

**Written comment submitted by Mayor and City Councilors
Pertaining to the City Manager's Evaluation
July 2007**

CITY COUNCIL EXPECTATIONS OF CITY MANAGER

1. A. Establish quarterly public forums with Q&A for citizens

- ◆ **Mayor:** The City Manager did attend many public forums where the public received information and engaged in Q&A sessions. However, I feel that most of these topics were predetermined by specific agendas and that more “general” sessions, or pro-active vs. reactive sessions should be scheduled in the future.
- ◆ **Deputy Mayor:** I gave Mike a ‘5’ as there were not quarterly, but rather neighborhood meetings regarding various topics. A quarterly program does need to be established for ongoing projects to keep the neighborhoods abreast of the project and its happenings.
- ◆ **Ward 2:** While there was no formalized schedule of public disclosure and Q&A sessions, the City Manager, nonetheless did attend Coffees with the Mayor and attended most public meetings at which public opinions were aired. The City Manager also attended the Memorial Day Ceremony, something I have not seen a City Manager do before. The City Manager’s visibility has been ongoing as has been his accessibility. He deserves full credit for this expectation.
- ◆ **Ward 3:** I was pleased to see the City Manager attend the meeting with Applevale residents, unhappy with the status of their road. More sessions with the customers of municipal services would be welcomed. 5 points.
- ◆ **Ward 5:** The City Manager has been available during coffee forums held periodically on Saturday mornings. He presented the State of the City address and he regularly attends meetings such as the Speak-Out sessions, Willand Pond, and other meetings where public participation is encouraged.

1. B. Provide budget per Council guidance

- ◆ **Mayor:** City Manager provided the exact information requested by the City Council to meet the budget guidance resolution. Items were clearly laid out and prioritized. The council ultimately determines spending levels, not the City Manager.
- ◆ **Deputy Mayor:** Gave Mike an “8” as he did provide recommendations for the budget, but feel that a less comprehensive version of the budget needs to be provided. “Big Picture” rather than nitty gritty line items.
- ◆ **Ward 2:** The budget direction that the City Manager provided was, once again, exactly what the Council requested. Subsequently, the Council approved a super majority of the budget with minor adjustments. He fully deserves full credit.
- ◆ **Ward 3:** The City Manager did not provide the Council with his priorities in order to arrive at a 2% spending increase as requested by the City Council. 3 points.
- ◆ **Ward 5:** I do not think this expectation was met.

1. C. Investigate reduced staffing and overtime controls

- ◆ **Mayor:** The City Manager has reduced the number of FT equivalents. Also has outsourced certain maintenance and custodial work. Cuts have been made to middle managers as opposed to front line employees.
- ◆ **Deputy Mayor:** I gave Mike an “8” as he is requesting department heads to look into the matter of overtime.
- ◆ **Ward 2:** The current budget proposal, for the first time in my four years on the Council has included reductions in staffing, outsourcing and increased usage of part time help in an effort to curtail the growth in the cost of wages and benefits. Again, the City Manager merits full credit.
- ◆ **Ward 3:** The City Manager may have investigated but what are the results? How much lower is the head count this year as compared to last year? 2 points.
- ◆ **Ward 5:** I see a proactive approach in these areas more obviously and particularly in overtime.

1. D. Work to reduce accrued leave liability

- ◆ **Mayor:** This was a position at the negotiating table for union and individual labor agreements. Progress is being made.
- ◆ **Deputy Mayor:** I gave Mike a ‘4’ on accrued leave. Not sure what type of ‘programs’ would be established, but he has negotiated reduction of accrued leave in various department head contracts.
- ◆ **Ward 2:** Currently, all new hires are restricted to forty days (four weeks) of carry over. This carryover figure needs to be further restricted in future union contracts and should not be a factor in retirement calculations. The City Manager has kept the Council aware of upcoming state legislative initiatives which will impact this portion of our unfunded liabilities. We have yet to settle with two of our unions so I will award a partial credit.
- ◆ **Ward 3:** What are the results? It is my impression that Dover’s unfunded liability and sick leave and vacation have increased about \$2 million over last year. No improvement. 2 points.
- ◆ **Ward 5:** Union contracts are being negotiated with this provision. Individual contracts have been capped as a continuing policy.

