

**JOINT MEETING
TOWN OF ESSEX SELECTBOARD
VILLAGE OF ESSEX JUNCTION TRUSTEES**

Agenda

**Tuesday, November 17, 2015
ESSEX POLICE DEPARTMENT**

**Multi-Purpose Room
145 Maple Street
7:00 P.M.**

7:00 PM

BUSINESS

Public Works Administration Consolidation

- Capital Budgeting/ Building Financing – Doug Fisher

Update of Efficiencies Identified to Date

- Public Works
- Administrative Services – Doug Fisher/Lauren Morrisseau
- Municipal Manager Recruitment

Essex Governance Group (EGG) Committee Discussion

School District Consolidation Vote

- Recreation District?

CONSENT AGENDA

Prudential Committee/Trustees Minutes


This agenda is available in alternative formats upon request. Meetings of the Selectboard like all programs and activities of the Town of Essex, are accessible to people with disabilities. For information on access, call the Town Manager's office at 878-1341.

Times on the agenda are approximate and agenda is subject to revision at the meeting.

Certification: _____
Date Posted Initials

MEMORANDUM

TO: The Selectboard and Trustees
Patrick Scheidel, Municipal Manager

FROM: Doug Fisher, Director of Administrative Services 

DATE: November 11, 2015

SUBJECT: Long Term Borrowings to Fund Infrastructure Improvements

Attached is a listing of Town and Village long term borrowings (bonds and notes) over the last 25 years that were incurred for the purpose of financing infrastructure improvements including buildings.

Town of Essex
 Infrastructure Projects from Bond Issues

NAME	YEAR	AMOUNT	TYPE	DURATION
GENERAL DEBT				
* Library / Memorial Hall	1989	\$685,000	Bond	20 years
* Indian Brook	1988	\$750,000	Bond	20 years
* 7 Towers Rd	1991	\$153,900	Loan	15 years
* Fire Station Addition	2002	\$375,000	Loan	6 years
Stormwater (ARRA)	2011	\$171,629	Bond	5 years
Police Facility/81 Main St.	2013	\$6,900,000	Bond	20 years
		<u>\$9,035,529</u>		
WATER/SEWER				
* Sewer System Bond	1985	\$1,740,000	Bond	20 years
* Saxon Hill Sewer Bond	1994	\$190,000	Bond	20 years
Alder Brook Pump Station (ARRA)	2009	\$287,627	Bond	20 years
* Sewer Plant / Wildwood	2001	\$415,000	Bond	10 years
* Susie Wilson Sewer Expansion	2003	\$250,000	Bond	10 years
		<u>\$2,882,627</u>		
Village of Essex Junction				
Infrastructure Projects from Bond Issues				
GENERAL FUND				
* Athens Drive Reconstruction	1991	\$400,000	Bond Antic. Note	5 years
* Rivendell Reconstruction	1991	\$410,000	Bond Antic. Note	5 years
Infrastructure Bond	2014	\$3,300,000	Bond	20 years
		<u>\$4,110,000</u>		
WATER/SEWER/SANITATION				
Sanitation System Imp/WWTF Turbo Blower (ARRA)	2010	\$283,469	ARRA Loan	20 years
High School Pump Station Imp.	2012	\$1,097,500	CWSRF Loan	20 years
RZEDB (Bradford) Bond for WWTF Upgrade	2011	\$1,705,000	Bond	30 years
Wastewater Treatment Facility Upgrade	2012	\$12,925,000	CWSRF Loan	20 years
		<u>\$16,010,969</u>		

*This debt is fully paid off

MEMORANDUM

TO: Patrick C. Scheidel, Municipal Manager

CC: Essex Selectboard
Village Trustees

FROM: Dennis Lutz, P.E., Town Public Works Director
Rick Jones, Village Public Works Superintendent

DATE: 28 October 2015

SUBJECT: Follow-up to Memorandum of Agreement between Town of Essex and Village of Essex Junction Regarding Consolidation of Public Works Services

In accord with the referenced agreement signed on 13 January 2015, an Integration Study was to be prepared for presentation to the Municipal Manager for "...fully consolidating and integrating public works functions within the Town and the Village." The intended content of the plan was described on page 4 of the agreement and the contents are outlined below with comments as appropriate.

"The plan shall identify cost savings and/or efficiencies, non-monetary benefits and added service capabilities to be gained under a combined public works department, and shall include, at a minimum:"

- a. "An integrated communications plan, including all hardware, internet and software costs, allowing unfettered and seamless communication between the two communities as part of a consolidated department;"

RESPONSE: A plan has been developed entitled Communications Plan for Shared Public Works Management and a copy is included as **Attachment #1** to this memo.

- b. "Recommended changes or improvements necessary to provide better customer service, improved dissemination of work to be performed in the community, and centralized management of complaints."

RESPONSE: A plan has been developed entitled Handling of Requests for Service/Complaints under Shared Public Works Management and a copy is included as **Attachment #2** to this memo.

- c. "A written Winter Operations Plan applicable to both communities."

RESPONSE: A combined Winter Operations Plan has been written and submitted to both the Selectboard and the Trustees for their concurrence/approval. The document is too large to attach to this memo.

- d. “A written procedure for procuring outside engineering and contract services that is beyond the capability of in house resources, which shall include a list of qualified firms and their fee schedules.”

RESPONSE: This element of the plan has not been completed although work has been initiated by obtaining samples of similar contracts and procedures from other communities and VTRANS who utilize this process. It is anticipated that work on this element will continue through the winter with concrete recommendations and draft contracts ready for Board review in the spring of 2016.

The noted comments cover specific consolidation plan items outlined in the Memorandum of Agreement but do not provide answers to the broader questions pertaining to consolidation of the departments. The following sections will attempt to provide the overview perspective.

Management and Responsibility

Management of the consolidated Public Works department for the Village and the Town has to be centralized under one Director for overall supervision of key staff and consultants, coordination of effort, future infrastructure planning, service response and financial accountability/cost control, but decentralized as to operations. There cannot be multiple chiefs with questions over authority from the overall management perspective.

A Management Line Diagram has been developed and a copy is included as **Attachment #3**. Under this line diagram, the Village would appoint a Village Engineer, which is recommended to be Donald L. Hamlin Consulting Engineers. The Village Engineer would report to the Community Public Works Director as would the two Public Works Superintendents and the Town Engineer. On a daily basis, the expectation is that the two Public Works Superintendents would manage their operations fairly independently within their normal boundaries. However, mutual support would occur either as they need the support or as determined by the Director. **The intent is not to micro-manage these two key positions.**

The Village Engineer would continue to provide services as he currently does with respect to contract work, development reviews and requests for assistance from the Village Public Works Superintendent. However, the Village Public Works Superintendent can also go to the Town Engineer and the proposed Engineering Technician for engineering assistance. This provides more resources for both the Town and the Village, especially in situations that do not require a higher level of engineering involvement. There are also likely to be situations where the Town may avail itself of the services provided by the Village Engineer.

The Communications Plan in **Attachment #1** outlines the need for good communication between the parties and joint sharing of information.

The Role of the Proposed Engineering Technician

As requested last year, a “draft” job description has been prepared for a clearer definition of the duties of the position. A copy is included as **Attachment #4**.

This position is essential to the success of any effort at consolidation.

The management of public works activities in the Town and the Village is very thin with respect to work load and expectations of the public and elected officials. Successful consolidation will require a substantial amount of added work not only to put in place the needed measures but to improve the services provided to residents and the two Boards. There is no more compelling reason to consolidate than to improve service, obtain more grants, collect data and complete studies needed to develop plans for infrastructure maintenance and improvements, and reduce future costs through smart decisions and investments. **Without adequate staff, this will never happen.**

This rationale does not even factor in the current Public Works Director’s work hours at an 80% level and the loss of “community experience” and level of established “trust” that will occur when the individual retires. There needs to be a smooth transition plan identified and put in place now to insure that consolidation has the highest potential for success. There is also no guarantee of the future with regard to continuation of the current tax base. The functions performed by a Public Works Department are essential elements of any municipal government. Hiring an experienced engineering technician now solves an immediate need and provides the greatest flexibility with regard to future staffing.

