

TOWN OF NORWICH
P.O. Box 376
NORWICH, VERMONT 05055-0376
TEL. (802) 649-1419 Ext. 101 or 102

Agenda for Special Selectboard Meeting of Wednesday, July 29, 2015 at 6:30 PM
(Times Are Approximate)

- 1) Approval of Agenda (Action Item) 2 minutes
- 2) Capital Facilities (Discussion Item) 30 minutes
- 3) Project Management (Discussion/Possible Action Item) 10 minutes
 - a) Opinion from Paul Gillies
- 4) Town Manager Evaluation Process (Discussion/Possible Action Item) 10 minutes
- 5) Town Manager Contract (Discussion/Possible Action Item) 10 minutes
- 6) Town Manager's Salary and Grade and Step Arrangement (Discussion/Possible Action Item/Possible Executive Session) 10 minutes
- 7) Payroll Policy and Procedure (Discussion/Possible Action Item) 10 minutes
- 8) Main Street Sidewalk from Hazen Street to Koch Road (Discussion/Possible Action Item) 10 minutes

Next Regular Meeting – August 26, 2015 at 6:30 PM

To receive email notices of Selectboard meetings and hearings, agendas, minutes and other notices, send an email to manager-assistant@norwich.vt.us requesting to be placed on the Town Email List.

#11
#3

TARRANT, GILLIES & RICHARDSON

44 EAST STATE STREET
POST OFFICE BOX 1440
MONTPELIER, VT 05601-1440

GERALD R. TARRANT
PAUL S. GILLIES
DANIEL P. RICHARDSON

(802) 223-1112
FAX: (802) 223-6225 April 29, 2015

HANNAH L. SMITH
OF COUNSEL
STEPHEN A. REYNES

To: Neil Fulton

From: Paul Gillies 

RE: Section 1236(4) and who votes to shift supervision

You ask for my view of the meaning of 24 V.S.A. § 1236(4). That subsection lists one of the duties of a Town Manager,

(4) To have charge and supervision of all public town buildings, repairs thereon, and repairs of buildings of the town school district upon requisition of the school directors; and all building done by the town or town school district, unless otherwise specially voted, shall be done under his or her charge and supervision.

You wonder if the words, "and all building done by the town or town school district, unless otherwise specifically voted," refer to a vote of the Selectboard or the town voters. That question turns on another—do voters have authority to vote to turn the supervision of buildings to some other official or entity than a manager.

The statute is outdated, as it does not reflect the changes to the laws relating to school districts, which formerly were treated as departments of a town, with school houses frequently having been purchased with deeds placing the town, not the school district, as the owner of the lot and occasionally the school house built on that land. That is still the case in some towns. Current school law divides the power over infrastructure this way: the voters "[m]ay authorize the school board to enter into leases of real property for more than three years, to purchase buildings or sites for school purposes, to locate and erect schoolhouses, and to sell, or otherwise dispose of, schoolhouses or sites for same," and the school board "[s]hall have the possession, care, control, and management of the property of the school district, subject to the authority vested in the electorate or any school district official." The school board is also authorized to "keep the school buildings and grounds in good repair, suitably equipped, insured, and in safe and sanitary condition at all times." 16 V.S.A. §§ 562(7) and 563(3) & (4).

Laws relating to the upkeep of buildings owned by a town are not as articulate. They do provide clear authority for the voters of the town at a regular or special town meeting to "vote to place the construction of a building to be erected for public purposes under the general supervision and control of a building committee." 24 V.S.A. § 2803. In other words, the Selectboard's authority is exclusively to appoint a committee, once the voters have decided the

question. In light of these laws, "unless otherwise specifically voted" means a town meeting vote, not one of the Selectboard. This reflects the way the law handles Town Managers. Unlike Town Administrators, the office of Town Manager is largely independent of the Selectboard, the powers of the office being delegated not by the Board but by the law, once the Town Manager system has been established by a vote of the town.

The "other entity," the building committee mentioned in section 2803, is a body appointed by the Selectboard. As with the Manager, the Selectboard is not empowered to go beyond an advisory role in the way the committee does its work. The committee would decide whom to hire to do the work; the Board would need to sign the contract, and could exercise some control during that process.

You also asked whether the appointment of a building committee applies only to one project or to all projects until the appointment is rescinded. The statute suggests the delegated authority is not a general grant of power over all buildings, but only one building at a time, unless the resolution creating the committee specified that the delegation applied to other known projects.

Thanks.

Municipal Authority to Act is Controlled by the State

Vermont's constitution doesn't actually grant any power or legal authority directly to towns and cities.

Instead, municipalities receive all of their legal authority from the Vermont legislature. Towns are truly a subdivision of the state.



Dillion's Rule

Local governments have only three types of power:

1. Those granted in express words;
2. Those necessarily or fairly implied in or incident to the powers expressly granted; and
3. Those essential to the declared objects and purposes of the corporation.



Vermont is a Dillon's Rule State

In contrast to the powers of states – which are unlimited except for express state or federal constitution restrictions – municipalities only have the powers that are expressly granted to them by their state legislatures.

Under Dillon's Rule, one must assume that local government does NOT have the power in question.

If there's a question about a local government's power or authority, then the local government does NOT receive the benefit of the doubt.



SPRING SELECTBOARD INSTITUTE MARCH 2015

Selectboard Legal Authority

“We have consistently adhered to the so-called Dillon’s Rule that a municipality has only those powers and functions specifically authorized by the legislature, and such additional functions as may be incident, subordinate or necessary to the exercise thereof.”



– *Petition of Ball Mountain Dam Hydroelectric Project,*
154 Vt. 189 (1990)

SPRING SELECTBOARD INSTITUTE MARCH 2015

VERMONT GENERAL ASSEMBLY

The Vermont Statutes Online

Title 24 : Municipal And County Government

Chapter 077 : Construction; Condemnation

§ 2803. Building committee; vote of town or district

A municipality may vote to place the construction of a building to be erected for public purposes under the general supervision and control of a building committee.

#4

**TOWN OF NORWICH
EMPLOYEE PERFORMANCE REVIEW**

Employee's Name - Last, First, MI	Employee's Grade and Step	Employee's Working Title
Period of Report From: To:	Type of Report <input type="checkbox"/> Annual <input type="checkbox"/> Salary Increase <input type="checkbox"/> Other (specify) _____	
Part I – Review of Job Description		
Does the job description accurately and directly relate to the job performed by the employee? <input type="checkbox"/> Yes <input type="checkbox"/> No If No, attach a revision of the job description		
Part II – Appraisal of Objectives		
Overall progress on Goals and Objectives <input type="checkbox"/> Above Expectation <input type="checkbox"/> Meets Expectation <input type="checkbox"/> Below Expectation		
In the space below summarize the progress made on Goals and Objectives from last review. List new Goals and Objectives.		
Part III – Appraisal of Employee Performance		
Rate the employee for each performance characteristic by marking the box that best indicates the employee's level of achievement. Base each rating on the employee's demonstrated performance. Comments may be provided to explain a particular rating, and are required when an Above Expectation or Below Expectation rating is designated.		
A. Planning Assess the ability to develop a plan to complete the work. <input type="checkbox"/> Above Expectation <input type="checkbox"/> Meets Expectation <input type="checkbox"/> Below Expectation Comments		
B. Initiative Assess the ability to be enterprising and industrious to stay ahead of the job. <input type="checkbox"/> Above Expectation <input type="checkbox"/> Meets Expectation <input type="checkbox"/> Below Expectation Comments		

C. Quality

Assess the level of accuracy, content and thoroughness of work.

☐ Above Expectation

☐ Meets Expectation

☐ Below Expectation

Comments

D. Productivity

Assess the amount of work completed in relation to expectations.

☐ Above Expectation

☐ Meets Expectation

☐ Below Expectation

Comments

E. Knowledge

Assess the familiarity with techniques and procedures needed to complete the work.

☐ Above Expectation

☐ Meets Expectation

☐ Below Expectation

Comments

F. Judgement

Assess ability to weight alternatives and arrive at conclusions.

☐ Above Expectation

☐ Meets Expectation

☐ Below Expectation

Comments

G. Teamwork

Assess the ability to work with others, when appropriate, to attain organizational goals and objectives.

☐ Above Expectation

☐ Meets Expectation

☐ Below Expectation

Comments

H. Leadership

Assess the ability to develop and guide subordinates or coworkers to successful completion of objectives through increasing their knowledge, skills and abilities, if applicable.

☐ Above Expectation

☐ Meets Expectation

☐ Below Expectation

Comments

I. Attendance/Punctuality

Assess the reliability to be on time and honor time commitments.

☐ Above Expectation

☐ Meets Expectation

☐ Below Expectation

Comments

J. Interpersonal Relations

Assess the ability to communicate and listen effectively to other employees.

☐ Above Expectation

☐ Meets Expectation

☐ Below Expectation

Assess the ability to communicate policies and procedures effectively and accurately to members of the public, and to respond to problems and complaints in a tactful manner.

☐ Above Expectation

☐ Meets Expectation

☐ Below Expectation

K. Development and Training:

Identify any developmental or training activities the employee has completed since his/her last performance evaluation.

Indicate recommendations for further development and training for purposes of preparing the employee for additional responsibilities or for improvement of current job performance.

Part V – Overall Performance Rating

Rate the employee's overall performance by marking the box that best indicates the employee's level of achievement. Supervisor's comments on the employee's overall performance may be documented, and are required when an Outstanding or inadequate performance rating is designated.

☐ Above Expectation☐ Meets Expectation☐ Below Expectation

Comments

Part VI – Employee's Comments

Employee may comment on all or any part of the information contained in this document, including the evaluation process. If the employee does not concur with the evaluation, check the appropriate box in Part VII and explain the reasons for disagreement.

Part VII – Signatures

Employee's Signature

Date

☐ I do not concur (Use Part VI for Comments).

Supervisor's Signature

Date

- Add additional sheets for more comments
- A self-evaluation may be done on a separate copy of this form.
- Sections not applicable to a specific job may be marked "N/A"

4

#14b

VLCT

JUL 26 2005

RECEIVED

CITY OF SOUTH BURLINGTON**MANAGEMENT EVALUATION FOR THE CITY MANAGER****PURPOSE**

A periodic evaluation process is critical to the ongoing effectiveness of City Council and City Manager relations. The process should focus on how effectively the Manager is accomplishing the duties delineated in the City Charter, as well as several key performance areas identified in the evaluation form. Ultimately, this process should provide City Council and the City Manager the opportunity to evaluate objectively the effectiveness of the Manager, and to identify areas of needed improvement in a constructive and thoughtful manner.

PROCESS

There are two written components of the evaluation process: 1) the Self-Evaluation Form to be completed by the City Manager, and 2) the Evaluation Form to be completed by each member of City Council and the City Manager. The Self-Evaluation Form offers the manager the opportunity to provide narrative responses to questions regarding accomplishments, goals, strengths and weaknesses, etc. The Evaluation Form itself is mainly a numerical rating of specific performance criteria. Combined, these forms should provide a useful picture of past performance and future expectations. Please note that while it is intended for this process to be undertaken annually, the City Council may choose to have interim evaluations if it deems necessary.

The timetable for implementing this process is as follows:

1. The evaluation process should be completed by February 28 of each year. Annually, the Council Chair and City Manager will establish a date, time and location for the Evaluation Session. City Manager will initiate completion of the Self-Evaluation Form.
2. At least three weeks before the scheduled evaluation, the City Manager will provide each Councilor a copy of the evaluation form to be completed.
3. At least two weeks prior to the scheduled evaluation, each Councilor completes an evaluation form, signs it, and returns one copy to the Chair of the Council.
4. The Chair tabulates the results of the evaluation forms.

CITY MANAGER's Annual Evaluation
February, 2009

By _____

The purpose of the annual evaluation is to facilitate communication between the Manager and Council about the Manager's performance and how the Council can be best served by the Manager. This form is intended to provide input and guidance which is then reviewed in a face to face meeting.

The **International City/County Management Association (ICMA)** has developed a list of core practices that are essential to local government management. This list has been adapted to for local use. Please rate the City Manager's performance in these areas and offer any additional comments as you see fit. If you're not completing this electronically, feel free to use the back for added comments if you need more space. Please use the following rating scale.

- 5 – Excellent, regularly exceeds expectations in this area
- 4 – Very good, often exceeds expectations in this area
- 3 – Satisfactory, meets expectations in this area
- 2 – Below Average, occasionally fails to meet expectations in this area
- 1 – Poor, regularly fails to meet expectations in this area.

1. Staff Effectiveness: Promoting the development and performance of staff and employees throughout the organization (requires knowledge of interpersonal relations; skill in motivation techniques; ability to identify others' strengths and weaknesses). Practices that contribute to this core content area are:

- **COACHING/MENTORING** Providing direction, support, and feedback to enable others to meet their full potential (requires knowledge of feedback techniques; ability to assess performance and identify others' developmental needs)
- **TEAM LEADERSHIP** Facilitating teamwork (requires knowledge of team relations; ability to direct and coordinate group efforts; skill in leadership techniques)
- **EMPOWERMENT** Creating a work environment that encourages responsibility and decision making at all organizational levels (requires skill in sharing authority and removing barriers to creativity)
- **DELEGATING** Assigning responsibility to others (requires skill in defining expectations, providing direction and support, and evaluating results)

Rating: _____

Comments:

2. Policy Facilitation: Helping elected officials and other community actors identify, work toward, and achieve common goals and objectives (requires knowledge of group dynamics and political behavior; skill in communication, facilitation, and consensus-building techniques; ability to engage others in identifying issues and outcomes). Practices that contribute to this core content area are:

- **FACILITATIVE LEADERSHIP** Building cooperation and consensus among and within diverse groups, helping them identify common goals and act effectively to achieve them; recognizing interdependent relationships and multiple causes of community issues and anticipating the consequences of policy decisions (requires knowledge of community actors and their interrelationships)
- **FACILITATING COUNCIL EFFECTIVENESS** Helping elected officials develop a policy agenda that can be implemented effectively and that serves the best interests of the community (requires knowledge of role/authority relationships between elected and appointed officials; skill in responsibly following the lead of others when appropriate; ability to communicate sound information and recommendations)

- **MEDIATION/NEGOTIATION** Acting as a neutral party in the resolution of policy disputes (requires knowledge of mediation/negotiation principles; skill in mediation/negotiation techniques)

Rating: _____

Comments:

3. Functional and Operational Expertise and Planning: Practices that contribute to this core content area are:

- **FUNCTIONAL/OPERATIONAL EXPERTISE** Understanding the basic principles of service delivery in functional areas--e.g., public safety, community and economic development, human and social services, administrative services, public works (requires knowledge of service areas and delivery options)
- **OPERATIONAL PLANNING** Anticipating future needs, organizing work operations, and establishing timetables for work units or projects (requires knowledge of technological advances and changing standards; skill in identifying and understanding trends; skill in predicting the impact of service delivery decisions)

Rating: _____

Comments:

4. Citizen Service: Determining citizen needs and providing responsive, equitable services to the community (requires skill in assessing community needs and allocating resources; knowledge of information gathering techniques)

Rating: _____

Comments:

5. Performance Measurement/Management and Quality Assurance: Maintaining a consistently high level of quality in staff work, operational procedures, and service delivery (requires knowledge of organizational processes; ability to facilitate organizational improvements; ability to set performance/ productivity standards and objectives and measure results)

Rating: _____

Comments:

6. Initiative, Risk Taking, Vision, Creativity, and Innovation: Setting an example that urges the organization and the community toward experimentation, change, creative problem solving, and prompt action (requires knowledge of personal leadership style; skill in visioning, shifting perspectives, and identifying options; ability to create an environment that encourages initiative and innovation). Practices that contribute to this core content area are:

- **INITIATIVE AND RISK TAKING** Demonstrating a personal orientation toward action and accepting responsibility for the results; resisting the status quo and removing stumbling blocks that delay progress toward goals and objectives
- **VISION** Conceptualizing an ideal future state and communicating it to the organization and the community

- **CREATIVITY AND INNOVATION** Developing new ideas or practices; applying existing ideas and practices to new situations

Rating: _____

Comments:

7. Technological Literacy: Demonstrating an understanding of information technology and ensuring that it is incorporated appropriately in plans to improve service delivery, information sharing, organizational communication, and citizen access (requires knowledge of technological options and their application)

Rating: _____

Comments:

8. Democratic Advocacy and Citizen Participation: Demonstrating a commitment to democratic principles by respecting elected officials, community interest groups, and the decision making process; educating citizens about local government; and acquiring knowledge of the social, economic, and political history of the community (requires knowledge of democratic principles, political processes, and local government law; skill in group dynamics, communication, and facilitation; ability to appreciate and work with diverse individuals and groups and to follow the community's lead in the democratic process). Practices that contribute to this core content area are:

- **DEMOCRATIC ADVOCACY** Fostering the values and integrity of representative government and local democracy through action and example; ensuring the effective participation of local government in the intergovernmental system (requires knowledge and skill in intergovernmental relations)
- **CITIZEN PARTICIPATION** Recognizing the right of citizens to influence local decisions and promoting active citizen involvement in local governance

Rating: _____

Comments:

9. Diversity: Understanding and valuing the differences among individuals and fostering these values throughout the organization and the community

Rating: _____

Comments:

10. Budgeting: Preparing and administering the budget (requires knowledge of budgeting principles and practices, revenue sources, projection techniques, and financial control systems; skill in communicating financial information)

Rating: _____

Comments:

11. Financial Analysis: Interpreting financial information to assess the short-term and long-term fiscal condition of the community, determine the cost-effectiveness of programs, and compare alternative strategies (requires knowledge of analytical techniques and skill in applying them)

Rating: _____

Comments:

12. Human Resources Management: Ensuring that the policies and procedures for employee hiring, promotion, performance appraisal, and discipline are equitable, legal, and current; ensuring that human resources are adequate to accomplish programmatic objectives (requires knowledge of personnel practices and employee relations law; ability to project workforce needs)

Rating: _____

Comments:

13. Strategic Planning: Positioning the organization and the community for events and circumstances that are anticipated in the future (requires knowledge of long-range and strategic planning techniques; skill in identifying trends that will affect the community; ability to analyze and facilitate policy choices that will benefit the community in the long run)

Rating: _____

Comments:

14. Advocacy and Interpersonal Communication: Facilitating the flow of ideas, information, and understanding between and among individuals; advocating effectively in the community interest (requires knowledge of interpersonal and group communication principles; skill in listening, speaking, and writing; ability to persuade without diminishing the views of others). Practices that contribute to this core content area are:

- **ADVOCACY** Communicating personal support for policies, programs, or ideals that serve the best interests of the community
- **INTERPERSONAL COMMUNICATION** Exchanging verbal and nonverbal messages with others in a way that demonstrates respect for the individual and furthers organizational and community objectives (requires ability to receive verbal and nonverbal cues; skill in selecting the most effective communication method for each interchange)

Rating: _____

Comments:

15. Presentation Skills: Conveying ideas or information effectively to others (requires knowledge of presentation techniques and options; ability to match presentation to audience)

Rating: _____

Comments:

16. Media Relations: Communicating information to the media in a way that increases public understanding of local government issues and activities and builds a positive relationship with the press (requires knowledge of media operations and objectives)

Rating: _____

Comments:

17. Integrity: Demonstrating fairness, honesty, and ethical and legal awareness in personal and professional relationships and activities (requires knowledge of business and personal ethics; ability to understand issues of ethics and integrity in specific situations). Practices that contribute to this core content area are:

- **PERSONAL INTEGRITY** Demonstrating accountability for personal actions; conducting personal relationships and activities fairly and honestly
- **PROFESSIONAL INTEGRITY** Conducting professional relationships and activities fairly, honestly, legally, and in conformance with the ICMA Code of Ethics (requires knowledge of administrative ethics and specifically the ICMA Code of Ethics)
- **ORGANIZATIONAL INTEGRITY** Fostering ethical behavior throughout the organization through personal example, management practices, and training (requires knowledge of administrative ethics; ability to instill accountability into operations; and ability to communicate ethical standards and guidelines to others)

Rating: _____

Comments:

18. Personal Development: Demonstrating a commitment to a balanced life through ongoing self-renewal and development in order to increase personal capacity (includes maintaining personal health, living by core values; continuous learning and improvement; and creating interdependent relationships and respect for differences).

Rating: _____

Comments:

In addition to the above listed practices, there are four additional areas of discussion:

19. Overall Performance: Balancing all priorities and issues, practices and skills. In a general way, how does the Manager's overall performance meet your expectations as a City Council Member?

Rating: _____

Comments:

20. City Government performance: How does the performance of the City Government meet your expectations as a City Council Member. If there are particular areas of praise or concern, please identify in the comments section.

Rating: _____

Comments:

21. Accomplishments or Concerns: Are there any specific areas of praise or concern of the City Manager and/or any specific accomplishments or problems that you would like to mention?

Comments:

22. Upcoming Issues: Please list what you think are the top five issues for the city in 2009-2010?

Comments:

Thank you very much for taking the time to complete this. Please send it back via e-mail or hard copy to Sandy Pitonyak at the City Manager's office by Friday February 7th so that it can be compiled for discussion on February 14th.

Performance Expectations and Review

Norwich Town Manager: (Name)

Review Period: (Date 1) – (Date 2)

Element	<p style="text-align: center;">Supporting Goals (May include specific major initiatives. May include deadlines.)</p>	Technical Ability	Communication Customer Care	Total Score
A. <i>Develops Budget</i>	<ol style="list-style-type: none"> 1. Assists Selectboard in development of budgetary guidelines. 2. The proposed budget meets guidelines as set by September 15. 3. Budgetary briefing provides clear justifications and options. 4. Assists SB in developing final budget for Town Meeting approval. 			
B. <i>Manages Expenditures and Income</i>	<ol style="list-style-type: none"> 1. Controls expenditures against budget. 2. Adapts to emergencies within the budget. 3. Applies appropriate controls to town financial obligations, consistent with SB financial policies. 4. Collects delinquent taxes. 			
C. <i>Manages Town Departments</i>	<ol style="list-style-type: none"> 1. Plans and approves departmental programs within budget. 2. Assures that departmental programs meet town expectations. 3. Assures that the town's fixed assets are maintained to expectations. 4. Assures that the town's capital assets are maintained to expectations. 			
D. <i>Manages Personnel Policies</i>	<ol style="list-style-type: none"> 1. Conducts documented interim and annual performance reviews of department heads. 2. Reviews and approves annual performance reviews, performed by department heads. 3. Promotes and supports policies that encourage staff development. 4. Assures compliance with personnel policies, EEO laws and other statutory requirements. 			

