



To: The Honorable Maynard Board of Selectmen

Fr: David D. Gavin, FY '12 Chairman

Re: Town Administrator Evaluation

Date: July 27, 2012

I am pleased to present the performance evaluation for Town Administrator, Michael Sullivan for the 2011-2012 Fiscal Year. This evaluation is based upon the input and comments from the entire Board.

The Board has rated Mr. Sullivan in a number of management categories and they are summarized below:

Personal Characteristics: Mr. Sullivan is recognized for his fair and equitable handling of his staff. He is further recognized as being an appropriate role model for other town employees. Also, his innovative and creative solutions to issues was identified as a strength. The majority of the Board suggested that, while not below expected standards, Mr. Sullivan can develop his skills in the area of dealing with stressful situations.

Professionalism: Mr. Sullivan is commended for his knowledge of municipal issues within the Commonwealth. His ability to call upon his "connections" that have been developed over time in this area is helpful to him. He is recognized also for his willingness and encouragement of the staff to build their skills via training opportunities. He is given kudos for his skillful management of some extremely difficult employee and union negotiation issues.

Public Relations/Communications: Mr. Sullivan's ability to communicate with the public was recognized as having played a significant role in improving the image of Maynard's town government.

Board Support/Relations: Mr. Sullivan is recognized for his strong relationship with the Chairman of the Board and his ability to keep the Board informed of issues of concern for the Board. Mr. Sullivan strives to assure that he controls the every day aspect of the government operations but is not hesitant to seek counsel or approval from the Board in situations that, in his opinion, call for such approval or update. Mr. Sullivan is not afraid

of sharing his opinions and, occasionally disagreeing with positions from members of the Board. Importantly, this is always done with respect and there are no lingering issues that affect the relationship between the Board and the Administration.

The Board recognizes some of the disappointing issues surrounding Town Meeting and Town Report preparation. Importantly, all recognize the issues we have faced and all are committed to improving the process.

Community Leadership: Mr. Sullivan's ability and willingness to work with the business community is commendable. Additionally, his engagement with neighboring communities in efforts to regionalize efforts appropriately has developed our image in the region. He is also recognized for having continued to develop relationships with our state elected officials. Additionally, his efforts to build a bridge of understanding with our senior residents is recognized

Organizational Leadership: Mr. Sullivan is encouraged to work towards developing a more "team" approach with the town hall staff. He is praised for the selection of the new department heads and staff members that have "raised the bar" of professionalism and expectations whom he has hired since his arrival in Maynard. He was recognized for working with the Chair and the entire Board to develop a reorganization of the Town Hall staff that will assist in making the operations of town government more efficient and, hopefully, more customer friendly to our residents. It is anticipated that this reorganization will also allow for Mr. Sullivan to feel more comfortable in delegating some responsibilities to other employees.

Personnel Management: Mr. Sullivan was praised for his union negotiations this year. Despite difficult positions and desires from some unions, Mr. Sullivan worked with the Board and proposed alternative approaches that assisted the town in reaching settlement and achieving some long term goals in this area. He was praised for the implementation of regular staff meetings. It is also expected that we will have a final and updated Salary Administration Plan in the near future.

Financial Management: It is believed that there have been a number of in-house errors that were costly to the town. Mr. Sullivan has worked with the Finance Director situation surrounding some of these issues to assure that such errors will not be repeated in the future. Mr. Sullivan continues to work to correct some of the flaws in the financial software program currently in use. The Board has expressed a desire for Mr. Sullivan to continue his work to iron out some of these issues. The Board recognizes some of the innovative financial approaches that Mr. Sullivan has recommended we pursue that have allowed us to fund some capital projects that otherwise may not have been possible for our community. The Board expresses some desire for a more developed budget process. However, it is recognized that the uncertainty that is always present from the State level regarding available funding makes this a tricky issue. Overall, the Board is pleased at the current financial picture facing Maynard as a result of Mr. Sullivan's guidance.

Town Operations & Infrastructure: The Board believes that Mr. Sullivan has implemented a vision for infrastructure maintenance and improvements that is fiscally responsible and rational. His mentorship with the Facilities Manager and guidance provided towards developing that position should pay out benefits in the future.

Planning and Organization: Mr. Sullivan has brought an approach to planning that is strategic versus the historical reactive approach. He has implemented some of this vision and the Board expresses the desire for Mr. Sullivan to continue to work with the Board to develop a continued long term plan. Mr. Sullivan was specifically recognized for his efforts in the area of regionalization. He is encouraged to push for the School Administration to become a more active participant in long term fiscal planning.

Overall Assessment:

Mr. Sullivan was recognized for the following strengths:

- Knowledge of municipal government
- Efforts to create efficiencies and improve customer service
- Openness to residents (Wonderful “face of Maynard”)
- Relationship building with businesses
- Communication with the BOS
- Work Ethic
- Empowerment of local organizations
- Labor negotiations
- Fiscal responsibility and awareness

The following areas were identified as areas for improvement:

- Partnership with schools
- Delegation of authority and responsibility (hopefully to be addressed with reorg.)
- Improved public knowledge of development and progress on projects
- Long term planning
- Town Meeting preparation

Respectfully submitted.

David D. Gavin