



TOWN OF WATERTOWN

Town Council

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Elected Officials:
Clyde L. Younger, Council President
Mark S. Sideris, Vice President

Stephen P. Corbett
Marilyn M. Petitto Devaney
Susan G. Falkoff
Jonathan Hecht
Angeline B. Kounelis
John J. Lawn, Jr.
Vincent J. Piccirilli, Jr.

To: Honorable Town Council

From: Clyde L. Younger, Town Council President *Clyde*

Date: July 7, 2008

RE: Fiscal Year 2008 Town Manager's Composite Evaluation

Attached please find the completed composite and score sheet for the Fiscal Year 2008 Performance Evaluation of the Town Manager.

I will provide a report on this matter under the President's report.

cc: Michael J. Driscoll, Town Manager

**EVALUATION OF THE TOWN MANAGER
FOR FISCAL YEAR 2008
(JULY 1, 2007 – JUNE 30, 2008)**

OVERVIEW

The Watertown Home Rule Charter and the Employment Agreement between the City known as the Town of Watertown, acting through its Town Council and Michael J. Driscoll, requires an annual performance evaluation of the Town Manager by Council members.

THE PROCESS

Evaluation forms were forwarded to each Council member for their personal evaluation. The personal evaluation form presents a series of questions in each of the seven categories as follows:

- A. Relationships with the Town Council
- B. Community Relationship
- C. Staff and Personnel Relationships
- D. Leadership and Professional Capability
- E. Business and Finance
- F. Personal Qualities
- G. Fiscal Year 2008 Goals and Objectives

There were six options available to each Councilor:

- 5 – Outstanding, Far Exceeds Expectation
- 4 – Exceeds Expectation
- 3 – Meets Expectation
- 2 – Below Expectation
- 1 – Unsatisfactory, Far Below Expectation
- N/A – Not Applicable, evaluator unable to weight or rate performance

THE EVALUATION

The Town Manager took office in 1993 and is in his 16th year serving the community. The following chart was extrapolated from the final score tallies and represents the Section Averages for all criteria on Section Items. A full spreadsheet is also attached for your review. A copy of each Council member's individual evaluation has been forwarded to the Town Manager.

SECTION AVERAGES

A. Relationship with the Town Council	3.8	1.6	3.6	3.8	2.0	4.0	4.0	3.8	3.2	3.3
B. Community Relationship	3.3	N/A	3.3	3.3	1.7	3.3	2.3	2.7	1.5	2.7
C. Staff and Personnel Relationships	3.5	1.3	3.5	3.8	N/A	3.8	3.8	3.5	2.7	3.2
D. Leadership and Professional Capability	3.9	2.0	3.6	3.4	2.7	3.9	3.0	3.6	3.2	3.3
E. Business and Finance	3.7	2.1	3.6	3.9	2.1	4.1	4.0	4.4	3.3	3.5
F. Personal Qualities	4.0	2.0	4.7	5.0	3.0	4.3	4.7	5.0	3.0	4.0
G. Fiscal Year 2008 Goals and Objectives	3.7	2.3	4.0	4.0	3.0	4.0	3.0	3.0	2.7	3.3

TOTALS/OVERALL RATING 3.7 1.9 3.8 3.9 2.4 3.9 3.5 3.7 2.8 3.3

This evaluation is being presented for Town Council consideration and review.

6 (six) of the 9 (nine) Councilors rated the Town Manager as Meets Expectation, with an average score of 3.8.

2 (two) of the 9 (nine) Councilors rated the Town Manager as Below Expectation, with an average score of 2.6.

1 (one) of the 9 (nine) Councilors rated the Town Manager as Unsatisfactory, Far Below Expectation, with a score of 1.9.

The overall rating for Town Manager, Michael J. Driscoll is 3.3, which represents a score description of Meets Expectation to Exceeds Expectation.

Councilor's Comments

The following are some of the general comments from several Councilors regarding the Town Manager's performance in Fiscal Year 2008.

Section A: Relationships with Town Council

A Councilor stated in their dealings with the Manager he has always followed up on the requests. The Councilor prefers to call or email the Manager than ask during "request for information" at Council meetings.

A Councilor indicated the Manager provides the Council with an abundance of information. There has been a few times when the Council wasn't informed on an important situation on a timely basis -- but this has improved. The Manager has made a conscientious effort to implement Council directives.

A Councilor stated the Town Manager has been more responsive to requests for information since the last evaluation dated 1/30/07.

One Councilor stated when the Manager is required to give Councilors information he tends to submit it to the Council at the 11th hour. The Manager's availability is greater for certain Councilors. Councilor is unaware any Councilors had access to the Manager's cell phone. The Manager has not provided all Councilor's access to his home phone or cell phone.

Section B: Community Relationship

One Councilor feels weak communication with Conservation Commission has lead to misunderstandings and Town committees (e.g. recycling, energy, etc) feel that their input is not heard, valued or integrated into Town decision making

One Councilor indicated the East End has come a long way in the past 30 years, but not through the efforts of the Town Manager. Major developments have altered the character of the neighborhoods. Parking, traffic, congestion are a fact of life. The majority of East End citizens have not been acknowledged or respected. Signatures from 419 residents on a petition for the Coolidge School property were ignored.

