

FY2009 CITY MANAGER EVALUATION
J. MICHAEL JOYAL, JR.

1. Maintain effective communications, both verbal and written, with the City Council by remaining open and accessible to all members of the Council equally, responding to requests and completely, and keeping the council informed on problems and issues. The City Manager shall provide the Council with information regarding ongoing negotiations with Organized Labor.

CHENEY: There are three parts to this: a - verbal and written to all council and councilors equally b - keep us informed on issues and problems c - negotiations with organized labor

There have been requests that in the past would be quickly filled and now it seems to depend on which Councilor is asking. There seems to be a new thought morphing into a rule, as it is spoken more and more often that requests of the City Manager be "the will of the Council". This is an impediment to the process. I do not think the day is far away that a Councilor will need a resolution to get data. It is nearly the case in every request by certain Councilors that it be "the will of the Council". I certainly know Councilors have offered to file 91-A requests to get information. It was not this way in the past when the City Manager had just started, but over time, if not definitely the way, it is certainly dependant again on which day the request comes or from which Councilor the request comes from. This practice seems to be getting a firm root, with some support. This is getting to be of concern. The City Manager never used to mention extraordinary staff time or unreasonable requests, but now those are expected replies. Finally for this part, it has been asked several times that data provided to the Council may optionally be in an excel format or in some format where the data may be fully utilized electronically (ie: copied/searched), the response given to this is that he is afraid the data will be modified and misrepresented it to the public, which presupposes an ethical violation before the fact. It has also been requested that the PDF data provided online be text searchable, this is more often if at all, not the case.

There have been events that have happened where the Council does not find out through the City Manager. Sometimes that is o.k. It is a judgment call on the City Managers' part. Recently a park bench was moved and that has caused attention to issues of public/private use within the downtown area. This will be an important focus especially where trees are cut, property moved and areas claimed for use. I think Public Works projects should be posted so that the public knows when work is being done in their neighborhoods. The City Manager does keep us up-to-date on matters in the City Manager's Report section of the Agenda this requirement was expanded in our Council Rules that he provides such data.

Negotiation information is being conveyed in a more time sensitive manner to the Council due to a Council Rule resolution that passed to have the information to the Council in ample time for review and vote by Councilors. I would like more historical tabular data given for projections over time with a graph.

MYERS: The City Manager continues to provide the City Council with information and answers to questions. Some analysis type information regarding pending agenda items needs to be delivered in a more timely fashion to allow for better understanding by all before the City Council votes on an issue. Updates on labor negotiations have occurred when needed, though the process has been at a standstill for most of the past 12 months.

TREFETHEN: While the CM does a lot of communicating at all levels, some of the communications miss the mark. They are sometimes too detailed for the intended audience or not detailed enough. In producing charts with statistics, attention must be paid to readability by the receiver.

WESTON: CM improved here from last year but there is still room for improvement. We as a council now receive updates prior to the information being in the local newspaper but there have been recent repeated questions posed to CM that went unanswered.

DEDE: Maintain effective communications: Throughout the year, the City Manager has kept the council apprised of any and all situations, from legislative bulletin issues in Concord, to updates on flooding

when it occurred, updates on Ice and Snow situations when they occurred and other issues such as problems with water-main breaks, Willand Pond algae events and inquiries from citizens.

CARRIER: Any time I have ever requested something from Mike or forwarded a request to him by someone else he has responded in a timely manor.

SCOTT: See comments on 2 below.

CALLAGHAN: The CM responds to all communication in a timely fashion. However, effective and productive communication is not just about getting a response. The response must provide the facts that answers the questions asked or provide the information requested in a succinct way. Communicating with the CM is not always productive. Some responses are verbose, or off point, or inaccurate, or tactical, or incomplete, and misleading. Sometimes questions are answered by questions rather than a provision of the information requested. Sometimes the response to a request for communication is a deferral to the will of the Council.

Another form of communication is unsolicited. This would include providing important documents, letters, and reports. In this process the CM would not isolate, amend, define, opinionate, or omit any of the information. Topics for self generated communications should be relative to sensitive issues for taxpayers, residents, boards and commissions, etc, and produced proactively.

Communications from the CM that should have Council input or approval should not be published until either of those has been discussed in public session. The CM should not consider him exempt for the council as a body in the relation of 91-A. He is technically a member of the body since he sits with the Council, partakes in all discussions, and the meeting does not take place without him or a designee. His release of information to the media and the Council are technically the making of decisions without council approval.

