

Agenda for the Special Selectboard Meeting
Monday, February 10, 2020 at 7:00 PM
***Conference Room, Tracy Hall, 300 Main St., Norwich**

1. Review of Agenda
2. Public Comments (restricted to this time frame only due to Herb's request)
3. Correspondence
 - a. Bob Haynes – TM contract
 - b. Sharon Racusin – TM contract (2 items)
 - c. Dave and Sarah Reeves – TM contract
 - d. Jay Mead – TM contract
 - e. Linda Gray – TM contract
 - f. Stephen Flanders – TM contract
 - g. Melissa Horowitz – TM contract
 - h. Liz Blum – TM contract
 - i. Anne Garrigue – TM contract
 - j. Will J. Millard – TM contract
4. Herb Durfee presentation
5. Herb Durfee contract discussion/action item (possible motion to reconsider)
5. If a motion to reconsider passes: Contract renewal (discussion/action)
 - a. Schedule future agenda item for negotiations
6. If the motion to reconsider does not pass: TM Search (discussion/action)
 - a. Schedule future agenda item to prepare for a TM search
7. Check in
8. Adjourn

*Please note meeting location – Conference Room is located on 2nd Floor

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Miranda Bergmeier

From: Bob Haynes <rhaynes@gmedc.com>
Sent: Monday, January 27, 2020 3:22 PM
To: Miranda Bergmeier
Cc: Herb Durfee; Mark Condon
Subject: Town Manager's contract

Dear Select Board Members, seeing news this morning on Daybreak that you voted not to renew Herb Durfee's contract, in the interest of time I felt obliged to send a message stating my support for him. As someone who has worked with Herb on issues affecting an important town among the 30 in GMEDC's district (as well as my hometown since 1987), I find him easy to reach, well informed, professional, reasonable and totally transparent. I deal with a number of state, local and federal officials and Herb is among those I am most comfortable with, discussing problems, issues, events, legislation, goals, etc.. I value his knowledge and experience with planning, development guidelines, and statute and believe he would continue to be valuable to Norwich citizens as you and they plan the future. Therefore, I urge you will reconsider your decision and immediately renew discussions with Herb about extending his contract.

Please contact me if you would like additional input and thank you.

Respectfully submitted,
Bob Haynes
47 Tucker Hill Road

Robert Haynes, Jr.
Executive Director

Green Mountain Economic Development Corporation
35 Railroad Row, Suite 101
White River Junction, VT 05001
[\(802\) 295-3710](tel:8022953710) - Phone
[\(603\) 448-8494](tel:6034488494) - Mobile
rhaynes@gmedc.com

From: Sharon Racusin <sdracusin@gmail.com>
Sent: Wednesday, January 29, 2020 7:05 AM
To: Miranda Bergmeier; Me
Subject: letter to Select Board

To John Pepper, Chair;

I am writing in support of renewing the Town Manager's contract.

My perspective is through the lens of having been on the board during the short tenures of three Town Managers.

My only interaction with Herb over the last three years has been over my frustration of living at the center of the worst morning and evening rush hours on 10A. Herb has been extremely patient and responsive to my emails. He took the initiative to set up a meeting and has followed up with his contacts, keeping me in the loop with state agencies. The worst of the managers I worked with ignored my complaints.

I know that I have not worked daily with Herb, but his style fits somewhere in-between. There is room for improvement.

Heed the history of Norwich TMs and what is going on in Thetford. We currently have someone who is capable and whom you know. That is the MOST important thing. Do evaluations more frequently and put together a document like this one that keeps his feet to the fire. I did this for our board.

https://docs.google.com/document/d/1p-8715-SYDbNRzeou_qie8oPf9sMIvsnyhgnOLPpuN0/edit?usp=sharing

I urge you not to put the board or the town through looking for someone else, who at the salary we are offering is not ever going to be the best. As I said, I have been through this 3 times. It is painful and you don't know

what you have until you have something worse. That is where I am coming from.