The costs for this position will be mostly borne through conversion of a vacancy in the Town water/sewer budget during the first year (65% of the estimated salary costs and 100% of any benefit costs). Longer term, the intent would be to fund the position equally between water/sewer/highway and storm water all under the Town budget.

Ongoing Joint Operations

See **Attachment #5**, e-mail dated August 10, 2015.

Costs and Cost Savings

See **Attachment #6 and Attachment #7**; this is an ongoing effort.

Budgets for FYE2017 are in the process of being developed at this time. Added costs within the proposed Town Public Works, Highway and Storm water budgets associated with consolidation will be identified. These costs have not been fully identified at this time but they will be much lower than previously anticipated.

Future Joint Public Works Consolidation

It is important that consolidation take place in measured increments - learn to walk before you try to run. It will take time and a lot of hard work (together) to fully achieve the first steps in the process. However, there are issues that will need to be addressed in the future of importance to both communities. Some of these are:

- 1) Consolidation of water and sewer utility operations under single management. This can occur with two different rate structures and customer bases. The latter issue is one of financial arrangements whereas the former is a tied to field operations and efficiency considerations. As an example, the wastewater treatment facility covers all the operation and maintenance of the Village pump stations. The Town has many more pump stations but they are by the same manufacturer. At some future time, it may be smart to consolidate all the pump station operations under the wastewater treatment plant with manpower changes to make this possible. Sewer line maintenance and pump station maintenance are two very different levels of complexity.
- 2) Under the current agreement, the funding for public works equipment needs falls within each community. This may also be an area for future consolidation consideration.
- 3) The Town and the Village have very different methods for handling Capital Project Planning and funding of capital projects. Capital projects are a part of any overall public works program and they need to be integrated into any community infrastructure management plan.

Actions Needed by the Selectboard and Trustees to Effect Public Works Consolidation in the FYE2017 Budget

1. Village Trustees to prepare and submit Village Highway Budget to the Town Selectboard per the Agreement.
2. Municipal Manager, Town Selectboard and Village Trustees to review, comment, make changes as needed and approve the Public Works Management Plan including a commitment on needed and proposed resources.
3. Selectboard and Trustees to appoint membership of the Review Committee. Public Works will provide a list of potential names for the qualified outside technical agent for consideration.
4. Public Works to provide an evaluation matrix for consideration by late spring 2016 for the committee to consider using in its evaluation process. The basis for the matrix shall at least in part be applicable sections of the APWA Public Works Management Practices Manual (see cover and Table of Contents found in **Attachment #8**).

Communications Plan for Shared Public Works Management

Internal Communications between the Town and Village Public Works

HARDWARE:

Phone:

- Cell phones – exists with sharing of numbers and emergency contact print-outs
- Land lines – exists

Radio:

- Radios in the Town and the Village have access to each other's frequency and the Police have direct access to both radio frequencies

Digital:

- The Village Public Works needs to be integrated into the Town network
- The Town Public Works currently has digital access through COMCAST to the Town's network
- The Village Public Works has COMCAST but no interconnectivity to the Town (Note: the speed of this Comcast connection may need to be increased for smooth connectivity).
- The equipment needed to provide the interconnectivity through COMCAST is: a router (\$500), a new ruggedized computer tablet with monitor and Microsoft Office (\$3100) and a new printer tied to the network (\$500).
- Benefits are: complete access to the Town's computer network and GIS maps, timely access to read certain financial information (budget expenditures) now only available as periodic printouts from the Town's financial recordkeeping system, integration of complaints and requests for service into one system for both communities (See-Click-Fix), 100% capture of data into data bases as a prelude to future software implementation and management systems.
- Downside: the system will require Village transition of systems data and infrastructure management to the Town-wide data capture systems

Communications Plan for Shared Public Works Management

Internal Communications between the Town and Village Public Works

SOFTWARE:

Windows Office:

- Included with computer purchase for Village Public Works

See-Click-Fix for Town and Village:

- This software is for customer interface on service requests and for overall request-for-service management and resolution of problems.
- The Village currently uses this software; the Town does not.
- The program would be purchased by the Town for the Town/Village and reconfigured operationally (see section on customer communication for how the system will work both alone and in combination with other methods of communication)
- Cost is \$9,000 per year (estimated by vendor)
- The purchase would occur on or about 1 July 2016 (FYE2017) with actual implementation between 1 Sept and 1 Dec 2016. It will take time to configure the network, train employees and provide the public with information on its use

Infrastructure Management Software:

- This is a future but important purchase for operational management of water, sewer, roads, capital projects, storm water, etc.
- The system can be integrated with See-Click-Fix to tie the complaint system into date collection and data management for future decision making and cost control.
- The program is used to manage all classes of assets and provide cost data on the assets and the repair/maintenance of the assets. It ties into the GIS system.
- The software is not inexpensive with estimated costs from vendors being on the order of \$25,000 to \$50,000.
- Purchase of this software should not take place until the needed infrastructure hard data from both the Village and the Town are compiled on the GIS system.

Other Technical Software:

- Software such as the APWA Paver and other specialized programs may be needed as a future purchase for the computer located in the Village.

**Communications Plan
for
Shared Public Works Management
Internal Communications between the Town and Village Public Works**

COORDINATION MEETINGS

Meet on a weekly or bi-weekly basis with the following (minimum) in attendance:

- PW Director
- Town Engineer
- Village Engineer
- Staff Engineer
- PW Superintendent (Village)
- PW Superintendent (Town)
- Engineering Technician (new position)
- PW Secretary

NOTE: This meeting is for discussion of future work, schedules for current work, budget discussions and expenditures, coordination of work effort, employee coverage for absences, etc. The meeting would be tailored to an agenda and last for 30 minutes to 60 minutes -- Come prepared, share information, take assignments.

Meet with Boards and Commissions as needed

Meet with the Municipal Manager as directed

Meet with the Trustees and Selectboard on issues requiring their input or concurrence.

End Objective: Improved efficiencies through seamless communication between Village and Town Public Works staff for routine coordination, financial management and budgets, contract processes, emergency contact and emergency back-up for staff, reduction in paper-work, and better service to the public.

Handling of Requests for Service/Complaints under Shared Public Works Management

Request for service/complaints come to Public Works in many different ways, including;

Walk-ins	Phone	Letter
E-mail	See-Click –Fix	Radio (Police)

Under Shared Public Works Management, all such requests need to:

- Go through one central contact element
- Be quickly and efficiently sent to the party most responsible for actually resolving the complaint
- Have an accurate response in a reasonably timely manner to both the requester and management as to resolution of the complaint
- Be placed in an accurate data base for review and further action if needed as well as for future incorporation into an asset management program
- Differentiate between emergency situations and routine complaints

Proposed Methodology:

- The basic framework would be the See-Click- Fix software for recording the input request
- Once entered as a see-click-fix, the output goes directly and automatically to the Village Public Works Superintendent for requests in the Village, to the Town Public Works Superintendent for requests in the Town and to the Public Works secretary for all requests. In other words, every entered request will end up in at least two places – a master PW file and a file kept by each PW Superintendent. The log of complaints will be open to all parties to see.
- The centralized record keeping would all route through the Town Public Works office.
- Walk-ins, telephone, letter, e-mail would all be converted to a See-Click-Fix entry and be directed to the appropriate party -Village Supt.or Town Supt.or Public Works Director/Town Engineer/ Storm water coordinator (Village and Town), Wastewater Treatment Plant Operator, VTRANS,CWD, CSWD, etc.
- In an emergency or for contacts outside the realm of See-Click-Fix, phone contact or e-mail contact as appropriate would be made by Public Works. The See-Click-Fix entry for those outside the system would end with the turnover of the problem. Emergency calls for service would also be entered into the See-Click-Fix system to insure that there was tracking, follow-up and reporting.
- As an example, for a See-Click-Fix direct entry for the Village or directed by Public Works to the Village , the Village Supt. would be responsible for handling

the complaint and insuring that the party who called it in is notified via the program as well as making an entry to the master See-Click –Fix data base.

