

**CITY MANAGER EVALUATION
FOR
J. MICHAEL JOYAL, JR.
ON
JULY 7, 2010**

**BY:
SCOTT MYERS
DEAN TREFETHEN
ROBERT CARRIER
WILLIAM GARRISON
JAN NEDELKA
DOROTHEA HOOPER
CATHERINE CHENEY
GINA CRUIKSHANK
KAREN WESTON**

City Manager Evaluation July 2010
J. Michael Joyal, Jr.

Staff Effectiveness	Importance	Quality	Accountability	Comments
Scott Myers	High	4	3	CM has developed a talented, dedicated team of Department Heads and Division Managers. Information and reports are thorough and well presented. With regard to non-performers, most of that is handled internally by CM and typically does not flow to the Council level. Ultimately, the CM takes responsibility for the actions of the organization, as a whole.
Dorothea Hooper	High	4	N/R	I have found the staff to be efficient and helpful. Everyone acts in a professional manner. I am not sure every service is done in a timely manner which may be impacted by funding or priorities. I have no idea how departments deal with internal matters.
Dean Trefethen	High	4	3	
Karen Weston	Medium	4	3	
Jan Nedelka	High	3	N/R	Addressing the issue of non-performers presents a challenge to an evaluating councilor. Given that councilors may not directly intervene in personnel management, there is a reliance of the council as a body to hear personnel concerns (and resolutions) directly from the manager. Since at least one current councilor has demonstrated an inability to maintain confidentiality, this hampers the manager's capacity to be candid with the council as a whole, weakening how openly the manager may communicate with the council.
Bill Garrison	High	3	3	
Gina Cruikshank	High	4	3	I frequently received feedback about the quality, professionalism and positive attitude of our city employees.
Catherine Cheney	High	4	3	Dover's Staff does exceptional work in a professional manner. The individual departments and the individual employees combined deliver this.
Bob Carrier	High	3	3	The staff has always been very proactive and always tries to come up with more effective ways. The City Manager does demand high expectations and accountability for his staff.
Average by Category		3.67	3.00	
Average - Total Staff Effectiveness:		3.33		

Rating:

4 = Exceeds Expectations 3 = Meets Expectations 2 = Almost Always Meets Expectations 1 = Does Not Meet Expectations N/R = Not Rated

Policy Facilitation	Importance	Information	Role	Implementation	Comments
Scott Myers	High	3	3	3	CM understands the Council's role in policy making and implements those decisions. He is an advocate for his recommendations and ensures that all potential outcomes are explored.
Dorothea Hooper	High	4	4	3	The City Manager has done an excellent job training new councilors. I have always been treated respectfully in my role. I believe the Manager carries out policy decisions but am not always sure we get feedback.
Dean Trefethen	Medium	3	4	2	It sometimes takes longer than expected to implement policy decisions, for example the Class VI road decisions and getting the Council Chambers channel 22 equipment updated.
Karen Weston	High	3	3	3	
					There were inconsistencies in the request for council budget guidance and corresponding staffing decisions. When the council was presented with FY10 budget shortfalls, the manager clearly and effectively communicated the staffing impacts of guidance the council provided; the staffing impacts in areas such as community services were as expected. On the day the council was presented with the FY11 budget, the manager elected to terminate some employees whose positions were slated for elimination in the budget, while retaining others. This was done without advising the council of these decisions or their rationale until after the fact - the opposite of the behavior demonstrated with the FY10 budget shortfall. To implement staffing decisions directly tied to a proposed budget without council guidance is presumptive, even if done with the best financial intentions. In the future, either a public or non-public council session to discuss such matters may strike a reasonable balance between the manager's need to act early in the financial interests of the city and the council's need to be informed of personnel choices which directly impact availability of public services.
Jan Nedelka	High	3	2	N/R	
Bill Garrison	High	3	4	3	
Gina Cruikshank	High	4	4	3	
					The City Manager needs to make sure that resolutions on his behalf presented to the Council have supporting account numbers and amounts. The Council and public need this information. Without this, overall initiatives are scattered obfuscating the underlying set direction. There are times when the information presented is complete and accurate. There are times when the role of the elected official is respected in policy making decisions. For those two areas I would like to optionally have selected "Sometimes Meets Expectations" versus the choices presented of "Does Not Meet Expectations" or "Almost Always Meets Expectations".
Catherine Cheney	High	1	1	2	
					The City Manager has always explained policy info to the Council etc very well and if he is unsure he does find out in a timely manor. Respects our input. Does carry out implementation but sometimes it takes a bit too long.
Bob Carrier	High	3	3	2	
Average by Category		3.00	3.11	2.63	
Average - Total Policy Facilitation:		2.91			