Thank you for considering,

Sharon Racusin
76 McKenna Rd

Herb Durfee

From: John Pepper <johnpepper91@gmail.com>
Sent: Friday, January 31, 2020 7:08 AM
To: Miranda Bergmeier; Herb Durfee
Subject: Fwd: letter to Select Board

FYI for packet.

On Jan 30, 2020, at 3:25 PM, Sharon Racusin <sdracusin@gmail.com> wrote:

Thank you for responding. I hope this email is shared with the rest of the board. The article in the newspaper brought up only Neil Fulton. Neil, by the way ended up being our interim TM and he was the most professional and knowledgeable. Someone like him could command a very high salary. We are not willing to pay what he would get in a city, even like Hanover. That said, I also worked with two others who were impossible in many ways, personality conflicts to work ethic. So for me, a person like Herb might be able to improve with very clear guidelines. I know I am repeating myself. Sorry. But it is going to very hard to fill that position. We have a long history. Good luck. Sharon

Miranda Bergmeier

From: sarah d. reeves <sdreeves1@gmail.com>
Sent: Wednesday, January 29, 2020 2:09 PM
To: Miranda Bergmeier
Subject: Town Manager

Dear Members of the Selectboard,

With gratefulness for your service on the Selectboard, we write of concern with its recent action.

From the perspective of those who have lived in town for 35 plus years, we have seen the shaky transition from rule solely by Selectboard to having a Town Manager, we have experienced the difficulty with some town managers, and quick replacements. We have WELCOMED the relatively smooth management of town affairs with Herb Durfee. I understand from conversations that department heads get along with him well, and that his administrative assistant finds him excellent to work with. Of course, no one is perfect; we hope the Selectboard can find a way to resolve issues, since you seem to get along with him, too.

We know, too, that if you had to replace him, it would be even more difficult to find an excellent town manager. Candidates generally look to be in a town for a relatively long stretch of time, say, 10 years or more; Norwich already has a reputation that might give a potential candidate pause. A search takes a long time: 54 candidates were looked at before finding Herb. Do you want to put us through that again, and perhaps not find one so fine?

We're fortunate to have a Town Manager of Herb Durfee's clarity of mind, knowledge of the role, ability to communicate, and to act. Please consider the town and offer him an extension of his contract as soon as possible.

Sincerely,

Dave & Sarah Reeves
328 Elm St.
802 649-3827
[]

From: Jay Mead <jaywmead@gmail.com>
Sent: Thursday, January 30, 2020 7:24 AM
To: Miranda Bergmeier
Subject: please share this with the select board

Dear select board,

I was very distressed to see the article in the Valley News about the possibility that Herb Durfee may not continue as our town manager. It's unclear what the circumstances are for the select board not to extend his contract. From my perspective Herb has done a fine job as Norwich's town manager. I trust there will be an opportunity for the public to hear why such a decision has been made by the select board to not offer Herb the job. As you are aware managing this town is not an easy job and going through the time and expense of finding a new manager could be a problem for all of us. I also worry about the message that the letting go of someone like Herb sends to other potential town manager candidates. I view the possibility of the town walking away from Herb's leadership as an unnecessary travesty.

Please renew Herb's contract.

I look forward to your response.

Sincerely,

Jay Mead
645 Turnpike road
Norwich

From: Linda Gray <linda.c.gray@gmail.com>
Sent: Thursday, January 30, 2020 12:00 PM
To: Miranda Bergmeier
Cc: Herb Durfee; Miranda Bergmeier
Subject: Town Manager contract

Selectboard members: The Valley News article on your decision relating to Town Manager Herb Durfee's contract hints that there is a possibility that you can work out an ongoing contract, and I write to encourage you to do so.

Not knowing any particulars for your decision, all I can say is that my interactions with Herb have been solid, he seems very knowledgeable and level-headed, and there's much to be said for continuity. For example, if the facilities energy proposal is approved in March, having to get a new TM in place will, I think, mean that it would be VERY hard (impossible?) to complete the project this summer.

