

Connecticut Town and City Management Association

**Model Practices
for
Municipal Governments**

~~ CTCMA ~~

Model Practices for Municipal Governments

**Randi Frank
Albert G. Ilg
Roger L. Kemp
Philip K. Schenck, Jr.
William F. Smith, Jr.
Bonnie L. Therrien**

Portions of this booklet may be
reproduced in any form, or by any means,
with proper attribution to the
Connecticut Town and City Management Association

Published by the
Connecticut Town and City Management Association
c/o Department of Public Policy
University of Connecticut
1800 Asylum Avenue, 4th Floor
West Hartford, CT 06117

Telephone: (860) 570-9343
Facsimile: (860) 570-9114
E-mail: mpa@uconn.edu
Website: <http://www.dpp.uconn.edu>

Contents

Section I – Introduction and Overview

Introduction	1
Forms of Municipal Government	3
Typical Municipal Government Services	4

Section II – Model Practices for Municipal Governments

Governing	5
Administration	6
Building Inspection	7
Economic Development	8
Emergency Management	10
Finance	12
Fire	14
Health	16
Human Resources	17
Human Services	19
Information Technology	20
Legal	22
Library	24
Municipal Clerk	26
Parks and Recreation	28
Planning	30
Police	32
Public Works	34
Purchasing	36
Risk Management	38

Section III – Appendices

Municipal Resource Directory	39
Evaluation Form for “Model Practices”	45
About the Authors	53

Section I

Introduction and Overview

Introduction

To be effective, those in local government service must adequately respond to the many questions and demands raised from citizens, community groups, political leaders, department heads, and employees. It is with this in mind that *MODEL PRACTICES FOR MUNICIPAL GOVERNMENTS* was developed. It is designed to assist both elected and appointed municipal officials with selected key practices in various municipal functional areas. Hopefully, it will serve as a working tool for those who desire to improve service delivery in their municipality, or for those who want to assess the operational standards and management practices of those municipal departments within their political jurisdictions. This booklet also serves as a guide for citizens wishing to learn more about their municipal government.

This “MODEL PRACTICES” handbook begins with a brief description of typical forms of local government found in Connecticut and elsewhere. While it is recognized that each of Connecticut’s 169 towns and cities are unique, the Forms of Municipal Government should be helpful for new officials to review typical municipal structures. The form of government in each community, whether Selectmen-Town Meeting, Mayor-Council, or Council-Manager should also serve as a basic frame of reference when developing a model practices program within your community. (Laws governing local government are contained in the CT General Statutes, Chapter 7).

The main body of the document contains a selected number of “MODEL PRACTICES” for selected municipal functions. These practices are not intended to address every municipal practice or every standard. The selected practice areas were chosen to serve as a starting point for officials who want to evaluate operational standards, public services, and management practices within their own municipality.

For those who want to assess whether or not a department is following one MODEL PRACTICE, it should be kept in mind that not all “MODEL PRACTICES” can always be met within your municipality. This is because Connecticut’s municipal governments vary greatly; similar “MODEL PRACTICES” may simply be employed differently in each of our towns and cities. However, it is believed that minimum standards should be in place for each “MODEL PRACTICE.” In developing the “MODEL PRACTICES” it was decided to list about a dozen standards for each functional area. While there may be more standards within any given department or function, it was felt that these suggested practices set forth reasonable guidelines for local elected and appointed officials.

The “MODEL PRACTICES” booklet also contains a “Model Practices Evaluation Form”. This form is a checklist to keep track of these suggested practices, and to create action plans where these practices are not met or where they are being only partially met. It is designed to help those committed, or assigned with the task to enhancing “MODEL PRACTICE” activity. Once one has committed to adopting these “MODEL PRACTICES,” the assessment process can begin. Follow-up in areas where these model practices are not sufficiently being met should be described in the evaluation form for follow-up action.

Each action plan should be tied to a time-line. This will provide for accountability in each of the “MODEL PRACTICE” areas.

This booklet contains a *Municipal Resource Directory*. Local officials are encouraged to use these organizations as resources. For the most part, these are membership organizations, formed to assist in training and educating local government officials. These organizations provide guidance and valuable information in their respective functional service areas.

Forms of Municipal Government

(listed in alphabetical order)

The following three (3) types of municipal government are most common in the State of Connecticut. The most common forms of municipal government include the following:

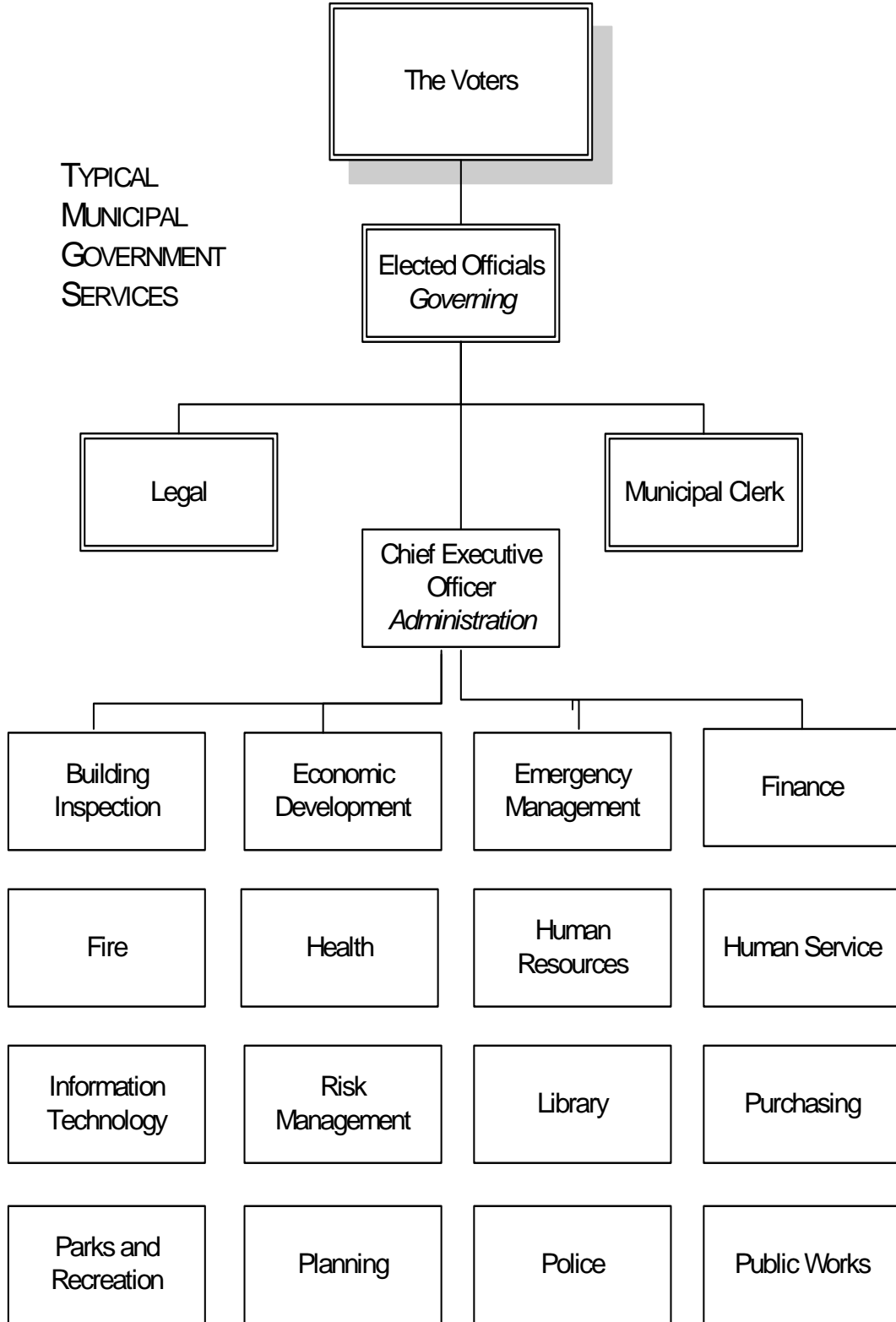
- **Council-Manager Plan** – A municipal chief executive officer, frequently called a town or city manager, is hired by the council to run the day-to-day operations of the municipal government. The town/city manager is hired based on her/his education and experience. All department managers are appointed by, and report to, the municipal manager, who has overall responsibility for all functions within the municipal government. The town/city manager is hired by, carries out the policies of, and serves at the pleasure of the municipal council. This form of municipal governments results in the professional administration of all major functions relating to town/city government. The town/city council serves as the legislative body.
- **First Selectman/Town Meeting Plan** – Under this plan, a Board of Selectmen are directly elected by the voters, and the First Selectman is recognized as the chief elected official of the municipal government. He/she has responsibility to run the day-to-day operations of the municipal government. The first selectman usually has the authority to appoint and remove department managers, and has responsibility for all functions within the municipal government. Those citizens attending the open town meeting serve as the town/city’s legislative body. Selectmen, and a number of elected boards and commission members, have various powers and responsibilities depending upon the municipal charter.
- **Mayor-Council Plan** – Under this plan the mayor is directly elected, and is recognized as the formal head, or chief executive officer, of the municipal government. Depending upon local laws, the powers of the mayor vary greatly from limited administrative duties to authority to appoint department managers. The mayor sometimes has veto power over the policies adopted by the town/city council, which can be overruled by a two-third vote of the town/city council. The Strong-Mayor Plan is a variation of this form of government, whereby the Mayor runs the day-to-day operations of the municipal government. The Mayor, under this form of government, would also have legal responsibility for all of the personnel and purchasing functions of the municipal organizations. The town/city council serves as the legislative body.