2. The City Manager should be responsive to requests and suggestions made by the City Council and members of the public, including actions taken in the City Manager's report.

CHENEY: The City Manager is always responsive to requests for assistance by a Councilor on behalf of a constituent and a request by a constituent that I can know of. I have not seen anything to the contrary.

MYERS: The City Manager continues to take public input regarding ideas/concerns and listens to the City Council when it, as a body, gives direction. The City Manager reports continue to be tweaked for the better and provide a tremendous amount of information which is available to the public.

TREFETHEN: The CM is always responsive in a timely manor to any request for information I've made. He always acknowledges and considers suggestions.

WESTON: A more timely response for information would be appreciated.

DEDE: The City Manager has been entirely responsive to requests made by the Council and also to the reasonable requests of both councilors and citizens. The City Manager has continued to be our most valuable resource for information on City of Dover issues.

CARRIER: Mike always will take in any suggestions from someone – chew it up and then make a sound judgment.

SCOTT: The City Manager is very selective in his communication with councilors. He answers some requests he receives from councilors. Other requests he ignores. These comments pertain to items 1 and 2. The City Manager produces a lot of reports and consumes a great quantity of paper. Many of the reports and statistics he produces are of minor value to the Dover City Councilors.

Here are some of the requests from councilors that the City Manager has not provided.

- a. Documentation on the sale of City owned land in Dover's industrial park.
- b. During budget sessions the City Manager has been unwilling or unable to provide details of prior year disbursements by account number.
- c. The City spending on information technology is over \$500,000, twice what it was 3 years ago and it is difficult to obtain financial details. Requests for financial data are often met with delay and excuses. For

the past 30 years virtually all accounting systems have the ability to select and sort by department and product code and print out a report. That the City Manager would have to assign a person to the task of querying our accounting data base is illogical and demonstrates a weakness in the area of information technology. This weakness raises the basic question of whether the City Manager has sufficient accounting and computer knowledge for the position of CEO of a \$100 million operation.

d. Many months ago each of the Councilors were asked to spend some time with Alan Gould of Municipal Resources to understand risks. We have not yet received with a report on the findings of this effort.

CALLAGHAN: It explains itself in the responses in words to the effect: If it is the will of the council; it is on the website; It is not available in that format; tell me more specifically what you want; that will take a lot of staff time; I won't give that to you in that format; If you want the information you need to tell me why.

Suggestions go well if they suit his agenda.

3. Update the Council on changes made within the organizational structure that increases efficiency and effectiveness, with cost savings estimates provided.

CHENEY: The City Manager makes many organizational changes. He will inform us that he needs these to streamline or to keep current service levels within the City. The City Manager sometimes will show statistics of savings and productivities. Structural changes are presented as absolutely essential. Sometimes these discussions, unnecessarily so, go into a personal overtone as if by not accepting changes at face value we are questioning the value of the employee being structured or questioning the knowledge of our City Manager, when in fact the Councilors may need more information.

MYERS: Through the recent budget deliberations, we heard about changes to the Recreation Department and Community Services that reduced the number of FTE's, provided a sharing of the workload, and streamlined the organization. This follows the restructuring of the Clerk/Tax Collector offices and the Inspection Division which both added efficiencies and cost savings.

TREFETHEN: Always.

WESTON: The CM does well here. During our budget presentations, he did explain what he has done to help streamline the organization. The CM should consistently review the overall operation of the City and streamline where possible but he also needs to take into consideration the importance of some of the programs that he has proposed to cut.

DEDE: No response.

CARRIER: I believe Mike does the best he can with us but relies heavily on his staff such as Attorney Krans to filter out any changes.

SCOTT: a. My concern here is that there is no written report indicating a cost analysis of the benefits of changes. b. Meager financial details presented on the salary benefit cost impact by adding another layer of management with a new Deputy Director of Public Works.

CALLAGHAN: Only at budget time or when he wants to give someone more money.

4. Handles emergencies and crises effectively

CHENEY: The City Manager handles all emergencies and crises effectively. The City's Department Heads and employees are an incredible asset to him at these times. The old saying "It is their job to make him look good." Is certainly demonstrated. The City Manager handles situations well. Very good.

MYERS: Absolutely. The December ice storm is the most obvious example, but there are others of lesser magnitude that didn't necessarily grab the headlines. These would include preparedness for the swine flu and participation in all opportunities for Dover to qualify for Federal stimulus dollars.

