

**COMPILATION
WORKBOOK**

Compilation Work Sheet

excel printing pages in a footnot

If a particular Line ID is blank, put the number 1 in the Left Blank cell.

AM-Member #1			BP-Member #2			PC-Member #3			JR-Member #4			Member #5			Categories
Line ID	Rating	Left Blank	Line ID	Rating	Left Blank	Line ID	Rating	Left Blank	Line ID	Rating	Left Blank	Line ID	Rating	Left Blank	Horizontal Rating Total
PD1	4		PD1	4		PD1	4		PD1	4		PD1	0		4.00
PD2	3		PD2	3		PD2	3		PD2	3		PD2	0		3.00
PD3	2		PD3	3		PD3	3		PD3	3		PD3	0		2.75
PD4	3		PD4	4		PD4	4		PD4	4		PD4	0		3.75
PD5	2		PD5	3		PD5	4		PD5	4		PD5	0		3.25
PD6	3		PD6	4		PD6	4		PD6	4		PD6	0		3.75
PD7	3		PD7	3		PD7	4		PD7	3		PD7	0		3.25
3Total	20		3Total	24		3Total	26		3Total	25		3Total	0		3.39
PL1	4		PL1	3		PL1	4		PL1	4		PL1	0		3.75
PL2	3		PL2	3		PL2	4		PL2	4		PL2	0		3.50
PL3	2		PL3	3		PL3	4		PL3	4		PL3	0		3.25
PL4	3		PL4	4		PL4	4		PL4	4		PL4	0		3.75
PL5	3		PL5	4		PL5	4		PL5	4		PL5	0		3.75
PL6	4		PL6	4		PL6	4		PL6	4		PL6	0		4.00
PL7	4		PL7	4		PL7	4		PL7	4		PL7	0		4.00
4Total	23		4Total	25		4Total	28		4Total	28		4Total	0		3.71
TM1	4		TM1	3		TM1	4		TM1	4		TM1	0		3.75
TM2	3		TM2	3		TM2	4		TM2	4		TM2	0		3.50
TM3	3		TM3	4		TM3	4		TM3	4		TM3	0		3.75
TM4	4		TM4	4		TM4	4		TM4	4		TM4	0		4.00
TM5	2		TM5	3		TM5	4		TM5	3		TM5	0		3.00
TM6	4		TM6	4		TM6	4		TM6	4		TM6	0		4.00
5Total	20		5Total	21		5Total	24		5Total	23		5Total	0		3.67
CM1	4		CM1	3		CM1	4		CM1	4		CM1	0		3.75
CM2	3		CM2	4		CM2	4		CM2	4		CM2	0		3.75
CM3	3		CM3	4		CM3	4		CM3	4		CM3	0		3.75
CM4	4		CM4	4		CM4	4		CM4	4		CM4	0		4.00
CM5	3		CM5	4		CM5	4		CM5	4		CM5	0		3.75
CM6	4		CM6	4		CM6	4		CM6	4		CM6	0		4.00

AM-Member #1			BP-Member #2			PC-Member #3			JR-Member #4			Member #5			Categories
Line ID	Rating	Left Blank	Line ID	Rating	Left Blank	Line ID	Rating	Left Blank	Line ID	Rating	Left Blank	Line ID	Rating	Left Blank	Horizontal Rating Total
CM7	3		CM7	4		CM7	4		CM7	4		CM7	0		3.75
6Total	24		6Total	27		6Total	28		6Total	28		6Total	0		3.82
CO1	2		CO1	3		CO1	4		CO1	3		CO1	0		3.00
CO2	3		CO2	3		CO2	4		CO2	4		CO2	0		3.50
CO3	3		CO3	3		CO3	4		CO3	4		CO3	0		3.50
CO4	3		CO4	4		CO4	4		CO4	4		CO4	0		3.75
CO5	4		CO5	4		CO5	4		CO5	4		CO5	0		4.00
CO6	4		CO6	4		CO6	4		CO6	4		CO6	0		4.00
CO7	3		CO7	4		CO7	4		CO7	4		CO7	0		3.75
CO8	4		CO8	4		CO8	4		CO8	4		CO8	0		4.00
CO9	4		CO9	4		CO9	4		CO9	4		CO9	0		4.00
CO10	3		CO10	4		CO10	3		CO10	4		CO10	0		3.50
CO11	4		CO11	4		CO11	3		CO11	4		CO11	0		3.75
CO12	4		CO12	4		CO12	4		CO12	4		CO12	0		4.00
7Total	41		7Total	45	0	7Total	46	0	7Total	47	0	7Total	0	0	3.73
Total															
Total	128	0	Total	142	0	Total	152	0	Total	151	0	Total	0	0	573