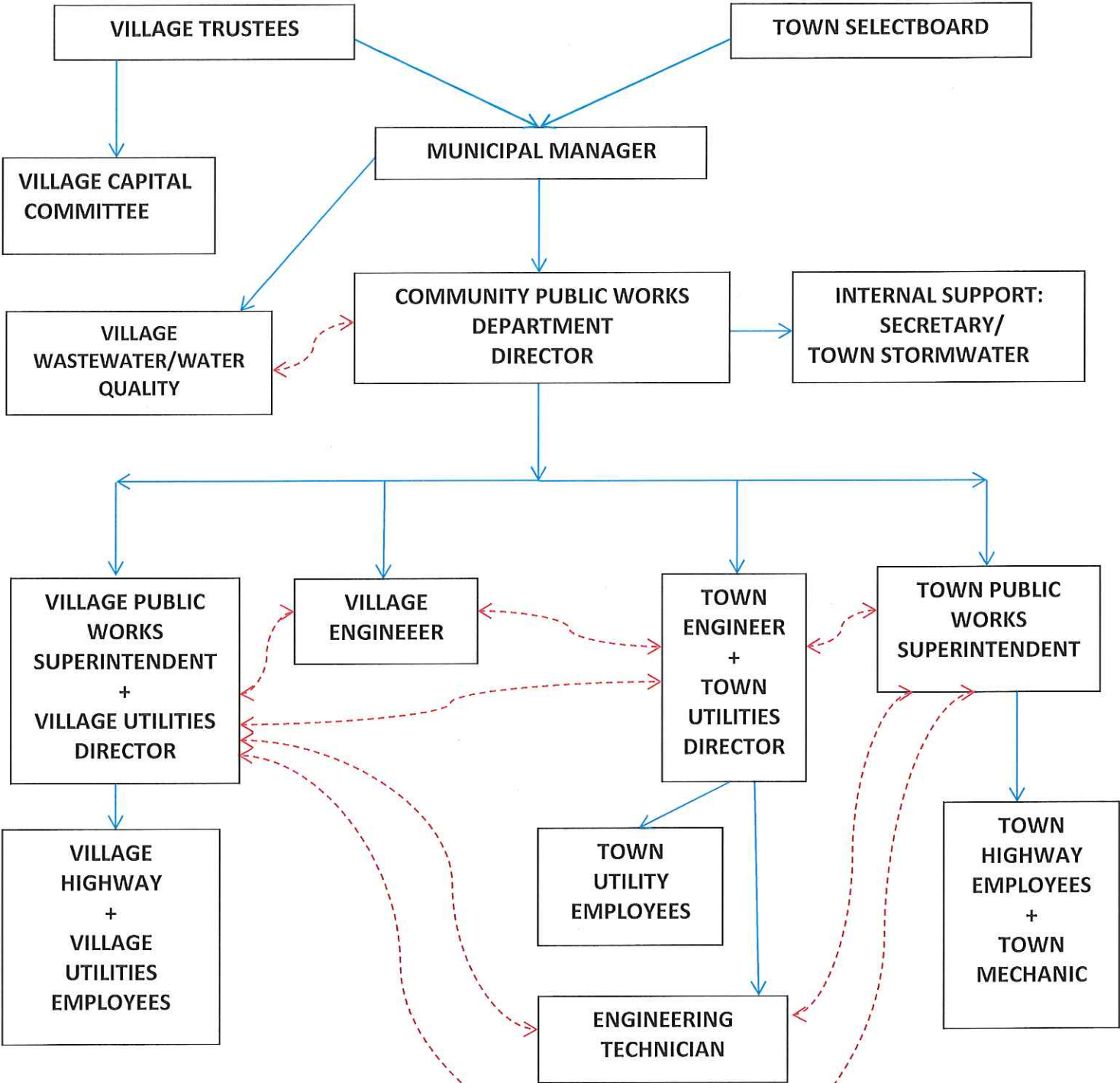
- Public Works would review the See-Click-Fix file on an ongoing basis to see what is being done or has been done or what needs to be done.
- Although complaints will automatically be routed to each Superintendent, some complaints may be directed by the Secretary to other staff such as the Town Engineer or the Village Engineer. If a complaint is directed to a staff member of Public Works, coordination must be made between that person and the appropriate superintendent. Two members of the PW staff should not be independently investigating the same issue.

Timing:

- The system will take some time to put in place – estimated at between 1 September and 1 December 2016.
- An extensive public media/outreach campaign will be needed to inform residents and businesses of the new methodology and provide them with a firm date for implementation.

End Objective: Improved efficiencies through seamless communication between parties requesting consideration of services and local government. The more professional and efficient the process, the more likely that recognition will be made that citizens' voices are heard and either action is taken or a reasonable response occurs.

MANAGEMENT LINE DIAGRAM



DIRECT MANAGEMENT →

COORDINATION/MUTUAL SUPPORT →

PUBLIC WORKS
TOWN CIVIL ENGINEERING TECHNICIAN

Definition:

Technical support to the Public Works Department covering all aspects of civil and municipal engineering, infrastructure data collection, management and construction inspection, plan review, managing the execution of small projects not requiring a professional engineer's license, contract preparation review and oversight, computer literacy associated with technical engineering support all within the context of using good verbal and written communication skills.

The individual works under the direct supervision of the Town Engineer/Utilities Director and provides direct technical engineering support to the Village of Essex Public Works Superintendent, the Town Public Works Superintendent, the Village and Town storm water staff, and the Public Works Director as directed or needed. Reviews and inspects new construction as directed, develops engineering recommendations to resolve infrastructure issues; is a point of contact for on-call emergencies; works closely with the public; coordinates with utility companies; has direct responsibility to insure that accurate records are maintained on community infrastructure; has knowledge and experience with roads, paths, buildings, municipal sewer, water and storm water systems, wastewater pumping stations, heavy equipment, engineering instruments and testing equipment; may function as the Town Engineer/Utilities Director on issues not requiring a professional license in the absence of the Town Engineer/Utilities Director.

Distinguishing Characteristics:

Works under the general direction/ supervision of the Town Engineer/Utilities Director with a high degree of independence.

Performs complex and difficult technical work requiring accuracy and discretion while working in accordance with established specifications; requires technical judgment and conceptual thinking; requires independent and accurate decision making skills for the development of technical/engineered concepts and plans; must communicate effectively orally and in writing and be able to demonstrate technical competence in dealing with the public. Solves engineering problems dealing with municipal infrastructure.

Makes frequent contacts requiring persuasiveness, perception and discretion with engineers, contractors, other town/village employees, town/village boards and commissions, state and federal agencies and with the general public. Provides overview of outside technical and public works staff engineering projects and develops projects as directed. Assists with the daily operations of the Water and Sewer Division and development of all planning, design and construction of engineered projects within the Town and as directed within the Village. Provides staff liaison between technical engineering concerns and field operations.

Errors could result in improperly designed and installed facilities, creating potential for time and monetary loss and potential danger to public safety and health and damage to buildings and equipment; errors could also result in the disruption of essential utility services to served properties within the Town; errors in engineering could result in danger to public safety and excessive costs.

Has access to confidential information contained in bid proposals, negotiating positions and similar documents.

Performs engineering evaluations, technical analysis and other related tasks within any functional area of Public Works - highway, water, sewer, buildings, storm water under general direction/supervision of the Town Engineer/Utilities Director.

Examples of Work:

Supervises and manages assigned public works construction projects. This entails assuring contractor's work conforms to the project specifications and Town/Village standards and is accomplished by inspecting the contractor's work on a daily or periodic basis; by keeping a daily record of construction and instructions/directions provided to contractors, verifying quantities, coordinating with utilities and providing for public safety on projects.

Documents with other public works staff infrastructure inventories for input into the Town's GIS system, updates infrastructure inventories and related maintenance activities on municipal infrastructure. Assists public works staff with surveying, drafting, specification and bid documents and may prepare these documents for projects not requiring a PE license.

Reviews with other public works staff development and internal construction plans for compliance with Town and Village standards.

Inspects and performs oversight on the installation/ repairs of municipal utility infrastructure, prepares as-builts of completed construction; prepares reports documenting results.

Prepares engineering drawings and specifications and cost estimates or arranges for other engineers to perform this work; develops requests for proposals and bid documents on projects or expenditures; inspects all construction or arranges for the inspection; provides technical input into the development of capital budgets and plans.

Periodically updates and maintains the technical engineering standards in documents such as Public Works Specifications, Water and Sewer Ordinances, Land Development Codes and, Storm water Ordinance and provides coordination on changes with Subdivision and Zoning Regulations.

