

A special meeting of the Council was held June 25, 2008 at 6:15 PM in Council Chambers. Present: Aldermen Bettencourt, Coutu, Desaulniers, Jacaruso, Nash and Zarnetske. Absent: Mayor Lathrop. Corporation Counsel Driscoll and City Manager Bergren were also in attendance. President Pro Tem Jacaruso presided.

The special meeting was called to discuss and establish the procedures, scheduling and goal and objectives of an evaluation process for the City Manager to include:

- Introduction and overview of the process
- Establishment of ground rules for the session
- decide who will participate
- set time parameters for the session
- Definition of goals and objectives
- Goal setting process
- set goals
- discuss goals
- rank top 10 goals
- assign duties for establishing objectives and time schedules for each goal
- Adjournment

City Manager Bergren introduced Randi Frank, Randi Frank Consulting, and Robert E. Slavin, Slavin Management Consultants, who conducted the process for the recruitment of the City Manager.

Upon motion of Ald. Zarnetske, seconded by Ald. Jacaruso, it was unanimously voted to have the following three documents made part of the Council minutes:

The following documents were submitted by Robert Slavin:

June 4, 2008
 Alan Bergren, City Manager
 City of Norwich
 City Hall, 2nd Floor
 100 Broadway
 Norwich, CT 06360-4431

Re: City Manager Performance Goal Setting

Dear Alan:

I am pleased that the Mayor and City Council have agreed to establish performance goals for yourself. Randi Frank and I am looking forward to being there on June 25th to assist with this effort. In preparation, I am sending copies of the recruitment brochure that the Board developed for the City Manager search. We plan to use a modified Nominal Group Technique based on the one developed by the Rand Corporation. The real value of this process is that it establishes a nonthreatening environment within which everyone comfortably participates. It is specifically designed so that even normally quiet members participate rather than simply acquiesce to the thoughts of more vocal members.

The objective of this process is for the Mayor and City Council members to establish a set pre-established performance goals for the City Manager to achieve over the next twelve to eighteen months.

The session will follow the following outline:

- I. Introduction and overview of the process
 - II. Establishment of ground rules for the session
 - a. decide who will participate
 - b. set time parameters for the session
 - III. Definition of goals and objectives
 - IV. Goal setting process
 - a. set goals
 - b. discuss goals
 - c. rank top 10 goals
 - d. assign duties for establishing objectives and time schedules for each goal
- Adjournment

In preparation, the room arrangement should be a conference format. Hopefully, we should be free from interruptions.

The following materials will be needed for the session:

- Easel and blank flip chart paper
- Masking tape
- Legal pads and pens
- Black, red and some 3rd color marker
- 3 X 5 cards (10 for each participant)
- Refreshments if desired

Thank you for the opportunity to be of further assistance to the City of Norwich. We will see you on the 25th.

SLAVIN MANAGEMENT CONSULTANTS

Robert E. Slavin

President

PERFORMANCE GOAL SETTING PROCESS

This is a modified version of the Nominal Group Technique developed during the World II by the Rand Corporation. We use this process because it was designed to entice participation from all parties in a nonthreatening manner. The process should result in ten performance goals being established and agreed to be the City Council that form the basis for an objective evaluation of the City Manager's performance over a preestablished period of time.

This process is designed to encourage participants to:

- Work together for peak performance
- Focus on what is important now and in future
- Set aside personal agendas in favor of City-wide improvements
- Identify tangible and attainable goals
- Provide good, short term and mid-range direction for management and the organization which is consistent with long-range organizational goals
- Get employees involved in improvement process

It is intended to avoid:

- Wasting time
- Diverging goals
- Redoing the same goals - throwing out the good stuff
- Lack of commitment
- Disagreement over distribution of limited resources
- Organizational fuzziness, keep to important goals

The level of success of the process will be greatly enhanced if all participants bear in mind the following communication rules:

- Listen
- Be orderly
- Respect each others view points
- One at a time
- Draw others out, the process should not be dominated by a few
- Stick to the point
- Be objective

GOALS must be:

- Worthwhile
- Feasible
- Able to be accomplished within a specified time period
- Assignable to a specific person accomplishing the goal
- Results must be measurable

OBJECTIVES are components of goals which are milestones for measuring progress toward realizing a goal. For example, if the goal is financial security, an objective might be getting a job.

