

## **Highest Priority**

**Develop & update yearly Master Plan for road paving and sidewalk improvements (5 year plan). Include variables such as costs, funding, and tie-ins with additional work such as water, sewer, and drainage. Make this information easily accessible to the public.**

The City Manager has now created a roads/sidewalk list that is in the order of planned repair, restoration or replacement priorities, however the actual 2009 projects can't yet be identified until Community Services doesn't yet know the inflation-adjusted costs that will be required due primarily to increased asphalt costs. **DeDe**

The City manager was asked for information for "variables such as costs" of the road work/sidewalk completed in this and the prior year so that we can know which street and sidewalks were improved by street section name, with square feet and or cubic feet of work performed and the costs. An updated response has not been forthcoming. This information is needed so that this councilor can inform his constituents of what they can expect. The city manager said some of this information is on line. I have been unable to locate it on the city website. It would be helpful if the City Manager could e mail the routing on the City Web Site where that information can be found. **Scott**

Document showing the scheduled streets to be repaved 2008-2010 needs to be updated because some streets were dropped in first year due to funding reduction. **Trefethen**

Ongoing. Facets of the objective have been completed. There still needs to work done in this area. Public Awareness is very low on how and why the roads are in the condition they are in. There are complaints as to the difficulty in navigating this information on the website, many people can't even find the information. It would be my recommendation that the City Manager refer to this inconvenience, study it, and bring it back to the Council for discussion.

**Cheney**

On the positive side:

- The master plan does include provisions for street improvements.
- There is information on the city web site that indicates the paving schedule for the next three years.
- The website shows the Pavement Condition Index (PCI) for all streets.
- This provides Councilors and the public with some idea of when streets are planned for paving.

On the negative side:

- There should be a cost reduction by better competitive bidding and the use of in house engineering staff for determining needs.
- The PCI rating is based on a one season site review of the streets.
- We have added costs to our program with the purchase of VUEworks but have not seen any projected savings to compensate for it.
- Sidewalk maintenance is not published.
- The published sidewalk winter plowing schedule is not adhered to, thereby upsetting residents and endangering pedestrians. **Callaghan**

A main ingredient missing here is that an updated list was requested upon manual viewing once the snow melted and have yet to receive the updated document. **Weston**

There have been ongoing efforts to create/update a Master Plan for street and sidewalk paving and improvements. A public workshop was held with an outside expert, validating the City's procedure and methodology. More attention needs to be paid on updating this list. It is understood that there are many variables that must be factored into these updates, including costs, available funding, unexpected emergencies and more. However, this continues to be one of the major issues raised by residents. **Myers**

**Identify current outsourcing and potential future outsourcing opportunities. Recommend efficiencies/savings, as appropriate, for either expanding outsourcing or bringing some tasks back in-house.**

The City Manager has outsourced the bulk of the janitorial work in the McConnell Center and sought to extend that however the provider the school dept used (Unico) quoted the job differently than they did for the school and it was not a good enough deal to switch off from our present provider. **DeDe**

The council should not provide a positive evaluation of the CM based on the various areas of cost savings he is **considering**. Rather the evaluation should be based on accomplishments. Identifying outsourcing of facility and grounds maintenance is one of the areas the council would expect the city manager to look into. We need a report from the City Manager as to what has been done. The report should include figures indicating the costs before and the costs after so the councilors can evaluate the results. The CEO of a \$30 million service company – the municipal corporation of Dover - should not be rated on whether he “routinely evaluates service delivery methods” but what he has accomplished in terms of tangible and measurable costs savings. I don't recall seeing any report indicating costs savings on this subject. That the City Manager has “arranged with a local sign Company to perform banner hanging services” is a very small part of the job of managing the city and should not be considered an accomplishment. Consideration of contracting for fleet Maintenance” is a valid area of cost study one would expect of the City manager. **Scott**

On-going effort, but overall so far so good. **Trefethen**

Facts figures and specifics must be given to demonstrate benefits of staying in house versus outsourcing for certain services. Where are the most efficient and cost effective ways of delivery? If working with other communities was pursued what was the result? If there is analysis going on where are the specific results? Details on cost savings, ease of implementation, prioritization of these projects and services need to be clearly presented.

Banner cost savings? - How much? It would be a benefit to all of us on the Council and the Citizens of the City if the City Manager could gather in house versus outsourcing information,

pros/cons, and savings and benefits to the City so that with this information could be evaluated for priorities. **Cheney**

On the positive side:

- The Council is informed when considerations have been made for outsourcing of services.

On the negative side:

- Detailed quantifiable comparison facts should be presented to Council so they can fully participate in outsourcing decisions.
- Current outsourced services should be evaluated in detail to determine if they have actually provided a savings to the City.
- Outsourcing can provide substantial savings, but it can also lead to laziness and wasteful spending; written policy should be in place for the process of investigating and utilizing outsourced services.
- We outsourced some snow plowing last winter and still spent a lot on City employees overtime for plowing. Instead we should have the vendor do the primary snow plowing and then we are the back up; a practice that may also save on maintenance and equipment costs.
- If we don't have the resources to remove snow from our sidewalks as committed to in the plowing schedule we need to review outsourcing that. An example is Miracle Mile where pedestrians are forced to walk the street and there are many near accidents by drivers who try avoiding the pedestrians. **Callaghan**

CM is constantly reviewing the outsourcing of labor with the hopes of saving the city money. I do wish that the CM would update the council with more specifics related to costs and savings more often when he has considered different avenues. Communication is very important here.

