

# Town of Acton

## Performance Appraisal / Supervisory-Management

### TOWN MANAGER

PLEASE PRINT

Employee Name: Steven Ledoux

Position: Town Manager Department: Town of Acton

Period Covered: February / 2010 to June / 2012

Reason For Review:

- Annual
  Unsatisfactory Performance
  Other \_\_\_\_\_  
 Promotion
  End of Introductory Period

**Instructions:** Carefully evaluate the employee's work performance in relation to the essential functions of the job. Choose one of the performance ratings below that best defines the employee's performance.

#### Definitions of Performance Ratings

- Outstanding:** Performance is exceptional in all areas and is recognizable as being superior.
- Very Good:** Results clearly exceed most position requirements. Performance is of high quality and is achieved on a consistent basis.
- Good:** Competent and dependable level of performance. Meets performance standards of the job.
- Improvement Needed:** Performance is deficient in certain areas. Improvement is necessary.
- Unsatisfactory:** Results are generally unacceptable and require immediate improvement. No merit increase should be granted to individuals with this rating.
- N/A:** Not Applicable or too soon to rate.

General Factors	Performance Rating <small>(Please choose one from above)</small>	Supportive Details/Comments
<p><b>1. Decision Making</b> – Accumulates all relevant information prior to decision making, presents well-considered alternates when making recommendations, makes decisions in a timely manner, and notifies all affected parties prior to implementing decisions.</p>	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">4.5 – outstanding</div>	

Decision making—Throughout all of my interactions with the TM I found him to be a decision maker who thinks and reasons effectively and responds in a timely manner.. He gave great thought before responding to my questions, answered either by phone or in writing. Rating - 4.5 PHB

Mr. Ledoux's decision-making is informed and deadline-sensitive. Rating 5.0 JA

No issues when a decision has to be made. Rating 4.5 DC

No comments Rating 4.0 JS

Mr. Ledoux demonstrates a logical, effective decision making process taking in to account all factors affecting the outcome. Rating 4.5 MG

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**2. Interaction**— Expresses ideas and Information accurately and clearly in both oral and written form; interacts and cooperates; resolves conflict effectively; shows interest in the job and in the organization; promotes departmental teamwork and interdepartmental teamwork; has a positive attitude towards his or her work.

3.6 – very good

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Interaction—My interactions have been very positive. There has not been as much interchange of thoughts and ideas as there could be with the BOS. Instead of ideas being exchanged between board members, Steve should be the vehicle for communication and clarification. He is cooperative, clearly interested in his job. His staff trusts him and is very positive about his responsibilities and his job in general. Rating – 4.0 PHB

Mr. Ledoux interacts effectively with Town staff, Selectmen, Acton Leadership Group members and others, and encourages good working relationships among Town staff members. Notable: Staff members engaged in an exercise to increase their understanding of their own and others' personality types and decision-making preferences, which, in turn, should help with teamwork. Rating 5.0 JA

Information does not flow freely. Since OML limits BOS discussion it is paramount that the TM keeps us in the loop. Also, he needs to give us background and context rather than just blindly forwarding email. Rating 2.5 DC

Steve is quick to forward a lot of the emails he gets but often doesn't provide context for background to make it easy to get a sense of what it means (for example, is it good news? Unexpected?) His manager reports at board meetings are clear and concise. Rating 3.0 JS

Mr. Ledoux is more reactive than interactive. His ability to grasp the issue is fine but he is willing to defer to the BOS without offering a position on a topic. He has many, valuable years of experience that the Board would benefit from if he would voice the ideas rather than just passing on facts without context. See Goals. Rating 3.5 MG

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**3. Motivates Others** – Sets a cooperative atmosphere; explains how work contributes to the department; holds people accountable for completing work on time; acknowledges success.

4.2 – outstanding

Motivates Others---The staff seems to be: motivated and feels supported by the TM; does set a very cooperative tone; has high but reasonable expectations for his dept heads and their staff and gives positive feedback when appropriate. Rating – 4.5 PHB

Town staff members seem to respect and like Mr. Ledoux. I gather that Department Directors in particular appreciate the fact that, unlike his predecessor, he allows them independence to run their departments and does not second-guess and “micro-manage” them. Notable: the Service to the Town of Acton Recognition (STAR), honoring long-time employees; the inaugural event in March was very well-executed, which speaks well for Town staff, and well-received, including by the Selectmen, all of whom were present. Rating 5.0 JA

There is a difference between delegating and abdicating. I feel he does the latter too often. The inmates are running the asylum at times. Rating 3.0 DC

No Comment. Rating 4.0 JS

He delegates responsibility well. He should share department goals with the Board to insure more overall support for his efforts. Rating 4.5 MG

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General Factors	Performance Rating	Supportive Details/Comments
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**4. Identifies & Resolves Problems** – Identifies and investigates problems; implements solutions; develops alternative methods of problem solving; standardizes and integrates best practices.