TREFETHEN: The ice storm of Dec 2008 was an example of the CM's effectiveness. Staff from all departments was utilized to their fullest and efficiently. Appropriate interaction with other government agencies (other cities and towns, county) and utilities was also demonstrated. There was also plenty of information given to the media to keep the public informed.

WESTON: City Manager goes above and beyond here. The amount of hours and dedication that he puts in during emergencies goes unmatched.

DEDE: Emergencies are dealt with effectively from the first moment of an occurrence through the Fire Department, the Police Department and Community Services with direct involvement and personal oversight of the City Manager. In addition, radio and channel 22 broadcasts keep the public informed on a moment-by-moment basis.

CARRIER: Kudos to Mike – Reference the ice storm crisis as he was on top of it. Also any serious legal or budget problems he calls for emergency budget meetings pronto.

SCOTT: The City Manager puts in long hours and has met challenges in city wide emergencies. He is tireless in the amount of effort he puts into his job.

CALLAGHAN: The executive team and their employees handle these situations in a way I cannot imagine how to improve on.

5. Along with the City Manager submitted budget, offer a summary of items/programs/services that would be available options to the City Council in either adding to or removing from the proposed budget. A dollar figure shall be included with each item in the summary. This will include a list of new expenditures, items of significant increase or decrease, and items removed from previous budget.

CHENEY: One of the problems is each year there is a major change of moving around how things are recorded. (ie: McConnell and Arena) I am hoping with the new Finance Director and software package that will be implemented that these types of changes are minimized or at least can be documented in a straightforward manner to help Councilors and the public follow these impacts in the accounts. The summary lists of exclusions and inclusions impacts are given to the council.

MYERS: This was completed, though more emphasis was placed on the options for adding or removing dollars from the budget than the list of new expenditures, items of significant increase or decrease, and items removed from previous budget.

TREFETHEN: The CM provided options to the Council concerning how the budget could be amended, both increases and decreases. The Council was well informed about what adjustments to the budget would do to the bottom line or how it would affect staff effectiveness.

WESTON: When presenting the budget, the CM brings forth possible areas to be cut. Very often, they are rationalized by "Wants vs Needs". I also think that he should look further than this. By eliminating certain programs that on the surface appear not to be a real need, could have adverse effects on the community.

DEDE: In each budget presentation, the City Manager has provided isolated budgetary items and their costs for review by the Council. This facilitates a Councilor to assess the 'saving' to be gained by eliminations, and the City Manager also provides costs for programs that the council might wish to add back in to his budget proposal, when cuts are recommended by the CM.

CARRIER: Mike is always looking for better options to help the city out and advising council.

SCOTT: His concentration on areas to minimize cost increases seem misplaced. Close to 70% of the cost of Dover's government is driven by the number of people on the payroll and the cost of their benefits.

No CEO should start with the assumption that his organization is properly staffed. As we look around to our peer communities we see for example that Dover's cost of people and benefits is 20% higher than that of Rochester, which has a greater population and more miles of road than Dover.

Dover still has about 10 municipal employees per 1,000 of population and our peer communities of Hudson, Londonderry, Merrimack, Salem have an average of 7.5 people per thousand of population. Our payroll target should be 50 less staff. At an average cost of staff plus benefit of over \$60,000 our people cost target should be about \$3 million less than currently.

The job of Dover's CEO should not be to find justification of current staffing levels, but finding ways to do a satisfactory job with less staff.

There has been widespread criticism of the decision of Dover's CEO last year to close down the Teen Center and reduce hours at our swimming pools as a budget balancing action. Reduction of children's activities hurts a large percentage of families and kids. Using natural attrition of head count through normal turnover and reorganizing staff tasks hurts no one.

It is important that Dover's CEO look closely and analyze the number and cost of people in our major departments.

Public Works is a major area where lower costs should be possible.

The Fire Department is another high cost area.

It was a big mistake for the City Manager to propose accepting Federal funding for a short period of time to add staff to the Fire Department, leaving Dover with increased costs after federal funding expires.

The City Manager did contain cost increases in the Police Department.

There is one major item that has not been addressed. The \$43 million of unfunded liability of retirees' health care has been avoided. That amount is about 40% of our current \$100 million annual spending. This problem must be faced.