Service Delivery	Importance	Quality	Comments
Scott Myers	High	4	I have seen many examples of the CM responding to citizens through e-mails, phone calls, meetings and visits to various on-site locations. He is constantly seeking citizen input and one if these approaches is through the Speak Out sessions.
Dorothea Hooper	High	3	I have seen many examples of prompt, courteous service to citizens. The Manager promptly delegates specific problems to his staff. I do now always know the end result which I would find helpful.
Dean Trefethen	High	3	Sometimes becomes slightly "flip" in responses to issues that have been discussed many times or have been settled. Sometimes forgets that, Councilors in particular, have other things going on in their lives and can forget some of the finer details of an issue.
Karen Weston	Medium	3	
Jan Nedelka	Medium	3	
Bill Garrison	High	4	Generally, CM responds quickly and thoroughly, often well outside of normal working hours. He is very courteous in his response.
Gina Cruikshank	High	4	
Catherine Cheney	High	4	The City Manager is available and very responsive, prompt and courteous to the public.
Bob Carrier	High	3	As far as I know, he always responds in a timely manner.
Average by Category		3.44	
Average - Total Service Delivery:		3.44	

Strategic Leadership	Importance	Planning	Responsibility	Comments
Scott Myers	High	4	3	CM is constantly monitoring Legislative actions and their impact at the local level. In the area of emergency responses, such as natural disasters, CM and staff have shown exemplary planning preparedness and implementation.
Dorothea Hooper	High	3	3	The Manager does a pretty good job of giving us a "heads up" on local happenings. I appreciate that. I am not sure one can always anticipate events in Dover. The Manager seems to know that the "buck stops here."
Dean Trefethen	Medium	2	4	Doesn't always appreciate or anticipate the political fallout of the minority view, but is getting better at this aspect.
Karen Weston	High	2	3	
Jan Nedelka	High	3	N/R	
Bill Garrison	High	3	3	
Gina Cruikshank	High	4	3	
Catherine Cheney	High	1	2	The McConnell Center shortfalls have supplanted the pool budget. The City Manager needs to work with the Council to rectify this. Then to identify and address any outside interests which have and are becoming built into our budget and organization. Also a priority how to address the Other Post Employment Benefit liability.
Bob Carrier	Medium	3	2	The City Manager works closely with his department heads to keep the City moving forward. Most of the time, a blame can be pinpointed but a shuffle of blame seems to sometime occur.
Average by Category		2.78	2.88	
Average - Total Strategic Leadership:		2.83		

Responsiveness	Importance	Community Culture	Citizen Participation	Comments
Scott Myers	Medium	3	3	CM has an understanding of the history and cultural background of Dover. He seeks to incorporate this wherever possible. He continues to seek additional opportunities for public involvement including Citizen Surveys and the Budget Bucks.
Dorothea Hooper	High	2	4	The Manager does an excellent job of educating the community on city business and finances. He does this via Ch. 22 power point presentations to the Council. He also does periodic community meetings with councilors on topics of community interest.
Dean Trefethen	Medium	3	3	
Karen Weston	Medium	3	3	
Jan Nedelka	Medium	4	4	It is expected that the city manager should encourage citizen participation by ensuring that staff promptly process applications for volunteer positions, and direct staff to be reasonably responsive and supportive of the appropriate committees. The city manager's investment of time (and investment of staff time as well) in the nascent pool advisory committee more than merely supported a community and budgetary concern. The city manager modeled the effort needed and inspired an inexperienced volunteer group to make a substantive difference, not just in the FY11 budget, but in the recreation community as a whole, with positive long-term implications.
Bill Garrison	High	3	3	
Gina Cruikshank	Medium	3	3	
Catherine Cheney	High	1	2	Dover is great and often it seems the focus has become on building a different community. A goal would be to have a workshop to discuss the volunteer process followed by policies.
Bob Carrier	High	3	4	He cares about this community and it shows with his involvement in the volunteering he does. Dover Discussions is a good example of this.
Average by Category		2.78	3.22	
Average - Total Democratic Responsiveness:		3.00		