**Weston**

The City Manager has continued to explore cost savings across all areas of City operations. Some of the larger opportunities, such as contracted services, are reviewed and approved by the City Council. Others are implemented as a part of the day-to-day oversight of the City by the CM. We have seen improvement in the cooperative workings of the City and the School. This is attributable to both departments and is appreciated. As always, a constant review of all available options is vital and I believe that this is occurring, even though the Council is not made aware of every single attempt. **Myers**

**Work with DBIDA to improve the opportunities to the City for economic development and business retention, and keep the Council updated with the role of the DBIDA Board.**

The City Manager routinely attends the DBIDA meetings and has a close eye on the projects that are coming in, frequently acting as the 'point' person until such time as DBIDA is able to hire a professional to develop businesses as opposed to just facilitating those the make their wishes known. **DeDe**

The first step to determine economic opportunities is an inventory of availability of land, vacant retail, office and industrial space. There was a request to the city manager to provide this inventory. No report was submitted to the council, nor can be found on line. A second report was requested which referred to accomplishments of this DBIDA function in the prior 3 year period. Such a report should include the names of new businesses brought to Dover and the number of new employees hired. No such report was prepared by the City Manager and presented to the Council demonstrating the results of this activity. **Scott**

CM did everything that could have been done. Council in-action is the only delay. **Trefethen**

DBIDA has put a lot of effort into reaching out to the community and have compiled valuable information in their Strategic Plan. The City Manager has not kept the Council updated with the role of the DBIDA Board. This is an area where the Council should be hands on. The City Council should have a direct clear two-way communication with DBIDA routinely with reports on how DBIDA is helping in the City in Retention and Attraction. . **Cheney**

On the positive side:

- DBIDA has invested a lot of time in analyzing what it would take to increase their economic opportunities. Their efforts are to be complimented.

On the negative side:

- The change that is being presented is to spend more money by hiring an Economic Director; the City Manager should not be supporting this.
- DBIDA should restructure its processes to solicit and utilize more of the resources available. Partnership with the Chamber, Dover Main Street, Planning (who now has less responsibility as a result of personnel transfers), and Strafford County Regional Planning; the City Manager should be encouraging this.
- I am not aware of any Grant requests that have been written; the City Manager should be providing the resources to accommodate this.
- Hiring an Economic Director seems to be more whimsical, rather than based on specific quantified evidence and fact, and coupled with appropriate administrative documentation.
- The proposal to meet the goal lacks ingenuity; this is not the kind of thinking that represents good business practices. **Callaghan**

Would like very much to see a list of what businesses or light industry that has come to Dover these past few years because of DBIDA and what primary type of business's/light industry that Dover is reaching out to. **Weston**

The City Manager is very hands on in this area, even though his time is stretched thin due to other job requirements. It is time to move forward with a professional employee focused on Economic Development. The CM has coordinated with DBIDA to write an action plan, hold a

public forum, reach out to stakeholders and residents, garner support from the Greater Dover Chamber of Commerce and Dover Main Street and more. The Council now needs to act in order to see this goal fulfilled. **Myers**

**Implement updated financial software and recommendations of both the CAFR and the most recent payroll audit to improve/correct noted issues.**

The software issue was unfortunately stopped by members of the City Council who insisted in having a say in the software choice, though clearly this is not a Council responsibility and actually invades the province of the City Manager and Finance Director. **DeDe**

I am not aware what has been implemented. With the current software the CM should have been able to provide electronically financial information previously requested. In April 2008 the CM was asked to provide a listing of all cash disbursements paid through the accounts payable ledger for the periods FY 2006 and 2007 sorted in descending order by amount disbursed and by name of recipient. The report was provided for FY 2007 but not for FY 2006. There is no reason these reports could not be extracted from our current financial software. **Scott**

On-going effort. It needs to be finished in a timely manor. **Trefethen**

Ongoing. City Manager has begun the process of specifications and bidding through a committee. As part of the group to help in the selection process I have input suggestions that I think would be desired based on my experience implementing systems for other communities. One focus for the public specifically is that they have the ability to query the data to extract information they may need. **Cheney**

On the positive side:

- It is recognized that an update to the financial software is long overdue.
- A joint effort between the SAU and the City appears to be a good idea at this time.

