

Town of Stoughton



Town Manager Performance Evaluation Summary

September, 20 2011

Narrative Summary—

The Honorable Judge Francis T. Crimmins Jr. started on February 22, 2010. The Board and Town Manager worked together finalizing the hiring of a new Police Chief. The Town Manager performed a comprehensive operational, organizational and financial analysis of all departments under his management. In the first 15 months of his employment the Town Manager created the first comprehensive handbook for employees with job descriptions, hired the Town's first Human Resources Director, re-launched the town's website, established a finance team consisting of Director of Assessing, Town Account, and Town Treasurer, instituted a policy of full compliance with all procurement laws and provided training for Town staff. The Town Manager working with the School Department has made available to town employees computer application training classes further improving employee skills. Employees in DPW, Water and Sewer departments have been provided the opportunity to upgrade their licenses/certifications through specific job training.

Frank has played a major part in the rebuilding of the Town's image, in and out of Town. He has built a better working relationship with our State Senator, State Representatives and our Representatives in Washington D.C. The Town has benefited from Frank's high standards of ethics, honesty and integrity.

The Board's overall evaluation for the Town Manager is Commendable.

Evaluation Ratings Summary

Categories	A	B	C	D	E	S/A.
Selectman # 1	3.0	3.28	3.25	3.28	3.22	3.22
Selectman # 2	5.0	5.0	5.0	5.0	5.0	5.0
Selectman #3	3.2	3.37	3.75	3.44	3.3	3.41
Selectman # 4	3.1	3.25	3.37	3.11	3.2	3.20
Selectman # 5	5.0	5.0	5.0	5.0	5.0	5.0
Cat. Avg.	3.86	3.98	4.07	3.96	3.96	3.96

Overall Rating 3.96

SUMMARY COMPOSITE

A. Relationships with the Board 39 out of a possible 50.

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

B. Fiscal Management 31 out of a possible 40.

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

C. Community and Public Relations 33 out of a possible 40.

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

D. Personnel Administration 34 out of a possible 45.

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

E. Professional Skill and Abilities 39 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
176 180-136 – Commendable
135-91 – Satisfactory
90-46 - Needs improvement
45-0 – Unacceptable

Comments by Category

A - Relationship with Board of Selectmen - Overall rating 3.86

Keeps board fully informed. His legal background has assisted in settling numerous lawsuits against the town, the establishment of a Code Review Committee, and ensuring compliance with applicable laws. He provides detailed information to the Board.

Frank has been an outstanding communicator of what is going on within each department under his supervision. He has been diligent in uncovering irregularities and inconsistencies in policies and procedures contained in M.G.L. and Stoughton Town Charter and proposing corrective action to remedy these issues. This has enhanced as well as facilitated better execution of the duties of the Board of Selectmen.

B - Fiscal Management – Overall rating 3.98

In December 2010 Manager Crimmins presented the budget in an easy to understand format, with a definitive outline of the fiscal status of the Town along with a view of the future.

Mr. Crimmins successfully negotiated the long standing police contracts affecting both the Patrol Division and Superior Officers.

Mr. Crimmins identified numerous parcels of town owned properties for potential sale. Through his diligence, two parcels were auctioned and netted the town over \$200,000 in revenue.

Frank established an independent team consisting of the Director of Assessing, Town Accountant, and Town Treasurer. The team meets bi-weekly and has worked to increase revenues through the facilitation of user friendly online payment services, sales of excess property, and improvement of the collection of taxes. He delivered a detailed FY 2012 fiscally responsible balanced budget on time with a comprehensive explanation of all requests and recommendations. He instituted a policy of full compliance with all procurement laws (for all departments) that has generated substantial savings for the town.

C - Community and Public Relations Overall rating 4.07

Mr. Crimmins is highly regarded as an outstanding member of this community. His commitment to Stoughton is noteworthy. Mr. Crimmins leadership and experience is well recognized at State, County, and Local levels. Mr. Crimmins presents the Town in a positive and professional manner. Mr. Crimmins has fostered and maintained a beneficial liaison with legislators including: Congressman Steven Lynch, Sen. Joyce, Rep. Kafka and Rep. Galvin. Under his leadership, communication and visibility in town, by legislators has improved. Mr. Crimmins has worked very effectively at being accessible to the press.

Frank has done an outstanding job in representing the Town/Position of Town Manger with staff, State, and Federal Representatives and the community. Frank attends many functions outside office hours building/projecting a positive can do attitude, and residents have noticed the positive changes he and all town departments have made since he has taken on the position of Town Manager.

Shortly after Frank was hired, he re-launched the Town of Stoughton website to provide residents with accurate and current information that they previously did not have access to. The website has become an excellent medium for the departments to communicate with residents. Frank has participated extensively in town-wide activities that promote goodwill within the community, he presents a positive image of Stoughton. His personal and professional reputation and credibility have significantly impacted the image of Stoughton in a positive way.

D -Personnel Administration Overall rating 3.96

It was requested of the Manager to define and create an organizational chart with appropriate job descriptions. This was presented to the Board in September 2010. The Manager has exemplified good business practices in his approach to municipal government and I am pleased with his performance.

In his role, the Manger has instituted meaningful department head meetings. Through these meetings, the Manager always seeks to foster high morale and cohesiveness among all town employees.

A goal of the Town Manager has been the hiring of new staff due to retirements. He has effectively interviewed and hired six key positions. Tom Peters said, "*Leaders do not create followers, They create more leaders*". I believe Manager Crimmins is accomplishing this and has developed a new team of competent leaders for the Town.

Frank created the first organizational chart that demonstrated the functional and reporting responsibilities of all employees. He created the first comprehensive handbook for employees, complete with job descriptions. Frank hired the first Director of Human Resources in the Town's history and re-energized the management staff through better communication and greater accountability. Frank worked to settle numerous labor disputes and union grievances culminating in the execution of contracts with unions.

E - Professional Skill and Abilities Overall rating 3.96

Frank has made staff training and development a priority. Personnel from virtually every department have improved their skills or upgraded their licenses/certifications through job specific training programs. He has been a strong advocate for volunteer training as well through seminars and leadership training through organizations like; MMA, MAPC, OCPC, and other municipal associations. Frank has been a great example to all by acting in a professional, ethical and honorable manner at all times. His strong work ethic and outgoing demeanor have helped change the culture in a positive way.

Through personal observations and conversations, it is my belief and opinion Mr. Crimmins exhibits high standards of ethics, honesty and integrity in all matters.