaces, including the creation of 2 small meeting rooms in the lobby
- reworking the Town's employee pay structure to make it more transparent and equitable
- hiring an Assistant Town Administrator/Human Resources Administrator, a first for Carlisle, who works with Ryan to improve personnel policies and provide consistent hiring practices, new staff onboarding, and support for all employees
- holding staff accountable, including himself, for establishing annual goals and completing a yearly performance review; and insisting on respect and courtesy in all employee interactions
- building a sense of teamwork across departments
- encouraging staff social time, such as ice cream socials and luncheons
- and regular written and in person 2-way communications with staff; his door is always open, and he enjoys walking through the office and visiting off site employees

Staff are friendly and helpful, and there is a palpable sense of energy and enthusiasm. All of this translates into better services for our residents and community. Thank you, Ryan.

David Model - Member

Ryan has learned a great deal over the last year. He came to us with very strong skills, but a certain degree of immaturity that led to unneeded conflicts. His approach this year has been much more nuanced and effective. His hires have been excellent, his staff respects him and he is constantly seeking new and creative ways to improve the Town. Ryan's guidance on capital and operational finance planning and modeling is well executed and something

quite overdue in a town as sophisticated as Carlisle. Similarly, adding Aubrey and standardizing HR policies and procedures has been great and also overdue.

Next year, there will be bigger challenges in managing 2-4 building projects and most critically corralling the staff outliers who do not directly report to him. This will require significant Select Board support and a willingness to spend political capital to do the right thing for the Town.

Kate Reid – Member

Ryan has been setting a new standard for town leadership. He has facilitated communication among and between town volunteers, staff, the public and various town boards. This helps build consensus around big issues, and sets projects and initiatives up for success.

While Carlisle has almost always been on firm financial ground, the introduction and use of forecasting and budget tools reorganization of staff, and generally more efficient use of town resources have enhanced our service to residents without concurrently raising taxes.

Under Ryan, there is a new optimism that Carlisle can accomplish big things.

Scott Triola – Clerk

Ryan is dedicated to achieving the goals set by the Town and those he sets for himself. He consistently demonstrates a willingness to take on issues or responsibilities outside of his “job description” if that is what is required to achieve a desired outcome. Ryan exemplifies the “can-do” attitude and culture we are working to strengthen and institutionalize in Carlisle. In this past year, he has enabled significant progress to be made in Carlisle’s financial sustainability, staff goals, Town Hall operations and more. This progress is particularly noteworthy given the additional challenges of implementing new standards, integrating new staff and defining new processes.