Notes:

1 – Many Connecticut towns and cities hold “town meetings” or “representative town meetings” to adopt their annual budget, as well as to conduct other municipal business.

2 – Regardless of a town or city’s form of government, the enclosed model practices for municipal governments should be used when managing the various functions within a municipal organization.

TYPICAL
MUNICIPAL
GOVERNMENT
SERVICES



Section II

Model Practices for Municipal Governments

Governing

Governing – This function is carried out by the elected leaders of a community, which typically involves mayors and council members but, depending upon the form of government, may include first selectmen and selectmen.

1. Have the elected officials defined their mission, set goals, and adopted a strategic plan? Is there community participation in preparing and updating the plan?
2. Are there Rules of Order which set forth procedural requirements, conduct at meetings, administrative rules, and state laws governing the actions of elected officials?
3. Has a Code of Ethics been adopted which covers all municipal and board of education elected officials, appointed officials, and employees?
4. Do the elected officials actively seek to communicate with constituents through the media, website, periodic publications, posting of agenda and minutes, etc?
5. Are active efforts being taken by the elected officials to contribute to the improvement of intergovernmental relations with other neighboring communities and regional governments, as well as the state and federal governments?
6. Do the elected officials review financial statements monthly in order to assure that revenues and expenditures are meeting budget projections? (This responsibility may be shared with a Board of Finance.)
7. Do the elected officials publicly receive all financial audits and audit comments cited in the annual management letter, as well as all other matters brought to their attention by the independent auditors?
8. Have the elected officials established performance measures to judge the organization's effectiveness?
9. Do the elected officials regularly recognize the volunteers who staff the municipality's boards and commissions, fire department, and other agencies, and those who participate in producing town/city celebrations and events?
10. Do the elected officials conduct an annual evaluation of their own key administration officials, as well as review the progress being made towards major municipal programs?

Administration

Administration – The Chief Executive Officer (CEO) may be appointed. The CEO administers the day-to-day affairs of the municipal organization, and also implements new programs and policies approved by the governing body. In small communities, the CEO is sometimes responsible for personnel/human resources, labor relations, handling citizen inquiries, and recommending policies and procedures to the elected officials. The size of the CEO’s staff varies greatly, depending upon the geographic size and population of the community.

1. Does the chief executive officer meet with elected officials to annually determine a mission statement for the community, as well as determine the desired accomplishments for their community’s services (e.g., the respective departments that perform these programs)?
2. Does the CEO of the town or city government prepare annual objectives for respective department managers to achieve? Does the CEO meet periodically with department managers to review their progress towards these objectives? Are these results/achievements reported periodically to the community?
3. Does the head of the municipal government have a policy to handle responses to citizen complaints? Are these citizen complaints responded to in a timely and professional manner?
4. Does the chief executive officer annually evaluate the performance of respective department managers based on these objectives?
5. Does the chief executive officer have the discretion to grant annual salary adjustments to department managers based on their “evaluated” performance towards achieving agreed upon municipal objectives?
6. Is there a procedure in place to annually evaluate and compensate non-union employees (i.e., those employees that do not belong to any recognized bargaining unit)?
7. Is there a file of all legal opinions in one location for future reference (for not only the CEO but for the public and other elected or appointed officials that may inquire about past legal opinions)?
8. Are there joint municipal services, such as purchasing, IT services, and insurance, with the Board of Education or other outside agencies?
9. Does the CEO keep abreast of the latest innovations and productivity trends for those functions performed by the municipal government?
10. Does the CEO periodically meet with department managers to discuss these innovations and productivity trends to ensure that they are appropriately implemented within the municipal organization on an ongoing basis?

Building Inspection

Building Inspection – This function is responsible for the enforcement of building codes that must be followed by property owners, contractors, and developers, when improvements are made to real property. The Chief Building Official (CBO) is usually in charge of this program, with a number of code inspectors (e.g., building, electrical, heating, and plumbing), as required. The Department reviews building plans, approves them, and issues building permits to allow construction. Inspections are also often conducted, and a final Certificate of Occupancy is issued when signed-off by a Building Inspector. These employees are also in charge of other code enforcement practices.

1. Is the Building Official certified and appointed for a four-year term in accordance with Section 29-260(a) of Connecticut state law? Do all inspectors meet the qualifications required by law? (*Sections 29-261(a) and 29-262(a)*)
2. Are building permit applications reviewed within 30 days of receipt? (*Section 29-263(a)*) Are efforts underway to improve the process for review, approval, and inspections? (*e.g. electronic permitting*)
3. Does the Building Official share information with the Fire Marshal and other code enforcement departments and participate in meetings with the development staff and developers to coordinate permit activity among departments e.g. planning, public works, fire, tax assessing, Inland Wetland and Watercourses, etc.?
4. Does the building staff attend annual training in order to stay current with the State Building Code? (*Section 29-262(b)*)
5. Are performance measures being kept of the number and type of inspections per day, category and monthly value of building permits issued, amount of money collected, etc?
6. Is there a program to detect construction that is taking place in violation of the law?
7. Are copies of all Building Permits routinely forwarded to the Assessor so adjustments can be properly and promptly made to assessed valuations of properties that reflect increase on new construction?
8. Are all Building Permit fees collected deposited in a timely manner with the Finance Department?

Economic Development

Economic Development – The employees in this function attempt to facilitate the right development, create business opportunities, and expand the local job and tax base, through the administration of economic development incentives. Typical financial incentives may include low-cost financing, tax incentives, and tax rebates. Land-based incentives usually include density bonuses, land subsidies, and relaxed development regulations. In addition to expanding the local economy, new business and industry generates additional property taxes, development fees, and personal property taxes. Elected officials must approve of all incentives received by private sector developers, contractors, and property owners.