I urge you to work together to enable Herb to carry out his duties to your satisfaction.

Linda Gray
175 Kerwin Hill Rd
649-2032

Herb Durfee

From: Stephen Flanders <stephen.flanders@icloud.com>
Sent: Thursday, January 30, 2020 6:35 PM
To: John Pepper; claudette brochu; Langhus John; Layton Mary; Arnold Roger
Cc: Miranda Bergmeier; Herb Durfee
Subject: Considerations in renewing the Norwich town manager contract II

To the Selectboard (and for inclusion in the next SB packet):

I was disappointed to read in the January 27 *Valley News* that the Norwich Selectboard had opted not to renew Town Manager Herbert Durfee’s contract.

I wrote a memo in November 2019 recommending that the board promptly identify any issues that might be unfavorable to rehiring Mr. Durfee and give him notice of those that might require remedy, well before the contractual time for the board to decide on his rehiring.

The board appears not to have addressed concerning issues with their employee promptly enough for him to remedy them in time for a discussion of a contract renewal. Those issues, as reported in the *V/N*, include:

- 1. Inadequate written reports of town activities, especially in the selectboard packet.
- 2. Insufficient communication during the town financial scam.
- 3. Problems with prioritization of work.

Of course, there may be other issues discussed in executive session and supplied to Mr. Durfee in his written performance appraisal.

I would like the board to consider the following:

- 1. Are the deficiencies still injurious to the town, even if they are remedied?
- 2. Is the employee interested in and capable of improvement in the areas cited?
- 3. How much time would it take to confirm achievement of the needed improvements?

If no serious injury has occurred that can’t or hasn’t been remedied and if the board finds the employee willing and capable of improvement, then I suggest that it give him time to demonstrate compliance with the board’s expectations before negotiating a long-term contract. This is a matter that it would hand off to a new board in March.

Having served on the selectboard that hired Mr. Durfee and having seen the departure of two town managers and one interim manager during my service on the board, I wish to make the following observations:

- 1. At the salary range offered, he was by far the best qualified among over 50 applicants. So, don’t expect to find a better candidate in the marketplace.
- 2. Other top applicants were from out of state, were unfamiliar with Vermont statutes and institutions, and in some cases had no municipal government experience.
- 3. A history of short tenures of Norwich town managers does not improve the chances of having a desirable candidate apply for an open position.

4. Training and further developing a willing and capable incumbent is likely to be more productive than hiring an unknown commodity from a questionable pool of applicants, available at the salary range offered, and bringing that person up to speed.

I hope that the board credits the fact that in his three-year tenure Mr. Durfee has faced an extraordinary series of challenges, not of his making, that would test any town manager and distract that person from their regular duties. These include the issues surrounding the conclusion of the public safety and public works facilities, the consequences of the July 2017 storm, the challenge of having newly hired employees at budget time in 2018, the consequences financial scam, and the timetable on which the bargaining unit has made itself available for contract negotiations.

Preceding the departure of previous town managers, emotions ran high on both sides of the table. So, I commend the board and Mr. Durfee, based on the *V/N* story, for your efforts to work out what's best for the town in a rational manner.

Sincerely,

Stephen Flanders
317 Hopson Road
Norwich, Vermont 05055

802-649-1134 (Home)

From: Melissa Horwitz <horwitzmelissa@gmail.com>
Sent: Sunday, February 02, 2020 7:46 AM
To: Miranda Bergmeier
Subject: Town Manager Contract

Please add to correspondence to the SelectBoard:

I am writing out of concern about the Selectboard's decision to not renew the Town Manager's contract.

As a member of the Planning Commission, as well as a participant in other town activities, I have dealt with Herb frequently and he has always been both knowledgeable and responsive. I am under the impression that he is very committed to Norwich and that he has been an effective Town Manager.