Performance Expectations and Review

Element	<p style="text-align: center;">Supporting Goals (May include specific major initiatives. May include deadlines.)</p>	Technical Ability	Communication Customer Care	Total Score
E. <i>Assists the Selectboard</i>	<ol style="list-style-type: none"> 1. Supports the Selectboard in policy development. 2. Effectively conveys SB policy to departments and departmental concerns to SB. 3. Effectively implements policies and decisions. 4. Assists the SB in developing a strategic plan. 5. Assists the SB in the development of a capital plan and budget. 6. Assists the SB other strategic initiatives. 7. Effectively assists SB decision-making and problem solving. 			
<i>Totals</i>	(Total five elements; divide "Total Score" column by two—should equal sum of others.)			
Score:	(Divide totals by five— Combined score is in "Total Score" column.)			

Performance Expectations and Review

Comments :
Commendations:
Recommendations:

Performance Expectations and Review

Discussion:	Initial:	Mid-Term:	Final:
Dates:			

Selectboard	Signatures	Concurrence
(Name), Chair:	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(Name), Vice-Chair:	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(Name):	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(Name):	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(Name):	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(Name), Interim Town Manager:	Signature acknowledges receipt only.	
Position Description Requires Update: <input type="checkbox"/> Yes <input type="checkbox"/> No		

Performance Expectations and Review

Scoring Level of Performance: “Meets” is based on the level at which a similarly compensated, manager of average competency would perform.

Term:	Excels¹	Exceeds¹	Meets²	Needs Improvement³	Fails⁴
Score:	5	4	3	2	1
A. <i>Develops Budget</i>	Proposes budget that is likely to improve town finances over several years, efficiently using capital planning and operating assets.	Proposes budget that is likely to improve town finances over the next fiscal year, efficiently using capital planning and operating assets.	Proposes budget that anticipates the town's needs and that is likely to meet budgetary guidelines and maintain the UFB ⁵ and Capital Reserve Funds at target levels.	Proposes budget that fails to incorporate the resources for planned operations and projects and is likely to diminish the town's finances in a few areas.	Proposes budget that contains mistakes, omissions, and incorrect calculations that are likely to substantially diminish the town's finances.
B. <i>Manages Expenditures and Income</i>	Acquisition of grants or skillful management of capital assets substantially reduces tax burden or increases service level over several years.	Acquisition of grants or skillful management of capital assets substantially reduces tax burden or increases service level over fiscal year.	Adjusts spending among accounts and considers income and other factors to allow for the smooth operation of the town. Maintains the UFB and Capital Reserve Funds at target levels.	Actions require moderate reduction of the UFB and Capital Reserve Funds from target levels.	Actions require serious reduction of the UFB and Capital Reserve Funds from target levels.

¹ Requires explanation in **Commendations**.

² To the degree, which a similarly compensated manager of average competency would be able to do so.

³ Requires explanation in **Recommendations**.

⁴ Requires explanation in **Recommendations**. Basis for immediate performance improvement program.

⁵ Undesignated Fund Balance.

Performance Expectations and Review

Term:	Excels ¹	Exceeds ¹	Meets ²	Needs Improvement ³	Fails ⁴
Score:	5	4	3	2	1
C. <i>Manages Town Departments</i>	Establishes enduring processes for planning and executing the roles of the town departments in a manner that far exceeds public expectations.	Establishes improved processes for planning and executing the roles of the town departments.	Planning and execution of the roles of the town departments is consistent with town expectations.	Planning and execution of the roles of the town departments overlooks foreseeable events.	Planning and execution of the roles of the town departments overlooks obvious and serious contingencies.
D. <i>Manages Personnel Policies</i>	Establishes enduring processes for staffing and developing the town departments in a manner that serves the public in an exemplary fashion.	Contract negotiations, staffing and staff development improves the effectiveness of the town departments over the year.	Contract negotiations, staffing and staff development are consistent with expectations.	Elements of contract negotiations, staffing and staff development overlook foreseeable events.	Elements of contract negotiations, staffing and staff development overlook obvious and serious unforeseen events.
E. <i>Assists the Selectboard</i>	Proposes strategies, policies and other initiatives that are likely to substantially improve the town's government services within budgetary constraints for several years.	Proposes strategies, policies and other initiatives that are likely to improve the town's government services within budgetary constraints over the fiscal year.	Proposes strategies, policies and other initiatives that are consistent with expectations. Provides timely and complete information on SB agenda items, including analysis on various options.	Requested information provided to the Selectboard omits some readily available, pertinent data.	Requested information provided to the Selectboard omits or misrepresents readily available, important data.

Performance Expectations and Review

Standards: Reflect how a similarly compensated, manager of average competency would perform.

Standard	Knowledge, Skill or Ability from Job Description
Technical Ability: Addresses how well the TM conducts the basic duties of the position.	4.1. Thorough knowledge of municipal management and community problems and potential solutions. 4.2. Thorough knowledge of municipal, state and federal programs and decision-making processes. 4.3. Thorough knowledge of financial administration and the design of financial accounting and reporting system. 4.4. Thorough knowledge of the theory and practice of public personnel administration. 4.5. Thorough understanding of administrative organization, design, and evaluation. 4.6. Thorough knowledge of computers programs and systems, including word-processing, spreadsheets, databases, networks and email. 4.7. Knowledge and skill in municipal processes and techniques. 4.8. Knowledge of collective bargaining procedures and practices. 4.9. Knowledge of road, drainage and bridge maintenance programs. 4.19. Ability to organize and use time effectively, and handle several significant responsibilities simultaneously. 4.21. Knowledge of municipal management practices.
Communication: Addresses how well the TM promotes teamwork and documents decisions. Customer Care: Addresses the needs of all those whom the TM's position affects.	4.10. Commitment to town's purposes and objectives, as determined by the voters and its boards and commissions. 4.11. Ability to communicate effectively orally and in writing with the Board, town officers and employees, the media and the public. 4.12. Ability to motivate and engender innovation and assumption of appropriate responsibility and decision-making by staff. 4.13. Ability to resolve conflict. 4.14. Ability to be creative and analytical. 4.15. Ability to direct, supervise and evaluate staff. 4.16. Ability to react quickly to changing situations that may be physically taxing. 4.17. Possession of public relations skills and publication knowledge. 4.18. Ability to motivate selectboard, other town boards and commissions, community groups, legislators, etc. 4.20. Ability to listen to and accept criticism.

CITY OF SOUTH BURLINGTON

MANAGEMENT EVALUATION FOR THE CITY MANAGER**PURPOSE**

A periodic evaluation process is critical to the ongoing effectiveness of City Council and City Manager relations. The process should focus on how effectively the Manager is accomplishing the duties delineated in the City Charter, as well as several key performance areas identified in the evaluation form. Ultimately, this process should provide City Council and the City Manager the opportunity to evaluate objectively the effectiveness of the Manager, and to identify areas of needed improvement in a constructive and thoughtful manner.

PROCESS

There are two written components of the evaluation process: 1) the Self-Evaluation Form to be completed by the City Manager; and 2) the Evaluation Form to be completed by each member of City Council and the City Manager. The Self-Evaluation Form offers the manager the opportunity to provide narrative responses to questions regarding accomplishments, goals, strengths and weaknesses, etc. The Evaluation Form itself is mainly a numerical rating of specific performance criteria. Combined, these forms should provide a useful picture of past performance and future expectations. Please note that while it is intended for this process to be undertaken annually, the City Council may choose to have interim evaluations if it deems necessary.

The timetable for implementing this process is as follows:

1. The evaluation process should be completed by February 28 of each year. Annually, the Council Chair and City Manager will establish a date, time and location for the Evaluation Session. City Manager will initiate completion of the Self-Evaluation Form.
2. At least three weeks before the scheduled evaluation, the City Manager will provide each Councilor a copy of the evaluation form to be completed.
3. At least two weeks prior to the scheduled evaluation, each Councilor completes an evaluation form, signs it, and returns one copy to the Chair of the Council.
4. The Chair tabulates the results of the evaluation forms.

City Manager Evaluation Process

5. At least one week prior to the scheduled evaluation, the composite evaluation of the City Council, plus the City Manager's Self-Evaluation Form, are distributed by the Chair to the Council. A copy of the composite evaluation also is provided by the Chair to the City Manager at this time.
6. The City Council meets with the City Manager in the scheduled Executive Session to jointly review the evaluation.
7. Following the evaluation, the City Manager shall present to the Chair any requests regarding changes to the Employment Agreement, including salary adjustments.
8. In Executive Session, the Chair shall present to the City Council the City Manager's Employment Agreement adjustment requests. At the Executive Session, the Chair shall also solicit additional adjustment suggestions from the Council. At any point during the Executive Session, the Council may choose to excuse the City Manager from deliberations regarding these items. Following the reaching of a majority consensus on any adjustments, the Council shall inform the Manager of its pending decision in Executive Session and then reconvene in open session to ratify the changes.

CITY MANAGER *SELF-EVALUATION* FORM

The two parts of this form should be completed by the City Manager and given to the City Council three weeks before the scheduled evaluation.

PART I: The City Manager should complete the Evaluation Form that also will be completed by City Council.

PART II: The City Manager should complete the following questions. Additional pages may be added as necessary.

1. What progress have you made in accomplishing your goals and/or work assignments since your last evaluation?
2. What other job-related accomplishments have you had that were not part of the goals set at your last evaluation?
3. What obstacles or setbacks did you encounter during the year?
4. What do you see as your major goals for this next evaluation period?
5. What can the Council do to help you accomplish these goals?
6. What suggestions do you have for improving the effectiveness between you and the Council?
7. Do you have specific training needs which the Council can facilitate, and how will these needs help you in meeting your goals?
8. Are there any other issues or comments you wish to share?

CITY MANAGER EVALUATION FORM

This form shall be used by each member of the City Council to evaluate the City Manager's performance in fulfilling each of the roles which he/she plays in the city's government. The City Manager is graded 1 - 10, with the following scale:

- 1-2: Unacceptable performance; plan needs to be in place for improvement
- 3-4: Bare minimum performance for job function
- 5-6: Performance acceptable; "meets standards"
- 7-8: Initiative shown to exceed basic job requirements
- 9-10: Superior ability and initiative demonstrated; "exceeds standards by a wide margin"

Each member of the Council should sign the form and forward it to the Council Chair for compilation at least two weeks prior to the scheduled evaluation.

1. PERSONAL

- ___ Invests sufficient efforts toward being diligent and thorough in the discharge of duties.
- ___ Composure, appearance and attitude are fitting for an individual in his/her executive position.

2. PROFESSIONAL SKILLS AND STATUS

- ___ Knowledgeable of current developments affecting the management field.
- ___ Respected in management profession.
- ___ Has a capacity for innovation.
- ___ Anticipates problems and develops effective approaches for solving them.
- ___ Willing to try new ideas proposed by Council members or staff.

3. **RELATIONS WITH COUNCIL**

- ☐ Carries out directives of the Council as a whole rather than those of any one Council member.
- ☐ Assists the Council in resolving problems at the administrative level to avoid unnecessary Council action.
- ☐ Assists the Council in establishing policy while acknowledging the ultimate authority of the Council.
- ☐ Responds to requests for information or assistance by the Council in a timely manner.
- ☐ Informs the Council of administrative developments and current issues in a timely manner.
- ☐ Provides equal information to all members of the Council.
- ☐ Receptive to constructive criticism and advice.

4. **POLICY EXECUTION**

- ☐ Implements Council action in accordance with the intent of the Council.
- ☐ Supports the actions of the City Council after a decision has been reached.
- ☐ Enforces city policies.
- ☐ Understands the city's laws and ordinances.
- ☐ Reviews enforcement procedures periodically to improve effectiveness.
- ☐ Offers workable alternatives to the Council for changes in the law when an ordinance or policy proves impractical in actual administration.

5. **REPORTING**

- ☐ Provides the Council with reports concerning matters of importance to the City.
- ☐ Reports are accurate and comprehensive.

City Manager Evaluation Form

- ___ Reports are generally produced through own initiative rather than when requested by the Council.
- ___ Prepares a sound agenda which prevents trivial, administrative matters from being reviewed by the Council.

6. CITIZEN RELATIONS

- ___ Accommodates complaints from citizens in a timely, consistent and respectful manner.
- ___ Dedicated to the community and to its citizens.
- ___ Skillful with the news media, avoiding political positions and partisanship.
- ___ Openly listens to others.
- ___ Works well with others.
- ___ Willing to meet with members of the community and discuss their concerns.
- ___ Cooperates with neighboring communities.
- ___ Cooperates with the county, state and federal governments.
- ___ Cooperates with governmental units within the City, such as the School Board.

7. STAFFING

- ___ Recruits and retains competent personnel for city positions.
- ___ Aware of weak or inefficient administrative personnel and works to improve their performance.
- ___ Accurately informed and concerned about employee insurance, fringe benefits, promotions, and pensions.
- ___ Impartially administers the merit system.

City Manager Evaluation Form

- ___ Adheres to terms of employee union contracts.
- ___ Professionally negotiates the terms of employee union contracts and ably represents the City's position.

8. **SUPERVISION**

- ___ Encourages department heads to make decisions within their own jurisdictions without City Manager approval, yet maintains general control of administrative operations.
- ___ Instills confidence and initiative in subordinates and emphasizes support, rather than restrictive controls, for their programs.
- ___ Has developed a friendly and informal relationship with the work force as a whole, yet maintains the prestige and dignity of the City Manager office.
- ___ Evaluates personnel periodically and points out staff weaknesses and strengths.

9. **FISCAL MANAGEMENT**

- ___ Prepares a balanced budget to provide services at a level intended by the Council.
- ___ Makes the best possible use of available funds, conscious of the need to operate the city efficiently and effectively.
- ___ Prepared budget is timely, consistent and thorough.
- ___ Anticipates problems and provides Council with solutions for consideration.

10. What have been the finest accomplishments of the City Manager this past year?

11. What areas need the most improvement? Why? What constructive, positive ideas can you offer the City Manager to improve these areas?

12. **OTHER**

A. Legal Services

- ___ City Attorney meets the City's needs as Corporate Counsel.
- ___ City Attorney is knowledgeable about City issues and about legal trends that may impact the City.
- ___ City Manager utilizes legal services appropriately.

Comments:

B. Department of Planning

- ___ Department is perceived as efficient.
- ___ Services seem to be effective in meeting community needs.
- ___ Department is responsive, innovative and anticipates problems.

Comments:

C. Department of Zoning

- ___ Department is perceived as efficient.
- ___ Services seem to be effective in meeting community needs.
- ___ Department is responsive, innovative and anticipates problems.

Comments:

D. Department of Parks and Recreation

- ___ Department is perceived as efficient.
- ___ Services seem to be effective in meeting community needs.
- ___ Department is responsive, innovative and anticipates problems.

Comments:

E. Department of Public Works

- ___ Department is perceived as efficient.
- ___ Services seem to be effective in meeting community needs.
- ___ Department is responsive, innovative and anticipates problems.

Comments:

Performance Expectations and Review

Norwich Town Manager: (Name)

Review Period: (Date 1) – (Date 2)

Element	Supporting Goals (May include specific major initiatives. May include deadlines.)	Technical Ability	Communication Customer Care	Total Score
A. <i>Develops Budget</i>	<ol style="list-style-type: none"> 1. Assists Selectboard in development of budgetary guidelines. 2. The proposed budget meets guidelines as set by September 15. 3. Budgetary briefing provides clear justifications and options. 4. Assists SB in developing final budget for Town Meeting approval. 			
B. <i>Manages Expenditures and Income</i>	<ol style="list-style-type: none"> 1. Controls expenditures against budget. 2. Adapts to emergencies within the budget. 3. Applies appropriate controls to town financial obligations, consistent with SB financial policies. 4. Collects delinquent taxes. 			
C. <i>Manages Town Departments</i>	<ol style="list-style-type: none"> 1. Plans and approves departmental programs within budget. 2. Assures that departmental programs meet town expectations. 3. Assures that the town's fixed assets are maintained to expectations. 4. Assures that the town's capital assets are maintained to expectations. 			
D. <i>Manages Personnel Policies</i>	<ol style="list-style-type: none"> 1. Conducts documented interim and annual performance reviews of department heads. 2. Reviews and approves annual performance reviews, performed by department heads. 3. Promotes and supports policies that encourage staff development. 4. Assures compliance with personnel policies, EEO laws and other statutory requirements. 			

Performance Expectations and Review

Element	<p style="text-align: center;">Supporting Goals (May include specific major initiatives. May include deadlines.)</p>	Technical Ability	Communication Customer Care	Total Score
E. <i>Assists the Selectboard</i>	<ol style="list-style-type: none"> 1. Supports the Selectboard in policy development. 2. Effectively conveys SB policy to departments and departmental concerns to SB. 3. Effectively implements policies and decisions. 4. Assists the SB in developing a strategic plan. 5. Assists the SB in the development of a capital plan and budget. 6. Assists the SB other strategic initiatives. 7. Effectively assists SB decision-making and problem solving. 			
<i>Totals</i>	(Total five elements; divide "Total Score" column by two—should equal sum of others.)			
Score:	(Divide totals by five— Combined score is in "Total Score" column.)			

Performance Expectations and Review

Comments :
Commendations:
Recommendations:

Performance Expectations and Review

Discussion:	Initial:	Mid-Term:	Final:
Dates:			

Selectboard	Signatures	Concurrence
(Name), Chair:		<input type="checkbox"/> Yes <input type="checkbox"/> No
(Name), Vice-Chair:		<input type="checkbox"/> Yes <input type="checkbox"/> No
(Name):		<input type="checkbox"/> Yes <input type="checkbox"/> No
(Name):		<input type="checkbox"/> Yes <input type="checkbox"/> No
(Name):		<input type="checkbox"/> Yes <input type="checkbox"/> No
(Name), Interim Town Manager:	Signature acknowledges receipt only.	
Position Description Requires Update: <input type="checkbox"/> Yes <input type="checkbox"/> No		

Performance Expectations and Review

Scoring Level of Performance: “Meets” is based on the level at which a similarly compensated, manager of average competency would perform.

Term:	Excels¹	Exceeds¹	Meets²	Needs Improvement³	Fails⁴
Score:	5	4	3	2	1
A. <i>Develops Budget</i>	Proposes budget that is likely to improve town finances over several years, efficiently using capital planning and operating assets.	Proposes budget that is likely to improve town finances over the next fiscal year, efficiently using capital planning and operating assets.	Proposes budget that anticipates the town’s needs and that is likely to meet budgetary guidelines and maintain the UFB ⁵ and Capital Reserve Funds at target levels.	Proposes budget that fails to incorporate the resources for planned operations and projects and is likely to diminish the town’s finances in a few areas.	Proposes budget that contains mistakes, omissions, and incorrect calculations that are likely to substantially diminish the town’s finances.
B. <i>Manages Expenditures and Income</i>	Acquisition of grants or skillful management of capital assets substantially reduces tax burden or increases service level over several years.	Acquisition of grants or skillful management of capital assets substantially reduces tax burden or increases service level over fiscal year.	Adjusts spending among accounts and considers income and other factors to allow for the smooth operation of the town. Maintains the UFB and Capital Reserve Funds at target levels.	Actions require moderate reduction of the UFB and Capital Reserve Funds from target levels.	Actions require serious reduction of the UFB and Capital Reserve Funds from target levels.

¹ Requires explanation in **Commendations**.

² To the degree, which a similarly compensated manager of average competency would be able to do so.

³ Requires explanation in **Recommendations**.

⁴ Requires explanation in **Recommendations**. Basis for immediate performance improvement program.

⁵ Undesignated Fund Balance.

Performance Expectations and Review

Term:	Excels ¹	Exceeds ¹	Meets ²	Needs Improvement ³	Fails ⁴
Score:	5	4	3	2	1
C. <i>Manages Town Departments</i>	Establishes enduring processes for planning and executing the roles of the town departments in a manner that far exceeds public expectations.	Establishes improved processes for planning and executing the roles of the town departments.	Planning and execution of the roles of the town departments is consistent with town expectations.	Planning and execution of the roles of the town departments overlooks foreseeable events.	Planning and execution of the roles of the town departments overlooks obvious and serious contingencies.
D. <i>Manages Personnel Policies</i>	Establishes enduring processes for staffing and developing the town departments in a manner that serves the public in an exemplary fashion.	Contract negotiations, staffing and staff development improves the effectiveness of the town departments over the year.	Contract negotiations, staffing and staff development are consistent with expectations.	Elements of contract negotiations, staffing and staff development overlook foreseeable events.	Elements of contract negotiations, staffing and staff development overlook obvious and serious unforeseen events.
E. <i>Assists the Selectboard</i>	Proposes strategies, policies and other initiatives that are likely to substantially improve the town's government services within budgetary constraints for several years.	Proposes strategies, policies and other initiatives that are likely to improve the town's government services within budgetary constraints over the fiscal year.	Proposes strategies, policies and other initiatives that are consistent with expectations. Provides timely and complete information on SB agenda items, including analysis on various options.	Requested information provided to the Selectboard omits some readily available, pertinent data.	Requested information provided to the Selectboard omits or misrepresents readily available, important data.

Performance Expectations and Review

Standards: Reflect how a similarly compensated, manager of average competency would perform.

Standard	Knowledge, Skill or Ability from Job Description
<p>Technical Ability: Addresses how well the TM conducts the basic duties of the position.</p>	<p>4.1. Thorough knowledge of municipal management and community problems and potential solutions. 4.2. Thorough knowledge of municipal, state and federal programs and decision-making processes. 4.3. Thorough knowledge of financial administration and the design of financial accounting and reporting system. 4.4. Thorough knowledge of the theory and practice of public personnel administration. 4.5. Thorough understanding of administrative organization, design, and evaluation. 4.6. Thorough knowledge of computers programs and systems, including word-processing, spreadsheets, databases, networks and email. 4.7. Knowledge and skill in municipal processes and techniques. 4.8. Knowledge of collective bargaining procedures and practices. 4.9. Knowledge of road, drainage and bridge maintenance programs. 4.19. Ability to organize and use time effectively, and handle several significant responsibilities simultaneously. 4.21. Knowledge of municipal management practices.</p>
<p>Communication: Addresses how well the TM promotes teamwork and documents decisions. Customer Care: Addresses the needs of all those whom the TM's position affects.</p>	<p>4.10. Commitment to town's purposes and objectives, as determined by the voters and its boards and commissions. 4.11. Ability to communicate effectively orally and in writing with the Board, town officers and employees, the media and the public. 4.12. Ability to motivate and engender innovation and assumption of appropriate responsibility and decision-making by staff. 4.13. Ability to resolve conflict. 4.14. Ability to be creative and analytical. 4.15. Ability to direct, supervise and evaluate staff. 4.16. Ability to react quickly to changing situations that may be physically taxing. 4.17. Possession of public relations skills and publication knowledge. 4.18. Ability to motivate selectboard, other town boards and commissions, community groups, legislators, etc. 4.20. Ability to listen to and accept criticism.</p>

CITY MANAGER's Annual Evaluation
February, 2009

By _____

The purpose of the annual evaluation is to facilitate communication between the Manager and Council about the Manager's performance and how the Council can be best served by the Manager. This form is intended to provide input and guidance which is then reviewed in a face to face meeting.