1. Has the municipality adopted an ordinance that establishes zones for commercial and industrial property tax revenue sources such as shopping centers, office buildings, warehouses, light and heavy industry, etc.?
2. Is there an economic development commission to assist with advice and recruitment of new businesses and retention of existing businesses? Is the commission actively involved in the community's economic development program?
3. Is someone in charge of the economic development program on a daily basis and is the program supported with sufficient resources in the annual budget?
4. Does the Economic Development Director work with the Planning Director to review the municipality's development approval processes so that a client can receive an affirmative commitment from all municipal agencies, boards, and commissions within a 30 to 60 day period?
5. Does the municipality have an established policy adopted by the legislative body that defines the conditions and scope of the incentives that the community will provide to attract new businesses and retain existing businesses?
6. Has a database of information needed for a successful economic development program been developed? For example, is there a record for each available parcel showing name, address and telephone numbers of the owner, availability of parcels, price, utility lines, company policies regarding extensions of utility lines if needed, assessment, lot, block and parcel number, all current taxes including special districts, distance to nearest interstate and airport, labor market statistics, demographics of the community and region, etc.
7. Is all available information on a municipality's available land and building parcels being forwarded to the State Department of Economic and Community Development (DECD) as well as the Connecticut Economic Resource Center (CERC) for entry into their databases?

8. Have publications, maps, and websites been prepared professionally for maximum impact on prospective clients and those who the municipality recruits to help interest foreign and domestic firms for future consideration?

Emergency Management

Emergency Management – The purpose of emergency management is to limit the loss of life and property during a disaster, whether natural or human-made. This function is typically housed within the police and fire departments. It is not unusual for police and fire officers to have this assigned as a collateral duty. In many communities, a part-time or full-time employee typically manages this function. If housed in either the police or fire departments, those employees involved report to their respective chiefs. If this function is a freestanding department, the Emergency Management Director usually reports to the CEO. These employees also coordinate the activities of other departments, and hold disaster training exercises, to improve the skills of all municipal responders.

1. Has the municipality prepared, and does it maintain, a current Emergency Management Plan (EMP), which includes clear lines of authority and decision-making?
2. Is there an Emergency Operations Center (EOC) available for coordinating municipal activities in the event of a declared emergency?
3. Has the municipality prepared a hazards analysis that identifies areas that pose a serious threat to the community in the event of a natural or man-made disaster or emergency?
4. Has the municipality planned for the documenting of possible high-risk areas within the community by using mapping, photographing, and/or videotaping technology?
5. Is a financial management system in place that can properly deal with emergency conditions, as well as for providing relief, and reimbursement to citizens?
6. Is a communications network in place to adequately and promptly notify municipal and other government officials, private and nonprofit sector representatives that provide assistance, as well as the public, in the event of an emergency?
7. Does the emergency communications system have interoperability within the municipality for all first-responders, as well as within the region to communicate with other emergency officials outside of the community?
8. Are all municipal officials responsible for assisting during an emergency properly trained as may be required by federal, state, or local government requirements?
9. Are simulated emergency disaster exercises conducted periodically to fine-tune the community's first-responder skills should a real emergency occur?

10. Is there a written legal mutual aid agreement with all other appropriate emergency providers (e.g., other communities and nonprofit organizations)?
11. Are the IT Director and support staff actively involved in the planning of the town or city's Emergency Operations Center (EOC) to ensure that it is state-of-the-art from a technology standpoint to properly serve the public during an emergency?
12. Does the community have an active Local Emergency Planning Committee (LEPC)?

Finance

Finance – The finance function is usually headed by a Director of Finance, who also usually serves as the Treasurer and Comptroller. The finance duties include financial planning and policy-making, purchasing, treasury management, debt management, revenue collection, budgeting, and financial statement preparation. The Finance Director usually oversees the real property assessment function, the sending of property tax notices to taxpayers, and the collection of real estate taxes, including personal property. The Director typically tracks revenues and expenses, and prepares monthly reports to keep the community’s department managers abreast of their respective budgets. Periodic reports are also prepared and distributed to elected officials. The Finance Director assists the CEO with the preparation of the municipality’s annual budget.

1. Is there a fund balance reserve policy (e.g., whereby the annual General Fund balance is between 5% to 10% of the General Fund portion of the town/city’s annual budget)?
2. Does the municipality prepare annual multi-year revenue and expenditure forecasts (e.g., usually prepared for a five year period) to attempt to predict its financial future, and is this information provided to elected officials to assist them in determining their community’s future financial condition?
3. Are monthly or quarterly financial reports of revenues and expenses prepared, and is this information available to department heads and elected officials to keep them abreast of the revenue and budget estimates upon which the annual financial plan was based? Are these reports made available to the public as well as the investment community?
4. Is there a contingency plan setting forth what actions will be taken by elected officials and/or the administration if revenue estimates fall short, or budget projections are greater than anticipated?
5. Is there a policy regarding the use of one-time, nonrecurring, revenues (e.g., to limit their use to fund one-time expenses, rather than annual recurring expenditures)?
6. Is there a policy regarding an annual debt service limit, which is usually expressed as a percentage of the annual General Fund budget (i.e., an amount between 5% to 15% of the community’s annual operating budget)? Does your community have a minimum bond rating of “A” from a recognized bonding agency?
7. Is the annual independent audit and management letter free of major or material findings that would jeopardize the community financially – either now or in the not-to-distant future)?

8. Does your town or city finance its capital projects so the term of the debt service does not exceed the actual useful life of the capital projects (e.g., the useful life of public streets versus police vehicles or computers)?
9. Is there a multi-year capital improvement plan, and is this financial plan (e.g., usually 5 years) updated annually? Also, is the financial impact of future capital projects on your community's annual operating budget published?
10. Are the community's pension funds, and other fringe benefits, fully funded, and is funding based on sound actuarial planning practices? If not, is there a plan to accomplish this goal?
11. Is the Comprehensive Annual Financial Report (CAFR) prepared in accordance with the Governmental Accounting Standards Board (GASB) standards?
12. Are departmental user fees and charges periodically reviewed to make sure they are updated and adjusted to reflect the cost of providing these services?
13. Are building permit fees, and other development fees, reviewed and adjusted annually to cover the costs of operating the community's Building Inspection Office, including its services to the Zoning Board of Appeals and the Building Code Board of Appeals?
14. Are development impact fees levied and collected for all new residential, commercial, and industrial development in the community? Are they reviewed periodically to make sure that these fees cover the costs of public services for these projects?

Fire

Fire – The typical Fire Department handles fire suppression, fire prevention, fire inspections, emergency services, and is responsible for responding to all hazardous materials incidents. The Fire Chief, and other members of the department, are highly involved in emergency management. While fire suppression services are handled from neighborhood fire stations, fire prevention and fire inspection are typically performed from a Fire Department office at the town/city hall. Some communities contract out ambulance services. While some communities have full-time paid professional fire fighters, many communities have volunteer fire departments. Some towns/cities use a combination of both paid and volunteers fire fighters.

1. Is the Department accredited by the Commission on Fire Accreditation International, Inc. (CFAI)? If not, is the Department pursuing this goal?
2. Has the municipality received at least a mid-point rating (5 points or lower) from the Insurance Services Office (ISO)?
3. Are all sworn fire personnel certified, and are they regularly trained to meet National Fire Protection Association (NFPA) requirements?
4. Is fire equipment, both apparatus and personal fire-fighting equipment, adequate, and does it meet current NFPA standards for safety?
5. Are the procedures and equipment used to dispatch fire apparatus and personnel adequate to support rapid response to fire calls-for-service, as well as other emergencies?
6. Are fire services provided seven days a week, 24-hours a day, to the citizens of the community?
7. Are there a sufficient number of sworn fire personnel to support each fire apparatus?
8. Are fire apparatus response times to calls-for-service adequate (e.g., does the fire apparatus, fully staffed, respond to the point-of-origin of the call-for-service within a timeframe of 8 minutes)?
9. Are formal written mutual aid agreements in place with all neighboring communities?
10. Does the municipality follow the State Fire Code when reviewing development applications?
11. Does the community's Fire Marshal participate in the review of all development and construction plans?
12. Are all fire lanes and fire hydrants properly identified and maintained?

13. Are regular fire inspections and fire drills periodically held at schools and other public places within the community?
14. Are fire records properly kept, maintained, and reviewed by appropriate authorities from time to time, as well as submitted to the State as required by law?
15. Is water available in appropriate volumes and pressures to provide adequate fire suppression services to the public?