4.0 – very good

Identifies and Resolves Problems---When problems arise and questions are asked, Steve is able to problem solve and come up with optional, reasonable solutions. He is willing to listen to opposing sides of an issue and resolve it in a professional manner. Resolving interpersonal conflicts is being addressed. Rating 4.5 PHB

Notable:

- (a) Storm response, summer 2011 and 10/31: communications w/NStar, robo-call and e-mail blast notices to keep residents up to date, opening Public Safety Facility and Council on Aging, arranging w/Superintendent for resident access to high school for meals, showers.
- (b) Conclusion of protracted collective bargaining negotiations
- (c) Health Insurance Working Group: working with Town and school staff to assure continued progress at weekly meetings, including at the meeting where employee representatives were able achieve consensus after a tense start. Rating 5.0 JA

I think he identifies, but does not do enough to resolve problems. It is possible that he does but it just takes longer than necessary. Rating 3.0 DC

No Comment. Rating 4.0 JS

Problems seem to be identified as symptoms arise. Solutions take awhile to implement. Mr. Ledoux is open to alternative solutions and does believe in the benefit of implementing best practices. Rating 3.5 MG

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**5. Planning** – Establishes both short and long term plans to meet future needs; shows foresight in recognizing problems in areas of responsibility; foresees changes and trends relevant to areas of responsibility; adheres to schedules and plans.

4.45 – outstanding

Planning—As Steve looks at long range space and staff issues he has solicited suggestions from staff and boards and has responded with sound suggestions. Looking at space needs should continue with the result being a classification and assessment of resources throughout the town. He continues his commitment to a much more efficient, “one stop” building/planning/enforcement etc dept. Rating 4.5 PHB

Notable: Proposed Land Use Department overhaul of Town Hall, in conjunction with ongoing efforts to streamline and computerize permitting process and management. Suggestion: Space-use, space-needs study. For some years, the Town has needed a thorough evaluation of current Town building use, current Town space needs and how best the Town may serve Town needs, whether by adapting current Town buildings or acquiring/leasing/building additional space. The last time this issue came up, Mr. Ledoux had modest funding for a study in the budget, but the funding came out of the budget due to Finance Committee criticism. A solid study would provide the guidance the

Town needs but has lacked to make sensible decisions on such assets as 468 Main, Windsor Building, etc. Rating 5.0 JA

This seems to be fine. He does not have additional resources to do it better. Rating 4.5 DC

No Comment. Rating 4.0 JS

Mr. Ledoux has established a cohesive plan that will combine physical and technical restructuring of service delivery in town. The overall implementation will increase efficiency and effectiveness. See goals at end of review. Rating 4.5 MG

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**6. Financial & Budgetary Oversight—**

Tracks and adheres to financial plan; makes sound decisions that consider cost/benefit; accurately estimates expense levels, capital budgets and other factors; shows innovation in reducing expenses; accurately forecasts and maintains budgetary projections; controls operating costs by effectively utilizing staff, materials, and equipment; carefully monitors expenditures; contributes to budgetary planning by providing comprehensive justification for budgetary requests; meets established time frames for submitting budget requests; controls capital costs by effectively utilizing staff, materials, and equipment...

4.75 – outstanding

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**Financial & Budgetary Oversight—**Steve has done an extraordinary job helping Acton through very difficult financial waters. He has worked with all departments to stay within the ALG guidelines and has established a very productive, open and honest relationship with the Superintendent of Schools. He has established a team approach around the budget and has had open lines of communication throughout the budget process. He has been a true steward of the Acton finances. Rating 5.0 PHB

Mr. Ledoux, with his budget-development and budget-refinement process spanning much of the fiscal year, deserves much of the credit for keeping the Town going during an extended period when the economy has been anemic, state aid unpredictable and the municipal budget subject to severe constraints. The Town has continued to provide the services that residents expect without resorting to an override, and has retained its top bond rating. Rating 5.0 JA