The **International City/County Management Association (ICMA)** has developed a list of core practices that are essential to local government management. This list has been adapted to for local use. Please rate the City Manager's performance in these areas and offer any additional comments as you see fit. If you're not completing this electronically, feel free to use the back for added comments if you need more space. Please use the following rating scale.

- 5 – Excellent, regularly exceeds expectations in this area
- 4 – Very good, often exceeds expectations in this area
- 3 – Satisfactory, meets expectations in this area
- 2 – Below Average, occasionally fails to meet expectations in this area
- 1 – Poor, regularly fails to meet expectations in this area.

- 1. Staff Effectiveness:** Promoting the development and performance of staff and employees throughout the organization (requires knowledge of interpersonal relations; skill in motivation techniques; ability to identify others' strengths and weaknesses). Practices that contribute to this core content area are:

- **COACHING/MENTORING** Providing direction, support, and feedback to enable others to meet their full potential (requires knowledge of feedback techniques; ability to assess performance and identify others' developmental needs)
- **TEAM LEADERSHIP** Facilitating teamwork (requires knowledge of team relations; ability to direct and coordinate group efforts; skill in leadership techniques)
- **EMPOWERMENT** Creating a work environment that encourages responsibility and decision making at all organizational levels (requires skill in sharing authority and removing barriers to creativity)
- **DELEGATING** Assigning responsibility to others (requires skill in defining expectations, providing direction and support, and evaluating results)

Rating: _____

Comments:

- 2. Policy Facilitation:** Helping elected officials and other community actors identify, work toward, and achieve common goals and objectives (requires knowledge of group dynamics and political behavior; skill in communication, facilitation, and consensus-building techniques; ability to engage others in identifying issues and outcomes). Practices that contribute to this core content area are:

- **FACILITATIVE LEADERSHIP** Building cooperation and consensus among and within diverse groups, helping them identify common goals and act effectively to achieve them; recognizing interdependent relationships and multiple causes of community issues and anticipating the consequences of policy decisions (requires knowledge of community actors and their interrelationships)
- **FACILITATING COUNCIL EFFECTIVENESS** Helping elected officials develop a policy agenda that can be implemented effectively and that serves the best interests of the community (requires knowledge of role/authority relationships between elected and appointed officials; skill in responsibly following the lead of others when appropriate; ability to communicate sound information and recommendations)

- **MEDIATION/NEGOTIATION** Acting as a neutral party in the resolution of policy disputes (requires knowledge of mediation/negotiation principles; skill in mediation/negotiation techniques)

Rating: _____

Comments:

3. Functional and Operational Expertise and Planning: Practices that contribute to this core content area are:

- **FUNCTIONAL/OPERATIONAL EXPERTISE** Understanding the basic principles of service delivery in functional areas--e.g., public safety, community and economic development, human and social services, administrative services, public works (requires knowledge of service areas and delivery options)
- **OPERATIONAL PLANNING** Anticipating future needs, organizing work operations, and establishing timetables for work units or projects (requires knowledge of technological advances and changing standards; skill in identifying and understanding trends; skill in predicting the impact of service delivery decisions)

Rating: _____

Comments:

4. Citizen Service: Determining citizen needs and providing responsive, equitable services to the community (requires skill in assessing community needs and allocating resources; knowledge of information gathering techniques)

Rating: _____

Comments:

5. Performance Measurement/Management and Quality Assurance: Maintaining a consistently high level of quality in staff work, operational procedures, and service delivery (requires knowledge of organizational processes; ability to facilitate organizational improvements; ability to set performance/ productivity standards and objectives and measure results)

Rating: _____

Comments:

6. Initiative, Risk Taking, Vision, Creativity, and Innovation: Setting an example that urges the organization and the community toward experimentation, change, creative problem solving, and prompt action (requires knowledge of personal leadership style; skill in visioning, shifting perspectives, and identifying options; ability to create an environment that encourages initiative and innovation). Practices that contribute to this core content area are:

- **INITIATIVE AND RISK TAKING** Demonstrating a personal orientation toward action and accepting responsibility for the results; resisting the status quo and removing stumbling blocks that delay progress toward goals and objectives
- **VISION** Conceptualizing an ideal future state and communicating it to the organization and the community

- **CREATIVITY AND INNOVATION** Developing new ideas or practices; applying existing ideas and practices to new situations

Rating: _____

Comments:

7. Technological Literacy: Demonstrating an understanding of information technology and ensuring that it is incorporated appropriately in plans to improve service delivery, information sharing, organizational communication, and citizen access (requires knowledge of technological options and their application)

Rating: _____

Comments:

8. Democratic Advocacy and Citizen Participation: Demonstrating a commitment to democratic principles by respecting elected officials, community interest groups, and the decision making process; educating citizens about local government; and acquiring knowledge of the social, economic, and political history of the community (requires knowledge of democratic principles, political processes, and local government law; skill in group dynamics, communication, and facilitation; ability to appreciate and work with diverse individuals and groups and to follow the community's lead in the democratic process). Practices that contribute to this core content area are:

- **DEMOCRATIC ADVOCACY** Fostering the values and integrity of representative government and local democracy through action and example; ensuring the effective participation of local government in the intergovernmental system (requires knowledge and skill in intergovernmental relations)
- **CITIZEN PARTICIPATION** Recognizing the right of citizens to influence local decisions and promoting active citizen involvement in local governance

Rating: _____

Comments:

9. Diversity: Understanding and valuing the differences among individuals and fostering these values throughout the organization and the community

Rating: _____

Comments:

10. Budgeting: Preparing and administering the budget (requires knowledge of budgeting principles and practices, revenue sources, projection techniques, and financial control systems; skill in communicating financial information)

Rating: _____

Comments:

11. Financial Analysis: Interpreting financial information to assess the short-term and long-term fiscal condition of the community, determine the cost-effectiveness of programs, and compare alternative strategies (requires knowledge of analytical techniques and skill in applying them)

Rating: _____

Comments:

12. Human Resources Management: Ensuring that the policies and procedures for employee hiring, promotion, performance appraisal, and discipline are equitable, legal, and current; ensuring that human resources are adequate to accomplish programmatic objectives (requires knowledge of personnel practices and employee relations law; ability to project workforce needs)

Rating: _____

Comments:

13. Strategic Planning: Positioning the organization and the community for events and circumstances that are anticipated in the future (requires knowledge of long-range and strategic planning techniques; skill in identifying trends that will affect the community; ability to analyze and facilitate policy choices that will benefit the community in the long run)

Rating: _____

Comments:

14. Advocacy and Interpersonal Communication: Facilitating the flow of ideas, information, and understanding between and among individuals; advocating effectively in the community interest (requires knowledge of interpersonal and group communication principles; skill in listening, speaking, and writing; ability to persuade without diminishing the views of others). Practices that contribute to this core content area are:

- **ADVOCACY** Communicating personal support for policies, programs, or ideals that serve the best interests of the community
- **INTERPERSONAL COMMUNICATION** Exchanging verbal and nonverbal messages with others in a way that demonstrates respect for the individual and furthers organizational and community objectives (requires ability to receive verbal and nonverbal cues; skill in selecting the most effective communication method for each interchange)

Rating: _____

Comments:

15. Presentation Skills: Conveying ideas or information effectively to others (requires knowledge of presentation techniques and options; ability to match presentation to audience)

Rating: _____

Comments:

16. Media Relations: Communicating information to the media in a way that increases public understanding of local government issues and activities and builds a positive relationship with the press (requires knowledge of media operations and objectives)

Rating: _____

Comments:

17. Integrity: Demonstrating fairness, honesty, and ethical and legal awareness in personal and professional relationships and activities (requires knowledge of business and personal ethics; ability to understand issues of ethics and integrity in specific situations). Practices that contribute to this core content area are:

- **PERSONAL INTEGRITY** Demonstrating accountability for personal actions; conducting personal relationships and activities fairly and honestly
- **PROFESSIONAL INTEGRITY** Conducting professional relationships and activities fairly, honestly, legally, and in conformance with the ICMA Code of Ethics (requires knowledge of administrative ethics and specifically the ICMA Code of Ethics)
- **ORGANIZATIONAL INTEGRITY** Fostering ethical behavior throughout the organization through personal example, management practices, and training (requires knowledge of administrative ethics; ability to instill accountability into operations; and ability to communicate ethical standards and guidelines to others)

Rating: _____

Comments:

18. Personal Development: Demonstrating a commitment to a balanced life through ongoing self-renewal and development in order to increase personal capacity (includes maintaining personal health, living by core values; continuous learning and improvement; and creating interdependent relationships and respect for differences).

Rating: _____

Comments:

In addition to the above listed practices, there are four additional areas of discussion:

19. Overall Performance: Balancing all priorities and issues, practices and skills. In a general way, how does the Manager's overall performance meet your expectations as a City Council Member?

Rating: _____

Comments:

20. City Government performance: How does the performance of the City Government meet your expectations as a City Council Member. If there are particular areas of praise or concern, please identify in the comments section.

Rating: _____

Comments:

21. Accomplishments or Concerns: Are there any specific areas of praise or concern of the City Manager and/or any specific accomplishments or problems that you would like to mention?

Comments:

22. Upcoming Issues: Please list what you think are the top five issues for the city in 2009-2010?

Comments:

Thank you very much for taking the time to complete this. Please send it back via e-mail or hard copy to Sandy Pitonyak at the City Manager's office by Friday February 7th so that it can be compiled for discussion on February 14th.

Sample Manager Performance Evaluation¹

Organization: _____

Evaluation period: _____ to _____

Elected Body Member's Name

Each member of the elected body should complete this evaluation form, sign it in the space below, and return it to _____. The deadline for submitting this performance evaluation is _____. Evaluations will be summarized and included on the agenda for discussion at the work session on _____.

Mayor's Signature _____

Date _____

Elected Body Member's Signature _____

Date Submitted _____

INSTRUCTIONS

This evaluation form presents ten categories of evaluation criteria. Each category contains a statement to describe a behavior standard in that category. For each statement, use the following scale to indicate your rating of the manager's performance.

5 = Excellent (almost always exceeds the performance standard)

4 = Above average (generally exceeds the performance standard)

3 = Average (generally meets the performance standard)

2 = Below average (usually does not meet the performance standard)

1 = Poor (rarely meets the performance standard)

Any item left blank will be interpreted as a score of "3 = Average"

This evaluation form also contains a provision for entering narrative comments, including responses to specific questions and any observations you believe appropriate and pertinent to the rating period.

Please write legibly. Leave all pages of this evaluation form attached. Initial each page. Sign and date the cover page. On the date space of the cover page, enter the date the evaluation form was submitted. All evaluations presented prior to the deadline identified on the cover page will be summarized into a performance evaluation to be presented by the elected body to the manager as part of the agenda for the meeting indicated on the cover page.

¹ Adapted from City Manager Performance Evaluation, University of Tennessee Institute for Public Service

PERFORMANCE CATEGORY SCORING

1. INDIVIDUAL CHARACTERISTICS

- _____ Diligent and thorough in the discharge of duties, "self-starter"
- _____ Exercises good judgment
- _____ Displays enthusiasm, cooperation, and willingness to adapt
- _____ Exhibits mental and physical stamina appropriate for the position
- _____ Exhibits composure, appearance, and attitude appropriate for executive position

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

Initials _____

2. PROFESSIONAL SKILLS AND STATUS

- _____ Maintains knowledge of current developments affecting the practice of local government management
- _____ Demonstrates a capacity for innovation and creativity
- _____ Anticipates and analyzes problems to develop effective approaches for solving them
- _____ Willing to try new ideas proposed by elected body members and/or staff
- _____ Sets a professional example by handling affairs of the public office in a fair and impartial manner

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

3. RELATIONS WITH MEMBERS OF THE ELECTED BODY

- _____ Carries out directives of the body as a whole as opposed to those of any one member or minority group
- _____ Sets meeting agendas that reflect the guidance of the elected body and avoids unnecessary involvement in administrative actions
- _____ Disseminates complete and accurate information equally to all members in a timely manner
- _____ Assists by facilitating decision making without usurping authority
- _____ Responds well to requests, advice, and constructive criticism

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

4. POLICY EXECUTION

- _____ Implements elected body actions in accordance with the intent of council
- _____ Supports the actions of the elected body, both inside and outside the organization, after a decision has been reached

- _____ Understands, supports, and enforces local government's laws, policies, and ordinances
- _____ Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness
- _____ Offers workable alternatives to the elected body for changes in law or policy when an existing policy or ordinance is no longer practical

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category
Initials _____

5. REPORTING

- _____ Provides regular information and reports to the elected body concerning matters of importance to the local government, using the charter as guide
- _____ Responds in a timely manner to requests from the elected body for special reports
- _____ Takes the initiative to provide information, advice, and recommendations to the elected body on matters that are nonroutine and not administrative in nature
- _____ Produces reports that are accurate, comprehensive, concise, and written to their intended audience
- _____ Produces and handles reports so as to convey the message that affairs of the organization are open to public scrutiny

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

6. CITIZEN RELATIONS

- _____ Is responsive to requests from citizens
- _____ Demonstrates a dedication to service to the community and its citizens
- _____ Maintains a nonpartisan approach in dealing with the news media
- _____ Meets with and listens to members of the community to discuss their concerns, and strives to understand their interests
- _____ Makes an appropriate effort to maintain citizen satisfaction with services

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

7. STAFFING

- _____ Recruits and retains competent personnel for staff positions
- _____ Applies an appropriate level of supervision to improve any areas of substandard performance
- _____ Stays accurately informed and appropriately concerned about employee relations
- _____ Manages the compensation and benefits plan professionally
- _____ Promotes training and development opportunities for employees at all levels of the organization

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category **Initials**

8. SUPERVISION

_____ Encourages heads of departments to make decisions within their jurisdictions with minimal manager involvement, yet maintains general control of operations by providing the right amount of communication to the staff

_____ Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operations at the department level

_____ Develops and maintains a friendly and informal relationship with the staff and workforce in general, yet maintains the professional dignity of the manager's office

_____ Sustains or improves staff performance by evaluating the performance of staff members at least annually, setting goals and objectives for them, periodically assessing their progress, and providing appropriate feedback

_____ Encourages teamwork, innovation, and effective problem solving among the staff members

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

9. FISCAL MANAGEMENT

_____ Prepares a balanced budget to provide services at a level directed by council

_____ Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively

_____ Prepares a budget and budgetary recommendations in an intelligent and accessible format

_____ Ensures that actions and decisions reflect an appropriate level of responsibility for financial planning and accountability

_____ Monitors and manages fiscal activities of the organization appropriately

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category **Initials**

10. COMMUNITY

_____ Shares responsibility for addressing the difficult issues facing the community

_____ Avoids unnecessary controversy

_____ Cooperates with neighboring communities and the county

_____ Helps the council address future needs and develop adequate plans to address long-term trends

_____ Cooperates with other regional, state, and federal government agencies

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

NARRATIVE EVALUATION

What would you identify as the manager's strength(s), expressed in terms of the principal results achieved during the rating period?

What performance area(s) would you identify as most critical for improvement?

What constructive suggestions or assistance can you offer the manager to enhance performance?

Initials _____

What other comments do you have for the manager (e.g., priorities, expectations, goals, or objectives for the new rating period)?

Initials _____

SAMPLE MANAGER EVALUATION FORM¹

Person Completing the Form

SECTION ONE: BEHAVIORS

1. ELECTED BODY RELATIONS

- A. _____ Does the manager carry out directives of the elected body as a whole rather than those of any one elected body member?

Comments: _____

- B. _____ Is the manager available for elected body consultation and responsive to elected body input and needs?

Comments: _____

- C. _____ Does the manager keep the elected body informed of important developments and current issues affecting the community?

Comments: _____

- D. _____ Does the manager maintain open lines of communication with the elected body as a body and with individual members?

Comments: _____

- E. _____ Does the manager assist in facilitating elected body consensus and in identifying and setting goals and policies?

Comments: _____

_____ **Total Score** (50 points possible)

1 – Needs improvement; 3 – Marginally met expectations; 5 – Met expectations;
7 – Exceeded expectations; 10 – Outstanding

2. LEADERSHIP AND POLICY EXECUTION

- A. _____ Does the manager implement elected body action in accordance with the intent of the elected body?

Comments: _____

- B. _____ Does the manager support the actions of the elected body after a decision has been reached?

Comments: _____

¹ Adapted from City Manager Evaluation Form, City of Mountlake Terrace, WA

C. _____ Does the manager enforce and carry out organizational policies?

Comments: _____

D. _____ Does the manager present comprehensive factual information and analysis of issues for elected body decisions, and ensure that the elected body receives timely and sound advice and information in evaluating policy initiatives?

Comments: _____

E. _____ Does the manager have the respect and confidence of the elected body, employees, the community, and government officials?

Comments: _____

F. _____ Does the manager articulate a vision that motivates the organization to perform consistent with the elected body's policy direction?

Comments: _____

_____ **Total Score** (60 points possible)

1 – Needs improvement; 3 – Marginally met expectations; 5 – Met expectations;
7 – Exceeded expectations; 10 – Outstanding

3. COMMUNICATION

A. _____ Does the manager provide the elected body with reports (written and/or verbal) concerning matters of importance to the organization in a timely fashion, and does the manager provide equal information to all members of the elected body?

Comments: _____

B. _____ Does the manager continuously evaluate and enhance methods to provide information to the widest audience possible through the efficient use of resources and technology?

Comments: _____

C. _____ Does the manager prepare a sound, well-organized elected body meeting agenda with clear staff reports fairly describing the issues and outlining more than one alternative action?

Comments: _____

D. _____ Does the manager provide adequate, timely information and provide follow-up to individual elected body requests for information?

Comments: _____

E. _____ Does the manager serve as an effective advocate in communicating support for organizational policies, programs, and plans?

Comments: _____

- F. _____ Does the manager provide clear and concise oral explanations to the elected body at elected body meetings?
Comments: _____

_____ **Total Score** (60 points possible)

1 – Needs improvement; 3 – Marginally met expectations; 5 – Met expectations;
7 – Exceeded expectations; 10 – Outstanding

4. COMMUNITY AND INTERGOVERNMENTAL RELATIONS

- A. _____ Is the manager approachable, accessible, available, and responsive to the community, and does the manager displays diplomacy and tact when responding to others?
Comments: _____

- B. _____ Does the manager have a successful, working relationship with the news media?
Comments: _____

- C. _____ Does the manager cooperate and work well with neighboring communities and other government units, such as the neighboring cities, the county, special-purpose districts, and the state and federal governments, and does the manager represent the community's interests through regular participation in local, regional, and state groups?
Comments: _____

- D. _____ Does the manager project a positive public image, based on courtesy, professionalism, and integrity?
Comments: _____

_____ **Total Score** (40 points possible)

1 – Needs improvement; 3 – Marginally met expectations; 5 – Met expectations;
7 – Exceeded expectations; 10 – Outstanding

5. MANAGEMENT AND ADMINISTRATION

- A. _____ Is the manager successful at recruiting and retaining competent personnel for city and does the manager ensure the fair and equitable treatment of employees?
Comments: _____

- B. _____ Is the manager willing to try new ideas to supplement or stretch resources and improve the management of services and programs?
Comments: _____

- C. _____ Does the manager anticipate problems and develop effective solutions for solving them?
Comments: _____

D. _____ Does the manager ensure that the organization's resources—human, material, and fiscal—are used wisely?

Comments: _____

E. _____ Does the manager structure administrative work plans designed to accomplish elected body's goals?

Comments: _____

_____ **Total Score** (50 points possible)

1 –Needs improvement; 3 – Marginally met expectations; 5 – Met expectations;
7 –Exceeded expectations; 10 – Outstanding

6. FINANCIAL MANAGEMENT

A. _____ Does the manager direct the preparation of a balanced budget that provides services at levels consistent with elected body policy and direction?

Comments: _____

B. _____ Does the manager makes the best possible use of available funds, conscious of the need to operate the organization in an efficient and effective manner?

Comments: _____

C. _____ Is the budget prepared in a readable and easy-to-understand format?

Comments: _____

D. _____ Does the manager keep the elected body apprised of major financial issues affecting the organization?

Comments: _____

E. _____ Does the manager monitor the budget to ensure that funds are spent correctly?

Comments: _____

F. _____ Does the manager evaluate programs and services (e.g., opportunities for cost reduction, revenue enhancement, incorporation of supplemental resources) and make adjustments as needed?

Comments: _____

_____ **Total Score** (60 points possible)

1 – Needs improvement; 3 – Marginally met expectations; 5 – Met expectations;
7 – Exceeded expectations; 10 – Outstanding

7. PERSONAL CHARACTERISTICS

A. _____ IMAGINATION: Does the manager show originality in approaching problems? Does she create effective solutions? Is she able to visualize the implications of various alternatives?

Comments: _____

B. _____ OBJECTIVITY: Does the manager take a rational, impersonal, and unbiased viewpoint based on facts and qualified opinions? Is he able to put aside his personal feelings when considering the community's best interest?

Comments: _____

C. _____ ENERGY: Is the manager energetic and willing to spend the time necessary to do a good job? Does she have good initiative, and is she a self-starter?

Comments: _____

D. _____ JUDGMENT AND DECISIVENESS: Is the manager able to reach quality decisions in a timely fashion? Are his decisions generally good? Does he exercise good judgment in making decisions and in his general conduct?

Comments: _____

E. _____ INTEGRITY: Is the manager honest and forthright in her professional capacities? Does she have a reputation in the community for honesty and integrity?

Comments: _____

F. _____ SELF-ASSURANCE: Is the manager self-assured of his abilities? Is he able to be honest with himself and take constructive criticism? Does he take responsibility his own mistakes? Is he confident enough to make decisions and take actions as may be required without undue supervision from the elected body?