CALLAGHAN: Just because we got a document does not mean the job was done acceptably. The document has to accomplish something to the benefit of the city, which in our case must lower taxes. The current operating and CIP budgets are too high. The CM was asked to keep the CPU-I at 2%, he did, but found several other ways to defeat the purpose of that request, and as a result we have raised the taxes and fees inappropriately. The CIP was to remain at a level that was equal to or less than the retired debt; it is approximately \$2.5M over retired debt. The CM has to take a harder stand on control of costs and bring to the Council options that do not hurt the amenity services that keep our City a great place to live, and must find other ways of cutting costs.

6. Provide a 20-30 page budget summary as a separate booklet for the FY 2010 budget. This budget summary shall be an easy-read booklet with emphasis on major funds (General fund, Enterprise funds, and McConnell Center).

CHENEY: This was positive particularly for general use for those that did not need the big budget book.

MYERS: We are much closer to where this booklet needs to be. A little bit more detail to the general commentary that was laid out would be helpful. Some of it could come from the line listed above which is: the list of new expenditures, items of significant increase or decrease, and items removed from previous budget.

TREFETHEN: I think the intention of this goal was a booklet with more detail than the brochure that was created, although the brochure was useful and well done.

WESTON: No response.

DEDE: As requested, the CM presented a budget summary to make it easier for the Council and the public to review the overall budget without the line-by-line analysis included in the full budget proposal book.

CARRIER: Mike did provide us with a summary book for FY10 budget and did a good job.

SCOTT: This should not be an item of the City Manager performance. This is an accounting issue that should be normal administration handled by the Finance Director extracting and summarizing available data.

CALLAGHAN: The budget summary should identify, in a table for each, what the profit or loss is for the sensitive projects such as the McConnell Center, Arena, Children's Museum, Pools, Land Conservation, Snow Plowing, Road Improvements (for which roads), Road Maintenance (for which roads), Library, Police Department, Fire Department, Emergency Events, etc., that are the focus point of many inquiries.

7. Establish Department Head goals and deliver to the City Council, along with, or prior to delivering of the FY 2010 budget.

CHENEY: The Department Head goals are complete.

MYERS: The City Manager did deliver a comprehensive list of Department Head goals but it was not until after the budget. My thoughts are that the goals need to be presented with/before the budget so that staffing, major projects, and customer service can be factored in to the spending level.

TREFETHEN: While I know they were established and updated, they were not available with the budget.

WESTON: No response.

DEDE: The City Manager did provide a copy of goals established for each Department Head, but it might have better been prepared prior to the budget proposal to encourage Dept Heads to incorporate those goals into his proposal before the fact. Nonetheless, the City Manager supervises the activities of each Department on a daily and weekly basis.

CARRIER: Mike works very closely with his Department Heads and expects 150% from them. He always sets new goals and standards for them.

SCOTT: With the many changes of organization it is difficult to compare and measure improvements.

Were department managers given budget instructions to come in with zero increase?

CALLAGHAN: Department Heads do a good job putting together their goals.

8. Hold a budget specific public forum allowing for public comment by May 15, 2008.

CHENEY: Done.

MYERS: While the City Manager did hold neighborhood type meetings where budget discussion certainly came up, there was not a specific budget public forum held outside of City Council meetings.

TREFETHEN: The CM held one or two of his quarterly public sessions by the 5/15 date but they were not exclusive to the budget, although that topic was discussed. I believe this goal puts the responsibility on to the wrong person. After the budget is presented by the CM, it really becomes the Council that needs to be holding public comment sessions, which was done.

WESTON: This was done and wish that we could do something that would encourage more citizens to come out during these meetings. Possible publicizing the meeting in a different manner would help.

DEDE: The City Manager did hold a public budget hearing prior to May 15th.

CARRIER: I believe Mike did a good job on this but we were so cramped with workshops on different items it was hard to fit it all in.

SCOTT: That was done several times. But this effort should be increased. Homeowners are inclined to speak in small groups. Speaking in large groups is intimidating to some. Several public forums should be held during the year to invite public comments.

CALLAGHAN: The intent was to have the City Manager hold a public forum with his staff and provide an opportunity for interactive communications. The Council's public hearings, Councilor Quarterly Discussions, and the Coffee with the Mayor, can not be used in lieu of the requirement.

9. Host quarterly public information sessions. Topics may include roads and sidewalks, parking/traffic/crosswalks along with other pertinent topics that may arise during the course of the year.

