



Memo

To: Hopedale Select Board
From: Mitch F. Ruscitti, Town Administrator
Date: 3/27/24
Re: Annual Town Administrator Review

Enclosed with this Memorandum please see the compiled review process results reflective of all Board scoring.

Scoring was based on fifty-one data points in the following ten categories: *Personal Characteristics, Professionalism, Board Support/Relations, Public Relations/Communications, Community Leadership, Organizational Leadership, Personnel Management, Financial Management, Town Operations & Infrastructure, Planning and Organization.*

Scoring was based on a rating scale of 1-5 with the following definitions:

Numerical Rating	Corresponding Definition
Outstanding (5)	<i>The Administrator's work performance significantly exceeds established job standards with exceptional quality, quantity, and timeliness of work</i>
Highly Effective (4)	<i>The Administrator's work is frequently or consistently above the level of a satisfactory Administrator</i>
Proficient (3)	<i>The Administrator's work performance consistently meets the standards of the position</i>
Improvement Needed (2)	<i>The Administrator's work performance does not consistently meet, or only marginally meets, the standards of the position</i>
Unsatisfactory (1)	<i>The Administrator's work performance is inadequate and inferior to the standards of performance required for the position. Performance at this level cannot be allowed to continue.</i>

Here is a summary of the results:

Board Member	Score	Summary
Glenda Hazard (Chair)	4.3	<i>Highly Effective</i> ➡ <i>Outstanding</i>
Scott Savage	4.0	<i>Highly Effective</i>
Bernard Stock	3.5	<i>Proficient</i> ➡ <i>Highly Effective</i>

Detailed Summary

Of the ten scored categories, five received cumulative scores of *Highly Effective* **or** higher. Specifically, three fell between *Highly Effective* and *Outstanding*, indicating an overall categorical average score between 4-5; two categories were scored with cumulative averages indicating *Highly Effective*; five categories were scored with overall categorical averages between 3-4, indicating a score between *Proficient* and *Highly Effective*.

Personal Note

The past nine months serving as the Town Administrator for the Town of Hopedale has been a wonderful experience and honor; I appreciate the Board's confidence in my ability and performance on the job. It must be noted that the Town has been dealing with long-term unaddressed systemic issues in various areas which have placed great responsibility on our boards, commissions, and employees. Hopedale has, since 2005, been using free cash to balance the operating budget, when these funds should be used for capital investments and purchases. As such, the Town has not sufficiently addressed capital needs adequately for decades. The first step in addressing this issue was the passing of an override last year under my predecessor Interim Town Administrator Jeff Nutting, who did an excellent job in detailing the Town's financial position and informing the public. This Board and administration have taken on a great deal of the work to normalize town functions and bring them into best practice, and there is still a great deal of work moving forward.

A couple of categories for which I scored highest are greatly important to me, particularly ***Personal Characteristics*** and ***Professionalism***; overall, the Board felt that I have brought a high level of ethical, honest behavior and professionalism to the job; it is imperative to me to contribute to the greater community in which I live and reside, and I am pleased to reflect positively on behalf of the Board. As a final note on this, my two daughters bear my name, and these categories would be those I would point out to them as the most integral to any endeavor, large or small.

There are great challenges ahead. The Town faces critical decision points on a host of issues including capital investments, policy decisions, and bringing expenditures into best practice. I would be remiss in any positive review process if I did not mention that ***any*** positive view of this office would not be possible without the support of an ***excellent*** staff. Kelly Grant and Martha White in the Town Administrator's office have been crucial in completing the substantial amount of work that comes our way, and I am grateful to work with them. While very lean, the Town is in a strong position because of its various department heads and clerical staff – I have full confidence with every employee in the Town Hall building and have seen each one of them do amazing things, going above and beyond their responsibilities to ensure the work gets done and the public is served.

Outside of the Town Hall building and departments, this office shares strong collaborative relationships with public safety and the Superintendent's office. I would like to take this opportunity to recognize the work of Chiefs Giovanella and Daige, and Superintendent Crebase; these three individuals represent the best of what leadership entails, and there is no doubt in my mind that the constituents of Hopedale are well served and represented by their public safety and

school officials. Town management, in my view, can be best seen as an equilibrium where everything functions at its best when all its individual branches work in harmony towards shared goals-I am pleased that this office has been able to support public safety and the schools, and vice versa.

I thank you for the first-ever Hopedale Town Administrator review process, and I look forward to continuing our collective work in ensuring that Hopedale remains a great place to live, work, and raise a family.