Comments: _____

_____ **Total Score** (60 points possible)

1 – Needs improvement; 3 – Marginally met expectations; 5 – Met expectations;
7 – Exceeded expectations; 10 – Outstanding

SECTION TWO: GOAL PERFORMANCE

GOAL 1	
OBJECTIVE	
<i>Performance achieved</i>	
<u>DESCRIPTION:</u> <i>(DESCRIBE THE RESULTS ACHIEVED)</i>	
<div style="border: 1px solid black; height: 80px; margin-top: 10px;"></div>	
<u>Performance-Level Term:</u> <i>(CIRCLE)</i>	
1	3
5	7
10	
Needs Improvement	Marginally Met Expectations
Met Expectations	Exceeded Expectations
Outstanding	

GOAL 2	
OBJECTIVE	
<i>Performance achieved</i>	
<u>DESCRIPTION:</u> <i>(DESCRIBE THE RESULTS ACHIEVED)</i>	
<div style="border: 1px solid black; height: 80px; margin-top: 10px;"></div>	
<u>Performance-Level Term:</u> <i>(CIRCLE)</i>	
1	3
5	7
10	
Needs Improvement	Marginally Met Expectations
Met Expectations	Exceeded Expectations
Outstanding	

GOAL 3	
--------	--

OBJECTIVE				
<i>Performance achieved</i>				
<u>DESCRIPTION:</u> <i>(DESCRIBE THE RESULTS ACHIEVED)</i>				
<u>Performance-Level Term:</u> <i>(CIRCLE)</i>				
1	3	5	7	10
Needs Improvement	Marginally Met Expectations	Met Expectations	Exceeded Expectations	Outstanding

GOAL 4				
OBJECTIVE				
<i>Performance achieved</i>				
<u>DESCRIPTION:</u> <i>(DESCRIBE THE RESULTS ACHIEVED)</i>				
<u>Performance-Level Term:</u> <i>(CIRCLE)</i>				
1	3	5	7	10
Needs Improvement	Marginally Met Expectations	Met Expectations	Exceeded Expectations	Outstanding

GOAL 5				
OBJECTIVE				
<i>Performance achieved</i>				
<u>DESCRIPTION:</u> <i>(DESCRIBE THE RESULTS ACHIEVED)</i>				
<u>Performance-Level Term:</u> <i>(CIRCLE)</i>				
1	3	5	7	10
Needs Improvement	Marginally Met Expectations	Met Expectations	Exceeded Expectations	Outstanding

GOAL 6				
OBJECTIVE				
<i>Performance achieved</i>				
<u>DESCRIPTION:</u> <i>(DESCRIBE THE RESULTS ACHIEVED)</i>				
<u>Performance-Level Term:</u> <i>(CIRCLE)</i>				
1	3	5	7	10
Needs Improvement	Marginally Met Expectations	Met Expectations	Exceeded Expectations	Outstanding

Conclusions

In what areas has the manager excelled over the past year?

What areas need improvement? What constructive, positive ideas can you offer the manager to improve these areas?

Do you have other comments or observations you want to share with the manager?

Manager Comments:

COMPOSITE PERFORMANCE RATING

SECTION ONE: BEHAVIORS (with points possible)	TOTAL SCORE	AVERAGE SCORE
1. RELATIONS WITH ELECTED BODY (50)	_____	_____
2. LEADERSHIP AND POLICY EXECUTION (60)	_____	_____
3. COMMUNICATION (30)	_____	_____
4. COMMUNITY AND INTERGOVERNMENTAL RELATIONS (40)	_____	_____
5. MANAGEMENT AND ADMINISTRATION (50)	_____	_____
6. FINANCIAL MANAGEMENT (60)	_____	_____
7. PERSONAL CHARACTERISTICS (60)	_____	_____
<u>SECTION ONE</u> AVERAGE SCORE		_____

SECTION TWO: GOAL PERFORMANCE

1. PROTECT AND ENHANCE COMMUNITY'S FINANCIAL HEALTH AND STABILITY	_____
2. GENERATE ECONOMIC DEVELOPMENT THROUGHOUT THE COMMUNITY	_____
3. REVIEW AND PRIORITIZE CAPITAL INFRASTRUCTURE NEEDS AND IMPLEMENT PROJECTS	_____
4. DEVELOP AND IMPLEMENT A STRATEGY TO ADDRESS THE COMMUNITY'S AGING PUBLIC FACILITIES	_____
5. DEVELOP AND IMPLEMENT MORE EFFECTIVE COMMUNICATION AND OUTREACH WITH THE COMMUNITY	_____
6. MAINTAIN APPROPRIATE AND ESSENTIAL PUBLIC SERVICES IN A COST-EFFECTIVE MANNER	_____
<u>SECTION TWO- AVERAGE SCORE</u>	_____

SECTION ONE + SECTION TWO = TOTAL /2 = COMPOSITE SCORE

COMPENSATION ADJUSTMENT MECHANISM

Performance-based Adjustment Based on Comparable Cities' Manager/Administrator Compensation using Composite Performance Score:

0 to 2.49	No increase in base pay
> 2.50 to 3.49	No increase or base pay equals 90 percent of comparables average (whichever is greater)
> 3.50 to 5.49	Base pay equals average of comparables, no performance pay
> 5.50 to 7.49	Base pay equals average of comparables plus 3% one-time performance pay
> 7.50 to 10.00	Base pay equals average of comparables plus 5% one-time performance pay



Very good

Average

Excellent

Poor

Good



Manager Evaluations

HANDBOOK

ICMA



Leaders at the Core of Better Communities

ICMA advances professional local government worldwide. Its mission is to create excellence in local governance by developing and advancing professional management of local government. ICMA, the International City/County Management Association, provides member support; publications, data, and information; peer and results-oriented assistance; and training and professional development to more than 9,000 city, town, and county experts and other individuals and organizations throughout the world. The management decisions made by ICMA's members affect 185 million individuals living in thousands of communities, from small villages and towns to large metropolitan areas.

ICMA
777 North Capitol Street, NE
Suite 500
Washington, DC 20002-4201
202-289-ICMA (4262)
icma.org

Copyright ©2013 by the International City/County Management Association. All rights reserved, including rights of reproduction and use in any form or by any means, including the making of copies by any photographic process, or by any electrical or mechanical device, printed, written, or oral or recording for sound or visual reproduction, or for use in any knowledge or retrieval system or device, unless permission in writing is obtained from the copyright proprietor.

Contents

Definition of Terms	iv
Members of the Task Force on Manager Evaluations.....	iv
Preface.....	1
Executive Summary	2
Successful Evaluation Tips	3
Introduction	4
The Purpose of Manager Evaluations.....	4
Basic Process	4
How to Initiate	4
How to Proceed	5
Frequency and Timing of Manager Evaluations	7
What Others Are Doing: Survey Results	9
Failure to Undertake Evaluations	9
Lack of a Credible Evaluation Process	10
Lack of Knowledge of the Council-Manager Form of Government	10
Lack of Communication	10
Supplemental Approaches	10
Self-Evaluations	11
Periodic Check-ins	11
360-Degree Assessments	11
Conversation Evaluation System	12
Data-gathering/Software Resources	12
Conclusion	13
Sample Evaluation Forms for Local Government CAOs	13
Other Resources	13

Definition of Terms

- The term *local government*, as used in this handbook, refers to a town, village, borough, township, city, county, or a legally constituted elected body of governments.
- The term *manager* refers to the chief executive officer (CEO) or chief administrative officer (CAO) of any local government who has been appointed by its elected body to oversee day-to-day operations.
- The terms *elected officials*, *elected body*, and *board* refer to any council, commission, or other locally elected body, including assemblies, boards of trustees, boards of selectmen, boards of supervisors, boards of directors, and so on.
- The term *manager evaluation* refers to the appraisal or assessment conducted by the elected body of the manager's performance in achieving organizational goals and implementing policy.

Members of the Task Force on Manager Evaluations

Peter B. Austin
McHenry County, IL
Chair

Kay James
Canandaigua, NY
Vice-Chair

John J. Caulfield
Lakewood, WA

Mark A. Kunkle
Ferguson Township, PA

Greg R. Sund
Ellis County, KS

Scott M. Coren
Darien, IL

Michele E. Meade
Livingston Township, NJ

Kevin D. Trease
Dewey, OK

Richard J. Downey
Kronenwetter, WI

Nancy E. Novak McMahon
Vienna, VA

Brian J. Valentino
Hazlet, NJ

John J. Duffy
Matanuska-Susitna, AK

Richard J. Schuettler
Harrisburg, PA

AJ Wilson
Fallbrook, CA

James R. Stahle
Alamogordo, NM

Amanda Relyea
Nolensville, TN
Staff Liaison

Jane C. Cotnoir
Portland, ME
Editor

Preface

The evaluation of the manager is a key component of any well-run local government, yet the value of a quality evaluation process and the responsibility for that activity is often overlooked. Even in communities that are considered to be professionally governed, the performance evaluation of the local government manager can be an afterthought. The 2012–2013 Executive Board of the International City/County Management Association (ICMA), led by President Bonnie Svrcek, acknowledged the need for local government managers and their elected bodies to put more focus on the manager evaluation process.

Accordingly, it created a task force of managers from around the United States, representing over a dozen communities, to develop a *Manager Evaluations Handbook* that would assist managers and their boards in this critical task.

Managers are encouraged to review this handbook with an eye toward working with their elected bodies to develop formal, mutually agreed-upon processes for their own evaluations. This handbook, however, is also intended to highlight the value of a formal manager evaluation process and to assist local elected officials in the design of an effective evaluation tool.

Executive Summary

The periodic evaluation of the local government manager by the elected body is an important component of a high-performance organization. The evaluation should contain performance goals, objectives, and targets that are linked to the elected body's established strategic plans, goals, and priorities, and it should focus on the manager's degree of progress toward organizational outcomes. To be fair, it must be based on criteria that have been communicated to the manager in advance. Sample or generic evaluation forms, if used, should be customized to reflect these criteria.

The purpose of the evaluation process is to increase communication between the members of the elected body and the manager concerning the manager's performance in the accomplishment of assigned duties and responsibilities, and the establishment

of specific work-related goals and objectives for the coming year. Thus, all members of the elected body should participate in the process, both by individually completing the rating instrument and by discussing their ratings with the other board members in order to arrive at a consensus about performance expectations.

There is no one correct way to conduct a manager evaluation. The key is to ensure that the evaluation takes place in a regular, mutually agreed-upon manner and is viewed by all as an opportunity for communication between the elected officials and the manager.

It may be useful, particularly if the members of the elected body are inexperienced in the performance evaluation process, to use a consultant to help the elected body prepare for and conduct the manager's evaluation.

Successful Evaluation Tips¹

Performance evaluations will allow you to

- A. Recognize the accomplishments of the manager and show appreciation for the unique contributions to the organization
- B. Clearly identify areas where the manager is doing well
- C. Clearly identify areas where the manager can improve his or her performance
- D. Specify definite actions that will allow the manager to make additional value-added contributions to the organization in the future.
- E. Obtain the manager's own opinions on progress and his or her individual contribution to collective actions and achievements.

Discussing tasks that the manager performs well

- Gives the manager insight into self-awareness, interests, and motivation
- Gives the manager recognition and appreciation for achievements
- Creates a positive climate for the remainder of the review.

Reminders:

- Listen intently.
- Reinforce the manager's performance.
- Emphasize facts; provide concrete examples and specific descriptions of actions, work, and results.
- Give only positive feedback during this part of the evaluation.
- Acknowledge improvements that the manager has made.
- Praise efforts if the manager has worked hard on something but failed because of circumstances beyond his or her control.
- Describe performance that you would like to see continued.

Discussing areas that need improvement

- Gives insight into how the manager feels about change, improvement for growth
- Allows you to express any concerns you have about the manager's overall performance and performance in specific areas
- Lets you challenge the manager to higher levels of achievement.

Reminders:

- Keep the discussion focused on performance.
- Describe actions and results that do not meet expectations.
- Describe areas where the manager can make a greater contribution.
- Describe any situation or performance observed that needs to be changed; be specific.
- Tell the manager what needs to be done if a specific change of behavior needs to take place.
- Focus on learning from the past and making plans for the future.
- Keep this part of the discussion as positive and encouraging as possible.

Do's and Don'ts

DO:

- Spend a few minutes warming up in which the agenda is laid out so everyone is reminded about what to expect. Give an overview.
- Always start with the positives. Be specific.
- Explain the ratings in all areas: Talk about how the consensus was arrived.
- Be honest. Tell it like it is.
- Be a coach, not a judge. Managing employees is a lot like being an athletic coach. Effective coaching involves a lot more than just score keeping. Simply providing the score at the end of the game doesn't improve performance.
- Discuss with the manager his or her reactions to the ratings, making clear that you are interested in his or her feelings and thoughts.
- If appropriate, develop an improvement plan that includes areas of deficiency, developmental needs.

DON'T:

- Rate the manager without the facts. Ratings should be on actual results.
- Be too general.
- Sidestep problems. Document performance problems and clearly identify what needs improvement.
- Be vague or generalize the reasons for the performance scores. Clear and specific examples of results should be available.
- Ambush the manager by identifying deficiencies or problems that have never been addressed in informal discussions prior to the formal evaluation.
- Minimize the manager's concerns or discount his or her feelings.

Introduction

There is some irony in the fact that managers' evaluations are often less formal and less structured than those of the managers' employees.

While the manager may oversee the evaluation of hundreds of employees within an organization, his or her own performance evaluation becomes the task of elected leaders who are often not formally trained in the evaluation process or who have narrow or conflicting definitions of good performance. The fact that an elected body with numerous members is charged with the task of evaluating the manager makes the need for a clear and agreed-upon evaluation process even more important. And a thoughtful and structured evaluation process that is supported by all involved parties enhances the ongoing communication that is fundamental to effective board/manager relationships.

A manager's evaluation should contain performance goals, objectives, and targets that are linked to the elected body's established strategic plans, goals, and priorities and should focus on whether the manager has achieved the desired organizational outcomes.

Sometimes the tone of a performance review can be unduly influenced by the manager's last success or failure. Judging performance on the basis of a single incident or behavior is a common problem that can arise in any organization. But a single incident or behavior should not be the sole focus of a performance evaluation. That is not to discount the importance of how a manager handles high-stress, higher-profile issues, which is an important aspect of a manager's responsibility. However, day-to-day leadership, which is also a key responsibility of the manager, can sometimes go unnoticed even though it provides the foundation in which high-stress, high-profile issues are handled.

ICMA has developed a list of **18 Practices for Effective Local Government Management** that is recommended to members who are considering their own professional development needs and activities. The core areas represent much of what local government managers are responsible for on an everyday basis, and competency by the manager in these practices is central to an effective, high-performing, professionally managed local government. It is therefore the recommendation of ICMA's Task Force on Manager Evaluations that competency in the **ICMA Practices** also be considered in the manager's performance evaluation.

There is no one way, let alone one single correct way, to conduct an effective manager evaluation. This *Manager Evaluations Handbook* will present traditional

evaluation approaches that have proven to be successful, along with some alternative methods that may be good for your local government. Again, the key is to ensure that the evaluation takes place in a regular, mutually agreed-upon manner and is viewed by all as an opportunity for communication between the elected officials and the manager.

The Purpose of Manager Evaluations

High-performance local governments embrace an ethos of continual improvement. Conducting regular appraisals of the manager's work performance is part of the continual improvement process.

The purpose of the evaluation process is to increase communication between the members of the elected body and the manager concerning the manager's performance in the accomplishment of his or her assigned duties and responsibilities and the establishment of specific work-related goals, objectives, and performance measures for the coming year. The evaluation process provides an opportunity for the elected body to have an honest dialogue with the manager about its expectations, to assess what is being accomplished, to recognize the manager's achievements and contributions, to identify where there may be performance gaps, to develop standards to measure future performance, and to identify the resources and actions necessary to achieve the agreed-upon standards. Keeping the focus on "big picture" strategic goals and behaviors rather than on minor issues or one-time mistakes/complaints leads to better outcomes.

Given that good relationships promote candor and constructive planning, the performance appraisal also provides a forum for both parties to discuss and strengthen the elected body-manager relationship, ensuring better alignment of goals while reducing misunderstandings and surprises. When elected bodies conduct regular performance appraisals of the manager, they are more likely to achieve their community's goals and objectives.

Basic Process

Ideally, the performance appraisal process for a manager is the natural continuation of the hiring process.

How to Initiate

Prior to the recruitment of candidates, the elected body typically develops the goals and objectives for

the position of manager. Then, during the selection process, the candidate and the hiring body meet to discuss these items along with the long- and short-term needs and issues of the community. Through these conversations, the basic tenets of the manager's performance evaluation are identified. At this point, the performance appraisal process just needs to be formalized. When the employment offer has been accepted, the employment agreement should include the requirement and schedule for the manager's evaluation.

(Excellent tools for preparing the employment agreement are contained in the ICMA Recruitment Guidelines for Selecting a Local Government Administrator and the ICMA Model Employment Agreement.)

The employment agreement should stipulate that the performance evaluation will be a written document and that all parties will meet to discuss the contents in person. It should also identify the frequency with which evaluations will take place (e.g., annually, semi-annually). By including this information in the employment agreement, the hiring body ensures that communications between the manager and the elected body will be consistently scheduled, and that initiatives and objectives can be reviewed and updated on a regular basis.

It is especially critical for the elected body to come to consensus on the initial expectations of the newly hired manager so that priorities can be assigned and progress measured. Those issues that were important during the hiring process will logically factor into the initial evaluation process. Then, in the succeeding years, the document can be revised to reflect the latest accomplishments and newest challenges.

Of course, priorities may shift during the year. If that happens, make it clear to the manager that new or changed priorities are being added into the evaluation process.

If, with the passage of time, elections have taken place and the board that is conducting the evaluation is not the same board that did the hiring, it is important that the newly elected officials immediately be introduced to the established performance goals, measures, and evaluation process. This can be done as part of the orientation process for new board members, included in the discussion of the form of government and the role of the manager. If a new member has no experience in conducting performance evaluations, he or she will need to receive training before participating in this process.

If performance evaluations were not discussed during the hiring process, either the manager or the

elected body may request that an evaluation process be instituted, and the specifics for conducting the evaluation can then be agreed upon outside of the provisions of the employment agreement. If the request is made by the elected body, it is important to emphasize that the purpose of the evaluation process is to serve as a tool for organizational improvement, not as a means of punishing the manager or setting the stage for termination. While elected officials, especially those newly elected, may sometimes wish for a change in management, the performance evaluation process should not be used to effect such a change.

How to Proceed

A number of issues should be considered when preparing for the evaluation process, including how to develop the rating instrument (and whether to use an outside consultant), how to use the rating instrument, and whether the evaluation should be conducted in private or in public.

Developing the Rating Instrument

Unlike most employee performance evaluations, in which the employee is evaluated by a single executive or supervisor, the manager's evaluation is conducted by a group of individuals acting as a body. As each elected official likely has different expectations, the board members must first come to a consensus on measures and definitions to be used.

Using a consultant. If the members of the elected body are inexperienced in the performance evaluation process, it might be helpful at this point to use an independent consultant to assist in preparing for and conducting the manager's evaluation. A consultant could be used in a variety of ways.

When designing the evaluation instrument, a consultant should solicit each elected official's full participation by asking for examples and details for each rating category. Whether this is accomplished by interviewing each official individually or by facilitating a group session, it is important to ensure that all voices are heard. Use of an independent consultant is especially helpful if there is a lack of cohesion among elected officials.

Once the consultant has collected the information, the elected body and manager should meet in person to discuss the findings. It is recommended that the in-person conversation with the manager to review the evaluation be conducted by the elected body with the assistance of the consultant but not by the consultant alone.

If funds are limited, a consultant could be used in a limited engagement to prepare an evaluation system and then train the elected officials on how to conduct an evaluation, which the officials may manage themselves after the first year.

If the elected body decides to use a consultant, the Society for Human Resource Management (SHRM) may be a source of referrals, as may be state municipal leagues or the local government's regular employment consulting firms. If a recruiter was used to assist with the hiring process, the recruiter's agreement could be extended to include the setup of the initial evaluation process.

It is recommended that the evaluation process NOT be facilitated by the local government's corporation counsel, municipal clerk, or human resources director because these individuals are not independent parties. In almost all cases, their positions have either a reporting or a cooperating relationship with the manager, so involving them in the manager's evaluation may damage relationships that are necessary for the effective and efficient operation of the local government.

Proceeding without a consultant. If a consultant is not used to facilitate the development of the evaluation instrument, the elected body may wish to begin by reviewing the format and process used for the other local government employees and considering the same or a revised method. It is important to understand, however, that a manager is evaluated in additional ways. Because of this key difference, flexibility is needed to add any necessary components intended to assess varied goals and objectives and to facilitate a dialogue between the elected body and the manager.

To be fair, the evaluation must be outcome based, using criteria that have been previously communicated to the manager and that incorporate the elected body's priorities. The use of a prefabricated generic evaluation form (even the sample forms found at the end of this handbook) is not recommended without some customization to reflect these priorities.

Measure observable behaviors and progress toward goals

The manager's job is to achieve the organization's goals and implement the policies that have been determined by the elected body. Evaluating the manager's effectiveness in achieving the goals necessarily means that the elected body must have determined and communicated the goals to the manager in advance, ideally through a strategic planning process.

The manager's success in achieving the goals set by the elected body is related to his or her competencies and behaviors with respect to the specific functions identified as the responsibility of the manager. Defining the strengths of the manager and identifying areas for improvement are part of the evaluation process. ICMA has a list of 18 core areas critical for effective local government management. While this list, the [ICMA Practices for Effective Local Government Management](#), was developed for the purpose of ICMA's Voluntary Credentialing professional development program, the elected body might find it helpful for identifying the specific observable behaviors to be used in the manager evaluation. It is suggested that the elected body select what it believes to be the most important areas for achieving its goals and evaluate the manager's performance in these areas. The ICMA Practices are as follows ([click here](#) for descriptions):

1. Staff effectiveness
2. Policy facilitation
3. Functional and operational expertise and planning
4. Citizen service
5. Performance measurement/management and quality assurance
6. Initiative, risk taking, vision, creativity, and innovation
7. Technological literacy
8. Democratic advocacy and citizen participation
9. Diversity
10. Budgeting
11. Financial analysis
12. Human resources management
13. Strategic planning
14. Advocacy and interpersonal communication
15. Presentation skills
16. Media relations
17. Integrity²
18. Personal development

The members of the board must be in agreement about their expectations of the manager. Furthermore, both the manager and the board must understand what the expectations are.

The performance criteria established by the board for each of the prioritized functional areas need to be specific and observable by the members of the elected

body. If the criteria are quantifiable, they should be expressed in objective, measurable terms. For example, the manager saved 10% on the new project. If the criteria are qualitative and subjective, they can be expressed in terms of the desired outcome. For example, members of the community and employees frequently commented on the manager's fairness during this evaluation period.

Using the Rating Instrument

The usefulness of any performance evaluation depends almost entirely upon the understanding, impartiality, and objectivity with which the ratings are made. In order to obtain a clear, fair, and accurate rating, an evaluator must clearly differentiate between the personality and performance of the manager being rated, making an objective and unbiased assessment on the basis of performance alone. Fairness requires the ability to identify both the strengths and weaknesses of the manager's performance and to explain these constructively to the manager.

When an evaluation is completed by a group of people, it is important that it reflect the consensus opinion of all members. All members of the elected body should participate in the manager evaluation process in order to arrive at a consensus. This consensus can be accomplished by having each member individually rate the manager, followed by a group discussion to arrive at a final consensus rating for each measure. Alternatively, if consensus cannot be reached, each member can individually complete the rating form, and then one member (or the consultant, if one is used) can collect the forms and compile the results and comments into one document, followed by group discussion. It is important that each member's ratings, whether positive or negative, be backed up with specific comments and examples so that the whole group understands the reasoning behind them.