Health

Health – Health programs usually include public health services provided to the community, health education programs, environmental services, and code enforcement. Traditional areas of concern focus on the prevention and control of communicable and chronic diseases, as well as the health concerns of young people and senior citizens. Environmental health issues include limiting exposure to hazardous materials, the promotion of safe drinking water, and programs relating to clean air. Many communities use the services of a contract physician to provide some of their services. Some smaller towns have formed interagency organizations, called Health Districts, to provide health services to member towns.

1. Is the Health Department a part of a regional health district? If so, does the District have a properly trained Board of Directors consisting of members who have a background in the health disciplines?
2. Does the Health Department have access to laboratory expertise and capacity, and a current list available of labs and written protocols or guidelines for handling lab samples?
3. Does the Health Department, on a yearly basis, evaluate the effectiveness and quality of its programming and activities so it addresses the health concerns of the target populations, and improves the performance and health outcomes of the population?
4. Does the Health Department determine the health indicators and issues facing residents?
5. Does the Health Department have written procedures and policies on investigating, and following up on, all complaints?
6. Have all appropriate staff members attained a degree in the health sciences?
7. Does the Health Department, on a yearly basis, develop a comprehensive public relations campaign to make residents aware of health issues in your community?
8. Are Health Department officials aware of the operational requirements recommended for municipal health departments by the National Association of County and City Health Officials (NACCHO)?

Human Resources

Human Resources – This function, a separate department in large cities, is also called personnel, or sometimes referred to as civil service systems. The personnel system is based on merit, and the administration of this system without regard to race, color, national origin, sex, religion, or political affiliation. A job classification system, employee compensation plan, ongoing training, and a performance evaluation process are all essential to modern human resources management practices. The “HR” staff also performs labor relations duties, including the administration of ongoing labor agreements with municipal employee unions.

1. Does the municipality have a recruitment process in place that tests for, hires, and promotes applicants based on merit or ability to meet the essential function of the position?
2. Does the municipality have personnel rules and regulations that have been updated in the past five years? Do these personnel rules also include policies on ethics, family leave, sexual harassment, leave policies, grievance procedure, workplace violence, flextime, drug free workplace, exit interviews, etc.?
3. Does the municipality have a Classification and Compensation Plan that has been updated in the past 5 years including job descriptions and review of the market value of positions?
4. Does the municipality have a completed personnel file on each employee as well as a confidential medical file that is kept and filed separately and secured? Is there a process for the review of these files?
5. Does the municipality have an orientation program for new and promoted employees? Does the orientation program include copies of personnel rules, union contracts, employee benefits including health and pension booklets, safety procedures, etc.?
6. Does the municipality have a formal training program for all employees, especially supervisors, in the areas of ADA, FMLA, workers’ compensation, discipline, and grievance handling?
7. Does the municipality have a labor/management committee to address concerns related to labor relations, such as morale, social events, innovations, etc.?
8. Does the community have a trained person to conduct labor negotiations and labor contract administration? Is this person knowledgeable about the State’s labor laws?
9. Does the municipality have an up-to-date Employee Assistance Program (EAP) as required by federal law?

10. Does the organization's workforce reflect the demographic composition of the community?

Human Services

Human Services – The human service programs performed by municipal government are usually designed to serve low-income and disadvantaged citizens. Typical human services programs deal with such issues as juvenile delinquency, low-income, senior citizens, housing discrimination, unemployment, affordable childcare, alcoholism, drug abuse, and poverty. Typically these services are provided free of charge, for a nominal fee, or for a fee based on one's ability to pay. The employees in this function frequently serve as a clearinghouse for social services, referring citizens to other public and nonprofit agencies as appropriate.

1. Does the municipality on a yearly basis assess the needs of the community's population (i.e., youth, elderly, family, school population) and retool the programs to fit these needs?
2. Does the municipality have a citizens' Human Services Advisory Board, whose members are properly trained in this field?
3. Are formal orientation sessions held for new Board members?
4. Does the Program Manager for this function have the appropriate training in the social services?
5. Do other employees possess the appropriate training or professional credentials?
6. Does the Department have proper contracts and oversight requirements with the various non-profit organizations they work with?
7. Is there a confidentiality policy in place, and is the staff properly trained on how to use this policy?
8. Are all client records current and complete, and maintained for future reference?
9. Are client profiles maintained in a written format for each person who is served or assisted by the municipality's services?

Information Technology

Information Technology Services – The trend in recent years, especially in large communities, is to centralize information technology (“IT”) services in a single department. All hardware and software are maintained centrally. This includes the acquisition of any new hardware and software applications. The goal of this effort has been to standardize hardware and software throughout all departments. The “IT” staff is also responsible for training new and existing employees on how to use hardware and software, and handle troubleshooting for all departments when problems occur. It is not unusual to have an “IT” Users Committee to ensure that the technology needs of both staff and line departments are being properly met on an ongoing basis. A new IT trend includes providing e-government services to the public (e.g., online recruiting, online payments, etc., etc.).

1. Does the municipality have a designated person to perform IT Services (i.e., either on the staff or on a consulting basis)?
2. Does the town or city have a Technology Master Plan, whereby hardware and software are planned for, funded, and purchased annually, so municipal departments can provide state-of-the-art services to the citizens they serve?
3. Are the municipal computer records stored off-site in case of an emergency (e.g., fire, flood) where existing computer records could be damaged?
4. Does your municipality back-up its computer system on a daily basis to ensure the continuity of its operations?
5. Does the municipal staff provide technical assistance to ensure that the town or city has an up-to-date GIS (Geographic Information System) Plan?
6. Did the municipal staff oversee the development of your local government’s website, and is it continually maintained by the staff? Can citizens make complaints and ask questions using the community’s website?
7. Does the IT Department assist all municipal departments to ensure that they use the most modern computer hardware and software to ensure they provide the best possible services to the public?
8. Does the IT staff, or a consultant, provide training for appropriate new municipal employees in the operation of their existing departmental computer software applications, and provide updated training to existing employees if these software applications are changed?
9. Does the IT Director periodically survey the municipal marketplace to ensure that the community has the most appropriate hardware, and up-to-date software applications?

10. Is every effort being made by the IT staff to ensure that the town or city's computer website is citizen friendly, so members of the public can interact with departments to facilitate the delivery of municipal services?
11. Does the municipality have an IT Services Users Committee to provide users with the opportunity to state their concerns about existing systems (e.g., both hardware and software), as well as their desire for future applications?

Legal

Legal – The Corporation Counsel reviews all proposed legislation to be considered by elected officials, typically prepares and reviews all legal documents on behalf of the municipal organization, and serves as legal counsel to elected officials, department managers, as well as its boards and commissions. In many communities, different types of litigation are handled by contract attorneys, some of which may be very specialized, depending upon the nature and extent of pending litigation. The Corporation Counsel, sometimes called Town or City Attorney, is appointed by the elected officials, and like the CEO, serves at their pleasure.

1. Does the Corporation Counsel periodically brief the town/city’s elected officials and chief executive officer on major pieces of pending litigation?
2. Are department managers required to go through the municipal chief executive officer when seeking legal options, so he/she has an awareness of what is being asked by managers of the legal staff?
3. Are all proposed municipal ordinances reviewed by the Corporation Counsel before being presented to the Municipal Council?
4. Are all major contracts, agreements, leases, deeds, and other legal documents, reviewed by the Corporation Counsel before being presented to the community’s elected officials?
5. Are all significant claims received by the municipality routinely referred to the Corporation Counsel for review and disposition? Is appropriate feedback provided to the municipality’s elected officials and management staff on the disposition of all claims filed against the community?
6. Are all requests for legal opinions from elected officials, as well as board and commission members, required to be presented to the elected officials before being acted upon by the legal staff?
7. Is there a process in place to annually review the use of outside special legal counsels with the community’s elected officials, as well as the chief executive officer, so everyone is aware of the cost and use of these consulting attorneys?
8. Do the community’s elected officials establish the monetary thresholds for the settlement of all lawsuits that are settled “out of court?”
9. Does the legal staff have access to state-of-the-art legal databases to facilitate their research and rendering of legal opinions?
10. Is the legal staff used when necessary on matters relating to labor relations to hold down these municipal legal expenses?

