



Town Manager Annual Performance Evaluation

PERFORMANCE EVALUATION GUIDE FOR STAFF RATINGS ON WORKSHEET

The following information is a guide for your consideration to assist in scoring the Town Manager's performance. It is not absolute; it is simply a guide.

OVERALL RATING: The overall rating will be based on composite score from the 23 ratings listed below. Please rate section item by:

Exceeds rating
Meets rating
Needs Improvement
Unsatisfactory

Mayor and Town Commission: For each category, you are requested to select one of the ratings [i.e., Exceeds (E), Meets (M), Needs Improvement (NI) or Unsatisfactory (U)].

Additionally, you are requested to provide a S.M.A.R.T. (Specific, Measurable, Achievable, Realistic and Timing) Goals for the upcoming performance year.

S.M.A.R.T. Goals provide a clear framework for setting and achieving goals effectively. Additionally, this method helps ensure that goals are structured and attainable, making it easier to track progress and stay accountable. Please see attached S.M.A.R.T. Goals Guide Sheet for additional information on developing Goals under this method.

All fully completed and signed performance evaluations are requested to be provided to the Town Manager's Office by Wednesday, December 31, 2025 or Wednesday, January 14, 2025.

JOB PERFORMANCE

1. **Quality of Work:** Consider completed work effort, assignments completed relative to job requirement, accuracy, neatness, and thoroughness of work and pride in the work completed.
 - E: Consistently produces work that is thorough, neat and organized. Performs in an exemplary way that is a model for others to follow, exceeding standards and expectations.
 - M: Produces an acceptable quality of work as defined by the job description. The work is satisfactory, neat and is generally organized.
 - NI: Requires a medium level of supervision; often produces work with errors and/or omissions, makes frequent or recurrent errors. Work assignments are not always completed timely.

- U: Requires a high level of supervision; frequently produces work with errors and/or omissions. Work product appears rushed through; sloppy with no attention to detail.

SMART GOAL:

2. Job Knowledge: Consider job knowledge and understanding of every aspect pertinent to the job (methods, equipment, etc.). The blending of job-related education, skills, best practices and experience.

- E: Consistently displays in-depth knowledge and skills. Uses professional experience perspectives relevant to the job and knowledge of best practices to make the job more efficient. Actively seeks to enhance job knowledge and understanding.
- M: Displays an acceptable level of job knowledge and skills and uses it appropriately to accomplish work tasks. Seeks out supervision as necessary to complete the job properly. Displays a willingness to learn. Attends all mandatory training and additional training opportunities.
- NI: Displays gaps in basic job knowledge and skills. Requires additional supervision or help to complete the job properly. May occasionally display resistance to learning.
- U: Displays a lack of basic job knowledge and skills. Requires frequent assistance from the Mayor and Commission routine job requirements. Unwilling or unable to learn job fundamentals.

SMART GOALS:

3. Care of Town Assets and/or Equipment: Care of Town Assets and/or equipment and maintenance of equipment and tools. Follows policies and procedures in the care, use and handling of Town property and equipment.

- E: Little to no loss or damage to assets, tools or equipment due to carelessness or negligence.
- M: Proper use and care of assets, tools and equipment.
- NI: Little regard for tools, assets or equipment. Has to be reminded occasionally to clean and maintain tools.
- U: No regard for assets, tools or equipment. Failure to use safety guards.

SMART GOALS:

4. Accepts Job Instructions / Compliance: Ability to grasp instructions, completes the job according to Town Commission instruction, and quickly understands new information and situations. Is compliant with laws, policies, rules and regulations.

E: Adapts to new methods and works through obstacles when encountered. Is always compliant. Provides suggestions for procedure enhancements or process reengineering. Understands instructions on complex assignments.

M: Understands and accepts instructions, new ideas and developments without much explanation. Is compliant with laws, policies, rules and regulations.

NI: Often needs extra instruction, does not follow instructions, and is not compliant.

U: Consistently needs instruction. Does not follow instructions and is not compliant.

SMART GOALS:

5. Productivity and Organization: The utilization of available working hours to complete assignments on schedule and in a neat and organized fashion.

E: Completes assignments on or ahead of schedule. Plans, prioritizes and organizes projects or work load. Extra work is accomplished due to the development and use of new efficient work methods.

