

Town of Stoughton



Town Manager Performance Evaluation

June 14, 2011

Evaluation Table of Contents

Introductions	3
Process and Schedule	4
Scoring Instructions	5
Evaluation Form and Comments	6
Board/TM Narrative Evaluation	10
TM's Objectives Rating Form Goal #1	11
TM's Objectives Rating Form Goal #2.	12
TM's Objectives Rating Form Goal #3.	13
Public Summary Composite	14

Attachments:

TM's Job Description

TM's Self-Evaluation

Introduction

The Board of Selectmen has an obligation to see that objectives and expectations are established, to periodically review accomplishments and disappointments and to provide a consistent and fair process for evaluating the Town Manager. The purpose of this evaluation form is to provide the Board of Selectmen with an opportunity to:

1. Review the Town Manager's performance;
2. Clarify and set performance standards;
3. Afford all parties the opportunity to discuss areas of mutual concern and interest; and
4. Set goals and objectives for the future.

Date: 7/26/2011

Incumbent: Francis T. Crimmins Jr.

Evaluator: John J. Stagnone

Period Covered: April 1, 2010 – June 30, 2011

Scoring Instructions

The TM'S responsibilities have been organized into 5 categories: Relationships with the Board, Fiscal Management, Community and Public Relations, Effective Leadership of Staff, and Management Professional Skills and Abilities.

Each Board member is asked to assess the Town Manager's performance in these categories using the following scale

- X- "I lack sufficient information to evaluate."
- 1- Unsatisfactory
- 2- Needs Improvement
- 3- Satisfactory
- 4- Commendable
- 5- Outstanding

A rating of 1 (Unsatisfactory) or 5 (Outstanding) requires a narrative by the scorer (see comments).

Tabulation of Results

The Board Chairperson will tally the scores for each line item and average the five-selectman scores together to get the category score for the public summary composite. In the event of a score of "X" the average will be determined by dividing the number of numerical scores only.

The Board Chairperson will summarize the Public Summary Composite with related comments included. The TM and each member of the Board will be given a copy of each individual selectman's Evaluation. All paperwork involved in the evaluation process will become part of the Town Manager's personnel record, maintained by the Human Resource Director.

Self-Evaluation

The TM shall complete an intensive self-evaluation including the following:

1. Completed Board Evaluation document and the TM/Selectmen narrative
2. Summary of TM's annual goals and objectives
3. Any other information the TM would like to include

Role of the Board Chairperson

The Board Chairperson is given the responsibility to oversee the Evaluation process. The duties are:

1. Distribute the Evaluation form to all Board members.
2. Ensure all Board members complete the Evaluation prior to the assigned deadline and meet one on one with the TM to discuss their individual evaluation.
3. Collect final Board members Evaluation, tabulate results and compose summary document.
4. Schedule and chair the "Evaluation Meeting."
5. Develop with the TM goals to improve future performance.
6. Schedule agenda to critique the Evaluation process and compile information to improve future evaluations and schedule a workshop for Selectmen and TM to agree on goals and objectives.

A. Relationships with the Board 32 out of a possible 50.

50-Outstanding 40-Commendable 30 Satisfactory
20-Needs improvement 10-Unacceptable

1. Attend all regular and special meetings of the board of selectmen, unless unavailable for reasonable cause. 4
2. Maintains effective communication with the Board maintains mutual trust and treats all Board members equally. 3
3. Keeps the Board fully advised as to the needs of the town 3
4. Keeps the Board informed of present status of buildings, equipment. 3
5. Offers professional advice to the Board on items requiring board action, with appropriate recommendations and supporting information based on thorough study and analysis. 3
6. To see that all of the provisions of the general laws, the charter, town bylaws, votes of the town meeting, and votes of the board of selectmen which require enforcement by the TM are faithfully executed, performed or otherwise carried out. 4
7. Provides sufficient and clear options/information to the Board for its decision-making 3
8. Accepts constructive suggestions for improvement from the Board. 3
9. Responsible for maintaining liaison between the Board, personnel and operational policy 3
10. Perform any other duties as required by the Town Charter, by-laws, administrative code, votes of the town meeting, votes of the board of selectmen, or otherwise. 3