If individual comments—those that do not necessarily represent the sentiments of the elected body as a whole—are to be included in the final document that will be discussed with the manager, the board should decide in advance whether those comments will be anonymous or attributed to the individuals making them.

It is important to keep in mind that performance evaluation is just one part of the communication toolbox between the manager and elected officials. It is intended to enhance that communication, not to result in a periodic written "report card" that is an end in itself. In addition, nothing in the evaluation ought ever

to be a surprise. Ongoing conversations should be held throughout the year (assuming that the evaluation is done annually) to help the manager understand if he or she is on course or if any midseason corrections are necessary. Ideally, the items in the evaluation will have already been touched on in these conversations, so the evaluation will serve as a written summary of them.

Public versus private evaluations

When deciding whether to conduct the evaluation process in a public or an executive/closed session, the elected officials, manager, and legal counsel should review state law. When possible, it is recommended that the performance evaluation process occur in executive/closed session between the elected body and manager; however, many states have specific regulations about whether and when the public may be excluded from attending a meeting involving the elected body or from having access to certain records involving a public employee. Such "sunshine" laws were first created to increase public disclosure by governmental agencies. The purpose is to promote accountability and transparency by allowing the public to see how decisions are made and how money is allocated.

While all states have such laws, the exact provisions of those laws vary. For example, specific legislation may require that all government meetings be open to the public or that written records be released upon request. In many states, all local government records are available for review by the public, including evaluation documents and notes, unless they are specifically exempted or prohibited from disclosure by state statutes.

Regardless of whether the evaluation is conducted in a public or an executive/closed session, each state's statute will dictate certain procedures for meeting notification, recording of minutes, and disclosure of decisions made. These procedures should be reviewed by the elected officials, manager, and legal counsel and followed throughout the evaluation process.

However, all final decisions or actions related to the manager's performance (e.g., employment agreement changes, compensation) should be made in a public setting.

Frequency and Timing of Manager Evaluations

As previously noted, the manager evaluation process, including the frequency and timing of the evaluations, will ideally have been discussed as part of the employ-

Benefits of executive session/closed meeting to evaluate manager's performance

- Provides a venue for handling issues that are best discussed in private, and ensures confidentiality until a decision is made regarding the manager's performance
- Provides a forum that is not unduly influenced by outside sources
- Promotes a free-flowing discussion of comments by the elected body and manager
- Ensures the respect and privacy of personnel dealings between the elected body and manager
- Improves communication between the elected body and the manager
- Reduces opportunity to politicize the performance evaluation process
- Provides a forum for the elected body and the manager to talk openly about topics that warrant special attention, such as succession planning, senior staff performance, and executive compensation
- Enables elected officials to challenge the manager without fear of undermining his or her authority in the community

Benefits of an open session/meeting to evaluate manager's performance

- Can build transparency and trust by enabling members of the public to view the process
- Can reduce claims of inappropriate agreements and "secrets"
- Can improve elected body, manager, and citizen relationships

Benefits of providing a public summary once the process is completed

- Lets the public know how the elected body evaluates and views the manager
- Ensures transparency and public accountability
- Promotes the embodiment of ICMA's commitment to openness in government
- Provides the organization with another opportunity to earn the public's trust

ment agreement at the time of the manager's hiring. It is recommended that the initial formal evaluation not take place until the elected officials and the manager

have worked together for a year; however, short, less formal evaluations are recommended on a quarterly basis. After that, at least one formal evaluation (still with quarterly informal evaluations) should be conducted per year, as longer intervals create a higher likelihood of miscommunication and surprises.

It is further recommended that the formal evaluation be scheduled during the least busy time of year for both the manager and the elected officials, avoiding both the budget preparation season (particularly if the manager's compensation is tied to the evaluation) and the election season (lest the manager's evaluation become an election issue). The scheduling should also allow adequate time for newly elected members of the board to become familiar with the manager's performance.

Relationship of Evaluation to Compensation

The primary purposes of a manager's performance evaluation are

1. To provide a tool for communication between the elected body and the manager
2. To provide an opportunity for the elected body to specifically indicate levels of satisfaction with the manager on mutually identified and defined performance priorities
3. To provide an opportunity for the manager to learn and improve
4. To allow for fair and equitable compensation adjustments based on a review of performance in achieving mutually identified priorities and on the elected body's level of satisfaction with the manager's overall performance.

Performance evaluations that are tied directly to compensation decisions are often distorted by those decisions and therefore result in less-than-honest communication between the elected body and the manager. This happens primarily because

1. Elected officials wishing to offer upward compensation adjustments may feel obliged to embellish the evaluation in a positive manner to justify the compensation decision to the public.
2. Elected officials not wishing to adjust compensation may feel obligated to justify their decision with negative comments about performance matters that actually are not a major concern to them.
3. The manager may be reluctant to seek full clarification on issues raised in the evaluation for fear it could result in a reconsideration of the compensation decision.

To avoid these distortions in communication, a balanced evaluation is necessary. That is, the evaluation should provide the opportunity for open communication and at the same time be used for compensation decisions related to identified performance achievement and corrective actions by the manager. To this end, a balanced evaluation would

1. Establish a clear set of performance expectations prior to the evaluation period.
2. Include a midterm evaluation without any consideration of compensation in order to focus on clarity of communication and performance to date. This evaluation would allow the manager to take steps to address areas of performance that were of concern to the elected body; it would also help to eliminate misunderstandings and miscommunication between the elected body and manager.
3. Use a full-term evaluation to evaluate the level of performance satisfaction for the entire performance period and thus provide the basis for a fair and equitable compensation decision.

Often, factors other than the performance evaluation form the basis of compensation decisions. These nonperformance considerations include

1. The economic climate of the community and region
2. The general status of compensation decisions in the private sector of the community
3. The compensation decisions for other employees of the local government
4. A general review of the competitive position of the local government in the local government's market area
5. A comparative salary review.

In summary, the performance evaluation of a professional manager can provide input into compensation decisions by the local elected body. However, the communication value of an evaluation is best served by a periodic evaluation not directly tied to compensation.

The Evaluation Results

The evaluation serves as the written, formal record of the conversation between the manager and elected body and consists of two important sections. The first section is the elected body's appraisal of the manager's performance with respect to the previously agreed-upon goals for the period under review as well as the general performance of the organization. The second section contains an agreed-upon list of the

goals to be accomplished during the next appraisal period as well as any specific performance areas identified for improvement.

What Others Are Doing: Survey Results

In developing this handbook, the task force surveyed a sample of local government managers within the United States to obtain information on current evaluation practices. The key findings of the survey suggest that the evaluation process is a problem for a sizeable number of managers. Fortunately, though, most respondents did not report problems with their evaluations and took the time to comment on key aspects of successful appraisals. These comments provide clues to the common pitfalls related to the evaluation process and, more importantly, suggestions for improving the process. This section of the handbook describes these survey findings.

The most common challenges managers and elected bodies face with the evaluation process revolve around four general areas: failure to undertake evaluations, lack of a credible appraisal process, lack of knowledge of the council-manager form of government, and lack of communication. Each of these topics is briefly discussed below.

Failure to Undertake Evaluations

Employee appraisals are a standard feature of most workplaces. They serve as a means of enhancing employee performance as well as the overall effectiveness of the organization. Indeed, employee appraisals serve similar purposes as performance measures of programs and services. In both cases, we seek to identify opportunities for continual improvement. Yet people avoid completing performance appraisals, most likely because properly completed appraisals require time and effort. Other reasons for avoidance may include fear of criticism or the underlying stress associated with the appraisal process. Neglecting to undertake regular performance appraisals, however, can lead to underachievement. Worse yet, failing to complete appraisals on a regular basis can lead to unfounded assumptions that all is well when it is not. It is therefore important to establish a regular pattern of appraisals.

The survey responses identified two methods to help ensure that appraisals are conducted on a regular basis. The most common method is to place a requirement for an annual evaluation within the employment

contract. The requirement should also specify a time of year—often a time that is less busy than others. The other method is to establish an appraisal time at a regularly scheduled annual meeting, such as a board retreat. But while this method achieves the goal of a scheduled appraisal, it is a less satisfactory approach because it may easily dilute the focus necessary for a good appraisal.

Lack of a Credible Evaluation Process

Another common challenge that survey respondents noted is the lack of a credible evaluation process. Problems include lack of structure, little to no preparation, and limited understanding of appraisals, both purpose and process. Process issues may be addressed through formal training of both the manager and council. Training can be accomplished through work sessions with human resource professionals. Another approach is to team up with CEOs and board members of locally-based institutions that have the same challenge and jointly sponsor training programs. Although not as effective as training, the use of standard evaluation forms, customized to a community's goals, is another way of ensuring a more structured process. Lastly, most managers who are satisfied with their appraisal processes noted that one member of the elected body, typically the mayor, provided active oversight of the process and kept discussions on point and on track.

Lack of Knowledge of the Council-Manager Form of Government

Lack of knowledge about the community's form of government and/or the day-to-day work of the manager is another factor that was cited as hindering quality appraisals. In this case, providing information as early as possible to newly elected officials about the form of government is recommended. This can include meeting with those officials and discussing the manager's duties and responsibilities as well as taking them on field visits. Another approach is to partner with the statewide municipal league and/or municipal clerks association to provide seminars on the form of government. Managers can also use opportunities such as community functions to inform the general public about its form of government. Some jurisdictions use the "policy governance" model, whereby the explicit roles of the manager, elected body, and

other key staff such as attorney are clearly defined and documented. Removing misunderstandings and filling informational voids about the form of government can greatly improve appraisals because such efforts clarify the duties and responsibilities of both the manager and the board.

Lack of Communication

Perhaps the most important ingredient for successful appraisals is effective means of communications between manager and elected officials. As in any human relationship, effective communication is key to understanding and removing faulty assumptions. Achieving superior levels of communication requires active listening and regularity. And the benefits of such attention are high. For instance, survey respondents noting the most satisfaction with the appraisal process use a wide variety of means to regularly communicate with their elected bodies. They meet with elected officials on an individual basis and talked with them regularly via telephone. These same managers provide regular written and verbal reports, typically at each board meeting, that discuss the progress on council goals and objectives, strategic plans, and prior evaluation topics, as well as on operational and special topic issues. More detailed reports are provided on a quarterly basis. In addition, many managers meet with their elected bodies more than once a year with a single-issue focus to discuss progress, redefinition, and resourcing of established goals and objectives, strategic plans and efforts, etc. These additional meetings provide time to focus on progress and reduce the probability of end-of-year surprises.

Creating an effective organization takes time and effort. It also requires regular evaluation of services and operations. Evaluating employee performance, especially the manager's, is a vital element of successful organizations. Objective appraisals can be achieved with an accurate understanding of the manager's and elected officials' duties and responsibilities. Communicating regularly and effectively through a variety of means is a vital element of successful organizations and employee appraisals.³

Supplemental Approaches

The basic process for evaluations may be supplemented or expanded by using other tools, such as self-evaluations, periodic check-ins, 360-degree assessments, and conversation evaluations.

Self-Evaluations

It is recommended that a self-evaluation component be included in whatever type of evaluation is used. The purpose of a self-evaluation is for the manager to reflect upon his or her level of performance in achieving the organizational objectives, including both internal and external accomplishments and challenges in handling specific tasks and taking organizational direction. In a public setting, process and perception can be as important as outcomes, and managers should include all three in a self-evaluation. Thus, a manager's self-evaluation should make clear to elected officials the process by which the manager pursued individual goals, and the perceptions of both the manager and stakeholders of the manager's success or failure in meeting those goals. A manager's self-evaluation should be customized to the needs of each governmental entity.

Periodic Check-ins

There is a management philosophy that says there should be no surprises during an evaluation. Managers should be continually evaluating, assessing, measuring, and communicating with employees. Providing this type of continuous evaluation is a greater challenge, however, for elected boards because it requires the participation of all board members—since the manager reports to a group and not a single individual supervisor. If a process is in place for formal evaluations of the manager, such evaluations likely occur just once per year. The annual evaluation can be a stressful time for all involved, and it can also be a challenge to remember all that has occurred over the past year. Moreover, it is easy for annual assessments to skew toward recent events, challenges, and successes while deemphasizing activities that occurred nine or ten months ago. In reality, an elected body's perception of a manager's job performance is often viewed through lenses crafted by the "crisis of the day" or by how smoothly the last board meeting went. A more workable alternative is periodic check-ins.

Periodic check-ins, such as once per quarter, can help reduce the stress and minimize the surprises that can come when a manager's performance is evaluated only annually. A periodic review of a manager's work plan can help remind the elected body of the manager's long-term goals (as set by the organization) so that both parties can evaluate the manager's progress toward meeting those agreed-upon goals. If progress on the work plan has slowed down or other challenges have arisen along the way, a quarterly check-in offers the manager

an opportunity to self-reflect on his or her performance as well as a forum to explain delays. It can also provide the manager the opportunity to remind the board of the 18 core areas noted in the ICMA Practices for Effective Local Government Management that are critical and are part of operating effectively on a day-to-day basis.

A periodic check-in on the manager's work plan is also important when faces on the elected board change, such as after an election, resignation, or reassignment of committees. By apprising the new board members of the manager's work plan, the manager is making certain that the new officials understand and are supportive of the projects or goals that he or she is working on.

360-Degree Assessments

Another form of appraisal process is the 360-degree assessment, which is sometimes referred to as a "self-development" tool. Generally speaking, the 360-degree assessment consists of an employee obtaining feedback from supervisors, subordinates, and peers. In this case, the manager completes a self-evaluation as well, with a sample of the workforce providing the subordinate feedback. In some instances, feedback is also obtained from those outside the organization, such as citizens who have frequently worked with the manager and use the jurisdiction's services regularly.

Some jurisdictions include the 360-degree assessment as part of the manager's appraisal process. The ICMA Voluntary Credentialing Program also uses this method as part of maintaining the credential; however, ICMA's assessments ask only behavioral questions. They do not cover progress toward organizational goals.

In most cases a 360-degree assessment is conducted digitally via the Internet. Raters are provided evaluation forms that are returned to an independent third party via the Internet in order to ensure anonymity and confidentiality.

One of the chief benefits of the 360-degree assessment process is that it provides feedback on competencies that are not regularly seen and therefore are not discussed in the typical performance appraisals. For instance, line staff will see behaviors that elected officials do not see and vice versa. Thus, a manager's performance may be improved because it is evaluated from several different perspectives. However, if the 360-degree assessment is used as part of the appraisal process, caution should be taken so that the evaluation doesn't become a measure of the manager's popularity with staff or the public. The manager works for the elected officials and should be evaluated by them on the basis of their stated expectations.

Conversation Evaluation System⁴

This version of an evaluation is a conversational session between the manager and the elected officials. For situations where there is tension among the elected officials or between the manager and the elected body, a facilitator can be used.

Step #1: Create Factors

The elected officials divide themselves into subgroups—normally an equal number of officials in each. The number of groups should be small, so for a board with 7 members, there would be a group of 3 people and a group of 4 people. With larger boards—say a county board with 20 people—there might be more groups. Where the situation involves a mayor and other elected officials, the mayor can move between the two groups or can be part of one group. The manager makes up his or her own group.

The elected official groups are given a single question that they can respond to with a number of factors: “What should members of the elected body expect of the manager?” The groups place their answers on a flipchart page. The manager also gets a question: “What do you think the elected body ought to expect of the manager?” to which he or she can also respond with a number of factors listed on a flipchart page.

Step #2: Reach Consensus on the Factors

The subgroups come back together and discuss each of the factors they listed. They work to combine their lists to arrive at between 10 and 15 factors.

Step #3: Assign Weight Values for the Factors

The group divides again, and the subgroups assign points to each of the factors from Step #2. They are given a total of 300 points and may assign from 10 to 30 points to each factor, but each factor must be given an even number of points. More points are given to those items that are a higher priority.

Step #4: Reach Consensus on Weight Values for the Factors

The subgroups come back together again with the point values they have from their discussions. During this conversation, the entire group tries to come to a consensus on how the point values from Step #3 should be allocated.

Step #5: Assign Rating to Each Factor for the Actual Performance of the Manager

The elected officials distribute points to each of the factors on a 1–5 scale, on which 5 is far exceeds expectations, 4 is exceeds expectations, 3 is achieves

expectations, 2 is below expectations, and 1 is far below expectations. For example, a 30-point factor would have the following scale:

30–28	Far exceeds expectations (5)
28–26	Exceeds expectations (4)
26–24	Achieves expectations (3)
24–22	Below expectations (2)
22–20	Far below expectations (1)

These points are totaled, and then added to the points from the section below.

Step #6: Select Goals

The board—collectively and in consultation with the manager—comes up with the list of goals for the manager. Together they then assign another 100 points to the goals for the year. So, for example, 50 points could be assigned to Goal #1, Goal #2 could get 20 points, and Goal #3 could get 20 points, leaving 10 points for Goal #4.

The points from the above 5 steps would be added to the 100 points possible from step number 6 and would be totaled for an overall score using the chart below:

400–360	Far exceeds expectations
359–320	Exceeds expectations
319–280	Meets expectations
279–240	Below expectations
239–200	Far below expectations

In summary, this is a conversational evaluation. The evaluators review the factors each year and everybody owns them. From year to year the factors are revised as necessary to reflect the feelings of the elected body, which can change each year.

Data-gathering/Software Resources

Performance evaluation software can be an effective tool for the elected body to prepare manager evaluations. A wide variety of programs are available, enabling elected bodies to have as much or as little input into the rating categories as they wish. Some programs come with rating categories already provided for a variety of positions, some allow the customer to provide the categories, and some are a hybrid. This flexibility allows the elected officials to create a customized rating tool that works best for them.

Some evaluation software programs allow for multiple raters and some for a single rater. If the program only allows for a single rater, all elected officials convene to discuss each category, agree on the rating, and offer comments, while one elected official enters the rating and comments into the software program. In this case, there needs to be trust among the elected officials that all opinions are being heard and recorded. It is then important that all elected officials review the final draft and offer feedback before it is given to the manager.

If a multiple-rater system is used, elected officials will be completing the evaluation away from the rest of the elected body, so it is recommended that there be group discussion beforehand to ensure consistency in the meaning of the rating categories as in opinions about the manager's performance. The elected officials should also meet after they have entered their ratings because the evaluation is a group activity, not a multiple individual activity.

A word of warning regarding the multiple-rater system: It may be difficult to make sure that everyone fully participates in the process. Elected officials won't be informed by each other's comments, and consensus can be hard to achieve. Thus, if some elected officials provide more commentary than others, it could skew the overall evaluation.

Even with the use of performance evaluation software, an in-person conversation between the elected body and the manager is needed to review the evaluation and discuss the results.

As noted above, a wide variety of software programs are available, including

- Online survey tools such as Survey Monkey
- Performance evaluation software (SHRM can recommend)
- NeoGov online performance evaluation module

Conclusion

Communication. That is the essential element to maintaining a good relationship between an elected board and the appointed manager. Communication comes in many forms, but the board's evaluation of the manager is a formalized method of communication that should not be overlooked.

The task force that was formed to develop this handbook compiled and considered the best practices for manager evaluations. The group shared numerous ideas and learned a great deal from each other. The final product demonstrates that just as each manager and board are unique, so too must be the evaluation process for each manager. While there are common

methods of evaluation, the tools and methods used to evaluate one manager in one community may not be appropriate for another manager in a neighboring community. To maximize legitimacy and effectiveness and to enhance communication, a manager's evaluation needs to be tailored to the issues and stated goals of the elected body.

That said, the task force also agreed that there are some standard elements—notably, the ICMA Practices for Effective Local Government Management—that would enhance any evaluation. These 18 core competencies are the framework for what a manager does on a day-to-day basis, and they warrant acknowledgment in the evaluation process.

Finally, while this handbook offers a variety of ideas on the manager evaluation process, the most important takeaway is that the evaluation must take place and that the process must be mutually agreed upon. There are many ways to get this done, but the manager and the board both deserve the structured communication that the evaluation provides.

Sample Evaluation Forms for Local Government CAOs

- Sample Appraisal of Performance
- Sample Manager Evaluation Form
- Sample Manager Performance Evaluation
- Sample County Administrator Performance Evaluation

Other Resources

- ICMA Practices for Effective Local Government Management
- Recruitment Guidelines for Selecting a Local Government Administrator
- ICMA Model Employment Agreement
- ICMA Code of Ethics with Guidelines

Notes

- 1 Adapted from City Manager Performance Review, Successful Evaluation Tips, City of Mountlake Terrace, WA
- 2 Integrity is not simply concerned with whether the manager's behavior is legal; it also addresses the issue of personal and professional ethics: "Demonstrating fairness, honesty, and ethical and legal awareness in personal and professional relationships and activities." ICMA members agree to abide by the ICMA Code of Ethics.
- 3 Perkins, Jan. "Case Study: It's (Gulp) Evaluation Time." *PM*, July 2005. <http://icma.org/Documents/Document/Document/3602>
- 4 Adapted and used with permission from Lewis Bender, PhD, Professor Emeritus, Southern Illinois University, Edwardsville, lewibender@aol.com



777 North Capitol Street, NE
Suite 500
Washington, DC 20002-4201
800-745-8780
icma.org

🐦 @ICMA
f facebook.com/ICMAorg
in linkedin.com/company/icma
🌐 icma.org/kn



City Manager Evaluation Process

5. At least one week prior to the scheduled evaluation, the composite evaluation of the City Council, plus the City Manager's Self-Evaluation Form, are distributed by the Chair to the Council. A copy of the composite evaluation also is provided by the Chair to the City Manager at this time.
6. The City Council meets with the City Manager in the scheduled Executive Session to jointly review the evaluation.
7. Following the evaluation, the City Manager shall present to the Chair any requests regarding changes to the Employment Agreement, including salary adjustments.
8. In Executive Session, the Chair shall present to the City Council the City Manager's Employment Agreement adjustment requests. At the Executive Session, the Chair shall also solicit additional adjustment suggestions from the Council. At any point during the Executive Session, the Council may choose to excuse the City Manager from deliberations regarding these items. Following the reaching of a majority consensus on any adjustments, the Council shall inform the Manager of its pending decision in Executive Session and then reconvene in open session to ratify the changes.

CITY MANAGER *SELF-EVALUATION* FORM

The two parts of this form should be completed by the City Manager and given to the City Council three weeks before the scheduled evaluation.

PART I: The City Manager should complete the Evaluation Form that also will be completed by City Council.

PART II: The City Manager should complete the following questions. Additional pages may be added as necessary.

1. What progress have you made in accomplishing your goals and/or work assignments since your last evaluation?
2. What other job-related accomplishments have you had that were not part of the goals set at your last evaluation?
3. What obstacles or setbacks did you encounter during the year?
4. What do you see as your major goals for this next evaluation period?
5. What can the Council do to help you accomplish these goals?
6. What suggestions do you have for improving the effectiveness between you and the Council?
7. Do you have specific training needs which the Council can facilitate, and how will these needs help you in meeting your goals?
8. Are there any other issues or comments you wish to share?