M: Assignments are consistently produced within established deadlines. Town Manager is organized. Work is neat and complete.

NI: Occasionally work is not finished within the time requested and/or work occasionally shows signs of being rushed. Employee is not organized.

U: Frequently does not complete assignments and work is inaccurate or unacceptable. Needs to develop efficient work habits and organizational skills to ensure that work is completed within time expected.

SMART GOALS:

6. Initiative: Consider Town Manager's ability to act on own responsibility to accomplish needed work. Voluntarily starts projects. Attempts non-routine jobs and tasks. Willingness to approach difficult, unusual, and new assignments.

- E: Consistently identifies new projects. Works independently with virtually no oversight. Never misses a deadline and tends to complete tasks early. Very adaptable to new tasks and challenges.
- M: Does what is assigned and is generally a self-starter. No additional oversight needed. Rarely misses deadlines. Generally willing and able to accept and enact changes and new tasks. Voluntarily attempts to solve non-routine job problems as they occur.
- NI: Sometimes requires supervisory push. Requires more oversight than expected from supervisor. Occasionally misses deadlines. Sometimes unable or unwilling to carry out new tasks and accept change. Never or seldom volunteers. Sticks only to job routine.
- U: Lacks initiative. Needs constant prodding and oversight from supervisor to complete tasks and/or resistance to new tasks, refuses to learn new tasks or accept changes.

SMART GOALS:

7. Reports and Records: The ability to produce accurate reports and to maintain records.

- E: Reports are accurate and timely. Consistently streamlines processes and/or recommends methods for streamlining processes.
- M: Handles records properly; reports are accurate and timely.
- NI: Reports are poorly thought out; sloppy record keeping. Reports and files sometimes misplaced, not always properly kept, or employee has to be reminded to produce required reports.
- U: Inaccurate reports and/or fails to produce required reports.

SMART GOALS:

8. Reliability: Dependability and trustworthiness to complete tasks in a timely and efficient manner. Consider employee's ability to follow through on assignments. Participates and completes all required meetings and training.

- E: Vacation/days off are always prearranged to eliminate impact on work unit. Always reports to work after scheduled holidays or days off. Employee is always dependable and trustworthy.
- M: Takes appropriate leave. Vacation/days off are prearranged. Employee is dependable. Seldom, if ever, tardy.
- NI: Leave usage is considerable and demonstrates patterns (e.g. Mondays/Fridays). Vacation/days off are often not prearranged and impacts work unit. Frequently tardy.
- U: Documented leave abuse. Frequent failure to get approved of vacation or days off, consistently tardy or absent following scheduled leave or holidays.

SMART GOALS

INDIVIDUAL CHARACTERISTICS

9. Cooperative: The ability to work well with the Town Commission, County, Lake Park community and stakeholders and staff. Views the success of the organization and team as more important than individual needs and desires. Contributes and promotes teamwork in a cooperative work environment (considerate, helpful, etc.).
- E: Extremely successful in working with others. Demonstrates exceptional skill in handling difficult people. Creates a harmonious working environment. Demonstrates respect for team members and actively supports team decisions.
- M: Cooperative and willing to help. Works well in a team environment. Displays tact in dealing with difficult people. Professional and helpful. Displays respect for others the majority of the time.
- NI: Occasionally has difficulty getting along with others and/or working in a team environment. Does not provide adequate assistance to co-workers or is disruptive to team.
- U: Ineffective in working with others individually and/or in a team environment. Displays behavior that others perceive as rude or unhelpful. Clear lack of respect for all team members.

SMART GOALS

10. Accountability: Consider Town Manager's ability to take responsibility and ownership for decisions, actions and results. Accountable for both how and what is accomplished. Is accountable to the team.

- E: Plans proactively and seeks out appropriate resources to achieve results. Admits mistakes, takes corrective actions and helps others learn from any mistake. Is highly responsible. Shares information freely. Recommends and implements solutions.
- M: Takes responsibility for how and what results are achieved. Recognizes and admits mistakes. Takes corrective action or provides solutions.
- NI: Sometimes misses the mark to deliver results or meets deadlines. Occasionally blames others for fails to keep others informed. Does not immediately address issues or sometimes ignores what needs to be addressed.
- U: Does not deliver results, meets deadlines or admit mistakes. Blames others for shortcomings. Does not keep others informed and/or allows issues to go unaddressed.