1. E. Develop and update 5 year rolling roads plan

- ◆ **Mayor:** This is the weakest of the “high priority” expectations. I understand that paving is contingent on funding and other issues out of our control like natural disasters. However, road condition is a high concern among residents and we need to do a better job of addressing these concerns and providing the specific information of how we plan to tackle the issue.
- ◆ **Deputy Mayor:** I gave Mike a ‘3’ on rolling program. A comprehensive Master Plan on streets needs to be established.
- ◆ **Ward 2:** While we have had two workshop sessions that expanded on the principles of road quality selection, we have yet to definitely identify a ‘master

plan' of planned road maintenance and reconstruction. There are some plans in place, but not a five-year plan. There needs to be much more focus on this issue in the next City Manager evaluation as well. Updates on current work are provided so a partial credit is awarded.

- ◆ **Ward 3:** Following the meetings with the Applevale and Hawthorne residents there were indications of action that would be taken but these residents and their City Councilor have not been informed as to when those roads will be repaired. 3 points.
- ◆ **Ward 5:** Relying on computer software and not having and utilizing the capability of overriding obvious repairs and readjusting road status in the program is not a good plan.
- ◆ **At-Large:** I feel this aspect of community relations/road schedules has fallen off the list of priorities. The people have asked for this and I have asked for a status several times over the past months. This needs more attention and a prioritized list, at least for the coming fiscal year, be available for people to see with a long term plan.

2. A. Maintain accessibility and visibility for public

- ◆ **Mayor:** Continues to be excellent.
- ◆ **Deputy Mayor:** I gave Mike a '10' on accessibility. He has been the most visible City Manager in recent memory. I would hope that future councils will keep a watchful eye and make sure that this continues throughout Mike's employment.
- ◆ **Ward 2:** Similar to the score 5 group's number one objective, the City Manager has a high visibility in the public. There have been only a few times when the City Manager was not in attendance. Almost full credit is warranted here.
- ◆ **Ward 3:** This is a partial duplication of 1-a. The effort is being made to be more available to the public. 5 points.
- ◆ **Ward 5:** The City Manager has been accessible to me and my constituents whenever there is a problem. He has walked properties with me and citizens in my ward at their convenience. He is available for meetings and calls when I have needed to meet. I have had some generalized contrary comments, but not specifics. He has exceeded my expectations.

2. B. Lower benefits costs, specifically health care

- ◆ **Mayor:** Almost zero increase in most recent budget coming from health care.
- ◆ **Deputy Mayor:** "7" eval – no comment.
- ◆ **Ward 2:** The City Manager has successfully negotiated contracts with five of the seven unions to better control our health plan costs. More work is needed.
- ◆ **Ward 3:** Points should be given for effort but how much have total health care costs increased? 3 points.
- ◆ **Ward 5:** Contracts for individual existing employees need to exclude this benefit, even if they already have it, if they want the promotion. Union contracts are being negotiated with this provision.

2. C. Possibly outsourcing economic development

- ◆ **Mayor:** Did exactly what the Council directed. DBIDA is in the midst of overall plan to improve expectations and performance of the position.
- ◆ **Deputy Mayor:** I gave Mike a '9' on outsourcing Economic Development, just wished we would have had some scope of involvement early on in the budget process as to what is needed and a 'vision' policy established for economic development in the City.
- ◆ **Ward 2:** As in score 5 group item three, the City Manager as part of the budget, provided for outsourcing a professional Economic Development to revitalize Dover's economic development activity. Full credit is deserved.
- ◆ **Ward 3:** I completely disagree with this change which apparently produces no net savings. Unrated.
- ◆ **Ward 5:** I am not pleased with the process this expectation has taken.

2. D. Present space needs analysis for City Hall

- ◆ **Mayor:** Early stages. Study is complete, Council needs to give clear direction.
- ◆ **Ward 2:** The budget proposed by the City Manager incorporates a consolidation of the City Clerk and Tax Collector activities which include a physical change in location. The City Manager has retained professional help to evaluate the future usages of City Hall including the re-use of the SAU space. The initial proposals are, in my view, excessive. Partial credit here. This needs to become part of the following year's evaluation criteria as well.
- ◆ **Ward 3:** Did not do work himself or with the Planning Department, where this work should have been done but the City Manager has hired an expensive consultant to do this work for us. 2 points.
- ◆ **Ward 5:** The expectation was: Complete and present space analysis for City Hall and other City owned structures. Presentation for City Hall was done, options were given. Clear objectives and options need to be further defined.
- ◆ **At-Large:** While space needs analysis was just barely presented, it was not until councilors expressed dissatisfaction that a newer plan showing what we can do with what we have available was presented. I, along with the public, felt it was a ploy to get a new police station and did not address the issue of space needs in our present confines.