CITY MANAGER EVALUATION FORM

This form shall be used by each member of the City Council to evaluate the City Manager's performance in fulfilling each of the roles which he/she plays in the city's government. The City Manager is graded 1 - 10, with the following scale:

- 1-2: Unacceptable performance; plan needs to be in place for improvement
- 3-4: Bare minimum performance for job function
- 5-6: Performance acceptable; "meets standards"
- 7-8: Initiative shown to exceed basic job requirements
- 9-10: Superior ability and initiative demonstrated; "exceeds standards by a wide margin"

Each member of the Council should sign the form and forward it to the Council Chair for compilation at least two weeks prior to the scheduled evaluation.

1. PERSONAL

- ___ Invests sufficient efforts toward being diligent and thorough in the discharge of duties.
- ___ Composure, appearance and attitude are fitting for an individual in his/her executive position.

2. PROFESSIONAL SKILLS AND STATUS

- ___ Knowledgeable of current developments affecting the management field.
- ___ Respected in management profession.
- ___ Has a capacity for innovation.
- ___ Anticipates problems and develops effective approaches for solving them.
- ___ Willing to try new ideas proposed by Council members or staff.

3. **RELATIONS WITH COUNCIL**

- ☐ Carries out directives of the Council as a whole rather than those of any one Council member.
- ☐ Assists the Council in resolving problems at the administrative level to avoid unnecessary Council action.
- ☐ Assists the Council in establishing policy while acknowledging the ultimate authority of the Council.
- ☐ Responds to requests for information or assistance by the Council in a timely manner.
- ☐ Informs the Council of administrative developments and current issues in a timely manner.
- ☐ Provides equal information to all members of the Council.
- ☐ Receptive to constructive criticism and advice.

4. **POLICY EXECUTION**

- ☐ Implements Council action in accordance with the intent of the Council.
- ☐ Supports the actions of the City Council after a decision has been reached.
- ☐ Enforces city policies.
- ☐ Understands the city's laws and ordinances.
- ☐ Reviews enforcement procedures periodically to improve effectiveness.
- ☐ Offers workable alternatives to the Council for changes in the law when an ordinance or policy proves impractical in actual administration.

5. **REPORTING**

- ☐ Provides the Council with reports concerning matters of importance to the City.
- ☐ Reports are accurate and comprehensive.

- ___ Reports are generally produced through own initiative rather than when requested by the Council.
- ___ Prepares a sound agenda which prevents trivial, administrative matters from being reviewed by the Council.

6. **CITIZEN RELATIONS**

- ___ Accommodates complaints from citizens in a timely, consistent and respectful manner.
- ___ Dedicated to the community and to its citizens.
- ___ Skillful with the news media, avoiding political positions and partisanship.
- ___ Openly listens to others.
- ___ Works well with others.
- ___ Willing to meet with members of the community and discuss their concerns.
- ___ Cooperates with neighboring communities.
- ___ Cooperates with the county, state and federal governments.
- ___ Cooperates with governmental units within the City, such as the School Board.

7. **STAFFING**

- ___ Recruits and retains competent personnel for city positions.
- ___ Aware of weak or inefficient administrative personnel and works to improve their performance.
- ___ Accurately informed and concerned about employee insurance, fringe benefits, promotions, and pensions.
- ___ Impartially administers the merit system.

- ___ Adheres to terms of employee union contracts.
- ___ Professionally negotiates the terms of employee union contracts and ably represents the City's position.

8. **SUPERVISION**

- ___ Encourages department heads to make decisions within their own jurisdictions without City Manager approval, yet maintains general control of administrative operations.
- ___ Instills confidence and initiative in subordinates and emphasizes support, rather than restrictive controls, for their programs.
- ___ Has developed a friendly and informal relationship with the work force as a whole, yet maintains the prestige and dignity of the City Manager office.
- ___ Evaluates personnel periodically and points out staff weaknesses and strengths.

9. **FISCAL MANAGEMENT**

- ___ Prepares a balanced budget to provide services at a level intended by the Council.
- ___ Makes the best possible use of available funds, conscious of the need to operate the city efficiently and effectively.
- ___ Prepared budget is timely, consistent and thorough.
- ___ Anticipates problems and provides Council with solutions for consideration.

10. What have been the finest accomplishments of the City Manager this past year?

11. What areas need the most improvement? Why? What constructive, positive ideas can you offer the City Manager to improve these areas?

12. **OTHER**

A. **Legal Services**

- ___ City Attorney meets the City's needs as Corporate Counsel.
- ___ City Attorney is knowledgeable about City issues and about legal trends that may impact the City.
- ___ City Manager utilizes legal services appropriately.

Comments:

B. **Department of Planning**

- ___ Department is perceived as efficient.
- ___ Services seem to be effective in meeting community needs.
- ___ Department is responsive, innovative and anticipates problems.

Comments:

C. Department of Zoning

- ☐ Department is perceived as efficient.
- ☐ Services seem to be effective in meeting community needs.
- ☐ Department is responsive, innovative and anticipates problems.

Comments:

D. Department of Parks and Recreation

- ☐ Department is perceived as efficient.
- ☐ Services seem to be effective in meeting community needs.
- ☐ Department is responsive, innovative and anticipates problems.

Comments:

E. Department of Public Works

- ☐ Department is perceived as efficient.
- ☐ Services seem to be effective in meeting community needs.
- ☐ Department is responsive, innovative and anticipates problems.

Comments:

#5

**TOWN OF NORWICH
P.O. BOX 376
NORWICH, VERMONT 05055-0376**

**TOWN MANAGER
EMPLOYMENT AGREEMENT**

This Agreement is made by and between the Town of Norwich, a municipal corporation organized and existing under the laws of the State of Vermont, hereinafter called the TOWN, and Neil R. Fulton, an individual residing in Norwich in the State of Vermont, hereinafter called EMPLOYEE, witnesseth:

IN CONSIDERATION of the mutual promises and undertakings of the parties hereinafter set forth, the parties agree as follows:

1. DUTIES

- a) The TOWN hereby confirms that EMPLOYEE serves as the Norwich Town Manager and has been authorized since the date of hire to exercise the powers and duties of that position as set forth in Vermont law. EMPLOYEE agrees to continue to serve as Norwich Town Manager under the terms set forth herein.
- b) EMPLOYEE shall continue to exercise the powers and perform the duties of Town Manager as set forth in the Job Description attached hereto and made a part of this Agreement and those provided by Chapter 37 of Title 24 of the Vermont Statutes Annotated and such other powers and duties as may be provided for under Vermont law.

2. DURATION OF AGREEMENT

- a) This Agreement shall take effect on the date this Agreement is approved by the Selectboard and executed by both parties and continue until June 30, 2018, unless otherwise provided for under the provisions of this Agreement.

3. PERFORMANCE AND SALARY

- a) The TOWN shall pay to the EMPLOYEE a salary based on the grade and step plan contained in the Bargaining Unit Contract (BUC) between the TOWN and the New England Police Benevolent Association at a grade of 25 and a step of G effective July 1, 2015, payable in equal installments at the same time as other employees of the Town of Norwich are paid. The TOWN agrees that, as of September 20 of each year, the TOWN shall award the EMPLOYEE a step increase.

4. FULL TIME

- a) EMPLOYEE shall devote all his time and effort to the performance of his duties as Town Manager. The TOWN shall provide EMPLOYEE with reasonable time off from normal duties as compensation for extended office hours and evening meetings. The TOWN shall not be responsible for payment of any compensatory time and there shall be no accumulation of such time.

5. RETIREMENT

- a) As required by Vermont law EMPLOYEE shall participate in the Vermont Municipal Employees Retirement System (VMERS) Defined Contribution Plan and EMPLOYEE's rights shall be consistent with such Plan.

6. VACATION

- a) EMPLOYEE shall be entitled to five weeks (25 business days) of paid vacation time each employment year. Such vacation shall accrue and be available to EMPLOYEE at the rate of 6.25 days per quarter. In the event of termination of employment for any reason and EMPLOYEE has accrued but not used vacation time, such vacation time shall be paid to EMPLOYEE as a lump sum based on his rate of pay on the last day of employment no later than 30 days after the last day of employment.
- b) A maximum of five weeks of unused vacation time may accrue in a fiscal year. Any vacation time which would otherwise accrue, but which would cause the total available vacation time to exceed the five weeks in a fiscal year, shall be lost.

7. LIFE INSURANCE

- a) The TOWN shall provide, at its expense, a life insurance policy for EMPLOYEE in the same amount as provided to other salaried town employees.

8. AUTOMOBILE

- a) The TOWN shall pay EMPLOYEE a vehicle allowance of \$3,600 per year, payable in equal installments at the same time as other employees of the Town of Norwich are paid. EMPLOYEE shall be responsible for all repairs, maintenance, insurance, registration, loan or lease payments, gasoline, oil and other lubricants for his vehicle. The vehicle allowance will be adjusted each January 1 by an amount equal to the ratio of the federal IRS standard mileage reimbursement rate for the new calendar year divided by the previous year's reimbursement rate but may not decrease.

9. SICK LEAVE

- a) Sick leave will be based on the benefits granted in the BUC at the same rate as other employees are entitled to receive.
- b) Accumulated sick leave lapses on termination of this Agreement and may not be taken as a monetary benefit.

10. HEALTH AND OTHER INSURANCE

- a) EMPLOYEE shall receive a cash benefit for health, dental and vision insurance equivalent to the TOWN'S contribution for the same types of insurance paid for other employees as provided for in the BUC, payable in equal installments at every pay period.

11. TERMINATION

- a) EMPLOYEE agrees to give the TOWN 90 days advance notice of his resignation. During the transition period, unless excused by the Selectboard, he shall devote his full time and efforts to the position of Town Manager and will not be absent from the Town or the administration of the Town government by using up accumulated sick leave or unused vacation time. The parties recognize that in the event of EMPLOYEE resignation, the 90 day transition period is a crucial time for Town government. In the event the Town Selectboard agrees to a shorter notice period, then EMPLOYEE shall be paid only for actual time worked and not for the 90 day period.
- b) It is agreed that there shall be no severance pay when EMPLOYEE voluntarily terminates his employment with the TOWN.

12. REMOVAL

- a) The Selectboard shall have the right to remove EMPLOYEE as Manager only for cause as provided for in 24 V.S.A. §1233.
- b) The TOWN shall pay EMPLOYEE a sum equal to the compensation he would have received under this Agreement, as if still employed, for a period of six months upon removal, unless EMPLOYEE is removed from office after conviction of a felony. Said sum shall be payable in periodic payments in the same manner as paid during the previous six months including the benefits referred to in Section 10 of this Agreement for no more than six months after removal or until such time as EMPLOYEE secures other employment as a town manager, whichever occurs first.
- c) Upon termination for conviction of a felony, EMPLOYEE shall not be entitled to salary or severance benefits other than accrued vacation.

13. DISCONTINUANCE OF TOWN MANAGER FORM OF GOVERNMENT

- a) If the Town Manager form of government in Norwich is discontinued, EMPLOYEE's employment shall cease on the effective date of the discontinuance.
- b) In the event of discontinuance of the Town Manager form of government, the TOWN shall pay EMPLOYEE a sum equal to the compensation he would have received under this Agreement, as if still employed, for a period of six months after the effective date of the discontinuance. Said sum shall be payable in periodic payments in the same manner as paid during the previous six months for no more than six months after the effective date of the discontinuance of the Town Manager form of government.
- c) In the event EMPLOYEE secures employment prior to the end of the six-month period after the effective date of the discontinuance of the Town Manager form of government, any compensation received by EMPLOYEE from other employment which is equal to or less than the salary paid to EMPLOYEE by the TOWN shall offset the sum equal to six months' salary due to EMPLOYEE on a

weekly basis; any compensation received by EMPLOYEE from other employment which is greater than the six months' salary due to EMPLOYEE on a weekly basis shall terminate the TOWN's obligation to make further payments of salary.

- d) Under this section, the TOWN also agrees to continue to pay for the benefits referred to in Section 10 of this agreement for EMPLOYEE and his spouse and family for six months, or until such time as EMPLOYEE secures other employment with similar benefits, whichever occurs first.

14. TEMPORARY ACTING MANAGER

- a) EMPLOYEE shall have the right to appoint a TOWN employee as Acting Town Manager in the event he is absent from the TOWN for any period of time or is ill or unable to serve. This appointment shall be made with the consent of the Norwich Selectboard and shall be for a period not to exceed 30 days.

15. PROFESSIONAL DUES AND CONFERENCES

- a) EMPLOYEE shall be reimbursed for all professional membership dues and the cost of attending national, regional, state and local professional association conferences and meetings of the International City Management Association, Vermont Town and City Management Association and the Vermont League of Cities and Towns.
- b) The TOWN shall budget and pay for the cost of such memberships, conference fees, registrations, meals and reasonable travel expenses. EMPLOYEE shall pay the cost for the attendance of his spouse.

16. BUSINESS EXPENSE

- a) The TOWN shall reimburse EMPLOYEE for all reasonable employment-related expenses, including but not limited to meals, telephone calls, parking fees, tolls, civic club memberships, and subscriptions. The TOWN shall provide the EMPLOYEE with a wireless smartphone and pay the costs associated with the phone. The employee may keep the phone at the end of his employment but is responsible for monthly and other costs associated with continued use of the phone.

17. PERSONNEL RULES AND REGULATIONS

- a) This Agreement supersedes the TOWN's personnel rules and regulations to the extent said rules and regulations are in conflict with the Agreement. Otherwise, such rules and regulations shall apply to EMPLOYEE.

18. RESIDENCY

- a) EMPLOYEE shall reside within the boundaries of the Town of Norwich or within the boundaries of any town which shares a common border with the Town of Norwich.

19. INDEMNIFICATION

- a) The TOWN shall defend and indemnify EMPLOYEE from any and all liability, loss or damage, including but not limited to bodily injury or property damage that EMPLOYEE becomes legally obligated to pay, including reasonable attorney's or expert fees and court costs as a result of claims, demands, lawsuits, costs or judgments against EMPLOYEE arising out of any actions, or the lack thereof, which are within the scope of EMPLOYEE'S lawful discretion, responsibilities or duties with or for the TOWN.

20. BINDING EFFECT

- a) This Agreement shall be binding on the TOWN and EMPLOYEE and on the successors, assigns and heirs of each, respectively.

21. LAW GOVERNING

- a) This agreement shall be construed and governed by the laws of the State of Vermont as to interpretation and as to performance.

22. SEVERABILITY

- a) In the event that any provision of this Agreement, in whole or in part, is declared to be illegal or invalid by any court of competent jurisdiction or by any administrative agency having jurisdiction, all of the other terms, conditions and provisions of this Agreement shall remain in full force and effect and shall continue to be binding upon the TOWN and EMPLOYEE to the same extent as if the illegal or invalid provision had not been incorporated into this Agreement.

23. MODIFICATION OF AGREEMENT

- a) No change or modification of this Agreement shall be valid unless it is in writing and signed by both of the parties.

IN WITNESS WHEREOF, the parties hereunto have set their hands to this instrument to confirm the Agreement consistent with the terms above.

TOWN OF NORWICH

EMPLOYEE

Date: _____

Date: _____

Linda Cook, Selectboard Chair

Neil R. Fulton, Town Manager



Job Title: Town Manager
Department: Town Administration

FLSA Designation: Exempt
Pay Classification: 25

1. JOB SUMMARY

- 1.1 This is a responsible administrative position that manages the affairs of the Town of Norwich pursuant to the powers set forth in Chapter 37 of Title 24 of the Vermont Statutes Annotated.

2. MAJOR DUTIES

- 2.1 The Town Manager shall have general supervision of the affairs of the town, be the administrative head of all departments of town government and shall be responsible for the efficient administration thereof.
- 2.2 The manager shall have authority and have the duty:
- 2.2.1 To cause duties required of the town not committed to the care of any particular officer, to be duly performed and executed.
- 2.2.2 To perform all duties now conferred by law upon the Selectboard, except that the manager shall not:
- 2.2.2.1 prepare tax bills,
- 2.2.2.2 sign orders on any funds of the town,
- 2.2.2.3 call special or annual town meetings,
- 2.2.2.4 lay out, alter or discontinue highways,
- 2.2.2.5 establish and lay out public parks,
- 2.2.2.6 make assessments,
- 2.2.2.7 award damages,
- 2.2.2.8 make regulations under Title 23,
- 2.2.2.9 adopt ordinances under Title 24,
- 2.2.2.10 act as member of the board of civil authority,
- 2.2.2.11 act as a member of the liquor control commission, nor
- 2.2.2.12 make appointments to fill vacancies for elected or appointed boards or commissions that the Selectboard is now authorized by law to fill.
- 2.3 To work within the Personnel Policies except when in conflict with the Town Manager's contract in which case the contract shall control.
- 2.4 To perform all the duties now conferred by law upon the road commissioner of the town, including the signing of orders.
- 2.5 To be the general purchasing agent of the town and purchase all supplies for every department thereof.
- 2.6 To have charge and supervision of all public town buildings, and repairs thereon; and all building done by the town shall be done under the manager's charge and supervision.
- 2.7 To perform all the duties now conferred by law upon the Selectboard of the town under 19 V.S.A. 303 and 304, to control and maintain the town highways, except as limited in Section 2.2.2 above;
- 2.8 To do all the accounting for all of the departments of the town.
- 2.9 To supervise and expend all special appropriations of the town, as if the same were a separate department of the town.
- 2.10 To have charge, control and supervision of the following matters:
- 2.10.1 The police department and shall appoint and may remove the officers and employees thereof and shall fix their salaries.
- 2.10.2 The fire department and shall appoint, fix the compensation of and may remove all officers and employees thereof.
- 2.10.3 The system of licenses, if any, not otherwise regulated by law.
- 2.10.4 The system of sewers and drainage, if any, except the making of assessments therefore.
- 2.10.5 The lighting of streets, highways and bridges.

- 2.10.6 The sprinkling of streets and highways and laying of dust, except the making of assessments therefore.
- 2.10.7 The maintenance of parks and playgrounds.
- 2.11 To be the Director of Emergency Management.
- 2.12 To collect all taxes due the town and to perform all the duties now conferred by law upon the collector of taxes and collector of delinquent taxes.
- 2.13 The manager shall, in all matters herein excepted, render the Selectboard such assistance, as they shall require.
- 2.14 Recruits, hires, evaluates, directs, and, if necessary, disciplines and fires town employees.
- 2.15 Develops new program directions and needs, identifies resources to accomplish programs, and recommends action to the Selectboard.
- 2.16 Develops systems and procedures to implement policy decisions of the Selectboard and executes its decisions.
- 2.17 Staffs the Selectboard and its meetings and facilitates the development of and carries out their policy decisions.
- 2.18 Prepares a draft town budget for the Selectboard to review, change if it deems necessary and present to the voters for approval.
- 2.19 Assists the Selectboard in negotiations of collective bargaining contracts with bargaining units recognized by the Vermont Labor Relations Board. Shall act as the designated representative of the Selectboard in the negotiations and recommend Selectboard action on the contract proposal presented to them for approval.
- 2.20 Is the case manager for litigation except for litigation related to the performance or retention of the manager.

3. KNOWLEDGE REQUIRED BY THE POSITION

- 3.1 Knowledge of municipal management, community problems and potential solutions.
- 3.2 Knowledge of municipal, state and federal programs and decision-making processes.
- 3.3 Knowledge of financial administration and the design of financial accounting and reporting systems.
- 3.4 Knowledge of the theory and practice of public personnel administration.
- 3.5 Understanding of administrative organization, design, and evaluation.
- 3.6 Knowledge of computers, programs and systems, including word-processing, spreadsheets, databases, networks and e-mail.
- 3.7 Knowledge and skill in municipal processes and techniques.
- 3.8 Knowledge of collective bargaining procedures and practices.
- 3.9 Knowledge of road, drainage and bridge maintenance programs.
- 3.10 Commitment to town's purposes and objectives, as determined by the voters and its boards and commissions.
- 3.11 Ability to communicate effectively orally and in writing with the Board, town officers and employees, the media and the public.
- 3.12 Ability to motivate and engender innovation and assumption of appropriate responsibility and decision-making by staff.
- 3.13 Ability to resolve conflict.
- 3.14 Ability to be creative and analytical.
- 3.15 Ability to direct, supervise and evaluate staff.
- 3.16 Ability to react quickly to changing situations that may be physically taxing.
- 3.17 Possession of public relations skills and publication knowledge.
- 3.18 Ability to organize and use time effectively, and handle several significant responsibilities simultaneously.
- 3.19 Ability to listen to and accept criticism.
- 3.20 Knowledge of municipal management practices.

4. SUPERVISORY CONTROLS

- 4.1 None

5. GUIDELINES

- 5.1 Guidelines include federal and state laws, local policies, and relevant ordinances. These guidelines require judgment, selection and interpretation of laws for application. This position develops department guidelines.

6. COMPLEXITY/SCOPE OF WORK

- 6.1 The work consists of varied management duties. The variety of tasks to be managed contributes to the complexity of the position.
- 6.2 The purpose of this position is to direct the day-to-day operations of the Town of Norwich. Success in this position contributes to the success of those operations.

7. CONTACTS

- 7.1 Contacts are typically with department heads, elected and appointed officials, bargaining units, business owners, non-governmental organizations, taxpayers, representatives of state and local agencies, and members of the general public.
- 7.2 Contacts are typically to provide services, to give or exchange information, to resolve problems, or to motivate or influence persons.

8. PHYSICAL DEMANDS/ WORK ENVIRONMENT

- 8.1 The work is typically performed while sitting at a desk or table or while intermittently sitting, standing, walking, bending, crouching or stooping.
- 8.2 The work is typically performed in an office.

9. SUPERVISORY AND MANAGEMENT RESPONSIBILITY

- 9.1 This position has direct supervision over Assistant to the Town Manager (1), Assessor (1), Assessing Clerk (1), Fire Chief (1), Police Chief (1), Finance Director (1), Public Works Director (1), Planning and Zoning Director (1), and Recreation Director (1).

10. MINIMUM QUALIFICATIONS

- 10.1 Knowledge and level of competency commonly associated with the completion of a baccalaureate degree in a course of study related to the occupational field.
- 10.2 Experience sufficient to thoroughly understand the diverse objectives and functions of the subunits in the division/department in order to direct and coordinate work within the division/department, usually interpreted to require three to five years of related experience.
- 10.3 Possession of or ability to readily obtain a valid driver's license issued by the State of Vermont for the type of vehicle or equipment operated.
- 10.4 Ability to be bonded.