CHENEY: This was completed and the City Manager coordinated with the different Councilors to hold Dover Discussions and he made sure schedules lined up. Other Councilors attended if they could and wanted to. This should be continued.

MYERS: These were held throughout the year, in various neighborhoods and with the inclusion of Ward and At-Large Councilors.

TREFETHEN: Underway. Plenty of opportunity for anyone to address the CM on any topic.

WESTON: I was glad to see that the CM did follow through with "Dover Discussions." By providing snacks and beverages gave the citizens that extra feeling of comfort of feeling welcome and with respect.

DEDE: The City Manager did hold meetings for the Wards at which any of the public could and did participate. Attendance was fair, which is more the fault of citizens than the City Manager.

CARRIER: He called for these sessions with the different wards and did a good job.

SCOTT: These sessions were an improvement over prior years. It is recommended that each ward be scheduled 4 times a year. In small ward groups many people do not feel intimidated by speaking up. The residents on Tolend Road should have met with the City Manager several times before the decision was made to delay improvement of that treacherous road.

CALLAGHAN: These should have been advertised longer and in more media locations. There should be some summary of how the meeting works so people can come better prepared. There should be no discouragement of any topic at these forums.

10. Review Codes/Ordinances to assure that they are updated and enforceable and present proposed changes to the City Council as they become available through the City Council meeting agenda.

CHENEY: When this started I was not satisfied with the process. Wording was changed, resolutions were presented and the changes were not being presented by a Councilor to study and represent the changes. I asked for this to change and it has.

MYERS: This has been occurring on a regular basis and was an expectation that the City Manger had of the City Attorney. I'm sure it will continue and further recommendations will be forthcoming.

TREFETHEN: On going.

WESTON: This is presently being done. The CM has directed the City Attorney to review and update the city ordinances that are coming to the Council.

DEDE: Several Ordinances were presented for housekeeping during the year. While there was some 'word-smithing', the ordinances were brought into compliance and made consistent with state regulations.

CARRIER: Mike worked with his Department Heads and especially Attorney Krans to constantly review and update codes, ordinances, and changes to the Council and fully provided us with all matters of interest.

SCOTT: The changes proposed by planning and zoning are much too massive to be handled as one large proposal and rushed through without giving homeowners full understanding of the impact on their real estate values.

Malcolm McNeill's comments 'who decides' such things as use of materials and architectural designs was well put. Do we leave these decisions to a volunteer group of various backgrounds appointed to the Planning Department. These changes take a lot of freedom from the people.

I disagree with this amount of power transferred from the people to City Hall. Most of the public was not aware of these massive zoning and planning changes until they received a memo on July 17 of the meeting to be held 7 days later. These large changes should not be sprung on the people in such a large dose. Most people are working hard at their jobs and they don't have the time to follow all of these changes.

The large number of changes and the compressed time span was wrong. The City Manager should communicate the impact on property values of these changes most of which are not in the interest of homeowners.

The city administration is supposed to serve the people and not vice versa.

CALLAGHAN: All changes to any codes or ordinances which are mandated by State RSA should have those specific RSAs cited and referenced in the local code or ordinance being revised. A consolidated list of these should be available on the website.

11. Rebuild/upgrade channel 22 broadcast equipment and expand offerings with available resources.

CHENEY: This change had an original vision and direction to reach the goals of the funding for which the Comcast customers are being charged. Some of the money has been used now. This issue needs discussion with the Council. It is my understanding the City Manager is trying to put this in the School Department's hands. Originally the Council voted on the Contract that would bring the main connection to the High School and then expand into the McConnell Center. Inadequate reasons are being given for not adhering to the original plan. Even if there were not room at the High School to make a production area, there should still be a line brought over. If that cable would simply sit there or not should not determine if this important backbone piece is not installed as planned. The High School program people and the youth may surprise us and find a way to work it in, without this there will be a select few that will have to bus to McConnell to learn, taking time, contributing to traffic issues and parking. All the funds will be used up at the McConnell and the High School will not get their line. Put the line in let the High School see what they can do. These initial dollars were supposed to be spent that way. I am disappointed that the City Manager is not moving directly ahead with this.

MYERS: This has not occurred yet. Upgrades and improvements have bee made to the City web-site, but that was not specific to this goal. A Cable Committee has been working to coordinate a comprehensive project on channel 22 between the City and School, but this has not come to fruition. Part of the delay was most likely in seeing if a deal was going to be reached, however, there are still performance issues with regard to production quality and reliability, and timeliness of content on the "slide show".

