

FY23 Concord Town Manager Evaluation Composite – Prepared for August 7, 2023

A. Achievement of 2022-2023 Town Manager Goals		Completed beyond expectations	Completed satisfactorily	Incomplete due to extenuating circumstances	In process, but not completed	Completed unsatisfactorily	Not begun	Addressed in Written Comments
Organizational Resilience	1. Undertake non-union classification and compensation study	XXX	XX					
	2. Develop compensation strategy aligned with FY24 budget planning process and future years		XXXX		X			
	3. Analyze employee benefits package to attract and retain qualified personnel		XXX		XX			
	4. Review Personal Task Force Report to make recommendations and list next steps	X		X	XXXXX			
	5. Develop a compensation and benefits databank of comparable communities		XXXX		X			X
	6. Fill staff vacancies and review organizational structure to optimize alignment	X		X	XXXX			
	7. Review management reporting structure...	X		X	XXX			
	8. Develop a long-term plan for training, professional development, and succession planning				XXXX			X
	9. Provide regular in-house training opportunities for employees				XXXX			X
	10. Develop a formal "Remote Work Policy"		XX		XX			X
DEIB	11. Review 2021 Leadership Assessment to outline next steps (needs assessment, etc.)		XX	XX	X			
	12. Conduct a review of internal policies and practices to improve DEI efforts		XX	X	XX			
	13. Administer the biannual Town Survey with a focus on DEIB objectives		XXXX	X				
	14. Develop a DEIB Strategy, including stakeholders, to guide the Town's future efforts			X	XXX			X
	15. Work with DEI Commission to research and implement DEI practices for Town operations			X	XXX			X
Governance	16. Evaluate automated agenda management and identify resources to support Town volunteers				XXXXX			
	17. Collect department updates and operations status reports to ensure timely TM Reports	XXX	XX					
	18. Coordinate a review of the website to ensure accuracy and meets our needs				XXXXX			
	19. Coordinate a review of Town information to confirm committee information is up to date				XXXXX			
	20. Review liaison assignments, member terms, and vacancies to ensure accuracy with database		X		XXXX			
	21. Review board and committee operations; ensure each has a staff liaison; recommend changes				XXX		X	X
Finance	22. Plan and allocate FY23 ARPA funds; Include FY24 funds as a budget/capital planning resource	XXX	XX					
	23. Develop 5-year Capital Plan	XX	XXX		X			
	24. Review and monitor expenses for legal services and professional consulting	XXX	XX					X
	25. Develop a Town-wide risk assessment strategy and establish Risk Management Committee	X	XX		XX			X
	26. Conduct a review of the Beede Center	XXX	XX					
Regio	27. Identify and negotiate revisions to the Regional Dispatch Center Agreement	X		X	XXX			
	28. Attend meetings and provide quarterly updates on the Regional Dispatch Center	X	X	X	XX			
Econ	29. Research and report on the potential acquisition of 2229 Main St			X	XX		X	X
	30. Research strategies, innovations, and staffing models to streamline permitting and regulation			X	XXX			X
<b>TOTALS</b>		<b>20</b>	<b>41</b>	<b>13</b>	<b>70</b>	<b>0</b>	<b>2</b>	<b>11</b>

