

6/18/2018

Area	Evaluator					Total	Avg Score
	RS	JM	YG	SM	CH		
1a	3	3	3	4	3	16	3.20
1b	3	2	3	3	2	13	2.60
1c	3	2	4	3	2	14	2.80
1d	3	3	4	4	2	16	3.20
2a	3	3	3	3	2	14	2.80
2b	3	3	4	4	NA	14	3.50
2c	4	2	4	4	NA	14	3.50
2d	NA	2	NA	3	2	7	2.33
2e	3	2	NA	3	3	11	2.75
3	4	2	4	4	2	16	3.20
Total	29	24	29	35	18	135	29.88
Overall Rating	3.2	2.4	3.6	3.5	2.3	13.5	2.99

Averages adjusted for NA responses

Overall Comment:

Professional, appropriate, gives sound advice.
 Much improvement in communications needed.
 Most work has been done well
 Have TC participate in Board Retreat to improve communications.
 Have town staff be part of evaluation

Strengths:

Able to bring in counsels with different expertise for different areas
 They know their areas

Weaknesses:

Missed issues and mismatch in prepping Cannabis warrant and ballot questions
 Details missed on Donor letter - recommendations difficult to understand.
 One or two items not given full scrutine before being released
 Improve communication with Board, Improve document proof-reading
 Reacting after the fact, rather than advising prior.

AS



Town of Ashland MASSACHUSETTS

Town Counsel Performance Evaluation Form

Instructions

A space has been provided for each statement within the performance areas. Check the number which most accurately reflects the level of performance for the factor. If you did not have an opportunity to observe or make a determination on a particular factor, please indicate so in the N/A space.

Rating Scale (1-5)

Unsatisfactory (1) work performance is inadequate and definitely inferior to the standards of performance required for the position. Performance at this level cannot be allowed to continue.

Improvement Needed (2) work performance does not consistently meet the standards of the position. Serious effort is needed to improve performance.

Meets Job Standards (3) work performance consistently meets the standards of the position.

Exceeds Job Standards (4) work performance is frequently or consistently above the level of a satisfactory employee, but has not achieved an overall level of outstanding performance.

Outstanding (5) work performance is consistently excellent when compared to the standards of the job.

1. Board Staff Support & Relations	1	2	3	4	5	N/A
a. Does Town Counsel respond to the needs and requests of Board Members and Staff in a timely manner?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Does Town Counsel keep the Board and Staff advised of new legislation and judicial developments in municipal law as well as actions in other jurisdictions that may have an impact on the Town's activities?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Does Town Counsel encourage Board Members and Staff to discuss projects and goals and problems with them as early as possible in the planning phase, including the legal consequences of alternative courses of action in the decision-making process.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Does Town Counsel maintain effective communications with the Board?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments: Lisa and the firm in general are easy to communicate with. They did have some early mismatch in preparing Marijuana warrant and ballot measures.

1/18

2. Legal Administration and Approach	1	2	3	4	5	N/A
a. Does Town Counsel have a proactive approach to legal issues -- that is, do they guide the Board/Staff with alternatives and innovative legal solutions rather than just raising problems?	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Does Town Counsel see themselves as part of the Town's executive team and not a separate "guardian angel" of the law? <i>Odd question - RS</i>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Does Town Counsel have the ability to select responsible attorneys in their offices to assist and provide the best expertise.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
d. How does Town Counsel monitor their work quality and costs? <i>I'm not qualified to answer RS</i>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Does Town Counsel favor preventive rather than corrective legal services?	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments: We have received sound advice on various legal questions. I'm not sure about quest 2.b.</p>						

3. Public Relations/Communications	1	2	3	4	5	N/A
Does Town Counsel communicate well with a wide range of persons including citizens, Board and Committee Members, Town staff and other attorneys? Are they comfortable working with community groups even in controversial situations?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments: Handle varuous boards and meetings professionally.</p>						

123

4. How does Board or Staff Member perceive Town Counsel strengths and weaknesses.
Areas of improvement?

Comments: Overall professional, appropriate and give sound advice on variety of issues.

Recognized Strengths: Able to bring in different counsels on different topics.

Areas for Improvement: Some details on proposed warrant articles and approaches missed. Better communicate on desired language and issues to be considered.

APPROVED: January 18, 2006

Joe



Town of Ashland MASSACHUSETTS

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b. Does Town Counsel keep the Board and Staff advised of new legislation and judicial developments in municipal law as well as actions in other jurisdictions that may have an impact on the Town's activities?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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d. Does Town Counsel maintain effective communications with the Board?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments: There are times certain members of our Law firm written briefs and recommends are difficult to understand. There have been several instances where written recommendations are not properly proof read and during public sessions we appear to not know what the heck they are referring to, case in point our last town meeting being one example, the other most recent is the draft agreement with the land gift from Fafard, noting in one paragraph Fafard is referred to as Donor and in another paragraph is referred to as the Seller. Too many of these mistakes not being discovered before being given to the board.</p>						

JM

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2. Legal Administration and Approach	1	2	3	4	5	N/A
a. Does Town Counsel have a proactive approach to legal issues -- that is, do they guide the Board/Staff with alternatives and innovative legal solutions rather than just raising problems?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Does Town Counsel see themselves as part of the Town's executive team and not a separate "guardian angel" of the law?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Does Town Counsel have the ability to select responsible attorneys in their offices to assist and provide the best expertise.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. How does Town Counsel monitor their work quality and costs?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Does Town Counsel favor preventive rather than corrective legal services?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments: Th questions posed in this section are very important to me as we look to our legal team to help prevent issues from developing, I think this area is one major key for a vast improvement with regard to all legal staff under Lisa's office. It seems to me in many instances our legal team does react after the fact instead of advising prior to when we make decisions. This could be a result of us not providing legal council with information on what we may do without asking for an opinion before our decision has been made. I think this is a key area we all could and need to focus on in the future.