Prepares and files required utility compliance reports and permits with the appropriate State Agencies; maintains accurate records of sewer and water connections and assists with the coordination of billing of accounts with the Town Finance Department.

Responds to customer complaints and requests for service relating to municipal public works operations in a friendly and courteous manner; provides follow-up with customers.

Provides staff technical assistance of an engineering or related nature as needed or directed.

Performs technical evaluations in areas of transportation, sewer, water, buildings and related municipal engineering areas using applicable computer skills; implements computer record keeping systems and insures that other users within the Department are trained and functional on the implemented record-keeping systems; utilizes the water computer model to provide system simulation for evaluation of system problems; performs intersection speed limit, traffic count, sight distance and related studies as required. Performs water quality testing as required.

Is a point of contact within the Department for emergency response; keeps the Public Works Director and/or Town Engineer informed of all emergency situations and is available to respond or assign personnel to respond on a 24 hour on-call basis in times of emergency.

May occasionally represent the Department to the public under trying conditions, such as sewer backups, water outages, road failures, etc. Must work successfully with contractors and vendors as one of the Department's primary points of contact.

Has contact with vendors and salespersons to compare, recommend, and/or specify various Public Works equipment purchases ranging from small maintenance products to large pieces of heavy machinery.

Performs other duties of a similar nature as directed or assigned.

RECOMMENDED MINIMUM QUALIFICATIONS

Education and Experience:

Ten years' experience in a combination of field and office environments performing work of a nature similar to the work outlined in the job description. A two year technical degree or associates degree in a directly-related field is preferred.

Computer skills required with demonstrated experience in Microsoft Systems, Spreadsheets and data based software such as Excel. Skills in engineering calculator, surveying equipment, motor vehicle operation, phone, camera, mobile or portable radio.

Knowledge, Ability and Skill:

Considerable knowledge of public works practices and construction; maintenance/repair procedures for all Town facilities including highways, sidewalks, curbs, drainage, sewer and water systems, storm water, buildings, etc. Ability to inspect construction for compliance with recognized standards. Ability to keep accurate records using computer applications. Ability to accurately estimate quantities of personnel, materials and equipment. Ability to communicate effectively with the public, both orally and in writing. Ability to make technical presentations to staff and the public. Ability to problem solve expeditiously and develop implantable solutions. Ability to schedule work activities, set appropriate priorities and meet deadlines. Ability to negotiate the terrain in Essex under all weather conditions and to access all publicly owned facilities, including underground systems. Vermont driver's license. Ability to participate in some form of continuing education.

Must possess a valid Water Operator Distribution License from the State of Vermont or acquire such a license within six months of initial employment with the Town.

Must be able to accept constructive criticism and have the ability to communicate and work well with others.

Physical Demands

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Work is performed both in office and field settings, with field work comprising most of the activities. All season, outdoor work is required: in field checks of development projects; in coordination of activities and requests for service with the public; in plan review and development and in field coordination of activities during emergencies. Hand-eye coordination is necessary to operate computers and various pieces of office equipment, survey equipment, GPS units, field measurement and testing devices. Hand-eye coordination is necessary to operate drafting instruments computers and various pieces of office equipment, survey equipment, GPS units, field measurement and testing devices.

While performing the duties of this job, the employee is occasionally required to stand; walk; use hands to finger, handle, feel or operate objects, tools, or controls; and reach with hands and arms. The employee is occasionally required to sit; climb or balance; stoop, kneel, crouch, or crawl; talk or hear; and smell.

The employee must occasionally lift and/or move up to 25 pounds.

Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception and the ability to adjust focus.

Work Environment

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee occasionally works in all types of outside weather conditions. The employee occasionally works near moving mechanical parts and in precarious places and is occasionally exposed to wet and/or humid conditions, fumes or airborne particles, toxic or caustic chemicals, risk of electrical shock, and vibration. The noise level in the work environment is usually quiet to moderate.

PERIODIC & EVERYDAY TASKS

1. Perform construction inspection including documentation/testing
2. Review Development projects and plans; maintain letter of credit files
3. Update Town/Village infrastructure identification, data capture and input into GIS system
4. Review monthly sewer flow calculations for transmittal to the Village
5. Letter of Credit tracking and warranty inspections at new developments
6. Develop cost estimates for a wide variety of potential projects
7. Prepare technical portions of grant applications
8. Review of utility permit applications
9. Assist with the development of Capital projects
10. Address customer complaints/requests for service
11. Provide technical assistance to Town and Village Public Works Superintendents
12. Develops input for updating Town and Village standards
13. Write project bids and specifications; follow bid procedures; evaluate and recommend award of bids;
14. Assist in the coordination of all projects within the community
15. Evaluate new products, materials, equipment and procedures
16. Responds to emergency situations and provides technical support during and after the emergency
17. Develop small projects to include plans/specifications/costs and arrange for development of summer construction plans.
18. Administration of grants to include timely filing of compliance documents, reimbursements, audits
19. Winter snow plowing on small non-CDL vehicles on a temporary basis as needed
20. Conduct safety inspections of Village and Town public works facilities

Dennis Lutz

From: Dennis Lutz
Sent: Monday, August 10, 2015 8:33 AM
To: Patrick Scheidel
Cc: Rick Jones; Aaron Martin; Jim Jutras (jim@essexjunction.org)
Subject: Joint Operations with the Village

The joint operations initiatives originally conceived in the spring have slowed considerably due to a number of factors:

- 1) Unanticipated effort by Public Works in temporary relocation of employees
- 2) Unanticipated effort in support of the construction at 81 Main Street
- 3) Expired storm water permits outreach with permit holders
- 4) Finalization of the Flow Restoration Plans for Indian and Sunderland Brooks
- 5) Lack of personnel to get the work done

However, some joint initiatives are underway or have been completed. They are:

Highway:

- 1) Joint safety training on required subjects, including flagging recertification, with instructors paid for by the

Town

- 2) Joint lunch(barbeque) following the safety training
- 3) Development of joint Winter Operations Plan (80% complete)
- 4) Planned catch basin cleaning with Village equipment (to be scheduled)
- 5) Coordination of winter sidewalk snow removal on VT117 (Town to build sidewalk extension to close link to meet concerns of businesses) and Village has agreed to clear (out to JB's)
- 6) single paving bid for Town and Village resulting in cost savings for both

Storm water

- 1) Joint hiring of summer help and joint management of their work/schedules/production
- 2) Joint work with Village/Town storm water coordinating committee
- 3) Joint effort on Flow Restoration Plans
- 4) Joint effort on Expired permits
- 5) Joint effort on impacts of H35 (Water Quality Legislation)
- 6) Joint effort on testing for Chlorides in streams to better understand levels that may be of concern for future State permit issues.

General Public Works Management:

- 1) Development of standardized contracts for small construction and approved contractor lists (0% progress)
- 2) Development of public Works joint management proposal for FY17 (5% progress)
- 3) Development of joint infrastructure and communications programs (20% complete with more vendors and programs to be evaluated)
- 4) Informal discussions in joint issues (ongoing)

Dennis

Early Thoughts on Potential Areas for Cost Savings under Public Works Consolidation

- 1) Consolidation of purchases to affect price through increased volume
- 2) Cross-utilization of equipment to reduce the need to rent certain pieces
- 3) Development and use of a joint road management plan to better identify the priorities for road improvements and expansion of certain road improvement strategies to affect volume and price
- 4) Sharing of Town Mechanic to reduce outside vehicle maintenance services in the Village
- 5) Winter coordination to make more efficient use of resources- materials, trucks, people
- 6) Coordination on traffic signal maintenance
- 7) Shared training
- 8) Savings on consultant engineering services for some engineering services that can be done in house by staff engineers
- 9) Savings on some infrastructure repairs through in-house engineered solutions
- 10) Increased ability to provide community assistance specific to where it is needed during emergencies
- 11) Savings through increased use of highway employees with less reliance on outside contractors
- 12) New equipment purchases coordinated as part of a consolidated equipment replacement plan (future)
- 13) Increased timeliness of response to customer concerns and requests for service
- 14) Centralized records management into the Town's GIS data base to provide for improved future decision-making
- 15) Increased use of digital records-keeping to reduce paperwork preparation, handling, storage costs
- 16) Consolidation of storm water permit compliance requirements such as constructing required storm water facilities to meet the needs of the watershed and not each independent community (thereby avoiding duplication of effort and expenditures)
- 17) Administrative cost savings through in-house project and grant management, hiring of interns, uniform system for acquisition of outside contract services, etc.
- 18) Other areas as may be determined over time and through exposure to joint operations

Actions Taken in FYE16 With Respect to Public Works Cooperation/Consolidation

General Comment: Although consolidation of the Village and Town Public Works Departments has not yet taken place, joint actions have occurred. In some cases, it is relatively easy to document cost savings; in others, it is not. Increased efficiency of operations may save time which ultimately results in more time available to address issues that may have not been possible without the efficiencies.