TASKS(or elements) are day-to-day activities that collectively result in an objective being met.

PROCESS

I. Set **GROUND RULES** (Use flip chart and tape it to the wall)

- Decide what time frame to use for accomplishing goals
- Decide who will participate in both *goal identification* and *goal prioritization*
- Set time to adjourn
- Discuss ideas openly remembering that there are no bad ideas
- Not too many ground rules

II. Establish an **AGENDA** for the day to include at a minimum: (Suggest use flip chart and tape pages to wall)

Goal identification

Discussion of suggested goals to ensure that each one is understood and combine any similar and/or closely related goals

Ranking of goals to establish top ten and their order of priority

Assure agreement among group members

Assign responsibility to manager

Discuss Goals (Ensure that each one is understood and combine goals if possible)

III. Identify *GOALS*

Provide each participant with a pencil and paper and time (suggest ten minutes) to write down their suggested goals.

Using a round robin technique, have each participant verbally identify one goal at a time.

Number each and write it on the flip chart and tape each sheet of paper to the wall. (Limit discussion during this phase.)

IV. Rank (Prioritize) *GOALS*

Provide each participant with seven 3 x 5 cards.

Have each select his or her seven (7) top goals from the sheets taped to the wall.

Have each participant write the name of each selected goal one each one the 3 x 5 cards. The number of the goal (from the flip chart) is to be placed in the top left corner of the card.

Next, have each participant spread the seven cards in front of him/her like a hand of playing cards.

Then, have each choose his/her highest priority goal and mark it with the number "7" in the lower right corner of the card and turn the card over.

Next, he or she is to select their lowest priority goal and mark it with the number "1" and turn it over.

The participants are to continue this process ranking high then low until they have ranked all seven of their chosen goals.

When they have finished choosing their seven top goals and prioritizing them:

Again using the round robin technique, have each participant read his or her goals with the scoring.

Using the flip chart, write each by goal number indicating the assigned score.

When you have all of the scores, tally them by total score and by number of responses the goal received (i.e., Goal # 15 – 17/4).

The 10 goals which receive the highest scores win. Use the number of participant responses to break ties. Any remaining ties count for one of the ten.

V. Assign Responsibility and Report back

At this point, the Council will typically ask the manager to take the list and with staff input, determine the resources necessary to meet each goal, the time frame required to complete each, assign staff

responsibility for each goal and develop objectives for the Council's use in measuring progress toward completing each goal. This information is brought back to Council at a predetermined time for input and approval.

Alderman Desaulniers submitted the following outline:

GOALS AND OBJECTIVES FOR EVALUATION PROCESS (CITY MANAGER)

B) FOLLOWING COUNCIL DIRECTION

C) CONDUCTING BUSINESS OF THE CITY

1) PUBLIC RELATIONS

PUBLIC

STATE REPRESENTATIVES

COUNCIL OF GOVERNMENT

D) CONDUCT PERFORMANCE EVALUATIONS

1) ALL DEPARTMENT HEADS

MORAL

DEPT EFFICIENCY

STAFFING

BUDGET GUIDELINES

TIME PARAMETERS

EVERY SIX (6) MONTHS FOR THE FIRST TWO (2) YEARS, YEARLY
STARTING ON THIRD ANNIVERSARY DATE

PARTICIPATION

AT TOTAL COUNCIL DISCRETION, I RECOMMEND AT LEAST ONE
BE FROM APPOINTING COMMITTEE

GOALS

TO BE ESTABLISHED COUNCIL AND MANAGER DISCUSSION WITH ESTABLISHED
PRIORITY LIST

Ald. Jacaruso made a motion, seconded by Ald. Nash, to move to executive session to discuss the performance of City Manager Bergren and an evaluation process relative to his performance, provided City Manager Bergren does not require the discussion be held at an open meeting. City Manager Bergren and Robert E. Slavin and Randi Frank of Slavin Management Consultants will be asked to participate during some or all portions of this Executive Session at the request of the City Council.

Ald. Zarnetske objected to moving to executive session because he said the Council was not critiquing the City Manager, only setting goals.

The motion to move to executive session carried on a vote of 5 to 1; Ald. Zarnetske voting in opposition.

The Council was in executive session from 6:30 PM to 8:45 PM.

