

TO: Jonathan Freedman, Rick Jennett, Mike Hickey, and Sue Salamoff, Members of the Board of Selectmen

FROM: Amy Mistrot, Chair of the Board of Selectmen

DATE: 3/25/19

RE: Town Administrator Evaluation Approval

CC: Melissa Malone

Before you this evening is an agenda item to approve the 2018 Town Administrator Evaluation for Melissa Malone. This evaluation effectively covers the time period between when Ms. Malone joined Natick in June 2018 through December 2018.

This timing represents a change in past practice to allow the evaluation process to be completed before the town election so that the composition of the Board creating the evaluation has the most consistency of experience to develop a fair accounting of the Town Administrator's work during the calendar year. As well, this evaluation timing is intended to immediately follow calendar year goal development that will then inform and shape the budget process creating a synergy between a review and refinement of goal development - that will also inform the evaluation process – and direct the budget priorities for how resources are planned in the next fiscal year.

The Board's overall numerical evaluation of Ms. Malone was a 3.03 on a rating scale of 1-5 with the following scale descriptors:

- 1 = Unsatisfactory
- 2 = Improvement Needed
- 3 = Meets Expectations
- 4 = Exceeds Expectations
- 5 = Excellent/Highly Commendable

There were 10 elements to the evaluation document, which comprise the overall rating.

- 1 - Personal Characteristics = 3.16
- 2 - Professionalism = 3.07
- 3 - Public Relations/Communications = 2.80
- 4 - Board Support/Relations = 2.88
- 5 - Community Leadership = 3.21
- 6 - Organizational Leadership/Personnel Management = 2.51
- 7 - Financial Management = 3.10
- 8 - Planning and Organization = 3.08
- 9 - Progress Towards Goals = 3.54
- 10 - Overall = 3.03

As a high-level summary, the comments from the #10 – Overall category have been included with this memo for transparency with the general public. The Town Administrator's full evaluation document is available for public review in the Selectmen's Office upon request.

		Rating
10	Overall, the Town Administrator performs at this level:	3.03
Comments 10	<p>Ms. Malone brings strong technical skills, talent, creativity, energy, enthusiasm, and experience to Natick. In her brief tenure-to-date with the Town, she has engineered a number of successes and has been instrumental in achieving or advancing a number of Town objectives including but not limited to:</p> <ul style="list-style-type: none"> • Development of Adult Use Marijuana regulations • Review of Town Counsel model • Multiple major road reconstruction projects • Opioid Task Force • Sawin House • 22 Pleasant Street • Mechanic Street • East Natick Park and Navy Yard • Special Town Meeting #2 addressing Adult Use Marijuana • 5 Auburn Street License • Parking garage project • Updating of parking and licensing fees <p>This evaluation is timed early in Ms. Malone's transition to Natick but also at a critical juncture both to recognize the initial successes as well as to identify the development points of the Town Administrator. Overall, Ms. Malone's most pressing challenges at the moment relate to organizational dynamics, including the continued enhancement of a constructive relationship with the Superintendent, the development of a more cohesive leadership team that will enable her to more effectively delegate responsibilities, the improvement of morale throughout the organization, and the modulation of her communication style to suit the occasion. Ms. Malone needs to promote a stronger Town-wide team environment.</p> <p>Ms. Malone is very bright in terms of developing a solution. However, she needs to consider the give and take process to build a stronger team environment, to get to know the talents of the wider staff circle, to actively delegate, and to fill outstanding vacancies. She also needs to tap the perspective of each Selectman to develop a read on community concerns.</p> <p>The Town Administrator and Board of Selectmen dynamic is critical for optimal governance. Equally honest feedback to the Board can and will support the Town Administrator's continued integration, and is encouraged. There are clear roles that both the Town Administrator and the Board need to fulfill to serve the residents of Natick, which is the foremost priority. The Town Administrator/Board of Selectmen dynamic is also important to evaluate at this time with the goal to develop greater collaboration, clearer direction – both ways – and greater functionality, with the Town of Natick being the beneficiary.</p>	

11	Town Administrator Meeting	Y/N?
11A	Member met with the Town Administrator for review?	

Submitted by the Natick Board of Selectmen:

Amy Mistrot, Chairman
Susan Salamoff, Vice Chairman
Michael Hickey Jr., Clerk
Jonathan Freedman
Richard Jennett Jr.