Storm-water:

- 1) Joint advertisement, interview and hiring of 2 interns for summer data collection by first line supervisors (not department heads)
- 2) Joint development of the required Sunderland and Indian Brook Flow Restoration Plans through one joint grant administered by the Town – grant application, request for services, administrative processing of payments and work items, saving the Village staff from having to perform these services
- 3) Joint staff support for the Town-Village Storm water Coordinating Committee, with staff alternation of duties –meeting warnings, mail-outs, minutes, follow-up
- 4) Village Water Quality Superintendent monitoring the progress and outcome of the Clean Water Act and sharing that information with the Town staff, thereby avoiding duplication of effort
- 5) Storm-water staff's sharing of discussions and progress on handling of expired storm water permits, saving time through uniform letter content and related policy documents to both Boards.
- 6) Joint storm-water training on equipment for chloride testing and cooperative installation of testing equipment/data collection
- 7) Catch basin cleaning in the Town using Village WTF equipment at reduced costs (Village charge at \$1000 per day versus vendor cost at \$1800 per day for a savings of \$4,000 to \$5,000 in the joint storm water account)
- 8) Grant application preparation by Town staff for separate Village and Town grants, saving preparation time for the Village storm water employees.
- 9) Reduction in FYE16 Town storm water budget costs over FYE15 by over \$35,000 due to changes in future equipment purchases and reduction in outside contract services for repairs and maintenance.

Highway:

- 1) Joint required safety training insuring consistent level of training and reduced time commitment (\$900 training cost in Town budgets)
- 2) Development of Joint Winter Operations Plan (first plan for the Village) by in-house personnel)

- 3) Use of Town 13 CY truck to assist Village in hauling leaves.
- 4) Assistance from the Village to cover sidewalk clearing along a portion of VT117 within the Town to address a long-standing service complaint.
- 5) Issuance and award of a single paving bid for both communities with prices 4% lower for the Town and 9% lower for the Village from FYE2014 bid prices.
- 6) Initiation of digital communication discussions and vendor inputs for future consolidated communications system.
- 7) Initiation of joint effort for equipping vehicles with GPS locators and with discussions on joint See-Click-Fix software integrated into the consolidated operations.
- 8) Planned temporary use of Village salt sheds for mixing of winter products to be paid for by the Town, hauled by the Town and used in the Town (Magic salt mix).

Public Works Management Practices Manual Fifth Edition

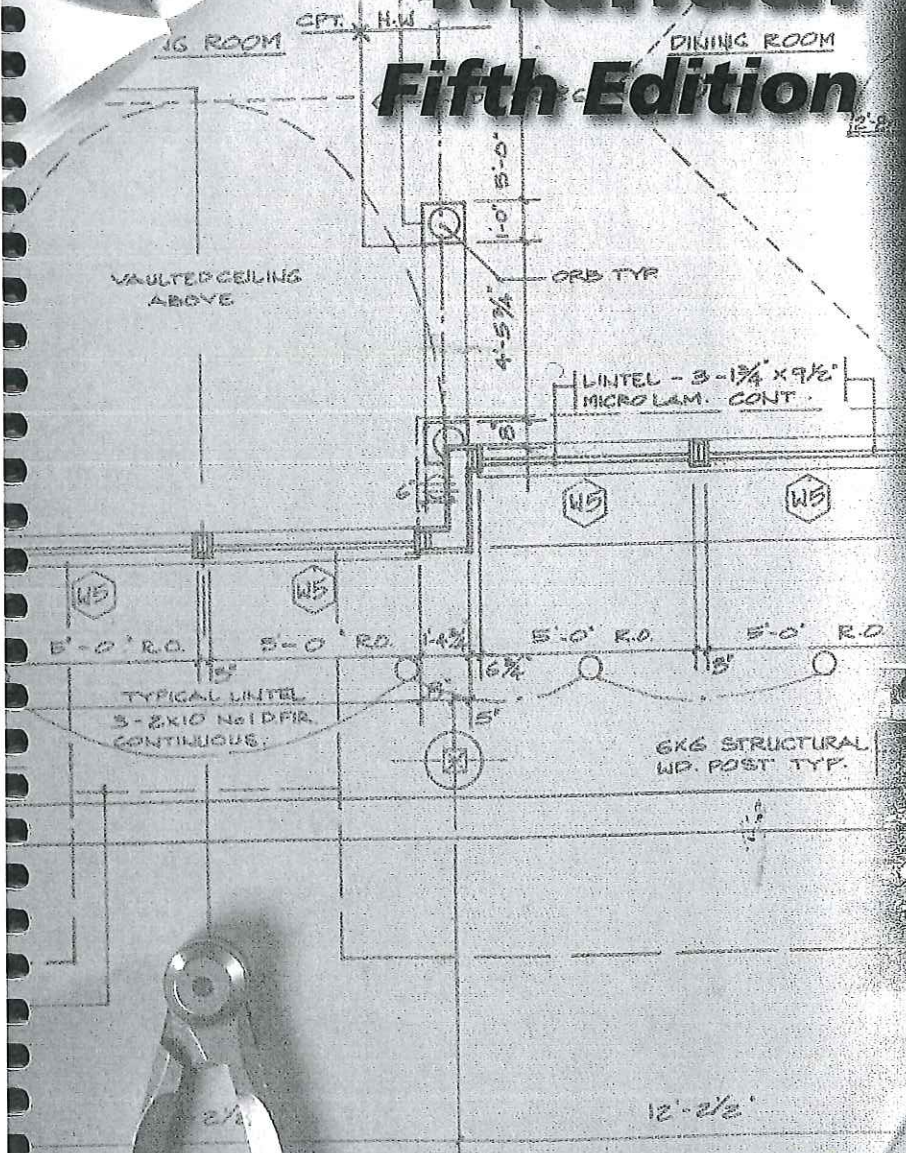


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MEMORANDUM

To: Pat Scheidel, Municipal Manager, Village Trustees, Town Selectboard
From: Doug Fisher, Director of Administrative Services, Lauren Morrisseau, Finance Director/Assistant Manager
Date: November 17, 2015
Re: Finance Department progress in combining services

The following Finance operations have been combined at this time:

- The Town and village have a combined property tax bill
- The Town and Village share a bank account
- The Town and Village share a Finance Director
- The Town and Village share a General Ledger and Chart of Accounts
- The Town and Village have combined AP functions (one set of checks, all checks run at the same time)
- The Town and Village enter cash receipts on the same system
- The Town and Village are sharing a Treasurer in practice if not in name
- The Town and Village share an Accounts Receivable module
- The Town and Village have a combined Finance team.

Future goals for the combining of Finance operations:

On January 1, 2016 we plan to have both entities' payrolls on one system with a future goal of processing payroll under one Federal ID.

With payrolls on 1 system we will cross train Town & Village personnel on payroll processing

When the Town offices are finished we plan to consolidate the location of all Finance personnel at 81 Main St.


We plan to go out for bid for one auditor for the FYE16 fiscal year.

We plan to merge and share financial policies such as purchasing and investment policies

We have a goal of moving the Village Utility (Water/Sewer) onto the Town Accounting system in FYE17

The consolidation of location of Finance personnel is essential to improve efficiency of combined services. At the present time personnel traveling back and forth between locations is hampering communication and efficiency of the process. We foresee the consolidation in one location as creating more and more opportunities for efficiency.

November 13, 2015

To: Selectboard and Trustees
Fr: Pat Scheidel, Municipal Manager 
Re: Recruitment Profile and Schedule for Municipal Manager

Issue

The issue is whether or not the Selectboard and Trustees wish to adopt the Municipal Manager recruitment profile and schedule.