One Councilor stated the Manager has demonstrated skill in working with public organizations and agencies, and maintains close working relationships with many private groups. One area of recommended improvement is to engage the participation of more individuals, by using the Manager's administration to both get the Town's message out through the media, as well as getting more citizens input through Town Boards and Committees. Councilor believes the Pleasant Street Corridor process is a success story of what could be possible with other departments and processes.

Section C: Staff and Personnel Relationships

One Councilor stated their evaluation in this area is based on their sense of the effectiveness and stability of Town departments, since the details of personnel matters are within the province of the administration itself. The Manager's ability to recruit personnel, particularly department heads and other senior staff, is constrained by the Town's ability to compete with the salaries being offered by other communities and the private sector. The Manager may wish to bring this issue before the council for discussion.

Section D: Leadership and Professional Capability

One Councilor stated the Manager is highly knowledgeable and experienced. The Councilor would like to see the Manager interact more with his colleagues in professional groups. This might lead to more information about best practices and possibilities for regional collaboration. The Councilor hopes the Manager can find time to undertake more strategic planning with his major departments to ensure that as times, needs and resources change, they are providing essential services in the most cost-effective way.

One Councilor stated we are lucky to have a Town Manager with the combination of administrative skills, municipal knowledge, and dedication to the community as Mr. Driscoll. The financial health of the Town and the range of services and amenities offered to our citizens are proof of his able stewardship.

Section E: Business and Finance

One Councilor stated the Manager needs to pay more attention to energy conservation and indicated the capital projects budgeting were well thought-out.

One Councilor stated the financial aspects that the Manager deals with continue to be a strong point for him.

One Councilor stated the Manager has an excellent understanding of every aspect of the Town's operation. The Manager maintains a very professional attitude, and instills the same in his staff. One area of opportunity is the improvement of individual departmental visions, with better long-range planning of not just how to provide services in the future, but what those services should be. A particular focus should be those departments that continue to struggle with their budgets each year.

One Councilor stated the Manager needs to continue to emphasize the maintenance of Town property/facilities.

Section F: Personal Qualities

One Councilor stated the Manager works very hard in these areas and they are another one of his strong points.

One Councilor stated the Manager has displayed the highest level of personal qualities in what is a very visible job subject to intense political pressure. The Town Manager is also very personable and a pleasure to work with.

Section G: Fiscal Year 2008 Goals and Objectives

One Councilor would like to see more attention paid to the recommendations of the outside Audit firm. The Town Council continues to see some things year after year. The Manager has tried to follow the Budget Guidelines as much as possible but thinks this is a work in progress.

Several Councilors stated the Manager is doing an excellent job catching up with the expired terms and renewal of Boards, Commissions and Committees.

TOWN MANAGER EVALUATION COMPOSITE
FISCAL YEAR 2008

Stephen Corbett
Marilyn Devaney
Vincent Piccirilli
Jonathan Hecht
Angelina Kounellis
John Lawn
Susan Falkoff
Mark Sideris
Clyde Younger

	Stephen Corbett	Marilyn Devaney	Vincent Piccirilli	Jonathan Hecht	Angelina Kounellis	John Lawn	Susan Falkoff	Mark Sideris	Clyde Younger
SECTION A: RELATIONSHIP WITH THE TOWN COUNCIL									
1. Keeps the Council informed on issues, needs and operation of the Town on a timely basis.	4	2	4	4	2	4	4	4	3
2. Offers professional advice to the Council on items requiring Council action with appropriate recommendations.	3	2	3	3	2	4	4	4	4
3. Interprets and executes the intent of the Council directives.	4	2	4	4	2	4	4	4	3
4. Accepts constructive criticism.	4	1	3	4	1	3	4	3	2
5. Is available to Councilors as needed, exhibiting responsive attitude toward Councilors.	4	1	4	4	3	5	4	4	4
SECTION A: AVERAGE TOTAL	3.8	1.6	3.6	3.8	2.0	4.0	4.0	3.8	3.2
SECTION B: COMMUNITY RELATIONSHIP									
1. Is attentive to problems and opinions of groups and individuals.	3	n/a	3	3	1	4	2	3	1
2. Develops and maintains effective communication with the news media.	3	n/a	3	3	2	3	3	3	n/a
3. Works effectively with public and private groups.	4	n/a	4	4	2	3	2	2	2
SECTION B: AVERAGE TOTAL	3.3	n/a	3.3	3.3	1.7	3.3	2.3	2.7	1.5