11. Is the CEO sent copies of all correspondence relating to municipal lawsuits, legal correspondence, and legal opinions?

Library

Library – This function typically involves public programs relating to information services, services to children and adults, and community services. Internal library programs include technical services, dealing with automation, systems applications, cataloging, and bibliographic control. Circulation management is also a basic program to all libraries. Community services include, but are not limited to, workshops and discussion groups, housing various exhibits, and conducting educational programs. A major expense for libraries is their acquisitions budget. Books, periodicals, and other materials, are purchased out of these funds to make sure that a library's collection is up-to-date and reflects the changing needs of the community. Literacy programs are also conducted, usually with the use of volunteers, from library facilities.

1. Is the Department accredited by the American Library Association (ALA)? If not, is the Department pursuing this goal?
2. Does the town or city have a Library Master Plan for the future development of its municipal library, including its capital assets, technology, as well as the types and levels of services provided to the public?
3. Does the Library Director, or his or her staff, periodically survey library users to make sure that the funds available for municipal library services are spent according to the type and level of services desired by the citizens it serves?
4. Does a Friends of the Library organization exist to assist the library in ways deemed appropriate by the Library Director (e.g., volunteer services, arranging book donations, fundraisers for library services, etc.)?
5. Does the Library Director, or his or her staff, work with community nonprofit organizations to seek donations, goods, and services to assist the library in providing needed services to the public they serve?
6. Is the library involved with providing specialized services to the public, based on their needs, with funds and products being provided by local nonprofit organizations (e.g., adult and/or teen job centers, family health centers, computer training centers, etc.)?
7. Is the Library Director involved in seeking grants from higher levels of government; as well as local, state, and national nonprofit organizations; to expand library services to various segments of the public it serves (e.g., young people, senior citizens, handicapped, etc.)?
8. Does the Library Director work with the local School Superintendent to assist your public school systems in providing needed library services to its students (e.g., some community libraries provide “mini” libraries at municipal schools for students, if local education funding is not available for weekday, weekend, or evening services)?

9. Is the town or city actively involved in the Literary Volunteers of America Program to provide needed services to adults (e.g., either by using its staff to coordinate this program, or by providing free space so that this program can be provided free-of-charge to the public)?
10. Does the Library Director, and his or her staff, work with the local Chamber of Commerce, local nonprofit economic development organizations, as well as the town/city's Economic Development Office, to provide the latest information available in this field to these organizations, their members, as well as members of the public?
11. Does the town or city library provide an adequate number of free-to-use and easy-to-access computer terminals for the public to use (e.g., young people, old people, and others who may not have a computer at home) to connect to the Internet as well as use other applications (e.g., research, document preparation, charts and tables, etc.)?
12. Does the municipal library have a variety of media to properly serve the public (e.g., books-on-tape, videos, DVD's, large-print books, periodicals, etc., etc.)?

Municipal Clerk

Municipal Clerk – This function includes the housing of all public documents, including agendas and minutes, maintaining the vital statistics of a community (e.g., birth, death, and marriage records), and assists the Registrar of Voters. Licenses and permits are also available from the Office of the Municipal Clerk. Notices of all public meetings, including those of boards and commissions, are posted. This office handles records management, including storage and retrieval systems, and elections administration. This office is also an important source of public information for citizens with questions about their municipal government.

1. Are all marginal notations made and land recordings returned to the owners within one month of being presented for recording or in accordance with State Statutes? Is an index of land recording prepared and available to the public each day? Are land recordings audited and errors in indices corrected in accordance with State Statutes?
2. Are the Historic Records Preservation Report and Recording Fees sent to the State Library on time each month? Is the grant available to each municipality for Historic Document Preservation applied for each year? (see footnote)
3. Are other licensing reports produced and fees paid to the State in accordance with State Statutes? (*There are fines to the town/city if reports aren't done.*)
4. Are all birth, death and marriage record indices computerized? Have all land record books, vital statistics and other historic documents held in the town/city Vault been microfilmed and printed on acid free paper? Have all documents needing restoration been restored?
5. Are offices cross-trained with other municipal employees so that coverage is available to provide public services during lunch hours, vacations, and sick days?
6. Are all maps recorded, numbered, indexed and microfilmed? Have all maps and land recordings been digitized on CD's? (*Not required by Statute, but the above grant will pay for this*)
7. Are all agency agendas and minutes filed with the Municipal Clerk, and are these items bound annually to facilitate reference by the public?
8. Is the Municipal Clerk using the municipality's website to inform the public about all aspects of voting, obtaining licenses and certificates, and the procedures and costs associated with obtaining any records? Is the town/city's website being used to post minutes of various meetings? Is this website being used to post the results of elections? Are land record indices available to the public through the town/city's website? Are municipal ordinances current and posted on the website.

9. Is a program in place for all town/city government offices to receive a copy of the State's Records Retention Schedule? Has each employee who generates or receives a paper record, telephone message, or email been educated by the Clerk's Office on proper handling of these records? Does anyone oversee that records are retained and/or destroyed in accordance with State law?
10. Are all lawsuits filed with the Municipal Clerk according to State Statutes distributed with urgency to those who should be informed – the CEO, Finance Officer, Municipal Attorney, and the department involved (e.g., Police Chief, Finance Director, School Superintendent, etc.)?
11. Does the Municipal Clerk periodically review, codify, and update all municipal ordinances at least every two years to make sure that local laws reflect up-to-date amendments?

Footnote:

Item 2: This grant is guaranteed to those town/city clerks who apply if they file each month on time and send \$2 of the \$3 collected with the report. The annual amount is estimated to be \$5,000 for small towns and up to \$20,000 for larger towns/cities. There is also a competitive grant available for \$50,000 – it is required that a town/city records assessment be done before applying – the first grant (\$5,000 – \$20,000) can be used for this assessment. It can also be used to merge land record indices, restore any historic document, purchase equipment for scanning – almost anything related to the town/city clerk's office.

Parks and Recreation

Parks and Recreation – This department handles the provision of recreational services to the community, may maintain parks and recreational facilities, and provides specialized services, frequently to young people and senior citizens. Many league sports, such as baseball, football, and soccer, are played on ball fields owned and maintained by the municipal government. Frequently, many part-time employees are hired during the summer months to meet the enhanced service demands during this time period. Larger communities typically have more specialized programs involving golf courses, gymnasiums, and boating rentals at municipal lakes. These special programs are determined by a community's service preferences, the quality-of-life, and the ability of citizens to pay for these services. Many parks and recreational programs also include advisory and support groups.

1. Is the Department accredited by the National Recreation and Parks Association (NRPA)? If not, is the Department pursuing this goal?
2. Does the town or city have a Parks and Open Space Master Plan to guide the future development of parks and open spaces within the community?
3. Are the citizens of the community surveyed periodically to determine if sufficient recreational (e.g., both in terms of the types and numbers) programs are provided in light of the town or city's changing demographics?
4. Is the Parks and Recreation Department actively involved in the preparation of the town or city's Multi-Year Capital Projects Plan to ensure that appropriate steps are being taken to develop new and improved existing parks within the community?
5. Are up-to-date risk management practices used to adequately evaluate the levels of public risk associated with existing and planned recreational activities within the community?
6. Are seasonal, part-time employees used to provide recreational programs and other services during the summer months to provide employment opportunities for young people in your community? Are these part-time employees properly trained, and is this training documented?
7. Are the community's parks and open spaces periodically reviewed and assessed to determine if appropriate maintenance services are being provided to ensure the quality-of-life for the citizens?
8. Does the Parks and Recreation Department annually review and update its user fees and charges to ensure that the revenues generated cover the cost of the service being provided?