SMART GOALS

11. Stress Tolerance: Even temperament. Acceptance of unavoidable tension and pressure. Demonstrates the ability to adapt to unexpected work pressures in a constructive/positive manner. Is open to constructive criticism or suggestions and take direction willingly.

- E: Uses skills and knowledge to deal with the cause of stress. Proactively addresses situations to try and resolve stressful events. Evaluates resources to relieve or reduce stressful situations. Keeps composed and focused on task at hand when dealing with high demand tension/pressure.
- M: Absorbs routine pressure of job.
- NI: Creates situations invoking stress of others.
- U: Disrupts work environment; inconsistent personality.

SMART GOALS

12. Shows Respect to Colleagues: Open to discussion in a courteous, polite and kind manner. Actively seeks Commission input for additional information or other perspectives about issues.

- E: Exceptional enthusiasm with others, creates goodwill. Is courteous, polite and kind. Open to discussion and accepts varying opinions and weighs advice before coming to conclusion.
- M: Builds rapport by demonstrating respect for others and their opinions. Is courteous, polite and kind.
- NI: Sometimes has negative effect on others, dismissing opinions on occasion. Is not courteous, polite or kind.
- U: Uncooperative, unfriendly, ridicules others or their ideas.

SMART GOALS

13. Actively Communicates: Demonstrates verbal and/or written skills necessary to perform the job. Consider Town Manager's ability to convey information and present ideas clearly, concisely and professionally throughout the organization and with outside contacts. Readily shares necessary/pertinent information with Town Commission and responds with appropriate feedback. Listens.

- E: Communications are always clear, concise and timely. In addition, goes out of his/her way to clarify the meaning of messages or to help others understand messages. Actively listens and asks questions.
- M: Communications are recorded and conveyed appropriately, timely and are consistently clear and concise. Employee listens.
- NI: Occasionally messages are lost, misinterpreted, conveyed inaccurately or inappropriately. Information is sometimes withheld. Cannot clearly express ideas. Body language is inappropriate or dismissive. Occasionally listens.
- U: Communications are inconsistent in clarity. Messages conveyed inaccurately or inappropriately. Information is withheld. Tone and intention behind the message is inappropriate. Body language is inappropriate or dismissive. Does not listen.

SMART GOALS

PROFESSIONAL DEVELOPMENT

14. Completes Mandatory Training/Sough Additional Training: Takes all required mandatory training. Develops skills and seeks formal training that will enhance their personal development and add to the overall expertise of the organization.

- E: Completes all mandatory training. Seeks to increase value to organization and takes advantage and actively participates in training and development opportunities to complete assignments in more efficient ways. Expertly applies new training concepts.
- M: Completes all mandatory training. Takes advantage of pertinent training and resources and seeks to develop skills continuing education. Attends workshops and or conferences that are job specific.
- NI: May attend training but does not willingly participate and fails to implement new processes learned on the job.
- U: Does not complete mandatory training. Does not seek or dismiss training opportunities to improve current skills and/or develop new skills.

SMART GOAL

15. Demonstrates Leadership Skills: The ability to positively communicate, lead, influence and inspire work effort through others. Assists, coaches to improve other team members' work or skills and is available when called upon, to engage, help solve problems, motivate others and provide feedback.

- E: Inspires a high level of loyalty of employees evidenced by their commitment and motivation; considered an organizational leader and mentor; serves as a mentor in guiding employees to develop their job-related skills or guidance on projects.
- M: Solid team player. Effective in bonding team together. Generates positive measurable outcomes as a result of teamwork. Possess strong goal orientation.
- NI: Sometimes has a negative attitude. Has minimal concern for teamwork. Does not consistently assist others or assist with projects.
- U: Engages in behaviors that splinter cohesiveness. Makes no effort to be part of the team, assist others or assist with projects. Focuses only on own needs.

SMART GOAL

16. Receptive to Coaching, Constructive Criticism and Advice: Open to learning, growth and development both personally and professionally for optimum performance through coaching and constructive feedback. Provides timely and consistent coaching, praise, constructive criticism, advice and feedback on job performance to direct reports.