I was therefore very surprised to see the decision of the Selectboard to not renew his contract. There was no warning that this decision was coming. This concerns me both because I think Herb has been an effective town manager and because of Norwich's history of quickly dismissing town managers. I feel the town may be unclear on what the role of the town manager should look like and this is problematic both for the smooth operations of our town government and our reputation as a town. If this pattern continues it may affect our ability to hire this position in the future because of our reputation of dismissing town managers without thorough consideration.

I realize that there are privacy and confidentiality concerns that surround an employment decision such as this one, but I hope the Selectboard will give further consideration to renewing Herb's contract.

Thank you,
Melissa Horwitz
6 Spur Lane

From: Liz Blum <elizblum@gmail.com>
Sent: Monday, February 03, 2020 4:59 PM
To: Miranda Bergmeier; Miranda Bergmeier
Subject: Town Manager

To the Norwich Select Board:

Dear Neighbors

I am concerned about the SB vote not to renew our Town Manager's contract. I write as a former SB member and chair who was involved in hiring our first and second Town Managers. Both were long and arduous processes. In 2002 the town accepted a report authored by Watt Alexander and Rob Gurwitt among others recommending that Norwich adopt a town manager form of government. I supported it then and still do. I have had many dealings with every one of Norwich's town managers including Herb. Herb has always been responsive and professional with me. He managed the recovery from the July 1, 2017 storm and the federal recovery financial aid.

I hope that you will reconsider your votes to terminate Herb's contract and spare yourselves and the town the agony of hiring another manager yet again. I have observed Herb at a number of Select Board meetings. To me, Herb appears well informed and articulate and diligent.

Thank you all for your service to our community,

Liz Blum

From: Anne Garrigue <amarsdeng@gmail.com>
Sent: Tuesday, February 04, 2020 11:32 PM
To: John Pepper; John+Langhus+
Cc: Miranda Bergmeier
Subject: Extending Town Manager's contract

Dear John and John,

I understand that you both are not running again for the Select Board. Had you considered that you will leave two new members and a new town manager running the town? I am sure you discovered the job is much more demanding and complex than you expected, that it is difficult to keep prepared and be informed and perhaps meeting twice week is inadequate? I suggest you reconsider your decision not to rehire Herb Durfee.

Also changing town managers constantly gives Norwich a bad image and less desirable for applicants. The select board itself may be difficult to work with.

Sincerely, Anne Garrigue

From: Will J. Millard <wmillard@mtholyoke.edu>
Sent: Wednesday, February 05, 2020 10:30 AM
To: Miranda Bergmeier
Subject: "Norwich selectboard rejects extending town . . ."

Greetings!

I was surprised and disappointed to read the *Valley News* report of 27 January 2020. More disappointing is the apparent opacity of the Board's process. Since 1970 I have lived in small towns in New England -- Amherst and Northampton, Massachusetts; Bennington, Manchester, and Norwich Vermont. Nowhere have I found greater disrespect for open government than in Norwich.

I urge the Selectboard to reconsider its decision on the Manager's contract, and to report the bases of their decision.

Cordially,

Will

Will J. Millard
35 Doc Hardy Lane
Norwich, Vermont 05055-9651
USA

Will.J.Millard@Dartmouth.edu
wmillard@mtholyoke.edu
802.649.3085 (residence, vmail)

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FROM THE DESK OF
HERBERT A. DURFEE, III

January 7, 2020

Norwich Selectboard
300 Main Street
Norwich, Vermont 05055

Dear Board Members:

Thank you for your willingness to hold another meeting to possibly reconsider extending my employment contract with Norwich. From my December 15, 2019 letter, you already understand I hope to be able to remain in the position of Town Manager. That desire has not changed since my December letter.