2. E. Prepare and present Department Head goals

- ◆ **Mayor:** Goals for Department Heads have been presented. Would like to see quarterly/semi-annual updates as to how we are achieving objectives.
- ◆ **Ward 2:** The Department Head goals have been presented to the Council in the last week. These seem reasonable however general in nature. Additional specifics would have been expected. A partial credit is warranted.
- ◆ **Ward 3:** This is a good initiative but I have not seen concrete results as yet. 3 points.
- ◆ **Ward 5:** Department Head goals were recently presented to the Council.

3. A. Revised and abbreviated budget summary

- ◆ **Mayor:** I understand that our budget contains all of the general information as well as an astounding amount of detailed information. Within our Budget Book, is contained a budget summary. It would be helpful for those in the public who don't want to sift through 400+ pages if there were a 20-30 page summary available for viewing. Understandably, the Finance Department was shorthanded this budget year without a Finance Director. Perhaps this could be a goal of the City Manager with the new Finance Director.
- ◆ **Ward 2:** The budget preparation for the 07-08 budget was clear and readable. Some of the staffing detail could have been in a separate folder. It was responsive to one Councilor's concerns. Almost full credit awarded.
- ◆ **Ward 3:** The City Manager has provided an abbreviated budget summary. This is an improvement. 6 points.
- ◆ **Ward 5:** O.K.

3. B. Quarterly updates on Tolend Road landfill

- ◆ **Mayor:** Updates have been available on a regular basis.
- ◆ **Deputy Mayor:** Gave Mike a '3' on citizen informant on Tolend Road. Public meetings on this issue need to be a priority during the cleanup process.
- ◆ **Ward 2:** Tolend Road updates done as needed. Full credit.
- ◆ **Ward 3:** The citizens of Dover need more focus on this issue. The spending has been very high and we should know what the plan is to finish this project and at what cost. 3 points.
- ◆ **Ward 5:** Updates are not sufficient.

3. C. Reduce vehicle fleet size and reduce energy use

- ◆ **Mayor:** We are in the beginning stages of this with a plan to move retired front-line police cars out of the City operation and utilize more fuel efficient cars for City department needs. Also, newly formed Energy Advisory Committee should have some input here.
- ◆ **Deputy Mayor:** I gave Mike a '4' on reduction of city vehicle need. Awaiting Energy Commission recommendations.
- ◆ **Ward 2:** Although not implemented yet, the police cruisers will be traded in and new more fuel efficient vehicles will begin to be purchased for other departments. There has been no noticeable reduction of fleet size. Only partial credit here and it must become a part of the next year's evaluation criteria.
- ◆ **Ward 3:** The Council has approved four new police vehicles. I feel this was unnecessary. We need to see numbers regarding reduction of energy usage. Have been provided with no numbers. Until we see some numbers, how can we evaluate performance? 2 points.
- ◆ **Ward 5:** Recent resolution for 4 more cruisers, with insufficient background material, how many in circulation, how many sold, where are they? To support purchase, the statement was to avoid maintenance costs yet no figures were

provided. Lack of supporting documentation for request. More complete background and documentation needed. Where are the cars? How much do they cost?

3. D. Continue Rizzo implementation and study

- ◆ **Mayor:** Council has funded certain aspects of Rizzo and their implementation continues. Other portions of Rizzo are receiving more study and public input.
- ◆ **Deputy Mayor:** I gave Mike a '9' for Rizzo/Parking. Ongoing study is being established regarding this issue. More public forums need to continue to keep business owners aware of Rizzo changes.
- ◆ **Ward 2:** The Rizzo project continues. Much public input was utilized and some adjustments made. Almost full credit here.
- ◆ **Ward 3:** There is much criticism from downtown business owners regarding the Rizzo Plan. This is being pushed through without regard to the businesses. 2 points.
- ◆ **Ward 5:** Very little information being given to the Council coming from the meetings taking place with property owner and interested parties. The Council needs information provided to us!