- E: Accepts the delivery of constructive criticism, advice, praise and feedback with a sense of goodwill and appreciation for the learning opportunity. Asks clarifying questions, applies concepts and seeks additional training. (For Managers, Supervisors and Crew Leaders, provides frequent and timely coaching, feedback and praise to direct reports in a respectful and kind manner.)
- M: Is open to learning and growth through coaching, feedback or advice and applies concepts. (For Managers, Supervisors and Crew Leaders, provides coaching, praise and feedback opportunities on job performance to direct reports consistently and timely.)
- NI: May attend coaching sessions but is disrespectful. Does not heed advice or apply concepts. (For Managers, Supervisors and Crew Leaders, rarely provides coaching/feedback opportunities to direct reports. Does not provide feedback with tact or kindness. Does not praise employees for job well done.)
- U: Rejects, ignores or is disrespectful and/or not open to coaching, constructive criticism, praise, advice or feedback on job performance. (For Managers, Supervisors and Crew Leaders, never provides coaching or feedback opportunities to direct reports.)

SMART GOALS

TOWN VALUES

17. Practices Stewardship: Responsible for understanding and managing their impacts on the Town, finding sustainable practices to save money or resources, sustaining Town Values.

- E: Fully engaged, motivated, and committed to the careful and responsible management of the Town's resources and assets. Upholds Town values, saves money and Town resources.
- M: Demonstrates a commitment to environmental stewardship, sustainable practices, money saving efforts, Town values and wellbeing. Shows effort in achieving Town's goals.
- NI: Lacks commitment to responsibly use Town resources and assets. Has "buy-in" to "Vision Statement" but actions/work products do not tally reflect full participation in reaching the Town's goals.
- U: Does not responsibly use Town resources and assets. Has no regard for the environment or sustainable practices. Wastes time, resources and money.

SMART GOALS

18. Committed to Excellence: “Good Will Ambassador” who displays pride and dignity of the highest caliber in the performance of their duties. Embraces Town values and goals and is committed to the best organization possible.

- E: Fully engaged, motivated, and committed to achieving and advancing the Town’s goals and work objectives in a measurable way. All work products are exceptional quality.
- M: Takes action to achieve Town goals. Consistently takes pride in work. Produces solid work product.
- NI: Has “buy-in” to the Town’s vision and mission but actions do not totally reflect full participation in reaching the Town’s goals. Work product is marginal.
- U: Lacks energy and persistence towards achieving Town goals. Work product is unacceptable.

SMART GOALS

19. Acts ethically and with integrity at all times: All employee shall comply with the Code of Ethics for Public Officers and Employees under the Florida State Statutes 112, as well as the Town ordinances and policies. Accepts responsibility/accountability for their actions and decisions. Recognizes and does not contribute to gossip, disrespectful, or unprofessional behaviors, workplace harassment, or bullying. Reports to appropriate supervisory level actions and suspected activity that would be considered unethical.

- E: Widely respected for their honesty, is the go-to person for honest answers, opinions, and role model for other employees. Reports suspected unethical behavior.
- M: Person of their word, gives credit where credit is due, uses honest facts to support conclusions and/or admits when mistakes are made and attempts to correct them. Reports suspected unethical behavior.
- NI: Takes credit for work done by others/or attempts to shift blame to others.
- U: Frequently caught in lies, basic lack of honesty.

SMART GOALS

20. Judgement: Ability to think through situations, weigh factors involved and make sound decisions. Capacity to make reasonable decisions.

- E: Priorities are determined so that objectives are consistently met. Problems are recognized and solved, including those which are complex and sensitive. In addition, problems may be changed into positive opportunities and outcomes.
- M: Almost always exercise sound judgement. Most problems are recognized and solved, including some which are complex or sensitive.
- NI: Priorities are determined so that most of the objectives are met. Frequently requires assistance with those problems which are complex or sensitive.
- U: Objectives are not consistently met. Solutions do not identify the nature of the problem and/or do not eliminate the problem.

SMART GOALS

CUSTOMER SERVICE

21. Is Responsive: Ability to interact positively with the public and promote public input and transparency. Demonstrates a clear understanding of customer needs (internal and external) and responds in a timely manner.

- E: Positively interacts with internal and external customers. Goes above and beyond. Quickly resolve issues and makes recommendations for improvements.
- M: Agreeable, pleasant, and willing to help. Reliable and consistent response time.
- NI: Takes too long to respond. Is blunt, discourteous, antagonists or sometimes tactless. Use poor communication skills, is impatient or rude.
- U: Ignores customer inquiries and does not respond.