Mitchell Ruscitti

Mitch F. Ruscitti

Town Administrator

Town Administrator Review Process

Rating Scale 1-5	Definition
Outstanding (5)	<i>The Administrator's work performance significantly exceeds established job standards with exceptional quality, quantity, and timeliness of work</i>
Highly Effective (4)	<i>The Administrator's work is frequently or consistently above the level of a satisfactory administrator.</i>
Proficient (3)	<i>The Administrator's work performance consistently meets the standards of the position</i>
Improvement Needed (2)	<i>The Administrator's work performance does not consistently meet, or only marginally meets, the standards of the position.</i>
Unsatisfactory (1)	<i>The Administrator's 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.</i>

Summary of Scoring	Overall Performance Definition
Hazard Total Score 4.3	<i>Highly Effective - > Outstanding</i>
Savage Total Score 4.0	<i>Highly Effective</i>
Stock Total Score 3.5	<i>Proficient - > Highly Effective</i>

Town Administrator Scoring Matrix

Personal Characteristics	Savage	Hazard	Stock
<i>a. Exhibits honest and ethical behavior</i>	5	4	4
<i>b. Acts in a fair and equitable manner</i>	5	4	4
<i>c. Effectively deals with unforeseen issues and problems</i>	5	4	4
<i>d. Responds well to stressful situations</i>	4	4	5
<i>e. Develops effective and inventive solutions</i>	4	4	4
Categorical Average	4.6	4	4.2

Professionalism	Savage	Hazard	Stock
<i>a. Is fully knowledgeable and committed to the field of local government management</i>	4	4	5
<i>b. Seeks to enhance skills and abilities through educational opportunities and/or participation in professional organizations</i>	4	5	4
<i>c. Encourages staff training and development</i>	4	N/A	4
<i>d. Is respectful of residents, employees and officials and responds to requests in a timely and appropriate manner</i>	5	5	4
Categorical Average	4.3	4.7	4.3

Public Relations/Communications	Savage	Hazard	Stock
<i>a. Projects a positive image in the community</i>	4	4	4
<i>b. Is reasonably open and available to the public and responsive to citizen complaints or requests</i>	5	4	5
<i>c. Communicates effectively to the media</i>	4	4	3
<i>d. Keeps the citizenry informed of current issues in Town government</i>	3	4	4
Categorical Average	4	4	4

Board Support/Relations	Savage	Hazard	Stock
<i>a. Provides quality analysis of policy issues and proposals in a timely manner</i>	4	5	3

<i>b. Promptly and effectively implements policy matters, goals and other directives adopted by the Select Board</i>	4	4	3
<i>c. Handles routine requests and tasks to avoid Select Board action</i>	5	N/A	4
<i>d. Keeps Board members informed of issues and activities in Town government and in the community</i>	5	5	4
<i>e. Provides the Select Board with timely and accurate information required for preparation for meetings</i>	4	4	4
Categorical Average	4.4	4.5	3.6

Community Leadership	Savage	Hazard	Stock
<i>a. Provides leadership within the community by being visible and approachable</i>	4	4	3
<i>b. Maintains effective communications with the business community</i>	3	4	3
<i>c. Maintains effective communications with other communities, state agencies & municipal organizations to enhance the Town's position.</i>	4	5	4
<i>d. Maintains effective communications with state elected positions to enhance the Town's position</i>	4	5	3
<i>e. Maintains effective communications with Federal elected positions to enhance the Town's position</i>	N/A	N/A	3
<i>f. Maintains effective communication with municipal volunteer boards and committees</i>	4	4	4
Categorical Average	3.8	4.4	3.3

Organizational Leadership	Savage	Hazard	Stock
<i>a. Provides leadership, motivation and support within the organization</i>	4	4	3
<i>b. Effectively delegates tasks and assignments</i>	4	4	3
<i>c. Builds and motivates a team, provides direction & monitors/adjusts performance as required</i>	4	4	4
<i>d. Recruits, selects and retains quality personnel</i>	5	5	5
<i>e. Has support of Department Heads and members of the organization</i>	4	4	3
Categorical Average	4.2	4.2	3.6

Personnel Management	Savage	Hazard	Stock
<i>a. Evaluates performance and takes necessary action to resolve negative results</i>	4	4	3
<i>b. Effectively delegates tasks and assignments</i>	4	4	2
<i>c. Achieves the Town's goals when negotiating labor contracts</i>	4	4	3
<i>d. Maintains positive employee relations</i>	4	4	3
<i>e. Develops and maintains personnel management system</i>	3	N/A	3
Categorical Average	3.8	4	2.8

Financial Management	Savage	Hazard	Stock
<i>a. Prepares a timely and realistic annual budget proposal</i>	4	4	N/A
<i>b. Seeks to maximize revenue opportunities through non- tax mechanisms (e.g. grants-in-aid)</i>	2	5	4
<i>c. Controls expenditure of Town funds to maximize services at minimal costs</i>	4	5	4
<i>d. Ensures effective controls and reports of Town financial activity</i>	4	4	3
<i>e. Accurately forecasts and reports the Town's financial condition</i>	4	4	3
<i>f. Provides future vision and direction</i>	3	4	3
Categorical Average	3.5	4.3	3.4

Town Operations & Infrastructure	Savage	Hazard	Stock
<i>a. Provides effective oversight and coordination of Town programs and services</i>	4	4	3
<i>b. Seeks to improve the Town's infrastructure</i>	4	4	3
<i>c. Seeks to enhance municipal services and delivery through regular reviews and analysis of Town operations</i>	3	N/A	3
<i>d. Prepares Town Meetings in an effective and efficient manner</i>	3	5	3
<i>e. Ensures effective operation and best practices of departments under the Town Administrator's control</i>	3	5	4
<i>f. Ensures continuity of services in unforeseen circumstances</i>	5	4	3
Categorical Average	3.7	4.4	3.2

