

Norwich Selectboard

Special Meeting: Wednesday, September 30, 2026 – 5:30 p.m.

Tracy Hall Multipurpose Room

This meeting is being held in-person and via ZOOM

ZOOM access information: <https://us02web.zoom.us/j/89116638939> Meeting ID: 891 1663 8939
US Toll-free: 888-475-4499 (Press *9 to raise hand; Press *6 to unmute after being recognized by Chair)

NOTE: To be admitted to Zoom, you must display a First and Last Name

Welcome & Introductions

1. Agenda – Discussion/Motion (5 mins)
2. Public Comments for Items not on the Agenda – Discussion only (10 mins)
3. Evaluation of Town Manager – Discussion with Town Manager based on self-evaluation.
 - a. Preliminary Public Discussion Session (10 min)
 - b. Proposed Executive Session (30 min)
 - c. Public Statement (5 min)
4. Adjournment – Motion

MEMORANDUM

TO: Norwich Selectboard & Brennan Duffy
CC: Miranda Bergmeier
FR: Matt Swett
DA: 09.27.26
RE: Town Manager Performance Evaluation Process

After our Town Manager performance evaluation process discussion at the Special Selectboard meeting on September 23, 2026, I was tasked with writing a memo that would outline this year's evaluation process. My understanding is there was consensus with the following:

Thursday, September 24th – Miranda distributed the Town Manager Evaluation Direct Report Survey to all direct reports of the Town Manager. This is the same survey that was used last year. The survey can be filled out and returned in a sealed envelope to Miranda.

Friday, September 25th – I distributed the Town Manager Performance Evaluation Form to Selectboard members and the Town Manager. The form is the exact same content and format that was approved at our Selectboard meeting on July 22, 2026, and what was in that meeting's corresponding packet. However, I made the following minor changes to the form:

1. I filled in the date on the fourth line of the form to match when it was approved.
2. For obvious reasons, I changed the word "differed" to "deferred" in section PO #2D.

I have attached the form with this memo.

Monday, September 28th – Direct Report Surveys are due by 4:00pm. I will collect the envelopes and consolidate all the surveys. I will share them with Selectboard members at our Special Meeting on Wednesday, September 30th.

Wednesday, September 30th – The Selectboard will hold a Special Meeting beginning at 5:30pm. We will go into executive session and invite the Town Manager to join us. The Town Manager will present his self-evaluation based upon the framework of the evaluation form. Upon completion of that phase of the evaluation process, the Town Manager will leave the Selectboard in executive session. The five of us will discuss our evaluations of the Town Manager based upon the framework of the evaluation form. Our discussion will be informed by our own experiences, the opinions of our constituents, the direct report survey and many other natural sources of input. At the conclusion of our meeting, and based upon the full discussion of this topic, each Selectboard member should be able to fill out their own Town Manager Performance Evaluation Form, or to edit it if they filled out the form in advance. At the conclusion of our meeting, we should designate a Selectboard member who will be charged with receiving all the evaluation forms (by an agreed upon deadline) and consolidating them into a document to be shared with the Town Manager at the following meeting on Wednesday, October 7th.

Wednesday, October 7th – The Selectboard will hold a Special Meeting beginning at 5:30pm. We will go into executive session to finalize and approve of the consolidated evaluation form document. Upon approval, we will invite the Town Manager into the executive session to discuss

the evaluation. At the conclusion of the evaluation the Selectboard should decide on a public statement regarding the evaluation.

In preparation for writing this memo, I was looking for “best practices” upon which I could lean. I found the following “Manager Evaluations Guide” written by the ICMA to be informative. I would encourage everyone who is interested in this process to give it a quick read (and I would consider it mandatory reading for Selectboard members). It made me smile when one of our constituents independently suggested the same resource.

<https://icma.org/documents/icma-manager-evaluations-guide>

The Town of Norwich has not, to my knowledge, established a longstanding Town Manager evaluation process. It would serve everyone involved if we set this as one of our collective goals. And speaking of goals, the final step in this process needs to be establishing a set of goals for the Town Manager for the next twelve months. Setting these goals can begin in the evaluation discussion and should be given priority during upcoming Selectboard meetings until they are finalized.