Organizational Planning	Importance	Budget	Financial Resources	Fiscal Condition	Comments
Scott Myers	High	4	3	3	CM prepares three types of budget documents - A summary, a department/function overview, and a detailed line-by-line version. He takes Council direction in implementing resources in a conservative manner. Monthly financial reports to the Council and available to the public go above and beyond the norm. In addition, he holds an annual State of the City address.
Dorothea Hooper	High	4	4	3	The Manager provided the Council with a very detailed budget and a "cheat sheet" to help us though the maze of data. Very helpful. There is a continuing attempt to find ways to reduce city costs.
Dean Trefethen	High	4	4	4	Consults regularly with all Councilors and shares his thoughts. Also listens to feedback and appropriately considers what he hears.
Karen Weston	High	3	3	4	
Jan Nedelka	High	4	3	3	The quality of the proposed municipal budget document is extremely high and very accessible to anyone investing the time to review it. In the processes of reviewing other New Hampshire communities' budgets, Dover's proposed budget document stood out for the level of detailed information available and its ready accessibility. The quality of the new council orientation session was outstanding; while the charter may require such a session, it does not speak to a requirement of quality. The reference material, training, and planning that took place during the orientation significantly sped the transition to a new council and allowed for greater responsiveness and productivity of the city as a whole due to a far better prepared council then may have otherwise been seated.
Bill Garrison	High	3	4	4	CM appears to work well with dept heads to have a clear, consistent and current understanding of the financial aspects of the city as a whole.
Gina Cruikshank	High	4	4	3	
Catherine Cheney	High	3	2	2	The City Manager needs to be more sensitive to the direction given to him by this and prior City Councils. There has always been support for certain budget items. If the budget presented to the Council supported these priorities it would save money and time and this score would be perfect. Resources cannot be consistently managed when the direction is not consistent and compliant with what the Council has historically expressed.
Bob Carrier	High	4	3	3	Budget is very well displayed. The Manager, along with the Finance Director, have a handle on budget resources, especially in these economic times. Again, along with his staff, he is able to get a feel for our community economic status.
Average by Category		3.67	3.33	3.22	
Average - Organizational Planning/Management:			3.41		

Communication	Importance	Effectiveness	Presentation Style	Comments
Scott Myers	High	4	3	CM presents detailed updates and reports and seems to have the appropriate background and historical perspective available, including past City/City Council actions.
Dorothea Hooper	High	3	3	As a Councilor, I feel I get adequate information to cast votes on governing issues. I imagine a lot goes on behind the scenes, dealing with day to day business, that we do not know or need to know.
Dean Trefethen	High	3	3	Sometimes assumes the reader/listener knows more than they do, but it is a fine line to walk.
Karen Weston	High	3	3	Answers to some questions are not as explicit as they should be.
Jan Nedelka	High	3	3	
Bill Garrison	High	4	4	CM communicates well and clearly. He is well spoken and written and can put things in layman's terms when needed. He is courteous and provides detailed information as needed.
Gina Cruikshank	High	3	4	
Catherine Cheney	High	4	2	The City Manager is a good communicator with the information he chooses to convey.
Bob Carrier	Medium	3	3	Adequate effectiveness and presentation style.
Average by Category		3.33	3.11	
Average - Communication:	3.22			

Integrity	Importance	Ethics	Professional Relations	Personal Actions	Comments
Scott Myers	High	3	3	3	I have always known the CM to be of high integrity and ethical standards and I believe he requires that of Staff as well.
Dorothea Hooper	High	N/R	3	3	I think the Manager sets an example of professionalism. I have no idea how he deals with his staff if they fail to meet that standard. I feel the individual directors and chiefs would be closer to that issue and would deal with their people. I have no reason to question anyone's integrity.
Dean Trefethen	High	4	4	4	
Karen Weston	High	3	3	4	
Jan Nedelka	High	3	3	N/R	
Bill Garrison	High	3	3	3	
Gina Cruikshank	High	3	3	3	
Catherine Cheney	High	1	2	2	There have been instances where the City Manager had opportunities to foster ethical behaviors and he has not. But he does sometime and it is wonderfully noticeable when that happens. I hope there is progress in this area. He would benefit from objective deliberation as to consequences for others and the City before making these decisions in some cases. I would say "Sometimes Meets Expectations" if that were a choice on this form.
Bob Carrier	High	3	3	3	The City Manager carries no personal agendas (open government). Carries himself well and personal actions never seem to be a problem.
Average by Category		2.88	3.00	3.13	
Average - Integrity:	3.00				