This seems good. Rating 4.2 DC

Effective at negotiating with unions. Careful and thorough in budget preparation. I do feel that although he is focused on finding ways to save money, I would like to see a faster increase in transparency. Rating 4.5 JS

The town finances speak for themselves as our town's bond rating was assessed (again) at AAA. Mr. Ledoux has maintained excellent oversight and management of the towns' finances during one of the most prolonged economic periods of stagnation. Through a combination of cost-cutting and more efficient use of personnel, he has been able to level service while sustaining our reserves. He controls capital costs and maximizes monies spent. Rating 5.0 MG

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**7. Asset Management –**

Effectively manages and maintains town assets: buildings and facilities, vehicles, parks & grounds, technology, infrastructure, and revenues; balances the maintenance necessary to avoid major capital expenses in the future; fully utilizes town resources in order to maintain current assets/cost avoidance; maximizes revenue earnings.

4.4 – outstanding

Asset Management--Steve's work with the fiscal staff has resulted in an exchange of ideas that has resulted in a "team approach" to the management of Acton's assets. The team respects the TM and feels respected by him. Rating 4.5 PHB

See Factors 5 - 6, above. Mr. Ledoux manages and maintains Town assets very well in economically challenging times. Rating 4.85 JA

Seems fine except that we have too many assets decaying because they are not in a garage (tractors, generators, lights, etc.) and now we have more coming after the TM capital vote. Rating 4.0 DC

No Comment. Rating 4.0 JS

Mr. Ledoux manages the towns' assets well through a combination of his own professional experience and holding middle management responsible for keeping him informed. Our scheduled maintenance of infrastructure and buildings maximizes the life of the assets. Rating 4.7 MG

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### 8. Management Effectiveness –

Delegates responsibility, effectively supervises staff; maintains composure under trying circumstances; resolves conflict effectively; supervises with a positive and appropriate attitude; communicates effectively; establishes annual goals for department, and puts time and effort into improving performance of assigned area of responsibility.

4.3 - outstanding

Management effectiveness—The TM expect a great deal of his staff and through the weekly staff meetings appears to have dates of completion with a willingness to help when needed. He has excellent communication skills and makes certain that his staff knows what is expected of them. His dept heads express a great deal of respect for Steve and his management style. Rating 4.5 PHB

See Factors 2- 3, above. Rating 5.0 JA

There are still conflicts on the finance side, and they are visible. "Delegation" is good in that he allows people to make decisions. I believe employees have goals, but I would like to see quarterly goals put in place. Rating 4.0 DC

No Comment. Rating 4.0 JS

Delegation is strength. He holds his supervisors accountable for their respective departments and conducts weekly management oversight through staff meetings. It would be helpful if he would share his departmental goals with the BoS more thoroughly. See areas of improvement. Rating 4.0 MG

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### 9. Employee Relationships –

Selects adept employees; trains and develops employees; flexibly adjusts administrative techniques and styles when working with employees of different skills and abilities; fosters diversity; gives positive or negative reinforcement promptly to improve employees performance; periodically meets with employees to share information that will affect them.

4.36 –outstanding

Employee Relationships--Steve continues to show sensitivity to staff when problems occur, both at home and at work. He tackles issues around hiring with intense scrutiny and weighs how new hires

will work with other employees and with him. He is thoughtful and professional and puts the town's health and welfare first. Rating 4.0 PHB

See Factors 2 - 3, 8, above. Suggestion: The proposal to extend the Deputy Police Chief's employment apparently did not account sufficiently for the possibility of vociferous opposition at Town Meeting that led to the defeat of a proposal that I believe should have been successful. A critical review and discussion of the Deputy Chief proposal might have uncovered its potential to be controversial, and the need to be well-armed with explanations and answers to preempt and de-fang complaints at Town Meeting. Rating 4.8 JA

Steve wants to be liked, but sometimes that is not the best way to manage. Sometimes you need to be tough. Not fixing a problem loses respect from some. Fix problems quicker. Rating 4.0 DC

My sense is that the town staff respect Steve and enjoy working for him. I think he is able to attract talented employees. Rating 4.5 JS

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Mr. Ledoux makes good choices in his hiring efforts within the town departments. He works to improve managers' performance through a combination of goal setting and review for accountability. He has demonstrated his adeptness with union negotiations while maintaining the personal relationships with his direct reports. Rating 4.5 MG

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**10. Administration** – Gives attention to those areas of responsibility that are of an ongoing nature; follows up on problems and decisions. maintains control over areas of accountability; keeps own area of responsibility and all associated procedures functioning smoothly over extended periods of time.