On the negative side:

- Unfortunately there was very little information provided during the presentation of what functionalities the system will provide to Council Members, how the data can be exported, how specific queries can be made; this issue has not been addressed.
- Currently, the City Manager cannot export in excel format, or comma separated value, and all reports create such a burden to the City Staff that requests for those reports must be approved by the City Council; this issue has not been addressed.
- A report cannot be generated that lists all the vehicles and equipment owned by the city. We do not know what our new system can do to correct these issues; this issue has not been addressed.
- The current proposed software has locked in future costs that have not been tallied.
- The possibilities for alternative systems, comparing the functionalities, has not been provided.
- A lot of money has been spent and there have been no reports from the committee about the actual abilities of the product. **Callaghan**

Updated software is desperately needed. The new software should increase information as needed in a user friendly version and the financial department should be able to run more efficiently. When information is requested by the council that the new software should make these reports more readily available. **Weston**

This is in process. The CM has reached out to appropriate staff, SAU and even the City Council for input. This is about the daily operations of finance and accounting, not about what reports City Councilors will be able to generate. We should let the CM and his professional staff move forward and complete this needed upgrade. **Myers**

**Provide budget per Council guidance. Such guidance to be given in Jan./Feb. time frame.**

The City Manager produced a budget that met the conditions of the tax cap. While some Councilors felt that they would have wanted a budget that kept some more of the recreation activities intact, the City Manager acted responsibly in preserving the public safety issues although, because of the spending limitations it forced the recommendation of curtailment of several other programs in the City. **DeDe**

The City Manager did present the council with a budget that met the parameters of the spending cap. However his priorities do not reflect the priorities of residents in ward 3. He proposed reduced funding for programs important to Dover children (the teen center and the swimming programs), and small cuts in funding for the library – important to senior citizens. The taxpayers of Dover have every right to expect the person holding the seat of City Manager has the financial experience and background to be able to predict what the surplus or loss is likely to be by the third quarter of the year and in advance of any final audit. In the Council meeting in July the City Manager provided a preliminary unaudited financial report for the FY 2008 showing that city is expected to have revenues about \$1 million higher than budget and expenses for the FY 2008 year after encumbrances about \$800,000 less than budget. This indicates a surplus of \$1.8 million for the year. Knowing what happened in the prior fiscal year is an important component of preparing the budget for the next year. When clarification is requested verification of these numbers should be provided in a written report as opposed to verbally. The response that “these numbers have been already been explained verbally” is insufficient. A written report is needed. Consequently the guidance provided to the council was flawed. In the budget section on revenue the rents assigned at the McConnell center are unfair to the taxpayer. Third parties are being charged much lower rents than city departments such as the Police and Recreation. Also the rents charged to these two city departments are higher than market rents in Dover. It is contrary to generally accepted accounting principles to treat cost transfers between city departments as income to the city. No rent transfers should be charged to city departments so that the public can see what are the true costs of the McConnell center. **Scott**

The budget was prepared conforming to all Council directives and charter requirements. **Trefethen**

In preparation of the budget by the City Manager I believe the Citizens of the City would benefit more if he would consider the programs of the youth of City in order to help them become better citizens. It would be more efficient to consider this before adding any services that have not been previously filled or funded. The Council's time would have been better spent on other facets of the budget. **Cheney**

On the positive side:

- The budget was provided at the scheduled time.
- Volumes of information was provided.

On the negative side:

- The proposed budget contained cuts that eliminated police department children's' programs for in school and after school hours.
  - The proposed budget eliminated the victims advocate program.
  - The proposed budget eliminated the police resource officer in the schools.
  - The proposed budget closed the outdoor pool to 5000 paying guests yet left the pool open and operating for private use, thus creating a loss of income to the taxpayers.
  - The proposed budget dissected the joint function of the Building Inspector and Code Administrator thus requiring applicants of building permits to seek approvals from separate individuals on subject matter that may overlap. This is a disservice to the community because it just creates more bureaucracy.
  - There were no "across the board" reductions, and no layoffs in other departments.
  - The budget and budget summary should be distributed in a excel or similar format to allow for search queries as desired by individual councilors. There are lots of paper and lots of data, but difficult to do any specific analysis which is not provided in the report.
  - The City Manager was not fiscally savvy enough to focus on many small sacrifices in lieu of entire line items.
  - The budget preparation showed little creativity and an inability to prioritize.
  - During the budget process the City Manager threatened to sue the City Council using the City Attorney as his attorney; this was insubordinate and not the actions of a professional City Manager.
- Callaghan**

When the CM made his recommendations to the Council, he cut total programs and positions to fall under the Spending Cap regulations. In some cases I do not believe these cuts were in the best interest of the city. During budget deliberations, the Council instructed the CM to find 22K from across the entire Budget. During our next meeting when it was time for approval of the minutes, the CM himself questioned the minutes and the directive that he believed was to find funding from within the Police Dept budget. He was corrected in that he was to find the 22K not from just the Police Dept. budget but from across the entire budget. The minutes were passed 8-0 as amended. The very next day the CM cut the entire 22K from the Police Dept. budget. This was done with complete disregard to the will of the Council. An e-mail of reconsideration was directed to the CM that which he has never responded to.