While premature until you opt to reconsider my contract, should you be willing to consider a contract renewal, I would amend the term items from my December letter as follows:

- A typical increase in salary according to the current Step/Grade schedule system but with a technical deficiency correction on how I annually move through the salary schedule.
- Increase in the number of vacation days from 15 to 20, plus correction to my contract allowing for personal days equal to that offered in the current Personnel Policies.
- Budget and allowance to attend the annual convention of the International City Managers Association (ICMA), along with opportunity to attend “training” opportunity(ies) that would mutually benefit the Town and me.
- Inclusion of a “for cause” section, including related definitions of “cause”, as part of any future contract negotiation (i.e., the subsequent contract beyond any contract your willing to offer as the immediate successor to my current contract).
- Extension of my current contract for two additional years (i.e., through April 30, 2022).

- Other items to which we mutually agree.

In addition, to try and properly address my latest performance evaluation, I would offer the attached “*Draft – Sample Suggestion of Format*” as a method to identify specific, tangible deliverables intended to improve upon those areas of improvement you identified. The format would also include milestones, scheduled target dates, and other metrics we could agree upon to help measure progress toward achieving the Deliverables. I’m happy to discuss any other format you might have in mind, but I put the attached format together believing it could have the necessary clarity and ease of structure that could be mutually beneficial.

I hope the above offers enough additional evidence testifying to my commitment to the Town Manager position and might help to permit you to reconsider offering me a contract. If not, I welcome any opportunity to collaborate with you on making that happen. I look to speaking with you Monday. Again, thank you for your willingness to schedule the meeting. It’s appreciated.

Sincerely,

A handwritten signature in black ink, appearing to read "H.A. Durfee, III", written over a horizontal line.

Herbert A. Durfee, III

Enc.

12/15/19 letter to Selectboard

Draft – Sample Suggestion of Format

FROM THE DESK OF
HERBERT A. DURFEE, III

December 15, 2019

Norwich Selectboard
300 Main Street
Norwich, Vermont 05055

RE: Town Manager Contract Renewal

Dear Board Members:

Please accept this letter as understanding that I very much would like to continue as Town Manager for Norwich. Thus, I hope you would be willing to discuss terms for a renewal contract for me to continue in the position.

“Change” seems to be the operative word since I took the position nearly three years ago. Based on what I was interviewed to do and asking those Board members that hired me, I believe they would agree that greater transparency is much improved compared to past administrations. The change has brought the *good*, specifically the new public safety building and the Highway Garage addition. The change has brought the *bad*, such as the July 1, 2017 storm event that wreaked havoc on the Town’s public infrastructure. And, unfortunately, yes, the change has brought the *ugly*, given the recent business e-mail compromises that shed light on a deficient fiscal system that still requires improvement.

Beyond the good, the bad, and the ugly, if asked today what I’m most proud to have accomplished, I’d, of course, add the *usual suspects* like finalizing issues related to Tropical Storm Irene, realizing a good portion of FEMA reimbursement for the July 1, 2017 storm event, bringing in a lot of grant funding for quality projects (e.g., RRFB’s, public safety radios, EV charging station, paving grant, structures grant, Beaver Meadow sidewalk scoping, Tigertown culverts, various Women’s Club grants, etc.), working with others to realize a Town Plan adoption, reducing the DPW vehicle fleet while replacing a couple of older vehicles with new ones, and helping the Board update and adopt a multitude of policies.

However, I’m more proud of the *unusual suspects* such as overseeing the entire transition of the Town’s department heads (not counting the Town Clerk) in less than two years, whereby half of the supervisory staff are women and one-third are minorities. I believe you would be hard pressed to find another manager in Vermont with a better composition. Beyond their composition, their value-added worth of expertise they bring to Norwich only has improved the community’s already high expectation of quality and the programs and services they oversee.

I encourage you to offer them the opportunity of offering you insight related to me and my day-to-day administration of the Town. Yes, of course they’ll support me; I hired them. However, I believe they can provide that angle of insight that you don’t often see or hear about at the Board level.