**TOWN OF NORWICH
2026 TOWN MANAGER GOALS
and TOWN MANAGER ANNUAL PERFORMANCE EVALUATION
as approved for use on 7/22/2026**

Town Manager: Brennan Duffy

Period of evaluation: 9/26/2025 – 9/26/2026

Part I – Governing Parameters for Goals and Evaluation

- **Statutory:** The Selectboard acknowledges the constraints under Dillon’s Rule to not exceed the authority given it by the statutes of the State of Vermont, including but not necessarily limited to:
 - 24 V.S.A. § 872 Selectboard; general powers and duties
 - 24 V.S.A. § 1236 (Town Manager) Powers and duties in particular
 - 24 V.S.A. § 1238 (Town Manager) Additional duties
 - 19 V.S.A. § 304 (Town Highways) Duties of selectboard
- **Contractual:** The Selectboard (“Board”) and Town Manager (“Employee”) are bound by the Town Manager Employment Agreement (“Agreement”) as executed by the parties on 09/27/2023.
 - As to goals and performance objectives, this document represents the written agreement which is required in Section Aⁱ of the Agreement;
 - As to an annual EVALUATION, this document is pursuant to Section Bⁱⁱ of the Agreement.
- **Personnel Policy:** Pursuant to Section XII. B. of the Agreement, Governing Law; Personnel Rules Superseded, the Agreement supersedes Personnel Policies in conflict with the Agreement.ⁱⁱⁱ

Part II – Goals, Performance Objectives (PO), Relative Priorities, and Appraisal

Goal #1: *Management:* Improve the management, performance, and benefits of human resources in Norwich.

PO #1A: TM fulfills Statutory Duty to perform and execute the duties required of a town.	
<i>Board and/or Employee Comments:</i>	Evaluation ☐ Outstanding ☐ Exceeds Expectation ☐ Meets Expectation ☐ Needs Improvement ☐ Unsatisfactory

PO #1B: TM works to maintain a fulfilling work environment focusing on retention and attraction of qualified employees.

Board and/or Employee Comments:

Evaluation

- ☐ Outstanding
- ☐ Exceeds Expectation
- ☐ Meets Expectation
- ☐ Needs Improvement
- ☐ Unsatisfactory

PO #1C: TM appropriately manages and oversees the day-to-day functioning of town business.

Board and/or Employee Comments:

Evaluation

- ☐ Outstanding
- ☐ Exceeds Expectation
- ☐ Meets Expectation
- ☐ Needs Improvement
- ☐ Unsatisfactory

PO #1D: TM attends to unforeseen disasters, events, and legal issues affecting the town as needed. These issues may take precedence, use limited time and resources and otherwise impair achievement of other agreed upon goals and objectives. TM will provide efficient and timely responses, documented protocols for response, and communication with town and governmental entities.

Board and/or Employee Comments:

Evaluation

- ☐ Outstanding
- ☐ Exceeds Expectation
- ☐ Meets Expectation
- ☐ Needs Improvement
- ☐ Unsatisfactory

Goal #2: *The Town*: Assess our public infrastructure and propose maintenance and/or improvements that recognize and support the dreams people have for Norwich.

PO #2A: TM will complete, or show meaningful progress, towards the repair and/or replacement of Tracy Hall's slate roof.	
<i>Board and/or Employee Comments:</i>	<u>Evaluation</u> ☐ Outstanding ☐ Exceeds Expectation ☐ Meets Expectation ☐ Needs Improvement ☐ Unsatisfactory

PO #2B: TM will complete, or show meaningful progress, towards the repair and/or modernization of Tracy Hall's antiquated elevator system to ensure the Town remains in ADA compliance.	
<i>Board and/or Employee Comments:</i>	<u>Evaluation</u> ☐ Outstanding ☐ Exceeds Expectation ☐ Meets Expectation ☐ Needs Improvement ☐ Unsatisfactory