3. E. Ensure high priority crosswalks are painted before winter

- ◆ **Mayor:** Done, and funding now in place for twice a year painting.
- ◆ **Deputy Mayor:** I gave Mike a '10' regarding this as he did request it in the budget and has called it a priority matter. Came to the Transportation Meetings and worked with group to purchase onsite striper machine.
- ◆ **Ward 2:** Crosswalks were done. Full credit.
- ◆ **Ward 3:** I am puzzled as to why this item is included. Is it not sufficient for the City Manager to tell the Public Works Department to include this item in this year's work plan? 2 points.
- ◆ **Ward 5:** Not sure this should be on expectation list for review. The Council did list it and it was completed. Maybe should be listed on Public Works Director's review.

3. F. Revise Henry Law project to start above River Street

- ◆ **Mayor:** We are continuing to work through legal issues and construction of the middle portion of Henry Law is due to begin next spring.
- ◆ **Deputy Mayor:** Gave Mike a '10' for revision of Henry Law project schedule.
- ◆ **Ward 2:** Henry Law is being held up by issues beyond the City's control. Full credit.
- ◆ **Ward 3:** If the City Council establishes the policy that this should be done next year, why should we evaluate the City Manager on a decision of the Council? 2 points.
- ◆ **Ward 5:** O.K.

4. A. Expand channel 22 and web to reach more people

- ◆ **Mayor:** Manager and Cable Committee have done their part on behalf of the City. Needed steps are in place in tentative agreement. Comcast is dragging their feet in signing new agreement. City Manager should not be penalized on this for issues out of his control.
- ◆ **Deputy Mayor:** Did not give him a rating on channel 22 as Comcast has yet to sign the agreement, should not penalize him for Comcast dragging their feet on contract signing. He cannot implement most of these changes without a signed agreement.
- ◆ **Ward 2:** The negotiations for the Comcast Cable Franchise Renewal Committee have been stonewalled by Comcast. The City Manager has attended every meeting and can do no more.
- ◆ **Ward 3:** Is it not the responsibility of our cable provider to reach more people? There are many who complain of the 'technical' difficulties which omit some council meetings that many people enjoy watching. Unrated.
- ◆ **Ward 5:** Would like to have more information disseminated. Internet streaming of meetings.
- ◆ **At-Large:** Channel 22 expansion has been put on hold while Comcast drags their feet to put themselves in a better position. I feel the City Manager should be looking at alternatives to cablevision and keeping us ahead of the slowing. Have we looked at other Internet providers, separate from Comcast?

4. B. Ongoing training for Boards/Commissions

- ◆ **Mayor:** There are some new items in the works for ongoing training, but nothing substantial has been brought forward that I am aware of.
- ◆ **Deputy Mayor:** Gave Mike a '3' for ongoing training. This needs to be a priority!
- ◆ **Ward 2:** There have been initiatives made to improve the education of Boards and Commission members. It needs to be systematized with participation provided to the Appointments Committee. This issue needs a higher priority in the next evaluation group. The City Manager has also attended several Committee/Commission meetings. Partial credit.
- ◆ **Ward 3:** This is a good idea but it is not clear how, what the program is or the results. 4 points.
- ◆ **Ward 5:** I haven't seen anything being offered. The Council needs information provided to us. Also not sure this should be on expectation list for City Manager.
- ◆ **At-Large:** There has been little done to expand board training, and may not all be the City Manager's responsibility. This area has had little attention, nor a plan to move it along.

4. C. Keep people posted on Turnkey odor issue

- ◆ **Mayor:** City Manager arranged for the Council tour of the Turnkey with question and answer with company officials. Not a whole lot more has been heard.

Would be nice to get quarterly updates not only from the City Manager but from Dover's representative. On a separate note, a seat on the Turnkey Committee was offered to a Dover City Councilor by the Rochester Mayor. There was no interest expressed by any Dover City Councilor in sitting on this committee.

- ◆ **Deputy Mayor:** Gave Mike a '3' on Turnkey Landfill. Again, continuous public forums need to be established to update folks on this matter.
- ◆ **Ward 2:** The Turnkey odor issue was addressed by a meeting attended by the City Manager and hosted by Waste Management. It appears progress is being made to the extent possible. There should be an update on this issue in at least a quarterly issue of the City Manager's report. Strong credit here.
- ◆ **Ward 3:** Is there some numerical number that measures odor and if so what is acceptable and what is below a reasonable level? Until there are some specific ways to measure, this seems to be a very subjective matter. Why give the City Manager any credit if this item can not be measured? 2 points.
- ◆ **Ward 5:** I would like to see more information disseminated. Where are the letters and minutes of these meetings that our representatives attend? People do not seem to have access to this data.
- ◆ **At-Large:** Turnkey odor has been put off with the advent of the gasoline project. No update to the present situation has been presented, nor has any info from our resident advisor to Waste Management.