9. Are provisions made to provide services to those segments of the population that cannot afford to pay the adopted fees (e.g., the use of discounted fees, free use periods, and/or other “equity” measures)?
10. Does the Parks and Recreation Department have a long-range planning process that involves the public, and are citizens invited to those public meetings at which these plans are considered for approval?
11. Are all public parks and recreational facilities properly staffed with qualified employees to provide adequate service levels, and are young people properly supervised when services are provided at these parks and recreational facilities?
12. Are there clearly defined policies and procedures for departmental operations, including facility usage, preventative maintenance programs, staff policies, safety, first aide, and OSHA requirements?

Planning

Planning – Every Connecticut municipality has the responsibility to adopt a Plan of Conservation and Development, which forms the basis for zoning areas within a municipality’s jurisdiction. Development controls, in the form of zoning, subdivision, and inland wetlands/watercourses regulations, exist in most towns and cities. Available professional staff review all plans and development proposals, make recommendations to regulatory bodies such as Planning and Zoning Commissions, and monitor developments to ensure that projects are built according to the “approved” plans. Available staff enforce regulatory provisions and handle citizen questions and complaints about zoning and development regulations, as well as current projects. In many municipalities, staff also provides services relating to economic development, affordable housing, and the development of a municipality’s Capital Improvement Plan.

1. Is professional assistance provided to the Planning and Zoning Commission(s) and the Inland Wetlands and Watercourses Commission (IWWC) to aid in the discharge of their duties and responsibilities? *(It is recommended that there be one FTE professional planner, environmentalist, engineer, etc., per 10,000 population.)*
2. Has the Plan of Conservation and Development been prepared or updated within the last ten years as required by Section 8-23 CGS?
3. Is there a multi-year Capital Improvement Program (CIP) that is updated annually and approved by the planning commission as part of the annual budget process? Are all proposals for land acquisition and improvement projects submitted to P&Z for comment in accordance with Sec 8-24 CGS?
4. Are the subdivision regulations published with examples of recommended designs?
5. Are the zoning, subdivision, and inland wetlands and watercourses regulations, and the zoning map, current and published?
6. Is there GIS capability and is there coordination with other town/city departments and access to state and national data?
7. Is there a building/landscape design review program in place using the standards set forth by the American Institute of Architects and the American Society of Landscape Architects?
8. Are meetings scheduled between developers and municipal departments involved with community development to review new proposals by developers, and is there a written record of proposed agreements reached? *(It is recommended that these staff development meetings be held on a regular basis e.g. once a week.)*

9. Does the government's planning website section contain reports, agendas, minutes, regulations, a copy of the Plan of Conservation and Development, and appropriate contact information, to properly serve the public?
10. Are the municipality's development approval processes coordinated so that a prospective developer can receive decisions from all municipal agencies, boards, and commissions, in an expedited manner?

Police

Police – The Police Department encompasses several related programs, the most significant of which is patrol services. Many departments have initiated community-policing programs. Many departments have active crime prevention programs, where Police Officers are trained to educate school children and the public in ways to reduce crime. Training and development is also a major program since sworn personnel must be up-to-date on the latest laws, court decisions, and policing practices. The dispatching function in most communities is housed within the Police Department, may be supervised by sworn personnel.

1. Does the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) accredit the Department? If not, is the Department pursuing this goal?
2. Has an operational strategic plan been adopted and is the Department actively pursuing the goals developed from that process? Are there performance measures and periodic reports provided on the effectiveness of the strategy and/or its implementation?
3. Is community policing a philosophy and not simply a specific program of the Department? Are residents actively encouraged to cooperate with police by providing information and assistance to prevent and solve crime and to prevent and control any unprofessional behavior by the police?
4. Have information programs and computer systems been developed to produce timely and accurate information about organization performance and other reports for the public? Are accurate documents from the records office available speedily upon request by customers of the Department's services?
5. Is the Department actively pursuing communications with the public and the media through press releases, annual reports, monthly statistics, community meetings, neighborhood gatherings, etc?
6. Has the Department adopted a policy of video taping interrogations and are video recorders installed in patrol cars?
7. Do all officers meet the training standards of the State and is there training conducted during the year on service excellence, ethics, and customer service?
8. Does the Department have a "General Orders" manual?
9. Is there a special policy for prioritizing responses to calls-for-service?
10. Are dispatching services provided seven days a week, 24 hours a day? Does the Dispatch Center and the two-way radio system used provide access to other local, state, and federal agencies? Is there a back-up power system for the Department's communications equipment?

11. Are the Police Officer's vehicles properly equipped and maintained, as well as replaced at regular intervals?

Public Works

Public Works – This function usually encompasses municipal engineering services transportation systems, solid waste management, the maintenance of buildings and grounds, and central garage services. Engineering services includes reviewing all municipal development plans, as well as those submitted by private developers. The development and maintenance of all roadways is performed by this staff. When a street project is contracted out to the private sector, it is the Public Works staff that inspects the project. Many towns and cities contract out their refuse collection services. In those communities that have a wastewater treatment plant, and/or water supply and distribution system, these programs are typically placed within the Public Works Department.

1. Is the Department accredited by the American Public Works Association (APWA)? If not, is the Department pursuing this goal?
2. Does the municipality have a list of all fixed assets including infrastructure (e.g., pavement/road maintenance system, etc.) and equipment, and a maintenance or replacement schedule for each fixed asset?
3. Does the municipality have a Vehicle Maintenance Program that indicates cost and types of repair performed, and when routine preventative maintenance is needed on municipal vehicles?
4. Does the municipality have a Sewer and Stormwater Master Plan?
5. Does the municipality have a Snow Emergency Plan, which includes routes, alternative routes, as well as the assignment of vehicles and staff to meet various snow conditions?
6. Does the municipality have a Solid Waste Management and Recycling Plan to meet the current and future needs of the community?
7. Does the municipality have a manager who is responsible for such projects as building construction/repair and infrastructure construction/repair (i.e. roads and drainage systems, etc.)?
8. Does the community have an A-2 Survey recorded with the Municipal Clerk for all town/city-owned properties?
9. Does the Department have adequate and properly maintained equipment to properly conduct all public works related work assignments?
10. Is there a Water Supply and Distribution Master Plan for your community?
11. Are all municipal buildings and facilities attractive, clean, and well maintained?

12. Is there a periodic review of the use of consulting engineer services to make sure that the municipal government is receiving the most cost-effective type of engineering services available?
13. Does the community have an ongoing Sidewalk Inspection and Replacement Program? Does the municipality provide an incentive program to encourage citizens to replace their aging/damaged sidewalks?
14. Does the staff review flood control measures on an ongoing basis to ensure that appropriate steps are being taken to prevent flooding during periods of inclement weather?
15. Does the community have a Bridge Inspection and Replacement Program, whereby old/obsolete bridges are routinely replaced to ensure the safety of the motoring public?
16. Does the Department have appropriate training programs for operations and engineering staff to comply with regulations and keep people abreast of new skills and technologies?
17. Does the Department have a system for handling complaints and tracking costs associated with its various work efforts and projects?

Purchasing

Purchasing – The trend over the years in municipal governments has been to centralize all purchasing functions at a single location. The best prices are obtained when cost quotes, formal bids, and an economy of scale are received in the purchasing process. Checks-and-balances are also common, whereby multiple signatures are required before making significant purchases. Every community has monetary thresholds, above which formal bids must be received for products and services. Sealed bids are typically used for goods, while a Request for Qualifications (RFQ) or a Request for Proposal (RFP) are used for professional consulting services, where the qualifications of the service provider mean more than the cost of the service rendered.