TREFETHEN: The proposal for the School Department to take over the operation of channel 22 and an additional channel has languished thru no fault of the CM. However, regardless of what may happen in the long term, the facilities currently in Council Chambers need to be completely upgraded and rebuilt and done immediately. The number of service outages and program problems must be eliminated without delay.

WESTON: This has been a directive for the past few years. To date, there have not been any apparent improvements to Channel 22. There continues to be disruptions with both the video and audio portions of the channel. As recently as this past Saturday (July 25, 2009) there was a disruption in the replay.

DEDE: Unfortunately, the Channel 22 buildup has been stymied due to uncertainty as to the will of the School Board to become directly involved in the operations of the proposed Channel 22 studio.

CARRIER: Mike offered us total input as to what was needed but it is more of a budget item to offer better service.

SCOTT: Who authorizes spending in this area is not clear. It has come to my attention that close to \$100,000 of franchise fees from Comcast that were supposed to go to the School Department for their TV studio has been instead put into the McConnell account to offset the heavy annual losses of the McConnell Center. This is an initiative that should not have been taken by the City Manager without the authority and approval of the Council. This initiative was never mentioned to the Council nor permission requested or granted.

CALLAGHAN: Channel 22 continues to be broadcast in poor quality, information remains out of date, the recording and broadcast system has failed occasionally. We have not received the services that we are entitled to in the contract. The broadcast locations have not been established as required. We are pushing for the school to take the burden of cost and management.

12. Complete the consolidation of Clerk/Tax Collector services and the moving of offices with the City hall within the approved budgetary limits.

CHENEY: This was handled well and because of previous budget changes was needed. This budget change (before it was given to the Council) was another structural change that may have deserved (as in other structural changes) a workshop or more discussion.

MYERS: The physical structure has been completed and the cross-training continues. The project came in within the approved budgetary limits as required. This is a long-term win for users and taxpayers.

TREFETHEN: Done. It took longer than desirable, but mostly not the CM's fault.

WESTON: This job has been completed but there are still a few organizational things that still remain as a problem. That is access to the City Clerk. Anyone needing to contact the City Clerk is required to stand in line at the Clerk/Tax office. These people have to wait in line just to as to speak to the Clerk. This area needs to be streamlined.

DEDE: The CM has successfully managed the construction of the new Tax Collector/Clerk offices and the cross training is under way. In the coming year, the experience level of this staff will begin to pay significant dividends in productivity.

CARRIER: He worked well with his staff and completed this well.

SCOTT: This is to some extent a duplication of item 3. We have not seen a report of the costs a year before the change and the cost benefits after the changes. These cost benefits should include the large cost of new furniture.

CALLAGHAN: This project was necessary, but we have spent way too much money on it. We have fewer people in City Hall with the School Department moving, Building Inspection Services moving, one less planner, and other cutbacks in personnel. We are needlessly building conference rooms and more offices. The Police Department should have been provided a lot more space. I have had complaints from constituents about the new and expensive looking counters and office furnishings.

13. Advise the City Council on cost savings opportunities in either outsourcing (including areas that may have been previously reviewed and deemed at the time to not be cost effective or efficient) or any regionalization of services that may be appropriate at the County and/or State level, as well as with neighboring communities.

CHENEY: Outreach is ongoing with Somersworth regarding Willand Pond issue. This is in large part due to large support in the community for a severe urgent issue. I did not see outsourcing this year, although in the energy contract there will be fundamental measures implemented that the City has been aware of for some time and had not implemented. I mentioned under this category before that I would like to see comparatives, discussion of how much would we expect to save for what? The Council will need specifics and presentations for solutions that will not cost money or commit the City to bonding.

MYERS: Emergency dispatch is the one area that comes to mind and right now that is being studied. The City Manager and Police Chief made a case for keeping/having all domestic violence cases handled at the County level, and were successful. More efforts need to occur in this broad area.

TREFETHEN: More to be done. However, we must remember that just because we want to do it doesn't automatically mean the other entities want to, so this doesn't happen just by the CM's efforts.

WESTON: We have been advised that the CM is looking into regionalization of some services and the privatization of others. We have no received any current updates where we stand on this.