Planning and Organization	Savage	Hazard	Stock
<i>a. Creates and facilitates an environment for long-range and strategic planning</i>	3	4	3

<i>b. Develops proposals for cost effective reorganization of town operations and regionalization thereof when appropriate</i>	3	4	3
<i>c. Establishes appropriate goals and objectives for performance</i>	4	N/A	3
<i>d. Manages expectations of others appropriately</i>	4	N/A	4
<i>e. Ensures growth and development of staff within the office of the Town Administrator</i>	4	N/A	4
Categorical Average	3.6	4	3.4

Cumulative Board Member Performance Scores	Savage	Hazard	Stock
	4.0	4.3	3.5

Town Administrator 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. Whenever possible please provide concrete examples to support your rating. 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)

Outstanding (5): The Administrator's work performance significantly exceeds established job standards with exceptional quality, quantity and timeliness of work.

Highly Effective (4): The Administrator's work is frequently or consistently above the level of a satisfactory Administrator.

Proficient (3): The Administrator's work performance consistently meets the standards of the position.

Improvement Needed (2): The Administrator's work performance does not consistently meet, or only marginally meets, the standards of the position.

Unsatisfactory (1): The Administrator's 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.

1. Personal Characteristics	1	2	3	4	5	N/A
a. Exhibits honest and ethical behavior	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Acts in a fair and equitable manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Effectively deals with unforeseen issues and problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Responds well to stressful situations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Develops effective and inventive solutions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

2. Professionalism	1	2	3	4	5	N/A
a. Is fully knowledgeable and committed to the field of local government management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Seeks to enhance skills and abilities through educational opportunities and/or participation in professional organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Encourages staff training and development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Is respectful of residents, employees and officials and responds to requests in a timely and appropriate manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

3. Public Relations/Communications	1	2	3	4	5	N/A
a. Projects a positive image in the community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Is reasonably open and available to the public and responsive to citizen complaints or requests	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Communicates effectively to the media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Keeps the citizenry informed of current issues in Town government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

4. Board Support/Relations	1	2	3	4	5	N/A
a. Provides quality analysis of policy issues and proposals in a timely manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Promptly and effectively implements policy matters, goals and other directives adopted by the Select Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Handles routine requests and tasks to avoid Select Board action	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Keeps Board members informed of issues and activities in Town government and in the community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Provides the Select Board with timely and accurate information required for preparation for meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

5. Community Leadership	1	2	3	4	5	N/A
a. Provides leadership within the community by being visible and approachable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Maintains effective communications with the business community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Maintains effective communications with other communities, state agencies & municipal organizations to enhance the Town's position.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Maintains effective communications with state elected positions to enhance the Town's position	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Maintains effective communications with Federal elected positions to enhance the Town's position	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Maintains effective communication with municipal volunteer boards and committees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

6. Organizational Leadership	1	2	3	4	5	N/A
a. Provides leadership, motivation and support within the organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Effectively delegates tasks and assignments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Builds and motivates a team, provides direction & monitors/adjusts performance as required	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Recruits, selects and retains quality personnel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Has support of Department Heads and members of the organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

7. Personnel Management	1	2	3	4		N/A
a. Evaluates performance and takes necessary action to resolve negative results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Effectively delegates tasks and assignments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Achieves the Town's goals when negotiating labor contracts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Maintains positive employee relations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Develops and maintains personnel management system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

8. Financial Management	1	2	3	4	5	N/A
a. Prepares a timely and realistic annual budget proposal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Seeks to maximize revenue opportunities through non-tax mechanisms (e.g. grants-in-aid)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Controls expenditure of Town funds to maximize services at minimal costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Ensures effective controls and reports of Town financial activity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Accurately forecasts and reports the Town's financial condition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Provides future vision and direction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

9. Town Operations & Infrastructure	1	2	3	4	5	N/A
a. Provides effective oversight and coordination of Town programs and services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Seeks to improve the Town's infrastructure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Seeks to enhance municipal services and delivery through regular reviews and analysis of Town operations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Prepares Town Meetings in an effective and efficient manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Ensures effective operation and best practices of departments under the Town Administrator's control	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Ensures continuity of services in unforeseen circumstances	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

10. Planning and Organization	1	2	3	4	5	N/A
a. Creates and facilitates an environment for long-range and strategic planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Develops proposals for cost effective reorganization of town operations and regionalization thereof when appropriate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Establishes appropriate goals and objectives for performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Manages expectations of others appropriately	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Ensures growth and development of staff within the office of the Town Administrator	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

Overall Assessment

Recognized Strengths:

Areas for Improvement:

Additional Select Board Member Evaluator Comments:

Individual Select Board Member Signature

Date

Town Administrator Comments:

Town Administrator Signature

Date