



TOWN OF MILLIS, MASSACHUSETTS
MANAGEMENT PERFORMANCE APPRAISAL WORKSHEET
For
Michael Guzinski, Town Administrator
Covering the Period March 27, 2020 – December 15, 2021

This worksheet collects professional assessments of Michael Guzinski as Town Administrator of Millis for purposes of a retrospective performance appraisal to be conducted by the Select Board. This will also inform future goal setting, with his input. This review correlates to the skills, requirements and job expectations as defined in the Town Administrator Job Description (dated 1991) as the basis for his contract, as well as those responsibilities identified in the Millis Charter and General Bylaws. Note: day-to-day oversight of the DPW was removed from this position in 2018. The *Summary comments will be collected by Town Counsel and incorporated into a Key Findings & Recommendations Report for public record and the employee's Personnel File.

The areas to be evaluated follow in these six sections:

- A. General Duties
- B. Support to Select Board
- C. Financial & Resource Management
- D. Economic Development & Planning
- E. Leadership & Communications
- F. Personnel Director
- G. Miscellaneous

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Submitted by: Erin Underhill

FEEDBACK ?	<p>A. GENERAL DUTIES: The section evaluates the quality and efficiency of day-to-day municipal operations, inclusive of: all town hall departments, public safety, DPW, emergency response and cost-effective delivery of all constituent services to meet current and forecast demand.</p>
<p>* SUMMARY:</p> <ul style="list-style-type: none"> • The following are all points that were made last year. It's important to emphasize that there is more that can be done in these areas. • Mike continues to work well with both subordinates and the SB to achieve goals. However, he needs to make a greater effort to both motivate employees and to encourage feedback and openness. This is especially important for the first tier employees. Some more walking around to other departments would be useful. • He continues to be overcommitted and has problems prioritizing and then following up on outstanding issues. Some issues tend to fall by the wayside due to lack of having listed them as action items to be accomplished in a specific timeframe. When reminded, he quickly addresses the outstanding issue, but he should establish a process to ensure that he is self-reminded regarding these issues. • Mike's leadership has been very solid throughout the last year. He has addressed a number of difficult COVID-related and personnel issues successfully. He has also worked hard to work with the community to resolve concerns with new project developers, explaining PFAS and dealing with a myriad of other issues. • Mike manages the day to day municipal operations very well. The pandemic brought plenty of new challenges and Mike has risen to the occasion, consulting regularly with the board of health to ensure safety of all staff. • Mike seems to have a good relationship with his direct reports, and is very responsive to the residents of the town. 	

FEEDBACK ?	<p>B. SELECT BOARD SUPPORT: The section evaluates the basis by which the Town Administrator generally assists the Select Board in the performance of its duties, particularly with respect to meeting preparation and organization, informational advising in order to ensure productive meetings and informed decisions to best meet the needs of the town.</p>
<p>* SUMMARY:</p>	

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- Mike’s management style with respect to the SB is one of openness and ease. He keeps us informed and ensures that he is available for discussion at almost any time.
- As with my views expressed in previous years, it is a pleasure to work with Mike. He is open, easy to work with and admired by his staff. Without question, he is a valuable asset to the Town of Millis.
Mike provides excellent support to the board. His background and prior experiences make him a well-rounded asset in that he is able to pull from these experiences to advise the board and assist the board in making informed decisions.
- Mike has exceeded my expectations as a Town Manager. He has kept me informed of all issues, worked with me on private calls and facilitated the gathering of information as needed.

FEEDBACK 

C. FINANCIAL & RESOURCE MANAGEMENT: Prepares responsible FY town budgets to support services and contracts, sustains long-range capital planning, properly forecasts for future years with emphasis on cost savings, streamlining and efficiency. Delivers success at grant writing. Demonstrates accountability and oversight of enterprise, general or revolving funds and taxation, Clear.Gov and MUNIS, with oversight of finance staff and demonstrable ROI from professional consultants. Informs Select Board, town officials and departments fully and timely as to these measures.

*** SUMMARY:**

Mike’s understanding of the budget, budget process and intricacies associated with planning for all of the departments is excellent. He is very familiar with many of the departments within the State and keeps in constant contact with individuals from other Towns to exchange ideas. As a result, he has a good understanding of the operating budget for Millis in comparison with other towns and is in a position to make recommendations for allocating the budget to meet the needs of each department while being aware of the implications or inconsistencies that might have an adverse impact on Town operations. He is open to new ideas and is readily willing to discuss all options.