Discussion

The attached recruitment profile and schedule is submitted for your review. It incorporated the comments of the interviews of all the elected officials and department heads. Where there were duplicate comments, they were included as one in the draft profile.

It became apparent in conducting the profile interviews that we all seem to share the same primary goals and objectives for the new Municipal Manager to undertake. While there are two years until the process would begin, there will be plenty of opportunities to add or delete from the recruitment profile before it is publicly released. One decision making tree would be how to select the consultant. There are several national public manager consulting firms. In addition, the Vermont League of Cities and Towns offers recruitment services. The attached profile and schedule are fairly consistent with thorough searches for a Manager.

Cost

It is too early to determine the cost for the search. It will be determined mostly upon which consultant is chosen.

Recommendation

It is recommended that the Selectboard and the Trustees approve the recruitment profile and schedule with the understanding that future editorial adjustments may be made.

Draft Manager Recruitment Schedule

Fall 2017 (August – October)

- Select Consultant
- Write sample contract
- Attorney review
- Finalize recruitment profile and determine salary
- Write advertisement

Winter 2017/2018 (December – February)

- Place advertisement by January 2, 2018:
 - Essex Reporter
 - Seven Days
 - VLCT News
 - ICMA Newsletter
 - Other?
- Identify interview process
 - Appoint interview panel
 - Appoint citizen committee and determine extent of involvement
 - Role of municipal manager?
 - Press involvement?
 - Staff involvement?

Spring 2018 (March – April)

- First interviews – March 9, 2018
- Second interviews – March 20-23, 2018
- Background/reference checks – April 3-6, 2018
- Select finalist - April 16, 2018
- Extend Offer – May 1, 2018
- Contract approved – May 31, 2018

Summer 2018 (June-July)

- New Manager starts – June 30, 2018

URL Links to be included in Recruitment Profile:

Village of Essex Junction:

- Charter <http://www.essexjunction.org/codes/village-charter/>
- Budgets <http://www.essexjunction.org/departments/finance/budget/>
- Municipal Code <http://www.essexjunction.org/codes/municipal-code/>
- Land Development Code <http://www.essexjunction.org/codes/development-code/>
- Board of Trustees <http://www.essexjunction.org/boards/board-of-trustees/>

Town of Essex Charter

- Charter <http://legislature.vermont.gov/statutes/chapter/24APPENDIX/117>
- Budgets http://www.essex.org/index.asp?SEC=FF08E5AB-D8DE-4E64-9986-7018FB6FB169&Type=B_BASIC
- Selectboard http://www.essex.org/index.asp?SEC=E74ADC6F-E91C-4E6A-BAAA-5628D2D6F942&Type=B_BASIC

(Note: This is list is a suggested start of links. More links may be added.)

RECRUITMENT INVITATION

TOWN OF ESSEX

AND

VILLAGE OF ESSEX JUNCTION

VERMONT

MUNICIPAL MANAGER



The Town of Essex and Village of Essex Junction are seeking a dynamic, open-minded professional candidate possessing excellent communication skills and a passion for local government. Proven ability to work with individuals from all backgrounds and demonstrated experience in civic engagement is highly desired. In addition, the candidate should have a good understanding of New England governance.

The Municipal Manager is employed by two different boards (Essex Selectboard and Village of Essex Junction Trustees) and if necessary, will continue working towards streamlining the delivery of services to the residents and shareholders of the Essex Community by finding organizational efficiencies in and combining various departments of the two communities.

Desired Experience and Skills

The successful candidate will possess the following experience and skills:

- Ability to delegate when necessary;
- Excellent communication skills, both verbally and written;
- Excellent interpersonal skills;
- Ability to listen;
- Comfort with public speaking;
- Team building experience;
- Leadership, ability to engage people and solicit public input;
- Demonstrated ability to follow through on complicated projects;
- Commitment to ethical management (integrity, honesty);
- Possess relevant experience in municipal management (budgeting, collective bargaining, making policy recommendations, hiring/firing);
- Evidence of dealing fairly with various members of the community (citizens, business leaders, organizations, developers, and etc.).

Desired Education and Experience

- Eligible candidates will hold a Bachelor's Degree (Master's preferred) in public administration or other relevant field with a minimum of ten years of progressive municipal experience including a role in a Chief Executive position in a community or government organization comparable in size or complexity and form of government.

Essex Community

Essex is located in Northwestern Vermont and is the geographical center of Chittenden County. Located six (6) miles from Burlington (Vermont's largest city), it provides easy access to Lake Champlain

and many dining and entertainment venues. Essex is also located close to some of Vermont's best ski areas and the state's tallest mountain (Mt. Mansfield).

Essex is the home of many restaurants, excellent schools, shops and retail outlets and a [movie theater](#), as well as the highly rated [Essex Resort & Spa](#). In addition, Essex also has many recreational facilities, including twelve parks and two pools, plus hiking and biking trails, a fenced-in dog park, a large [outdoor soccer facility](#), golf courses, and a natural reservoir for picnicking, hiking, swimming, boating and camping. In addition, we are the home of Vermont's largest agricultural fair, the [Champlain Valley Exposition](#), held each year for the ten days preceding Labor Day.

A great mix of housing is available in Essex, from mixed use buildings in the town and village center areas to condominiums; and from single family residential developments in close knit neighborhoods to rural areas surrounded by Vermont's rolling hills.

For many years, Essex was home to IBM, which at one time was Vermont's largest private employer. In 2015, IBM's microelectronics business was acquired by [GlobalFoundries](#). GlobalFoundries continues to manufacture computer chips at the Essex facility. In addition to GlobalFoundries, other major employers (over 100 employees) in Essex are: Keurig Green Mountains, USCIS-Department of Homeland Security, Autumn Harp, Revision Military, Food Science Corporation, and the Essex Resort and Spa. The Essex Economic Development Commission, appointed by the Essex Selectboard, is charged to assist with the "the retention, expansion and development of existing business; to assist with the location and development of new industrial and commercial firms to Essex..."

Our History:

Essex was established by Charter on June 7, 1763, part of the New Hampshire grants, by New Hampshire Governor Benning Wentworth under the authority of King George III of England. The first permanent settlers arrived in 1783 and the first town meeting was held in 1786. At first, the town center was located at Page's Corners (until about 1820), but over time it moved closer to the intersection of Routes 15 and 128, known as "Essex Center." Meanwhile, in another part of Essex, sawmills were built on the Winooski (or Onion) River, generating businesses and a population center known as "Hubbels Falls." As the railroad moved in, people started calling the area "Painesville" after Governor Charles Paine. By 1853 there were six railroads making connections at the station and conductors would call out "Essex Junction" as the train arrived. In 1862 a new station was built and listed as "Essex Junction." In 1892, the Vermont Legislature approved the incorporation of the Village of Essex Junction. This act meant that the Village was still part of the Town of Essex, but could levy additional taxes on itself to provide amenities such as sewers, gas street lights, and a police department that were not needed in the more rural area of the Town outside of the Village.

Starting in the 1950's several votes were held to either merge the Village with the Town or to completely separate the Village from the Town. Throughout this period, the status was not changed.

In 2006, a vote was finally approved to merge the two communities, but was overturned by a petitioned revote. In the past ten years, both the Village Trustees and the Town Selectboard have started to look at ways to better serve the community by working together.

Essex Today

The Village of Essex Junction Trustees and Town of Essex Selectboard have committed to working together to better serve their citizens. Steps have been taken to streamline service delivery systems by consolidating certain functions of government operations. In the past few years, those steps included:

- Sharing a municipal manager: In 2013, the Village of Essex Junction contracted with the Town of Essex to share the Town Manager’s services.
- Combining property taxes into one bill: In 2014 a combined property tax bill was sent to property owners. Previously, property owners in the Village of Essex Junction received two separate bills.
- Consolidation of the public works department. For FYE’16, street department and storm water will be paid for by all Town of Essex taxpayers through their property taxes at the same rate. Previously, Village of Essex Junction tax payers supported the Village public works department through their Village tax and also a portion of the Town of Essex public works department through their Town property tax. This consolidation under one tax rate should help eliminate the “double taxation” and duplication of services paid for by Village tax payers.
- Consolidation of Finance Departments. In a further attempt to streamline the service delivery system, the financial departments of the Town and Village are being consolidated.
- Thoughtful Growth in Action. The Village of Essex Junction and Town of Essex have long held separate planning and zoning functions. Each entity has its own Comprehensive Plan and Land Development Code independent of the other. In 2015, a committee of 28 residents, staff and elected representatives was established to study the system and make recommendations for coordinating planning governance and administrative efforts.