4. D. Continue to advocate school/city efficiency

- ◆ **Mayor:** More efforts are needed. If it is a matter of not getting cooperation from other entities, then the Council needs to be made aware of this and then it will become a policy decision by the Council.
- ◆ **Deputy Mayor:** Gave Mike a '2' on City/School partnerships. There is a pressing need to bring both boards and administrators together to work in a cohesive matter.
- ◆ **Ward 3:** What measurements do we have to determine results of this program? 3 points.
- ◆ **Ward 5:** I do not see this at all, this was a top priority on the expectation list last year and now it is at the bottom. Need action plan on both sides for this.
- ◆ **At Large:** I feel the school aspect of this evaluation has not been shared with us as a Council. The City Manager has shown some efficiencies on the City side, but the School Department continues their autonomous path.

4. E. Investigate 'gain sharing' incentive program

- ◆ **Mayor:** See comments in 4D.
- ◆ **Deputy Mayor:** I give Mike a '1' on gain sharing as I believe this again relates to city/school partnership. See comments in 4D.
- ◆ **Ward 2:** To date there has been no formal gain sharing program introduced, though economies are typically encouraged. Partial credit is warranted.
- ◆ **Ward 3:** This is a worthwhile program but unaware of any results. 3 points.

- ◆ **Ward 5:** Employee incentive programs are nice to have and sometimes can produce results. The City has one in place. Not many suggestions have come out of it. This seems to have been my experience over the years as well. Employees should be reminded that suggestions are encouraged. Continue on with this expectation.

OVERALL STATEMENTS AND SUMMARIES

Ward 1: I feel the City Manager has done a decent job in the areas of: Staff Effectiveness, Policy Facilitation, Service Delivery Management, Strategic Leadership, Democratic Responsiveness, Communication, Organizational Values, and Leadership. I feel that Organizational Planning and Management is one area he could do a better job in. The City Manager does a good job in the area of Integrity and Personal Development. He exceeds expectations in the area of Interpersonal Characteristics and Skills and does an exceptional job in the area of Self-Mastery.

I would like to see the City Manager more open. I notice some of the Councilors have information I don't have. I think he should be more open to the Council and the taxpayers of Dover NH. I feel every time he comes to meetings, he always wants more money for something. I believe the City Manager has hurt himself with the taxpayers by taking sides on different issues. He is there to represent the people of Dover NH, not certain groups.

Ward 3: Following our discussions last night and hearing the comments of the other councilors I have revised somewhat my comments and ratings. There is no question that the City manager puts in long hours and works hard. However it is results not effort that we should be measuring.

The layout of the evaluation form is different from last year. For example in last years evaluation there was item 3-b "coordinate McConnell Center". Last year I rated this as a 5. This year that item was omitted. Had it been included I would have given the City Manager a 1 for this item. I believe the \$8 million dollar McConnell Center project has been poorly managed and the costs keep going up.

In my opinion an evaluation of a City Manager should deal with **the bottom line**. The goal was to keep spending increases to 2% over last year and do the best that can be done within the affordability of Dover citizens. This is the most important item for voters in ward 3. The total City Appropriations increased to \$98 million this year or more than twice the rate of inflation.

Enclosed are my general comments on the performance of the City manager in the past year.

These comments reflect my opinion and include discussions with many voters in Ward 3 in recent door to door conversations. They all demand **thrift** in City spending.

The first and most important issue most voters in Ward 3 issue is the rise of their **real estate taxes**. Most recognize that the average tax bill will increase about \$400 next year. If this management approach continues the taxpayer will be looking at a tax bill \$2,000 higher in about five years.

The second issue mentioned by my constituents is **lack of full disclosure** by the City Manager. Many believe the City Manager is withholding financial information from the public, such as the total annual compensation of department managers, amounts and details of severance payments, the total cost and components of fringe benefits. There should be full disclosure of payments made through credit cards - information should be easily available to the public. **It isn't.**

The third issue - the City Manager seems to be unaware of or is **ignoring of the State Right to Know law (91A)**. Voters resent the fact that the City of Dover spends taxpayer money to defend the city manager who has violated state law not once but several times in the past two years. The Strafford Superior Court has ruled against the City of Dover several times recently.