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Mike prepares a well thought out and detailed town budget. He works closely with the finance director and keeps the board informed. He attends Capital Planning Committee meetings and keeps these requests and needs in mind during budget discussions to properly advise the board.

I would like to see Mike take a more hands on approach with the Select Board meetings, providing more structure and planning in terms of deadlines and materials being distributed to the Board in advance.

FEEDBACK 


D. ECONOMIC DEVELOPMENT & PLANNING: The section evaluates the TA's oversight of all housing (e.g., 55+ and 40B housing, Open Space planning) and commercial growth, energy and sustainability initiatives, water and sewer infrastructure, commercial development permitting, public transportation, developer compliance, roadway/bridge construction with knowledge of all prevailing State and Federal laws as govern these areas.

*** SUMMARY:**

The COVID-19 pandemic may provide new opportunities to attract new biotech businesses to Millis. Its rural location and proximity to Boston should be conducive to attracting highly educated and trained individuals to live and work in Millis. The next year should be used to seek companies to open labs and small satellite offices in Millis.

Mike oversees the economic development and planning and works directly with the Economic Development Director to remain abreast of new regulations, grant opportunities and status of projects.

Mike's oversight seems more than adequate and at times he is viewed as staff for EDC.

FEEDBACK 

E. **LEADERSHIP & COMMUNICATIONS:** The section evaluates the TA's problem solving, application of management solutions from professional conferences, active legislative relations, sound and fair situational judgement and success at advancing progress on strategic initiatives for the town.

* **SUMMARY:**

- Mike has become more confident with respect to his management style and decision-making process over the last year. He and his staff appear to be coordinating their activities very well. Additionally, staff personnel through VMB seem to be more aware of the efforts that Mike is making with respect to managing Town operations.
- Mike is doing a much better job of delegating more of the routine tasks to his staff. Hopefully, this will result in more open time on his calendar to reflect on regulatory, legal, operational and personnel issues within the Town. Mike effectively applies management solutions and is a great problem solver. He makes sound and fair judgements. Mike has worked to identify departments that may require more attention/assistance and will be providing the necessary support.
- I trust Mike's judgment on most issues... while we may differ in the "best course of action", his position is well researched, and clearly articulated. We are well represented by Mike at conferences and with the legislature.

FEEDBACK 

F. **PERSONNEL DIRECTOR:** The section evaluates the TA's ability to manage and support staff, employees, as well as members of committees, commissions, and boards. Demonstrates proficiency in managing labor and employee issues to maximize efficiency, maintain worker satisfaction, and remain compliant with law. Develops plans, policies and procedures for employee relations for review and approval by the Select Board. Implements and ensures compliance of said policies. Competently represents the Select Board in labor negotiations.

* **SUMMARY:**

- Mike is a very solid manager and Town Administrator. He works hard and has the support of his staff. He keeps the staff informed and is prepared to work with them at all times.

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- Mike has to spend more time thinking about future opportunities for the staff and perhaps new ideas with respect to opening communications within the staff structure. He has a very open management style, but sometimes a little more direction would help department managers to know what is expected of them at any given time.
Mike manages his staff and members of town committees well. He has effectively managed labor/employee issues and works closely with labor counsel to ensure compliance with the law.
- Mike has developed plans, policies and procedures for employee relations and safety, namely with those surrounding COVID and makes thoughtful and thorough recommendations to the board. He follows through and implements these policies. Mike also competently represents the board in labor negotiations. Again, Mike’s prior experience that he brings to the table greatly assists the board in these negotiations as Mike is able to advise very well on contractual items.
- Union negotiations are conducted effectively. No issues with his personnel management.

FEEDBACK	G. MISCELLANEOUS: Additional comments to frame a discussion about past performance as opportunities for future goal setting.
<p>* SUMMARY:</p> <ul style="list-style-type: none"> • As noted earlier, Mike is an excellent and generous people manager. He is liked and he likes people and enjoys talking with them. He should continue to try to meet with employees throughout the Town on a regular basis. • Mike needs a better tracking system for time management. He needs to set schedules that are visible to all the key individuals who work with him, and he needs to focus on what he is seeking for a resolution to the issues he is confronting in advance of the meetings. • Mike has done a fine job this year, and I have no concerns working with him going forward. I would like expand the charter or by-laws to allow more day to day authority (approving payroll and AP warrants, appointing authority, etc) to be vested in the TA. 	

Respectfully submitted by: Town of Millis Select Board

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