4.4 – outstanding

Administration-- I view Steve as an excellent administrator who has had some very difficult issues to deal with. He is deliberative, thoughtful and calls on his years of experience to balance current and future needs of the town. He sees tasks to completion and deals with problems as they arise. Rating 4.5 PHB

Suggestion: Is there a better description of "Administration"? The existing description is so vague as to be almost meaningless. Rating 5.0 JA

"Accountability" is an issue. I don't feel that he takes responsibility enough and puts it on the employees and BoS. I also feel he uses Legal as a crutch more than is warranted. Rating 4.0 DC

No Comment. Rating 4.0 JS

The town is well run in general. Some administrative issues like permit processing are being addressed and improved. Mr. Ledoux does a very good job of "keeping the trains running on time." Rating 4.5 MG

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General Factors	Performance Rating	Supportive Details/Comments
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**11. Innovation and Change** – Initiates change when necessary; takes action quickly to correct or prevent problems; generates ideas and creative solutions; shows enthusiasm for new ideas, programs and procedures.

4.0 – very good

Innovation and change—The TM is responsive to new ideas and supports Acton’s “green” initiatives. He stays abreast of municipal initiatives and responds quickly but with forethought and after consultation with appropriate parties. Because of his long history as a TM, he brings an ability to creatively solve problems. He has been responsive to regionalizing functions and continues to explore new ways to save money through the regionalization process. Rating 4.5 PHB

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See Factor 5. Mr. Ledoux has supported efforts to make the fledgling mass transit service—shuttle, MinuteVan—financially viable (through grants, for example), and effective. He also has continued to pursue the opportunity for regionalized dispatch service. Rating 4.8 JA

He has good ideas and change is coming. Experience from other towns help generate those ideas. Rating 4.5 DC

I feel like Steve is generally more cautious than bold. He seems to be open to change but not an initiator of it. Rating 3.0 JS

Mr. Ledoux does a good job of trying new things. Acton was one of the first “green communities” and a first adopter of solar installation to curb future costs. He could look for more opportunities to partner with other towns on regional issues. Rating 3.2 MG

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**12. Knowledge** – Demonstrates technical knowledge; displays knowledge and expertise of sound management practices; directs efforts toward personal improvement of job knowledge; enrolls in professional activities and organizations/associations to grow job knowledge and build professional relationships.

4.72 – outstanding

Knowledge—Steve brings a wealth of experience and institutional knowledge to his job. He recognizes that not all things can work successfully in all towns and is often on the cutting edge of new ideas to make Acton the best it can be. Rating 5.0 PHB

Mr. Ledoux’s knowledge is born of decades of experience as a Town Manager in several towns, and he continues to build on that knowledge via attendance at professional conferences. Rating 5.0 JA

He knows the job and what needs to be done and who knows the answers. Not sure he is pushing himself very hard right now to learn more. Rating 4.7 DC

Able to draw on his prior experience from Westford. Rating 4.0 JS

His years of experience and professionalism work well for Acton. He understands when something occurs that he hasn’t experienced yet, and there aren’t many, to seek outside counsel on the best way to overcome it. Rating 4.9 MG

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**13. Organizational Relationships** – Executes directions and plans received from superiors and higher administrative units; accepts criticism and feedback from management with minimum defensiveness; demonstrates skill in communicating with others orally (Example: conducting meetings or speaking); provides information or help to superiors or peers when needed; shows appropriate professional assertiveness in expressing and advocating points of view; writes reports and memos that are clear and useful; expends the effort and time necessary to do the job well.