Interpersonal Characteristics & Skills	Importance	Skills	Comments
Scott Myers	High	4	CM continues to attend meetings and build relationships with the likes of Dover Chamber (Gov't Affairs in particular), local businesses and non-profits, our locally elected State and County officials and other Managers from throughout the State.
Dorothea Hooper	High	3	I feel I have a very good working relationship with the Manager. He is responsive to my questions and helpful when I deal with constituents. Think he works well with the Council as a group.
Dean Trefethen	Medium	3	
Karen Weston	High	2	
Jan Nedelka	High	2	
Bill Garrison	High	3	
Gina Cruikshank	High	3	
Catherine Cheney	High	1	The City Manager needs to foster harmony of the internal organization. He is capable of fulfilling his external obligations and working with external groups, the public and interest groups.
Bob Carrier	Medium	3	No problem.
Average by Category		2.67	
Average - Interpersonal:	2.67		

Organizational Values	Importance	Goals	Lead by Example	Comments
Scott Myers	Medium	3	3	CM sets Goals/Expectations for Department Heads and their departments. Part of this is based on Council Goals and part based on his expectations for the operation of providing City services.
Dorothea Hooper	High	3	3	The Manager seems to understand Council goals and makes it his task to address them in a continuous way.
Dean Trefethen	Medium	3	4	
Karen Weston	Medium	3	3	
Jan Nedelka	High	3	3	
Bill Garrison	High	3	3	
Gina Cruikshank	High	3	3	
Catherine Cheney	Medium	2	2	His demeanor appears to be of the organization, for the organization.
Bob Carrier	Medium	3	3	Follows our goals and objectives and the laws of the land. City Charter, RSAs. Not afraid of confrontation.
Average by Category		2.89	3.00	
Average - Organizational Values:		2.94		

Personal Development	Importance	Continuing Education	Comments
Scott Myers	Medium	3	CM attends various conferences and training sessions that fit into his job profile and offer opportunities for increased knowledge and new skill sets.
Dorothea Hooper	Medium	N/R	I would have no information on this.
Dean Trefethen	Low	2	Is starting to do this, needs to do more on a consistent basis.
Karen Weston	Medium	3	
Jan Nedelka	High	N/R	
Bill Garrison	High	N/R	
Gina Cruikshank	Medium	3	
Catherine Cheney	High	3	
Bob Carrier	Medium	3	Attends many informational conferences and course study.
Average by Category		2.83	
Average - Personal Development:		2.83	

Self Mastery	Importance	Adaptability	Accepts Feedback	Manage Conflict	Comments
Scott Myers	Medium	3	3	3	CM handles himself in a professional manner.
Dorothea Hooper	Medium	3	3	4	I am assuming that the Manager has some way of handling stress noting his experience with the last Council. I find him willing to listen and discuss. I am amazed at how well he controls himself during Council meetings and dealings with the public. He remains stoical.
Dean Trefethen	Medium	2	3	3	
Karen Weston	High	3	3	2	
Jan Nedelka	High	3	3	3	
Bill Garrison	High	3	3	3	
Gina Cruikshank	Medium	4	4	4	
Catherine Cheney	High	2	1	2	The City Manager respects the views of some. Again somewhere between the definitive "Does Not Meet Expectations" and "Almost Always Meets Expectations"... "Sometimes Meets Expectations". This view does not subtract from the earlier rating of his courteousness to others where I feel he excels. He is capable of managing his stress, fulfilling his role and seems calm in interactions for the most part "Almost Always Meets Expectations" in those areas.
Bob Carrier	Medium	3	2	2	Adaptability never seems to be a problem. Always gives feedback but sometimes a bit sarcastic. Sometimes it is clear that someone has just pushed his buttons too far.
Average by Category		2.89	2.78	2.89	
Average - Self Mastery:	2.85				

Leadership	Importance	Responsibility	Results	Risk Taking	Comments
Scott Myers	Medium	3	3	3	Have known the CM to accept responsibility for actions of the organization that he heads. Not sure that the willingness to take risks applies in municipal government but CM is open to exploring new approaches and ideas.
Dorothea Hooper	High	3	3	3	The Manager seems to be able to find alternate ways to deal with problems.
Dean Trefethen	Medium	4	3	3	
Karen Weston	High	3	4	4	
					The city manager should become more comfortable with delegation of personnel and related issues to department heads; this would be complementary to both his personal style and workload. The best example may be the termination of employees - whether it be either for performance or budgetary reasons. The manager does no favors to the department heads by handling these issues himself; while his title may be 'City Manager', the expectation of 'leadership' is higher than that of the department heads. It appears that the city manager does work with the department heads to determine what the correct course of action is - which is laudable, and demonstrative of good leadership skills. Once determining the course of action, the manager should then delegate the 'doing' to the department head as well, and give them latitude in specifics of implementation. There is risk associated with this - risk that the department head may cause conflict, may make decisions with impact on their department budgets, or may handle the layoff in a way the manager would not. This risk is essential, however, to train and prepare department heads to perform with confidence and wisdom best derived from experience. Dover's department heads are capable, well educated and trained in their respective fields, and well compensated. It is reasonable for the manager to expect them to be capable of handling such issues. Furthermore, by allowing his department heads to both 'choose' and 'do', the manger will become better versed in their individual working styles and approaches. This knowledge of their working styles and capacities will enable the manger to make changes to city operations or make more balanced hiring decisions in the future with minimal impact of operations or morale.
Jan Nedelka	High	N/R	3	2	
Bill Garrison	High	3	3	N/R	
Gina Cruikshank	High	3	4	3	
					The City manager does need to take more of the responsibility for what happens. I think he "Sometime Meets Expectations". This can be a solid "2" "Almost Always Meets Expectations" because of his ability to lead and of his capability to accept responsibility. I will look for this trait to be strengthened. The City Manager is good at risk taking and he can overcome obstacles that get in the way of his objectives.
Catherine Cheney	High	2	4	4	
Bob Carrier	N/R	N/R	N/R	N/R	
Average by Category		2.75	3.44	3.25	
Average - Leadership:	3.15				