Upon motion of Ald. Bettencourt, seconded by Ald. Nash, it was unanimously voted to come out of executive session. President Pro Tem Jacaruso stated no votes were taken.

Upon motion of Ald. Zarnetske, seconded by Ald. Nash, it was unanimously voted to prepare and type the following report for distribution to the Council:

Manager's goals 6-25-08

1. (30) 5A Develop plan to update water supply
Infrastructure for fire suppression as part of Fiscal Infrastructure Plan
Long Range Capital 5-10-15-20 year plan
Staff Capitol Committee and Core capital committee
Present for adoption by Council and for use by future Councils
2. (25) 11 Efficiencies consolidation
Staff working group – Identify costs/savings/rewards
Implementation plan – is paycheck Direct Deposit
Analyze the Fire/Ambulance Calls
Pension Incentives for # of Calls
3. (24) 1 Look at the Police Department Function
Public Image of Police Department
4. (21) 17 Performance Evaluation of Department Heads
 Ability to Follow budget
 Staff Efficiency
 Morale
 Goal Accomplishment
 Collective Bargaining
 Performance evaluations for all employees
5. (11) 15 Reduce the Real Tax Rate
6. (9) 26 Public relations with State reps, Council of Governments, and public
Promote City legislative agenda through State/ Federal relations
7. (9) 31 Evaluation of Department
Evaluations of Functions
Accountable for Goals
8. (8) 23 Customer Service Policy
Respect for Citizen, Officials, etc.
Media Relations
Citizen Complaint Resolution
Better Communication on Hiring Practice – Timely Manner
9. (8) 8 Improve key Indicator of Success – i.e. Homeless, drop out rate, homeownership
10. (6) 18 Staff training / growth
 Proper training for more staff effectiveness
 Assist Town Board Commissions and Council with training.

Originally Submitted Ideas for Goals

1. Fix the Police Department – Improve Public Image
2. Consolidation of Redundant Departments (IT, HR, etc [Admin]) BOE, PU, City→#11
3. Develop Plan to update Water Supply Infrastructure for Fire Suppression → #5A
4. Public Relation- State Representatives, COG, Public → #26
- 5A. Fiscal Infrastructure Plan
CIP, 5-10-15-20 Year Plan
Adoption – Long Range Vision
6. Continue work with the Fire Chief- Centralize Procedure such as purchasing→ #11
7. Work with the Superintendent of Schools with NFA issues- Budget/Costs
8. Improve Key Indicators of Success- i.e. Homeless, Dropout rate, Homeownership, etc.
9. Customer Service Policy – Respect for Citizens, Officials, Etc. → #23
10. Examine Off Budget Expenditure (Super contingency)
11. Efficiencies/Consolidation
Staff Working Group – Identify Cost Savings, Implementation Plan
12. Performance Evaluation of all Department Heads
Ability to follow budget
Staffing
Efficiency
Morale → #17
13. Paychecks- Direct Deposit → #11
14. Mass Transit Program with Region
15. Reduce the Real Tax Rate
16. Monthly Report – Council Communication continued → #24
17. Collective Bargaining
Initiative for Performance
Evaluation for all Employees
18. Staff Training/Growth, proper training – for more staff effectiveness

19. Follow thru on Development Permit Process – Project Tracking (i.e. harbor, blasting, etc.)

20. Better Communication on Hiring Practices – Timely Manner → #23

21. Change the Culture of City Hall – Share bad news, air issues in an open way

22. Analyze the Fire/Ambulance Calls (pension incentive for # of Calls) → #11

23. Media Relation
Citizen Complaint and Resolution

24. Quarterly Performance Evaluations- Status Report , Progress Report

25. Reduce Employee benefit package – Due to cost

26. Promote City Legislative Agenda to State / Fed

27. Assist Town Boards and Commissions with training → #18

28. Promote a high quality of life thru a utilitarian method for P & R / Social Service – Help the most people, biggest bang for the buck

29. Eliminate Blight in Central Business District

30. Assist council with improving rational rules for Government thru Charter Revision

31. Evaluation of Departments
Evaluation of Functions
Accountable for Goals

Upon motion of Ald. Bettencourt, seconded by Ald. Nash, it was unanimously voted to adjourn at 9:05 PM.

ATTEST:



CITY CLERK