4.3 - outstanding

Organizational Relationships—Steve continues to build relationships with other town leaders. He and Dr Mills have set meetings and through this partnership have made information readily available to residents in an open and honest manner. I believe that that relationship between the TM and Superintendent are the strongest they have ever been which benefits the schools, the town and all of the citizens of Acton. He clearly articulates the needs of the town and although willing to compromise, is steadfast in his commitment. Rating 5.0 PHB

See Factor 2. In a situation that often strikes me as an instance of the blind leading the fully sighted, the Board is Mr. Ledoux's superior. As such he reports to the Board, and performs the tasks and provides the support that the Board requires. Although some Board members may think that Mr. Ledoux without prompting should provide more support than he has, my own view is that the Board needs to speak up as to what support it wants, and an individual Board member should do the same as to support he/she may require. Especially in the past year, which was my second year on the Board, I have had increasing occasion to confer with Mr. Ledoux in meetings on a range of issues, and have found his guidance to be very helpful. My hope in the coming year is that the Board will be able to provide him with clearer guidance than he has received in the past as to the degree of support Board members would like him to provide. Rating 5.0 JA

I believe he follows through on items assigned by the BoS. Communication could be much better. His public speaking comes across less certain and forceful than it should. I think he should give strong guidance into BoS decisions, since he usually knows the topic well, given he spends 40 hours at his job. Emails are NOT clear needing follow up to understand. Rating 3.5 DC

Steve demonstrates a commitment to the town. Rating 4.0 JS

He works very well with the school Superintendant and town administrators from the surrounding communities. He takes direction well and tries to discern the best outcome when faced with conflicting opinions of success. He articulates his concerns well and is willing to compromise. His recent negotiations with the HIWG are a good example of his skill in this area. Rating 4.2 MG

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**14. Leadership qualities** – Fosters and encourages support from his/her department and/or others to accomplish objectives, follows procedures and accept suggestions; inspires confidence and respect in departmental personnel; motivates employees to achieve departmental, business and municipal goals and objectives; participates in municipal and governance activities; promotes respect, honesty, integrity and fairness to all.

4.66 - outstanding

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Leadership qualities—Steve has strong leadership skills. He supports ideas generated from his dept heads and in exchange gets the support he needs. He allows autonomy while always knowing, through his staff, what they are doing, when projects will be completed and motivates them to be the best they can be. He is honest and expects honesty from those he works with. Rating 4.5 PHB

See various Factors, above. Rating 5.0 JA

Yes, he does this pretty well. I don't know how much his team respects him. Rating 4.5 DC

My sense is that Steve delegates effectively and supports transparency. Rating 4.5 JS

Mr. Ledoux is a good leader. He works cooperatively with all parties to focus on the best outcomes. Leadership is demonstrated in several ways – he takes the lead when necessary or encourages

others to drive the process. This flexibility doesn't always produce immediate results but it always produces the best results. Rating 4.8 MG

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**15. Organization** – Adheres to priorities & deadlines; completes work within scheduled time frames; follows through on assignments despite setbacks; plans and schedules work for him/herself or his/her department to ensure the organizations objectives and goals are met; follows established schedules for work objectives; shows consistently low level of errors; produces neat, accurate, through and organized work; demonstrates flexibility in responding to priorities and organizational change.

4.58 – outstanding

Organization—The TM is organized, is able to juggle numerous issues at the same time, meets deadlines and educates himself when new issues arise. Rating 4.5 PHB

See various Factors, above. Rating 5.0 JA

I think this is pretty good. Rating 4.8 DC

No comment. Rating 4.0 JS

Goals are frequently met ahead of schedule. Mr. Ledoux has an ability to keep track of many different priorities while being tasked with new, and often complex, issues to deal with both by the BOS and others. Rating 4.6 MG

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**Rate employee's OVERALL PERFORMANCE in comparison to position and responsibilities:**

*Please circle one:* **Outstanding** / Very Good / Good / Improvement Needed / Unsatisfactory

Additional Comments (Please include a summary of which areas most significantly affected the overall review):

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I believe Steve's overall performance is between very good and excellent. The budgets have been a huge challenge and yet he has been able to continue preserving critical services to the town. I have found him responsive to my needs and has provided needed information in a very timely manner. He has been aware of impending problems and has been proactive in resolving them.

Steve needs to continue to foster relationships with new board members and provide educational materials when needed to prevent misunderstandings and conflicts. He should continue to randomly stop by the various offices and give positive feedback when warranted. He should also feel free to share his concerns and ask for support when needed.

Being the TM means that he is the face of the town in many ways. Expressing his opinions at BOS meetings is important. When conflicts arise he needs to confront them and resolve them quickly. When there are issues with citizens, Steve needs to invite them in, listen and ask for staff help when needed. When he is concerned about how staff is acting, he needs to address it immediately.