Job Dimension	Overall Average Rating
Staff Effectiveness	3.33
Policy Facilitation	2.91
Service Delivery	3.44
Strategic Leadership	2.83
Responsiveness	3.00
Organizational Planning	3.41
Communication	3.22
Integrity	3.00
Interpersonal Characteristics & Skills	2.67
Organizational Values	2.94
Personal Development	2.83
Self Mastery	2.85
Leadership	3.15
Total Evaluation Score:	3.05

Scott Myers	I have worked closely with Michael Joyal in his capacity as City Manager and mine as Mayor for 5 years now. I have witnessed Mike's maturity in the position and credit him for creating a top notch team of professionals, committed to serving our City. Mike is responsive to requests and goals of the City Council. He is an active participant in many additional committees, some of the Council and some throughout the City (Fiscal Policy, DBIDA, Chamber Government Affairs, Speak Out Sessions). Requests for information/background are provided in detail. His understanding of City operations and his knowledge of the financials in particular is exemplary. Mike continues to explore opportunities to provide for a more efficient local government while being mindful of the services and quality of life that residents expect. I have had the opportunity to interact with many appointed Managers and Administrators throughout the State over the past three years and feel that we are extremely fortunate to have Michael Joyal as Dover's City Manager. He has set the tone of expectations for his organization and leads by example. I have a very positive overall evaluation of Michael Joyal and look forward to continuing to work closely with him through the remainder of my term.
Dorothea Hooper	I feel that 6 months on the Council does not make me an expert on how the Manager does his job. My feeling is that he does a good job with often impossible situations. I appreciate that he is respectful, helpful, and hardworking. The fact that his chiefs and directors are equally responsible and helpful speaks well of his leadership. I would probably have been more comfortable with addressing pre-established goals but, with more experience on my part, perhaps this format would have been fine.
Dean Trefethen	
Karen Weston	
Jan Nedelka	
Bill Garrison	I have had consistent and pleasurable experiences with the City Manager (CM) as a Councilor and a citizen. He spends ample time with me on the phone or face-to-face to answer questions or help address issues until I am satisfied with the information I request. Being a new City Councilor and not having experience in city government, the CM has gone out of his way to explain things to me and help me through the process of understanding the intricacies of city government. He has put me in touch with his department heads on specific questions and issues and is very resourceful. He and all of his department heads have been very open and forthright with the operations of the city and of their respective departments. He listens to my ideas and helps me with any background information needed to present to the council or a constituent. He is courteous and responsive to me and my constituents when I pass on questions or comments from a constituent. I know he works hard and spends well over 40 hours per week to fulfill his duties and I feel he has the best interests of the community at heart.
Gina Cruikshank	Overall I think City Manager Joyal does an excellent job. He is always well prepared for meetings, shows a knowledgeable and detailed understanding of the facts, and answers questions in a clear and concise manner. He responds immediately to council and citizen requests, and is willing to help with any issue at any time. He is well respected by staff and department heads, as well as the vast majority of Dover citizens.
Catherine Cheney	I have worked with the City Manager 5 years now and have had the opportunity to give him high marks for many of his attributes and point out where I felt he could further develop. The City Manager knows the city operations and can run it effectively. As far as I know, he has always responded promptly to Citizens. The City Manager and I had a disagreement and a failure to meet eye to eye. What transpired is a matter of record and I still believe he acted inappropriately on behalf of the City. But I recognize that this view is not shared by others.
Bob Carrier	