1. Is the Purchasing function placed in a strategic location within the municipal government's organization to ensure that it is independent from major user departments to ensure the objectivity of its purchasing recommendations and decisions?
2. Does the Purchasing function follow recommended standards for records management as prescribed by local regulations and/or state statutes?
3. Are sufficient checks-and-balances in place to ensure the integrity of the town or city's requisitioning, ordering, and receiving functions?
4. Are there formal policies in place (e.g., written in a manual form) that govern the authority and practices of those employees working in the purchasing function of your community?
5. Are dollar limits and thresholds established (by the town or city's elected officials) concerning the varying degrees of formality used in the community's purchasing process (e.g., those purchases that require a formal written bid, those purchases that require three price quotes from different sources, and those purchases that can be made directly by employees with the approval of their supervisor)?
6. Does the Purchasing function establish the criteria by which a contractor's responsiveness to a municipal bid solicitation is determined, as well as the contractor's capacity and anticipated ability to perform is evaluated?
7. Does a separate vendor selection process exist when choosing a consultant to perform professional services, whereby other criteria than the lowest responsible bid are utilized in the selection process? Does the Purchasing Agency have control of this selection process (such as using an RFP or RFQ process)?
8. Does the Purchasing function have the authority to prepare, review, and modify the specifications used when selecting a contractor or consultant to perform work for the community? Are there cooperative purchasing agreements with

other towns and cities, and/or other government agencies (e.g., the school district)?

9. Does a review process exist for vendors to appeal a purchasing decision made by the Purchasing staff should the vendor feel dissatisfied with the process or the final decision made by the Purchasing Officer?
10. Is there a formal Set-Aside Program available for minority- and female-owned companies to facilitate their participation in the public procurement process?

Risk Management

Risk Management – The purpose of this function is to reduce the risk associated with providing municipal services, managing a town or city’s exposure to public liability, and to create a safe workplace for all employees. Municipal insurance policies of all types are usually handled by risk management employees. Specialized services, both medical and legal, are usually contracted out to the private sector. All municipal governments now have Employee Safety Committees to reduce the likelihood of accidents. Likewise, the staff works with those employees with on-the-job injuries to ensure that they receive the proper medical treatment and return to work as expeditiously as possible. Many communities have light-duty assignments for those employees who can work, but maybe not in their typical job classification.

1. Is there an active Employee Safety Committee that meets at least quarterly, and do their minutes show what accidents have been reviewed, as well as the actions taken to correct the circumstances that caused the accident(s)?
2. Has a Preferred Provider Network for the Municipality’s Workers’ Compensation Program and a Return-to-Work Program been implemented for employees?
3. Is someone assigned to review and monitor property, casualty, and liability cases, and is a records system maintained for these cases?
4. Is there a formal bidding policy in place to select insurance companies, and insurance agents-of-record, every three years?
5. Is safety training required by OSHA being provided to appropriate staff, and are employee records maintained to reflect this training?
6. Is there a process in place to report all accidents for workers’ compensation and liability/property cases in a timely manner, and do all department managers and employees understand and use this process?
7. Are light-duty assignments in place for injured municipal employees that can work?
8. Is there a process in place to report all on-the-job accidents/injuries within 24-hours after they have taken place?
9. Has the community explored self-insurance options, and compared these costs against the market price of insurance policies?
10. Are workers’ compensation cases, and employee on-the-job injury cases, reviewed periodically with the Chief Executive Officer to make him/her aware of the status of these ongoing programs, including the number of employees who are not at work, their status, and when they are expected to return to the workplace?

Section III

Appendices

Municipal Resource Directory

Municipal Resource Directory

American Library Association

50 East Hurton Street
Chicago, IL 60611
Tele: (312) 944-6780
FAX: (312) 944-2641
Internet: <http://www.ala.org>

American Planning Association

122 South Michigan Avenue, Suite 1600
Chicago, IL 60603
Tele: (312) 431-9100
FAX: (312) 431-9985
Internet: <http://www.planning.org>

American Public Health Association

800 "I" Street, NW
Washington, DC 20001-3710
Tele: (202) 777-2742
FAX: (202) 777-2534
Internet: <http://www.apha.org>

American Public Works Association

106 West 11th Street, Suite 1800
Kansas City, MO 64105-1806
Tele: (816) 472-6100
FAX: (816) 472-1610
Internet: <http://www.apwa.net>

Association of Public Treasurers of the U.S. and Canada

962 Wayne Avenue, Suite 910
Silver Spring, MD 20910
Tele: (301) 495-5560
FAX: (301) 495-5561
Internet: <http://www.apusc.org>

Building Officials & Code Administrators International

4051 Flossmoor Road
Country Club Hills, IL 60478-5795
Tele: (708) 799-2300
FAX: (708) 799-4981
Internet: <http://www.bocai.org>

Commission on Accreditation for Law Enforcement Agencies

10302 Eaton Place, Suite 100

Fairfax, VA 22030-2215

Tele: (703) 352-4225

FAX: (703) 591-2206

Internet: <http://www.calea.org>

Commission on Fire Accreditation International

4501 Singer Court, Suite 180

Chantilly, VA 20151

Tele: (866) 866-2324

FAX: (703) 961-0113

Internet: <http://www.cfainet.org>

Connecticut Town and City Management Association

c/o Town Manager

Town Hall

761 Middle Turnpike

Mansfield, CT 06268-1302

Tele: (860) 429-3339

FAX: (860) 429-6863

Internet: <http://www.mansfield.org>

Connecticut Conference of Municipalities

900 Chapel Street, 9th Floor

New Haven, CT 06510

Tele: (203) 498-3000

FAX: (203) 562-6314

Internet: <http://www.ccm-ct.org>

Connecticut Council of Small Towns

1245 Farmington Avenue, Suite 101

West Hartford, CT 06107

Tele: (860) 676-0770

FAX: (860) 676-2662

Internet: <http://www.ctcost.org>

Government Finance Officers Association

180 North Michigan Avenue, Suite 800

Chicago, IL 60601

Tele: (312) 977-9700

FAX: (312) 977-4806

Internet: <http://www.gfoa.org>

Institute of Internal Auditors

249 Maitland Avenue
Altamonte Springs, FL 32701-4201
Tele: (407) 830-7600
FAX: (407) 831-5171
Internet: <http://www.theiia.org>

International Association of Assessing Officers

130 East Randolph Street, Suite 850
Chicago, IL 60601
Tele: (312) 819-6100
FAX: (312) 819-6149
Internet: <http://www.iaao.org>

International Association of Chiefs of Police

515 North Washington Street
Alexandria, VA 22314-2357
Tele: (703) 836-6767
FAX: (703) 836-4543
Internet: <http://www.theiacp.org>

International Association of Emergency Managers

201 Park Washington Court
Falls Church, VA 22046-4527
Tele: (703) 538-1795
FAX: (703) 241-5603
Internet: <http://www.iaem.com>

International Association of Fire Chiefs

4025 Fair Ridge Drive
Fairfax, VA 22033-2868
Tele: (703) 273-9011
FAX: (703) 273-9363
Internet: <http://www.iafc.org>

International City/County Management Association

777 North Capitol St., NE, 5th Floor
Washington, DC 20002
Tele: (202) 289-4262
FAX: (202) 962-3500
Internet: <http://www.icma.org>

International Conference of Building Officials

5360 South Workman Mill Road
Whittier, CA 90601-2258
Tele: (310) 699-0541
FAX: (310) 692-3853
Internet: <http://www.icbm.org>

International Downtown Association

915 – 15th Street, N.W., Suite 600
Washington, DC 20005
Tele: (202) 783-4963
FAX: (202) 347-2161
Internet: <http://www.ida-downtown.org>

International Economic Development Council

734 – 15th Street, NW, Suite 900
Washington, DC 20005
Tele: (202) 223-7800
FAX: (202) 223-4745
Internet: <http://www.iedconline.org>

International Institute of Municipal Clerks

1206 North San Dimas Canyon Road
San Dimas, CA 91773
Tele: (909) 592-4462
FAX: (909) 592-1555
Internet: <http://www.iimc.com>