SMART GOALS

22. Offers Solutions and Follows Through: Ability to develop appropriate solutions and responses to issues, problems or concerns. Able to identify resources to resolve concerns. Resolves issues.

- E: Researches issues in-depth, analyzes solutions, identifies resources, and resolves concerns.
- M: Develops appropriate solutions and follows through.
- NI: Periodically offers solutions. Periodically follows through.
- U: Offers no solutions. Does not follow through.

SMART GOALS

23. Is Respectful to Customers. Listens:

- E: Goes above and beyond. Gives undivided attention to customers, actively listens, always responds calmly and kindly.
- M: Is respectful to customers and actively listens.
- NI: Is occasionally disrespectful or does not listen.
- U: Is disrespectful and does not listen. Is blunt, impatient and rude.

SMART GOALS

ADDITIONAL COMMENTS &/OR S.M.A.R.T. GOALS:

1 . S.M.A.R.T. Goals/Objectives results for this Review Year (Develop jointly with Town Manager:

Note: Write the results of the three - three goals established last year. Primary importance is the employee's ability to see how their performance expectations and goals are linked to the Town of Lake Park's Core Values. Goals should be reviewed with the Town Manager during the One-on-One Meeting.

2. **Other Town Manager Accomplishments:**

3. **Jointly Developed S.M.A.R.T. Goals/Objectives for Upcoming Year:**

4. **Opportunities for Improvement (Town Manager may provide comment in this section):**

5. **What can I as your one of your supervisors (Mayor and Commission) do to assist you in accomplishing your objectives or assist you with? Town Manager comments and emphasizes what their supervisor can assist with to help them accomplish their job.**

Setting S.M.A.R.T. Goals – use the S.M.A.R.T. formula:

S-Specific
M-Measurable
A-Attainable
R-Relevant
T-Trackable

Specific – Precise Terms – Targeted

The goal should define specific results and provide concrete details on what is to be achieved.

Measurable – How much of what and by when – Means for tracking

When writing the goal, define how you and your manager can measure its success. There are several ways to measure goals:

- a. Behavior: Observable change in an employee's actions.
- b. Quantity: A numerical increase or decrease.
- c. Quality: How well the result meets the criteria set in a goal.
- d. Cycle time: Time from request to completion: processing time.
- e. Efficiency: Resources (time, budget) applied to achieve the result.

Attainable – Achievable

Goals should be challenging and go beyond your day-to-day duties and at the same time be achievable.

Relevant – Links to results – Results Based

When writing, state the results to be achieved rather than the activity or work processes leading to those results. Focus on what you are responsible for accomplishing.

Trackable – timeframe for action or completion dates (long- or short-term goal)

Establish a time limit. State the date which results must happen or for ongoing expectations, specify how often the goal or expectations must be met as well as how often it will be reviewed.

Example SMART Goals

- To reconcile the department financial reports by the fifteenth of every month with no increase or a decrease in reconciliation
- To lead the assessment and redesign of the department's webpage in order to create a professional and resident-focused website. Develop, revise, and design by September 2019.
- To reduce overtime in the department from 150 hours per month to 50 hours per month by the end of the fiscal year.

Performance Goals

Performance Goals are the “what” you are working to accomplish. They are tied to departmental and organizational strategic priorities. Below is an example of a performance goal:

- Implement an enhanced billing management process through web-based technology by April 30. Develop a master design document, and creating stakeholder buy-in and awareness. Ensure functionality of system and new form. Develop the communication and implementation plan for the new process by the end of September. Ready for delivery in mid-October.

Development/Personal Goals:

Development/Personal goals focus on an area you want to develop in order to grow in your job or advance in your career. Below is an example of a development goal:

- To increase my effectiveness in giving presentations I will join Toastmasters by March 31 and attend at least 6 monthly meetings by end of the year. I will ask for feedback using the Toastmasters format on my presentations after each staff meeting during the year.

ONE-ON-ONE MEETING – Town Mayor and Commissioners are encouraged to meet directly with the Town Manager to review and finalize review and discuss identified S.M.A.R.T. Goals that are recommended for the next performance year.

Town Manager Signature

Date

Evaluator's (Mayor & Commission) Signature

Date