Compilation Rating Results

By Member	
Rating	Rating Source
128	Member #1
142	Member #2
152	Member #3
151	Member #4
0	Member #5
573	Rating Total

By Member & Evaluation Category	
Blanks	Rating Source
0	Member #1
0	Member #2
0	Member #3
0	Member #4
0	Member #5
0	Blanks Total

By Evaluation Category	
Rating	Rating Source
3.39	Development
3.71	Planning
3.67	Team Player
3.82	Meetings
3.73	Competencies
18.32	Grand Total

Composite Scale for Five (5) Evaluators

Composite Evaluation		Composite Rating	Start	End
Five (5) Members Reporting				
Outstanding (586 - 780)		0	586	780
Above Expectation (391 to 585)			391	585
Meets Expectation (195 - 390)			195	390
Does Not Meet Expectation (1 - 194)			1	194
Unsatisfactory (0)				
How the evaluation sections are determined.		39		
Maximum score per evaluator		4		
Maximum possible score per evaluator		156		
Number of evaluators		5		
Maximum possible score for five (5) evaluators		780		
Number of performance categories		4		
Total points for each performance category		195		
Grand Total of 5 Evaluators		573		

Composite Scale for Four (4) Evaluators

Composite Evaluation	Composite Rating
Four (4) Members Reporting	
Outstanding (469- 624)	573
Above Expectation (313 to 468)	
Meets Expectation (156- 312)	
Does Not Meet Expectation (1 - 155)	
Unsatisfactory (0)	

Start	End
469	624
313	468
156	312
1	155

How the evaluation sections are determined.

Individual number of rating opportunities	39
Maximum score per evaluator	4
Maximum possible score per evaluator	156
Number of evaluators	4
Maximum possible score for five (4) evaluators	624
Number of performance categories	4
Total points for each performance category	156
Grand Total of Evaluators	573



TOWN OF GROTON

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Select Board

John F. Reilly, *Chair*

Rebecca H. Pine, *Vice Chair*

Matthew F. Pisani, *Clerk*

Alison S. Manugian, *Member*

Peter S. Cunningham, *Member*

Select Board Members' Summary Comments Performance Evaluation of the Town Manager for Fiscal Year 2022

Member #1

I agree that this has been a very strong year for Mark as Groton Town Manager. He continues to put forth great results, personally and with the support of the strong team he has helped create at Town Hall and beyond. The impacts of COVID on employees and the greater community have been extremely well managed; Mark's conservative approach has undoubtedly prevented spread and many other related issues. Mark has handled occasional push back from the community very professionally.

Financially we remain in a very strong position, which is due in part to Mark's conservative approach to budgeting (which I will continue to push back on intermittently). Recent increases in funding, through ARPA and other similarly short term programs, have been well managed and I don't anticipate any fiscal pains for Groton when these are reduced/eliminated in future years.

I encourage Mark to bring concepts to the Select Board for discussion, however brief, prior to action. A recent example is the Nod Road Landfill considerations (on which we are now fully included). Getting our input sooner could prevent confusion internally and in the community and would create shared culpability when the community gets upset.

Overall a fabulous year that I'm confident will continue into the future!

Member #2

Mark has had another excellent year as Town Manager. Despite the ongoing impacts of the Coronavirus Pandemic, Groton's Town Government has continued to function and provide a high degree of professional service to its citizens, due to Mark's leadership. The successful awarding of two HCAs for the sale of Cannabis, and the agreement to create a \$2 ticket surcharge for Groton Hill Music concerts are particularly strong achievements that will provide much needed revenue to the Town. Mark's success at negotiating all seven collective bargaining agreements is somewhat undermined by the fact that the Board needed to add the Juneteenth Holiday after the close of negotiations, effectively requiring the Town to pay for an additional holiday for all employees, without receiving any concession in return. Mark has a very positive working relationship with all of our Town employees. His leadership fosters a high level of morale, positive collaboration among our departments, and outstanding service to our taxpayers. As Chair of the Select Board for FY22, I worked closely with Mark and was pleased with our positive collaborative relationship. I have discussed with Mark the few situations which I think he should have handled differently. I look forward to continuing to work with Mark over the next year. As always, I encourage Mark to err on the side of providing too much information, vs. too little, in writing and ahead of meetings, to the Board members. Most of us do not have Mark's ability to absorb and synthesize numbers and facts as quickly as Mark does. I also encourage Mark to see the Board as an equal partner in decision-making.