I support your asking former Board members whether they’re witnessing improvement in my office and among the various departments I oversee. Notably, of the original Board members that hired me, only one of you remains on the Board. As such, to me, that individual can provide in-

sight as to what the Board at the time was looking for in a Town Manager, whether there has been success in carrying out that vision, and, juxtaposed with whether you as current sitting members have strayed from that original direction, whether I've been able to adapt to any such change.

On the other hand, has there been disappointment over the last several years. You bet. Most of the time, my position feels completely reactionary to the "crisis" of the moment (e.g., managing day-to-day construction projects, babysitting FEMA and the state's public safety office, addressing significant turnover in department heads and its related issues, and word smithing a draft Town Plan). Yes, all those issues are part of the job, but, often, they prohibit or seriously impede my ability to be more proactive in my position, including being more communicative with you, preparing better and more timely reports, and, simply, being more accessible to the public at-large.

At any rate, the above offers a sample of the successes and areas I need to improve upon, personally and professionally. And, as I mentioned in the letter's opening, I would like to be able to continue those successes and improvements here in Norwich. To that end, there are several terms that I, respectfully, would ask for your consideration. I plan to draft actual contract language, should you be willing to consider a contract renewal. Those items including the following:

- An increase in salary (e.g., reposition to a higher Step, to the next Grade, or a combination of the the two), and correction on how I annually move through the salary schedule.
- Increase in the number of vacation days from 15 to 20, plus correction to my contract allowing for personal days equal to that offered in the current Personnel Policies.
- Budget and allowance to attend the annual convention of the International City Managers Association (ICMA), along with opportunity to attend "training" opportunity(ies) that would mutually benefit the Town and me.
- Inclusion of a "for cause" section, including related definitions of "cause".
- Increase the the contract term from three years to five.
- Other items to which we mutually agree.

If you have questions on any of the above, please let me know. Otherwise, thank you, in advance, for your time and consideration. It's greatly appreciated!

Sincerely,

Herbert A. Durfee, III

DRAFT – SAMPLE SUGGESTION OF FORMAT

Deliverables / Milestones / Schedule for Town Manager			
Area of Improvement Identified by the Selectboard	Deliverable(s)	Milestone / Schedule / Other Metric to Measure Progress	Notes / Other Info
The TM has not provided monthly written reports for the second half of the calendar year. The TM has not been able to recognize their importance in identifying potential issues nor understand the reports as an opportunity to offer strategic planning.	TM monthly written report.	Monthly for 1 st regular meeting of each month. Board feedback related to content, as necessary.	Department Head written monthly reports vary in submittal to Board members, due to availability of statistics, etc. Theirs will continue to be provided monthly on either the 1 st or 2 nd regular meeting of the Board.
The TM does not currently have the ability to spot accurate vs. inaccurate financial reports and in 2019 has not developed a keen eye for mistakes. The Board sees this as potentially harmful to the Town, especially since the BEC scam of August 2019. Board member questions relating to financial reporting have been met with obfuscation or excuses. Multiple suggestions or requests for managerial or policy improvements relating to financial reporting (e.g., changes in accounting software, layout or customization changes of reports, delivery dates of internal control procedures) have been left unaddressed.	<p>TM provide monthly financial reports, according to the Master Financial Policies. (It would be helpful to have 1 or 2 Board members meet with the TM and Finance Office to determine what format can/cannot be accomplished for financial reports. Different members have requested different formats over the past 3 years. It would be helpful to “standardize” the basic needed reports and determine what other report formats would be helpful, say, on a quarterly/year-end basis.)</p> <p>Town become ICMA member so TM can capitalize on offerings, trainings, and the like to help address financial issues.</p>		