Demographics

In 2014, the population of Essex was estimated to be 20,724 (U.S. Census Bureau) making Essex the second largest community in Vermont.

Population (2014 Estimate): 20,724	Land Area: 38.82 square miles
Households (2009-2013): 8,019	Town and village workforce: 99 FTE
Median Household Income (in 2013 dollars) 2009-2013: \$75,503	
Owner occupied Housing units rate: 75.4%	
Median value of owner-occupied housing units (2009-2013): \$267,700	

Community Vision/Mission/Values

The Town of Essex is governed by a five member board (Selectboard) elected by the voters of the Town of Essex (including the Village of Essex Junction). The Village of Essex Junction is governed by a five member board (Trustees) elected by the voters in the Village of Essex Junction. In 2012, growing out of a grassroots effort, and after receiving a grant from the Orton Foundation, Heart & Soul of Essex was formed with support from both the Essex Selectboard and Essex Junction Trustees. One focus of the group is community connections with emphasis on making sure all citizens have a voice and encouraging “shared services and unified planning between village and town governments and collaboration among government, education, business and residents”

(<http://heartandsoulofessex.org>).

Both municipal boards support the community values identified by Heart & Soul: Education, Community Connections, Safety, Thoughtful Growth, Health & Recreation, and Local Economy.

Challenges and Opportunities

The municipal manager will find many challenges and opportunities percolating in the Essex Community. Among them:

- Economic Development/Diversify Tax Base/Create Strategic Plan
- Community Development/Strategic Planning for a community with more than one “Center”
- Continuation of the consolidation of municipal services
- Capital project/infrastructure finance plan
- Employee succession planning



View along Essex Way



Indian Brook Reservoir



Essex Junction Five Corners

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**TOWN OF ESSEX
SELECTBOARD
MINUTES OF MEETING
June 23, 2015**

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SELECTBOARD: Max Levy (Chairman); Irene Wrenner, Michael Plageman, Andy Watts, Brad Luck.
ADMINISTRATION: Pat Scheidel, Municipal Manager; Brenden Keleher, Assistant Town Manager; Greg Duggan, Town Planner.
OTHERS PRESENT: George Tyler, Dan Kerin, Elaine Sopchak, Andrew Brown, Lauren Morrisseau, Vanessa Zerillo.

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1. CALL TO ORDER

Chairman Max Levy called the Essex Selectboard meeting to order at 7 PM.

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2. JOINT MEETING WITH VILLAGE BOARD OF TRUSTEES

The Selectboard held a joint meeting with the Board of Trustees to discuss the following:

Essex Governance Group (EGG) Follow Up Discussion

The memo from Max Levy and George Tyler, dated 6/16/15, regarding reaching consensus on the Essex Governance Group recommendations was reviewed. The following was highlighted from the memo:

- The two governing boards have not reached consensus on how to proceed with the recommendations.
- Some of the recommendations need further study, such as consolidation of services for Municipal Manager, Public Works, Stormwater, Finance, Tax Collections, Planning. If there is agreement on a permanent service arrangement then this needs to be codified with policy changes and charter changes.
- The EGG recommendation of same day voting on ballot questions would require charter changes in both the town and village charters as well as the three school district charters.
- An ad hoc committee to further investigate the advantages and disadvantages of the voting process with the shared services model would be beneficial to see how everything will fit together and to possibly avoid multiple charter changes over time.

The following comments were made:

- Elaine Sopchak felt the suggestion for an ad hoc committee to further analyze the multiple pieces to come into alignment, especially the EGG recommendations C & D, is a good solution for the time currently. Ms. Sopchak volunteered for the committee.
- Irene Wrenner stressed communication with the public is vital, as the Selectboard was reminded by the crowd that appeared at last night's public information session.
- Andy Watts felt the time span for the committee work is lengthy and questioned the need to form a new committee when EGG is already in existence. Mr. Watts also observed that the EGG was so passionate about the subject matter yet it has been seven weeks and the answers to the questions raised have not been received. Mr. Watts questioned why the Selectboard and Trustees need to act at all.

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- Max Levy stated the timeline can be discussed, but the boards do not want the ad hoc committee to gather information and then expect implementation immediately.
 - George Tyler said both boards should offer questions on the recommendations and have input on what the committee does. Once a committee is established the work could probably be complete in the next six months or so because there is a limited number of models to analyze and research questions and comments. More data in support of the recommendations is needed, but this may not take three years to compile.
 - Elaine Sopchak suggested the committee's work be triggered by an event such as the report from the School Board on consolidation of district (RED) so the committee's work could be sporadic and ongoing, but not every month.
 - Brad Luck stated the Selectboard asked for the body of work which EGG did following the Heart & Soul process and producing the report. The Selectboard has a duty to act by either pursuing the matter further or not, especially recommendations C&D. EGG has the option to continue to work with the two elected bodies or pursue another avenue independent of the boards, such as a charter change via petition or special election.
 - Andy Watts said the ad hoc committee does not need endorsement by the boards to research information on voting options or to ask staff for information.
 - Mike Plageman recalled an incident in the past where the Essex Planning Commission was charged by the Selectboard with a project, but clear direction on what to research was not provided so the results were off target. The success of EGG is predicated on having both boards giving a clear scope of work which could be done through a series of steps with clear direction at each step. The results on each step could be presented at a joint meeting for feedback and direction to proceed to the next step. The model is similar to the process that was followed with the new police facility.
 - Elaine Sopchak suggested current EGG members be polled for interest in serving on the new ad hoc committee.
 - George Tyler said he is reluctant to create yet another committee, but agrees an ad hoc committee may be necessary because what is recommended in the EGG report is fundamental (i.e. changing the voting process) and requires more information and to address questions. It is better to have all groups (EGG, ad hoc, Trustees, Selectboard) working together for the same cause.
 - Pat Scheidel stated generally with a specific scope of work it is easier to find people to serve on a committee.
 - Andy Watts stressed it needs to be clear that the new group being formed may include members of EGG.
 - Dan Kerin pointed out the ad hoc committee is not permanent. Mr. Kerin spoke in support of having the committee getting feedback on each component before proceeding.
 - Mike Plageman suggested drafting a scope of work and attaching a timeline, but letting the committee set the meeting schedule. Enough time needs to be allowed for the committee to do the research and report to the boards for feedback and authorization to proceed to subsequent steps. The boards need to give clear direction so the committee starts on the right foot.
 - Max Levy stated the timeline needs to fit into the consolidated services trial period (three years) so if charter changes are needed the changes can be done all at once.

- 91 • George Tyler suggested a community-wide survey could be done if the boards are
92 willing to include funding in next year's budget.
- 93 • Andrew Brown stated it makes sense to gather as much information as possible so
94 money should be included in the budget for a survey.
- 95 • Irene Wrenner stated the school districts need to be kept informed.
- 96 • George Tyler said the school district is going forward with the Regional Education
97 District (RED) study. [Vanessa Zerillo said the RED committee is looking at
98 consolidation scenarios relative to the state aid formula and administrative functions.
99 There was a consolidated district prior to 1982. Ms. Zerillo agreed collaboration and
100 communication with the RED committee and the ad hoc committee is a necessity.]
- 101 • It was suggested the ad hoc committee have seven members with one member from the
102 Selectboard and one member from the Board of Trustees and the balance from the
103 public at large. The goal is to have a diverse representation of perspectives. Applicants
104 should contact the Municipal Manager and because the Selectboard initiated the process
105 the Selectboard makes the appointments with input from the Trustees. The committee
106 can be enlarged if there is not enough diversity. The appointed committee will draft the
107 charge of the committee (scope of work) for approval by the two governing boards.
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109 *ACTION BY BOARD OF TRUSTEES*