**Weston**

CM provided exactly what was asked for. If there are some who didn't like what was presented in the budget, then they should have worked to get a majority of the Council to provide different guidance ahead of time. CM did his job and the Council did our job. **Myers**

## **2nd Highest Priority**

**Start Henry Law Ave. reconstruction. Expedite resolution to property abutters so that this can occur in the spring. Update Council as needed as to any legal roadblocks that prevent this from occurring.**

Henry Law construction started as soon as possible. There has been a problem with easements, and contract format, which has delayed construction beyond the control of the City Manager, however utility work has begun and a new contract format has been developed. The City Manager gets full credit. **DeDe**

This project covers both wards 2 and 3 and residents of ward 3 are watching this project closely because it could add additional traffic to their area, and turn Henry Law into a high speed highway, thereby destroying the village Atmosphere and making the road more dangerous for kids and pets. Also one of the concerns of residents is the status of some magnificent old trees on Henry Law that provide brilliant fall colors. The write up of the city manager states that the council was advised of the tree cutting. I don't believe the council was informed of which trees specifically would be cut to permit the widening of Henry Law Avenue. I have driven Henry Law in the past week and have seen no markings on any trees. The City Manager did advise on 8/6/08 that no more trees would be cut. Should that not be the case any trees that required to be removed should be marked clearly with paint well in advance of any cutting and the residents of Henry Law given an opportunity to object. This is their neighborhood and it does not belong to the city. A report on what easements have been obtained and the cost of those easements would be useful information for the council. I was unable to find the report on the web site. **Scott**

Done. **Trefethen**

This project is ongoing. Time and money may have been lost looking into eminent domain. Due to a prudent decision of the City Council that option failed. **Cheney**

On the positive side:

- This project has been started as the goal states.

On the negative side:

The City Manager should have been more proactive in releasing the background information about the City's efforts to take land by eminent domain. Not being open and all inclusive with information created a general distrust by residents about Dover City Government for misusing the powers of eminent domain and not meeting the time tested spirit and intent. **Callaghan**

This project is on going and is proceeding well. The only major problem was the recommendation of eminent domain of the Russo property that would have ended up in court. The council voted down this resolution. **Weston**

CM kept Council updated along the way on issues pertaining to Henry Law reconstruction, including Executive Sessions where Council provided direction regarding legal issues pertaining to private landowners. **Myers**

### **Establish formalized Department Head goals and present with annual budget submission.**

Although the department heads have had goals established in the process of the development of the 2009 budget, these have not been something that was provided to the Council in a formal venue. **DeDe**

Setting specific project and numerical goals and objectives is what one would expect of the CEO of a \$30 million dollar service company. These goals should be specific and tied down with a numerical cost savings target for each department. The Council's evaluation of the performance of the CM in this area should be tied to numerical goals he is able to achieve with his department heads.. The council has not as yet been provided with numerical goals. **Scott**

While I understand the timetable the CM has established for this task, It would be better for me if it was available during the budget workshops and not after the budget is adopted. **Trefethen**

Done. **Cheney**

On the positive side:

- Completed.

On the negative side:

- There are no provisions for unanticipated priority events. Dealing with those events is of the utmost importance in measuring a leaders ability. **Callaghan**

The Department Head Goals document is extremely comprehensive. However, there are areas in which I feel it can be improved. Some of the specific goals are tied to funding needs which occur during budget deliberations and passage. To me, it would be helpful to have this document

when the budget is first presented in April. Specific funding decisions may be made at this time which will impact Department Head goals.

After passage of the budget, the CM could create a revised document, making specific changes only to those departments where funding or policy changes may have occurred. It would also be helpful to receive a follow-up document 10-12 months later that would outline the results of the goals that were set. **Myers**

**Establish quarterly public open forums with opportunity for public comments & questions. Continue to hold topic specific forums as needed.**

The City Manager has not established a quarterly forum for questions and answers as this evaluation goal states. That said, the City Manager has attended public interest forums concerning Willand Pond, the Waterfront, The Children's Museum, The Tax Cap informational meeting and others. I suspect that the impact of increased requests by some Councilors for information, even though much of that information was already published, has been a factor in the City Manager's failure to provide quarterly meetings. **DeDe**

This category has a positive and negative aspect. Positive - There was a meeting for ward 3 residents attended by over 50 people in the Applevale, Hawthorne road area for public input. This was positive. Negative - People living in ward 3 on Henry law road complained during the attempt of the city to take a portion of the farm of Mr. Rousseau that they were not informed of a public meeting to discuss this issue. Those living on this section of Henry Law road were vehement in their opposition to use eminent domain to take some of this land and did not see any need to straighten the road, which involved more expense and would turn this rather tranquil area of Dover to a higher speed road. **Scott**

I don't see evidence of true "quarterly public forums", but the CM and his staff have held a number of public forums on a variety of subjects, which have been very good. **Trefethen**

City Manager attends many public forums. We still need the quarterly public question and answer open forum. **Cheney**

- The City Manager is extremely visible at topic specific public forums.