I have enjoyed getting to know Steve, appreciate his honesty, integrity and willingness to listen. He brings a wealth of experience and going forward I am optimistic that his skills, humor and independence will grow. Overall Rating 4.5 PHB

- 1) See comments on individual factors, above, for areas that significantly affected overall review.
- 2) Mr. Ledoux is confident and decisive but keeps his ego in check, and has a good sense of humor about life and himself.
- 3) Other:
  - a) My perspective of the Town Manager's performance is limited, as is the perspective of other Board members. In future, the new Chairman, Ms. Harting-Barrat, and I agree that the Board should consider seeking input from Town staff members, who work daily with the Town Manager and whose perspective would contribute to a more substantial appraisal.
  - b) In using numerical ratings, which appeared in the Town Manager 2/2009 - 2/2010 appraisal, I am assuming that the numbers 5 through 1 correspond to the five "Outstanding" to "Unsatisfactory" ratings in the appraisal form. Rating 4.9 JA

No comment. DC

No comment. JS

As another difficult year has passed Mr. Ledoux has, as in years past, managed a complicated budget during a stressful economic time. Having his steady leadership during this time has made the Selectmen's job easier.

A common theme from the select board this year was that we would like him to offer his opinion and a brief outline of the issue when forwarding information to us from various sources (the state, town counsel, etc.). This will make it easier for the board to formulate cogent questions and/or be able to quickly assimilate the information for decision.

Mr. Ledoux's leadership during the tropical storm last summer and the October snowstorm clearly demonstrated his ability to remain calm and focused during a crisis. His ability to deploy assets as necessary, his communications w/NStar, reverse 911 calls and e-mail blast notices to keep residents up to date, opening Public Safety Facility and Council on Aging, arranging w/Superintendent for resident access to high school for meals, showers - This was an excellent example of a comprehensive approach to problem-solving. *Excellent job!* MG

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### Complete all the following sections:

1. **Accomplishments or new abilities demonstrated since last review Summary of overall rating. Please include summary of which areas most significantly affected the overall review:**

No Comment. PHB

See comments on individual factors, above. JA

No comment. DC

My interactions with Steve are mostly limited to email and public meetings. He has gained my trust, from both integrity and competency standpoints. JS

As stated above in overall summary: Two major accomplishments this past year were the handling of the weather-related issues and his ability to cooperatively work with all of the unions to accomplish the goal of reducing healthcare costs. Both clearly demonstrated his leadership in different areas. MG

**2. Specific areas of needed improvement, and suggestions if applicable:**

No comment. PHB

See comments on individual factors, above. JA

See above. DC

Simplify and prioritize communication to make it easier to digest. JS

The board would like Mr. Ledoux to share his individual department goals with us. Part of this effort should include a potential succession plan for department heads. The other area that we would like to see him adapt would be to forward an opinion when supplying us with information from outside sources – his many years of experience make this input very valuable to the board for making good decisions.

**3. Recommendations for professional development (seminars, training, schooling, etc.):**

No comment. PHB

No Comment. JA

Delegation training – (it is not abdicating). DC

No comment. JS

Acton has been the leader on many local initiatives – perhaps we should be using this for regional development. Seek out seminars/training to this end. MG

**4. Future goals:**

No comment. PHB

No Comment. JA

I'd like to see quarterly goals for his departments. I think this will be necessary if the BOS is going to try not to micro manage him. The BOS could agree or disagree with the goals to help manage him and him manage his team. DC

No comment. JS

Proposed Land Use Department overhaul of Town Hall, in conjunction with ongoing efforts to streamline and computerize permitting process and management should be combined with a space-use, space-needs study. Determining the town's future needs now will avoid spending money on something that will have to be reversed later. Seek regional opportunities to lessen town costs. Set timelines for projects and updates (ie. N.A.F.S.) and keep the Board apprised of progress. Take the initiative on the creation of the projects. Maintain focus on both the necessities of the town and the political impact of decisions. MG

**5. Performance improvement development plan, if necessary: None - unnecessary**

**Employee's Comments:**

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Evaluator discussed with employee on     /     /     .

**Employee acknowledgement of receipt only:**

(Employee signature acknowledges receipt of review and does not constitute agreement with content.)

Signature: \_\_\_\_\_ Date:    /    /  
Employee Signature

Follow-up requested by employee/desired:  Yes  No

Follow-up Date:    /    /

Evaluator's Signature: \_\_\_\_\_ Date:    /    /

Follow-up stipulated by Evaluator:  Yes  No

Follow-up Date:    /    /