110 **MOTION by George Tyler, SECOND by Elaine Sopchak, to support the formation of an**
111 **ad hoc committee by the Selectboard to analyze present voting processes, including legal**
112 **and legislative constraints, and provide a comparative review of how those voting processes**
113 **could be restructured within existing and potential new models of local municipal and**
114 **school governance to maximize community engagement, and further, the committee's scope**
115 **of work and timeline will be determined collaboratively between the committee's**
116 **leadership, Essex Selectboard, and Essex Junction Trustees. VOTING: unanimous (4-0);**
117 **motion carried.**
118

119 *ACTION BY ESSEX SELECTBOARD*

120 **MOTION by Mike Plageman, SECOND by Irene Wrenner, that the Essex Selectboard**
121 **engage and advertise for an ad hoc committee to analyze present voting processes including**
122 **legal and legislative constraints and provide a comparative review of how those voting**
123 **processes could be restructured within existing and potential new models of local**
124 **government and school governance to maximize community engagement.**
125

126 **DISCUSSION: It was noted the intent is to work on the scope and timeline.**

127
128 **VOTING: unanimous (5-0); motion carried.**
129

130 Both boards will start the process to recruit committee members.
131

132 Handbook for Evaluation of the Municipal Manager

133 Pat Scheidel commended Brendan Keleher on the thorough research of the evaluation handbook
134 which will be an essential part of hiring a new municipal manager. The handbook can be used to
135 recruit, select, and evaluate an individual. Mr. Scheidel volunteered to be the beta manager for
136 evaluation through the process that is adopted. Mr. Scheidel said he is talking to both the Village

137 and Town attorneys about both boards adopting the evaluation process and being involved in the
138 evaluation. The boards can accept the evaluation process in concept now and fine tune over
139 time. In parallel to the decision on the handbook is the need for a consensus to continue with the
140 municipal manager model or not continue.

141
142 There was discussion of the need to evaluate the municipal manager model itself (how it is
143 working, what is being measured) and to get input from department heads. Then a decision is
144 needed on whether to continue with the model. Simultaneously, evaluation of the current
145 Municipal Manager (Pat Scheidel) needs to be done. George Tyler suggested reviewing the
146 handbook and crafting a document to be used for the actual evaluation. The document/evaluation
147 would be completed by both boards. If both boards adopt the handbook and the evaluation
148 form, then that system will be used going forward. It was noted there is a continuous learning
149 component in that when the evaluation process is done, then review will occur to determine
150 where improvements can be made. A test run of the evaluation methodology could be done with
151 Pat Scheidel and the results sent to both boards for comment.

152
153 Brad Luck stated the following documents that are needed:
154

- How to evaluate a municipal manager (questions to ask, information requested, when the
155 evaluation is done, who does the evaluation);
- How to recruit, hire, fire a municipal manager (handbook);
- How to develop contracts with municipal managers (i.e. items in the contract, terms and
158 conditions, who negotiates and reviews the contract).

159 Pat Scheidel will provide information on the subject matter.

160

161 *ACTION BY BOARD OF TRUSTEES*

162 **MOTION by George Tyler, SECOND by Dan Kerin, to accept the process presented in the**
163 **Handbook for the Evaluation of a Municipal Manager as edited. VOTING: unanimous (4-**
164 **0); motion carried.**

165

166 *ACTION BY ESSEX SELECTBOARD*

167 **MOTION by Andy Watts, SECOND by Irene Wrenner, to accept the Handbook for the**
168 **Evaluation of a Municipal Manager as a resource for the annual evaluation of the**
169 **Municipal Manager. VOTING: unanimous (5-0); motion carried.**

170

171 **3. ADJOURNMENT**

172 **MOTION by Brad Luck, SECOND by Irene Wrenner, with no further business before the**
173 **Essex Selectboard the meeting is adjourned. VOTING: unanimous (5-0); motion carried.**

174

175 The meeting was adjourned at 8:34 PM.

176

177 Approved this 20th day of July 2015.

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179 (See minutes of this date for corrections, if any.)

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Andrew J. Watts, Clerk, Selectboard

request for sidewalks under consideration. The committee meetings are open to the public and comments are welcomed. The recent bond approval covers the drainage work that will be done on Hillcrest, but does not include sidewalks.

2. Joint Meeting with Prudential Committee

Members of the Prudential Committee in attendance: Mike Smith, Marla Durham, Jennifer Ashe, Tim Kemerer.

CSSU staff in attendance: Judy DeNova (Superintendent), Paul O'Brian (CSSU), Brad Luck (Rec Director).

Brad Luck gave an update on the activities of EJRP for the past year (2014) and future plans, noting all programs and activities are well attended with wait lists for many programs. Mr. Luck reviewed the current organizational chart, Rec Advisory Committee members, maintenance/upgrades to facilities and equipment purchases, and various camps, activities, and events facilitated by EJRP. The FY2016 rec budget and capital plan will be voted at the school district annual meeting. The budget is a level tax rate and the capital plan maintains the same funding level (1% investment). The master plan for EJRP will be undated next year. National accreditation of the rec program is being undertaken. Further discussion is needed on rec impact fees and facility and program needs when the bond expires in 2019.

George Tyler observed EJRP is filling a huge need in the community (village and town) with the summer childcare program. Brad Luck said it is a struggle because the numbers keep increasing and at some point an increase in funding may be requested.

Dan Kerin suggested pursuing a community indoor gym or auditorium once the bond for the pool is paid.

There was discussion of consolidation of the governance of the school districts in the supervisory union (RED study). Many questions need to be answered and issues resolved such as sharing data because now there are different ways to track data and different assessments by the village and town school districts. Also, declining enrollment means programs cannot be sustained and learning is impacted when funds are restricted. There are questions such as whether the Rec Department should stay associated with the schools or be separate from CSSU oversight and support, or whether a park district should be formed. With a park district the village and town rec departments will fall under a new governance structure with the budget and capital plan still approved by the voters. Judy DeNova stated there is opportunity to consider different pathways with consolidation. CSSU and the Prudential Committee are aligned on the big picture goals. Details will be figured out going forward. There is a \$300,000 transition grant available that includes study of consolidation. Following further discussion there was agreement the Trustees should postpone adding discussion of consolidation of the school districts and EJRP to a future agenda until after the community decision on the RED study.

5. OLD BUSINESS

1. Approve Whitcomb Heights II Open Space Agreement & Nature Trail Easement Deed

Agenda Item: Consideration of a shared Village & Town Parks and Recreation District

George will introduce the subject and remind the joint municipal boards that the Village Recreation and Parks Department is administered by the Village School District, and is entirely a school district entity, although the land occupied by EJRP is owned by the Village. George will then review the following ideas:

- At their last joint meeting the Trustees and Prudential Committee members acknowledged that pending the results of the community-wide vote to form a regional educational district (and thus the dissolution of the Prudential Committee and Village School District), the two boards may need to explore the possibility of transferring administrative supervision of EJRP to the Village, or some other entity.
- One of the principal concepts discussed at that time was, within the framework of the ongoing shared services initiative between the Village and Town, conjoining EJRP with the Essex Town Parks and Recreation Department to create an independent, community-wide Parks and Recreation district which would have oversight by municipal and school leaders, and community members.
- The overarching concept was that this new parks and rec district would: 1) have independent taxing authority; 2) continue all the programs and services currently provided by the Village and Town parks and recreation departments; 3) have access to, and where appropriate take ownership of, all of the existing properties, buildings, and facilities currently used by the Village and Town parks and recreation departments.

With the successful outcome of the RED vote, George would like to gauge the sentiments of the Selectboard and trustee membership for moving ahead with such a project. As a point of discussion, George would like to propose that the Prudential Committee, Trustees, and Selectboard agree to set a goal of meeting sometime within the first six months of 2016 to jointly approve creating a study committee whose task would be to identify and frame all issues pertinent to creating a community-wide Rec and Parks district, and develop a plan (and if necessary a charter and/or other legally required instruments) to be approved by Village and Town voters in 2017.

To initiate this process, George would like to have consensus approval by the Selectboard and Trustees to consult with the Prudential Committee chair, current Parks and Rec directors, Chittenden Central Supervisory Union Staff, municipal manager, and any other relevant parties in order to prepare an actionable agenda item for the joint Prudential Committee/Selectboard/Trustees meeting in 2016.