On the negative side:

- To the best of my knowledge there has not been any quarterly public open forums held by the City Manager as required by the goal. **Callaghan**

The CM does hold topic specific forums as needed but has failed to have quarterly public open forums. **Weston**

The CM attends many, many forums and is available to answer questions. The key here is whether they are “open” forums or not. There is room for improvement here, but there are also many forums that are held arising from “new” issues. Examples of these over the past year or two include Willand Pond, North End Water, Henry Law, Tax Cap and more. **Myers**

### **Complete Route 108 Sidewalk Improvement Project**

Completion of the Route 108 sidewalk project was added at the last minute in a vote to gain one councilor’s vote for establishment of any goals. This project has also had easement problems yet, the initial steps of upgrading the utilities is underway, as is the establishment of a traffic light just after Strafford Farms. **DeDe**

From what I can see it appears that this project is moving along according to plan. **Scott**

The CM and his staff did everything in their power to get this project started. All delays were attributable to either state permit delays or lack of cooperation from some abutters in granting easements. **Trefethen**

This project is ongoing. **Cheney**

On the positive side:

- The project is underway.

On the negative side:

- The project is not complete as required by the goal; this may be the result of poor planning, resource utilization, or prioritization by the City Manager.
- Members of the Willand Pond Committee have expressed concern over the increasing number of drains that will dumping into Willand Pond and need immediate education on the matter. **Callaghan**

Project is progressing but is not completed. The goal was to be completed by the end of summer. **Weston**

CM has coordinated everything possible on Dover’s end. Sometimes delays occur when dealing with State. **Myers**

### **3rd Highest Priority**

**Present revised and abbreviated budget summary, along with budget. (20-30 pages).**

The City Manager did present a synopsis of the City Budget separate from the major budget book. **DeDe**

This has been done and appears to be satisfactory. **Scott**

The intention of this goal was for a publication of a 30-40 page budget document to supplement the traditional thick, detailed budget book, not to reduce sections of the detailed budget book. If the separate booklet could be available it might alleviate the concern that the budget book is too hard for the average citizen to understand. **Trefethen**

Done. **Cheney**

On the positive side:

- Prepared and distributed as required.

On the negative side:

- The budget and budget summary should be distributed in a excel or similar format to allow for search queries as desired by individual councilors. There are lots of paper and lots of data, but difficult to do any specific analysis which is not provided in the report. **Callaghan**

I understand what was created to meet this goal. I still feel that a stand-alone document, with basic, broad information pertaining mostly to the current budget, would provide most residents with what they need. The full budget document, with a wealth of detail, would remain available for those seeking it. **Myers**

**Continue to work with the Willand Pond Ad Hoc Committee, DES, Somersworth, Strafford Regional Planning and others to find and attain solutions to both the short and long term issues of the high water table at Willand Pond.**

The City Manager and the Planning staff with the CM's support have worked to get State involvement in the solution to the Willand Pond remediation project. Studies have been initiated. **DeDe**

This is a difficult and complicated project. There is no doubt the City Manager has spent time and is working on this problem. However until the situation has been resolved to the satisfaction of those in the neighborhood it is premature to provide a satisfactory evaluation for this project. The City Manager should not be evaluated on his efforts but on the results. **Scott**

The CM and his staff have done everything possible to work towards a solution on Willand Pond. The delays have been at the state level. **Trefethen**

This is ongoing and the Council has been active along with the Ad-Hoc Committee in this area. **Cheney**

- This project is making good progress due to the efforts of the Planning Director.
- There continues to be regular and special Willand Pond meeting which help keep concerned citizens informed.

On the negative side:

The project is behind the anticipated schedule as the affected residents understood it to be; this due to diligent work by those involved in the engineering process and of no fault of the city manager . **Callaghan**

We are seeing continuous progress. **Weston**

Strong involvement by CM and staff. Good coordination with public, committee, State, Somersworth, SRP and others. **Myers**

3c Reduce Fleet size and reduce energy use.

This item was not addressed in the report or attached to this evaluation.

There was no explanation of progress of what has been done in this accomplished.

The goal of reducing the vehicle fleet and reduce energy use is commendable.

It would be useful to have numerical targets. **Scott**

**Complete consolidation of Clerk & Tax Collector functions. Continue to work overall space needs for remainder of City Hall & Police Department.**

Complete the consolidation of the City Clerk's office with the Tax Collector's office. The City Manager has not had the complete cooperation of the City Council in bringing this about. The Offices need to be furnished with fixtures complementary to the modern office utilizing the cube and an appropriate amount of space due to the change from 1930's furniture (no computers existed then) to modern office layout. While there was budget money put in place to do some construction, the Snows of this past winter caused some budgeted projects to be put on hold to bring the City in at budget. There is now one person supervising both departments and this individual has successfully managed an entire new staff in the Clerk's office as well as key positions with new people due to retirements. **DeDe**

Apparently there are some savings from the consolidation. However looking at the budget book the savings are not obvious. From the budget book it appears that the cost of these two functions was \$406,600 last year and \$407,400 this year. There is concern of many people in ward 3 that long years of experience of Judy and Valerie has been lost in this consolidation without any apparent cost savings. Regarding the reference to a \$10 million capital project for City Hall and construction for a police station, such a project may be desirable but certainly is not essential and particularly not during this recessionary period. Our bonded debt is extremely high and is a large burden on the taxpayers. To increase Dover's bonded debt during this period would not be prudent. It would be wise if the council set a policy that no new bonding would be added above what debt is being retired. **Scott**

Physical offices need to be combined. There must be acknowledgement that the Council has not cooperated in this task. **Trefethen**

Ongoing. Space needs should include public access to bulletin boards and computer terminal(s) in hall for public access. **Cheney**

On the positive side:

- Combining of the duties appears to be handled diligently by the incumbent of that job.