DEDE: We evaluated one possible outsourcing with UNICO but the bid was significantly higher than what UNICO presented to the School. It was not feasible. The CM also attempted to outsource the Arena, however the only 'offer' was to have the City pay them to operate it, and still be responsible for the debt. It was not a good deal.

CARRIER: When the occasion for discussion arose on the cost saving measures he advised us on how best to implement.

SCOTT: Unaware of what financial progress has been made in this area. There have been discussions of potential savings in having a central county dispatch. There have been no reports showing costs, benefits and problems.

CALLAGHAN: I have seen no change in the bid solicitation process that would indicate further cost savings. I have not seen any proposals to outsource current operations of the City, on operations/services the city cannot do. There has been no information provided on the potential of moving Human Services to the County. Examples of operations/services for outsourcing include street cleaning, snow plowing, tree and brush removal, winter sidewalk maintenance, lawn care, the arena operations, the outdoor pool operation, etc.

14. Provide recommended policy changes to City Council to meet challenges of the new economy and banking environment. City Manager should present ideas on meeting these challenges.

CHENEY: I do not recall specific discussions. Need more discussion on policies of fund balancing and emergency funds and support for funding of retirement needs.

MYERS: City Manager has continued to provide trends/information on any issues the City faced regarding collection rates, revenue projections and bond rating.

TREFETHEN: Actions and suggestions so far have been minor. This also takes the cooperation of other entities, primarily the Council.

WESTON: No response.

DEDE: The City Manager, working with the Finance Director had continued to seek the best return on City deposits, however the interest rates are still significantly less than the prior year. More importantly, the City Manager worked with all of the employees and their unions to negotiate contracts that do not include raises or cost of living adjustments. The City Manager also took a reduction in pay and was responsible for pay reductions for all of the City Department heads. (in a couple of cases, Department Heads had already frozen their salaries the year before, so took no current year increase, and therefore were not asked to 'give back' in a second year. No other City Manager that I am aware of in this state

matched our City Manager's example. No other group of employees that I know of, including the School Department within our City were asked to or volunteered to reduce their salaries or forego wage increases. This was over and above what might be expected.

CARRIER: I know Mike worked close with our Finance Director and did keep council informed with most all impacts we may face with our present economy and banking environment.

SCOTT: Please identify and provide a list of policy changes with costs and benefits attached to these changes. The Council should be made aware of the specifics and costs associated.

CALLAGHAN: As the economy fails and almost everyone is struggling, we continue to spend more and raise taxes, user fees, etc.

SUMMARIES

CHENEY: Mike's strong points continue to be his knowledge of Dover; its operations and his accessibility. He works very hard for Dover. This year I have seen resistance to giving information to individual Councilors. I am very concerned about the openness and access to data. With the new software package Unifund there will be a web interface available for public use this allows the public to producing reports by supplying queries and clicking on premade queries in batch or real-time to get information. I hope this feature is enabled as soon as possible.

I do understand his position is difficult, but I would prefer him to be as willing to help individual Councilors investigate and get data regardless of the information this reveals to the public. When Mike first started as the City Manager the theme was to move forward, forget bias and get past the practices of the previous City Manager, Mike always gave information to Councilors, fast, without question, this is not the case now. This Council is heading to some major difficulties in representing the public if it does not have compliance to requests for data.

It is sometimes said that a good employee makes the employer look good. He is the Council's employee. Mike has helped individual Councilors he should continue that practice thoroughly and surrender information, no matter if it may or may not be positive information. The City Manager should seek to have and maintain a general view and direction of what the City Council is conveying to him. The budget process would be a good area for improvement where I will suggest again that new items are only put in after existing programs are funded and new items thoroughly assessed as to a need or a want.

MYERS: Michael Joyal, Dover City Manager, has many of the qualities and attributes one would look for when hiring a corporate CEO, and in this case, a City Manager for the City of Dover. His knowledge of the various operational aspects of this City runs the gamut from broad general knowledge to the intricate details of many departments. Beyond that, he has developed a superior team of responsive Department Heads who seek to provide the best possible service to Dover residents while being extremely efficient with the dollars spent.

Michael has the leadership skills and knowledge needed to work within financial constraints in order to maintain infrastructure, appropriate staffing for public safety and customer service, while not sacrificing long-term vision and needs for short-term gratification. His professionalism, ethical behavior and work ethic are to be commended.

Continued efforts are needed to ensure timeliness of communications on certain issues. Public outreach through formal and informal settings has occurred regularly and needs to continue. Michael is present and approachable at many events through the year.