Member #3

Personal Development: Mark is a very conscientious worker and is always available to respond to situations or questions even when not working or on personal time. Mark displays a thorough understanding of the need to be responsive to residents, staff and the media. Mark works hard to be tactful in situations that at times can be frustrating. Mark displays a positive approach to his position as TM and seems to enjoy the challenges that the diversity of issues before him presents. Mark works hard to learn from past decisions that could have been handled in a different or more constructive manner. Mark displays a strong work ethic at improving his skill set as TM. Mark does recognize there may be differing perspectives on any given issue and respects them.

Planning: Mark is well prepared is laying out the whole picture to the Select Board on any given decision before it. Mark is consistently mindful of long term planning particularly with regards to budgeting both short and long term. Mark shows the ability to review a current operation or procedure and change it if a more beneficial approach makes sense. Marks experience in municipal administration makes him fully versed in all relevant planning processes. Mark demonstrates a strong ability to prioritize needs Mark is always cognizant of long term capital needs and stays informed through his department heads of what those needs are. He is consistently improving the capital planning process when needed. Mark has always done an excellent job at recognizing good employees and works hard to retain them.

Team Player: Mark understands that the best process and outcomes are derived from a cohesive team approach. Mark establishes common goals that are rooted in a team approach. Mark is consistently praising the work of others and their contribution to sound municipal management. Mark works hard to build and maintain the team approach which is demonstrated by the outcomes where Groton is recognized as a well run town. In a time when much political divisiveness exists, Mark avoids it completely. Mark fully appreciates the importance all town employees play as part of a larger team that serves all citizens of the community.

Conduct at Meetings: Mark is very conscientious about staying on topic and following the agenda. Mark abides by the protocols of conducting meetings. Mark keeps his comments on matters focused to their substance and will not carry on off topic. Mark's experience as a TM gives him a thorough process of all planning processes. Mark is well prepared for all meetings. Mark is in attendance at all Select Board and other relevant meetings. Mark conveys a professional and competent attitude to those that work with him.

Competencies: Mark demonstrates strong interpersonal skills and works to improve them when necessary. Mark is courteous to co-workers. Mark provides very good customer service and is responsive to issues and inquiries to the Select Board office. Mark is very clear in communicating on matters which he is dealing with. The work Mark produces is always of high quality in explaining what the particular matter may be and making it clear for others to understand. Mark's skill set at municipal management is very high and of great benefit to the town. As noted previously, Mark fully appreciates the effectiveness of a comprehensive team approach. Mark is always in attendance at meetings or events requiring his presence and is always available to Select Board members at other times. Mark is very skilled at problem solving, often when confronted in dealing with unanticipated events such as the COVID pandemic. Mark will take the initiative to restructure town departments if a more productive organization presents itself. Mark is mindful of the importance of safety in his approach to the job as well as those who work for him. Mark is an extremely effective manager which has earned Groton the reputation as a well run town.

Member #4

For this Town Manager's Annual Performance Evaluation I have measured Mr. Haddad's performance as I have observed his work and accomplishments in the past year. This Town Manager's evaluation is the third I have completed during my tenure the Select Board. Having considered this past year and reviewing my last two evaluations there is one component that is noticeable. That component is consistency. I have observed positive consistency in both of my prior annual performances and again during this past year.

During this evaluation period Town government and services continued to be impacted by the pandemic. Many Town employees contracted the virus which caused the Town Hall to go remote. Services were effectually offered at the same level as if the Town Hall was staffed. Virtually all Town Departments were affected by the surge at the time. Our Town Department Heads and TM managed effectively. All of these contingencies come with a myriad of problems, from staffing issues to the financial impacts. It has been my observation that these factors were considered, planned for and communicated to the Town's People and Select Board.

In Mr. Haddad's self evaluation he notes his strongest accomplishment over the last year as the goal, "Develop Programs to Alleviate Taxpayer Burden". I would agree. Two HCA's were negotiated and approved. An agreement with Groton Hill Music to establish a \$2 per ticket surcharge was completed. Due to Mr. Haddad's relationship with the two private schools in Town and his participation on the Florence Roche Construction project we can anticipate these two schools sharing in the project's debt service. Through his efforts, the Groton School gifted \$35,000 to help cover engineering costs for a new sidewalk on Old Ayer Road. Mr. Haddad's rapport with the Town's unions allowed for a fair and reasonable three year contract with all seven. Taxpayer burden is the paramount issue I hear from the people I represent. It is my first priority. I would like to see more initiatives of this sort and other sources yet to be identified. This goal should be continuous.

The Town's AAA bond rating was again recently affirmed. Mr. Haddad's strong point is the finances of this Town. The makeup of the bond rating, in my opinion, is not just dollars. It is management of people, capital, forecasting and planning.