TOWN OF NORWICH
P.O. Box 376
NORWICH, VERMONT 05055-0376

TOWN MANAGER
EMPLOYMENT AGREEMENT

This agreement is made this 25th day of September, 2008 by and between the Town of Norwich, a municipal corporation organized and existing under the laws of the State of Vermont, hereinafter called the TOWN, and Peter B. Webster, of Manchester in the State of Vermont hereinafter called EMPLOYEE, witnesseth:

IN CONSIDERATION of the mutual promises and undertakings of the parties hereinafter set forth, the parties agree as follows:

1. DUTIES

- a) The TOWN hereby hires EMPLOYEE to serve as the Norwich Town Manager and to exercise the powers and duties of that position as set forth in Vermont law. EMPLOYEE agrees to serve as Norwich Town Manager beginning November 3, 2008.
- b) EMPLOYEE shall exercise the powers and perform the duties of the Manager as set forth in the Job Description attached hereto and made a part of this agreement and those provided by Chapter 37 of Title 24 of the Vermont Statutes Annotated and such other powers and duties as may be provided for under Vermont law.

2. DURATION OF AGREEMENT

- a) The duration of this agreement shall be from November 3, 2008 until November 4, 2011 unless otherwise provided for under the provisions of this agreement.

3. PERFORMANCE AND SALARY

- a) The TOWN shall pay to the EMPLOYEE a salary of \$75,000 per annum, payable in equal installments at the same time as other employees of the Town of Norwich are paid. The TOWN agrees that, upon the anniversary of this agreement annually, the TOWN shall review the salary of the EMPLOYEE and, based upon at least a satisfactory performance review (Good/Competent) in all categories, shall increase it by the cost of living increase as granted to non-bargaining unit employees. Further, based on the performance of the EMPLOYEE, the TOWN may grant, at its sole discretion, either an additional merit salary increase or a one-time lump sum bonus payment.

4. FULL TIME

- a) EMPLOYEE shall devote all his/her time and effort to the performance of his/her duties as Town Manager. The TOWN shall provide EMPLOYEE with reasonable time off from normal duties as compensation for extended office hours and evening meetings. The TOWN shall not be responsible for payment of any compensatory time and there shall be no accumulation of such time.

5. RETIREMENT

- a) As required by Vermont law EMPLOYEE shall participate in the Vermont Municipal Employees Retirement System (VMERS) Plan B. At the EMPLOYEE sole discretion this may be the VMERS Defined Contribution Plan.

6. VACATION

- a) EMPLOYEE shall be entitled to four weeks (20 Days) of vacation each employment year. Such vacation shall accrue and be available to EMPLOYEE at the rate of one week per quarter, except that EMPLOYEE shall accrue the first two quarters of vacation time (10 days) at the start of employment. EMPLOYEE agrees not to take more than two weeks at any one time without the prior consent of the Selectboard.
- b) A maximum of five weeks of unused vacation time may accrue in a fiscal year. Any vacation time which would otherwise accrue, but which would cause the total available vacation time to exceed five weeks in a fiscal year, shall be lost.

7. LIFE INSURANCE

- a) The TOWN shall provide, at its expense, a life insurance policy for EMPLOYEE in the same amount as provided to other salaried town employees.

8. RELOCATION EXPENSES

- a) The TOWN shall reimburse EMPLOYEE for renting temporary housing and for reasonable moving expenses of up to \$5,000. Reasonable moving expenses includes packing and moving household contents from his/her present residence to Norwich, Vermont, including the storage of EMPLOYEE household goods and furnishings while in temporary housing and for reasonable moving expenses from the temporary housing to his/her permanent residence. This paragraph does not cover costs related to the sale or purchase of real estate.

9. AUTOMOBILE

- a) The TOWN shall pay EMPLOYEE a vehicle allowance of \$3,600 per year made payable in monthly installments of \$300 and paid in the first pay period of each month. EMPLOYEE shall be responsible for all repairs, maintenance, insurance, registration, loan or lease payments, gasoline, oil and other lubricants for his/her vehicle.

10. SICK LEAVE

- a) EMPLOYEE shall be credited with seven days of sick leave upon commencement of this agreement and then be entitled to accrue sick leave as provided in the Town's Personnel Policies.
- b) Accumulated sick leave lapses on termination or retirement and may not be taken as a monetary benefit.

11. TERMINATION

- a) EMPLOYEE agrees to give the TOWN 90 days notice of his/her resignation. During the transition period, unless excused by the Selectboard, he/she shall devote his/her full time and efforts to the position of Town Manager and will not be absent from the TOWN or the administration of the TOWN government by using up accumulated sick leave or unused vacation time. The parties recognize that in the event of EMPLOYEE resignation, the 90 day transition period is a crucial time for TOWN government. In the event the TOWN Selectboard agrees to a shorter notice period, then EMPLOYEE shall be paid only for actual time worked and not for the 90 day period.
- b) It is agreed that there shall be no severance pay when EMPLOYEE voluntarily terminates his/her employment with the TOWN.

12. REMOVAL

- a) The Selectboard shall have the right to remove EMPLOYEE as Manager at any time and for any reason as provided in 24 VSA § 1233.
- b) The TOWN shall pay EMPLOYEE a sum equal to six months salary upon removal, unless EMPLOYEE is removed from office after conviction of a felony. Said sum shall be payable in equivalent periodic payments for no more than six months after removal or until such time as EMPLOYEE secures employment as a Town Manager, whichever occurs first. Under this section, the TOWN also agrees to continue to pay all health insurance premiums for EMPLOYEE and his/her spouse and family for six months, or until such time as EMPLOYEE secures employment with similar benefits, whichever occurs first.
- c) Upon termination for conviction of a felony, EMPLOYEE shall not be entitled to salary or severance benefits other than accrued vacation.
- d) In the event that the TOWN, during any time EMPLOYEE is employed by the TOWN, reduces the salary or other financial benefits of EMPLOYEE in a greater percentage than an applicable across-the-board reduction for all employees of the TOWN, or in the event that the TOWN refuses upon written notice to comply with any other provision benefiting EMPLOYEE under this Agreement, or in the event that EMPLOYEE resigns following a demand by the Selectboard that he/she resign, then, in those events, EMPLOYEE may, at his/her option within 30 calendar days of the event, be deemed to be terminated and the severance pay provision shall be applicable.

13. DISCONTINUANCE OF TOWN MANAGER FORM OF GOVERNMENT

- a) If the Town Manager form of government in Norwich is discontinued, EMPLOYEE's employment shall cease on the effective date of the discontinuance.
- b) In the event of discontinuance of the Town Manager form of government, the TOWN shall pay EMPLOYEE a sum equal to six months salary. Said sum shall

be payable in equivalent periodic payments for no more than six months after the effective date of the discontinuance of the Town Manager form of government.

- c) In the event EMPLOYEE secures employment prior to the end of the six-month period after the effective date of the discontinuance of the Town Manager form of government, any compensation received by EMPLOYEE from other employment which is equal to or less than the salary paid to EMPLOYEE by the TOWN shall offset the sum equal to six months salary due to EMPLOYEE on a weekly basis; any compensation received by EMPLOYEE from other employment which is greater than the six months salary due to EMPLOYEE on a weekly basis shall terminate the TOWN's obligation to make further payments of salary.
- d) Under this section, the TOWN also agrees to continue to pay all health insurance premiums for EMPLOYEE and his/her spouse and family for six months, or until such time as EMPLOYEE secures employment with similar benefits, whichever occurs first.

14. TEMPORARY ACTING MANAGER

- a) EMPLOYEE shall have the right to appoint a TOWN employee as Acting Town Manager in the event he/she is absent from the TOWN for any period of time or is ill or unable to serve. This appointment shall be made with the consent of the Norwich Selectboard and shall be for a period not to exceed 30 days.

15. PROFESSIONAL DUES AND CONFERENCES

- a) EMPLOYEE shall be reimbursed for all professional membership dues and the cost of attending national, regional, state and local professional association conferences and meetings of the International City Management Association, Vermont Town and City Management Association and the Vermont League of Cities and Towns.
- b) The TOWN shall budget and pay for the cost of such memberships, conference fees, registrations, meals and reasonable travel expenses. EMPLOYEE shall pay the cost for the attendance of his/her spouse.

16. BUSINESS EXPENSE

- a) The TOWN shall reimburse EMPLOYEE for all reasonable employment-related expenses, including but not limited to meals, telephone calls, parking fees, tolls, civic club memberships, and subscriptions.

17. PERSONNEL RULES AND REGULATIONS

- a) This Agreement supersedes the TOWN's personnel rules and regulations to the extent said rules and regulations are in conflict with the Agreement.

18. RESIDENCY

- a) EMPLOYEE shall reside within the boundaries of the Town of Norwich or within the boundaries of any town which shares a common border with the Town of Norwich.

19. INDEMNIFICATION

- a) The TOWN shall indemnify EMPLOYEE from any and all liability, loss or damage, including but not limited to bodily injury or property damage that EMPLOYEE becomes legally obligated to pay, including reasonable attorney's fees and court costs as a result of claims, demands, costs or judgment against EMPLOYEE arising out of any acts which are within the EMPLOYEE'S lawful duties with the TOWN.

20. BINDING EFFECT

- a) This Agreement shall be binding on the TOWN and EMPLOYEE and on the successors, assigns and heirs of each, respectively.

21. LAW GOVERNING

- a) This agreement shall be construed and governed by the laws of the State of Vermont as to interpretation and as to performance.

22. SEVERABILITY

- a) In the event that any provision of this Agreement, in whole or in part, is declared to be illegal or invalid by any court of competent jurisdiction or by any administrative agency having jurisdiction, all of the other terms, conditions and provisions of this Agreement shall remain in full force and effect and shall continue to be binding upon the TOWN and EMPLOYEE to the same extent as if the illegal or invalid provision had not been incorporated into this Agreement.

23. CONDITIONAL FACTORS

- a) This agreement shall be conditional based upon the EMPLOYEE successfully completing a medical, physical and psychological examination and background investigation.

24. MODIFICATION OF AGREEMENT

- a) No change or modification of this Agreement shall be valid unless it is in writing and signed by both of the parties.

IN WITNESS WHEREOF, the parties hereunto have set their hands and to this instrument the day and year first above written.

TOWN OF NORWICH

EMPLOYEE

Gerard Chapdelaine, Selectboard Chair

Nancy Kramer

From: Neil Fulton
Sent: Tuesday, July 21, 2015 1:52 PM
To: Chipper Ashley (C.Ashley.SB@gmail.com); Dan Goulet (dangoulet53@gmail.com); Linda Cook (lcook2825@gmail.com); Mary Layton (marydlayton@gmail.com); Stephen Flanders (stephen.n.flanders@gmail.com)
Cc: Nancy Kramer
Subject: FW: Requests
Attachments: Ashley email.pdf; FY 16 Annual and Hourly 1.68%.pdf

Hi Mary,

Information requested attached.

Neil

-----Original Message-----

From: Mary Layton [<mailto:mary.layton@valley.net>]
Sent: Tuesday, July 21, 2015 12:41 PM
To: Neil Fulton
Subject: Requests

Hi Neil

Would you please send me the following information:

Payroll step and grade charts that are currently in use.

An email attachment of Chris Ashley's explanation of March 2, 2015 grade and step increase, in a different format. The Mime format did not open for me.

Thanks
Mary Layton

Sent from my iPhone

Neil Fulton

From: Christopher Ashley <c.ashley.sb@gmail.com>
Sent: Wednesday, March 18, 2015 9:11 AM
To: Linda Cook
Cc: Neil Fulton; Nancy Kramer
Subject: Item for 3-25 agenda and SB packet

Linda,

Please include this memo for the 3-25 SB packet. If there is an agenda item on Neil's salary it should go there, or if not, please put it under SB correspondence.

Thank you,
Chipper

To: The Norwich Selectboard
Re: The increase in Neil Fulton's Salary for the March 4 payroll.
From: Christopher Ashley
March 18, 2015

The Selectboard and the Norwich Town Meeting both approved the FY 2015 budget with a salary line item for the Town Manager of \$101,416. This figure was based on the same rationale as for all town employees: an estimated cost of living increase of 2% and a step increase of 2% on the anniversary date of the employee's hiring. This rationale was clearly expressed during the budget process and at the town meeting. As it turns out the actual cost of living increase was slightly less than 2%.

Neil Fulton's anniversary date is September 20th. He should have begun receiving his step increase on the next payroll. This did not happen.

When I signed the warrant for the March 4th payroll, I saw the specific warrant item for an increase (over \$800 dollars) for Neil's pay. I inquired into the change and discovered the circumstance that Neil had not received his step increase in September. The added amount made up for the missing 5 months of salary and will be reduced to what he should have been receiving for the remaining FY15 payrolls.

I also discovered that there isn't a routine process for changes to the Town Manager's salary that have been approved by Town Meeting as part of the budget. I suggested to Neil at the time that this ought to be done at the first SB meeting in each new fiscal year.

I believe that it is important to note, that during my time on the Selectboard, the Town Manager's salary and any increases to it have been handled using the same percentages as every other town employee. I think this is a good system to use.

--

Christopher Ashley
Norwich Selectboard

Please note that any response or reply to this electronic message may be subject to disclosure as a public record under the Vermont Public Records Act.

**Grade and Step Plan
Town of Norwich**

FY16 Annual 1.68%																				
Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
1	21,935.08	22,373.78	22,821.25	23,277.68	23,743.23	24,218.10	24,702.46	25,196.51	25,700.44	26,214.45	26,738.74	27,273.51	27,818.98	28,375.36	28,942.87	29,521.73	30,112.16	30,714.40	31,328.69	31,955.26
2	23,045.54	23,506.45	23,976.58	24,456.11	24,945.23	25,444.14	25,953.02	26,472.08	27,001.52	27,541.55	28,092.38	28,654.23	29,227.32	29,811.86	30,408.10	31,016.26	31,636.59	32,269.32	32,914.71	33,573.00
3	24,212.22	24,696.46	25,190.39	25,694.20	26,208.09	26,732.25	27,266.89	27,812.23	28,368.48	28,935.84	29,514.56	30,104.85	30,706.95	31,321.09	31,947.51	32,586.46	33,238.19	33,902.95	34,581.01	35,272.63
4	25,437.96	25,946.72	26,465.66	26,994.97	27,534.87	28,085.57	28,647.28	29,220.22	29,804.63	30,400.72	31,008.74	31,628.91	32,261.49	32,906.72	33,564.85	34,236.15	34,920.87	35,619.29	36,331.68	37,058.31
5	26,725.76	27,260.28	27,805.48	28,361.59	28,928.82	29,507.40	30,097.55	30,699.50	31,313.49	31,939.76	32,578.55	33,230.12	33,894.73	34,572.62	35,264.07	35,969.36	36,688.74	37,422.52	38,170.97	38,934.39
6	28,078.75	28,640.33	29,213.13	29,797.40	30,393.35	31,001.21	31,621.24	32,253.66	32,898.73	33,556.71	34,227.84	34,912.40	35,610.65	36,322.86	37,049.32	37,790.30	38,546.11	39,317.03	40,103.37	40,905.44
7	29,500.24	30,090.24	30,692.05	31,305.89	31,932.01	32,570.65	33,222.06	33,886.50	34,564.23	35,255.52	35,960.63	36,679.84	37,413.44	38,161.71	38,924.94	39,703.44	40,497.51	41,307.46	42,133.61	42,976.28
8	30,993.69	31,613.56	32,245.83	32,890.75	33,548.57	34,219.54	34,903.93	35,602.01	36,314.05	37,040.33	37,781.13	38,536.76	39,307.49	40,093.64	40,895.51	41,713.43	42,547.69	43,398.65	44,266.62	45,151.95
9	32,562.74	33,214.00	33,878.28	34,555.85	35,246.96	35,951.90	36,670.94	37,404.36	38,152.45	38,915.49	39,693.80	40,487.68	41,297.43	42,123.38	42,965.85	43,825.17	44,701.67	45,595.70	46,507.62	47,437.77
10	34,211.23	34,895.46	35,593.37	36,305.23	37,031.34	37,771.97	38,527.41	39,297.95	40,083.91	40,885.59	41,703.30	42,537.37	43,388.12	44,255.88	45,141.00	46,043.82	46,964.69	47,903.99	48,862.07	49,839.31
11	35,943.18	36,662.04	37,395.28	38,143.19	38,906.05	39,684.17	40,477.86	41,287.41	42,113.16	42,955.42	43,814.53	44,690.82	45,584.64	46,496.33	47,426.26	48,374.78	49,342.28	50,329.13	51,335.71	52,362.42
12	37,762.80	38,518.06	39,288.42	40,074.19	40,875.67	41,693.18	42,527.05	43,377.59	44,245.14	45,130.04	46,032.64	46,953.30	47,892.36	48,850.21	49,827.21	50,823.76	51,840.23	52,877.04	53,934.58	55,013.27
13	39,674.54	40,468.03	41,277.39	42,102.94	42,945.00	43,803.90	44,679.98	45,573.58	46,485.05	47,414.75	48,363.05	49,330.31	50,316.91	51,323.25	52,349.72	53,396.71	54,464.64	55,553.94	56,665.02	57,798.32
14	41,683.07	42,516.73	43,367.06	44,234.40	45,119.09	46,021.47	46,941.90	47,880.74	48,838.36	49,815.12	50,811.43	51,827.65	52,864.21	53,921.49	54,999.92	56,099.92	57,221.92	58,366.36	59,533.68	60,724.36
15	43,793.27	44,669.14	45,562.52	46,473.77	47,403.25	48,351.31	49,318.34	50,304.70	51,310.80	52,337.01	53,383.75	54,451.43	55,540.46	56,651.27	57,784.29	58,939.98	60,118.78	61,321.15	62,547.58	63,798.53
16	46,010.31	46,930.51	47,869.12	48,826.50	49,803.03	50,799.10	51,815.08	52,851.38	53,908.41	54,986.57	56,086.31	57,208.03	58,352.19	59,519.24	60,709.62	61,923.81	63,162.29	64,425.54	65,714.05	67,028.33
17	48,339.58	49,306.37	50,292.50	51,298.35	52,324.31	53,370.80	54,438.22	55,526.98	56,637.52	57,770.27	58,925.68	60,104.19	61,306.27	62,532.40	63,783.05	65,058.71	66,359.88	67,687.08	69,040.82	70,421.64
18	50,786.77	51,802.50	52,838.55	53,895.33	54,973.23	56,072.70	57,194.15	58,338.03	59,504.79	60,694.89	61,908.79	63,146.96	64,409.90	65,698.10	67,012.06	68,352.30	69,719.35	71,113.74	72,536.01	73,986.73
19	53,357.85	54,425.01	55,513.51	56,623.78	57,756.25	58,911.38	60,089.60	61,291.40	62,517.22	63,767.57	65,042.92	66,343.78	67,670.65	69,024.07	70,404.55	71,812.64	73,248.89	74,713.87	76,208.15	77,732.31
20	56,059.09	57,180.27	58,323.88	59,490.35	60,680.16	61,893.77	63,131.64	64,394.27	65,682.16	66,995.80	68,335.72	69,702.43	71,096.48	72,518.41	73,968.78	75,448.15	76,957.12	78,496.26	80,066.19	81,667.51
21	61,878.75	63,116.32	64,378.65	65,666.22	66,979.54	68,319.14	69,685.52	71,079.23	72,500.81	73,950.83	75,429.85	76,938.44	78,477.21	80,046.76	81,647.69	83,280.65	84,946.26	86,645.18	88,378.09	90,145.65
22	68,302.56	69,668.61	71,061.98	72,483.22	73,932.89	75,411.54	76,919.77	78,458.17	80,027.33	81,627.88	83,260.44	84,925.65	86,624.16	88,356.64	90,123.77	91,926.25	93,764.77	95,640.07	97,552.87	99,503.93
23	75,393.24	76,901.11	78,439.13	80,007.91	81,608.07	83,240.23	84,905.04	86,603.14	88,335.20	90,101.91	91,903.94	93,742.02	95,616.86	97,529.20	99,479.78	101,469.38	103,498.77	105,568.74	107,680.12	109,833.72
24	83,220.03	84,884.43	86,582.12	88,313.77	90,080.04	91,881.64	93,719.27	95,593.66	97,505.53	99,455.64	101,444.76	103,473.65	105,543.13	107,653.99	109,807.07	112,003.21	114,243.27	116,528.14	118,858.70	121,235.88
25	91,859.35	93,696.53	95,570.46	97,481.87	99,431.51	101,420.14	103,448.54	105,517.51	107,627.86	109,780.42	111,976.03	114,215.55	116,499.86	118,829.86	121,206.46	123,630.59	126,103.20	128,625.26	131,197.77	133,821.72