PO #2C: TM will work to identify and evaluate Tracy Hall improvement projects focused on energy efficiency that can be realistically accomplished in 2026 and 2027 and show meaningful progress.	
<i>Board and/or Employee Comments:</i>	<u>Evaluation</u> ☐ Outstanding ☐ Exceeds Expectation ☐ Meets Expectation ☐ Needs Improvement ☐ Unsatisfactory

PO #2D: TM will work to identify and complete regular maintenance projects in and around Tracy Hall that have been deferred as we evaluate a larger Tracy Hall renovation plan. This could include painting exterior trim, painting the fence, repairing and painting the town notices board.

Board and/or Employee Comments:

Evaluation

- ☐ Outstanding
- ☐ Exceeds Expectation
- ☐ Meets Expectation
- ☐ Needs Improvement
- ☐ Unsatisfactory

PO #2E: TM will work in coordination with the EABMS to remove hazardous Ash trees from the Town's ROW and will complete, or show meaningful progress, towards this initiative.

Board and/or Employee Comments:

Evaluation

- ☐ Outstanding
- ☐ Exceeds Expectation
- ☐ Meets Expectation
- ☐ Needs Improvement
- ☐ Unsatisfactory

PO #2F: TM will work in coordination with all applicable stakeholders to begin a planning process which will study and provide recommendations for building and site improvements at the DPW facility. This will better protect equipment assets and ensure a safe and efficient work environment for town employees.

Board and/or Employee Comments:

Evaluation

- ☐ Outstanding
- ☐ Exceeds Expectation
- ☐ Meets Expectation
- ☐ Needs Improvement
- ☐ Unsatisfactory

PO #2G: TM will work to identify, evaluate and provide actionable recommendations to the Selectboard for how the town can improve its energy efficiency. This could include recommendations for electric mowing and grounds maintenance equipment, grants for charging stations at the Public Safety Building and the DPW garage, purchasing options for electric or hybrid vehicles for the town's fleet of pick-ups and command vehicles, and installation of solar panels on town buildings.	
<i>Board and/or Employee Comments:</i>	<u>Evaluation</u> ☐ Outstanding ☐ Exceeds Expectation ☐ Meets Expectation ☐ Needs Improvement ☐ Unsatisfactory

Goal #3: *Reporting to Selectboard* - Support creating an effective, well-run governing body.

PO #3A: TM will compile, create and present to the Selectboard a packet of our capital spending plan. The packet should include: an updated overview spreadsheet showing all the planed reserve fund appropriations for the next 5-10 years, capital replacement plans for vehicles and equipment for all appropriate departments, and all available plans for infrastructure maintenance and replacement.	
<i>Board and/or Employee Comments:</i>	<u>Evaluation</u> ☐ Outstanding ☐ Exceeds Expectation ☐ Meets Expectation ☐ Needs Improvement ☐ Unsatisfactory

Part III – Overall evaluation of employee’s skills, knowledge, abilities

#1 Leadership and Management

Ability to communicate with the Selectboard, Town staff, committees/commissions/boards and elected officials as to Town goals, objectives, policies, rules, statutes and regulations pertaining to the work of the Town, to ensure the work of the Town is duly performed and executed.	
Board and/or Employee Comments:	Evaluation ☐ Outstanding ☐ Exceeds Expectation ☐ Meets Expectation ☐ Needs Improvement ☐ Unsatisfactory

#2 Planning and Quality of Work

Ability to elicit and assess the needs of the Town and its staff, develop strategies and recommend appropriate budgets to the Selectboard to achieve quality outcomes for the Town.	
Board and/or Employee Comments:	Evaluation ☐ Outstanding ☐ Exceeds Expectation ☐ Meets Expectation ☐ Needs Improvement ☐ Unsatisfactory