TOWN MANAGER EVALUATION COMPOSITE
FISCAL YEAR 2008

	Stephen Corbett	Marilyn Devaney	Vincent Piccinilli	Jonathan Hecht	Angeline Kounellis	John Lawn	Susan Falkoff	Mark Siders	Clyde Younger
SECTION C: STAFF AND PERSONNEL RELATIONSHIPS									
1. Develops and executes sound personnel procedures and practices.	3	2	3	4	n/a	4	4	4	2
2. Delegates authority and responsibility to staff members appropriate to the position each holds.	4	1	4	4	n/a	3	4	3	n/a
3. Recruits and assigns the best available personnel.	3	n/a	3	3	n/a	4	4	3	4
4. Supports staff while demanding their best efforts. Accepts full responsibility for their overall performance.	4	1	4	4	n/a	4	3	4	2
SECTION C: AVERAGE TOTAL	3.5	1.3	3.5	3.8	n/a	3.8	3.8	3.5	2.7

	Stephen Corbett	Marilyn Devaney	Vincent Piccinilli	Jonathan Hecht	Angeline Kounellis	John Lawn	Susan Falkoff	Mark Siders	Clyde Younger
SECTION D: LEADERSHIP AND PROFESSIONAL CAPABILITY									
1. Understands and keeps informed regarding all aspects of municipal government operation.	4	n/a	5	5	3	4	3	3	n/a
2. Maintains professional relationships with peers and significant organizations at the federal, state and local levels of government.	4	n/a	3	3	3	3	3	3	n/a
3. Participates in professional activities having an impact on the well-being and stability of the Town.	3	n/a	3	3	n/a	3	n/a	2	n/a
4. Demonstrates self-confidence in professional matters.	4	2	5	5	3	4	4	4	3
5. Makes effective oral presentations which demonstrate thoughtful, well informed and developed information pertinent to the issues at hand.	4	2	3	3	3	4	3	4	3
6. Analyzes overall problem and provides effective analysis of problems with alternative solutions.	4	2	3	3	2	5	3	4	3
7. Maintain vision of overall departmental missions, and provides departmental opportunity for long-range planning.	4	n/a	3	2	2	3	2	5	3
8. Possesses specialized knowledge in the field of public management, e.g. state statutes and policy, municipal innovations, technical applications and alternatives.	4	n/a	4	3	3	5	3	4	4
SECTION D: AVERAGE TOTAL	3.9	2.0	3.6	3.4	2.7	3.9	3.0	3.6	3.2

TOWN MANAGER EVALUATION COMPOSITE
FISCAL YEAR 2008

	Stephen Corbett	Marilyn Devaney	Vincent Piccirilli	Jonathan Hecht	Angeline Kounellis	John Lawn	Susan Falkoff	Mark Siders	Clyde Younger
SECTION E: BUSINESS AND FINANCE									
1. Keeps informed on financial needs facing the Town.	4	3	5	5	3	5	5	5	4
2. Supervises departmental operations, insisting on competent and efficient performance.	4	1	3	4	2	4	4	4	3
3. Determines that funds are spent wisely, with adequate control and accounting.	4	2	4	4	1	4	3	5	3
4. Evaluates financial needs and makes recommendations for adequate financing.	4	3	4	5	3	5	5	5	4
5. Informs the Council, staff and general public of the state of affairs of the Town by way of regular, systematic reports prepared annually or in a series of reports.	4	3	3	3	2	3	4	4	3
6. Presents the Town budget to the Council in a manner which promotes their full understanding.	3	2	3	3	3	4	4	4	3
7. Manages and maintains Town property appropriately.	3	1	3	3	1	4	3	4	3
SECTION E: AVERAGE TOTAL	3.7	2.1	3.6	3.9	2.1	4.1	4.0	4.4	3.3
SECTION F: PERSONAL QUALITIES									
1. Defends principles and convictions in the face of pressure and partisan influence.	4	2	5	5	3	5	5	5	3
2. Maintains high standards of ethics, honesty and integrity.	4	2	5	5	n/a	4	5	5	3
3. Exercises good judgment in arriving at decisions.	4	2	4	5	n/a	4	4	5	3
SECTION F: AVERAGE TOTAL	4.0	2.0	4.7	5.0	3.0	4.3	4.7	5.0	3.0

	Stephen Corbett	Marilyn Devaney	Vincent Piccirilli	Jonathan Hecht	Angeline Kounellis	John Lawn	Susan Falkoff	Mark Siders	Clyde Younger
SECTION G: FISCAL YEAR 2008 GOALS AND OBJECTIVES									
1. Address recommendations in prior year's Town Audit Management Letter.	3.0	2.0	3.0	n/a	2.0	4.0	2.0	2.0	2.0
2. Progress on achieving the FY 2007 Budget Policy Guidelines, which were adopted on January 23, 2007.	4.0	2.0	4.0	4.0	3.0	4.0	3.0	3.0	3.0
3. Compliance with the Town Council's Ordinance #46 regarding the Timing and Process of Appointments to Town Board/Commissions/Committees adopted on October 23, 2007.	4.0	3.0	5.0	4.0	4.0	4.0	4.0	4.0	3.0
SECTION G: AVERAGE TOTAL	3.7	2.3	4.0	4.0	3.0	4.0	3.0	3.0	2.7