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B. General leadership, governance, communications, financial, and management skills		Consistently exceeds expectations	Consistently meets or exceeds expectations	Meets expectations	Needs improvement	Does not meet expectations	Cannot evaluate
Board	1. Interprets, supports, and implements Board policies and directives	XX	XX	X			
	2. Keeps the Board informed on issues, needs, and operation of Town departments	XX	XXX				
	3. Fully informs the Board of the implications of major personnel and program changes		XXX	XX			
	4. Advises the Board about the potential impact of government regulations and legislation		X	XXXX			
	5. Maintains a professional working relationship with the board based on mutual respect and trust	XXXX	X				
Leadership	6. Effectively implements Board policies and relevant Town Meeting decisions	XX		XXX			
	7. Responds quickly and decisively to unexpected circumstances	X	XXX	X			
	8. Identifies innovative solutions and builds consensus while allowing for diverse opinions	XXX	XX				
	9. Promotes a positive culture, civil discourse, and professional decorum	XXXX	X				
Mgmt	10. Manages Town affairs in an open, diplomatic, and transparent manner	XXXX	X				
	11. Develops good staff morale and loyalty to the organization	XX	XX				
	12. Maintains positive working relationships with SMT and staff; coaches and mentors as needed	XX	XX				X
Finance	13. Uses best management practices and leverages IT innovations for local government excellence		XX	XXX			
	14. Presents budgets to the Select Board in a manner which promotes their full understanding	XX		XX	X		
	15. Considers input from town officials and constituents when formulating budgets and plans		XXXX		X		
	16. Demonstrates thoughtful, creative financial budget management and strategic capital planning	XXX	XX				
Communications	17. Provides creative management of available resources to increase productivity and economy	XXX		X	X		
	18. Maintains confidence of the residents in quality and value of service in relation to taxes paid		X	XX	XX		
	19. Demonstrates strong public speaking and presentation skills	XX		XX	X		
	20. Communicates the mission and accomplishments of the Town to staff and community		X	XXX	X		
	21. Understands the needs and aspirations of the community		XX	XX	X		
	22. Empowers local government to provide the highest level of service and professional results		XXX	XX			
Personal	23. Encourages community involvement of an active, engaged, knowledgeable, and diverse citizenry		XXX	XX			
	24. Earns the respect and confidence of the community	X	XX	X	X		
	25. Maintains high standards of ethics, honesty, and integrity in personal and professional matters	XXX	XX				
	26. Approachable leader; encourages open communication with staff, the public, and Select Board	XXXX	X				
TOTALS	27. Pays attention to detail and follows through on plans and decisions	X	X	XX	X		
	28. Demonstrates passion, energy, commitment to excellence, and a "can-do" attitude to guide Concord into the next decade		XX	XX	X		
<b>TOTALS</b>		<b>45</b>	<b>47</b>	<b>35</b>	<b>11</b>	<b>0</b>	<b>1</b>

C. Comments on Performance

COMMENTS COMPILED SEPARATELY IN A DOCUMENT COMPILED BY HENRY DANE.

D. Overall Rating:

Above Satisfactory

XX

Satisfactory

XXX

Needs Improvement

Unsatisfactory

KERRY LAFLEUR  
SUMMARY OF SELECT BOARD NARRATIVE COMMENTS  
TOWN MANAGER EVALUATION  
FISCAL YEAR 2023

Kerry excels at communicating with the Select Board and maintaining professional relationships with individual Select Board Members. Her honesty and integrity are never in question. Her management style is calm and centered which enables others to remain grounded while responding to frequent crises. She is a good listener and instills confidence in staff.

Kerry is a capable executive who knows how to work within the limits of a governmental and political structure. She is dedicated, honest, open and responsive. She puts challenges of the moment in perspective and deals with crisis with maturity and judgment. She is easy to work with, listens to people who are willing to speak honestly with her because she is fair and trustworthy.

Kerry consistently exceeds expectations on her working relationship with the board based on mutual respect and trust; she identifies innovative solutions and builds consensus while allowing for diverse opinions. She promotes a positive culture, civil discourse, and professional decorum and demonstrates thoughtful, creative management of available resources to increase productivity and economy.

Kerry's experience really shines in financial planning and budgeting. More importantly, her guiding principles are well aligned with the town's values.

Her competencies meet-to-exceed my expectations on most fronts. Her broad experience translates to resourceful, fair-minded, and creative problem solving. Her transparency also builds trust. Staff morale has significantly improved,

Kerry has provided steady and motivating leadership for the Town offering much needed support and encouragement for employees while continuing to address citizen concerns and expectations for quality service. Simultaneously, she has effectively advanced Town goals working both with her senior management team and the Select Board.

During this time, significant employee vacancies including some key senior management positions have been met with creative recruitment and placement strategies, while simultaneously encouraging collaboration and mutual assistance across positions. An overall improved and more productive employer/employee relationship is evident under Kerry's leadership, albeit she admits that building these relationships and a stronger infrastructure is still very much a work in progress.

As evidenced by the successful 2023 Annual Town Meeting and FY'22 and FY'23 fiscal management, Kerry has demonstrated her leadership and ability to both move the Town's goals forward while thoughtfully responding to other legal and ongoing unplanned operational challenges.

The Town is fortunate to have Kerry Lafleur as our Town Manager who is both mindful of the need for fiscal planning and the importance of supporting Town employees while delivering the quality of Town services expected by its citizens. We thank her for all she has done for the Town this challenging year and look forward to working with her in the coming year.

Kerry is a straight-shooter who's easy to work with.

Comments edited and compiled by  
Henry J. Dane, Chair.  
August 1, 2023