#3 Knowledge, Judgment, and Productivity

Ability to assess the type of assistance required to address the needs of the Town, weigh reasonable alternatives, keep the Selectboard appropriately apprised, and attend to necessary work in a timely fashion.	
Board and/or Employee Comments:	Evaluation ☐ Outstanding ☐ Exceeds Expectation ☐ Meets Expectation ☐ Needs Improvement ☐ Unsatisfactory

Part IV – Additional Comments

Part V – Signatures

Brennan Duffy, Town Manager

Date

Selectboard Member

Date

ⁱ “A. Annually, the Board and Employee shall define such goals and performance objectives necessary for the proper operation of the Town and the attainment of the Board’s policy objectives, and shall further establish a relative priority among the various goals and objectives, and said goals and objectives shall be reduced to writing. The parties shall endeavor to develop goals and objectives with the good-faith intent that they shall be reasonably attainable within the time limits specified, within the annual operating and capital budgets and appropriations provided by the Town, and within existing circumstances and external conditions affecting the Town.”

ⁱⁱ “B. The Board shall annually (i.e., within 14 days of the anniversary of the Effective Date) review and evaluate the Employee’s accomplishment of the goals and objectives referenced above. This review and evaluation process shall be in accordance with specific criteria developed jointly from time to time by the Board and Employee. The review and evaluation each year shall be the basis for step increases and all step increases will be conditional upon satisfactory evaluation, such determination of “satisfactory” being at the Board’s sole discretion. In addition to such annual reviews, upon reasonable request of Employee, the Board or its delegates shall meet from time-to-time with Employee to review performance and progress toward goals.”

ⁱⁱⁱ Section XII. B. “This Agreement supersedes the Town’s Personnel Rules and Regulations to the extent said Rules and Regulations are in conflict with the Agreement. Additionally, wherever said Rules and Regulations refer to the Town Manager in a supervisory role, such references shall be read to mean the Board with respect to supervisory authority over the Town Manager.”

Memorandum

To: Norwich Selectboard

CC: Brennan Duffy, Miranda Bergmeier

Date: September 27, 2026

Subject: Town Manager Evaluation Process

I was not able to attend the September 23rd Special Selectboard Meeting, and subsequently listened to the Youtube video provided through JAM. I thought the meeting was reasonable in that the Selectboard Members, the Town Manager, and a member of the public sorted out important elements that would help the evaluation process. My sense of the meeting is that it would be helpful to have a timeline and to schedule three or four meetings over the course of the “evaluation year” to facilitate different elements. I would suggest the following:

July, gather information for the evaluation: Direct the Town Manager to solicit direct reports from department heads and committee and commission chairs, and ask for a self-evaluation from the Town Manager.

August: the Selectboard receives the direct reports and self-evaluation by the third week of August.

September, first meeting:

Selectboard members bring to the meeting their personal evaluations of the Town Manager based on the direct reports, information reported by the Town Manager in the packets, internal correspondence regarding legal matters and personnel, memoranda and correspondence regarding elected officials, answers to “queries” of the Town Manager by Selectboard members and messages from residents. The Town Manager brings a written self-evaluation. The Selectboard meets in executive session under the statutory provision allowed to “evaluate personnel” and invites the Town Manager to join.

The Selectboard and Town Manager discuss the written evaluations and other input. If it seems necessary for confidentiality to bring written copies rather than share them ahead of the meeting, a longer time frame should be allowed to deliberate, possibly two hours. The Selectboard should delegate a person at this meeting to compile the numerical ratings and to synthesize the comments for review at the next meeting. The final report for the annual evaluation should be a fair and balanced compilation of comments supporting evidence of strong performance and areas to focus on for improvement.

September, second meeting:

The final report should be reviewed by the Selectboard and Town Manager in executive session for final edits and approval. Paper or electronic copies could be provided. A statement should be made when the Selectboard returns to public session regarding the results.

October, set goals for the evaluation year: schedule a meeting for the Select Board to set the Town Manager goals for the coming year. This would occur shortly after the evaluation is complete. Setting the goals will allow a new Selectboard in **March** to move forward.