DRAFT – SAMPLE SUGGESTION OF FORMAT

Deliverables / Milestones / Schedule for Town Manager			
Area of Improvement Identified by the Selectboard	Deliverable(s)	Milestone / Schedule / Other Metric to Measure Progress	Notes / Other Info
	<p>Other training/courses on financial reporting, etc.</p> <p>TM needs to have clear direction from the Board on whether or not the accounting software requires change. Currently, due to interface of Finance Office duties with NEMRC software used in Town Clerk and Listers' Office, the TM finds this problematic. However, TM to research other VT towns w/o NEMRC to see what software they use and how they link to state Tax Dept, Listers, and Town Clerk's offices.</p> <p>TM already gave preliminary notice to department heads that an internal review of the Town's "Chart of Accounts" is going to be examined for change.</p> <p>Once internal review is conducted, interface with the Finance Committee would be accomplished, with ultimate request for approval by the Board.</p>		

DRAFT – SAMPLE SUGGESTION OF FORMAT

Deliverables / Milestones / Schedule for Town Manager			
Area of Improvement Identified by the Selectboard	Deliverable(s)	Milestone / Schedule / Other Metric to Measure Progress	Notes / Other Info
	Complete review/update/preparation of internal financial controls TM procedures.		
The Board would like to see the TM develop a stronger understanding of financial spending in “real time”. When overspending occurs on a certain line item in the operating budget, the Board would like the TM to work toward cultivating the ability to offer an explanation without extensive delay or follow-up from individual members. Similarly, the Board would like to see the TM have a stronger recall for Designated Fund spending.	Monthly financials reports, containing info outlined in the Master Financials Policies.		
Collective bargaining negotiations have faced an unusual number of delays and cancelled meetings. Although the TM has updated the Board representatives on one occasion, the process has been unduly prolonged. On other legal issues, the TM seems to take a casual approach to legal issues resulting in unwarranted delays and fees (BEC scam).	At least a “handshake” collectively bargained agreement. Written final draft provided shortly to ensure accuracy. Final draft considered by the Union for “ratification” and then by the Board for “approval”.	Before June 30, 2020 (best guess no later than early June 2020). No later than June 30, 2020 (current target) July 2020 (subject to Union and Board action)	
Critically, the Board has often	Particular training re: comments		

DRAFT – SAMPLE SUGGESTION OF FORMAT

Deliverables / Milestones / Schedule for Town Manager			
Area of Improvement Identified by the Selectboard	Deliverable(s)	Milestone / Schedule / Other Metric to Measure Progress	Notes / Other Info
<p>been made aware of unprofessional remarks or comments of elected and appointed Town Officials by the Town Manager. This conduct creates an atmosphere of distrust in Town Government. The TM is often fixated on power and authority in ways that have ceased to be educational to the Board and have instead limited meaningful collaboration.</p>	<p>Power/authority – joint discussion with Board to clarify issue. Ask VLCT to give Town Manager form of government presentation. Clarify tasks/understanding between TM & Board. Particular TM trainings.</p> <p>Town become ICMA member so TM can capitalize on offerings, trainings, and the like to help address these issues</p>		
<p>The Board needs more insight on how the TM prioritizes his work. The TM frequently, if not consistently, agrees to individual Board member requests or timelines that he may or may not be able to fulfill, resulting in Board member frustration, or else Board priorities left incomplete or undone. Office efficiency sometimes suffers from an apparent lack of time management skills and a dependence on paper. The Board welcomes insight into how we can all better communicate expectations and become</p>	<p>Regarding “open door” policy, TM can set regular office hours for the public at-large to “stop in”, and have, for instance, two days where other work gets accomplished.</p> <p>Training/courses on time management/work prioritization. (ICMA, I believe, offers some of this type of help).</p> <p>[Don’t know really how to create a deliverable related to “dependence on paper”. While TM strives to save on paper, often paper trails are needed for grants,</p>		

DRAFT – SAMPLE SUGGESTION OF FORMAT

Deliverables / Milestones / Schedule for Town Manager			
Area of Improvement Identified by the Selectboard	Deliverable(s)	Milestone / Schedule / Other Metric to Measure Progress	Notes / Other Info
efficient in ways that better serve our community.	audits, budgeted/accounting, etc.]		