**Grade and Step Plan
Town of Norwich**

FY16 Hourly - 1.68%																				
Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
1	10.55	10.76	10.97	11.19	11.42	11.64	11.88	12.11	12.36	12.60	12.86	13.11	13.37	13.64	13.91	14.19	14.48	14.77	15.06	15.36
2	11.08	11.30	11.53	11.76	11.99	12.23	12.48	12.73	12.98	13.24	13.51	13.78	14.05	14.33	14.62	14.91	15.21	15.51	15.82	16.14
3	11.64	11.87	12.11	12.35	12.60	12.85	13.11	13.37	13.64	13.91	14.19	14.47	14.76	15.06	15.36	15.67	15.98	16.30	16.63	16.96
4	12.23	12.47	12.72	12.98	13.24	13.50	13.77	14.05	14.33	14.62	14.91	15.21	15.51	15.82	16.14	16.46	16.79	17.12	17.47	17.82
5	12.85	13.11	13.37	13.64	13.91	14.19	14.47	14.76	15.05	15.36	15.66	15.98	16.30	16.62	16.95	17.29	17.64	17.99	18.35	18.72
6	13.50	13.77	14.04	14.33	14.61	14.90	15.20	15.51	15.82	16.13	16.46	16.78	17.12	17.46	17.81	18.17	18.53	18.90	19.28	19.67
7	14.18	14.47	14.76	15.05	15.35	15.66	15.97	16.29	16.62	16.95	17.29	17.63	17.99	18.35	18.71	19.09	19.47	19.86	20.26	20.66
8	14.90	15.20	15.50	15.81	16.13	16.45	16.78	17.12	17.46	17.81	18.16	18.53	18.90	19.28	19.66	20.05	20.46	20.86	21.28	21.71
9	15.66	15.97	16.29	16.61	16.95	17.28	17.63	17.98	18.34	18.71	19.08	19.47	19.85	20.25	20.66	21.07	21.49	21.92	22.36	22.81
10	16.45	16.78	17.11	17.45	17.80	18.16	18.52	18.89	19.27	19.66	20.05	20.45	20.86	21.28	21.70	22.14	22.58	23.03	23.49	23.96
11	17.28	17.63	17.98	18.34	18.70	19.08	19.46	19.85	20.25	20.65	21.06	21.49	21.92	22.35	22.80	23.26	23.72	24.20	24.68	25.17
12	18.16	18.52	18.89	19.27	19.65	20.04	20.45	20.85	21.27	21.70	22.13	22.57	23.03	23.49	23.96	24.43	24.92	25.42	25.93	26.45
13	19.07	19.46	19.84	20.24	20.65	21.06	21.48	21.91	22.35	22.80	23.25	23.72	24.19	24.67	25.17	25.67	26.18	26.71	27.24	27.79
14	20.04	20.44	20.85	21.27	21.69	22.13	22.57	23.02	23.48	23.95	24.43	24.92	25.42	25.92	26.44	26.97	27.51	28.06	28.62	29.19
15	21.05	21.48	21.91	22.34	22.79	23.25	23.71	24.18	24.67	25.16	25.67	26.18	26.70	27.24	27.78	28.34	28.90	29.48	30.07	30.67
16	22.12	22.56	23.01	23.47	23.94	24.42	24.91	25.41	25.92	26.44	26.96	27.50	28.05	28.62	29.19	29.77	30.37	30.97	31.59	32.23
17	23.24	23.70	24.18	24.66	25.16	25.66	26.17	26.70	27.23	27.77	28.33	28.90	29.47	30.06	30.66	31.28	31.90	32.54	33.19	33.86
18	24.42	24.91	25.40	25.91	26.43	26.96	27.50	28.05	28.61	29.18	29.76	30.36	30.97	31.59	32.22	32.86	33.52	34.19	34.87	35.57
19	25.65	26.17	26.69	27.22	27.77	28.32	28.89	29.47	30.06	30.66	31.27	31.90	32.53	33.18	33.85	34.53	35.22	35.92	36.64	37.37
20	26.95	27.49	28.04	28.60	29.17	29.76	30.35	30.96	31.58	32.21	32.85	33.51	34.18	34.86	35.56	36.27	37.00	37.74	38.49	39.26
21	29.75	30.34	30.95	31.57	32.20	32.85	33.50	34.17	34.86	35.55	36.26	36.99	37.73	38.48	39.25	40.04	40.84	41.66	42.49	43.34
22	32.84	33.49	34.16	34.85	35.54	36.26	36.98	37.72	38.47	39.24	40.03	40.83	41.65	42.48	43.33	44.20	45.08	45.98	46.90	47.84
23	36.25	36.97	37.71	38.47	39.23	40.02	40.82	41.64	42.47	43.32	44.18	45.07	45.97	46.89	47.83	48.78	49.76	50.75	51.77	52.80
24	40.01	40.81	41.63	42.46	43.31	44.17	45.06	45.96	46.88	47.82	48.77	49.75	50.74	51.76	52.79	53.85	54.92	56.02	57.14	58.29
25	44.16	45.05	45.95	46.87	47.80	48.76	49.73	50.73	51.74	52.78	53.83	54.91	56.01	57.13	58.27	59.44	60.63	61.84	63.08	64.34

#6

Nancy Kramer

From: Neil Fulton
Sent: Tuesday, July 21, 2015 9:55 AM
To: Chipper Ashley (C.Ashley.SB@gmail.com); Dan Goulet (dangoulet53@gmail.com); Linda Cook (lcook2825@gmail.com); Mary Layton (marydlayton@gmail.com); Stephen Flanders (stephen.n.flanders@gmail.com)
Cc: Nancy Kramer; Roberta Robinson
Subject: FW: Payroll questions
Attachments: Selectboard2015-03-25.pdf; Payroll Form.pdf; Item for 3-25 agenda and SB packet

Mary,

As of July 1, 2014 - 25F

Attached is the payroll form that authorized the increase from 25F to 25G.

My rate was miscoded as we made the transition from FY15 to FY16. As of June 30 2015, I was at the 25G rate and as of July 1, I was at the 25G rate.

Attached is an email from Chipper explaining the increase.

Attached are the minutes of the March 25, 2015 Selectboard meeting when Chipper's email was discussed.

Neil

From: Mary Layton [<mailto:marydlayton@gmail.com>]
Sent: Tuesday, July 21, 2015 8:26 AM
To: Neil Fulton
Subject: Payroll questions

Hi Neil

I have some payroll questions. I would appreciate an email response.

In regards to our conversation yesterday when I was looking over the current payroll warrant, you mentioned that your compensation level was increased in this pay period from grade step 25F to 25G. Did I hear that statement correctly?

Would you kindly inform me of your grade and step arrangements at the following points in time:

August 2014

September 20, 2014. Is this your anniversary date? Was a grade and step increase made at this time in accordance with town policy, which states that it is awarded on the anniversary date of hire, contingent upon a completed and positive evaluation?

March 5, 2014. Was an increase awarded on or before this date?

July 20, 2014. As per our conversation, was an additional grade and step increase added to your compensation?

It would be very helpful to me to be clearly informed on these points. The payroll needs to be signed so that employees can receive their compensation.

I do not wish to be placed in the position of sanctioning a pay increase that is not in accordance with town policy. As your compensation authorization is bundled together with that of other town employees, and because there are procedural questions in my mind as well as time pressure, I view this as a very awkward situation.

I would appreciate your prompt reply.

Mary Layton

Minutes of the Selectboard Meeting of Wednesday, March 25, 2015 at 6:30 PM

Members present: Linda Cook, Chair; Christopher Ashley (by phone); Steve Flanders; Dan Goulet; Mary Layton, Vice-Chair; Neil Fulton, Town Manager; Nancy Kramer, Assistant to the Town Manager.

There were about 25 people in the audience.

Also participating: Bill Aldrich, Lyle Favreau, Carolyn Frye, Thad Goodwin, Dennis Kaufman, Steve Leinoff, Lee Michaelides, Bonnie Munday, Frank Olmstead, Nancy Osgood, Doug Robinson, Anne Silberfarb, Peter Silberfarb, Demo Sofronas, Richard Stucker, Matt Swett.

Cook opened the meeting at 6:30 pm.

1. Approval of Agenda (Action Item). The Selectboard, by consensus, approved the Agenda.
2. Public Comments. No actions taken.
3. Town Manager's Report (Discussion). No report other than what is on the agenda.
4. Finance – Board to Sign Accounts Payable/Warrants (Action Item). After two questions, Flanders **moved** (2nd Ashley) to approve Check Warrant Report #15-23 for General Fund in the amount of \$1,075,769.78, for Highway Garage Fund in the amount of \$1,498.45, for Police Station Fund in the amount of \$1,498.45, for Fire Station Fund in the amount of \$1,498.45 and for Long Term Facility Study Fund in the amount of \$1,254.65 for the period from 03/12/15 to 03/25/15. **Motion passed.**
7. Review Rules for Conduct of Regular and Special Selectboard Meetings (Discussion/Action Item). Fulton reviewed the changes and Cook read the new #12. After some discussion, Flanders **moved** (2nd Ashley) to accept the highlighted changes to Rules for Conduct of Regular and Special Selectboard Meetings. **Motion passed 3 to 2** (yes – Ashley, Flanders and Layton; no – Cook and Goulet).
8. Email from Chris Katucki (Discussion/Possible Action Item). Cook reviewed Katucki's request and Kaufman spoke in favor of the Town doing. After discussion regarding how best to do, Flanders **moved** (2nd Goulet) that the Town Manager's Office post to the Norwich Listserv links to the agendas and minutes of the Town of Norwich's committees, boards and commissions. **Motion passed.**
5. Liquor Licenses (Action Item). Flanders **moved** (2nd Layton) that the Selectboard convene as the Norwich Liquor Commission. **Motion passed.** Munday spoke briefly about what was needed from the Selectboard and Cook reviewed the applications. Afterwards, Flanders **moved** (2nd Layton) to approve the liquor license applications for Norwich Inn (3), Dan & Whit's General Store, King Arthur Flour Company (2), Carpenter and Main Restaurant (2) and Norwich Wines & Spirits. **Motion passed.** After signing the applications, Goulet **moved** (2nd Ashley) to close the Norwich Liquor Commission session and reconvene as the Selectboard meeting. **Motion passed.**

6. Town of Norwich Open Positions Interviews/Appointments (Action Item). Candidates present and interviewed were: Frank Olmstead, Bill Aldrich, Nancy Osgood, Lee Michaelides and Thad Goodwin. Afterwards, Goulet **moved** (2nd Flanders) to appoint Frank Olmstead as the Agent to Prosecute for a one-year term ending in March, 2016, appoint Chris Rimmer to the Conservation Commission for a four-year term ending in March, 2019, appoint Robert Sydney to the Energy Committee for a three-year term ending in March, 2018, reappoint Bill Aldrich and Nancy Osgood to the Historic Preservation Commission for three-year terms ending in March, 2018, appoint Lee Michaelides to the Board of Listers for an interim period ending March 1, 2016 and reappoint Chris Clapp to the Recreation Council for a three-year term ending in March, 2018. **Motion passed.** Goulet **moved** (2nd Layton) to reappoint Thad Goodwin as Tree Warden. **Motion passed.**

Layton took over as Vice-Chair for this portion of the meeting. After discussion of the duties of the Town Service Officer and how to apply for assistance, Flanders **moved** (2nd Goulet) appoint Linda Cook as the Town Service Officer for the period April 15, 2015 through April 14, 2016. **Motion passed.** Cook abstained.

9. Town Pool Dam (Discussion/Possible Action Item). No actions taken.

10. Capital Facilities (Discussion/Possible Action Item). Cook polled the Selectboard as to their priorities. Responses were: Layton – timeline, scope of project; Flanders – timeline, program; Ashley – timeline, do DPW project first; Goulet – downsize, do Police Station then DPW and Cook – timeline, program for each. Public comments encouraged the Board to move forward with the project. After Selectboard discussion of Flanders suggested steps for seeking bond approval and some discussion of the program, the Board agreed by consensus to have a special meeting April 1st at 6:00 pm to further review the timeline and program.

11. Correspondence (Please go to www.norwich.vt.us, click on Boards & Committees from the blue banner, click on Selectboard and click on Recent Selectboard Correspondence in the middle section to view resident correspondence):

a) Resident –

- 1) #11 a) and b). Email from Arline Rotman Re: Public Facilities and Letter from John Saroyan Re: VNA Leadership Salaries. Goulet **moved** (2nd Flanders) to receive an email from Arline Rotman re: public facilities and a letter from John Saroyan re: VNA leadership salaries. **Motion passed.**

12. Selectboard

- a) Town Manager Pay (Discussion/Possible Action Item). The Selectboard reviewed Ashley's email regarding the increase in Fulton's salary. No actions were taken.
- b) Approval of the Minutes of the 11/19/14, 11/25/14, 12/3/14, 12/10/14, 1/7/15, 1/14/15, 1/28/14, 2/11/15, 2/25/15 and 3/4/15 Meetings (Action Item). After discussion, Flanders **moved** (2nd Ashley) to approve the minutes of the November 19, 2014, November 25, 2014, December 3, 2014, December 10, 2014, January 7, 2015, January 14, 2015, January 28, 2014, February 11, 2015 and February 25, 2015 Selectboard meetings. **Motion passed 3 to 1** (yes – Ashley, Flanders and Goulet; no – Cook). Layton abstained. Flanders **moved** (2nd Layton) to approve the minutes of the March 4, 2015 Selectboard meeting. **Motion passed.**
- c) Review of Next Agendas (Discussion/Possible Action Item). Items on the agenda for April 8th will include: an Executive Session for an update on litigation, capital facilities, alarm and speed ordinances and an appointment to the Norwich Energy Committee.

Goulet **moved** (2nd Ashley) to adjourn. **Motion passed.** Meeting adjourned at 8:58 pm.

Approved by the Selectboard on April 22, 2015.

By Nancy Kramer
Assistant to the Town Manager

Linda Cook
Selectboard Chair

Special Selectboard Meeting – April 1, 2015 at 6:00 PM

Next Regular Meeting – April 8, 2015 at 6:30 PM

PLEASE NOTE THAT CATV RECORDS ALL REGULAR MEETINGS OF THE NORWICH SELECTBOARD. FOR A MORE DETAILED TRANSCRIPTION PLEASE REFER TO THE DVD. DVDs ARE AVAILABLE ONE WEEK AFTER AIRING AT THE NORWICH PUBLIC LIBRARY.

25-F
99744.43

25-G
101739.32

<input type="checkbox"/> Hired	<input type="checkbox"/> Probationary Period Completed
<input type="checkbox"/> Re-Hired	<input type="checkbox"/> Length of Service Increase
<input type="checkbox"/> Promotion	<input type="checkbox"/> Re-Evaluation of Existing Job
<input type="checkbox"/> Demotion	<input type="checkbox"/> Resignation
<input type="checkbox"/> Transfer	<input type="checkbox"/> Retirement Date Withholding Begins:
<input type="checkbox"/> Merit Increase	<input type="checkbox"/> Layoff
X Wage Scale Change	<input type="checkbox"/> Discharge
<input type="checkbox"/> COLA Increase	<input type="checkbox"/> Leave of absence from: to:

√ all applicable boxes	FROM	TO
<input type="checkbox"/> Department		
<input type="checkbox"/> Job		
<input type="checkbox"/> Shift		
<input checked="" type="checkbox"/> Rate	99,744.43 Grade 25 Step F	101,739.32 Grade 25 Step G
<input type="checkbox"/> Address/Phone		
<input type="checkbox"/> Benefit Plan		
<input type="checkbox"/> Other		

Employee signature	Date
Supervisor Signature	Date
Town Manager Signature	Date

Initials and date of person entering data into payroll system

Nancy Kramer

From: Neil Fulton
Sent: Thursday, July 23, 2015 9:12 AM
To: Chipper Ashley (C.Ashley.SB@gmail.com); Dan Goulet (dangoulet53@gmail.com); Linda Cook (lcook2825@gmail.com); Mary Layton (marydlayton@gmail.com); Stephen Flanders (stephen.n.flanders@gmail.com)
Cc: Nancy Kramer; Andy Hodgdon
Subject: Curb and Repaving Sidewalk

All,

Please review the following email from Jonathan Vincent of the Fire District. It applies to the section of Main Street between the north terminus of Hazen Street and Koch Road. The current bituminous curb and sidewalk is the Fire District's and they have the responsibility to maintain. We have done a number of cooperative projects with the Fire District in the past to upgrade curbing and replace sidewalks and at the end on the project we assumed the responsibility for future repairs and maintenance.

The last cooperative project we did with the Fire District was the curbing and sidewalk between Koch Road and Turnpike Road. We supplied labor and gravel to remove the curbing and sidewalk and make ready for the installation of the curbing and paving the sidewalk. The Fire District paid for the purchase and installation of the curbing, the concrete backing of the curbing and paving the sidewalk.

For the section between Hazen Street and Koch Road we estimate that the curbing purchase and installation including concrete backing will cost \$17,500, paving the sidewalk \$11,000, for a total contracted services cost of \$28,500. In addition there would be Town backhoe and truck time and labor time for both the Town and Fire District.

The cost for replacing the current bituminous curb with a concrete backed granite curb and repaving the sidewalk was not included in the paving work discussed by the Selectboard at the July 8, 2015 Selectboard meeting.

The Fire District has now offered to contribute \$5,000 to the project. If the same cost sharing model was used for this project as for the section between Koch Road and Turnpike Road the Fire District cost would be \$28,500. We initially asked that the Fire District contribute approximately \$25,000 towards the curb and sidewalk portion of the project. I then offered to recommend to the Selectboard that the curb and sidewalk project proceed with the paving project if the Fire District would contribute \$10,000 towards the curbing and paving. The Town would essentially pay for new granite curbing to establish a better drainage profile and the Fire District would pay the cost of paving the sidewalk.

The start date for the Main Street paving has been changed from July 27 to August 3 in case the Selectboard wants to consider adding an agenda item to the July 29 meeting to consider the Fire District proposal.

I await your guidance

Neil

From: Jonathan Vincent [<mailto:jonathanvinc@gmail.com>]
Sent: Wednesday, July 22, 2015 9:12 AM
To: Nancy Kramer; Neil Fulton
Cc: Barbara Currier; Vince Watts; Norwich Fire District
Subject: Repaving Sidewalk

The Prudential Committee of the Norwich Fire district considered Andy Hogdon's verbal proposal that the NFD contribute \$10,000 towards the repair of the sidewalk from Hazen Street to Koch Road. We were told that work is scheduled to begin August 1. Two years ago, when this work was "scheduled," the NFD verified that all the water services were copper in that section, since plastic services tend to break.

At this point, the Committee felt that we did not have that much available, but were able to justify a gift of \$5,000 toward the work, with the understanding that at the completion of the project, the sidewalk would be owned by the Town.

We hope that the additional amount can be found to do the repairs in conjunction with the repaving already approved by the Select Board, since it would be more cost efficient and produce a much better end product. We look forward to discussing this with the Select Board at their August 26 meeting. The next Prudential Committee meeting is scheduled for August 10 at 5:30 p.m. in Tracy Hall.

For the Prudential Committee:

Jonathan Vincent, Chair

--

Jonathan Vincent

802-649-1807

Jonathanvinc@gmail.com

To: The Norwich Select Board

From: The Prudential Committee of the Norwich Fire District

Date: July 1, 2015

Re: Ownership of Sidewalks in Norwich

The Fire District has been approached by Andy Hodgdon, acting in his position as Director of Public Works, asking the District to pay \$25,000 toward the restoration of and the installation of new granite curbing on the sidewalk from Koch Road to Hazen Street. This would be coordinated with the Town's repaving of that section of North Main Street.

The Board voted unanimously not to pay the \$25,000, since our budget has been stretched by the nearly completed repairs to the pump house, as well as miscellaneous other repairs.

In the past the District was able to budget a small amount, about \$10,000 each year, for sidewalk maintenance and repair, but has been unable to do so for the past several years. Accordingly, since the sidewalks are used by all in the Town, and do need upkeep, the Prudential committee is proposing turning over the remaining sidewalks in its possession to the Town at no charge.

The Town has money set aside in a sidewalk fund, and is in a far better position to properly maintain the sidewalks. If this proposal is acceptable, please let us know so that the necessary documents can be drawn up. We expect them to be similar to those used throwing up the Fire District land at the transfer station to the Town some years ago.

Respectfully,

Jonathan Vincent, Chair
Barbara Currier
Vince Watts

The Prudential Committee of the Norwich Fire District

Town of Norwich, Vermont



CHARTERED 1761

Neil R. Fulton
Town Manager

November 1, 2012

Brion McMullan
Norwich Fire District
P.O. Box 777
Norwich, VT 05055

Re: Transfer of Fire District Sidewalks to the Town

Dear Brion,

This is a follow-up to the ongoing discussions we have been having in regard to the Fire District sidewalks and a proposal for transferring the ownership of the current Fire District sidewalks to the Town of Norwich. I am prepared to recommend to the Selectboard the approval of a Memorandum of Agreement (MOA) based on the following:

- The Town and Fire District will work together by contributing labor and equipment to reduce the costs to both entities within the capabilities of the Town and Fire District.
- The Fire District upgrades the sidewalks as shown in the attached spreadsheet.
- Any new or reset granite curb is backed by concrete.
- The sidewalk is paved with a 2" of Type II $\frac{3}{4}$ " base and 1" of Type IV $\frac{3}{8}$ " top coat.
- Where required in areas where a sidewalk is paved or repaved detectable warning truncated cones shall be installed.
- The Town would accept the responsibility for the sidewalks identified as "No upgrade needed" once the MOA is signed by both parties.

I am available to meet with you and/or the Prudential Committee to work out any details.

Thank you for all your help reviewing options for the Town to assume the responsibility for the current Fire District sidewalks.

Sincerely,

Neil R. Fulton
Town Manager

Enclosure

cc: Andy Hodgdon
File

/ndk

**Fire District Sidewalks
Proposal for Transfer to Town**

Calendar Year	Street	From	To	Notes
2013	Main Street	Gateway Project	Elm Street	No upgrade needed
2013	Main Street	Elm Street	Dan & Whit's	No upgrade needed
2013	Church Street	Main Street	Congregational Church	No upgrade needed
2013	Main Street	Tracy Hall	Tracy Hall	No upgrade needed
2013	Main Street	Tracy Hall	Carpenter Street	No upgrade needed
2013	Main Street	Carpenter Street	Stone Planter	No upgrade needed
2013	Main Street	Stone Planter	Hazen Street South	FD - Install granite curb Town - Paves
2013	Main Street	Hazen Street South	Hazen Street North	FD - Install granite curb Town - Paves
2013	Main Street	Hazen Street North	Koch Road	FD - Replaces asphalt curb with granite
2014-2015	Beaver Meadow Road	Cemetery	Bridge	FD - Replaces asphalt curb with granite and paves
2016	Main Street	Norwich Inn	Beaver Meadow Road	FD - Resets granite curb and paves
2016	Beaver Meadow Road	Norwich Inn	Norwich Inn Service Driveway	FD - Resets granite curb and paves
2016	Beaver Meadow Road	Cross House/Inn Service Driveway	Crosswalk	FD - Installs granite curb and paves

FD - Fire District
Town - Town of Norwich

Existing Norwich Sidewalks

Street	From	To	Length	Width	Sidewalk Material	Curb Material	Condition	Current Cost to Replace	Year Built	Remaining Life (Years)	Annualized
Main Street	Montshire Drive	Ledyard Bridge	1,302	5	Concrete	Granite	Fair	\$20,181	1970	5	\$1,009
Main Street	Under Ledyard Bridge	Foley Park	805	5	Concrete	Granite	Excellent	\$12,478	2003	11	\$624
Main Street	Ledyard Bridge	Gateway Condos	3,626	5	Asphalt	Granite	Fair to Poor	\$56,203	1970	5	\$2,810
Main Street	Gateway Condos	Church Street	909	5	Concrete	Granite	Excellent	\$14,090	2009	17	\$704
Church Street	Main Street	Marion Cross	277	5	Concrete	Granite	Excellent	\$4,294	2009	17	\$215
Main Street	Koch Road	Turnpike Road	530	5	Asphalt	Granite	Excellent	\$8,215	2010	18	\$411
Turnpike Road	Main Street	Huntley Rec. Entrance	2,100	4	Asphalt	Granite	Poor	\$74,235	1999	7	\$3,712
Turnpike Road	Huntley Street	Moore Lane	740	5	Asphalt	Granite	Excellent	\$11,470	2009	17	\$574
Elm Street	Holland	Holland	200	5	Asphalt	Granite	Good	\$3,418	1994	10	\$171
Main Street	Library Bus Stop	Library Bus Stop	40	5	Concrete	Granite	Excellent	\$1,257	2004	12	\$63
Beaver Meadow Road	Bridge	Huntley Street	90	5	Asphalt	None	Poor	\$3,680	1982	0	\$184
Hazen Street	Main Street	Library entrance	100	5	Asphalt	Granite	Poor	\$3,853	1999	5	\$193
		Total	10,529					\$213,372			\$10,669