The fourth issue- The high cost of overstaffing. About 80% of municipal spending is represented by wages and benefits. The City manager has not focused on this area and has apparently not used natural turnover to reduce staffing and costs below what they were the year before. When the City Manager eliminated the Business Assistance office, which I thought was a good idea as it would save about \$80,000 per year he requested approval to spend that money with the DIBIDA authority. So there was no net savings. in this reduction of staff.

The fifth issue has to do with the rapid **build up of Dover Bonded debt** which has increased 55% in the past four years and 27% in the past two years - from \$91 million in June 2005 to \$116 million in June 2007. This level of debt is unaffordable to most taxpayers.

The Sixth issue - Rushing the Council. The City manager provides data at the last minute to the council. As a result the council members do not have sufficient time to analyze the data and are unable to make reasoned financial decisions, resulting in superficial analysis of issues and projects which lead to higher spending.

It is hoped these comments will be taken as constructive criticisms and encourage the City Manager to address concerns of the representative of voters in Ward 3. David Scott

There is no question the City Manager works hard and for that he should get credit. However it is the results that are important to the citizens of the City that should be the basis of evaluation.

As far as compensation is concerned I believe we should follow the contract which is that the City manager is to receive no less than the increase of the CPI. That contractual obligation must be observed. To go farther than that within this economic climate when we are seeing layoffs in the private sector, problems in the real estate market and with a growing number of foreclosures would not be prudent. .

Ward 5: The City Manager has continued to advocate for the City regarding labor negotiations. I have attended some of the negotiation meetings. I hope this direction continues. The taxpayers cannot afford to continue to support benefits that are beyond real world expectations even at the best employers. Both sides are seeing this and reasonable fair negotiations are starting to lean to a balance.

The City Manager is not keeping the Council informed in a timely manner. This is a real detriment. If the Council was well informed openness would be more readily perceived. Councilors should not be subjected to hearing about major events second hand. This, to me, is one of the major short-fallings of the City Manager. The Council can disregard information it does not want to have, but it cannot garner information it has no access to. We get more junk mail

than mail from our only employee. I would like more recordings of meetings available to the Council and public. Major events (ie: demolition notices, accident notices, and more) should be delivered to the Council ASAP. On the other hand, when there is a perceived need by the City Manager the Council is often called upon to make decisions without time to review or gather information or ask questions. I will maintain my desire for open government. It has to start at the top.

The City Manager has met my expectations in many of the areas the Council decided to evaluate him on. He has exceeded my expectations in some of these listed areas, and not met my expectations in some. I rated overall met expectations. The expectation did not have my main concern of openness and information dissemination listed.

Ward 6:

1. City Manager should not be notifying other groups before alerting the Council of issues first. ie. the troubles with the Butterfield Gym. We were notified of the issue and offered a tour AFTER the members of the Children's Museum.
2. The City Manager must make sure that the resolutions on the agenda have titles that accurately represent the intent of the resolution. He must make sure that the newspapers are accurate in their representation of the intent of these resolutions.
3. Stop the use of the 'Dover City Council Time Machine' to change or re-affirm the resolutions of Councils past. We should not be going back in time to correct or re-affirm someone else's intentions. Move up and forward only please.
4. Allow Dover City Councilors to use Outlook. The existing e-mail GUI is ridiculously antiquated. E-mail is a huge corner of our communication system and record, and this system is only capable of 'Read and Toss'. Managing an e-mail contact and groups and all that we get from Outlook is slow, painful, manual, and near impossible.

I think that Mike Joyal is doing an excellent job. Dover is happy to have him, lucky to have him. I also think it's been a tough year for ALL of us. The next couple of years will get better. I (very admittedly) have been a very needy Councilor. I have been bugging Mike Joyal personally now for almost 2 years for details and knowledge, and all the facts. And on the few occasions when he can't recall a stat or a history, he has the books right there or can obtain the info within the day.

It takes a year or two to really get going on the Council, understandably. I have absorbed a lot of Mike Joyal's time this year, and I intend to be more efficient and absorb less of it next year, if Dover wants me back that is.