While my overall scoring of Michael indicates a 3.57, on a scale of 1-5, there were a few task specific expectations that were delayed in being implemented which brought the score down to that level. My evaluation of his overall annual performance, inclusive of everything as opposed to 14 specific items, would fall in the "4" range. From my perspective, Michael has earned a very positive evaluation and my comments and scoring reflect that.

TREFETHEN: Overall, I believe the CM is performing at an above average level. I also believe he could be performing at an even higher level but the Council has interfered on many of his initiatives by blocking personnel moves and a minority trying to "micro-manage" the City. Too much of the CM's time is spent responding to issues certain Councilors persist in bringing up, many of which are out of the realm of Council responsibilities.

WESTON: Mike has many strengths but there are areas of needs improvement.

There is no question of his dedication to the City of Dover. He puts in long hours and has a handle on all of his employees.

When there are shortfalls within the budget, he is able to come up with money from other areas within the budget or is able to postpone secondary expenditures so that there would be no need for a budget over ride.

Areas that need improvement: The McConnell Center is a beautiful structure but continues to have a shortfall of revenue. Subsidies are not the answer here. He must find ways for this project to at least break even. Last thing we need is another Arena.

As I have stated before, communication is very important. It is not only important to have communication with ones employees but also with the entire council. I believe for the Council to become more functional, Mike needs to reach out to ALL Councilors.

Turn around for furnishing requested information needs to be improved.

Finally, there is one thing that I am disappointed in with Mike. Over the course of the past few weeks, there was a constituent who questioned the missing bench in front of Café' On The Corner. When the CM finally answered a number of questions about this, he basically said that there was no money in the budget to replace this particular bench thus leaving the Council to believe that there was nothing that he could do.

Recently the Mayor released a series of e-mails that showed that there was a bench available located on River St that "had to be removed" and that Doug Steele would have it placed in front of Café' On the Corner. This did not occur.

In order to have a functional city operation, one must exhibit forthrightness. It is obvious now that there appears to be a breach.

DEDE: The monthly City Manager's report has listed the ongoing events that met the evaluation requirements as passed by the City Council.

CARRIER: I have been on the Council for less than a year and in that time not only have I learned a lot but I have had several helpful discussions with Mike. He has always taken time to explain fully any questions that I or anyone has had. He always promotes better government and does his homework for the Council all the time. There is never a time that he does not make himself available to the Council and others but people have to understand that he cannot always sit down and chat for two hours because he will not get his work done.

In summary, he does a great job, knows his stuff, and if more people would stop second guessing him we would be further along.

SCOTT: One does not measure a CEO by attitude and efforts but for results. A CEO evaluation should provide constructive criticism and illustrate weak points.

On the plus side the City Manager works long hours.

Negatives: Non responsive to numerous requests for financial information.

1. Unfamiliar with State Right to Know Law.
2. Management of major projects is weak.
3. Some accounting changes initiated by CEO obscures problems.

4. Answers due to the Council: Has not provided details requested of land sales at Dover's industrial park; not provided Councilors with prior year disbursements by account; financial data should be easy to pull off any accounting system without additional staff time required.
5. Unfamiliar with the State Right to Know Law: Believes 3 veteran Councilors plus two new ones, a group referred to as the "will of the Council" – can authorize the withholding of the details of disbursement of public monies. It is against the law.
6. Examples of weak management on major projects: The McConnell Center Construction - was supposed to cost \$2.5 million. Its cost now approaching \$9 million. Losses running \$1,000 per day. Charging various Departments for rent, not charged earlier masks major problems. Indian Brook Road Construction - authorized payment of over \$150,000 of unjustified extras. Poor Administration of Dickinson Waterfront Project - Dickinson provided with a long term option on City land without the payment of 1 million dollars in cash. This is an annual gift of \$60,000 of free interest to Dickinson. By turning this project over to the Housing Authority does not remove the ultimate responsibility of City Manager on this project.

CALLAGHAN: On the positive side: The City Manager is definitely visible and available. He answers email any day at most any time on any day 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. He is a workhorse's workhorse.

As eluded to in the rating commentary, he needs to work on becoming more forthcoming, more proactive in the distribution of information, more cooperative and inclusive in providing requested information, less crafty in his communications, more tolerant to employer repetition, more concise in his communications, more open to city employee access, and become proficient in lowering operational costs.

An unsolicited overall rating would be a 2.