On the negative side:

- The City Manger had taken the opportunity in this objective to embellish the City Hall with thousands of dollars worth of furniture.
- His response to talk at length about how new furniture was wanted to make up for the lack of space. It fails to indicate the fact the SAU has left the building and the inspection department is going to leave the building.
- The response provided in the Achievement report does not address exactly how the combined duties will not impact the services provided to the public.
- When the City Manager did not get permission from the current Council to expend the funds for furnishings, he indicated to the Council he would rehire the tax collector. This is a vindictive and insubordinate act. **Callaghan**

Have not seen any further evidence of progress. There was a resolution presented to the Council to order furniture for the Tax/Clerk office so that forward progress could continue but this resolution had to be revised months ago and have yet to see any other resolutions. **Weston**

Staff savings have been realized by combining the Clerk & Tax functions. Cross training of employees has occurred to provide improved service during peak times. A plan for the physical layout of City Hall to improve our customer service functions and provide additional space for certain departments had Council approval. The CM has done everything he can at this point.

City staff has stepped up to the plate. It is now time for the Council to provide the final funding approval for space consolidation and fit-out. **Myers**

**Continue to expand City web-site offerings, to also include a more user-friendly e-mail for Councilors (Outlook).**

Continue to expand the City Website and E-mail capability. The Website still needs a lot of work, but a new hire will hopefully solve some of the Website quirks. The City has moved to Outlook and the Email service is improved. **DeDe**

Not only constituents in ward 3 but throughout the city people are concerned that over the past year the City Website and City E mail have become less and not more user friendly. With this the case it is even more disturbing to see that the spending on the Information Technology department has increased from 212,000 in FY 2006 to \$548,000 for FY 2009. The doubling of costs over the past 3 years while combined with a **user unfriendly** web site reflects unsatisfactory management of this department. **Scott**

Dover has the most complete and up to date web site I have ever come across. The new email system for Councilors is easy to use and robust and the CM has responded to requests to enhance the system per individual Councilor's requests. **Trefethen**

The prior email system had more functionality was flexible, smaller, easier, faster and free. Many features were stripped in the new interface and it is more cumbersome to use. Full interface version is unavailable to anyone who does not utilize Internet Explorer as a web-browser.

Docutron, which is presently being implemented by the City Manager, is definitely not user-friendly, and this makes it difficult for the average person to understand. It is the average Citizen using this process that should be of the highest priority of city government. More up-front work should be done to continue to look into intuitive document management systems such as ones from Panasonic and other vendors.

Big test will come when the new financial software is implemented and the information that the publics' interface to the Cities' data provides in functionality and ease-of-use.

. **Cheney**

On the positive side:

- More information is available on the Website than ever before.

On the negative side:

- The email system was converted in January of 2008 and has proven to be less user friendly.
- The email system was converted in January of 2008 is devoid of many critical functionalities that were previously available with the system retired.
- The email system was converted in January of 2008 requires a full time internet connection.

- The email system was converted in January of 2008 requires the loading of undesirable software onto personal computers.
  - The goal was to interface the email with Microsoft Outlook®; it does not.
  - It interfaces through Microsoft Exchange® a significantly inferior product, one which is also substantially inferior to Microsoft Outlook Express®.
  - The current website consistently contains out of date information.
  - The current website consistently contains links that do not work.
  - The current website is difficult to navigate unless you obtain guidance from other experienced users.
- Callaghan**

The City web site has massive amounts of information. The only problem that it has is to be made more user friendly. **Weston**

CM implemented Microsoft Outlook for e-mail as requested by the Council, which is used as a platform by thousands and thousands of large corporations across the Country. Has much more functionality than previous system. Funding source from Comcast agreement has only been in place for a few months now when it was anticipated to begin last year. Improvements to make the web-site more user-friendly have begun. There is a tremendous amount of City information and financials available on the City web-site. **Myers**

#### **4th Highest Priority**

#### **Complete/update a public/private wage & benefits analysis for Dover area labor force.**

Complete a public private wage survey. The City Manager has provided a completed wage survey. **DeDe**

One constituent asked where he could review this wage survey. He said he had difficulty on the city web site opening the survey. I tried and I was unable to open it. This could be another problem of the **user unfriendly** website. If the public has difficulty downloading this wage survey study a evaluation of below expectations must be given until the public is able to review the data. **Scott**

Done. **Trefethen**

Done. **Cheney**

On the positive side:

- The Council was provided some comparisons of public and private wages.

On the negative side:

- The Council was not provided comparisons for all city employee positions to include the SAU.  
**Callaghan**

Have researched the city web for this analysis and am unable to find any such related data.