B. Fiscal Management 27 out of a possible 40.

40-Outstanding 32-Commendable 24-Satisfactory
16-Needs improvement 8-Unacceptable

11. Prepare and present an annual operating budget for the town. 4
12. Prepare and present an annual capital outlay program for next five fiscal years. 3
13. To assure that full and complete records of the financial and administrative activities of the town are kept and render not less than once in each year a full report of all town administrative operations which shall be made public. 4
14. To negotiate all contracts within the jurisdiction of the office, including contracts involving wages, hours and other terms and conditions of employment. 3
15. As Chief Procurement Officer, effectively manages Town purchasing system including the disposal of all supplies, material and equipment that have been declared surplus by any town agency. 3
16. Establishes and manages sound fiscal polices including long-range planning and an effective debt policy. 3
17. Submits an annual budget to the Board of Selectmen with sufficient supporting documentation and information to develop consensus with Town departments, the Finance Committee, the Board and Town Meeting. 3
18. Determines that funds are spent wisely and that adequate control and accounting procedures are maintained. 4

C. Community and Public Relations 30 out of a possible 40.

40-Outstanding 32-Commendable 24-Satisfactory
16-Needs improvement 8-Unacceptable

19. Keeps the Board informed on the needs of the organization including personnel, facilities, equipment and supplies. 3
20. Attends all sessions of all Town Meetings and answer questions raised by voters, which relate to warrant articles and to matters over which the TM exercises supervision. 3
21. Represents the Town in a positive and professional manner. 5
22. Works effectively with Town departments, businesses, organizations and the general public. 4
23. Coordinates the activities of all town agencies serving under the TM and the Board. 4
24. Maintains beneficial liaison with state legislators. 4
25. Is an effective spokesperson for the Town. 4
26. Follows up on all problems and issues brought to TM's attention. 3

D. Personnel Administration ____31____ out of a possible 45.

_____ **45-Outstanding** _____ **36-Commendable** _____ **27-Satisfactory**
_____ **18-Needs improvement** _____ **9-Unacceptable**

- 27. Hires and maintains competent staff. __4____
- 28. Encourages staff development. ____3____
- 29. Develops and executes sound personnel procedures and practices. __4____
- 30. Maintains high staff productivity. __4____
- 31. Seeks to foster high morale and cohesiveness among employees. ____3____
- 32. Annually, evaluates performance of staff. ____3____
- 33. Supervises operations, insisting on competent and efficient performance. __4____
- 34. Delegates: Uses subordinates effectively ____3____
- 35. Management Control: establishes procedures to monitor tasks of subordinates, evaluates results of assignments and projects. ____3____

E. Professional Skill and Abilities 33 out of a possible 50.

50-Outstanding 40-Commendable 30 Satisfactory
20-Needs improvement 10-Unacceptable

- 36. Proposes organizational goals and objectives. 4
- 37. Supervise, direct and be responsible for the efficient administration of all functions and activities for which the TM is given authority. 3
- 38. Plans well in advance, but is adaptable to daily circumstances. 3
- 39. Is progressive in attitude and action. 3
- 40. Adequately follows through on set plans. 3
- 41. Establishes appropriate course of action for self to accomplish a specific goal. 3
- 42. Maintains high standards of ethics, honesty and integrity in all matters. 4
- 43. Exercises good judgment and uses consensus in arriving at decisions. 4
- 44. Maintains poise and emotional stability in professional activities. 3
- 45. Maintains active membership in professional organizations. 3

COMMENTS

A rating of 1 (unsatisfactory) or 5 (outstanding) requires a narrative by the scorer. Using the space below, indicate the category and item number before each comment.

Category	Item #	Comments
Community and Public Relations	21	Frank has done an outstanding job in representing the town/position of town manager with staff, state, federal representatives and the community. Frank attends many functions outside of office hours building/projecting a positive can do attitude and residents have notice the positive changes he and all town departments have made since he has taken on the position of Town Manager.

