

TO: Jonathan H. Freedman, Chair
Karen Adelman-Foster, Vice Chair
Richard P. Jennett, Jr., Clerk
Susan G. Salamoff

FROM: Michael J. Hickey, Jr.

DATE: 5/26/20

RE: Town Administrator Performance Evaluation (Calendar Year 2019)

cc: Melissa Malone

At a duly posted meeting held on April 23, 2020, and by a roll call vote of 5-0-0, the Board of Selectmen (the "Board") approved the 2019 Performance Evaluation (the "Evaluation") for Town Administrator Melissa Malone. The Evaluation was shared with the Town Administrator the following day.

The intent was to have completed the Evaluation process by the end of March, but this was delayed due to factors resulting from the coronavirus pandemic.

The Board's overall numerical evaluation of Ms. Malone was a 3.11 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 are 10 elements (Sections) to the Evaluation, which comprise the overall rating:

- 1 - Personal Characteristics = 3.20
- 2 - Professionalism = 3.08
- 3 - Public Relations/Communications = 3.00
- 4 - Board Support/Relations = 2.90
- 5 - Community Leadership = 3.25
- 6 - Organizational Leadership/Personnel Management = 2.93
- 7 - Financial Management = 3.43
- 8 - Planning and Organization = 3.53
- 9 - Progress Towards Goals = 2.97
- 10 - Overall = 3.11

As a high-level summary, the comments from Section #10 ("Overall") are attached to this memo for the general public. The full Evaluation is available for review in the Selectmen's Office upon request.

10	Overall, the Town Administrator performs at this level:	Rating
Comments 10	See attached narrative.	3.11

Submitted by The Natick Board of Selectmen

Michael J. Hickey, Jr., Chair

Susan G. Salamoff, Vice Chair

Jonathan H. Freedman, Clerk

Richard P. Jennett, Jr.

Karen Adelman-Foster

Approved by roll call vote of 5-0-0 on April 23, 2020

Section 10 - Overall, the Town Administrator performs at this level

Ms. Malone is a knowledgeable, bright, creative Town Administrator. The Board considers her multi-year budget planning, her hiring of talented personnel, her capable handling of challenging and unforeseen events, and her progress towards a number of objectives that advance the Board's strategic vision to be among her strongest achievements of the year. The Board is seeing a path toward promoting a vibrant, competitive and attractive Natick Center, and toward improving the quality of our roads and infrastructure. Ms. Malone deserves great credit for progress in those priority areas. Ms. Malone has an impressive record of achievement, particularly when considering her relatively short time in the role.

While effective communications with the Board remains a work in progress, there has been improvement in this area – particularly noticeable late in the year.

Board members have noted that this form of evaluation instrument – particularly certain questions – limit the ability to effectively convey conclusions about the Town Administrator's performance. While the aggregate score may suggest "average" – Ms. Malone's performance is more the product of notable areas of particular strength – overall, she is a talented administrator – tempered by discreet opportunities for improvement. (It is worth noting that Ms. Malone's "self-evaluation" is quite consistent with Board's evaluation with respect to perceived areas of strength and opportunities for improvement.) Ms. Malone's creativity, will, financial acumen, extraordinary hires, and commitment to excellence are very good for the Town. At the same time, the Town Administrator's ability to build consensus, relationships, trust, and political momentum have not yet been consistently demonstrated. It is the Board's hope that in the next several months, the Administration will show greater consistency in that regard. Again, in a performance evaluation format such as this one, it can be easy to overlook important achievements and attributes. The Board therefore wishes to conclude by emphasizing that it applauds and appreciates Ms. Malone's many successes this past year, and looks forward to working with her on behalf of the Town.