3. Public Relations/Communications	1	2	3	4	5	N/A
Does Town Counsel communicate well with a wide range of persons including citizens, Board and Committee Members, Town staff and other attorneys? Are they comfortable working with community groups even in controversial situations?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments: I believe this is an area of concern because we rarely hear about times when our legal team communicates with Ashland Citizens, unless we are present during a forum or public Town meeting where council must answer questions directed to her via the Town Moderator. There could be countless times when council directly converses with citizens over matters of the town that we are not made aware. I can personally state I have seen Adam and Lisa deal and communicate with the public and they are very comfortable, as for other legal team members, I have watched meetings where Kate a legal team member appeared to be nervous and uncomfortable in answering questions or providing opinions,

JM

this especially held true during several BOH meetings that I watched.

4. How does Board or Staff Member perceive Town Counsel strengths and weaknesses.
Areas of improvement?

Comments: For me, communications are a key factor in all phases of this job as legal counsel for the Town, under the BOS. There is much needed improvement in this area required if we want to retain this firm as our legal counsel in the future.

Recognized Strengths: Lisa and Adam I have dealt with directly, again they know their STUFF, I wish I could say the same for Kate, but I have not dealt with her as often as the others to provide a more concrete conclusion of her abilities.

Areas for Improvement: Document proof reading required, to many cut & paste issues 2. Better communications needed with BOS, would like a monthly update on all activities or action taken on behalf of the Town, especially where we are the hiring authority.

APPROVED: January 18, 2006

Yolanda



Town of Ashland

MASSACHUSETTS

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1. Board Staff Support & Relations	1	2	3	4	5	N/A
a. Does Town Council respond to the needs and requests of Board Members and Staff in a timely manner?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Does Town Council keep the Board and Staff advised of new legislation and judicial developments in municipal law as well as actions in other jurisdictions that may have an impact on the Town's activities?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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d. Does Town Council maintain effective communications with the Board?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

Town counsel works through the town manager, which works. If we need to speak her directly, we can.

YG

2. Legal Administration and Approach	1	2	3	4	5	N/A
a. Does Town Counsel have a proactive approach to legal issues -- that is, do they guide the Board/Staff with alternatives and innovative legal solutions rather than just raising problems?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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d. How does Town Counsel monitor their work quality and costs?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Does Town Counsel favor preventive rather than corrective legal services?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments:</p> <p>D and E can't really be answered with a number. At times the quality of the work product has not been great. Not sure what has caused this. TC has presented preventative ideas.</p>						

3. Public Relations/Communications	1	2	3	4	5	N/A
Does Town Counsel communicate well with a wide range of persons including citizens, Board and Committee Members, Town staff and other attorneys? Are they comfortable working with community groups even in controversial situations?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments:</p>						

YG

4. How does Board or Staff Member perceive Town Counsel strengths and weaknesses.
Areas of improvement?

Comments:

My interaction with town counsel this year has been either as a member of the board or through the Town Manager. For me most of the work has been done well. There have been one or two items that seemed to not have gotten the full scrutiny before being released.

Recognized Strengths:

TC and her staff know the laws in MA.
TC works to do what is best for the town.

Areas for Improvement:

Needs to ensure all work product is checked before releasing to the board.

APPROVED: January 18, 2006

Spene



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d. Does Town Council maintain effective communications with the Board?						
Comments: As I suggested in last year's revaluation, I would like to see Town Council participate in a Board retreat. I think this would assist in communications and expectations between the Board and Counsel.						

2. Legal Administration and Approach	1	2	3	4	5	N/A
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SM

a. Does Town Counsel have a proactive approach to legal issues -- that is, do they guide the Board/Staff with alternatives and innovative legal solutions rather than just raising problems?					
b. Does Town Counsel see themselves as part of the Town's executive team and not a separate "guardian angel" of the law?					
c. Does Town Counsel have the ability to select responsible attorneys in their offices to assist and provide the best expertise.					
d. How does Town Counsel monitor their work quality and costs?					
e. Does Town Counsel favor preventive rather than corrective legal services?					
<p>Comments:</p> <p>Specific to the more difficult issues, I would like to see a pro / con analysis for BoS to review and assist in our decision process. I would also suggest a regular legal costs update and accounting provided through the Town Manager. I would also suggest the Town Manager, Asst. Town Manager & Town Planner providing an input into the evaluation process.</p>					

3. Public Relations/Communications	1	2	3	4	5	N/A
Does Town Counsel communicate well with a wide range of persons including citizens, Board and Committee Members, Town staff and other attorneys? Are they comfortable working with community groups even in controversial situations?						

SM

Comments:

Regarding citizens and committee members, I have observed professional interactions and responses. I would like to see Town staff have the ability to provide the Board with input to our evaluation process.

Carl



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d. Does Town Counsel maintain effective communications with the Board?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:						

CH

2. Legal Administration and Approach	1	2	3	4	5	N/A
a. Does Town Counsel have a proactive approach to legal issues -- that is, do they guide the Board/Staff with alternatives and innovative legal solutions rather than just raising problems?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Comments:						

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Comments:						