International Municipal Lawyers Association

1100 Vermont Avenue, NW, Suite 200
Washington, DC 20005
Tele: (202) 466-5424
FAX: (202) 785-0152
Internet: <http://www.imla.org>

International Public Management Association for Human Resources

1617 Duke Street
Alexandria, VA 22315
Tele: (703) 549-7100
FAX: (703) 684-0948
Internet: <http://www.ipma-hr.org>

National Association of County & City Health Officials

1100 – 17th Street, NW, Second Floor
Washington, DC 20036
Tele: (202) 783-5550
FAX: (202) 783-1583
Internet: <http://www.naccho.org>

National Association of Housing & Redevelopment Officials

1320 – 18th Street, N.W.
Washington, DC 20036
Tele: (202) 429-2960
FAX: (202) 429-9684
Internet: <http://www.nahro.org>

National Civic League

1445 Market Street, Suite 300
Denver, CO 80202-1728
Tele: (303) 571-4343
FAX: (303) 571-4404
Internet: <http://www.ncl.org>

National Community Development Association

552 – 21st Street, NW, Suite 120
Washington, DC 20006
Tele: (202) 293-7587
FAX: (202) 877-5546
Internet: <http://www.ncdaonline.org>

National Fire Protection Association

1 Batterymarch Park
Quincy, MA 02269-9101
Tele: (617) 770-3000
FAX: (617) 770-0700
Internet: <http://www.nfpa.org>

National Institute of Government Purchasing

11800 Sunrise Valley Drive, Suite 1050
Reston, VA 22091
Tele: (703) 715-9400
FAX: (703) 715-9897
Internet: <http://www.nigp.com>

National League of Cities

1301 Pennsylvania Avenue, N.W. 6th Floor
Washington, DC 20004
Tele: (202) 626-3000
FAX: (202) 626-3043
Internet: <http://www.nlc.org>

National Public Employer Labor Relations Association

1012 South Coast Highway, Suite M
Oceanside, CA 92054
Tele: (760) 433-1686
FAX: (760) 433-1687
Internet: <http://www.npelra.org>

National Recreation & Park Association

22377 Belmont Ridge Road
Ashburn, VA 20148-4150
Tele: (703) 858-0748
FAX: (703) 858-0794
Internet: <http://www.nrpa.org>

Regional Planning Organizations

c/o State Office of Policy and Management
Intergovernmental Policy Division
450 Capitol Avenue- MS #54SLP
Hartford, CT 06106-1308
Tele: (860) 418-6432
FAX: (860) 418-6493
Internet: <http://www.opm.state.ct.us>

The Urban Institute

2100 "M" Street, N.W.
Washington, DC 20037
Tele: (202) 833-7200
FAX: (202) 331-9747
Internet: <http://www.urban.org>

U. S. Conference of Mayors

1620 Eye Street, N.W., 4th Floor
Washington, DC 20006
Tele: (202) 293-7330
FAX: (202) 293-2352
Internet: <http://www.usmayors.org>

Evaluation Form for Model Practices

Model Practices Evaluation Form

The purpose of this form is to assist local elected and appointed officials in evaluating the functions of their municipal government using the suggested “model practices” guidelines contained in the preceding pages. This is a generic form and can be used for each function.

The key to the “status” of each Model Practice, as well as the overall rating for this function, are shown at the end of this form.

(List Function being Reviewed)

~~ Model Practices ~~

1. Description: _____

Status: _____

Action Plan: _____

Assigned to: _____

Date Assigned: _____ Due Date: _____

If Model Practice does not apply, please explain why: _____

2. Description: _____

Status: _____

Action Plan: _____

Assigned to: _____

Date Assigned: _____ Due Date: _____

If Model Practice does not apply, please explain why: _____

3. Description: _____

Status: _____

Action Plan: _____

Assigned to: _____

Date Assigned: _____ Due Date: _____

If Model Practice does not apply, please explain why: _____

4. Description: _____

Status: _____

Action Plan: _____

Assigned to: _____

Date Assigned: _____ Due Date: _____

If Model Practice does not apply, please explain why: _____

5. Description: _____

Status: _____

Action Plan: _____

Assigned to: _____

Date Assigned: _____ Due Date: _____

If Model Practice does not apply, please explain why: _____

6. Description: _____

Status: _____

Action Plan: _____

Assigned to: _____

Date Assigned: _____ Due Date: _____

If Model Practice does not apply, please explain why: _____

7. Description: _____

Status: _____

Action Plan: _____

Assigned to: _____

Date Assigned: _____ Due Date: _____

If Model Practice does not apply, please explain why: _____

8. Description: _____

Status: _____

Action Plan: _____

Assigned to: _____

Date Assigned: _____ Due Date: _____

If Model Practice does not apply, please explain why: _____

9. Description: _____

Status: _____

Action Plan: _____

Assigned to: _____

Date Assigned: _____ Due Date: _____

If Model Practice does not apply, please explain why: _____

10. Description: _____

Status: _____

Action Plan: _____

Assigned to: _____

Date Assigned: _____ Due Date: _____

If Model Practice does not apply, please explain why: _____

11. Description: _____

Status: _____

Action Plan: _____

Assigned to: _____

Date Assigned: _____ Due Date: _____

If Model Practice does not apply, please explain why: _____

12. Description: _____

Status: _____

Action Plan: _____

Assigned to: _____

Date Assigned: _____ Due Date: _____

If Model Practice does not apply, please explain why: _____

13. Description: _____

Status: _____

Action Plan: _____

Assigned to: _____

Date Assigned: _____ Due Date: _____

If Model Practice does not apply, please explain why: _____

14. Description: _____

Status: _____

Action Plan: _____

Assigned to: _____

Date Assigned: _____ Due Date: _____

If Model Practice does not apply, please explain why: _____

15. Description: _____

Status: _____

Action Plan: _____

Assigned to: _____

Date Assigned: _____ Due Date: _____

If Model Practice does not apply, please explain why: _____

Status of Model Practice:

- 1 = Standard Met
- 2 = Standard Partially Met
- 3 = Standard Not Met
- 4 = Standard Does Not Apply

~ ~ ~ ~

Overall Rating for this function:

- All Standards Met (100%) _____
- Most Standards Met (75%) _____
- About Half of the Standards Met (50%) _____
- Less than Half of the Standards Met _____

Typical Municipal Government Services

(Listed by Major Function)

1. Governing ~~ Ten (10) model practices.
2. Administration ~~ Ten (10) model practices.
3. Building Inspection ~~ Eight (8) model practices.
4. Economic Development ~~ Eight (8) model practices.
5. Emergency Management ~~ Twelve (12) model practices.
6. Finance ~~ Fourteen (14) model practices.
7. Fire ~~ Fifteen (15) model practices.
8. Health ~~ Eight (8) model practices.
9. Human Resources ~~ Ten (10) model practices.
10. Human Services ~~ Nine (9) model practices.
11. Information Technology ~~ Eleven (11) model practices.
12. Legal ~~ Eleven (11) model practices.
13. Library ~~ Twelve (12) model practices.
14. Municipal Clerk ~~ Eleven (11) model practices.
15. Parks and Recreation ~~ Twelve (12) model practices.
16. Planning ~~ Ten (10) model practices.
17. Police ~~ Eleven (11) model practices.
18. Public Works ~~ Seventeen (17) model practices.
19. Purchasing ~~ Ten (10) model practices.
20. Risk Management ~~ Ten (10) model practices.

About the Authors

The authors of this volume, collectively, have over a century of experience serving as municipal chief executive officers in towns and cities throughout the nation. Their current, or most recent, affiliation, is shown below.

Randi Frank, Principal, Randi Frank Consulting LLC, Wallingford, CT

Albert G. Ilg, Former Interim City Manager, Hartford, CT

Roger L. Kemp, Interim Town Manager, Berlin, CT

Philip K. Schenck, Jr., Town Manager, Avon, CT

William F. Smith, Jr., Town Manager, Granby, CT

Bonnie L. Therrien, Town Manager, Wethersfield, CT