--	--	--

Board of Selectmen Narration Sheet

1. What has the TM/Selectmen done well?

The Board has given Frank their support to change the way things have been done without interfering in the day-to-day operations. Like in any organization there is always room for improvement. Working together and not as individuals has allowed the Town Manager to move us in the right direction.

Frank came into a position where basic business practices have not been followed. In his first 18 months on the job Frank has implemented a number policy changes, such as tracking employee's hours, sick, vacation time and other benefits, as well as making sure we follow MA general laws when it comes to purchasing. Frank reviewed existing contracts with the town and put a stop to automatic contract extensions, some saving the town thousands of dollars. Frank has been re-organizing departments for efficiency and/or for compliance with State and Federal regulations. Old law suites have been settled.

2. What could the TM/Selectmen do better?

Areas of improvement by both the Town Manager and BOS would be in outlining goals/objectives for the coming year in writing, review the goals/objectives on a quarterly basis.

The Town Manager and BOS appoint a number of volunteers to town boards/committees. Each of the boards/committees chairs should be placed on the Board's agenda to receive updates and discuss goals/future plans of the town.

3. What could the Board do to help the TM/ What could the TM do to help the Board?

The Board and Town Manager working together to outline its goals/objectives in writing for the coming year would benefit the town manager, town departments, town meeting and the public. The board needs to support/provide the tools necessary to reach the goals/objectives. There should be both short term and long range planning put in place.

4. **Suggestions for future goals;**

Starting with FY 2013 budget, create a 3 year budget plan as required by the town charter. The budget should include a debt service budget/plan, recommendation on department capital needs for the coming years, with sources for funding. Review possible elimination of ambulance enterprise account.

Establish a Strategic Planning Committee made up of town staff, including school department for town wide capital need planning and financing.

Review and provide recommendation on implementing Water master plan.

Recommend Sewer connection policy, to be adopted by the BOS.

Master plan; the BOS directed the Planning Board to create a master plan for the whole town by the fall of 2012. This is vital to our ability to create the type of town we all want to live in and to attract new businesses to town, by having a more business friendly easier to use zoning by-law. Without new growth will limit our ability to provide the same level of services to our residents and businesses alike.

Consolidate Payroll system, town and school, include an HR package that would allow us to report to each employee their total compensation package.

Settle NSTAR traffic light issue at Washington and Pine Street. This was part of the settlement agreement between NSTAR and the Town.

On going is the South Coast Rail project.

Water connection policy, clarify what is considered a new tap into the town's water supply.

Town Manager's Goal Progress Sheet

Date

Goal #1: _____

Objective #	Completed	Substantive Progress	No Progress	Comments

Town Manager's Goal Progress Sheet

Date

Goal #2: _____

Objective #	Completed	Substantive Progress	No Progress	Comments

Town Manager's Goal Progress Sheet

Date

Goal #3: _____

Objective #	Completed	Substantive Progress	No Progress	Comments

SUMMARY COMPOSITE

A. Relationships with the Board 32 out of a possible 50.

50-Outstanding 40-Commendable 30 Satisfactory
20-Needs improvement 10-Unacceptable

B. Fiscal Management 27 out of a possible 40.

40-Outstanding 32-Commendable 24-Satisfactory
16-Needs improvement 8-Unacceptable

C. Community and Public Relations 30 out of a possible 40.

40-Outstanding 32-Commendable 24-Satisfactory
16-Needs improvement 8-Unacceptable

D. Personnel Administration 31 out of a possible 45.

45-Outstanding 36-Commendable 27-Satisfactory
18-Needs improvement 9-Unacceptable

E. Professional Skill and Abilities 33 out of a possible 50.

50-Outstanding 40-Commendable 30 Satisfactory
20-Needs improvement 10-Unacceptable

Overall rating will be the highest possible total score divided by 5 and spread into the rating categories as defined in this document

225-181 – Outstanding
153 180-136 – Commendable
135-91 – Satisfactory
90-46 - Needs improvement
45-0 - Unacceptable

Narrative Summary—

A summation of performance, using positive and negative comments as listed by the Board and/or demonstrated strengths and weaknesses as identified by the line item averages of the composite summary.