**Weston**

Completed in a timely manner. **Myers**

### **Maintain accessibility to the public and visibility at public events in Dover.**

Maintain Visibility at public events. The City Manager has done so. Recognizing that there are some events that take place outside of what would normally be considered 'working hours' and also being aware that the City Manager's attention to 'business' is 24-7 (we frequently receive e-mails generated in the wee hours of weekends. **DeDe**

It is recognized that the city manager puts in long hours of work and does make himself available to the public. This is positive. **Scott**

The CM is available at a number of city meetings and events outside of the normal Council related meetings. He has been available to answer questions at these meetings and residents have noticed and appreciated his presence and knowledge. **Trefethen**

City Manager is accessible. **Cheney**

On the positive side:

- The City Manager is very visible at public events.
- The City Manager puts in an extraordinary amount of time being accessible.

On the negative side:

- The City Manager often provides extensive oration that does not adequately address the issue.  
**Callaghan**

The CM is highly visible to the public. **Weston**

Continues to be strong. **Myers**

**Provide quarterly updates on Tolend Road Landfill, Turnkey odor issues and Dover Ice Arenas.**

Quarterly updates on Tolend Rd. The updates may not have been quarterly, however the information has been coming monthly in the City Manager's report and the Council has been kept up to date, which was the intent of this objective. **DeDe**

On all three of these issues there should be a summary report presented by the CM to the council with numbers. These should be easily accessible on the city website for any one who may have missed the information on TV 22. This problem is worsened by the **user unfriendly** web site. **Scott**

Done, continuously. **Trefethen**

Done. Will need more frequent updates on Tolend Landfill now that the Amended ROD has been accepted and is being implemented. **Cheney**

On the positive side:

The City Managers monthly report does include a Tolend Landfill.

On the negative side:

The monthly report is generated in a non-quantitative format and is devoid of statistical information.

**Callaghan**

Updates for the Tolend Road Landfill have been coming along but wish that they were more explicit and do not remember updates concerning the Turnkey odor issues. **Weston**

CM provides constant updates on Tolend Landfill and Ice Arena. Don't believe we have heard much on Turnkey odor issue lately because of improvements made in gas collection at the site, and therefore, far fewer complaints. The City Council learned of the enhanced gas collection system when touring Turnkey 2 years ago. **Myers**

**Establish Crosswalk Plan to review appropriate numbers and locations and to prioritize maintenance/painting twice a year.**

Establish a twice-yearly Crosswalk painting plan. In the 2008 budget that is exactly what the City Manager did. **DeDe**

This project appears to be on track. **Scott**

I await the results of the TAC effort. I think we need to re-evaluate either the vendor or the kind of paint we're using, or both. The results of the second painting in the fall were disappointing, and I'm not sure I can completely attribute that to the winter weather, as has been done.

**Trefethen**

Crosswalk/sidewalk/road programs will have to have all the visibility and information as previously mentioned under roads. Available on bulletin boards in City Hall. Public have to have access to all this information easily and repeatably. **Cheney**

On the positive side:

- The plan includes a procedure for addressing the issues of crosswalk identification and painting.

On the negative side:

- The achievement reports indicates the goal is incomplete.
- This may be the result of poor planning, resource utilization, or prioritization by the City Manager.

**Callaghan**

This is in the process. **Weston**

Not sure that we have addressed the crosswalk locations and their numbers yet. CM did propose and Council adopted funding for painting high priority crosswalks twice a year. So, in that sense, this part of the goal was completed. As a follow-up, I have concerns over how badly the paint faded/disappeared this winter. We need to review what was used for material, and how we can improve the performance since we are set to do it again. Crosswalk grant funding by Police Department and added enforcement were a plus. **Myers**

**General Comments**

## City Manager evaluation August 2008

Other considerations:

I along with two other councilors voted against the criteria for evaluating a City manager last year. I voted against the elements defined because in my opinion these criteria are incomplete.

The City Manager should be evaluated on results and performance not on attitude and effort. There should be numerical targets established and there were none.

For next year I hope the council will vote for a resolution which will include measurable numerical targets for the City Manager against which his performance can be measured.

For example one performance target could be a 2% decrease in spending from each department manager while maintaining the quality of their service and functions. This happens all the time in the private sector with much higher cost reduction targets.

The following two areas are of concern and should be included in an evaluation of the performance of the City Manager.

### 1. Excessive cost of consultants in Dover

In many organization it is the CEO, the Finance Director and the Purchasing agent that do the bulk of the work of reviewing areas where spending can be contained and improvements in efficiency identified.

The extensive use of consultants indicates an organization or staffing weakness which should be addressed by the CEO.

### 2. The City Manager has not taken a sufficiently aggressive position towards Comcast.

In return for the 10 year contract there should have been protections for the Dover homeowner new charges to the majority of Dover homes forced to use only Comcast.

- The elimination of the religious channel, and channels 57 and 58 unless the resident spends more money reflects poor contract writing with Comcast and what happens when a supplier is given a 10 year monopoly.  
These unilateral changes of cost and service that Dover allowed Comcast has caused an inconvenience and hardship for many senior Dover residents living on a limited income.
- There should be investigation of why Comcast is allowed to add a franchise fee of 3.3% to the bills of Dover residents over the past 6 months. The council approved a figure of 2.75%.
- It is my understanding that the city manager has not as yet requested an accounting from Comcast to determine and verify that Comcast is not withholding cash from Dover? **Scott**

## Final Comments:

Mike's strong points are his knowledge of Dover, it's operations and his accessibility. Probably it would be an asset and a better working condition for both the City Manager and the Council if the City Manager would review 91-A and other local, state and federal legal operations with which we are involved. A misunderstanding between the City Manager and Council members in the recent use of 91-A created unrest among of members of the Council. Revisiting the rules of these documents would eliminate such misunderstandings.

Committee meetings that are conducted as early as 7:00 am seem to be an inconvenience for many of our citizens and prevent many of our average citizens from becoming involved in city government. I hope the City Manager encourages meetings to take place after working hours where possible to allow for more people to get involved.

The Council continues to let the City Manager know what the Citizens want and the City Manager must intuitively know and deliver these priorities. He has been our City Manager since 2005. Instruction and direction given year after year sometimes seems overlooked. I believe more consideration should be given to existing services especially youth activities, safety and transportation before any new services are added.

Dover's City Manager has the capability to do an extraordinary job. This review is not meant to demean or diminish the job the City Manager is doing. I feel if the City Manager improved in a few areas mentioned he would be producing a much better product and have a great public image to all the Citizens of the City. When new contracts are awarded in the City it should be a priority that Committee members are not considered in the bidding process as this appears to look like favoritism.

Cooperation between the City Manager and Council on the above issues would make the system run more effectively and create a positive direction for all involved, City Manager, Council and the Community.. **Cheney**

## Supplemental Information

On the positive side:

The City Manager is definitely visible and available. He answers email any day and almost any time of the week. I have no clue how many hours a week he works, but I cannot say that there has ever been a time that I questioned his whereabouts.

On the negative side, the City Manager:

- Has been negligent to recognize the finding of the Berry Brook Environmental Survey and take appropriate corrective action to protect the environment; these action could be a legal liability to the City.
- Is resistive to any direct contact with the City attorney by a Councilor without his permission.

- Is resistive to any direct questions that may be asked by a Councilor towards any employee of the City.
- Fails to provide statistical data in a format that can be queried by Councilors.
- Has not created a boiler plate City contract that protects the City.
- Doesn't want to be held accountable for monitoring spending to meet any type of dollar cap for specific items/vendors.
- Failed to embrace the concerns of Ward 1 residents on Horne's Court and provide responses to complaints in a timely manor, and some, not at all.
- Consistently presents his Managers Report in a format that makes it difficult for others to reference.
- Has not followed through on promised commitments.
- Needs to be more brief, direct, and factual in answering inquiries with words.
- Needs to provide more detail when creating specifically requested reports.
- Should not be releasing spending or policy change information to the media or others until the Council has given its' approval.
- Has underestimated the cost of doing many projects by considerable amounts.
- Seems to make decisions or propose requests based on a whim and does not perform due diligence then create reports showing the evidence and facts that support his ideas.

#### Evaluation Process Inadequacies

Does not rate:

- Abilities to respond to unanticipated events
- Responsiveness to citizen concerns
- Integrity
- Honesty
- Management Strategy
- Mentoring abilities
- Leadership skills
- Prioritization skills
- City Manager expense report and leave usage
- Accuracy
- Overall Job Competency
- Relationship building skills
- Business Practice skills **Callaghan**

Regarding Mike Joyal, Dover City Manager,

In my short tenure as a City Councilor, I can comment that the overall success of this City and its departments is as a direct result of Mike's leadership. I have witnessed previous city managers, and I can tell you that none have provided the understanding of everyday operations the way Mike does. I can not think of a specific time where, when asked by another councilor or by the public, that he doesn't have an accurate and in depth answer for their question. He understands every aspect of every operation and prides himself with that knowledge.

Administratively, I can tell you that since before the election, whenever I have gone to him with questions and/or comments, he has been receptive and helpful. His presentations during our council orientation were extremely helpful, and he continues to assist when called upon. Overall I find him to be extremely well informed, patient, available, and responsive to a fault.

I have no specific comments on the tiered evaluation components. I have graded each as I see fit. **McCusker**

Mike Joyal is definitely an advocate for the city. He puts in long hours and is accessible most of the time. He is also a wealth of knowledge and experience. I have always felt welcomed into his office.

There have been times that I do not feel that the CM has been forthright. Examples are the true cost of the McConnell Center to the citizens of the city including but limited to FEMA and insurance monies; Cost of repairing the Butterfield Gym after the floods including but not limited to FEMA and insurance monies and explanations of the money that is/was in the Sand and Gravel Fund.

Another hope is for the CM to be more open in his comments and to inform the Council of happenings within the city before we read about it in the newspaper or on the radio. **Weston**